

City of Richwood — TEXAS —

CITY COUNCIL MEETING AGENDA

Monday, July 10, 2023 at 6:00 PM

Richwood City Hall, 1800 Brazosport Blvd. N.

BE IT KNOWN THAT a City of Richwood City Council will meet Monday, July 10, 2023, beginning at 6:00 PM at Richwood City Hall, located at 1800 Brazosport Blvd. N., Richwood, Texas 77531 with the following agenda:

- I. CALL TO ORDER
- II. INVOCATION
- III. PLEDGES OF ALLEGIANCE
- IV. ROLL CALL OF COUNCIL MEMBERS
- V. PUBLIC COMMENTS
- VI. CONSENT AGENDA
 - A. Approval of minutes from regular meeting held June 19, 2023.
 - B. Approval of minutes from special meeting held June 23, 2023.
- VII. DISCUSSION AND ACTION ITEMS
 - A. Discuss and consider awarding Construction Contract 1-2023 / ARPA South Water Plant Improvements to the lowest qualified bidder, Matula and Matula Inc.
 - B. Discussion regarding Equipment Replacement Schedule
 - C. Discuss and consider approving Resolution 23-R-77, declaring property salvage or surplus and authorizing the disposal or sale of specified items.
 - D. Discuss and consider awarding bid #23-003P for Debris Management and Removal Services.
 - E. Discuss and consider amending the City's Policy and Procedure Manual, Policy #1105: Use of City Vehicles.
 - F. Consider items removed from consent agenda
- VIII. CAPITAL IMPROVEMENT PROJECTS UPDATE
- IX. CITY MANAGER'S REPORT
- X. COUNCIL MEMBER COMMENTS & REPORTS
- XI. MAYOR'S REPORT
- XII. FUTURE AGENDA ITEMS
- XIII. ADJOURNMENT

The City Council may go into Executive Session on any item listed on the Agenda in accordance with Section 551-071 of the Government Code (attorney-client privilege).

This facility is wheelchair accessible and accessible parking spaces are available. Requests for accommodations or interpretive services must be made 48 hours prior to this meeting. Please contact the City Secretary's Office at (979) 265-2082 or FAX (979) 265-7345 for further information.

I, Kirsten Garcia, do hereby certify that I did, on July 7, 2023 at 5:00 PM post this notice of meeting on the bulletin board at 1800 N. Brazosport Blvd., Richwood, TX, in compliance with the Texas Open Meetings Law.

Kirsten Garcia, City Secretary
City of Richwood

MINUTES

RICHWOOD CITY COUNCIL MEETING

Monday, June 19, 2023 at 6:00 PM

BE IT KNOWN THAT a City of Richwood City Council will meet Monday, June 19, 2023, beginning at 6:00 PM at Richwood City Hall, located at 1800 Brazosport Blvd. N., Richwood, Texas 77531 with the following agenda:

I. CALL TO ORDER

The meeting was called to order at 6:00 p.m.

II. INVOCATION

Tricia Ditto, Finance Director, led the invocation.

III. PLEDGES OF ALLEGIANCE

Mayor Durham led the pledges.

IV. ROLL CALL OF COUNCIL MEMBERS

Michael Durham, Mayor:	Present
Mike Johnson, Position 1:	Present
Mike Challenger, Position 2:	Absent
Amanda Reynolds, Position 3:	Present
Rory Escalante, Position 4:	Present
Jeremy Fountain, Position 5:	Present

Others present: Eric Foerster, City Manager; Kirsten Garcia, City Secretary; Stephen Mayer, Chief of Police; Tricia Ditto, Finance Director; Clif Custer, Public Works Director; Phillip Knop, City Attorney.

V. PUBLIC COMMENTS

There were no public comments.

VI. SERVICE AWARDS AND RECOGNITIONS

- A. Stephen Mayer, Chief of Police - 5 Years of Service
- B. Kimberly Mayer, Executive Director of Keep Richwood Beautiful

Eric Foerster, City Manager, presented both Chief Mayer and Kimberly Mayer their respective service awards.

VII. CONSENT AGENDA

- A. Remove former Mayor, Steve Boykin, and add current Mayor, Michael Durham, as signor at First National Bank of Lake Jackson.
- B. Minutes from regular meeting held May 15, 2023.
- C. Budget Report, May 2023
- D. Appoint Tracy Bocanegra to the Keep Richwood Beautiful Committee.

Motion to approve consent agenda.

Motion made by Mike Johnson, Seconded by Mike Challenger.

Voting Yea: Mike Johnson, Michael Challenger, Amanda Reynolds, Rory Escalante, Jeremy Fountain

Motion carried.

VIII. DISCUSSION AND ACTION ITEMS

- A. Discussion and possible action regarding drainage repair in Oakwood Shores.

Eric Foerster presented.

Discussion held on the process for ensuring the City doesn't get billed for any extra equipment or material.

Discussion held on whether City will provide the labor.

Discussion held on who will benefit from this.

Discussion held on location of drainage.

Discussion held on private properties that may be impacted by the work.

Discussion was held on the plan for clearing the drainage.

Motion to approve drainage repair in Oakwood Shores, have the City Attorney draft agreement letter and have Clif provide status reports on the project.

Motion made by Mike Johnson, Seconded by Amanda Reynolds.

Voting Yea: Mike Johnson, Michael Challenger, Amanda Reynolds, Rory Escalante, Jeremy Fountain

Motion carried.

- B. Discuss and consider awarding bid #22-001P and authorizing agreement with True North Emergency Management Services, LLC for Debris Monitoring Services

Eric Foerster presented.

Discussion held on personnel and billable rates.

Motion to award bid #22-001P and authorize agreement with True North Emergency Management Services, LLC for Debris Monitoring Services.

Motion made by Mike Johnson, Seconded by Amanda Reynolds.

Voting Yea: Mike Johnson, Michael Challenger, Amanda Reynolds, Rory Escalante, Jeremy Fountain

Motion Carried

- C. Discuss and consider amending the City's Policy and Procedure Manual, Policy #1105: Use of City Vehicles.

Mike Johnson presented his request for this agenda item.

Discussion held on which vehicles were taken home.

Discussion held on insurance and personal usage of the vehicle.

Discussion held on possible changes and how it affects the tax payers.

Discussion held on other cities' policies.

No action taken, staff will develop a draft policy to present to Council next month.

- D. Discuss and consider amending the Employee Policy and Procedure Manual, Policy #601: Holidays.
Rory Escalante presented his request for this agenda item.
No discussion held.

Motion to amend Employee Policy and Procedure Manual, Policy #601: Holidays to include June 19th.

Motion made by Amanda Reynolds, Seconded by Jeremy Fountain.

Voting Yea: Mike Johnson, Michael Challenger, Amanda Reynolds, Rory Escalante, Jeremy Fountain

Motion carried.

- E. Discussion and possible action regarding replacement of equipment for Public Works.
Clif Custer presented.
Discussion held on equipment usage.
Discussion held on responsible spending.
Discussion held on depreciation and replacement schedule.
Discussion held on additional costs incurred by purchasing new equipment.

Motion to authorize replacement of Public Works equipment as presented in the amount of \$346,578.

Motion made by Amanda Reynolds, Seconded by Mike Johnson.

Voting Yea: Mike Johnson, Michael Challenger, Amanda Reynolds, Rory Escalante, Jeremy Fountain

Motion carried.

Mike Johnson requested depreciation and forecast schedule for existing equipment.

- F. Consider items removed from consent agenda
No items removed from consent.

IX. CAPITAL IMPROVEMENT PROJECTS UPDATE

Clif Custer presented.

X. CITY MANAGER'S REPORT

Eric reported the splashpad was still out of service.

XI. COUNCIL MEMBER COMMENTS & REPORTS

Mike Johnson stated he requested the splashpad update and said everyone is doing a fantastic job.

Mike Challenger stated he wasn't trying to beat Clif up about the money, added that maybe in the future we look at items and what is the plan for public works.

Amanda Reynolds- Expressed appreciation to Kimberly Mayer and all she has done for the Keep Richwood Beautiful Committee; she added a lot wouldn't be possible without her.

Rory Escalante advised that Hurricane season is upon us, there are two storms brewing. He urged staff to stock up on water and check our back ups.

Jeremy Fountain stated he notice construction at Polk Elementary on their stacking lane .

XII. MAYOR'S REPORT

Mayor expressed thanks to Chief for his service to the City and Thanks to Kim for her service to KRB, adding he would like to participate more.

He expressed thanks to his uncle Adam for coming tonight and for his service.

XIII. FUTURE AGENDA ITEMS

Debris Management and Removal

Budget Workshop

Depreciation schedule

XIV. ADJOURNMENT

Being there no further business, meeting adjourned at 7:34 p.m.

These minutes were read and approved on this 10th day of July 2023.

Mayor

ATTEST:

City Secretary

MINUTES

RICHWOOD CITY COUNCIL TRAINING WORKSHOP

Friday, June 23, 2023 at 4:00 PM

BE IT KNOWN THAT a City of Richwood City Council will meet Friday, June 23, 2023 beginning at 4:00 PM at Richwood City Hall, located at 1800 Brazosport Blvd. N., Richwood, Texas 77531 with the following agenda:

I. CALL TO ORDER

The workshop was called to order at 4:00 p.m.

II. ROLL CALL OF COUNCIL MEMBERS

Michael Durham, Mayor:	Present
Mike Johnson, Position 1:	Present
Mike Challenger, Position 2:	Present
Amanda Reynolds, Position 3:	Present
Rory Escalante, Position 4:	Present
Jeremy Fountain, Position 5:	Present

Others present: Eric Foerster, City Manager; Kirsten Garcia, City Secretary; Stephen Mayer, Chief of Police; Clif Custer, Public Works Director; Phillip Knop, City Attorney.

III. PUBLIC COMMENTS

There was no public comment.

IV. WORKSHOP

A. Governance Training, presented by Ron Cox Consulting

See attached report.

V. CITY MANAGER'S REPORT

No report.

VI. COUNCIL MEMBER COMMENTS & REPORTS

Mike Johnson recognized staff for grant money.

Rory Escalante reminded everyone it's hot outside, in jest.

VII. MAYOR'S REPORT

Mayor reported on the weather, hopes that staff stays safe in this heat.

VIII. FUTURE AGENDA ITEMS

Take home car policy
Debris Removal Award
Budget Workshop on July 17.
Depreciation schedule

IX. ADJOURNMENT

Being there no further business, the meeting was adjourned at 7:05 p.m.

These minutes were read and approved on this 10th day of July 2023.

Mayor

ATTEST:

City Secretary

City of Richwood — TEXAS —

Report **on** **Governance Model** **2023**

Adopted
TBD

Prepared and Facilitated
By
Ron Cox Consulting



REPORT

COUNCIL/STAFF
GOVERNANCE AND PLANNING SESSION

CITY OF RICHWOOD

Session 1 – Mayor and City Council Governance Session, June 23, 2023

Session 2 – Council and City Staff Planning Session, TBD

Session 3 – Council Report, TBD

Adopted– TBD

Introduction

June 23, 2023

On June 23, 2023, the City of Richwood embarked upon a two-phase approach to planning for the future. The first session was designed as a time for the Mayor and Council to establish a Governance model. This consisted of a discussion of leadership, communication and setting expectations. Also, included was a review of the Vision, Mission and Core Values established in 2018. Session 2, on TBD, was designed for staff and Council to develop a fresh strategic plan.

During all sessions, the Mayor and Council and staff freely worked together, and their work was exemplary in all respects. Ron Cox facilitated the process.

Governance

The City Council members originally developed a governance model in 2018. However, since that time, all members have changed except one. The group decided to start over, developing their own governance model.

Conversation began with each Council member describing why they ran for the office, and what attributes they bring to the group.

Why did you run?

- To improve the city.
- To be involved.
- To bring peace to the governance process.
- To go forward together.
- For transparency.
- To represent the special needs community.
- To bring another and fresh perspective.
- To be a little more assertive to stay on point and not let petty or personal differences rule.

What attributes do you bring?

- Am willing to listen.
- Have integrity.
- Have experience and time in the community.
- Will bring accountability to decision making to citizens.
- Am a team player.
- Have flexibility in perspective and opinion.
- Like to hear what others have to say.
- Bring different experience from others.
- Background in strategic planning and management
- Ability to anticipate effects of decisions to the 2nd and 3rd order.

The City Council and City Manager then focused their discussions on their vision for Richwood. Vision, Mission, Core Values are an important base feature of any governance mode. Agreement among the elected officials in these key areas is very important for determining and ensuring alignment among the officials and when moving forward with strategies and goals that come afterward.

Vision

Members reviewed the elements of their vision for Richwood.

Key Vision Elements

The Council described the key elements they believe are important to the vision they have for Richwood.

- Richwood should be sustainable.

- A safe community.
- The community will be involved.
- Richwood should be affordable to live in.
- It has proximity to the industrial complex as a desirable place to live.
- Richwood is attractive.
- A great place to live and call home.
- Provides opportunity – jobs, quality growth, with housing that meets the needs of the community.
- Richwood preserves the unique characteristics of the city.
 - Bedroom community.
 - Natural amenities.
 - Quiet.
 - Good proximity to industry.
 - Friendly.
 - Safe.

Members reviewed the Vision Statement revised 2018 and made one change shown in red.

The City of Richwood is a model for safe and beautiful neighborhoods with sustainable growth opportunities for families and businesses dedicated to valuing our citizens and serving our community for current and future generations.

Mission Statement

Key Mission Elements

Council then discussed the key elements of the mission of the City.

- To ensure a proper infrastructure – water, wastewater, roads, drainage, people – to provide the services necessary.
- To define and live within their roles and responsibilities.
- Determining what key indicators are necessary to make good decisions.
- Having good processes and procedures.
- Behaving properly.
- Promoting a sense of community.
- Promoting life, liberty, and the pursuit of happiness.
- Provide for the common needs of the community that individuals cannot provide for themselves.
- To make practical decisions that have long lasting effect.
- To be effective and fiscally responsible.
- Value citizens input – treating people with respect and dignity.

After review, the Council did make minor changes to the Mission Statement. Changes in included in red.

To provide residents, visitors, and the business community with the highest quality of municipal services in a fiscally responsible manner while being in an efficient and courteous, manner, and to enhancing the quality of life through planning and visionary leadership.

Core Values

Likewise, the Council reviewed the established core values and agreed they should remain as stated. They are as follows.

- **Act as good stewards of the city resources.**
- **Leading the city by serving our community.**
- **Foster economic growth for today and tomorrow.**
- **Maintain integrity through transparency.**
- **Promote a positive quality of life for our community.**

Leadership

Discussion then centered on how the Council will lead collectively as a group. They responded as follows.

The City Council of Richwood will lead by...

- Being adaptable.
- Having synergy among the members.
- Having honesty and integrity.
- Being fair.
- Being accountable to the citizens and each other.
- Being transparent.
- Example.
- Being trustworthy.
- Being knowledgeable.
- Being strong with a will to make decisions.
- Being a good listener.
- Have a good intuition for the situation and outcomes.
- Being empathetic.
- Being objective.
- Being willing to do the work.
- Understanding that we cannot please everyone when making decisions.
- Being compassionate.
- Understanding that you don't know what you don't know.
- Being humble.

Communication

Council then defined how they intend to communicate with each other, with citizens and with staff.

Council will communicate with citizens, staff and each other...

- Seeking clarity before speaking.
- By not being personal and don't take things personally.
- Staying focused on the subject at hand.

- Be transparent in what you say.
- Think before you speak.
- Understand other positions among the members.

Expectations

Council expects the following of each other...

- Protect each other – have each other’s back.
- Share information and knowledge you have with others.
- Be prepared.
- Get to know each other’s strengths.
- Be present – be seen.
- Be respectful.
- Be willing to be flexible.
- Have no hidden agendas.
- Keep the city manager in the loop.

Staff is expected to...

- Keep the Council informed equally.
- Follow policies and procedures, safely.
- Execute to the best of your abilities.
- Communicate with Council both victories and deficiencies.
- Provide guidance to make recommendations to Council.
- Be transparent – tell Council the good, the bad and the ugly.
- Be understanding when asked for clarification.
- Be OK with a no answer.

Staff expectations of Council (as defined by Council) is to...

- Exercise fiduciary responsibilities.
- Provide clear direction and advice to staff.
- Trust staff.
- Recognize them for their experience and knowledge.
- Give them the tools they need to succeed – equipment, funds, training, support and delegation of authority.
- Be open minded to the investment being proposed.
- Be OK with a no answer.

The City Council and staff ended their first session on a positive note, having established their Vision, Mission, Core Values and Governance Model.

Strategic Planning

TBD



AGENDA MEMORANDUM

CONTACT: CLIF CUSTER

SUBJECT: CONSTRUCTION CONTRACT AWARD

SUMMARY:

As a result of the RFP advertised on Civcast by Strand Associates for the ARPA South Water Plant Improvements, Richwood received two bids. The lowest of the two bids was submitted by W.W. Payton in the amount of \$525,000.00. The second bid was submitted by Matula and Matula Inc. In the amount of \$593,000.00.

BACKGROUND INFORMATION:

The original ARPA Grant Project Scope included backup power generators for Well #5, Lift Station #3, Lift Station #4, Richwood Service Center, and new pumps, motors, and piping for the South Water Plant. Due to rising costs during the development of the grant project outline, the overall project scope was required to be reduced.

The Current ARPA Grant Project Scope is inclusive of new pumps, motors, and piping at Richwood’s South Water Plant, and backup power generators at Water Well #5 and Richwood Service Center. Also due to rising costs, this project scope was divided into two separate initiatives being:

- 1. South Water Plant pumps, motors, and piping
- 2. Backup power generators at Well #5 and Richwood Service Center

As an additional effort to ensure that the project scope costs remained within the confines of Richwood’s ARPA grant allocation, the two initiatives were to be bid on, and construction contracts executed at different times. Due to its higher cost value, it was determined that the South Water Plant pumps, motors, and piping were to be bid first.

ISSUE:

According to the TDEM guidelines, contractors submitting bids must have an active account with SAM (System for Award Management). SAM is the official U.S. Government system for listing contract opportunities, capturing contractor performance, viewing contract data, searching assistance listings, reporting subcontracts, and more.

Although it has been determined that W.W. Payton clearly is registered with SAM and has a unique identification number, there is no proof available that W.W. Payton’s SAM account is active. Therefore, Richwood’s Grant Works Specialist, David Okumgba has made a recommendation to award the construction contract to the next lowest qualified bidder being Matula and Matula Construction.

A future issue regarding the ARPA Grant could be a Council Resolution to provide additional funding for the entirety of the project. Richwood’s ARPA grant allocation totals \$989,146.00. The qualifying responsive and responsible bidder submitted a bid of 593,000.00. Estimated Engineering and Grant Admin Services for the SWP portion of the project totaled \$108,250.00 for a final cost of \$701,250.00 for the SWP portion of the ARPA Grant Project.

The second portion of the ARPA Grant Project being backup power generators at Well #5 and Richwood’s Service Center is estimated at \$376,000.00 inclusive of Engineering and Grant Admin Services. This would put the total project cost at \$1,077,250, or \$88,104.00 over Richwood’s ARPA grant allocation.

Note: This is for the Council’s information. The determination that a resolution by Council to allow for additional funds for the ARPA Grant Project is not a requirement at this time.

FISCAL IMPACT:

None

RECOMMENDATION:

I recommend that Council motion to award Construction Contract 1-2023/ARPA South Water Plant Improvements to the lowest qualified bidder, Matula and Matula Inc.

City of Richwood — TEXAS —

AGENDA MEMORANDUM

CONTACT: CLIF CUSTER

SUBJECT: PROPOSED EQUIPMENT REPLACEMENT SCHEDULE DISCUSSION

SUMMARY:

Due to a recent lengthy and expensive request for new and replacement equipment for Public Works, Council requested a proposed equipment replacement plan. The information presented will provide Council with an overview, initial cost, future cost, and depreciation schedules for Public Works' equipment and vehicle inventory.

BACKGROUND INFORMATION:

For decades the City of Richwood provided little to no means of consistent funding for vehicle and equipment replacement. Roughly three years ago Council approved funding for equipment and vehicle replacement in the annual amount of \$20,000 for vehicles and \$4,000 for equipment. This funding source primarily serves Public Works, Admin, and Fire Department. PD has a separate form of funding set up for equipment and equipment replacement in the form of the Crime Control and Prevention District which is funded via a portion of sales tax revenue.

At the time Council approved the funding of a Vehicle and Equipment Replacement line item, several pieces of Public Works' mission critical equipment and vehicles were becoming aged and some not viable to sustain due to redundant and continued high maintenance and repair costs.

Without consistent and sufficient funding of equipment and vehicle replacement, Department Heads are forced to operate equipment and vehicles to the point of failure or nonviable sustaining of that equipment or vehicles. Situations such as the recent coincidental failure or nonviability of sustaining certain pieces of Public Works' equipment, as well as the need for new equipment, put Richwood into a fiscally challenging position to fill that request.

ISSUE:

Public Works as well as all other departments must sustain a minimum equipment and vehicle fleet to achieve success and efficiency within their daily operational duties. Means to replace such equipment and vehicles are generally limited to city funding or bank loans. Local cooperatives for equipment sharing have not become viable options.

Options to relieve some financial stress for Richwood and other cities with regards specifically to vehicle replacement are available. These options generally take form in a vehicle turnover program managed by a third party. These programs are designed to put a vehicle on the used market for sale at the peak of its resale value. Revenue generated from the sale is shared with the third party in the form of a handling fee. Over time, revenue generated from the resale of vehicles will become substantial enough to minimize a city’s funding of vehicle replacement.

FISCAL IMPACT:

None.

RECOMMENDATION:

Discussion.

REPLACEMENT FUND
FY 2019 forward

	DESCRIPTION	FUND BALANCE	EQUIPMENT	VEHICLES	FIRE DEPT	UNALLOCATED	CHANGE
FY 2019	UNKNOWN ALLOCATION	7,770.39				7,770.39	
FY 2020	Budget/Interest	55,912.55		40,000.00	8,000.00	142.16	48,142.16
	Insurance claim - flood	70,742.14			14,829.59		14,829.59
	Res 20-R-30 Brush truck	115,742.14			45,000.00		45,000.00
	Grant allocation	124,463.64			8,721.50		8,721.50
FY2021	Budget/Interest	158,472.19	4,000.00	20,000.00	10,000.00	8.55	34,008.55
	Brush truck	113,472.19			(45,000.00)		(45,000.00)
	Antenna replacement	109,164.79			(4,307.40)		(4,307.40)
FY2022	Budget/Interest	153,254.66	4,000.00	20,000.00	20,000.00	89.87	44,089.87
	PW truck/CE Rav 4	93,536.16		(59,718.50)			(59,718.50)
	Vehicle sale auction	96,316.16		2,780.00			2,780.00
FY2023	Budget/Interest	142,047.68	4,000.00	20,000.00	20,000.00	1,731.52	45,731.52
	Balance per allocation	142,047.68	12,000.00	43,061.50	77,243.69	9,742.49	142,047.68

Replacement needs by year

	2023 & prior	2024	2025	2026
EQUIPMENT				
Mowers				
John Deere Z970 54"	11,013.10			
John Deere Z970R 72"				
Altoz TRX 54"				
90hp Case Tractor w/15' mowing deck	73,792.43			
Case Backhoe	88,724.58			
Volvo ECR58 Miniexcavator				
Volvo ECR50 Miniexcavator				
Takeuchi TL8R Track Loader				
Pipe Hunter Jetter Trailer				
Insight Vision CCTV Monitor, Camera, and Reel				
Frontier 96" Finishing Mower Deck	2,000.00			
Land Pride 60" Mowing Deck	800.00			
Ford 3930 Tractor	12,500.00			
Ingersol Rand Steel Wheel Roller	8,000.00			
MQ Power 230V Single Phase Generator	6,000.00			
2005 Ford F-650 Dump	25,000.00			
EQUIPMENT NEEDS BY YEAR	227,830.11	0.00	0.00	0.00
CUMULATIVE NEEDS	227,830.11	227,830.11	227,830.11	227,830.11
VEHICLES				
2013 Ford F-150 CC Gas	40,317.49			
2014 Ford F-250 RC Die.	39,143.20			
2018 Ford F-250 RC Die	44,336.95			
2018 Ford F-250 RC Die				47,842.09
2021 Chevy 1500 CC Gas				
2022 Chevy 6500 Dump				
VEHICLE NEEDS BY YEAR	123,797.64	0.00	0.00	47,842.09
CUMULATIVE NEEDS	123,797.64	123,797.64	123,797.64	171,639.73
Needed allocation per year to fully fund equipment replacement (10 years)				65,010.00
Needed allocation per year to fully fund vehicle replacement (6 years)				48,077.00

2027	2028	2029	2030	2031	2032	2033
19,063.04		19,554.99				
			139,467.70			
			88,058.97			80,097.42
	73,915.40					
		14,111.12				
19,063.04	73,915.40	33,666.11	227,526.67	0.00	0.00	80,097.42
246,893.15	320,808.55	354,474.66	582,001.33	582,001.33	582,001.33	662,098.75
		45,505.33				
		114,378.27				
0.00	0.00	159,883.60	0.00	0.00	0.00	0.00
171,639.73	171,639.73	331,523.33	331,523.33	331,523.33	331,523.33	331,523.33

Mower Fleet

Discription:		Purchase Year:
John Deere Z970 54" <i>54" deck, John Deere Zero Turn Commercial Mower</i> Equipment utilized for general mowing	5 year	2018
John Deere Z970R 72" <i>72" deck, John Deer Zero Turm Commercial Mower</i> Equipment utilized for general mowing	5 year	2020
Altoz TRX 54" <i>54" deck, Trac Commercial Mower</i> Equipment utilized for speciality mowing of slopes and utilized as backup equipment to primary mowers	5 year	2022

Note: Standard depreciation schedule is a 7-year time frame from date of purchase. A 10-year timeframe might be applicable for more specialized equipment. Equipment value is increased at a rate of 3% annually.

Purchase Price:	2019	2020	2021	2022
\$9,500.00	\$9,785.00	\$10,078.55	\$10,380.91	\$10,692.33
	2021	2022	2023	2024
\$15,500.00	\$15,965.00	\$16,443.95	\$16,937.27	\$17,445.39
	2023	2024	2025	2026
\$15,900.00	\$16,377.00	\$16,868.31	\$17,374.36	\$17,895.59

ie of purchase.
ent. Equipment

2023	2024	2025
\$11,013.10	\$11,343.50	\$11,683.80

2025	2026	2027
\$17,968.75	\$18,507.81	\$19,063.04

2027	2028	2029
\$18,432.46	\$18,985.43	\$19,554.99

Equipment Fleet

Discription:		Purchase Year:	Purchase Price
<p>90hp Case Tractor w/15' mowing deck <i>90hp Case tractor, 2-remote hydraulics with 15' bat-wing mowing deck</i> Equipment utilized for drainage right of ways, retention ponds, and supplimental mowing of State right of ways</p>	7 year	2016	\$60,000.00
<p>Case Backhoe <i>Case Backhoe with front end loader</i> Equipment utilized for heavy lifting, road work, site restoration and large scale excavations</p>	7 year	2012	\$68,000.00
<p>Volvo ECR58 Miniexcavator <i>ECR58 equiped with bucket rotator assembly, 24" digging bucket, and 48" clean-out bucket</i> Equipment serves as primary excavator and is utilized for all water and sewer taps, distribution and collection main repairs, ditch grading, road work, and heavy lifting</p>	7 year	2023	\$113,400.00
<p>Volvo ECR50 Miniexcavator <i>ECR50 with 18" GP bucket</i> Equipment seves as secondary excavator and is utilized for smaller excavations during water or sewer sevice line repair, water meter box change-out, and non-bore water and sewer taps</p>	7 year	2023	\$71,600.00
<p>Takeuchi TL8R Track Loader <i>Track Loader with 80' bucket</i> Equipment will be utilized for drainage maintenance, parks clean-up, Excavation site restoration, road work, and heavy lifting</p>	7 year	2023	\$59,600.00

Pipe Hunter Jetter Trailer Equipment utilized for maintenance of sewer collection lines and power washing of lift station wet wells and manholes	15 year	2018	\$ 55,000.00
Insight Vision CCTV Monitor, Camera, and Reel Equipment utilized to televise sewer lines and sewer services to determine maintenance needs	7 year	2019	\$10,500.00

Note: Standard depreciation schedule is a 7-year time frame from date of purchase. A 10-year timeframe might be applicable for more specialized equipment. Equipment value is increased at a rate of 3% annually.

::	2017	2018	2019	2020	2021	2022
	\$61,800.00	\$63,654.00	\$65,563.62	\$67,530.53	\$69,556.44	\$71,643.14

2013	2014	2015	2016	2017	2018
\$70,040.00	\$72,141.20	\$74,305.44	\$76,534.60	\$78,830.64	\$81,195.56

2024	2025	2026	2027	2028	2029
\$116,802.00	\$120,306.06	\$123,915.24	\$127,632.70	\$131,461.68	\$135,405.53

2024	2025	2026	2027	2028	2029
\$73,748.00	\$75,960.44	\$78,239.25	\$80,586.43	\$83,004.02	\$85,494.14

2024	2025	2026	2027	2028	2029
\$61,388.00	\$63,229.64	\$65,126.53	\$67,080.33	\$69,092.73	\$71,165.52

2019	2020	2021	2022	2023	2024
-------------	-------------	-------------	-------------	-------------	-------------

\$ 56,650.00 \$ 58,349.50 \$ 60,099.99 \$ 61,902.98 \$ 63,760.07 \$ 65,672.88

2020	2021	2022	2023	2024	2025
\$10,815.00	\$11,139.45	\$11,473.63	\$11,817.84	\$12,172.38	\$12,537.55

2023	2024	2025	2026	2027
\$73,792.43	\$76,006.20	\$78,286.39	\$80,634.98	\$83,054.03

2019	2020	2021	2022	2023
\$83,631.42	\$86,140.37	\$88,724.58	\$91,386.31	\$94,127.90

2030
\$139,467.70

2030
\$88,058.97

2030	2031	2032	2033
\$73,300.48	\$75,499.50	\$77,764.48	\$80,097.42

2025 2026 2027 2028 2029 2030 2031

\$ 67,643.06 \$ 69,672.35 \$ 71,762.53 \$ 73,915.40 \$ 76,132.86 \$ 78,416.85 \$ 80,769.35

2026	2027	2028	2029
\$12,913.68	\$13,301.09	\$13,700.12	\$14,111.12

2032

2033

\$ 83,192.43 \$ 85,688.21

Vehicle Fleet

Discription:		Purchase Year:	Purchase Price:
2012 Ford F-250 RC Gas ODO. 80,000 <i>GF Vehicle (Mowing)</i>	5 year	2013	\$25,000.00
2013 Ford F-150 CC Gas ODO. 100,300	5 year	2014	\$30,000.00
2015 Ford F-250 RC Gas ODO. 63,700 <i>Vehicle used for towing equipment</i>	5 year	2015	\$26,665.00
2018 Ford F-250 RC Die ODO. 38,300 <i>Vehicle used for towing equipment</i>	5 year	2019	\$38,900.00
2018 Ford F-250 RC Die ODO. 40,300 <i>Vehicle used for towing equipment</i>	5 year	2019	\$38,900.00
2022 Chevy 1500 CC Gas ODO. 7,480 <i>Foreman Vehicle</i>	5 year	2022	\$33,240.00
2022 Chevy 6500 Dump	5 year	2022	\$93,000.00

Note: Standard depreciation schedule is a 7-year time frame from date of purchase. A 10-year timeframe might be applicable for more specialized equipment. Equipment value is increased at a rate of 3% annually.

2014	2015	2016	2017	2018	2019	2020
\$25,750.00	\$26,522.50	\$27,318.18	\$28,137.72	\$28,981.85	\$29,851.31	\$30,746.85

2015	2016	2017	2018	2019	2020	2021
\$30,900.00	\$31,827.00	\$32,781.81	\$33,765.26	\$34,778.22	\$35,821.57	\$36,896.22

2016	2017	2018	2019	2020	2021	2022
\$27,464.95	\$28,288.90	\$29,137.57	\$30,011.69	\$30,912.04	\$31,839.40	\$32,794.59

2020	2021	2022	2023	2024	2025	2026
\$40,067.00	\$41,269.01	\$42,507.08	\$43,782.29	\$45,095.76	\$46,448.63	\$47,842.09

2020	2021	2022	2023	2024	2025	2026
\$40,067.00	\$41,269.01	\$42,507.08	\$43,782.29	\$45,095.76	\$46,448.63	\$47,842.09

2023	2024	2025	2026	2027	2028	2029
\$34,237.20	\$35,264.32	\$36,322.25	\$37,411.91	\$38,534.27	\$39,690.30	\$40,881.01

2023	2024	2025	2026	2027	2028	2029
\$95,790.00	\$98,663.70	\$101,623.61	\$104,672.32	\$107,812.49	\$111,046.86	\$114,378.27

2021	2022	2023
\$31,669.25	\$32,619.33	\$33,597.91

2022	2023
\$38,003.10	\$39,143.20

2023
\$33,778.42

Discription:		Purchase Year:	Purchase Price:
2017 Spartan Pumper	20 year	2018	\$493,354.00
2016 Ford Pickup	5 year	2016	\$30,493.00

Surplus Equipment

	Estimated Value
Frontier 90" Finishing Mower Deck	\$1,500.00
Land Pride 72" Mowing Deck	\$1,000.00
Ford 3930 Tractor	\$12,500.00
Ingersol Rand Steel Wheel Roller	\$14,000.00
MQ Power 230V Single Phase Generator	\$20,000.00
2005 Ford F-650 Dump	\$25,000.00
2002 Ford F-350 Dump	\$14,000.00
Curtis Dyna-Fog Silver Cloud Aerosol Fogger	\$1,000.00
Surplus Equipment Total	\$89,000.00

City of Richwood — TEXAS —

AGENDA MEMORANDUM

CONTACT: CLIF CUSTER

SUBJECT: SURPLUS EQUIPMENT

SUMMARY:

With the addition of new equipment in the past and Council's recent approval of additional new and replacement equipment for Public Works, the department has developed an inventory of surplus equipment. This equipment has been deemed obsolete due to acquiring updated and better equipment.

BACKGROUND INFORMATION:

In the June meeting Council requested a proposed replacement plan for Public Works vehicles and equipment. In addition to this request Council requested a list of any surplus equipment that Public Works currently possesses.

Surplus equipment within the Public Works Department is as follows:

Frontier 90" Finishing Mower Deck
Land Pride 72" Mowing Deck
Ford 3930 2WD Tractor
Ingersol Rand Steel Wheel Roller
MQ Power 230V Single Phase Generator
2005 Ford F-650 Dump Truck
2002 Ford F-350 Dump Truck
Curtis Dyna Fog Aerosol Fogger

ISSUE:

Public Works has reached out to a couple of entities suspected of being able to carry out an auction process for the equipment with no response from those entities. Public Works wishes to advertise locally an invitation to bid on the surplus equipment with a public opening of those bids to be hosted at City Hall on a predetermined date. The option of public sale has been scrutinized and researched by the City Attorney.

FISCAL IMPACT:

\$600.00 - \$800.00 (Includes once a week for 2 consecutive weeks of posting in The Facts)

RECOMMENDATION:

I recommend that Council pass a resolution that the stated property is surplus equipment and authorize the disposal of that equipment by means of public sale.

Surplus Equipment

The following are general descriptions of Richwood’s surplus equipment and opinions of fair market values. These values were determined utilizing current pricing of the same or similar equipment on the internet and consideration of the current condition of the surplus equipment.

Frontier 90” Finishing Mowing Deck

Estimated Value - \$1,500.00



\$2,200

TractorZoom Search All Equipment

Dealers Auctioneers Finance What's it Worth? About

Home / Hay and Forage / Mowers - Rotary / **Frontier GM1190**

Item is unavailable
Sorry this equipment has sold or is no longer available.
Review similar equipment below for value near you

BeVIN Auction Company
Sold - Frontier GM1190
somerville, TN

See Other Frontier GM1190
Browse Other Hay And Forage

Details

Auction Date
Apr 15, 2023

Make	Frontier
Model	GM1190
Category	Hay and Forage
Subcategory	Mowers - Rotary
City	Somerville
State	TN
Price	2,200
Condition	Used
Serial No.	1XFGM11XAL0009644

\$7,240

MACHINEFINDER FIND A MACHINE

2023 FRONTIER GM1190
\$7,240 US
Grooming Mower - 90 Inch Cutting Width - Category 1 - Rear 3 Pc Mowing Hardware Included - New Machine, Never Been Used - Mtd / Ole Lot

RDO EQUIPMENT CO.
2706 STATE HIGHWAY 500
ACLA, MISSISSIPPI 39264

CONTACT SALES TEAM
800.544.7678

CALL
EMAIL
MESSAGE
DEALER PAGE

SAVE & SHARE MACHINE

THIS 2023 FRONTIER GM1190 SPECIFICATIONS & DETAILS
STOCK Z0194
SERIAL: 1XFGM11XAL0009644
CATEGORIZED UNDER: Grooming Mower
SPECIFICATIONS
• 90 Inch Cutting / Finishing Mower

Land Pride 72" Mowing Deck

Estimated Value - \$1,000.00



7 photos

2022 Land Pride RCR1872

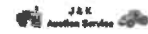
Save

2022 LAND PRIDE RCR1872 MOWER. 540 SHAFT. 6' CUT. GOOD SHAPE Express Financing Get Pre-Approved Get a FR8Star Shipping Estimate

\$2,950

Est. \$0 monthly

Get Financing



J & K Auction Service - Flint
Flint, TX
(903) 825-2400



\$2,750

Make An Offer

Used 2021 LAND PRIDE Mower
Attachments
RCR1872

2021 Land Pride RCR1872 Rotary Mower: S/N:
1742648: 72" Cut: Cat. 1, 3-Point: UNUSED:

Email

1-866-658-8117

Marshall Machinery Inc - Website - Honesdale, PA - 1,423 mi away | Chat

View our other Marshall Machinery location

Ford 3930 2WD Tractor (21,961 hrs.)

Estimated Value - \$12,500.00



\$9,000

[Make An Offer](#)

Used 1990 FORD Tractors
3910

1990 FORD 3910, Roll bar and Canopy, Diesel, 42HP, 2000 Hours, One Owner, Good Tires, PS, Ind Live PTO

[Email](#)

1-866-557-4935

Larry Pursley - Franklin, OH - 960 mi away

FEATURED LISTING



13 ☰ ❤️

Updated: Wednesday, June 28, 2023 09:55 AM

FORD 3930
40 HP to 99 HP Tractors

Price: **USD \$14,900**

CURRENCY. Get Financing*

Machine Location:
Mount Pleasant, Pennsylvania 15666

Hours: 1,346
Drive: 2WD
Engine Horsepower: 52 HP
Serial Number: BC69073

▼

Compare

Owen McGill Farm Equipment
Mount Pleasant, Pennsylvania 15666
Phone: (724) 892-7004

[View Details](#)

[Email Seller](#)

[Video Chat](#)

[Get Shipping Quotes](#)

CURRENCY. Apply for Financing

Ingersoll Rand Steel Wheel Roller (12,102 hrs.)

Estimated Value - \$14,000.00



2004 Ingersoll Rand DD28HF Roller Stock# 39121

eBay \$14,950.00
2004 Ingersoll Rand DD28HF Roller Stock# 39121 Pre-owned

MQ Power 230V Single Phase Generator (36kW w/transfer switch)

Estimated Value - \$20,000.00



MQ Multiquip WhisperWatt Super-Silent DCA36SPXU4F DIESEL Generator - 36kW

Typically \$45,486

Colorado Standby
MQ Multiquip WhisperWatt Super-Silent DCA36SPXU4F Diesel Generator - 36kW
 Free 6-day delivery

\$45,485.75

2005 Ford F-650 Dump Truck (Odometer – 24,134)

Estimated Value - \$25,000.00



\$36,500

[Make An Offer](#)

Used 2006 Ford Dump Trucks
F-650

2006 Ford, F-650, Dump Trucks, 2006 Ford F-650 Dump Truck. Under 26K Non CDL. 43,901 miles. Cummins Diesel Engine 6spd Manual

[Email](#)

1-800-671-7734

[Muzzy Construction - Website](#) - Redding, CA - 1,714 mi away | [Chat](#)



\$24,995

[Make An Offer](#)

Used 2005 FORD Dump Truck, Landscape Truck, Contractor Truck CLASS 6 (GVW 19501 - 26000)
F-650 Super Duty

2005 Ford F-650 Super Duty, 4X2 2dr Regular Cab, Chassis, Truck runs and drives good. Does have an abs light on. Tailgate is missing.

[Email](#)

1-888-803-0709

[Anything in Motion, Inc - Website](#) - Bolingbrook, IL - 964 mi away

2002 Ford F-350 Dump Truck (Odometer – 50,640)

Estimated Value - \$14,000.00



Home > All Categories > Dump Truck > Ford > F350 > Initial > Heavy-duty > 2002 > See all FORD F350s near Haverhill, MA

For the Ones Who Build Our World [LEARN MORE](#) **GRAINGER** KnowHow



Used 2002 FORD Dump Truck F350

206,031 Miles Stock # 02-2655

\$14,800

Compare Commercial Loans [lendingtree](#)

Contact Don's Truck & Trailer

[View Dealer's Website](#)

1-888-596-3418 [Text Us](#)

Your Email Address

Hello, I am interested in your 2002 FORD F350 Dump Truck.

Please contact me by email by phone by text message

You can reach me at

Additional Comments

Thank you!

BuySellSEARCH Search trucks City or state

Refine your search

Year

2002 — 2002

• 2002

• 2016 (82)

Trucks > Ford > F350 > 2002

2002 Ford F350 Dump Trucks For Sale (11 results)



2002 Ford F-350 Dump Truck W/ Only 46k C07400 \$18,990

\$ 18,990

Air Conditioning
 xxxx Ford F-350 Dump Truck, 6.8 Liter Gas, AT, AC, PS, PB, Rugby Dump, GVWR= 11,000 Lbs., Only 46K,...

US, California, Santa Barbara County, Carpinteria 6 years at showmethead.com

Curtis Dyna-Fog Silver Cloud Aerosol Fogger

Estimated Value - \$1,000.00



For purposes of public sale, staff wishes to apply the following minimum conditions:

- Advertisement the invitation to bid with The Facts and available media outlets.
- Allow one day during the bid cycle for interested parties to view and inspect surplus equipment.
- Post pictures, descriptions, odometer/hour-meter readings, etc., on the city's website.
- Require that individuals submitting bids do so online only.
- Accept the bid closest to the estimated value with no minimum.
- Public bid opening.
- Require that purchased equipment be retrieved within 5 business days of the bid opening.
- Require that all payments be in the form of cashier's check, money order, or cash.

RESOLUTION 2023-R-77

A RESOLUTION BY THE CITY COUNCIL OF THE CITY OF RICHWOOD, TEXAS, DECLARING PROPERTY SALVAGE OR SURPLUS AND AUTHORIZING THE DISPOSAL OR SALE OF CERTAIN ITEMS OF SURPLUS OR SALVAGE PROPERTY.

WHEREAS, the City of Richwood has no formal policy regarding the sale of surplus and salvage of personal property and there are no statutes expressly concerning the procedures for the disposition of a City’s salvage and surplus personal property and:

WHEREAS, Equipment purchased by the City are considered “surplus property” which refers to personal property (new or used) that is not needed or required for the City’s foreseeable needs but still has some usefulness for the purpose it was originally intended and may or may not have value. Tex. Gov. Code 2175.001; and

WHEREAS, Equipment may be considered "Salvage property" means personal property that through use, time, or accident is so damaged, used, or consumed that it has no value for the purpose for which it was originally intended. Tex. Gov. Code 2175.001; and

WHEREAS, the City of Richwood City Council in accordance with the Texas Government Code wishes to declare the property surplus and should be disposed of, in accordance with applicable state law, in a manner that maximizes income to the City.

NOW, THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF ANGLETON, TEXAS:

SECTION 1. The property attached to this resolution as Exhibit “A” are declared surplus and/or salvage, and

SECTION 2. Staff is authorized to dispose of salvage property or sell surplus property.

PASSED AND APPROVED on this 10th day of July 2023.

Michael Durham, Mayor

ATTEST:

Kirsten Garcia, City Secretary

Attachment "A"

Frontier 90" Finishing Mowing Deck

Estimated Value - \$1,500.00



Land Pride 72" Mowing Deck

Estimated Value - \$1,000.00



Ford 3930 2WD Tractor (21,961 hrs.)

Estimated Value - \$12,500.00



Ingersol Rand Steel Wheel Roller (12,102 hrs.)

Estimated Value - \$14,000.00



MQ Power 230V Single Phase Generator (36kW w/transfer switch)

Estimated Value - \$20,000.00



2005 Ford F-650 Dump Truck

(Odometer - 24,134) Estimated

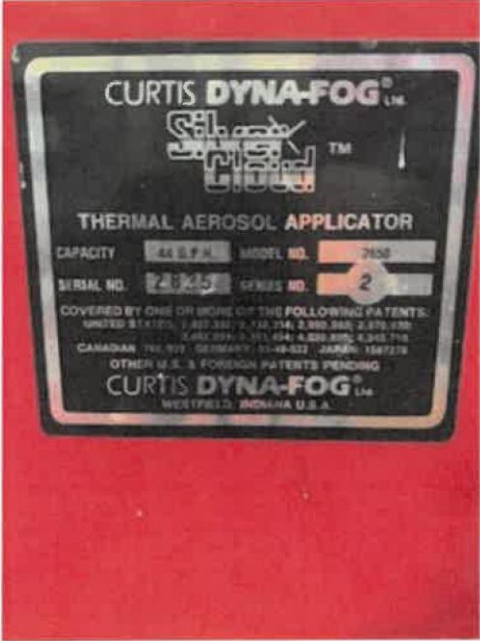
Value - \$25,000.00



2002 Ford F-350 Dump Truck (Odometer - 50,640) Estimated Value - \$14,000.00



Curtis Dyna-Fog Silver Cloud Aerosol Fogger
Estimated Value - \$1,000.00



Opening Date: 7/6/2023 **Time:** 2:30PM

Sealed Bids Opened by:
Eric Foerster & Patricia Ditto
Witnessed and Recorded by:
Kirsten Garcia, City Secretary

K. Garcia

RFP 23-003P Debris Management & Removal Services

Ceres Environmental
Aftermath Disaster
CTC Disaster Response
DRC Emergency Services
Looks Great Services of Mississippi

Scorer:

		Evaluation Score (Total 100 point value)					
PTS		Ceres	Aftermath	CTC	DRC	Looks	TFR
25	Qualifications	24.75	23.25	22.5	24.75	23	24
25	Experience and Capacity	25	22.5	22.5	24.25	22.25	23.5
20	Project Methodology	19.75	19.5	19.25	18.75	18.25	18.75
20	Pricing and Fees	17.5	19.5	18.25	18	18	18.75
10	References	10	9.25	9.25	9.5	9.25	9.25
		<hr/>					
		97	94	91.75	95.25	90.75	94.25

Scores above are the average of committee scoring sheets. Individual cumulative scores show below.

Kirsten

PTS		Ceres	Aftermath	CTC	DRC	Looks	TFR
25	Qualifications	25	24	23	25	22	24
25	Experience and Capacity	25	24	22	24	22	23
20	Project Methodology	20	20	19	19	18	19
20	Pricing and Fees	17	20	18	18	19	19
10	References	10	10	9	10	9	9

Tricia

25	Qualifications	25	24	22	24	22	24
25	Experience and Capacity	25	23	22	24	22	23
20	Project Methodology	20	20	18	18	18	19
20	Pricing and Fees	18	20	18	18	19	19
10	References	10	10	8	10	8	9

Eric

25	Qualifications	25	24	24	25	24	24
25	Experience and Capacity	25	22	23	25	23	24
20	Project Methodology	20	18	22	19	19	18
20	Pricing and Fees	17	19	18	18	17	18
10	References	10	10	10	10	10	10

Clif

25	Qualifications	24	21	21	25	24	24
25	Experience and Capacity	25	21	23	24	22	24
20	Project Methodology	19	20	18	19	18	19
20	Pricing and Fees	18	19	19	18	17	19
10	References	10	7	10	8	10	9

Evaluation Score (Total 100 point value)							
PTS		Ceres	Aftermath	CTC	DRC	Looks	TFR
25	Qualifications	24.75	23.25	22.5	24.75	23	24
25	Experience and Capacity	25	22.5	22.5	24.25	22.25	23.5
20	Project Methodology	19.75	19.5	19.25	18.75	18.25	18.75
20	Pricing and Fees	17.5	19.5	18.25	18	18	18.75
10	References	10	9.25	9.25	9.5	9.25	9.25
		97	94	91.75	95.25	90.75	94.25



Response to:

RFP #23-003P

Debris Management and Removal Services

July 6, 2023 @ 2:30 PM

**ELECTRONIC
COPY**

Prepared for:

City of Richwood, Texas

Prepared by:

Aftermath Disaster Recovery



Executive Summary

For nearly every community hit by a disastrous event, the one scenario leaders want to avoid is chaos. After a disastrous event, it is critical that your community begins to recover as soon as possible. Aftermath Disaster Recovery, Inc. (“Aftermath”), is ready to jump in and serve the City of Richwood in accomplishing your priorities. We understand and appreciate Richwood’s emphasis on planning the mitigation phases of potential disasters, the importance of a timely response and quick recovery, and the need for FEMA proficiency. Aftermath is well-prepared to cover all aspects of the scope of work laid out in *RFP # 23-003P - Debris Management and Removal Services*.

The Aftermath Approach

Aftermath’s approach to supporting the City of Richwood stands out in three main areas: 1) personal attention 2) our policy of having a pre-planning meeting within 60 days of an award and 3) our company-owned equipment and employee-based labor force.

- 1. Personal Attention.** We are a family-owned business with a decades-long history. Our commitment is to understanding your needs and priorities as you serve your community in its recovery efforts. Our top leadership is on-call 24/7. To demonstrate our commitment to your community, we do not seek other pre-events within 100 miles of a primary position contract.
- 2. Meeting within 60 Days of an Award to Establish a Written Plan.** Building relationships with our clients ensures a successful recovery. Our pre-planning meeting serves multiple objectives: to understand your community’s needs, determine a central location for our mobile operations center, establish adequate staging areas, identify potential TDRS sites, create a mapping plan, estimate asset needs for different levels and types of disaster, and prepare processes to ensure maximum FEMA reimbursement. Our pre-planning meeting guarantees that there are no delays in getting Richwood on the road to recovery.
- 3. Aftermath’s Company-Owned Equipment and Labor Force.** Aftermath maintains a large inventory of owned equipment that is ready-to-use the minute an event occurs. This equipment includes our land-based self-loading trucks that have a 170+ CY capacity and skid steers for each truck. These large capacity trucks with trailers can remove debris faster and with more efficiency than smaller units, ensuring Richwood receives the fastest debris removal process possible. In addition to this equipment, our team of experienced employees are trained on our quality-focused approach, and because they are full-time employees, they are adept at debris removal operations, which allows for quick-response capability to support the City of Richwood.

1,000,000+ Cubic Yards of Debris Removed with Aftermath's own labor force

100% Contracts finished at or below budget and on schedule

Why Aftermath for Richwood

In addition to our approach, Richwood will benefit from choosing Aftermath due to:

- **Rapid Response.** Because Richwood would hold a pre-event contract, our owned assets would be dedicated to your service. This means that at least ten 160+ CY trucks and trailers could be immediately mobilized in less than twenty-four hours.
- **Reliable Expertise.** From the owners to our staff on the ground, our hands-on approach ensures that Richwood always has an expert who can provide you personalized attention and industry expertise.
- **Proven History.** Since its founding, Aftermath has worked on projects large and small. Our results speak for themselves: to date, we have removed over 1,000,000 cubic yards of debris entirely with our own labor force (not subcontractors).
- **Demonstrated Performance.** Our approach to projects works: 100% of Aftermath's contracts have been finished at or below budget and within schedule, and we have a litigation-free history.

From our company-owned equipment to our FEMA-certified experts to our organized approach and communication style, Richwood can trust that with Aftermath, you receive a partner who can get the job done right when you need it most. When an event occurs, we will be here, ready to serve you to help your community recover.

"Please thank your team for the professionalism they showed while working on our property. It is rare that I have a team working on our property and I do not receive some sort of negative comment from a resident, i.e. trash left behind, loud music, bad language, or something. Your men were professional and respected our residents as well as our property."

*Clarice C., CAM
Tropicana Co-Op, Inc.*



Contents

EXECUTIVE SUMMARY..... 1

TAB A: MANAGEMENT SUMMARY..... 4

TAB B: PROPOSAL 7

 PROJECT APPROACH AND METHODOLOGY 10

 MOBILIZATION PLAN 15

 POTENTIAL SCENARIOS..... 16

 FEMA REIMBURSEMENT 21

 INVOICING AND DATA MANAGEMENT 23

 TEMPORARY DEBRIS REDUCTION SITE (TDRS) MANAGEMENT 24

 DOCUMENTING AND RESOLVING DAMAGES 27

TAB C: CORPORATE EXPERIENCE AND CAPACITY 29

 AFTERMATH’S SERVICES 33

 PAST EXPERIENCE 34

 EXPERIENCE 35

 RIGHT OF WAY WORK SUMMARIES..... 39

 VEHICLES AND EQUIPMENT 40

TAB D: QUALIFICATIONS 43

 QUALIFICATIONS..... 44

 KEY PERSONNEL OVERVIEW 45

TAB E: REFERENCES..... 57

 LITIGATION HISTORY..... 60

TAB F: PRICING 61

TAB G: CONFLICT OF INTEREST FORM 66

TAB H: CERTIFICATION 68

This Bid Package contains 19 pages of organizational pages, sample documents, and resumes, so the total number of substantive pages is 50.





Tab A: Management Summary

July 6, 2023

City of Richwood
Attn: Bids/Proposals
1800 N. Brazosport Blvd..
Richwood, TX 77531

Re: RFP #23-003P – Debris Management and Removal Service

Dear Ms. Garcia and Evaluation Committee,

Aftermath Disaster Recovery is small enough to be committed to excellence and large enough to execute large, complex disaster recovery projects. Because we are based in North Texas, our location ensures the absolute quickest of response times. Our values dictate that we execute our work with excellence, and we are committed to performing and completing the services outlined in the *RFP #23-003 –Debris Management and Removal Services* in a professional and timely manner.

Aftermath Disaster Recovery, Inc. provides debris removal services to restore communities after natural disasters. Our leadership draws on over a combined 50 years of experience working every major natural disaster since Hurricane Charlie. We have a large inventory of owned equipment and a twenty-five member employee-based labor force to tackle projects of any size with a quick response capability. We have cleared hundreds of thousands of cubic yards of debris, thousands of miles of streets and canals, and thousands of acres of delicate marshlands with great care.

Aftermath Disaster Recovery, Inc. was formed in Texas in 2013. Our principals have been working in the disaster recovery industry since 2004. Aftermath is a certified HUB contractor in the State of Texas and a certified specialty marine contractor in the State of Florida. We pride ourselves on our professionalism and meeting our clients' needs; completing projects to their satisfaction is our first priority. The ownership of Aftermath includes the husband-and-wife team of Obie and Melanie Corley, who have a strong working relationship with each of our clients. We listen to your needs and apply our expertise to help you accomplish each of your priorities.

We want to ensure all of our clients benefit from our personalized attention, so we take a strategic approach to all of our contracts. This means that if awarded this Pre-Event contract with the City of Richwood, we will not pursue other contracts with nearby communities because we want to be able to quickly support you when an event occurs. We view all of our clients as true partners who depend on us when disaster strikes, and by being selective with our relationships, we guarantee that you will never feel like another number on somebody's client list.

We understand the importance the City of Richwood is placing on efficient and effective debris removal methods. We have the knowledge, expertise, and diligence to make sure all requirements laid out in the Scope of Work scenarios are met. We would be honored to use the skill and experience we have gained over the years to serve Richwood, Texas.

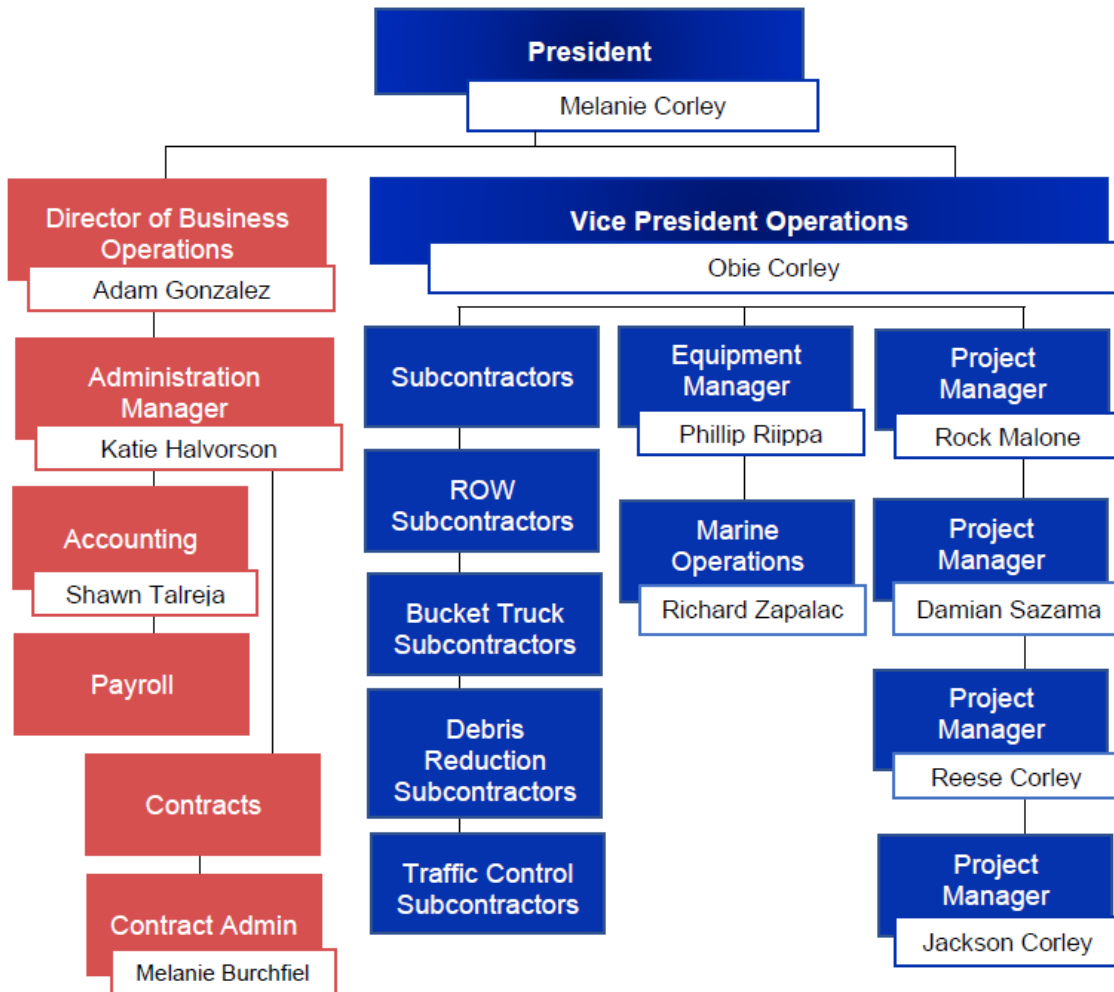
Sincerely,



Adam Gonzalez
Director of Business Operations.

Aftermath Disaster Recovery, Inc.
1826 Honeysuckle Ln
Prosper, TX 75078
www.aftermathdisaster.com

Organizational Chart



The point of contact for this solicitation is

Adam Gonzalez | Director of Business Operations

1826 Honeysuckle Ln.
Prosper, Texas 75078

(972) 984-8969

adam@aftermathdisaster.com

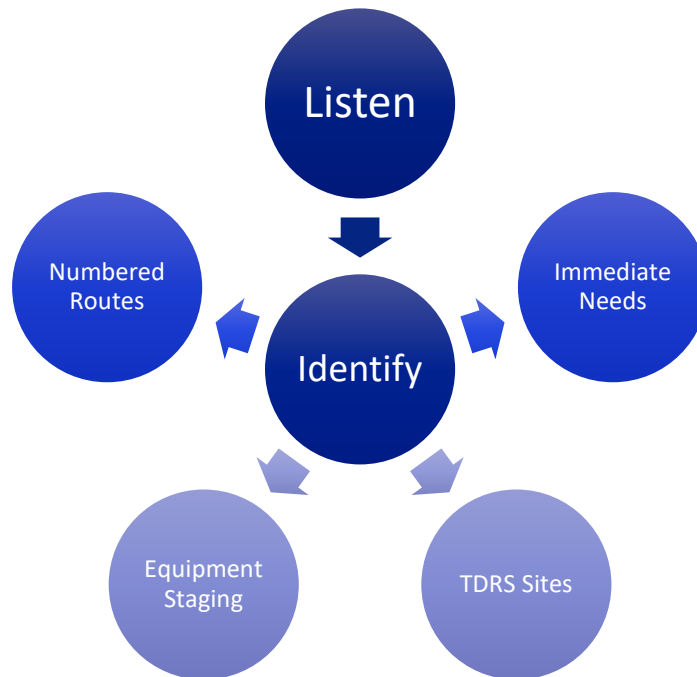




Tab B: Proposal

Pre-Planning Activities

As your partner in planning for a major event, Aftermath studies your current debris management plan if one is in place; otherwise, we will assist in the creation of a debris management plan. An annual planning and training activity day is available as requested. This process involves the following steps.



Our steps center around our commitment to listen to and identify the needs of Richwood.

- Aftermath assists in developing and/or reviewing sector maps of the city and identifying immediate needs facilities including schools, hospitals, distribution centers, and government buildings.
- We also identify all potential debris and equipment staging sites according to the information the city provides.
- Routes are then identified and numbered according to your priorities so that we know in advance how we will deploy the rapid response push-crews.
- Once our review is complete, we discuss our findings with the city to make sure we have accurately captured your priorities into our planning.

Pre-Landfall Protocol

Our Pre-Landfall Protocol builds on our work from the Pre-Planning Activities. If an event becomes possible, we employ the following protocol:



72 Hours until possible landfall

- Vice President of Operations monitors and tracks hurricanes and other weather events through weather channels, the National Hurricane Center, Office of the Governor, and other weather-related websites. Our team is updated every few hours on the status of any event.
- We communicate with the city to verify our primary, secondary, and 24-hour emergency contact numbers for our designated personnel.
- Location of all equipment is assessed to ensure the ability to respond as quickly as possible. We have staging sites in strategic locations throughout the Gulf Coast.
- Equipment haul routes are identified and any necessary travel permits are identified.

48 Hours until possible landfall

- Vice President of Operations continues to monitor and track the weather events through weather channels, the National Hurricane Center, Office of the Governor, and other weather-related websites. Our team is updated every few hours on the status of the event.
- Depending upon the strength, size and track of a storm, the appropriate staging location will be chosen to ensure equipment is not impacted by the storm, but is convenient for rapid deployment.
- Assets will include emergency road-clearing equipment, loading and hauling equipment, mobile campers or temporary housing units.
- If government officials choose to stay in place, our project manager would be deployed to the location to ride out the storm to assist in immediate assessments following the event.

24 Hours until possible landfall

- Vice President of Operations continues to monitor and track the weather events through weather channels, the National Hurricane Center, Office of the Governor, and other weather-related websites. Our team is updated every few hours on the status of the event.
- All necessary travel permits would be acquired.
- All equipment units and personnel are staged ready for deployment.

Immediately Post-landfall

- Once we have a Notice to Proceed, our Project Manager will begin assessments and estimating debris volume with the City's representative.
- Debris estimates will dictate equipment and personnel requirements.
- The team will identify priorities according to the pre-event planning previously conducted incorporating the current health and safety issues, and environmental issues.
- The equipment staging site is designated.
- All equipment and personnel is deployed to begin operations.

Project Approach and Methodology

Approach

With Aftermath's proven processes and well-organized approach, Richwood can trust us to handle all aspects of disaster-related debris clean up and removal as quickly as possible, while complying with all local and federal laws and regulations.

In the middle of a chaotic situation, we bring organization and peace of mind with our approach. First, you will be assigned a Project Manager (PM) who is dedicated exclusively to your project and is only a phone call away throughout the project. This manager will oversee the entire project and be your main point of contact for the duration of the contract.

Once the Project Manager is assigned, we will work through our methodology, as described below.

Methodology

From the preliminary assessment of the disaster site to closeout of the project, we follow 7 standard steps to ensure compliance, safety, and efficiency for Richwood:

Step 1: Perform a Damage Assessment and Create Project Plan

7 Steps for Success

1. Damage Assessment & Planning
2. Prioritize Emergency Road Clearance
3. Zone Designations
4. Debris Removal
5. Debris Transferred to TDRS
6. Zone Completion
7. Site Closure

The first step before any clean up can commence is to do a preliminary damage assessment. The damage assessment provides guidance on the estimated debris volumes, number of units required for operations, and the methodology for debris removal including the number of units per zone, temporary staging sites, and final disposal sites. This assessment also identifies the hardest hit areas and the highest priority zones to ensure the most critical areas receive attention first.

Our debris cleanup and disposal plan is created to maximize efficiency and safety while being as minimally intrusive to Richwood residents as possible.

Step 2: Prioritize Emergency Road Clearance

One of our first cleanup tasks is to ensure critical roadways in the area are cleared to allow safe travel

for emergency vehicles, debris-removal equipment and trucks, and your residents. Our goal is to remove debris from roadways so they are passable as quickly as possible after the event. The timeline for this will be outlined in our project plan so you can keep the Richwood community and businesses informed.

Step 3: Zone Designations

The affected area will be divided into separate zones. The completion of individual zones within the area is dependent on many factors including the amount of debris, the size and type of the roadways, height and location of powerlines, traffic patterns, and distance to disposal sites; given the various factors, Aftermath will provide an approximate date for completion of the cleanup in each zone. Our experience performing the work enables us to accurately estimate the time to complete a zone given the amount of debris in a zone, the number of units assigned to that zone, and the capacity of those units. Completion will be confirmed by a written release before crews begin work on the next zone.

Step 4: Remove Debris from Disaster Site

Once Richwood deems the emergency push phase complete, we will begin removing debris from the disaster-affected area. To comply with FEMA and environmental regulations, all debris will be sorted on-site into dedicated vehicles or vessels and made safe for transport. As part of this process, trucks are measured to determine debris removal capacity and a placard is placed on the truck once reviewed. All debris removal trucks are given load tickets upon pickup to be turned in at the drop off location in order to track the amount and location of debris they remove throughout the project.

The debris removal step may include separation of:

- ROW vegetative debris,
- construction and demolition materials,
- hazardous waste (household, white goods, and e-waste),
- putrescent debris,
- sand, soil, and sediment, and
- on-site vehicles and vessels.

Aftermath takes special care to ensure that all debris transported from the disaster site is contained to prevent leaking or spilling during transport. All debris disposal contractors are specially trained in the safe collection and transportation of these materials.

Debris Definition and Collection

For the safety of the Richwood community, our staff, and assigned contractors, all debris removal is in compliance with FEMA regulations. Work will include all costs to safely remove, transport, and dispose of eligible debris and comply with all required laws and regulations.

Debris collection may include:

ROW Vegetative Debris

(Includes whole trees, stumps, and branches; shrubs; and other leafy material)

We will work closely with Richwood or a monitoring firm to identify eligible debris prior to removal. Downed vegetation will be cleared from the rights-of-way using grapple trucks and skid steers. We will also ensure that no vegetative debris is left on road surfaces, utilizing a “clean as you go” approach.

Hazardous Tree Limb Removal

If the disaster resulted in only partial damage to trees, damaged and hanging limbs may be removed if they meet a specific set of criteria that may include:

- a limb larger than two inches in diameter,
- posing a threat in a public use area, or

AFTERMATH DISASTER RECOVERY, INC. DEBRIS LOAD TICKET			
Client Name:		Disaster No:	Ticket Number:
Truck Company Name:			
Truck Driver Name:			
Loading Date:		Loading Time:	
Loading Location (Street Address):		Loading Zone:	
DEBRIS QUANTITY			
Truck No.:	Measured CY Capacity:	% Full:	Actual CY Load:
Monitor Name:			Tons:
DEBRIS Classification		Stump Classification	
		ROW (Public property)	
Vegetative		Small (24"-36" diameter)	
C + D		Medium (37"-48" diameter)	
White Goods		Large (48" or greater diameter)	
Other (state type)			
Dumping Date:		Dumping Time:	
Reduction/Disposal Dumping Location:			
ADR Representative:		Client Representative:	
State Inspector (if applicable):		Federal Inspector (if applicable):	

Load Ticket Template

- being located on public property.

Hazardous Trees and Stumps

Damaged trees in the designated area of Richwood will be cut flush to ground level when they pose an immediate threat to lives or public health, are on improved property, are six inches in diameter, and at least one of the following:

- leaning more than 30 degrees,
- has fallen or become uprooted within a public use area,
- over half the tree crown is damaged, or
- the tree trunk is split or broken branches expose heartwood.

For tree stumps, Richwood will measure and certify any stumps to be removed by Aftermath if:

- at least half of the root ball is exposed,
- the stump is 24 inches or more in diameter,
- the stump is on improved public property or a public right-of-way, or
- poses a health or safety risk.



Construction and Demolition Debris

All construction and demolition debris will be identified and marked for disposal, reduction, or recycling, including lumber and wood, gypsum and wallboard, glass, metal, roofing materials, tile, carpeting and floor coverings, window coverings, pipe, concrete, fully-cured asphalt, equipment, furnishings, and fixtures.

Hazardous Waste

Special care and attention will be taken when removing hazardous or potentially hazardous materials from disaster sites at Richwood. Aftermath and its contractors strictly follow all environmental and safety guidelines to keep site personnel and the public safe during removal, transport and disposal of these materials. Eligible debris will be sorted into the following categories:

- Household hazardous waste that is classified as being corrosive, toxic, ignitable, or reactive (e.g.: motor oils, batteries, cleaning solutions, chemicals, unidentified liquids, paints, light bulbs)
- White goods (e.g.: destroyed or discarded household appliances)
- Electronic waste (e.g.: including computers, TVs, monitors ... etc.)

Putrescent Debris

If the disaster site resulted or uncovered any putrescent or rotting debris, it will be removed and disposed of in accordance with all federal, state, and local regulations. This includes animal carcasses and other fleshy organic matter.

ROW Sand, Soil, and Sediment

If the situation requires the removal of contaminated or unsafe sand, soil, or sediment it can be removed to the designated depth by Aftermath. This includes removal from Richwood streets, sidewalks, storm and sanitary sewers, water treatment facilities, drainage canals and basins, parks, and public swimming pools.

On-site Vehicles and Vessels

Vehicles and vessels will be removed from the site if they present a hazard or threat at the entrance and exit in a public area or if it has been abandoned.

Step 5: Transportation of debris to the designated Temporary Debris Reduction Site (TDRS)

All debris collected from the Richwood's site will be taken to a TDRS before being transported to its final destination. This site has strict perimeter controls to maintain the safety of the contractors and the general public. At this location, the debris is further sorted, compacted where appropriate, and loaded onto transport vehicles to be delivered to designated Final Disposal Sites as required by law.

Step 6: Zone Completion

Once the debris removal crew indicates that a zone is complete, the Project Manager, a Richwood representative, and the monitoring company will all verify that the debris removal is complete. Completion will be confirmed by a written release before crews begin work on the next zone.

Step 7: Site Closure

When all clean up and debris removal have been completed, the site will be shut down and all equipment, storage tanks, and other temporary structures will be removed. Aftermath will return Richwood's site to its original condition prior to the damage, including analyzing site samples to ensure they meet EPA guidelines.

The final step occurs when Aftermath provides Richwood with written notification of the site closure, including all site records for the project.

Daily Standard Workflows

To maintain a high standard of operational procedures, daily checklists and workflows will be followed during the project. These may include:

- **Start-of-day workflows** - Safety meetings are conducted each morning. Work assignments for each crew are reviewed by your Project Manager. Crews then ensure they have all the necessary equipment to complete their assignments. The team also reviews any safety procedures or concerns before starting work for the day.
- **During-the-day workflows** - Each team proceeds to perform their assigned tasks. Load tickets are provided for every load that leaves the site to ensure the chain of custody.
- **End-of-day workflows** - All equipment is secured and shut down. If any issues or concerns arose during the day they are discussed as a team. The Project Manager collects daily load tickets and they are entered into a database to ensure timely record keeping. Each crew ensures that necessary fuel and supplies are ready for the next day.

At the end of each day, your Project Manager will provide Richwood and the Debris Manager a daily report summarizing the activities and progress from the day.

Aftermath's frequent communication, streamlined process, and ability to tailor our approach based on unique needs are why our clients consistently choose us. Our process places Richwood at the center of our work, and everyone on our team aims to serve your goals and needs. We are happy to adjust our process as you need to ensure Richwood is able to make a fast recovery after any event.

Mobilization Plan

The City of Richwood's goal is to see your community restored as quickly as possible following a disaster, no matter the size of the event. Our responsiveness helps you achieve this. For example, Aftermath's Project Manager designated to Richwood will begin mobilizing a team within 2 hours of your call with the objective to have equipment staged in less than 24 hours, no matter how small or large the project is. For each of Richwood's Scope of Work types, our job is to get your cleanup efforts started fast and efficiently while adhering to all local, federal, and environmental laws and regulations.

Mobilization, clean up, and demobilization will occur with as minimal disruption to the public as possible.

General Mobilization Process

First, Aftermath will deploy the project manager and begin mobilization of truck drivers, equipment operators, cut crews, push crews, and

**Fast
Responsiveness**

**Team Mobilization
within 2 hours**

**Equipment staged in
less than 24 hours**

support personnel as the project requires so they begin staging on-site within 24 hours. Then the Project Manager will coordinate with Richwood to create a plan for debris removal and be your on-the-ground contact until demobilization is completed.

Potential Scenarios

Completing projects to our clients’ satisfaction is our first priority. Each project presents its own challenges, so we take the time and care to tailor our approach specifically for each project. These possible scenarios provide a snapshot of our methodology in action.

Scope of Work No. 1: Spot Jobs – Localized

Aftermath is ready to handle large and small events, as well as assist Richwood resources as needed. If a spot job is needed, our team has the experience to provide removal, hauling, and/or reduction by chainsaw to clear **localized woody debris**.

<i>Operational Approach</i>	<i>Resources</i>
<p>Aftermath begins by listening to the representatives of Richwood in order to understand the impact of the event and to determine the City of Richwood’s priorities.</p> <p>Conduct post-event assessment to determine scope of damages and equipment needs.</p> <p>Aftermath’s project manager will deploy the necessary equipment and crews.</p> <p>The project manager would also be responsible for quality control.</p> <p>In this event, debris would likely be removed and hauled to a local recycling facility.</p>	<p>Project manager</p> <p>Self-loaders and skid steer crews</p>

Scope of Work No. 2: Small Event –City Wide

In case of a small, citywide event, Aftermath is prepared to provide the necessary supervision, qualified personnel, and the equipment to **remove, haul and properly dispose of all types of debris** with our own resources, making sure government land is properly reclaimed at the conclusion of the work. Aftermath’s FEMA experience shows that we are able to **meet all FEMA requirements, rules, and regulations** so that Richwood receives the maximum reimbursement.

<i>Operational Approach</i>	<i>Resources</i>
<p>Aftermath begins by listening to the representatives of Richwood in order to understand the impact of the event and to determine the City’s priorities.</p> <p>If a monitoring firm is present, we will begin collaboration for consistent communication and data sharing.</p> <p>Aftermath will conduct a post-event assessment to determine scope of damages and equipment needs.</p> <p>The Project manager then deploys necessary equipment and crews.</p> <p>Aftermath’s project manager would also be responsible for quality control.</p> <p>Aftermath’s 10 company owned self-loader trucks with an average capacity of 170CY provides more than adequate resources to respond to any small event to haul and properly dispose of all types of debris.</p>	<p>Project Manager</p> <p>Site manager</p> <p>TDRS management equipment, if needed</p> <p>Self-loaders and skid steer crews</p>

Scope of Work No. 3: Significant Event – City Wide

In a significant, citywide event, Aftermath has the capability to remove, reduce, and haul **woody debris** to the planned disposal site. Aftermath has the ability and experience to manage TDRS sites and follow all FEMA requirements.

<i>Operational Approach</i>	<i>Resources</i>
<p>Aftermath begins by listening to the representatives of Richwood in order to understand the impact of the event and to determine the City’s priorities.</p> <p>If a monitoring firm is present, we will begin collaboration for consistent communication and data sharing.</p> <p>Aftermath will conduct a post-event assessment to determine scope of damages and equipment needs.</p> <p>The Project manager then deploys necessary equipment and crews.</p> <p>Aftermath would respond with all company owned assets and, drawing from our pool of vetted subcontractors, would mobilize the number of units determined necessary.</p> <p>We can provide as many self-loading hauling units that Richwood may request.</p>	<p>Project manager</p> <p>Site manager</p> <p>Quality control manager</p> <p>TDRS management equipment</p> <p>Reduction equipment</p> <p>In-house Self-loaders and skid steer crews</p> <p>Vetted subcontractor crews.</p>

<p>TDSRS management will be managed by Aftermath site manager and owned equipment. All reduction site crews are trained in property reclamation in order to thoroughly restore the site at the conclusion of the operation.</p> <p>We would provide samples of public messaging that Richwood can utilize to instruct the community on methods for segregating debris according to debris type. Messages can include how to stack debris in order to minimize mixed piles of debris.</p> <p>We would conduct first and second pass on woody debris which would be reduced and recycled at the TDSRS.</p> <p>Then we would conduct third and final pass to pick up C&D and mixed piles to be hauled directly to final disposal.</p>	
--	--

Scope of Work No. 4: Significant Event – Widespread or City Wide

In a significant, citywide event, Aftermath has the capability to remove, reduce, and haul **mixed debris** to the planned disposal site. Categories of debris are segregated at the TDRS according to type and the TDRS management plan. Aftermath urges cities to recycle as much reduced woody debris as possible for the good of your landfill and because in our experience, it is often more cost effective.

<i>Operational Approach</i>	<i>Resources</i>
<p>Aftermath begins by listening to the representatives of Richwood in order to understand the impact of the event and to determine the City’s priorities.</p> <p>If a monitoring firm is present, we will begin collaboration for consistent communication and data sharing.</p> <p>Aftermath will conduct a post-event assessment to determine scope of damages and equipment needs.</p> <p>The Project manager then deploys necessary equipment and crews.</p> <p>Aftermath would respond with all company owned assets and, drawing from our pool of vetted subcontractors, would mobilize the number of units determined necessary.</p> <p>We can provide as many self-loading hauling units that Richwood may request.</p> <p>TDSRS management will be managed by Aftermath site manager and owned equipment. All reduction site crews are trained in property reclamation in order to thoroughly restore the site at the conclusion of the operation.</p>	<p>Project manager</p> <p>Site manager</p> <p>Quality control manager</p> <p>TDRS management equipment</p> <p>Reduction equipment</p> <p>In-house Self-loaders and skid steer crews</p> <p>Vetted subcontractor crews.</p>

<p>We would provide samples of public messaging that Richwood can utilize to instruct the community on methods for segregating debris according to debris type. Messages can include how to stack debris in order to minimize mixed piles of debris.</p> <p>We would conduct first and second pass on woody debris which would be reduced and recycled at the TDSRS.</p> <p>Then we would conduct third and final pass to pick up C&D and mixed piles to be hauled directly to final disposal.</p>	
--	--

Scope of Work No.5: Catastrophic Event –City Wide

In a catastrophic event, Aftermath is prepared to remove, reduce, recycle and haul mixed debris to multiple disposal sites.

Operational Approach	Resources
<p>Aftermath begins by listening to the representatives of Richwood in order to understand the impact of the event and to determine the Richwood’s priorities.</p> <p>If a monitoring firm is present, we will begin collaboration for consistent communication and data sharing.</p> <p>Aftermath will conduct a post-event assessment to determine scope of damages and equipment needs.</p> <p>The Project manager then deploys necessary equipment and crews.</p> <p>Aftermath’s project manager would also be responsible for quality control.</p> <p>Aftermath would respond with all company owned assets and, drawing from our pool of vetted subcontractors, would mobilize the number of units determined necessary.</p> <p>We can provide as many self-loading hauling units that the City may request.</p> <p>TDSRS management will be managed by Aftermath site manager and owned equipment. All reduction site crews are trained in property reclamation in order to thoroughly restore the site at the conclusion of the operation.</p> <p>We would provide samples of public messaging the City can utilize to instruct the community on methods for segregating debris according to debris type. Messages can include how to stack debris in order to minimize mixed piles of debris.</p>	<p>Project manager</p> <p>Site manager</p> <p>Quality control manager</p> <p>TDRS management equipment</p> <p>Reduction equipment</p> <p>In-house Self-loaders and skid steer crews</p> <p>Vetted subcontractor crews.</p>

<p>We would conduct first and second pass on woody debris which would be reduced and recycled at the TDSRS.</p> <p>Then we would conduct third and final pass to pick up C&D and mixed piles to be hauled directly to final disposal.</p>	
---	--

Scope of Work No. 6 & 7: Catastrophic Event –Site or Total Management - City Wide

Aftermath’s team is capable of providing the operations necessary to set up, manage and efficiently clean up mixed debris sites. We have experience in all types of reduction, from grinding to burn operations.

Operational Approach	Resources
<p>Aftermath, as always, begins by listening to the representatives of Richwood in order to understand the impact of the event and to determine the Richwood’s priorities.</p> <p>If a monitoring firm is present, we will begin collaboration for consistent communication and data sharing.</p> <p>In addition to the above scenarios, Aftermath would provide an excavator with a hydraulic thumb for sorting debris.</p> <p>An excavator will be used for stacking woody debris.</p> <p>An excavator would handle the woody debris for reduction, whether it be open burn, air curtain incinerator burn, or grinding. A Front end loader would be used for load out of reduced debris.</p> <p>A front end loader will handle the sorted C&D.</p> <p>Additional excavators would stack the C&D.</p> <p>Additional front end loader or excavator would load out the sorted C&D..</p>	<p>Project manager</p> <p>Site manager</p> <p>Quality control manager</p> <p>TDRS management equipment</p> <p>Reduction equipment</p> <p>In-house Self-loaders and skid steer crews</p> <p>Vetted subcontractor crews.</p>

Scope of Services: Technical Disaster Recovery Assistance

Aftermath’s team is ready and available to provide disaster recovery technical assistance to Richwood’s representatives. Aftermath implements best practices and stays up-to-date on the latest industry standards in order to serve you.

FEMA Reimbursement

Restoration, clean up and emergency work after a disaster is costly. Aftermath can help Richwood navigate and apply for FEMA reimbursement to obtain emergency funds to support your restoration and repairs. Our goal is to help your community quickly rebuild after an event, and a key part of that process is receiving all the reimbursement to which you are entitled.

Aftermath's team will work with you to ensure you receive any documentation or other essential information from us to complete the process. We work with all stakeholders, such as FEMA representatives, monitoring firms, Richwood's team, and subcontractors, to ensure maximum eligibility rates.

Overview of the FEMA Process

All projects eligible for FEMA funding follow a similar process. First your local and state governments respond with currently available resources. Then a damage assessment by local, state, and federal agencies determines the loss and recovery needs. Once this has been assessed, the Governor can issue a major disaster declaration and commit state funds to the project. FEMA will then evaluate the request and make their recommendations to the White House for the President to approve or deny a request for a federal emergency declaration. Upon approval, funds will be released shortly after.

To qualify for FEMA reimbursement you must prove:

- The restoration is the result of an emergency or disaster event
- The restoration is located within a designated emergency or disaster area
- The restoration is under your legal responsibility.

We Help:

- Navigate and apply for FEMA Reimbursement
- Gather documentation and essential information from us
- Coordinate with FEMA representative, monitoring firms, and subcontractors for maximum eligibility

If all requirements are met, you can receive funding in as little as a few weeks, or as long as a few months.

Aftermath has worked with many agencies to receive FEMA reimbursements after a disaster. We will help assist and provide guidance on the process as Richwood needs. If desired, Aftermath will host a FEMA training session to guide your team through the FEMA requirements and how to prepare for them.

DEPARTMENT OF HOMELAND SECURITY
Federal Emergency Management Agency
CONTRACT WORK SUMMARY RECORD

PAGE ____ OF ____

O.M.B. Control Number: 1660-0017
Expires: June 30, 2020

PAPERWORK BURDEN DISCLOSURE NOTICE
Public reporting burden for this data collection is estimated to average .5 hours per response. The burden estimate includes time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and submitting this form. You are not required to respond to this collection of information unless a valid OMB control number is displayed on this form. Send comments regarding the accuracy of the burden estimate and any suggestions for reducing the burden to: Information Collections Management, Department of Homeland Security, Federal Emergency Management Agency, 500 C Street, SW, Washington, DC 20472-3100, Paperwork Reduction Project (1660-0017). **NOTE: Do not send your completed questionnaire to this address.**

DATE	PA ID #	PROJECT #	DISASTER
LOCATION/SITE	CATEGORY		PERIOD COVERING
DESCRIPTION OF WORK PERFORMED			

DATES WORKED	DESCRIPTION OF WORK PERFORMED

I CERTIFY THAT THE
CERTIFIED

FEMA Form 009-0-126

DEPARTMENT OF HOMELAND SECURITY
Federal Emergency Management Agency
PROJECT WORKSHEET

O.M.B. Control Number: 1660-0017
Expires: June 30, 2020

PAPERWORK BURDEN DISCLOSURE NOTICE
Public reporting burden for this data collection is estimated to average 1.30 hours per response. The burden estimate includes the time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and submitting this form. This collection of information is not required to obtain or retain benefits. You are not required to respond to this collection of information unless a valid OMB control number is displayed in the upper right corner of this form. Send comments regarding the accuracy of the burden estimate and any suggestions for reducing the burden to: Information Collections Management, Department of Homeland Security, Federal Emergency Management Agency, 500 C Street, SW., Washington, DC 20472, Paperwork Reduction Project (1660-0017) **NOTE: Do not send your completed form to this address.**

DISASTER FEMA - _____ -DR- _____	PROJECT #	PA ID #	DATE	CATEGORY	
DAMAGED FACILITY			WORK COMPLETE AS OF _____ : _____ %		
APPLICANT		COUNTY			
LOCATION			LATITUDE	LONGITUDE	
DAMAGE DESCRIPTION AND DIMENSIONS					
SCOPE OF WORK					
Does the Scope of Work change the pre-disaster conditions? <input type="checkbox"/> YES <input type="checkbox"/> NO					
Special Considerations issues included? <input type="checkbox"/> YES <input type="checkbox"/> NO		Hazard Mitigation proposal included? <input type="checkbox"/> YES <input type="checkbox"/> NO			
Is there insurance coverage on this facility? <input type="checkbox"/> YES <input type="checkbox"/> NO					
PROJECT COST					
ITEM	CODE	NARRATIVE	QUANTITY/UNIT	UNIT PRICE	COST
TOTAL COST					
PREPARED BY		TITLE	SIGNATURE		
APPLICANT REP.		TITLE	SIGNATURE		

FEMA FORM 009-0-91

PREVIOUS EDITION OBSOLETE



Temporary Debris Reduction Site (TDRS) Management

When disaster strikes, the best way for a speedy recovery is to follow a proven process that works. That’s why Aftermath has a comprehensive plan to manage the collection and disposal of debris and contaminated materials safely and efficiently through a designated TDRS. We do this by thoroughly planning out the site and running an efficient staging, reduction (if applicable), and removal process. Once awarded this contract, Aftermath would consult with the city to identify appropriate TDRS sites and secure their availability in the case of an event.

TDRS Planning & Management

Site Establishment

Before any work begins, Aftermath first assists Richwood in determining the best TDRS locations from all available options. Once the site(s) is identified, photographs and videos



are taken to record site conditions prior to usage. Soil samples may also be collected to establish the soil conditions.

Perimeter controls

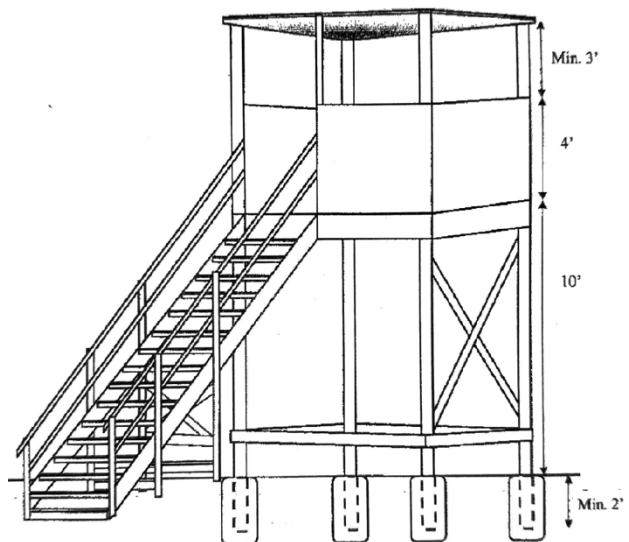
Responsible disaster debris clean up requires the strictest perimeter controls to prevent waste and contaminants at the TDRS from entering the surrounding environment or community. Depending on the location of the TDRS and the nature of the debris, one or more perimeter controls will be used:

- Stormwater controls (e.g.: curbs, berms, hay bales, silt fences)
- Wind controls (e.g.: slatted fencing, tarping, or appropriate covers)
- Preventative spill measures (e.g.: oil booms or filter fabric inlet protection)
- Preventative tracking measures (e.g.: gravel, quarry blend, or rumble strips at exits)

Aftermath is so confident in our perimeter controls, that in the unlikely event a spill or leak occurs, we will take immediate action to get the leak under control, report the incident to local authorities, and pay all cleanup costs associated with the spill.

Inspection Towers

To provide a safe location for monitors to inspect truck loads, Aftermath will construct at least one OSHA- and FEMA-compliant inspection tower or adequate scissor lift. The tower will safely fit at least three individuals at a time with 64 square feet of usable floor area.



Example Inspection Tower Drawing

On-site Personnel

To oversee the safety and compliance, Aftermath ensures the following staff are on all TDRS sites:

- **TDRS Foreman:** responsible for monitoring and documenting equipment and labor time.
- **TDRS Safety Manager:** responsible for traffic control and ensuring site operations remain compliant with state and federal Occupational Safety and Health (OSHA), FEMA, and environmental regulations
- **TDRS Site Manager:** oversees debris removal contractors and on-site debris processing contractors to ensure they are compliant with their contract.

TDRS Operations

Debris Staging → Debris Reduction → Final Disposal

Debris Staging

Once the TDRS site begins operating, debris from nearby areas is brought on-site to this central location. The debris is then staged according to its classification, such as vegetative debris, C&D, and household waste. Each TDRS site is monitored to ensure debris is separated into its appropriate classification prior to removal.

Debris Reduction

In some cases, the TDRS becomes overrun with debris before it is time to haul the debris to final disposal. In these situations, Aftermath can perform reduction activities, such as grinding vegetative waste to mulch or incineration. As part of establishing the TDRS, we will work with Richwood to determine if reduction will be needed for the specific project.

Hauling Debris to Final Disposal

The staged debris will be hauled to final disposal at the designated location. To measure and control debris removal, when debris is moved from the temporary debris site to final disposal a load ticket is issued from the monitor. The load is then driven directly to the Final Disposal Site to dispose of the debris in accordance with all federal, state, and local rules and regulations.

TDRS Breakdown

Site Remediation

When the site is no longer needed, it will be closed once all temporary structures, materials, and waste have been removed from the premise. Aftermath will return the site to its original condition prior to the project, including analyzing site samples to ensure they meet EPA guidelines.

For your convenience, Aftermath will provide written notification of the site closure, including all chain of custody records for the project.

Demobilization Process

After TDSR closeout procedures have been completed and approved, the Project Manager will begin demobilization to remove all equipment from the area. This process is often completed within 36 hours, including the delivery of all final project reports and documentation.

Post Project

Once Richwood's project is deemed complete, Aftermath is available for Post-Disaster Recovery meetings to discuss the operations, training, monitoring, and development of the project as a review and for the future preparation of the City of Richwood.

Documenting and Resolving Damages

Aftermath is dedicated to full transparency during the entire project. While our processes are clearly defined and our team takes special care when on-site, the unpredictability of disaster debris removal sometimes results in incidental damages. In the event that any incidental damages occur, your Project Manager will personally field all complaints to address 100% of community concerns.

Damage Resolution

100%

of customer complaints fielded by your Project Manager

To expedite solutions, we aim to resolve all matters typically in one day, but certainly within no more than a few days. If resolutions cannot be reached in this timeframe, the matter will be escalated to Aftermath's general liability carrier immediately.

We take resolving issues seriously, and that's why each step of our process is documented on our tracking form from inception to resolution, ensuring each complaint is adequately addressed. Because our job is to serve Richwood and the community, we believe that how we handle issues is a direct reflection on our commitment to serve, and we always work to find a speedy resolution.

Incident Report Form



Details from Person Completing the Form				
Today's Date		Time		Incident #
Name			Title	

Details of the Incident	
Name of Person Reporting	
Phone	Email
Address of the Incident	
Description of damages	
Name of Contractor/Subcontractor/ Individual (if known)	

Follow Up			
Investigated by		Date	
Plan of action			
Damage Attributed to		Cost	
Expected Date for Resolution			

Closeout	
Date Release Signed	

Sample Incident Report Form



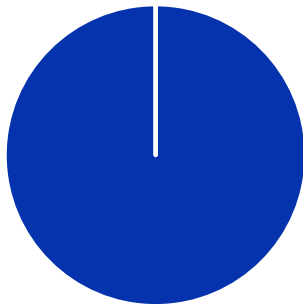
Tab C: Corporate Experience and Capacity

Company Profile

From our leadership team to our project managers to our team on the ground, every aspect of Aftermath’s organization focuses on helping the City of Richwood to quickly recover after an event. The expertise of our team makes this possible. All project managers are FEMA-certified, as are many of our on-the-ground employees. The company owners (biographies below) are personally involved in every project and are available to you to ensure your needs are met. To maintain the best quality and consistency in our work for Richwood, we use our own employees to complete your project where possible. All of these factors result in a strong team ready to serve your community the moment disaster strikes.

<i>Our primary address is</i>	<i>Our operation’s base is located</i>
1826 Honeysuckle Ln. Prosper, TX 75078.	1095 Willy Vester Ln. Van Alstyne, TX 75495

Ownership of Aftermath Disaster Recovery, Inc.



■ Melanie Corley

Aftermath Disaster Recovery, Inc. was formed as a corporation under the laws of Texas on July 22, 2013.

We are a Texas state-certified HUB contractor that is 100% owned by Melanie Corley, its President.

We have no wholly owned subsidiaries, affiliated companies, joint ventures or strategic alliances with any other companies.

Aftermath has a labor force of twenty-five employees, most of whom travel for our deployments. They are all based in Texas.

Texas HUB Certificate

Texas Historically Underutilized Business (HUB) Certificate



Certificate/VID Number:	1463248226200
File/Vendor Number:	486989
Approval Date:	22-JUL-2020
Scheduled Expiration Date:	22-JUL-2024

The Texas Comptroller of Public Accounts (CPA), hereby certifies that

AFTERMATH DISASTER RECOVERY, INC.

has successfully met the established requirements of the State of Texas Historically Underutilized Business (HUB) Program to be recognized as a HUB. This certificate printed 24-JUL-2020, supersedes any registration and certificate previously issued by the HUB Program. If there are any changes regarding the information (i.e., business structure, ownership, day-to-day management, operational control, business location) provided in the submission of the business' application for registration/certification as a HUB, you must immediately (within 30 days of such changes) notify the HUB Program in writing. The CPA reserves the right to conduct a compliance review at any time to confirm HUB eligibility. HUB certification may be suspended or revoked upon findings of ineligibility.

*Statewide HUB Program
Statewide Procurement Division*

Note: In order for State agencies and institutions of higher education (universities) to be credited for utilizing this business as a HUB, they must award payment under the Certificate/VID Number identified above. Agencies, universities and prime contractors are encouraged to verify the company's HUB certification prior to issuing a notice of award by accessing the Internet (<https://mycpa.cpa.state.tx.us/tpasscmb1search/index.jsp>) or by contacting the HUB Program at 512-463-5872 or toll-free in Texas at 1-888-863-5881.

Rev. 06/19

Florida Marine Specialty License



Ron DeSantis, Governor

Melanie S. Griffin, Secretary



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

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



KANE CORLEY, MELANIE
 AFTERMATH DISASTER RECOVERY, INC
 1826 HONEYSUCKLE LN
 PROSPER TX 75078

LICENSE NUMBER: SCC131151805
EXPIRATION DATE: AUGUST 31, 2024

Always verify licenses online at MyFloridaLicense.com



Do not alter this document in any form.

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

Aftermath's Services

When a disaster strikes in your backyard, Richwood can rely on Aftermath to help you quickly and efficiently recover. We manage all aspects of clean up and debris removal, which allows you to focus on other aspects of the restoration and day-to-day operation of your community. Over the past seven years, Aftermath has helped our clients from Colorado to New Jersey and along the Gulf and Atlantic coasts recover from events such as tornadoes, hurricanes, major storms, flooding, and ice storms. We have supported our clients after large events, such as Hurricane Harvey, and lesser-known disasters, such as straight-line wind events.

With our extensive experience in natural disaster clean-up projects, we know what needs to be done and can create your custom cleanup plan quickly and with as minimal impact to your citizens and community as possible.



Debris removal from Oyster Creek

Our services include:

- **24-Hour Emergency Push Crews.** Immediately following an event, it is critical to clear rights-of-way for emergency workers and to make roads navigable. With our emergency push crews, we clear all roads within 72 hours.
- **Disaster Clean Up.** Disaster clean up allows communities to get on the path to recovery as soon as possible. From site preparation to demolition to construction to hazardous waste removal, we have the equipment and expertise to get the job done.
- **Debris Removal.** We help remove and dispose of all types of debris, from trees to sand to clearing land.
- **Waterway Debris Removal.** When debris is pushed into waterways, such as canals, marshes, bays, and the ocean, we quickly and delicately remove those objects to cause as little impact as possible on the ecosystems.
- **Coastal Restoration.** Stunning shorelines and beaches can be devastated within hours of an event. We help to reclaim these spaces with services such as Oil Spill Clean up, Beach Replenishment, Wetlands Restoration, and Beach Sand Screening & Replacement.

Richwood can rely on Aftermath's support no matter how large or small the disaster. Our hands-on leadership team will be available to you to identify the best path forward for your community, getting you back to everyday life as quickly as possible.

Past Experience

Since its founding, Aftermath has supported our clients' recovery from events of all sizes. Our breadth of experience has allowed us to serve our clients on many of the largest disasters in recent history, as evidenced by Aftermath's involvement in the cleanup efforts of every major hurricane since Hurricane Charlie in 2004. From cleaning up after hurricanes to helping communities recover from ice storms, our team is prepared to assist Richwood after any event.

As you can see from our example projects below, Aftermath's expertise spans many different types of projects. The very nature of this Pre-Event contract implies that we do not know what type of event may hit Richwood's community. Fortunately for Richwood, our specialty is listening to your needs, and then using our specific skills and experience to serve you. Because we perform our own work in addition to managing projects, we have hands-on knowledge about how to most effectively execute operations. We strive to serve our clients and help them meet their project goals. For example, if Richwood is seeking FEMA reimbursement for an event, we have the experience to advise you on how to obtain maximum reimbursement.

In short, Aftermath's extensive experience working on projects both large and small with a hands-on approach means you can trust that we will be ready to help you recover the minute disaster strikes.

Experience

Agency	ST	Event	Description of project	Start and End Date	Final Project Cost	Project Details	Point of Contact	Phone Number	Email
Brazoria County	TX	Hurricane Harvey	Prime Contractor for HUD CDBG-DR/TXGLO funded storm debris removal, hauling, reduction, and site management for Oyster Creek Desnagging project.	4/6/2020 - 7/31/2020	\$4,314,248	74,569 CY 46 miles	Clay Forrister	(979) 864-1267	ClayF@brazoria-county.com
Harris County Flood Control District	TX	Hurricane Harvey	Prime contractor for the FEMA reimbursed cleanup of storm debris by the removal, hauling, and disposing of trees, logs, stumps, brush, tops, blockages, rubbish generated from Buffalo Bayou and Cypress Creek. Handled permitting, management, and closure of temporary debris reduction sites, reduction of vegetation by grinding, and hauling to final disposal.	2/23/2018 - 11/1/2018	\$3,918,690	17,270 tons/ 120,891 CY 32 miles	Jeff Jowell	(832) 347-4856	jeff.jowell@hcfcd.org
Orange County Drainage District	TX	"Hurricane Sally"	Prime Contractor for NRCS funded cleanup of storm debris by the removal, hauling, and disposal of trees, logs, stumps, brush, tops, blockages, rubbish generated from waterways.	6/3/2021 - 7/24/2021	\$1,200,000	46,464 LF	Austin Barrow	(409) 745-3225	abarrow@orangecountydrainage.com
"Terrebonne Parish DRC"	LA	Hurricane Ida	Right of way debris removal and hauling resulting from Hurricane Ida. Over 200,000CY of debris removed with our fleet of trucks.	9/9/2021 - 4/17/2022	\$1,068,413	213,683 CY	Glen Nelson	504-214-2892	nelsonbros@cox.net
Dog Island Conservation District	FL	Hurricane Michael	Prime contractor for the Dog Island Conservation District's beach debris removal and sea oat planting project. The project was funded by the NOAA and the National Fish and Wildlife Foundation.	2/23/2021 - 3/8/2021	\$399,000	2,100 CY	Dr. William Stone	(850) 933-2342	williamstone1048@gmail.com
Oklahoma-various	OK	Early ice storm	Right of way debris removal and hauling in various locations across various Oklahoma towns and counties due to early ice storms.	11/4/2020 - 2/8/2020	\$568,375	113,675 CY	John Longton	(580) 264-6028	greenbelturf@yahoo.com
Escambia County BKW	FL	Hurricane Sally	Hurricane Sally right of way debris removal and hauling of vegetative and C&D debris from across the county.	10/1/2020-11/30/2020	\$628,006	125,600 CY	Bill Webb	(865) 207-3494	bill@bkw-inc.com
City of Boulder Custom Tree Care	CO	Early ice storm	Right of way debris removal and hauling in various locations across the city due to early ice storms.	9/16/2020 - 11/20/2020	\$385,500	57,746 CY	Jeremy Britton	(256) 749-4886	jbritton@customtreecare.com

Agency	ST	Event	Description of project	Start and End Date	Final Project Cost	Project Details	Point of Contact	Phone Number	Email
Orange County Drainage District	TX	Hurricane Harvey	Prime Contractor for NRCS funded cleanup of storm debris by the removal, hauling, and disposal of trees, logs, stumps, brush, tops, blockages, rubbish generated from Cow Bayou.	10/22/2019 - 11/21/2019	\$548,000	46,464 LF	Austin Barrow	(409) 745-3225	abarrow@orangecountydrainage.com
Orange County Drainage District	TX	Hurricane Harvey	Prime contractor for NRCS funded cleanup of storm debris by the removal of trees, logs, stumps, brush, tops, blockages, rubbish generated from Adams Bayou.	7/22/2019 - 9/12/2019	\$547,400	42,768 LF	Austin Barrow	(409) 745-3225	abarrow@orangecountydrainage.com
Harris County Flood Control District	TX	Hurricane Harvey	Cleanup of storm debris by the removal, hauling, and disposing of trees, logs, stumps, brush, tops, blockages, rubbish generated from Greens Bayou and Spring Creek.	7/21/2019 - 8/22/2019	\$680,000	11,681 CY	Jeff Jowell	(832) 347-4856	jeff.jowell@hcfcd.org
Harris County - Ceres	TX	Tropical Storm Imelda	FEMA reimbursed right of way vegetative and C&D debris removal in Harris County, TX.	9/23/2019 - 10/11/2019	\$248,000	daily rate	Patricia Macey	(281) 729-2305	patricia.macey@ceresenv.com
Northwest Florida Water Management District- Ashbritt	FL	Hurricane Michael	FEMA reimbursed cleanup of storm debris by the removal, hauling, and disposing of trees, logs, stumps, brush, tops, blockages, rubbish generated from the Econfina Creek.	2/24/2019 - 3/29/2019	\$943,116	15,719 CY	Sean Creel	(850) 867-3205	sean.creel@nwfwater.com
Lee County- East Mulloch Drainage District	FL	Hurricane Irma	Prime contractor for the FEMA reimbursed cleanup of storm debris by the removal, hauling, and final disposal of trees, logs, stumps, brush, tops, blockages, rubbish generated from EMDD and Lee County DOT canals. Coordinated with all community and project stakeholders	10/29/2018 - 1/17/2019	\$829,680	27,656 LF	Phil Gillogly	(239) 850-2636	pgillogly@leegov.com
Jackson County- Ceres	FL	Hurricane Michael	FEMA reimbursed right of way vegetative and C&D debris removal from Jackson County, FL.	10/28/2018 - 2/2/2019	\$397,347	66,225 CY	Stanley Bloodworth	(601) 529-4805	stanley.bloodworth@ceresenv.com
City of Katy - Ceres	TX	Hurricane Harvey	FEMA reimbursed right of way vegetative and C&D debris removal from Katy, TX.	8/28/2017 - 10/30/2017	\$36,675	6,620 CY	Stanley Bloodworth	(601) 529-4805	stanley.bloodworth@ceresenv.com
Texas DOT- Harris County Maintenance Division	TX	Hurricane Harvey	Prime contractor for waterborne debris removal, hauling, and final disposal of storm debris from the San Jacinto River.	8/28/2017 - 10/30/2017	\$661,024	14,004 CY	Jimmy Higginson	(713) 448-0517	jimmy.higginson@txdot.gov
Village of Wellington-Tag Grinding Svcs	FL	Hurricane Irma	Right of way vegetative and C&D debris removal from Wellington, FL.	9/15/2017 - 10/15/2017	\$244,423	42,475 CY	Jerry Brooks	(256) 786-9673	faith@taggrinding.com

Agency	ST	Event	Description of project	Start and End Date	Final Project Cost	Project Details	Point of Contact	Phone Number	Email
City of Apopka-Crowder Gulf	FL	Hurricane Irma	Right of way vegetative and C&D debris removal as well as leaner and hanger removal from Apopka, FL.	10/15/2017 - 10/30/2017	\$199,329	36,241 CY	Eric Hall	(251) 459-7430	ehall@crowderygulf.com
Beaufort County-Ashbritt	SC	Hurricane Matthew	Cleanup of storm debris from county waterways by the removal, hauling, and disposing of trees, logs, stumps, brush, tops, blockages, and rubbish.	4/15/2017 - 5/15/2017	\$990,267	7,335 CY	Dan Strode	(954) 725-6992	dstrode@ashbritt.com
St. John's River-Crowder Gulf	FL	Hurricane Matthew	Cleanup of storm debris from the St. John's River by the removal, hauling, and disposing of trees, logs, stumps, brush, tops, blockages, and rubbish.	2/1/2017 - 3/31/2017	\$1,601,757	17,797 CY	Eric Hall	(251) 459-7430	ehall@crowderygulf.com
Dare County, NC Tag Grinding Svcs	NC	Hurricane Matthew	Right of way vegetative and C&D debris removal from Dare County, NC.	11/27/2016 - 12/9/2016	\$83,536	11,977 CY	Jerry Brooks	(256) 786-9673	faith@taggrinding.com
Putnam County, FL- Tag Grinding Svcs	FL	Hurricane Matthew	Right of way vegetative and C&D debris removal from Putnam County, FL.	12/13/2016 - 1/7/2017	\$140,790	24,485 CY	Jerry Brooks	(256) 786-9673	faith@taggrinding.com
Florida Fish & Wildlife- St. Andrews Bay	FL	not storm related	Constructed 47 artificial reefs measuring 15x150x3 to serve as wave breaks in order to restore sea grass habitat on the west end of St. Andrews Bay, FL.	10/1/2016 - 11/15/2016	\$110,000	planted 4,000 CY of cultch	Katie Konchar	(850) 617-9506	katie.konchar@myfwc.com
Baton Rouge-DRC	LA	floods	Right of way vegetative and C&D debris removal from Baton Rouge, LA.	9/3/2016 - 10/31/2016	\$162,104	30,877 CY	Glen Nelson	(504) 214-2892	nelsonbros@cox.net
Houston floods-DRC	TX	floods	Right of way vegetative and C&D debris removal from Houston and Harris County flooding.	6/1/2016 - 8/30/2016	\$136,500	26,080 CY	Glen Nelson	(504) 214-2892	nelsonbros@cox.net
Texas DOT-Harris County Maintenance Division	TX	maintenance contract	Waterborne debris and driftwood collection, removal, and hauling to final disposal from the San Jacinto River	5/9/2016 - 5/27/2016	\$256,500	6,840 CY	Alan Moreau, Jr.	(281) 319-6450	alan.moreau@txdot.gov
Texas DOT-Harris County Maintenance Division	TX	maintenance contract	Waterborne debris and driftwood collection, removal, and hauling to final disposal from the San Jacinto River	6/17/2016 - 6/30/2016	\$262,732	7,007 CY	Alan Moreau, Jr.	(281) 319-6450	alan.moreau@txdot.gov
Smith County - DRC	TX	tornadoes	Right of way vegetative debris removal from Smith County resulting from tornado	4/1/2016 - 6/15/2016	\$56,287	10,234 CY	Glen Nelson	(504) 214-2892	nelsonbros@cox.net
Livingston Parish- Ceres	LA	Hurricane Isaac	Removal of more than 7,000 CY of waterborne debris from various tributaries in Livingston Parish	11/8/2015 - 12/8/2015	\$220,440	7,601	Stanley Bloodworth	(601) 529-4805	stanley.bloodworth@ceresenv.com

Agency	ST	Event	Description of project	Start and End Date	Final Project Cost	Project Details	Point of Contact	Phone Number	Email
FL Dept of Aquaculture	FL	reef construction	Planted 90,858,400 lbs of oyster cultch material rebuilding oyster reefs in Apalachicola Bay	6/28/2015 - 10/28/2015	\$908,584	90M lbs	Joe Shields	(850) 653-8317	Joseph.shieldsIII@freshfromflorida.com
Texas DOT-Harris County Maintenance Division	TX	maintenance contract	Waterborne debris and driftwood collection, removal, and hauling to final disposal from the San Jacinto River	6/14/2015 - 7/18/2015	\$281,291	7,153	Alan Moreau, Jr.	(281) 319-6450	alan.moreau@txdot.gov
Multi-area debris removal	TN, LA	tornadoes	Right of way debris removal following swath of tornadoes across multiple states	1/4/2015 - 6/27/2015	\$231,400	46,200 CY			
Baldwin County	AL	floods	Waterborne debris and driftwood collection, removal, and hauling to final disposal from various waterways in Baldwin Co	9/1/2014 - 11/7/2014	\$143,000	2,200 CY			
FL Dept of Aquaculture	FL	reef construction	Planted oyster cultch material rebuilding oyster reefs in Apalachicola Bay	5/1/2014 - 8/1/2014	over 2 seasons	over 2 seasons	Joe Shields	(850) 653-8317	Joseph.shieldsIII@freshfromflorida.com
US Fish & Wildlife- Coastal Environmental	NJ	Hurricane Sandy	Marshland debris removal and restoration at the Edwin B Forsythe Wildlife Refuge	10/8/2013 - 4/1/2014	\$320,120	95,000 tons	Mike Durfee	(413) 253-8569	mike_durfee@fws.gov
Toms River NJ	NJ	Hurricane Sandy	Waterway debris removal from Cape May, Cumberland, and Salem County NJ following Hurricane Sandy	3/7/2013-6/29/2013					

Right of Way Work Summaries



Hurricane Harvey Clean-up

Hurricane Harvey caused over \$125 billion dollars' worth of damage in Texas and Louisiana. Aftermath assisted several agencies on multiple projects that resulted in the removal of over 375,000 cubic yards of debris from the area. These projects included pre-operation assessments to determine the best project approach. The key challenges included formulating a plan for efficiently mapping out the affected areas, which were spread over seven counties, to facilitate the efficient removal of debris while maintaining public safety and the safety of our workforce.

Hurricane Sally Clean-up

In 2020, Hurricane Sally caused over \$7.3 billion dollars in damage. Escambia County in Florida called Aftermath to manage the removal of over 240,000 cubic yards of debris. We managed trucks, skid steer crews, and hand labor to complete the recovery efforts in roughly ninety days.

Baton Rouge, LA Floods

Major flooding in Baton Rouge caused massive amounts of vegetation and construction/demolition debris to wash up. Aftermath worked as the primary subcontractor for the recovery effort, which included managing the mapping, zoning, distribution, and record-keeping. This also included coordinating over 100 trucks and crews to assist in removing over 750,000 cubic yards of debris across the city.

Vehicles and Equipment

Aftermath Disaster owns a fleet of ten self-loading, debris-hauling truck and trailer combination units that have approximately 170 cubic yard capacity per unit. All of our equipment is well-maintained in order to minimize breakdowns. We have staff mechanics on our maintenance crew who are always on hand in case a mechanical failure occurs which further reduces down time. Our mobile service trucks are equipped to handle anything but the most major of breakdowns.

Additionally, because we have been in the disaster recovery business for over a decade, we have relationships with a plethora of storm debris contractors—from organizations with fleets to the one-man owner-operator. We can draw on our substantial subcontractor registry to mobilize as many units as the CLIENT may require. Our list of equipment includes storm trucks from several of our most regularly deployed subcontractors.



Owned Equipment

Because of our large inventory of owned equipment and an employee-based labor force, we have the resources to execute the work to our clients' specifications and standards.

Year	Make	Model	Description	VIN#/Company ID #	Asset Class
2022	PETE	567	Truck, loader	1NPCL40XXND775649	VEHICLE
2022	PETE	567	Truck, loader	1NPCL40XXND775650	VEHICLE
2022	PETE	567	Truck, loader	1NPCL40XXND775651	VEHICLE
2022	PETE	567	Truck, loader	1NPCL40XXND775652	VEHICLE
2007	FRGHT	TR	Truck, loader	1FVMC5DE27HY25596	VEHICLE
2002	Sterling	LT	Truck, loader	2FZHAZA892AJ63622	VEHICLE
1987	KW	TR	Truck, loader	1XKWDB9X4HS340685	VEHICLE
1994	KW	W900	Truck, loader	1XDDB9XXRJ621484	VEHICLE
1995	Ford	TR	Truck, loader	1FDZY90T8SVA08301	VEHICLE
1992	WSTR	TR	Truck, loader	2WLPCCH1NK930453	VEHICLE
1986	FRGHT	TR	Truck, loader	1FUPYSYBOGH275039	VEHICLE
1994	KW	T800	Truck, loader	1XKDDB9XXRJ621484	VEHICLE
2006	Sterling	TR	Truck, haul	2FWJA3AV26AU51554	VEHICLE
1997	PETE	TR	Truck, haul	1XP5DB9X3VN431334	VEHICLE
2001	INTL	TR	Truck, tool	1HTSCAAM91H376645	VEHICLE
1991	Ford	F700	Truck, pickup	1FDNK74PXMVA36377	VEHICLE
2007	Chev	2500HD	Truck, pickup	1GCHK23637F501674	VEHICLE
2019	Ford	F250	Truck, pickup	1FT7W2BT3KEE40607	VEHICLE
2019	Chev	Suburban	Truck, SUV	1GNSKHKC4KR186883	VEHICLE
1982	Transcraft	TR	Trailer	TC16976	TRAILER
1984	Grai	DP	Trailer	G8418078	TRAILER
2006	Transcraft	FB	Trailer	1TTE5320761079356	TRAILER
2006	Transcraft	FB	Trailer	1TTE5320361079354	TRAILER
1999	KIDR	VN	Trailer, enclosed	1K9132811X2054014	TRAILER
1987	Town	FB	Trailer, flatbed	2237	TRAILER
1992	Frue	FB	Trailer, flatbed	1H2P05029NW038402	TRAILER
1998	RDIH	FB	Trailer, flatbed	47SF252T8W1013601	TRAILER
2000	Vern	FB	Trailer, flatbed	5B7291866Y000368	TRAILER
2003	Hmde	FB	Trailer, flatbed	MS15TL00X00009056	TRAILER
1993	TARA	FB	Trailer, flatbed	1T9EA4881P1204398	TRAILER
2000	BTEX	UT	Trailer, gooseneck	4K8GX2624Y1361276	TRAILER
2002	GENR	FB	Trailer, loader	112H8V329YL056277	TRAILER
2004	Load	UT	Trailer, loader	4ZECF182741168639	TRAILER
2020	Braz	LB	Trailer, lowboy	4B9BKL37LH054725	TRAILER
1999	Trai	SD	Trailer, stepdeck	067453	TRAILER
1999	RAVE	FB	Trailer, stepdeck	1R1F44826XK990418	TRAILER
1998	Bels	UT	Trailer, utility	16JF0242W1031911	TRAILER

Year	Make	Model	Description	VIN#/Company ID #	Asset Class
2000	CM	VN	Trailer, utility	49TCB1018Y1048331	TRAILER
2018	DownToEarth	DTE824D07B	Deckover trailer	5MYDD2425JB061521	TRAILER
2020	Kubota	95	Skid Steer	KBCZ063CPL1G52111	EQUIPMENT
2015	Bobcat	A300	Skid Steer	572315561	EQUIPMENT
2008	Bobcat	A300	Skid Steer	541321755	EQUIPMENT
2007	Bobcat	A300	Skid Steer	539911943	EQUIPMENT
2005	Bobcat	A300	Skid Steer	526411597	EQUIPMENT
2003	Bobcat	A300	Skid Steer	521111459	EQUIPMENT
2002	Kobelco	SK250LC	Excavator	LL08-U0520	EQUIPMENT
2013	Morooka	MST3000VD	Tracked dump	A300106	EQUIPMENT
2014	Pans	12x4	Aluminum pans	Childress custom	PANS
2019	CanAm	8MKC	ATV, Defender Max	3JBUCAP48KK001225	VEHICLE
2005	HM	42	Barge	NJZ44968HULL	VESSEL
2005	HM	45	Barge	NJZ44969HULL	VESSEL
2017	HM	40	Barge	TX94056	VESSEL
2015	HM	40	Barge	TX56125	VESSEL
2018	HM	40	Barge	TX45821	VESSEL
2008	Child	Barge	Barge, aluminum deck	TQE01190E808	VESSEL
1979	Panther	15	Airboat	PAP019000079	VESSEL
2006	SilverDollar	21'	Airboat	OK501108G506	VESSEL
2008	HM	45	Vessel	NCZ38635D808	VESSEL
2004	Skiff	24	Boat	EKHA2509J304	VESSEL
2004	Skiff	24	Boat	EKHA3061J221	VESSEL
2004	Skiff	24	Boat	EKHL3496J115	VESSEL
2003	Coam	LT	Travel trailer	1TC2B046233001255	BUNKHOUSE
2012	KYRV	TV	Travel trailer	4YDT28122CD420049	BUNKHOUSE
2019	Starcraft	AutumnRidge	Travel trailer	1SABSOBPOK2BL5092	BUNKHOUSE
2019	Starcraft	AutumnRidge	Travel trailer	1SABSOBP1K2BL5165	BUNKHOUSE
2019	Starcraft	AutumnRidge	Travel trailer	1SABSOBP8K2BL5163	BUNKHOUSE
2017	Morbark	6600	Horizontal grinder		GRINDER
2017	Morbark	6600	Horizontal grinder		GRINDER
2016	Caterpillar	320	with shear		EXCAVATOR
2017	Caterpillar	326	with thumb		EXCAVATOR
2019	John Deere	650	dozer		BULLDOZER



Tab D: Qualifications

Qualifications

When disaster strikes, Richwood needs reliable disaster recovery experts to come in and clean up quickly with minimal disruption to your residents and the local environment. Aftermath's experts bring over a decade of experience in cleaning up natural and man-made disasters around the United States, including the devastation caused by Hurricanes Harvey, Irma, Michael, Matthew, and Sally.

Our team and equipment are able to provide full-service debris removal for small- and large-scale disaster clean-up projects. To date, Aftermath has successfully completed over \$20 million worth of debris removal projects and removed over one million cubic yards of debris with our own forces alone.

While many big disaster recovery firms have an endless list of clients they struggle to support, with Aftermath, Richwood receives a company that emphasizes:

Aftermath Stats

100%
Women-Owned
HUB
Contractor
Texas
Based Business

- **Certifications for Ground Teams:** The majority of Aftermath's ground teams are individually FEMA-certified, which means the people doing the actual work are always up-to-date on the legal regulations and best practices.
- **Equipment Reliability:** Broken or damaged equipment causes delays, and that's not acceptable. To minimize downtime resulting from equipment failure, Aftermath's Heavy Equipment Manager ensures that every piece of owned equipment is well-maintained. Whenever possible, Aftermath will use our own vehicles and equipment for Richwood's project. In the event that additional equipment or personnel is needed, Aftermath can call upon its team of trusted external subcontractors to get your job done with the same high quality. (For more about how and when Aftermath would integrate subcontractors into your project, see Subcontractor Management section.)
- **Personalized Service:** Aftermath is big enough to handle clean-up projects in excess of \$10 million, yet small enough to provide Richwood with personalized service from the entire team, including the company's owners and the senior leadership team.
- **Pre-Event Planning:** Prior to each season, Aftermath can meet with Richwood's team to hold a pre-season planning session. This will allow us to identify any TDRS locations in advance, develop specific approaches to different sized events, and create a tactical plan that can be implemented the moment disaster strikes. This planning session allows us to spend more time recovering when an event occurs.

Aftermath is proud to be a 100% women-owned business, a certified HUB contractor in Texas, and a certified specialty marine contractor in Florida.

As a Texas-based company, disaster is not just a job for us. Much of our team lives in Texas, an area frequently hit by storms and severe weather events. Our team has experienced the devastation of natural disasters firsthand and are motivated to go the extra mile so others are able to quickly return to normal. With this contract, our team is ready to serve Richwood and your community the moment disaster strikes so you can experience the calm after the storm.

“Thanks for your efforts! Your crew is fast and efficient. [The county] should know the canal clean-up is in professional hands.”

*Alan B., President
Avalon Bay Condo Association*

Key Personnel Overview

Through all the phases of a project, Aftermath will coordinate closely with the City of Richwood and the community to ensure all tasks are performed with skill and to the highest professional standards. Aftermath’s principals, project managers, and other key personnel are FEMA-certified, as are many of our on-the-ground employees. To maintain the best quality and consistency in our work for Richwood, we use our own employees to complete your project where possible. The result is a completed project that meets exceeds expectations through good communication, strong leadership, and a sense of responsibility to the community. We want to serve you so you can get back to serving your community.

Meet our team

Melanie Corley, **President and 100% owner**

Melanie Corley has extensive experience in serving the needs and issues inherent in disaster recovery and remediation. She actively develops unique strategies to respond to and provide unmatched service to our clients. Her effective communication lays the groundwork necessary to ensure goals are met and clearly defined for a well-working partnership, and she has developed strong relationships with local partners in the clean-up efforts.

She holds both a Juris Doctorate and a Bachelor of Business Administration from the University of Texas at Austin. Melanie is certified by the NIMS Emergency Management Institute ICS 0100, ICS 0200.

Obie Corley, **Vice President**

Obie Corley is one of the foremost experts in all phases of disaster recovery operations including removal, reduction, recycling, disposal, and restoration. He knows how to quickly mobilize a team and manage multi-site recovery contracts while still maintaining a personal interest in each project.

Obie has a fundamental understanding of environmental and economic recovery and can restore sites under strict compliance and awareness of FEMA, DOT, OSHA and other agency standards. He is certified by the NIMS Emergency Management Institute ICS 0100, ICS 0200.

Katie Halvorson, **Office Administrator**

Katie Halvorson is a contract administrator whose attention to detail keeps projects' documentation requirements in compliance to ensure maximum FEMA reimbursement. Her superior communication enables all stakeholders to be well-informed and equipped with their requirements. Ms. Halvorson is certified by the NIMS Emergency Management Institute ICS 0100, ICS 0200.

Rock Malone, **Senior Project Manager**

With 30 years of experience in disaster relief recovery, Rock has amassed an extensive background in high-level management, disaster response, and excellent communication skills. Recent projects of note include managing land-based debris for removal operations in Jackson County, Florida, and water-based debris removal from Buffalo Bayou in Houston following Hurricane Harvey.

Damian Sazama, **Project Manager**

With his background in the US Navy, Damian has a unique perspective and is very service-oriented to provide above and beyond service for Aftermath clients. He's been in the disaster recovery industry for five years and recently managed the 2018 Lee County waterway debris removal project.

Phillip Riippa, **Heavy Equipment Manager**

With 40 years of experience as an operator and mechanic, Phillip was one of the original employees at Aftermath and now oversees our heavy equipment division. His expertise in diagnosing equipment issues helps us keep equipment downtime to a minimum while also minimizing any negative environmental impacts.

Adam Gonzalez, **Director of Business Operations**

Adam works to create and implement systems that ensure smooth and efficient operations inside of the company, as well as establish relationships that enable our team to work at maximum effectiveness in concert with all stakeholders. Adam is certified by the NIMS Emergency Management Institute ICS 0100.

Reese Corley, **Project Manager**

Reese’s leadership ability and communication skills are an asset to our team and our clients. His tenacity and perseverance translate to excellent problem solving skills and a determination to not quit until each job is done right. His energy and drive helps us meet deadlines and overcome all obstacles.

Our Response Team

<i>Contact Name</i>	<i>Title</i>	<i>Phone Number</i>	<i>Email</i>
Obie Corley	Vice President	972-567-1491	obie@aftermathdisaster.com
Damian Sazama	Project Manager	239-272-0555	damian@aftermathdisaster.com
Adam Gonzalez	Director of Business Operations	972-984-8969	adam@aftermathdisaster.com
Melanie Corley	President	972-567-1489	mkcorley@aftermathdisaster.com

Disaster Recovery Experience

President | Aftermath Disaster Recovery | From 2013-Present

Role has involved serving as a liaison to clients, providing logistics coordination with field operations, contract negotiations, preparation of proposals, subcontractor coordination, and managing back-office activities including accounts payable, accounts receivable, reporting and human resources.

2019 - Present	Orange County Drainage District- Adams Bayou waterway debris removal Spring Creek and Greens Bayou waterway debris removal Harris County ROW debris removal from TS Imelda Econfina Creek waterway debris removal from Hurricane Michael
2018	Lee County waterway debris removal from various waterways ROW clearing in Jackson County, FL following Hurricane Michael Harris County Flood Control District Buffalo Bayou and Cypress Creek waterway project
2017	ROW clearing in Katy, TX following Hurricane Harvey Texas Department of Transportation Harris County Maintenance waterway debris project Beaufort County, SC waterway debris removal St. John's River waterway debris removal
2016	ROW clearing in North Carolina and Florida following Hurricane Matthew Florida Fish & Wildlife artificial reef construction ROW clearing in Baton Rouge, LA from flooding ROW clearing in Houston, TX from flooding ROW clearing in Smith County, TX following tornadoes
2015	Waterway debris removal from tributaries in Livingston Parish Artificial reef construction in Apalachicola Bay ROW clearing from Baton Rouge, LA flooding ROW clearing in Houston, TX from flooding ROW clearing from tornadoes across Tennessee
2014 - 2013	Waterway debris removal from flooding in Baldwin County, AL Artificial reef construction in Apalachicola Bay, FL Edwin B Forsythe wildlife refuge marshland debris removal following Hurricane Sandy Waterway debris removal in Cumberland County, NJ following Hurricane Sandy

Skills Profile

Education

Juris doctorate | 1997 | University of Texas at Austin

Bachelor of Business Administration | 1991 | University of Texas at Austin

Organizational Leadership

Leads Aftermath Disaster Recovery, Inc. on a powerful growth trajectory that has nearly doubled revenue and capacity each year for the past five years.

Communication

Years of public speaking and conducting law enforcement training yields an effective communicator who uses that skill to ensure project needs are understood and delivered. Certified Texas mediator.

Financial Management and Reporting

Oversees the company's forecasting, budgeting, and account payables and receivables. Timely reporting means that projects are kept on budget and on time within contract guidelines.

Human Capital

Oversees the permanent labor force and the subcontractor vetting to ensure quality personnel is representing Aftermath Disaster Recovery with excellence.

Compliance

Uses legal expertise and experience to know and implement the necessary compliance measures with FEMA, OSHA, USDOT, and other local, state, and federal regulations.

Disaster Recovery Experience

Vice President | Aftermath Disaster Recovery | From 2013-Present

Role has involved serving as project manager, fleet development, providing oversight of field operations, construction meetings, crisis management, subcontractor management, and field supervision. Events have included: Hurricanes Harvey, Irma, Matthew, Isaac, Sandy, Michael and massive flooding events across the Gulf Coast.

2019 - Present	Orange County Drainage District- Adams Bayou waterway debris removal Spring Creek and Greens Bayou waterway debris removal Harris County ROW debris removal from TS Imelda Econfina Creek waterway debris removal from Hurricane Michael
2018	Lee County waterway debris removal from various waterways ROW clearing in Jackson County, FL following Hurricane Michael Harris County Flood Control District Buffalo Bayou and Cypress Creek waterway project
2017	ROW clearing in Katy, TX following Hurricane Harvey Texas Department of Transportation Harris County Maintenance waterway debris project Beaufort County, SC waterway debris removal St. John's River waterway debris removal
2016	ROW clearing in North Carolina and Florida following Hurricane Matthew Florida Fish & Wildlife artificial reef construction ROW clearing in Baton Rouge, LA from flooding ROW clearing in Houston, TX from flooding Texas Department of Transportation waterway debris removal from San Jacinto River bridge ROW clearing in Smith County, TX following tornadoes
2015	Waterway debris removal from tributaries in Livingston Parish Artificial reef construction in Apalachicola Bay Texas Department of Transportation waterway debris removal from San Jacinto River bridge ROW clearing from Baton Rouge, LA flooding ROW clearing from tornadoes across Tennessee
2014 - 2013	Waterway debris removal from flooding in Baldwin County, AL Artificial reef construction in Apalachicola Bay, FL Edwin B Forsythe wildlife refuge marshland debris removal following Hurricane Sandy Waterway debris removal in Cumberland County, NJ following Hurricane Sandy

Skills Profile

Field Experience

Obie has worked in the disaster relief industry for the past 15 years.

Management Experience

He has managed over 40 disaster recovery projects that involved FEMA reimbursement including hurricanes, tornadoes, floods, ice storms, and wind storms. He has also executed several reef construction projects. Mr. Corley is an expert at debris removal from environmentally sensitive and logistically challenging areas.

Logistics

Leads Aftermath Disaster Recovery, Inc. in planning logistically challenging disaster relief efforts. Recognized for executing difficult projects where other contractors have previously failed. There is no project for which Obie cannot craft the most economically viable and logistically sound solutions.

Certifications

Intro to Incident Command System, Basic Incident Command System for Initial Response, First Aid and CPR

Disaster Recovery Experience

Project Manager | Aftermath Disaster Recovery | From 2013-Present

With over a decade of consulting and management experience, Damian Sazama is an experienced supervisor and field manager capable of concurrently supervising multiple crews. His broad experience, commitment to quality and safety, technical expertise, and leadership skills make Mr. Sazama a highly valuable asset to our supervisory team.

Lee county

Lee County Debris Removal Project from 20 various waterways. Mr. Sazama managed stakeholder relationships by interfacing with homeowners, homeowners' associations, county leadership, and crews in executing a logistically challenging project. Because this project spanned so many waterways, Mr. Sazama scheduled crew assignments and vessel mobilization/demobilization in order to execute this project in an efficient and effective plan. He maintained excellent relationships with the citizens of the County as well as the county's staff and our company crews and subcontractors.

Econfina Creek

Econfina Creek Debris Removal Project. Mr. Sazama managed the water-based crews to ensure all project specifications were being executed. His experience on vessels and communicating with crews makes him an effective leader in the execution of our projects

Hurricane Irma

Hurricane Irma consultant for Tag Grinding in Lee County, FL. Mr. Sazama managed multiple contractors in the wake of Hurricane Irma. He provided project management for right of way, canal, and vacant lot debris removal. Acted as a point of contact between prime contractor and city management

2014 - 2013

Waterway debris removal from flooding in Baldwin County, AL
Artificial reef construction in Apalachicola Bay, FL
Edwin B Forsythe wildlife refuge marshland debris removal following Hurricane Sandy

Waterway debris removal in Cumberland County, NJ following Hurricane Sandy

Skills Profile

Field Experience

Damian has worked in the disaster relief industry for the past 6 years. He has managed several disaster recovery projects that involved FEMA reimbursement. His history in the US Navy gives him attention to detail and effective communication skills in serving our clients.

Project Management Experience

Serves Aftermath Disaster Recovery, Inc. as an effective project manager who listens to our clients' needs and executes our projects to their specifications. Damian is an excellent communicator whose winsome personality helps balance all the various stakeholders' interests in our disaster recovery efforts.

Service

- US Navy radioman with top security clearance; supported air, land and sea missions within the Sixth Fleet
- Radioman, cryptology, communications, petty officer
- US Coast Guard certified boat captain
- Red Cross disaster team

Reese Corley

Project Manager

972-567-1489
Reese@AftermathDisaster.com

1826 Honeysuckle Ln
Prosper, TX 75078

Disaster Recovery Experience

Project Manager | Aftermath Disaster Recovery | From 2013-Present

With over a decade of communication and training, Reese Corley is an experienced and capable manager. His commitment to quality and safety, practicing technical excellence, and leadership skills make Mr. Corley a highly valuable asset to our supervisory team.

Hurricane Ian

Reese managed 10 trucks in Northport, Florida for operations totally 185,000 CY.

In addition, he managed multiple barge crews in Lee County, Florida, working on waterway debris removal, yielding 30,000 CY.

Dallas, TX

In Dallas, Texas Reese showed that he is an effective leader in the execution of our projects. He helped to execute a large bulk trash clean up for the City of Dallas in the summer of 2022.

Terrebonne, Louisiana

Following Hurricane Ida, Reese managed a fleet of trucks for ROW debris removal.

2021-2022

Reese managed Orange County canal clean-up following Hurricane Laura in July 2021. His responsibilities included

Skills Profile

Field Experience

Reese has worked in the disaster relief industry for the past 6 years. He has managed several disaster recovery projects that involved FEMA reimbursement. His history in communications makes him an effective communicator, leader. His attention to detail and desire for excellence in all jobs, large or small, is a benefit when serving our clients.

Project Management Experience

Serves Aftermath Disaster Recovery, Inc. as an effective project manager who listens to our clients' needs and executes our projects to their specifications. Reese is an excellent communicator whose perseverance and fortitude helps balance all the various stakeholders' interests in our disaster recovery efforts.

Certifications

Emergency Management Institute



FEMA

This Certificate of Achievement is to acknowledge that

MELANIE KANE CORLEY

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

IS-00100.c

Introduction to Incident Command System, ICS-100

Issued this 19th Day of June, 2019



Jeffrey D. Stern, Ph.D.
Superintendent
Emergency Management Institute
Federal Emergency Management Agency

0.2 IACET CEU

Emergency Management Institute



FEMA

This Certificate of Achievement is to acknowledge that

MELANIE KANE CORLEY

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

IS-00200.c

Basic Incident Command System for Initial Response

Issued this 26th Day of February, 2020



Jeffrey D. Stern, Ph.D.
Superintendent
Emergency Management Institute
Federal Emergency Management Agency

0.4 IACET CEU



American Red Cross
Training Services

Certificate of Completion

Melanie Corley

has successfully completed requirements for

Adult and Pediatric First Aid/CPR/AED

Date Completed: 12/22/2020

Validity Period: 2 - Years

Conducted by: Nation's Best CPR



To verify certificate, scan code or visit redcross.org/digitalcertificate and enter ID.
Learn and be inspired at lifesavingwards.org



00CS8MV

Ron DeSantis, Governor Halsey Besthears, Secretary

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

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

KANE CORLEY, MELANIE
AFTERMATH DISASTER RECOVERY, INC.
1826 HONEYSUCKLE LN
PROSPER TX 75078

LICENSE NUMBER: SCC131151805
EXPIRATION DATE: AUGUST 31, 2022
Always verify licenses online at MyFloridaLicense.com

Do not alter this document in any form.
This is your license. It is unlawful for anyone other than the licensee to use this document.

Emergency Management Institute



FEMA

This Certificate of Achievement is to acknowledge that

ROBERT O CORLEY

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

IS-00100.c

Introduction to Incident Command System, ICS-100

Issued this 19th Day of February, 2020



Michael J. Sharon
Deputy Superintendent
Emergency Management Institute
Federal Emergency Management Agency

0.2 IACET CEU

Emergency Management Institute



FEMA

This Certificate of Achievement is to acknowledge that

ROBERT O CORLEY

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

IS-00200.c


Basic Incident Command System for Initial Response

Issued this 26th Day of February, 2020



Jeffrey D. Stern, Ph.D.
Superintendent
Emergency Management Institute
Federal Emergency Management Agency

0.4 IACET CEU





American Red Cross
Training Services

Certificate of Completion

Robert Obie Corley
has successfully completed requirements for
Adult and Pediatric First Aid/CPR/AED

Date Completed: 12/22/2020
Validity Period: 2 - Years
Conducted by: Nation's Best CPR

To verify certificate, scan code or visit redcross.org/digitalcertificate and enter ID.
Learn and be inspired at Lifesavingwards.org

00GSBMV

Emergency Management Institute



FEMA

This Certificate of Achievement is to acknowledge that

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

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

Issued this 17th Day of January, 2021



0.2 IACET CEU



Jeffrey D. Stern, Ph.D.
Superintendent
Emergency Management Institute
Federal Emergency Management Agency

Emergency Management Institute



FEMA

This Certificate of Achievement is to acknowledge that

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

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

Issued this 1st Day of July, 2019



0.2 IACET CEU



Michael J. Sharon
Deputy Superintendent
Emergency Management Institute
Federal Emergency Management Agency

Emergency Management Institute



FEMA

This Certificate of Achievement is to acknowledge that

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

IS-00200.c
Basic Incident Command System for Initial Response

Issued this 20th Day of August, 2019




0.4 IACET CEU



Michael J. Sharon
Deputy Superintendent
Emergency Management Institute
Federal Emergency Management Agency

Emergency Management Institute




FEMA

This Certificate of Achievement is to acknowledge that


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

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

Issued this 19th Day of March, 2020



0.2 IACET CEU



Michael J. Sharon
Deputy Superintendent
Emergency Management Institute
Federal Emergency Management Agency

Emergency Management Institute



FEMA

This Certificate of Achievement is to acknowledge that

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

IS-00200.c
Basic Incident Command System for Initial Response

Issued this 30th Day of March, 2020



0.4 IACET CEU



Michael J. Sharon
Deputy Superintendent
Emergency Management Institute
Federal Emergency Management Agency

Emergency Management Institute



FEMA

This Certificate of Achievement is to acknowledge that

MELANIE BURCHFIEL

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

**IS-00632.a
Introduction to Debris Operations**

Issued this 2nd Day of January, 2022



Jeffrey D. Stern, Ph.D.
Superintendent
Emergency Management Institute
Federal Emergency Management Agency

0.2 IACET CEU

Emergency Management Institute



FEMA

This Certificate of Achievement is to acknowledge that

MELANIE BURCHFIEL

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

**IS-00100.c
Introduction to Incident Command System, ICS-100**

Issued this 5th Day of June, 2022



Jeffrey D. Stern, Ph.D.
Superintendent
Emergency Management Institute
Federal Emergency Management Agency

0.2 IACET CEU



Emergency Management Institute



FEMA

This Certificate of Achievement is to acknowledge that

ADAM GONZALEZ

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

**IS-100.C:
INTRODUCTION TO INCIDENT COMMAND SYSTEM, ICS-100**


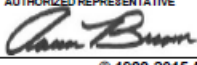
Issued this 27th Day of January, 2023



Jeffrey D. Stern, Ph.D.
Superintendent
Emergency Management Institute
Federal Emergency Management Agency

0.20 IACET CEU

Insurance Sample

		CERTIFICATE OF LIABILITY INSURANCE		DATE (MM/DD/YYYY) 11/10/2022		
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 TrueNorth Companies, L.C. 500 1st St SE Cedar Rapids IA 52401		CONTACT NAME: RM Home Office PHONE (A/G. No. Ex): 319-366-2723 FAX (A/G. No): 877-810-6374 E-MAIL ADDRESS: certs@truenorthcompanies.com				
INSURED Aftermath Disaster Recovery, Inc. 1826 Honeysuckle LN Prosper TX 75078		INSURER(S) AFFORDING COVERAGE NAIC # INSURER A: Great American Insurance Company of New York 22136 INSURER B: Westchester Surplus Lines Insurance Company 10172 INSURER C: Safe Harbor Insurance Company 12563 INSURER D: American Interstate Insurance Company 31895 INSURER E: Great American Insurance Company 16691 INSURER F:				
COVERAGES		CERTIFICATE NUMBER: 901459297		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.						
ITEM LTR	TYPE OF INSURANCE	ADDL INSR (INS) WVR	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
E	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input checked="" type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC OTHER:	Y	OMH4016531	9/27/2022	9/27/2023	EACH OCCURRENCE \$ 1,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 100,000 MED EXP (Any one person) \$ 5,000 PERSONAL & ADV INJURY \$ 1,000,000 GENERAL AGGREGATE \$ 2,000,000 PRODUCTS - COMP/OP AGG \$ 2,000,000 \$
E	<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		CAP2062233	9/27/2022	9/27/2023	COMBINED SINGLE LIMIT (Ea accident) \$ 1,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$
E	<input checked="" type="checkbox"/> UMBRELLA LIAB <input checked="" type="checkbox"/> OCCUR <input type="checkbox"/> EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE DED <input checked="" type="checkbox"/> RETENTION \$ 10,000		OMH4016533	9/27/2022	9/27/2023	EACH OCCURRENCE \$ 5,000,000 AGGREGATE \$ 5,000,000 \$
D	WORKERS COMPENSATION AND EMPLOYER'S LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? <input type="checkbox"/> Y <input checked="" type="checkbox"/> N If Yes, describe under DESCRIPTION OF OPERATIONS below	N/A	AVWCLA3125062022	9/27/2022	9/27/2023	<input checked="" type="checkbox"/> PER STATUTE <input type="checkbox"/> OTHER E.L. EACH ACCIDENT \$ 1,000,000 E.L. DISEASE - EA EMPLOYEE \$ 1,000,000 E.L. DISEASE - POLICY LIMIT \$ 1,000,000
B	Contractors Pollution		G70916563004	9/27/2022	9/27/2024	Limit/Ded 1,000,000/5,000
A	Rented Equipment		OMH4016532	9/27/2022	9/27/2023	Limit/Ded 150,000/1,000
C	Vessel Pollution		V1415122	9/27/2022	9/27/2023	Limit/Ded 5,000,000/0
DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required) If Yes is indicated above for add'l insd form Gen Liab GAI2391 (GAI2604 for Rented Equipment) and Auto CA8376 applies. If Yes is indicated above for waiver of subrogation forms Gen Liab GAI2392, Auto CA0444, and WC WC000313 04/84 applies. Coverage is extended for work performed and required under written contract with the above named insured. Excess/Umbrella liability extends over the Marine Commercial Liability, Protection & Indemnity, Automobile Liability and Workers Compensation Employer's Liability. Lee County, a political subdivision and Charter County of the State of Florida, its agents, employees, and public officials are named as additional insured on the General Liability policy on a primary basis. Cancellation provisions applies to GL, Auto, Umbrella & Work Comp policies - 30 days except 10 days for nonpayment.						
CERTIFICATE HOLDER			CANCELLATION			
Lee County Board of Commissioners PO Box 398 Fort Myers FL 33902			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 			
© 1988-2015 ACORD CORPORATION. All rights reserved. ACORD 25 (2016/03) The ACORD name and logo are registered marks of ACORD						

Financial Capability



Swiss Re Corporate Solutions America Insurance Corporation
Swiss Re Corporate Solutions Premier Insurance Corporation
1120 Depot Lane SE, Ste 100, Cedar Rapids, IA 52401
Email: Christopher_Gifford@swissre.com
Phone: 319.294.4095

January 30th, 2023

Re: Aftermath Disaster Recovery, Inc.
Prosper, TX

To Whom it May Concern:

The purpose of this letter is to confirm that Aftermath Disaster Recovery, Inc. is a valued surety customer of Swiss Re Corporate Solutions. Swiss Re Corporate Solutions America Insurance Corporation is on the Department of Treasury's Registry Listing of Approved Sureties (Circular 570) and currently has an A.M. Best Rating of A+ (Superior). Over the past several years, Swiss Re Corporate Solutions has enjoyed a strong relationship and has the utmost confidence in the management team at Aftermath Disaster Recovery, Inc. At the present time, we would favorably consider extending surety support on an aggregate work program of up to \$20,000,000.

Contingent upon favorable review of contract documents, financing information, and other pertinent underwriting information at the time performance and payment bonds are required, it would be our intention to provide such bonds. You understand of course that any arrangement to provide bonds is a matter between ourselves and Aftermath Disaster Recovery, Inc. and we assume no liability to you, nor to any other third party, should we decide not to issue said bonds. This letter is not an assumption of liability, nor is it a bid bond or performance bond. It is issued only as a bonding reference requested from us by our client.

If we can provide further information, please let us know.

Sincerely,

Christopher Gifford
Vice President
Swiss Re Corporate Solutions

CORSO Jan 2017



Tab E: References

References

Project Experience #1			
Agency	Event	Term	Amount
Harris County Flood Control District, TX	Hurricane Harvey	02/23/2018 – 11/01/2018	\$3,918,690
Description of Project:			
<p>Prime contractor for the FEMA reimbursed cleanup of storm debris by the removal, hauling, and disposing of trees, logs, stumps, brush, tops, blockages, rubbish generated from Buffalo Bayou and Cypress Creek. Handled permitting, management, and closure of temporary debris reduction sites, reduction of vegetation by grinding, and hauling to final disposal.</p>			
Contact Person:	Jeff Jowell		
Contact Phone:	(832) 347-4856		
Contact Email:	jeff.jowell@hcfcd.org		

Project Experience #2			
Agency	Event	Term	Amount
Brazoria County	Hurricane Harvey	03/23/2020 – 07/31/2020	\$4,314,246
Description of Project:			
<p>Prime contractor for debris removal, TDRS service, hauling and reduction of storm debris. Aftermath recovered and removed 74,569 CY of debris.</p>			
Contact Person:	Clay Forister, PE, Project manager		
Contact Phone:	979-864-1267		
Contact Email:	clayf@brazoria-county.com		

Project Experience #3			
Agency	Event	Term	Amount
Lee County, FL-- East Mulloch Drainage District	Hurricane Irma	10/1/2018 – 01/15/2019	\$829,000
Description of Project:			
Prime contractor for the FEMA reimbursed cleanup of storm debris by the removal, hauling, and final disposal of trees, logs, stumps, brush, tops, blockages, rubbish generated from EMDD and Lee County DOT canals. Coordinated with all community and project stakeholders			
Contact Person:	Phil Gillogly		
Contact Phone:	(239) 850-2636		
Contact Email:	pgillogly@leegov.com		

Project Experience #4			
Agency	Event	Term	Amount
Orange County Drainage District	Hurricane Harvey	10/22/2019 – 11/21/2019	\$548,000
Description of Project:			
Prime Contractor for NRCS funded cleanup of storm debris by the removal, hauling, and disposal of trees, logs, stumps, brush, tops, blockages, rubbish generated from Cow Bayou.			
Contact Person:	Austin Barrow		
Contact Phone:	(409) 745-3225		
Contact Email:	abarrow@orangecountydrainage.com		

Project Experience #5			
Agency	Event	Term	Amount
Dog Island Conservation District	Hurricane Michael	02/23/2021 - 03/08/2021	\$399,000
Description of Project:			
Prime contractor for the Dog Island Conservation District's beach debris removal and sea oat planting project. The project was funded by the NOAA and the National Fish and Wildlife Foundation.			
Contact Person:	Dr. William Stone		
Contact Phone:	(850) 933-2342		
Contact Email:	williamstone1048@gmail.com		

Litigation History

- Aftermath Disaster Recovery, Inc. has no current pending litigation; no pending civil, criminal or administrative proceedings pending against it at this time.
- Aftermath Disaster Recovery has no outstanding judgements or liens affecting it.
- Aftermath Disaster Recovery has never had any judgement entered against it for any federal, state, or local court, and no criminal conviction or proceeding ever issued against the company or its owner or principals.



Tab F: Pricing

SERVICES PRICING		
ROW Vegetative Debris Removal and Transport to TDRS	Unit of Measure	Unit Price
0 – 14.99 Miles	CY	\$ 6.90
15- 29.99 Miles	CY	\$ 7.90
30 – 59.99 Miles	CY	\$ 9.90
60 Miles +	CY	\$ 10.90
C&D Debris Removal and transport to TDRS	Unit of Measure	Unit Price
0 – 14.99 Miles	CY	\$ 6.90
15 – 29.99 Miles	CY	\$ 7.90
30 – 59.99 Miles	CY	\$ 9.90
60 Miles +	CY	\$ 10.90
TDRS Management	Unit of Measure	Unit Price
Reduction of Vegetative Debris by Grinding	CY	\$ 2.25
Reduction of Vegetative Debris by Air Curtain Burn/Incineration	CY	\$ 1.25
Below Ground Air Curtain Burn/Incineration	CY	\$ 1.25
Controlled Open Burning	CY	\$ 1.00
Compacting Vegetative Debris and/or C & D Debris	CY	\$ 1.50
Debris Management Site Management	CY	\$ 1.50
Final Disposal from TDRS to Final Disposal Site	Unit of Measure	Unit Price
0 – 14.99 Miles	CY	\$ 3.25
15 – 29.99 Miles	CY	\$ 3.75
30 – 59.99 Miles	CY	\$ 4.25
60 Miles +	CY	\$ 5.40
Demolition and Removal of Private Structure	Unit of Measure	Unit Price
Demolition of Private Structure	CY	\$ 15.00
Debris Removal Transport Non RACM	Unit of Measure	Unit Price
0 – 14.99 Miles	CY	\$ 3.25
15 – 29.99 Miles	CY	\$ 3.75
30 – 59.99 Miles	CY	\$ 4.25
60 Miles +	CY	\$ 5.40

Debris Removal Transport RACM	Unit of Measure	Unit Price
0 – 14.99 Miles	CY	\$ 13.25
15 – 29.99 Miles	CY	\$ 13.75
30 - 59.99 Miles	CY	\$ 14.25
60 Miles +	CY	\$ 15.40
Removal of Hazardous Trees and Limbs	Unit of Measure	Unit Price
6.00"-12.99" Diameter	Tree	\$ 95.00
13.00"-24.99" Diameter	Tree	\$ 175.00
25.00"-36.99" Diameter	Tree	\$ 315.00
37.00"-48.99" Diameter	Tree	\$ 315.00
49.00" and larger Diameter	Tree	\$ 315.00
Hazardous Hanging Limbs	Tree	\$ 80.00
Removal of Hazardous Stumps	Unit of Measure	Unit Price
24.10"-36.99" Diameter	Stump	\$ 275.00
37.00"-48.99" Diameter	Stump	\$ 275.00
49.00" or Greater Diameter	Stump	\$ 400.00
Specialty Removal	Unit of Measure	Unit Price
Electronic Debris	Unit	\$ 35.00
Carcass Removal	LB	\$ 8.00
Household Hazardous Waste (HHW) Removal & Disposal	LB	\$ 8.00
White Goods	Unit	\$ 50.00
Freon Management	Unit	\$ 45.00
Storm sewer and culvert cleaning	LF	\$ 18.00
Abandoned Vehicle Removal	Unit	\$ 395.00

ADDITONAL EQUIPMENT/LABOR PRICING		
Description	Unit	Price
Skid Steer	Hour	\$ 85.00
CAT D4 Dozer	Hour	\$ 145.00
CAT D6 Dozer	Hour	\$ 150.00
CAT D8 Dozer	Hour	\$ 185.00
Dump Truck, 5-15CY	Hour	\$ 120.00
Dump Truck, 16-24 CY	Hour	\$ 170.00
Dump Truck, 25-34 CY	Hour	\$ 170.00
Dump Truck (Trailer Dump with Tractor) 35-44 CY	Hour	\$ 170.00

Dump Truck (Trailer Dump with Tractor) 45-54 CY	Hour	\$ 170.00
Dump Truck (Trailer Dump with Tractor) 55-64 CY	Hour	\$ 170.00
Dump Truck (Trailer Dump with Tractor) 65-74 CY	Hour	\$ 170.00
Dump Truck (Trailer Dump with Tractor) 75+ CY	Hour	\$ 200.00
Excavator, Hydraulic, 1.5 CY	Hour	\$ 135.00
Excavator, Hydraulic, 2.5 CY	Hour	\$ 140.00
Excavator, Hydraulic, 3.5+ CY	Hour	\$ 150.00
Excavator/Track hoe, Rubber Tire (with debris grapple)	Hour	\$ 145.00
Wheel Loader	Hour	\$ 125.00
Low Bed Equipment Trailer with Tractor, 12-ton capacity	Hour	\$ 115.00
Low Bed Equipment Trailer with Tractor, 35-ton capacity	Hour	\$ 115.00
Low Bed Equipment Trailer with Tractor, 50-ton capacity	Hour	\$ 150.00
Log Skidder	Hour	\$ 125.00
300 – 400 HP Tub Grinder	Hour	\$ 500.00
800 – 1,000 HP Diamond Z Tub Grinder	Hour	\$ 1,250.00
30 Ton Crane	Hour	\$ 175.00
50 Ton Crane	Hour	\$ 300.00
40-60' Bucket Truck	Hour	\$ 200.00
Service Truck	Hour	\$ 50.00
Water Truck	Hour	\$ 95.00
Portable Light Plant	Hour	\$ 160.00
Equipment Transports	Hour	\$ 115.00
Pickup Truck, Unmanned	Hour	\$ 25.00
Self-loading Dump Truck with Knuckleboom and debris grapple	Hour	\$ 220.00
Superintendent with truck, phone & radio	Hour	\$ 105.00
Foreman with truck, phone & radio	Hour	\$ 105.00
Safety/Quality Control Inspector with vehicle, phone & radio	Hour	\$ 95.00
Inspector with vehicle, phone & radio	Hour	\$ 85.00
Ground Hand	Hour	\$ 50.00
Traffic Control Personnel	Hour	\$ 50.00
Laborer with Chainsaw	Hour	\$ 55.00
Climber with gear	Hour	\$ 90.00
Administrative Personnel	Hour	\$ 30.00
Portable Toilet Unit	Day	\$ 1,000.00
20' Dishwashing Container-2 Week Minimum	Week	\$ 25,500.00
32' Dishwashing Trailer -2 Week Minimum	Week	\$ 31,800.00

28' Laundry Trailer -2 Week Minimum	Week	\$ 26,000.00
6-Stall Shower Trailer -2 Week Minimum	Week	\$ 19,400.00
8-Stall Shower Trailer -2 Week Minimum	Week	\$ 25,900.00
ADA Combo Trailer-2 Week Minimum	Week	\$ 13,500.00
3-Stall Restroom Trailer-2 Week Minimum	Week	\$ 8,500.00
8-Stall Restroom Trailer -2 Week Minimum	Week	\$ 22,700.00
10-Stall Restroom Trailer -2 Week Minimum	Week	\$ 28,400.00
Sattelite Internet Service	Week	\$ 3,000.00
Sattelite Phone	Week	\$ 500.00
Emergency Power Generator 10 KW	Day	\$ 600.00
Emergency Power Generator 15 KW	Day	\$ 900.00
Emergency Power Generator 20 KW	Day	\$ 1,200.00
Emergency Power Generator 30 KW	Day	\$ 1,800.00
Emergency Power Generator 50 KW	Day	\$ 2,200.00
Emergency Power Generator 75 KW	Day	\$ 3,000.00
Emergency Power Generator 100 KW	Day	\$ 4,000.00
Emergency Power Generator 150 KW	Day	\$ 5,000.00
Emergency Power Generator 200 KW	Day	\$ 6,000.00
Emergency Power Generator 500 KW	Week	\$ 9,000.00
Emergency Power Generator 750 KW	Week	\$ 16,000.00
Emergency Power Generator 1000 KW	Week	\$ 16,000.00
Emergency Power Generator 1500 KW	Week	\$ 25,000.00
Emergency Power Generator 2000 KW	Week	\$ 30,000.00
Light Tower	Day	\$ 500.00
Office Trailer	Day	\$ 400.00
1" Diaphragm Pump and Discharge Hose	Hour	\$ 35.00
2" Diaphragm Pump and Discharge Hose	Hour	\$ 35.00
3" Diaphragm Pump and Discharge Hose	Hour	\$ 305.00



Tab G: Conflict of Interest Form

CONFLICT OF INTEREST QUESTIONNAIRE

For vendor doing business with local governmental entity

FORM CIQ

This questionnaire reflects changes made to the law by H.B. 23, 84th Leg., Regular Session.
This questionnaire is being filed in accordance with Chapter 176, Local Government Code, by a vendor who has a business relationship as defined by Section 176.001(1-a) with a local governmental entity and the vendor meets requirements under Section 176.006(a).
By law this questionnaire must be filed with the records administrator of the local governmental entity not later than the 7th business day after the date the vendor becomes aware of facts that require the statement to be filed. See Section 176.006(a-1), Local Government Code.
A vendor commits an offense if the vendor knowingly violates Section 176.006, Local Government Code. An offense under this section is a misdemeanor.

OFFICE USE ONLY
Date Received

1 Name of vendor who has a business relationship with local governmental entity.
N/A

2 **Check this box if you are filing an update to a previously filed questionnaire.** (The law requires that you file an updated completed questionnaire with the appropriate filing authority not later than the 7th business day after the date on which you became aware that the originally filed questionnaire was incomplete or inaccurate.)

3 Name of local government officer about whom the information is being disclosed.
N/A

Name of Officer


4 Describe each employment or other business relationship with the local government officer, or a family member of the officer, as described by Section 176.003(a)(2)(A). Also describe any family relationship with the local government officer. Complete subparts A and B for each employment or business relationship described. Attach additional pages to this Form CIQ as necessary.

A. Is the local government officer or a family member of the officer receiving or likely to receive taxable income, other than investment income, from the vendor?
 Yes No

B. Is the vendor receiving or likely to receive taxable income, other than investment income, from or at the direction of the local government officer or a family member of the officer AND the taxable income is not received from the local governmental entity?
 Yes No

5 Describe each employment or business relationship that the vendor named in Section 1 maintains with a corporation or other business entity with respect to which the local government officer serves as an officer or director, or holds an ownership interest of one percent or more.

6 Check this box if the vendor has given the local government officer or a family member of the officer one or more gifts as described in Section 176.003(a)(2)(B), excluding gifts described in Section 176.003(a-1).

7


Signature of vendor doing business with the governmental entity
6/15/23

Date



Tab H: Certification



RFP #22-002P
Debris Management and
Removal Services

BIDDER CERTIFICATION AND ADDENDA ACKNOWLEDGEMENT

By signature affixed, the bidder certifies that neither the bidder nor the firm, corporation, partnership, or institution represented by the bidder, or anyone acting for such firm, corporation, or institution has violated the anti-trust laws of this State, codified in Section 15.01, et seq., Texas Business and Commerce Code, or the Federal antitrust laws, nor communicated directly or indirectly the bid made to any competitor or any other person engaged in such fine of business.

Bidder has examined the specifications and has fully informed themselves as to all terms and conditions. Any discrepancies or omissions from the specifications or other documents have been clarified with City representatives and noted on the bid submitted.

Bidder guarantees product offered will meet or exceed specifications identified in this RFP.

Bidder must initial next to each addendum received in order to verify receipt:

Addendum #1 RG Addendum #2 RG Addendum #3 _____
Addendum #4 _____ Addendum #5 _____ Addendum #6 _____

Bidder Must Fill in and Sign:

NAME OF FIRM/COMPANY: Aftermath Disaster Recovery, Inc.
REPRESENTATIVE'S NAME: Adam Gonzalez
REPRESENTATIVE'S TITLE: Director of Business Operations
MAILING ADDRESS: 1826 Honeysuckle Ln
CITY, STATE, ZIP: Prosper, TX 75078
PHONE & FAX NUMBERS: (972) 984-8969
E-MAIL ADDRESS: adam@aftermathdisaster.com
AUTHORIZED SIGNATURE:
DATE: 6/30/23



Debris Management and Removal Services
ISSUED BY: City of Richwood
DATE: July 6th, 2023

(i) Solicitation No.

RFP 23-003P

(ii) Offeror's name, address, telephone, and facsimile numbers

Looks Great Services of MS, Inc.
1501 Highway 13 North
Columbia, MS 39429
Telephone: 601-736-0037
www.looksgreatservices.com



(iii) Extent of Agreement with Terms

By fact of signature contained herein, Looks Great Services of Mississippi, Inc. agrees to the extent of the agreement with all terms, conditions and provisions included in the solicitation and agrees to furnish any or all items upon which prices are offered at the price set opposite each item. The proposal is in all respects fair and in good faith without collusion or fraud.

(iv) Persons authorized to negotiate on the offeror's behalf

Yolanda Agoglia
President
Looks Great Services of MS, Inc.
Tel: 631-662-5817
Fax: 601-736-1924
yolanda@looksgreatservices.com

Kristian Agoglia
Vice President
Looks Great Services of MS, Inc.
Tel: 516-369-8445
Fax: 601-736-1924
kristian@looksgreatservices.com

(v) Persons authorized as point of contact

Sean Hunt
Executive Vice President
Looks Great Services of MS, Inc.
Tel: 901-910-8560
Fax: 601-736-1924
seanhunt@looksgreatservices.com

Sean Simons
Regional Vice President
Looks Great Services of MS, Inc.
Tel: 214-315-7053
Fax: 601-736-1924
seansimons@looksgreatservices.com

(vi) Authorized signature

(vii) MS Contractor's License

18782-MC

(viii) Contractor's DUNS Number

05-769-6240

(ix) WBENC Number

WBE200297

Certified Woman-Owned Small Business – WBE

This proposal includes data that shall not be disclosed outside the City and shall not be duplicated, used, or disclosed--in whole or in part--for any purpose other than to evaluate this proposal. If, however, a contract is awarded to this offeror as a result of-or in connection with-the submission of this data, the City shall have the right to duplicate, use, or disclose the data to the extent provided in the resulting contract. This restriction does not limit the City's right to use information contained in this data if it is obtained from another source without restriction. The data subject to this restriction are contained on every page of this proposal; and use or disclosure of data contained on this sheet is subject to the restrictions on this, the title page of this proposal.



July 5, 2023

RE: Debris Management and Removal Services

Dear City of Richwood:

Enclosed you will find the proposal for Looks Great Services of MS, Inc. (LGS). This response provides a concise, but detailed look at LGS and its debris operation experience and performance.

Due to the potential of severe weather in your City numerous homes, roads, and businesses could be affected. The scope of work will vary and LGS will work with the City to ensure that all items in the scope of work are handled in the most efficient way as to reduce the impact to the City's residents. LGS will make it a top priority to complete the work in a timely manner and in accordance to all local, state, and federal regulations. LGS remains committed to providing all necessary resources needed to perform the scope of work as per the specifications. LGS is also committed to maintaining any applicable licenses or certifications necessary. This proposal is in all respects fair and in good faith without collusion or fraud.

LGS has a solid background and by submission of this proposal confirms that it has not performed substandard work. LGS has 20 years of experience in helping places like Tarpon Springs recover from disasters. Having managed more than 70 contracts across the Eastern United States and Puerto Rico, LGS is adept in assembling successful recovery teams. In addition to LGS' management team, an extensive cadre of local and national subcontractors, who are prequalified with LGS, are available to respond to the needs of the City.

LGS understands the importance of having a knowledgeable team that is familiar with FEMA regulations, and is adaptable to all requirements specified by the City. LGS will appoint dedicated team members to work with the City to provide technical assistance, operational methodology, and quality control. In addition, LGS management will oversee the DBE/MBE subcontractor utilization, local landfill coordination, and that environmental concerns and safety compliance remain a top priority.

LGS meets or exceeds licensing and insurance requirements needed for these types of projects. Specifically, LGS has an aggregate of 10 million dollars in liability coverage and a 2-million-dollar environmental pollution policy.

LGS takes great pride in the services it provides and looks forward to getting the opportunity to working with Tarpon Springs and provide the same outstanding services.

Sincerely,

Kristian Agoglia
Vice President
Looks Great Services of MS, Inc.



RFP #22-002P
Debris Management and
Removal Services

BIDDER CERTIFICATION AND ADDENDA ACKNOWLEDGEMENT

By signature affixed, the bidder certifies that neither the bidder nor the firm, corporation, partnership, or institution represented by the bidder, or anyone acting for such firm, corporation, or institution has violated the anti-trust laws of this State, codified in Section 15.01, et seq., Texas Business and Commerce Code, or the Federal antitrust laws, nor communicated directly or indirectly the bid made to any competitor or any other person engaged in such fine of business.


Bidder has examined the specifications and has fully informed themselves as to all terms and conditions. Any discrepancies or omissions from the specifications or other documents have been clarified with City representatives and noted on the bid submitted.

Bidder guarantees product offered will meet or exceed specifications identified in this RFP.

Bidder must initial next to each addendum received in order to verify receipt:

Addendum #1 SS Addendum #2 _____ Addendum #3 _____
Addendum #4 _____ Addendum #5 _____ Addendum #6 _____

Bidder Must Fill in and Sign:

NAME OF FIRM/COMPANY: Looks Great Services of Mississippi
REPRESENTATIVE'S NAME: Sean Simons
REPRESENTATIVE'S TITLE: Regional Vice President
MAILING ADDRESS: 3111 E Perryton
CITY, STATE, ZIP: Dallas, Texas 75224
PHONE & FAX NUMBERS: 214-315-7053 601-736-1924
E-MAIL ADDRESS: seansimons@looksgreatservices.com
AUTHORIZED SIGNATURE: 
DATE: 7/6/23



RFP #23-003P
Debris Management and
Removal Services

CONTRACTOR'S CAPACITY TO PERFORM

Based on the provider's response to this solicitation, please identify dedicated resources available for contract fulfillment (use extra pages as necessary):

1. Availability _____ to _____ perform:

See Proposal Packet _____ (Include any additional personnel or equipment/assets contractor will acquire to complete contract performance)

2. Equipment and operational items:
See Proposal Packet _____

_____ (Identify by quantity and type any equipment/assets allocated to contract performance)

3. Personnel: See Proposal Packet _____

_____ (Identify by quantity and category any personnel assigned to contract performance)

4. Other See Proposal Packet Resources: _____

_____ (Identify any other resources to be allocated to complete contract performance)

EXHIBIT A
FEE PROPOSAL SCHEDULE
RFP 23-003P Debris Management and Removal Services
PROJECT: City of Richwood

ITEM NUMBER	DESCRIPTION	UNIT	UNIT PRICE
<i>Debris Hauling and Management*</i>			
1	Loading and Hauling of Eligible Vegetative Debris from ROW to Approved Temporary Debris Management Site (TDMS) or Disposal Site Per Cubic Yard		
1A	0.0-10.0 Miles One Way	CY	\$ 8.50
1B	10.1-20.0 Miles One Way	CY	\$ 9.75
1C	20.1+ Miles One Way	CY	\$ 14.00
2	Loading and Hauling of Eligible Construction and Demolition Debris from ROW to Approved Temporary Debris Management Site (TDMS) or Disposal Site Per Cubic Yard		
2A	0.0-10.0 Miles One Way	CY	\$ 9.50
2B	10.1-20.0 Miles One Way	CY	\$ 10.75
2C	20.1+ Miles One Way	CY	\$ 14.50
3	Land Based Loading and Hauling of Eligible Vegetative Debris from Creeks, Canals Streams or other Waterways to TDMS or Disposal site per Cubic Yard		
3A	0.0-10.0 Miles One Way	CY	\$ 19.00
3B	10.1-20.0 Miles One Way	CY	\$ 23.00
3C	20.1+ Miles One Way	CY	\$ 25.00
4	Land Based Loading and Hauling of Eligible Construction and Demolition Debris from Creeks, Canals Streams or other Waterways to TDMS or Disposal site per Cubic Yard		
4A	0.0-10.0 Miles One Way	CY	\$ 23.00
4B	10.1-20.0 Miles One Way	CY	\$ 27.00
4C	20.1+ Miles One Way	CY	\$ 29.00
5	Operate TDMS – Includes Clearing, Preparation of Site, Segregation of Debris, Restoration of Site and Closeout	CY	\$ 1.35
6	Reduction of Vegetative Debris at the TDMS by Grinding/Chipping	CY	\$ 4.00
7	Reduction of Vegetative Debris at the TDMS by Open-Air Burning	CY	\$ 2.15
8	Reduction of Vegetative Debris at the TDMS by Forced-Air Burning	CY	\$ 3.00
9	Reduction of C&D Debris at the TDMS by Compaction	CY	\$ 2.95
10	Loading, Haul and Final Disposal of Reduced Vegetative Debris (Wood Chips) from TDMS to Final Disposal Site (Tipping Fees Shall be a Pass-Through Cost to client)		
10A	0.0-10.0 Miles One Way	CY	\$ 5.50
10B	10.1-20.0 Miles One Way	CY	\$ 6.50
10C	20.1-30.0 Miles One Way	CY	\$ 8.00
10D	30.1-40.0 Miles One Way	CY	\$ 10.00
11	Loading, Haul and Final Disposal of Reduced Vegetative Debris (Ash) from TDMS to Final Disposal Site (Tipping Fees Shall be a Pass-Through Cost to the client)		
11A	0.0-10.0 Miles One Way	CY	\$ 6.75
11B	10.1-20.0 Miles One Way	CY	\$ 7.25
11C	20.1-30.0 Miles One Way	CY	\$ 9.00
11D	30.1-40.0 Miles One Way	CY	\$ 11.50
12	Loading, Haul and Final Disposal of Reduced Construction and Demolition Debris (C&D) from TDMS to Final Disposal Site (Tipping Fees Shall be a Pass-Through Cost to the Client)		
12A	0.0-10.0 Miles One Way	CY	\$ 6.00
12B	10.1-20.0 Miles One Way	CY	\$ 7.00
12C	20.1-30.0 Miles One Way	CY	\$ 8.50

EXHIBIT A
FEE PROPOSAL SCHEDULE
EMERGENCY DEBRIS REMOVAL AND DISPOSAL SERVICES
PROJECT: City of Wynne

ITEM NUMBER	DESCRIPTION	UNIT	UNIT PRICE
12D	30.1-40.0 Miles One Way	CY	\$ 10.50
<i>Trees, Stumps & Other Debris Items</i>			
13	Leaning/Hazardous Tree Removal, 6" – 12" (Cut and Drop)	EACH	\$ 78.00
14	Leaning/Hazardous Tree Removal, 13" – 23" (Cut and Drop)	EACH	\$ 185.00
15	Leaning/Hazardous Tree Removal, 24" - 36" (Cut and Drop)	EACH	\$ 575.00
16	Leaning/Hazardous Tree Removal, greater than 36" (Cut and Drop)	EACH	\$ 795.00
17	Removal of Hanging Limbs in the ROW (Per Tree) (Cut and Drop)	EACH	\$ 78.00
18	Hazardous Stump Removal – 24" – 35"	EACH	\$ 500.00
19	Hazardous Stump Removal – 36" – 48"	EACH	\$ 700.00
20	Hazardous Stump Removal – Greater than 48"	EACH	\$ 800.00
21	Supply & Place Backfill Material as Required for Stump Removal and Rut Replacement	CY	\$ 45.00
22	Loading & Hauling of White Goods to Approved Site	EACH	\$ 80.00
23	Loading & Hauling of Electronic Waste to Approved Site	EACH	\$ 75.00
24	Collect & Dispose of HHW to Approved Site	EACH	\$ 40.00
25	Disposal Site Inspection Tower (Erection and Removal)	EACH	\$ 5,000.00

LABOR	UNIT	UNIT PRICE
Administrative	HOUR	\$ 55.00
Climber w/ gear	HOUR	\$ 80.00
Crew Leader	HOUR	\$ 70.00
Equipment	HOUR	\$ 70.00
Foreman	HOUR	\$ 85.00
Foreman w/	HOUR	\$ 105.00
Laborer w/	HOUR	\$ 65.00
Project Manager	HOUR	\$ 95.00
Survey person	HOUR	\$ 60.00
Traffic Control	HOUR	\$ 70.00
Truck Driver	HOUR	\$ 65.00

EQUIPMENT	UNIT	UNIT PRICE
Bucket Truck -	HOUR	\$ 235.00
Bucket Truck -	HOUR	\$ 245.00
Chipper w/ 2	HOUR	\$ 350.00
Dozer - tracked,	HOUR	\$ 165.00
Dozer - tracked,	HOUR	\$ 175.00
Dozer - tracked,	HOUR	\$ 185.00
Dozer - tracked,	HOUR	\$ 215.00
Dump Truck, 5	HOUR	\$ 190.00
Dump Truck, 16	HOUR	\$ 200.00
Dump Truck, 25	HOUR	\$ 225.00
Dump Truck	HOUR	\$ 190.00
Dump Truck	HOUR	\$ 200.00
Dump Truck	HOUR	\$ 210.00
Dump Truck	HOUR	\$ 275.00
Dump Truck	HOUR	\$ 300.00
Excavator,	HOUR	\$ 185.00
Excavator,	HOUR	\$ 195.00
Excavator,	HOUR	\$ 210.00
	HOUR	\$ 195.00

EXHIBIT A
FEE PROPOSAL SCHEDULE
RFP 23-003P Debris Management and Removal Services
PROJECT: City of Richwood

ITEM NUMBER	DESCRIPTION	UNIT	UNIT PRICE
Forklift - Extend		HOUR	\$ 170.00
Fuel Truck		HOUR	\$ 250.00
Light Tower,		HOUR	\$ 60.00
Loader - Bobcat		HOUR	\$ 145.00
Loader - Rubber		HOUR	\$ 145.00
Loader - Front		HOUR	\$ 195.00
Loader - Self,		HOUR	\$ 260.00
Loader - Self,		HOUR	\$ 35.00
Loader - Skid		HOUR	\$ 135.00
Loader -		HOUR	\$ 195.00
Loader - wheel,		HOUR	\$ 185.00
Loader - wheel,		HOUR	\$ 210.00
Low Bed		HOUR	\$ 120.00
Low Bed		HOUR	\$ 135.00
Low Bed		HOUR	\$ 150.00
Stump Grinder		HOUR	\$ 95.00
Stump Grinder		HOUR	\$ 105.00
Stump Grinder,		HOUR	\$ 110.00
Water Truck -		HOUR	\$ 150.00

* The County and Prime Contractor will select which option, or combination of options, to utilize in this contract.

Looks Great Services of MS, Inc.

Signature: 

Date: 7/6/23

Executive Summary

The occurrence of storm disasters in the United States has increased sharply in recent years. With the prediction of larger and more destructive storms in the near future, Looks Great Services of MS, Inc. has developed quick response teams and a fleet of more than 350 pieces of specialized debris management equipment. Because of our past experience in providing equipment and leadership in such emergencies, we are now a part of aiding agencies in the pre-disaster planning process.

In 1999 Looks Great Services, Inc. was founded in New York. The company has recruited, developed, and trained a team of individuals able to respond to client needs in a professional and courteous manner. In spring 2005, Looks Great Services of Charlotte was launched in North Carolina. In addition to the same services offered in New York, Charlotte added the manufacturing of vegetation products, such as mulch and top soil, and moved into the land clearing/development industry. In spring 2010, Looks Great Services of MS was established opening up operations in Columbia, MS and also has the designation as a woman-owned small business. The increased demand for companies that provide utility line clearing as well as right-of-way clearing and maintenance in the mid-south region has allowed the company to continue its steady expansion to over 180 full-time employees. With locations in the Northeast, Mid-Atlantic and the Mid-South regions and 20 years of vegetative management experience, we are strategically positioned to provide vegetation services across the East Coast and beyond.

In addition to the LGS equipment, we have pre-approved contractors which will provide immediate additional labor and equipment. We can quickly expand our services to over 1,000 pieces of equipment to meet the requirements necessary to handle any disaster.

From destructive insects to winter ice damage, LGS is prepared to respond to situations anywhere in the United States. Our storm damage relief team is available to townships, cities, counties, and states. In cooperation with other professional organizations, today, LGS is continually asked to provide leadership, equipment, and personnel to aid in vegetation management.

Services Provided by Looks Great Services

- | | |
|---|--|
| ☼ Pre-Disaster Management and Planning | ☼ Stump Removals |
| ☼ FEMA Public Assistance Program Guidance | ☼ Demolition |
| ☼ 72 Hour Emergency Road Clearance | ☼ Sand Screening & Beach Restoration |
| ☼ Vegetative Debris Removal (ROW & ROE) | ☼ Canal & Waterway Debris Removal |
| ☼ C&D Debris Removal (ROW & ROE) | ☼ Vehicle & Watercraft Removal |
| ☼ TDMS Management & Operation | ☼ White Goods Disposal |
| ☼ Final Debris Disposal | ☼ Household Hazardous Waste (HHW) |
| ☼ Hazardous Tree Removal (Leaners) | ☼ Aerial Video and Imagery Damage Survey (Drone) |
| ☼ Hazardous Tree Trimming (Hangers) | |

Looks Great Services Principals/Authorized Representatives

Yolanda Agoglia, President
 1501 Highway 13 North
 Columbia, MS 39429
 Phone: 601-736-0037
 Fax: 601-736-01924
 Cell: 631-662-5817
 Email: yolanda@looksgreatservices.com

Kristian Agoglia, Vice President
 1501 Highway 13 North
 Columbia, MS 39429
 Phone: 601-736-0037
 Fax: 601-736-01924
 Cell: 516-369-8445
 Email: kristian@looksgreatservices.com

Company Overview

Synopsis

Year Established: 1999

Current number of employees: 181

Bonding Capacity: \$200 Million

Successfully completed disaster projects: 110+

Experienced Management

LGS has more than 150 full-time employees that are managed by several dozen professionals. These professions include degrees in Business and Finance, Occupational Safety, Biology, Emergency and Disaster Management, Construction Management, Civil Engineering, Construction Engineering, Marketing, and Accounting. Members of management are also FEMA trained, NIMS trained, and have OSHA Safety training. LGS has a wide array of experience in different geographical areas ranging from Maryland to Kansas and Texas to Florida, and even Puerto Rico.

One of the core strengths of LGS' management is its ability to adapt. One occasion in particular was when a client in Mississippi did not have the local resources to operate its own landfill. LGS managed to hire a local subcontractor to provide oversight services and LGS self-performed the landfill operations. This accomplished multiple things that the client was ecstatic over: landfill operations were unimpeded, local minority subcontractor participation was utilized, and LGS brought more positive economic impact to the client than was anticipated.

LGS also has a strong commitment to safety. LGS has one of the lowest EMR ratings in its industry and prides itself into maintaining an exceptional safety record. LGS management instills a "Brother's Keeper" mentality in its approach to safety. In 2021 this paid off, as LGS had no days away from work due to work incidents.



TDSRS



Final Haul-Out

Rapid Mobilization

With experience comes knowledge, and this has allowed LGS to evolve its deployment process. By streamlining and pre-planning, LGS can mobilize teams and equipment to predetermined staging areas until the storm passes. Post-storm these teams can quickly begin assessing the damage and working closely with the client to put together a work plan. LGS can provide significant resources, equipment, and staff within 24 hours of a storm passing. For purposes of this RFP, LGS would deploy equipment and resources from its main office in Columbia, MS, which is conveniently located 2 hours from Fairhope. Other staging areas located within a 2-hour proximity of Fairhope could be utilized depending on the tract of the storm.



Monitor Tower

Financial Stability

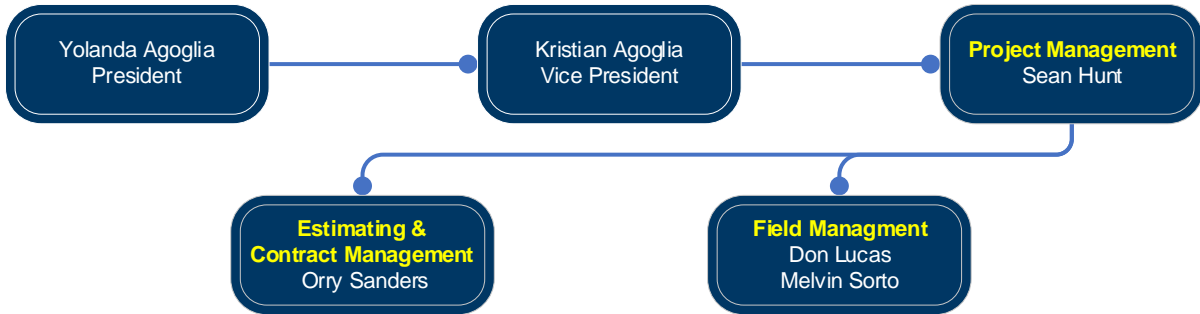
When it comes finances, resources are not an obstacle for LGS. With a bonding capacity of 200 million dollars, and the ability to cash-flow multiple projects simultaneously, LGS' financial stability is without question solid. LGS also has the rare distinction of having no debt on any equipment or resources.

Company Contacts

Company Information

Looks Great Services of MS, Inc.
Tel: 601-736-0037
Fax: 601-736-1924
info@looksgreatservices.com

Key Personnel



Personnel Information

Operations Manager

Kristian Agoglia
Corporate Vice President
Tel: 516-369-8445
kristian@looksgreatservices.com

Project Manager

Sean Hunt
Executive Vice President of Emergency Response
Tel: 901-910-8560
seanhunt@looksgreatservices.com

Additional Personnel

Orry Sanders
Director of Estimating and Contracts
Tel: 601-441-8228
orrsanders@looksgreatservices.com

Don Lucas
Debris Site Manager
Tel: 601-818-2552
donlucas@looksgreatservices.com

Melvin Sorto
Field Operations Manager
Tel: 631-326-7305
melvinsorto@looksgreatservices.com

Financial Standing - Bank



"The People's Choice Community Bank"

1075 HWY 98 • P.O. BOX 268
COLUMBIA, MS 39429-0268
601-736-6378

June 22, 2022

Re: Looks Great Services of MS, Inc.

To Whom It May Concern:

Looks Great Services of MS, Inc. has been a customer of First Southern Bank for many years and they are in good standing with us. At this time, Looks Great Services of MS, Inc. has sufficient working capital to support and fund projects up to \$10,000,000.00.

Sincerely,

Len Cooke
EVP/CLO

Financial Standing - CPA



661 Sunnybrook Road
Suite 100
Ridgeland, MS 39157

601.326.1000
888.821.0202
HORNE.COM

January 10, 2022

Re: Looks Great Services, Inc.
Looks Great Services of MS, Inc.

To Whom It May Concern:

Please let this letter serve as evidence of financial capacity of the Looks Great Services ("LGS") Companies. I have served as the outside accountant for the past 2 years.

The LGS Companies have more than adequate capacity to fund contract operational expenses as needed. The combined companies have in excess of \$10 million dollars of working capital.

Should you need any further information or have any questions regarding this letter, please feel free to call me at (601)-326-1326.

Sincerely,

HORNE,



Wes T. Winborne, CPA
Partner



Current & Pre-Event Contracts

Customer Name	Award Date	Expiration
Florida City, FL (Activated September 2017 and Pre-Event)	September 7, 2017	December 31, 2022
Puerto Rico Department of Transportation and Public Works (Active)	December 6, 2017	December 31, 2022
City of Natchez (Activated March 2021 and Pre-Event)	February 25, 2021	February 24, 2023
Harrison County Board of Supervisors (Activated August 2021 and Pre-Event)	June 10, 2021	December 31, 2022
Santa Rosa County, FL (Pre-Event)	July 13, 2021	July 12, 2024
Ridgeland, MS (Pre-Event)	September 13, 2021	September 12, 2025
Association of County Commissions of Alabama District 3 (Pre-Event)	October 29, 2021	October 28, 2024
Association of County Commissions of Alabama District 4 (Pre-Event)	October 29, 2021	October 28, 2024
Association of County Commissions of Alabama District 5 (Pre-Event)	October 29, 2021	October 28, 2024
Marshall County, Kentucky (Activated December 2021 and Pre-Event)	December 15, 2021	January 24, 2023
Caldwell County, Kentucky (Activated December 2021 and Pre-Event)	December 22, 2021	January 5, 2023
Lincoln County Board of Supervisors (Activated February 2022 and Pre-Event)	February 2, 2022	February 1, 2023
Tyndall Air Force Base	March 31, 2022	March 30, 2027
City of Oviedo, FL (Pre-Event)	May 2, 2022	May 1, 2025
Louisiana Department of Transportation and Development (Pre-Event)	May 5, 2022	December 31, 2024
City of West Park, FL (Pre-Event)	June 3, 2022	June 1, 2023
Escambia County, FL (Pre-Event)	August 2, 2022	August 1, 2025

Recent Simultaneous Contract Experience

☼ 2022 Tornadoes:

LGS was awarded Caldwell County, Marshall County, Princeton, KY, Lincoln County, MS, and Hendersonville, TN in early 2022. By utilizing a combination of subcontractors and self-performing the management and tree trimming, LGS jointly completed 5 contracts at one time. Collectively this amounted to more than 800,000 yards of debris in 3 separate states. LGS successfully completed all work in a timely manner and in accordance to all specifications.

☼ 2021 Hurricane Zeta:

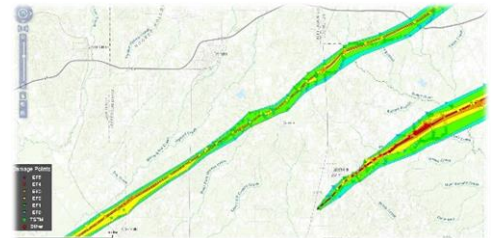


Hazard Tree Removal (Leaner)

LGS has the District 3 contract for the Association of County Commissions of Alabama, which contains 13 counties in this District. After Hurricane Zeta caused a significant amount of damage in this District, LGS was activated by 3 counties at the same time. With the help of local subcontractors, LGS collectively managed, hauled, reduced and disposed of more than 400,000 yards of vegetative debris in Dallas, Marengo, and Wilcox Counties within a 4-month period. LGS successfully completed all work in a timely manner and in accordance to all specifications.

☼ 2020 Tornadoes:

In 2020, one of the largest tornado outbreaks occurred in Mississippi. LGS was awarded 3 separate contracts by the MS Department of Transportation as well contracts with Jasper County, Jefferson Davis County, Lawrence County, Marion County, and Jones County. LGS simultaneously completed all of these contracts within a 4-month period and collectively processed more than 550,000 CY of debris. LGS successfully completed all work in a timely manner and in accordance to all specifications.



2020 Tornado Damage Path

☼ 2017 Hurricane Irma:

In 2017, Hurricane Irma caused widespread damage in Florida, Georgia, and South Carolina. LGS was awarded 3 separate contracts by the Florida: Florida City, Miami Shores and El Portal. LGS simultaneously completed all of these contracts within a 3-month period and collectively processed more than 225,000 CY of debris. More than 10 separate local and national subcontractors assisted on these projects. LGS successfully completed all work in a timely manner and in accordance to all specifications.

☼ 2017 Tornadoes:



Curbside Pick Up C&D

In 2017, Mississippi was impacted by a multi-tornado event. LGS was awarded with Montgomery County, Yazoo County, Holmes County, MS Department of Transportation and the City of Durant. LGS simultaneously completed all of these contracts within a 3-month period and collectively processed more than 265,000 CY of debris. LGS successfully completed all work in a timely manner and in accordance to all specifications.

Large-Scale Past Performance

Since 2001 LGS has been involved in FEMA reimbursed projects. LGS works in compliance with the law, the regulations, and FEMA's codified policies regarding the FEMA Public Assistance (PA) Program. Below is a list of the individual FEMA contracts LGS has managed as the prime contractor that involved more than 300,000 CY of debris removed in the past 10 years.

PROJECT	DATE	TOTAL CY	TOTAL DOLLAR AMOUNT INVOICED	RESPONSE TIME	CONTACT
Virginia DOT DR-4630	5/9/2022-Present	463,695	\$6,000,000.00+ (To Date)	<24 HOURS	Adam Faust, Project Director adam.faust@medekcorp.com 913-439-9366
Caldwell County, KY DR-4630	12/15/2021-4/16/2022	309,795	\$2,431,930.21	<24 HOURS	Jeff Boone, Magistrate Jeffboone@caldwellcourthouse.com 270-365-6660
Marshall County, KY DR-4630	12/22/2021 – 4/21/2022	539,410	\$6,159,788.61	24 HOURS	Kevin Neal, Judge Executive Kevin.neal@marshallcountky.gov 270-527-4750
Association of County Commissions of AL – Dallas, Marengo, and Wilcox Counties – Hurricane Zeta DR-4573	12/14/2020 – 4/16/2021	406,446	\$6,913,884.04	<24 HOURS	Heath Sexton, County Engineer hsexton@dallascounty-al.org 334-874-2503 Ken Atkins, County Engineer marengoengineer@bellsouth.net 334-295-2236 David Butts, County Engineer wcenq3@outlook.com 334-682-4725
Marion, Lawrence Jefferson Davis, and Jasper Counties - Mississippi Tornado DR-4536	5/4/2020 – 8/9/2020	536,681	\$6,765,705.01	24 HOURS	Les Dungan, County Engineer les@dunganeng.com 601-441-6411 Jeff Dungan, County Engineer jeff@dunganeng.com 601-731-2600 Daniel Russum, County Engineer drussum@clarkengineers.com 601-649-5900
Puerto Rico DTOP DR-4339	12/2017 - Present	319,320 (To Date)	\$39,000,000.00 (To Date)	24 HOURS	Elias Tirado Huertas, Director etirado@dtop.pr.gov
Nassau County, NY DR-4085	10/2012 – 5/2013	2,074,770	\$60,398,300.00	<24 HOURS	Richard Iadevaio, Superintendent riadevaio@nassaucountyny.gov 516-571-6824
Long Beach, NY DR-4085	10/2012 – 4/2013	455,000	\$17,000,000.00	<12 HOURS	Jim LaCarrubba, Commissioner jlacarrubba@longbeachny.org 516-431-1000
Nassau County, NY DR-4021	8/2011 – 1/2012	580,000	\$6,697,200.00	<24 HOURS	Richard Iadevaio, Superintendent riadevaio@nassaucountyny.gov 516-571-6824
Marion County, MS DR-1604	8/2005 – 6/2006	1,400,000.00	\$5,600,000.00	24 HOURS	Ken Morris, District Engineer 601-684-2111

Breakdown of Recent Large-Scale Project Experience

PROJECT	DATE	TOTAL CY	TOTAL DOLLAR AMOUNT INVOICED	LGS KEY PROJECT PERSONNEL	CONTACT
Virginia DOT DR-4630	5/9/2022-Present	463,695	\$6,000,000.00+ (To Date)	Sean Hunt, Project Manager	Adam Faust, Project Director adam.faust@medekcorp.com 913-439-9366
DESCRIPTION	LGS was responsible for traffic control and debris removal services in the Fredericksburg District in Virginia following an ice storm. As trimming operations commenced, LGS hauled and disposed of 463,695 CY of vegetation in less than 90 days.				
Caldwell County, KY	12/15/2021-	309,795	\$2,431,930.21	Kristian Agoglia,	Jeff Boone, Magistrate

Looks Great Services of MS, Inc.

Use or disclosure of data contained on this sheet is subject to the restriction on the title page of this proposal.

Debris Management and Removal Services
City of Richwood, Texas



DR-4630	4/16/2022			Operations Manager, Orry Sanders, Project Manager	Jeffboone@caldwellcourthouse.com 270-365-6660
DESCRIPTION	Following a tornado outbreak in December, LGS was tasked with removing debris and hazardous leaner and hanger removal. Within 120 days, LGS hauled, reduced, and disposed of 309,795 CY of debris. LGS utilized multiple local subcontractors.				
Marshall County, KY DR-4630	12/22/2021 – 4/21/2022	539,410	\$6,159,788.61	Kristian Agoglia, Operations Manager, Orry Sanders, Project Manager	Kevin Neal, Judge Executive Kevin.neal@marshallcountky.gov 270-527-4750
DESCRIPTION	Following a tornado outbreak in December, LGS was tasked with removing debris and hazardous leaner and hanger removal. Within 120 days, LGS hauled, reduced, and disposed of 539,410 CY of debris. LGS utilized local subcontractors.				
Association of County Commissions of AL – Dallas County – Hurricane Zeta DR-4573	12/14/2020 – 4/16/2021	222,732	\$3,775,278.88	Kristian Agoglia, Operation Manager; Orry Sanders, Contract, Data and Subcontract Manager; Don Lucas, Debris Site Manager	Heath Sexton, County Engineer hsexton@dallascounty-al.org 334-874-2503
DESCRIPTION	After Hurricane Zeta, LGS was tasked with removing debris and hazardous leaner and hanger removal. Within 4 months, LGS hauled, reduced, and disposed of 222,000 CY of debris and 1,909 leaners and 9,634 hangers. LGS utilized multiple local subcontractors.				
Association of County Commissions of AL – Marengo County – Hurricane Zeta DR-4573	1/29/2021 – 4/23/2021	102,135	\$1,743,685.42	Kristian Agoglia, Operation Manager; Orry Sanders, Contract, Data and Subcontract Manager; Don Lucas, Debris Site Manager	Ken Atkins, County Engineer marengoengineer@bellsouth.net 334-295-2236
DESCRIPTION	After Hurricane Zeta, LGS was tasked with removing debris and hazardous leaner and hanger removal. Within 3 months, LGS hauled, reduced, and disposed of 102,000 CY of debris and 1,222 leaners and 3,902 hangers. LGS utilized multiple local subcontractors.				
Association of County Commissions of AL – Wilcox County – Hurricane Zeta DR-4573	2/13/2021 – 5/14/2021	81,580	\$1,394,919.74	Kristian Agoglia, Operations Manager; Orry Sanders, Contract, Data and Subcontract Manager; Don Lucas, Debris Site Manager	David Butts, County Engineer wceng3@outlook.com 334-682-4725
DESCRIPTION	After Hurricane Zeta, LGS was tasked with removing debris and hazardous leaner and hanger removal. Within 3 months, LGS hauled, reduced, and disposed of 102,000 CY of debris and 735 leaners and 3,596 hangers. LGS utilized multiple local subcontractors.				
Jefferson Davis County, MS - Tornado DR-4536	5/4/2020 – 8/9/2020	237,697	\$3,471,890.00	Kristian Agoglia, Operation Manager; Orry Sanders, Contract, Data and Subcontract Manager; Don Lucas, Project and Debris Site Manager	Les Dungan, County Engineer les@dunganeng.com 601-441-6411
DESCRIPTION	<p>Following a tornado outbreak that April, LGS was tasked with removing debris and hazardous leaner and hanger removal. Within 90 days, LGS hauled, reduced, and disposed of 237,000 CY of debris and 2,913 leaners and 2,515 hangers. 30 debris crews and 10 trimming crews were mobilized. LGS' commitment to small business subcontracting partners resulted in 38% of the work being performed by local companies from within the county. 100% of the work was completed by small business concerns.</p> <p>LGS worked with Jefferson Davis County to create a Temporary Debris Site adjacent to the landfill. One of the challenges was that the landfill could not accept the debris volume. LGS reduced the debris, transported it to the landfill, and operated the landfill. Our experience with operating final disposal sites allowed for the landfill to accept all of the debris and have room for other DOT contracts to dispose of debris as well. This benefited the county by them receiving additional</p>				

money from the tipping fees.					
Marion County, MS - Tornado DR-4536	6/6/2020 – 10/3/2020	59,553	\$812,029.88	Kristian Agoglia, Operation Manager; Jacob Harrison, Project Manager; Orry Sanders, Contract, Data and Subcontract Manager; Don Lucas, Debris Site Manager	Jeff Dungan, County Engineer jeff@dunganeng.com 601-731-2600
DESCRIPTION	Following a tornado outbreak that April, LGS was tasked with removing debris and hazardous leaner and hanger removal. Within 120 days, LGS hauled, reduced, and disposed of 59,000 CY of debris and 1,320 leaners and 1,233 hangers. 12 debris crews and 8 trimming crews were mobilized. LGS' commitment to small business subcontracting partners resulted in 30% of the work being performed by local companies from within the county. 100% of the work was completed by small business concerns.				
Jasper County, MS - Tornado DR-4536	6/3/2020 – 9/12/2020	180,002	\$1,899,079.90	Kristian Agoglia, Operations Manager; Jacob Harrison, Project Manager; Orry Sanders, Contract, Data and Subcontract Manager; Don Lucas, Debris Site Manager	Daniel Russum, County Engineer drussum@clarkengineers.com 601-649-5900
DESCRIPTION	Following a tornado outbreak that April, LGS was tasked with removing debris and hazardous leaner and hanger removal. Within 120 days, LGS hauled, reduced, and disposed of 180,000 CY of debris and 2,497 leaners and 2,302 hangers. 20 debris crews and 10 trimming crews were mobilized. LGS' commitment to small business subcontracting partners resulted in 21% of the work being performed by local companies from within the county. 100% of the work was completed by small business concerns.				
Puerto Rico DTOP DR-4339	12/2017 - Present	319,320 (To Date)	\$39,000,000.00 (To Date)	Kristian Agoglia, Operations Manager; Melvin Sorto, Project Manager; Orry Sanders, Contract Manager; Noah Frederick, Field Manager	Elias Tirado Huertas, Director etirado@dtop.pr.gov
DESCRIPTION	After Hurricane Maria, LGS was awarded the West Zone and tasked with removing debris and hazardous leaner and hanger removal. To date, LGS has hauled, reduced, and disposed of 319,000 CY of debris and 8,091 leaners and 59,580 hangers. 60+ road clearance crews were mobilized. LGS' commitment to small business subcontracting partners resulted in 70% of the work being performed by local companies in Puerto Rico. 100% of the work was completed by small business concerns.				

Complete Previous Disaster Work and Experience

Since 2001, LGS has been involved in FEMA reimbursed projects. LGS works in compliance with the law, the regulations, and FEMA’s codified policies regarding the FEMA Public Assistance (PA) Program. Below is an additional comprehensive list of the FEMA contracts LGS has been a part of. These total over 150,000 leaners and hangers and more than 7.2 million cubic yards of debris removed. LGS is still in Virginia, Louisiana, Florida, and Puerto Rico completing FEMA contracts for Virginia Department of Transportation, South Louisiana Electric Cooperative Association, Tyndall Air Force Base, Puerto Rico Department of Transportation and Public Works, and Puerto Rico Department of Sports and Recreation.

CLIENT NAME	EVENT	DATE	PC = Prime PS = Prime Sub S = Subcontractor	CONTRACT AMOUNT	C# = CONTRACT # PO # = PURCHASE ORDER # TO # = TASK ORDER# NTP = DATE PSA = PROFESSIONAL SERVICE AGREEMENT
Virginia DOT	Snow Storm	May 2022	S	EST: \$8,000,000.00	49341-003
St. Louis, MO	Straight-Line Wind	April 2022	PS	\$152,152.00	N/A
Tyndall AFB	Hurricane Michael	April 2022	PC	EST: \$750,000.00	BPA #FA481922Q0005
Hendersonville, TN	Tornado	February 2022	PC	\$146,303.55	DR-4630
Lincoln County, MS	Hurricane Ida	January 2022	PC	\$198,230.26	DR-4626
Caldwell County, KY	Tornado	January 2022	PC	\$852,301.97	DR-4630
Marshall County, KY	Tornado	January 2022	PC	\$4,807,883.24	DR-4630
Caldwell County, KY	Tornado	December 2021	PC	\$1,579,628.24	NTP 12.22.21
Marshall County, KY	Tornado	December 2021	PC	\$1,351,905.37	NTP 12.17.21
South LA Electric Coop.	Hurricane Ida	September 2021	PC	EST: \$12,600,000.00	N/A
Brookhaven, MS	Hurricane Ida	September 2021	PC	\$60,575.00	N/A
Harrison County, MS	Hurricane Ida	August 2021	PC	\$690,025.36	210610
Jefferson County, MS	Ice-Storm	August 2021	PC	\$1,936,061.40	FEMA-TBD
Mississippi DOT	Ice-Storm	June 2021	PC	\$1,227,126.20	CMEP7000012771
Cleveland, MS	Straight-Line Wind	June 2021	PC	\$300,408.00	NTP 6.14.21
Jackson, MS	Tornado	June 2021	PS	\$78,460.00	NTP 6.3.21
Natchez, MS	Ice Storm	March 2021	PC	\$627,179.31	FEMA-TBD
ACCA Marengo County, AL	Hurricane Zeta	February 2021	PC	\$1,743,685.42	FEMA-DR-4573
ACCA Wilcox County, AL	Hurricane Zeta	January 2021	PC	\$1,394,919.74	FEMA-DR-4573
ACCA Dallas County, AL	Hurricane Zeta	December 2020	PC	\$3,775,278.88	FEMA-DR-4573
Jefferson Davis County, MS	Tornado	April 2020	PC	\$1,563,514.48	FEMA-DR-4551-MS
ACCA Pike County, AL	Tornado	April 2020	PC	\$400,064.00	Region 3 Contract
Jasper County, MS	Tornado	April 2020	PC	\$1,899,079.90	FEMA-DR-4551-MS
Mississippi DOT	Tornado	April 2020	PC	\$177,064.50	MP-7000-16(231)
Mississippi DOT	Tornado	April 2020	PC	\$50,500.00	MP-7000-39(225)
Jones County	Tornado	April 2020	PC	\$660,797.34	FEMA-DR-4551-MS
Lawrence County	Tornado	April 2020	PC	\$1,320,274.77	FEMA-DR-4551-MS
Marion County	Tornado	April 2020	PC	\$812,029.88	FEMA-DR-45XX-MS
Mississippi DOT	Tornado	April 2020	PC	\$1,411,516.90	MP-7000-16(223)
Lawrence County	Tornado	April 2020	PC	\$582,705.23	FEMA-DR-4536-MS
Jefferson Davis County, MS	Tornado	April 2020	PC	\$3,471,894,.22	FEMA-DR-4536-MS
Mississippi DOT	Tornado	October 2019	PC	\$256,000.00	STP-0028-00(007)
Yazoo County, MS	Tornado	October 2019	PC	\$168,866.00	FEMA-DR-4450-MS
Columbus, MS	Tornado	April 2019	PC	\$271,601.40	FEMA-DR-4429-MS
Puerto Rico DRD	Hurricane Maria	March, 2019	PC	EST: \$9,000,000.00	2018-000-177
Univ. of NC, Wilmington	Hurricane Florence	September, 2018	PS	\$76,695.00	N/A
St. James Plantation, NC	Hurricane Florence	September 2018	PS	\$2,934,958.75	N/A
USACE/Power Secure	Hurricane Maria	April, 2018	PS	\$2,000,000.00	N/A
Puerto Rico DOH	Hurricane Maria	February, 2018	PS	\$1,000,000.00	DOH-RFP-17-18-03
Puerto Rico DTOP	Hurricane Maria	December, 2017	PC	EST: \$40,000,000.00	2018-000-177
Florida City, FL	Hurricane Irma	September, 2017	PC	\$3,866,287.87	FEMA-DR-4334/2017-004

Looks Great Services, Inc.

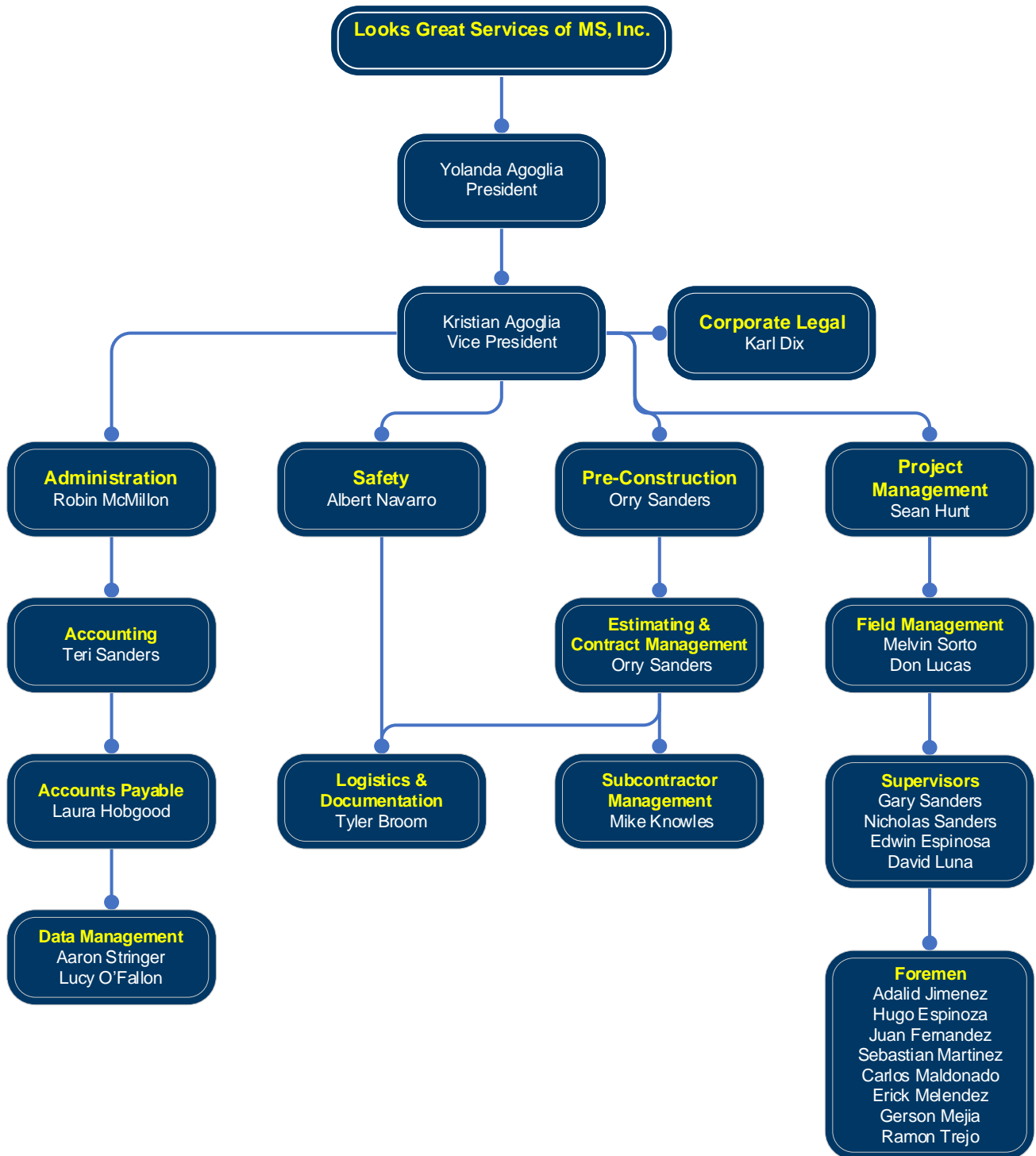
Use or disclosure of data contained on this sheet is subject to the restriction on the title page of this proposal.

Debris Management and Removal Services
City of Richwood, Texas

CLIENT NAME	EVENT	DATE	PC = Prime PS = Prime Sub S = Subcontractor	CONTRACT AMOUNT	C# = CONTRACT # PO # = PURCHASE ORDER # TO # = TASK ORDER# NTP = DATE PSA = PROFESSIONAL SERVICE AGREEMENT
Village of El Portal, FL	Hurricane Irma	September, 2017	PC	\$1,680,800.67	FEMA-DR-4334
Miami Shores Village, FL	Hurricane Irma	September, 2017	PC	\$983,796.51	FEMA-DR-4334
McIntosh County, GA	Hurricane Irma	September, 2017	S	\$100,728.00	FEMA-DR-4334
Volusia County, FL	Hurricane Irma	September, 2017	S	\$462,575.00	FEMA-DR-4334
Claiborne County	Tornado	September, 2017	PC	\$1,346,973.73	DR-4314-MS
Central, LA	Flooding	August, 2017	PC	\$4,006,000.00	2017-001
Holmes County, MS	Tornado	June, 2017	PC	\$4,047,248.40	DR-4314-MS
Durant, MS	Tornado	June, 2017	PC	\$1,775,021.45	DR-4314-MS
Mississippi DOT	Tornado	June, 2017	PC	\$2,017,183.71	MP-3000-26(114)
Yazoo County, MS	Tornado	June, 2017	PC	\$3,610,554.90	DR-4314-MS
Montgomery County, MS	Tornado	May, 2017	PC	\$2,461,467.85	DR-4314-MS
Skidaway Island, GA	Hurricane Mathew	October, 2016	S	\$1,042,106.25	N/A
Hilton Head, SC	Hurricane Matthew	October, 2016	S	\$586,730.00	N/A
Benton County, MS	Tornado	February, 2016	PC	\$530,428.40	DR-4248-MS
Marshall County, MS	Tornado	February, 2016	PC	\$1,230,407.00	DR-4248-MS
Marion County, MS	Tornado	December, 2014	PC	\$955,958.66	RFP-2015-01
City of Columbia, MS	Tornado	December, 2014	PC	\$164,500.00	N/A
Lowndes County, MS	Tornado	May, 2014	PC	\$430,402.19	DR-4175-MS
Mississippi DOT Itawamba Co	Tornado	May, 2014	PC	\$342,652.22	14-2100-991-01
Mississippi DOT Winston Co	Tornado	May, 2014	PC	\$88,971.97	14-2100-991-03
MS DOT Lowndes Co	Tornado	May, 2014	PC	\$85,579.13	14-2100-991-02
Itawamba County, MS	Tornado	May, 2014	PC	\$695,844.02	N/A
US Army Corps of Engineers	Hurricane Sandy	March, 2013	PC	\$2,145,149.40	C# W912DS-13-C-0024
US Army Corps of Engineers	Hurricane Sandy	March, 2013	PC	\$1,171,605.00	C# W912DS-13-C-0018
Central Park Conservancy	Hurricane Sandy	October, 2013	PC	\$105,200.00	C# CPC13-01
Village of Freeport, NY	Hurricane Sandy	October, 2012	PC	\$181,000.00	NTP 10.31.12
Freeport Electric, NY	Hurricane Sandy	October, 2012	PC	\$186,200.00	NTP 10.31.12
Garden City, NY	Hurricane Sandy	October, 2012	PC	\$4,152,100.00	NTP 10.31.12
Town of Hempstead, NY	Hurricane Sandy	October, 2012	PC	\$4,858,000.00	NTP 11.8.12
Town of Huntington, NY	Hurricane Sandy	October, 2012	PC	\$7,545,500.00	NTP 11.1.12
Long Island Railroad	Hurricane Sandy	October, 2012	PC	\$985,700.00	NTP 10.21.12
City of Long Beach, NY	Hurricane Sandy	October, 2012	PC	\$17,500,000.00	NTP 10.30.12
National Grid / LIPA	Hurricane Sandy	October, 2012	PC	\$4,000,700.00	N/A
Nassau County, NY	Hurricane Sandy	October, 2012	PC	\$60,398,300.00	NTP 10.26.12
NYS DOT, NY	Hurricane Sandy	October, 2012	PC	\$78,800.00	C# PAA05522
Virginia DOT	Wind Storm	July, 2012	PS	\$1,758,000.00	N/A
SUNY, NY	Hurricane Irene	August, 2011	PC	\$72,500.00	C# T001673
Suffolk County Water Authority	Hurricane Irene	August, 2011	PC	\$27,800.00	C# 6556
Nassau County, NY	Hurricane Irene	August, 2011	PC	\$6,697,200.00	PSA - 8.26.11
Huntington, NY	Hurricane Irene	August, 2011	PC	\$1,287,300.00	PO# 3115025
Village of Freeport, New York	Hurricane Irene	August, 2011	PC	\$550,000.00	NTP 8.28.11
Freeport Electric	Hurricane Irene	August, 2011	PC	\$50,700.00	NTP 8.28.11
NYS DOT, NY	Hurricane Irene	August, 2011	PC	\$103,200.00	C# PAA05522
National Grid	Hurricane Irene	August, 2011	PC	\$113,000.00	N/A
Jackson County, AL	Tornado	April, 2011	S	\$478,000.00	N/A
Nassau County, NY	Micro Burst	June, 2010	PC	\$151,000.00	N/A
National Grid, NY	Micro Burst	June, 2010	PC	\$342,000.00	N/A

CLIENT NAME	EVENT	DATE	PC = Prime PS = Prime Sub S = Subcontractor	CONTRACT AMOUNT	C# = CONTRACT # PO # = PURCHASE ORDER # TO # = TASK ORDER# NTP = DATE PSA = PROFESSIONAL SERVICE AGREEMENT
Suffolk County Water		April, 2010	PC	\$42,000.00	Contract # 6556
NYS DOT, NY	Hazardous Tree Removal	June, 2009	PC	\$879,000.00	C# D260430
NYS DOT, NY	Hazardous Tree Removal	March, 2009	PC	\$686,000.00	C#D260430
Long Island Railroad	Hazardous Tree Removal	January, 2009	PC	\$450,000.00	N/A
Beaumont & Jefferson Co, TX	Hurricane Ike	September, 2008	S	\$521,000.00	N/A
Stoney Brook State University, NY	Hazardous Tree Removal	February, 2008	S	\$380,000.00	N/A
University of Oklahoma	Ice Storm	February, 2008	S	\$76,000.00	N/A
Midwest City, OK	Ice Storm	January, 2008	PS	\$175,000.00	N/A
Keyspan Energy, NY	LIPA - Storm Hardening	July, 2007	PC	\$3,400,000.00	N/A
Missouri DOT	Winter Storm	March, 2007	PS	\$192,000.00	N/A
St. Louis, MO	Wind Storm	July, 2006	PS	\$295,000.00	N/A
Columbia, MS	Hurricane Katrina	August, 2005	PS	\$5,600,000.00	N/A
New Orleans, LA	Hurricane Katrina	August, 2005	S	\$168,000.00	N/A
Miami, FL	Hurricane Katrina	August, 2005	PS	\$160,000.00	N/A
Coral Gables, FL	Hurricane Katrina	August, 2005	PS	\$79,000.00	N/A
Florida Keys	Hurricane Dennis	July, 2005	PS	\$135,000.00	N/A
Wichita, KS	Ice Storm	January, 2005	PS	\$210,000.00	N/A
Lakeland, FL	Hurricane Jeanne	September, 2004	PS	\$146,000.00	N/A
Gainesville, FL	Hurricane Jeanne	September, 2004	PS	\$187,000.00	N/A
Oviedo, FL	Hurricane Francis	September, 2004	PS	\$466,000.00	N/A
Winter Park, FL	Hurricane Charlie	August, 2004	PS	\$82,000.00	N/A
Virginia Beach, VA	Hurricane Isabel	September, 2003	S	\$180,000.00	N/A
Memphis, TN	Wind Storm	July, 2003	PS	\$130,000.00	N/A
Raleigh, NC	Ice Storm	December, 2002	S	\$326,000.00	N/A
New Haven, CT	Ice Storm	November, 2002	S	\$65,000.00	N/A
Kansas City, MO	Ice Storm	January, 2002	PS	\$160,000.00	N/A

Organizational Chart



Resumes

Yolanda Agoglia

Professional Experience
November 2010 – Present

Looks Great Services of MS, Inc.
President

Formed Looks Great Services of MS, Inc. as majority owner and President. Since inception, participated daily in operations, lead management and administrative duties, and insured the standards of performance established are continually met by personnel.

August 2010 – Present

Looks Great Services, Inc.
Secretary/Treasurer/Financial Manager

Married and moved to New York. Became the Secretary-Treasurer/Financial Manager for Looks Great Services, Inc. Lead office management and administrative duties. Was actively involved in data reconciliation, accounts receivable, and accounts payable during Sandy in 2012-2013.

1991 – August 2008

T.L. Wallace Construction, Inc.
Job Cost Administrator/AP & Purchasing Manager

Hurricane Katrina debris cleanup paperwork manager - payables and billings - worked directly with engineers for the MDOT and local city officials, and worked indirectly with FEMA procedures. Responsible for organizing this effort and overseeing when audited by MEMA and FEMA. Implemented electronic purchase orders to be utilized by the shop, field and office.

Certifications

MS State Art Educator License
Attended Seminars for the following: Business Development, Leadership, & Explorer Accounting Software

Education

UNIVERSITY OF SOUTHERN MISSISSIPPI - Hattiesburg, MS - Bachelor of Fine Arts – 1999

Select Storm Experience

2005	Hurricane Katrina \$37.8 million	<ul style="list-style-type: none"> - Mobilized 25+ tree trimming crews and 55+ hauling crews. - Establishment, operation, and management of 5 TDSRS. - All reduction site operations approved and permitted by MDEQ and closed out without issue. - 1.4 million cubic yards were removed from MS state roads in Marion and Covington Counties.
2012	Super Storm Sandy	<ul style="list-style-type: none"> - Atlantic Beach Estates, City of Freeport, Freeport Electric, Garden City, Hempstead, Huntington, Long Island Railroad, Long Beach, Nassau County, Williston Park, National Grid-Long Island Power Authority - Administered contracts for 11 municipalities and entities totaling over \$77,0000 in billing. Primarily responsibility as the lead on these projects for data management, reconciliation and invoicing. - Managed reconciliations of the work performed for Nassau County and Huntington, NY for work in excess of \$53,500,000. - Trimmed and removed 27,000 trees - Hauling, ground and disposed of 310,000 cubic yards of debris.



Kristian Agoglia

Professional Experience

November 2010 - Present

Looks Great Services of MS, Inc.
Vice President

Helped form Looks Great Services of MS, Inc. and participate daily in operations, lead management and procurement duties, and ensure the standards of performance established are continually met by personnel. Has been involved in more than 110 disaster projects since 2002, including simultaneously managing 10+ projects at one time during Sandy in 2012-2013, 5 contracts in 2017 during Hurricane Irma, 6 contracts in 2017 after a string of Mississippi tornadoes, and 11 contracts in 2020 after a tornado/straight-line wind outbreak.

1999 - Present

Looks Great Services, Inc.
CEO

Since inception, as owner and CEO of LGS, participated daily in operations, lead management and administrative duties, and ensured the standards of performance established are continually met by personnel.

1990 - 1999

T&K Landscaping
Company Partner

Started a small landscaping and lawn maintenance business during high school years. Expanded in to tree pruning, maintenance, and removal. Grew business steadily during successful pursuit of bachelor's and master's degrees.

Certifications

- ISA Certified Arborist
- ISA Certified Utility Arborist Specialist
- TCIA Certified Safety Professional
- EHAP Training Certified
- OSHA 10 Certification

Education

REGENT UNIVERSITY – Virginia Beach, VA – Master of Divinity – 1999

LIBERTY UNIVERSITY – Lynchburg, VA – Bachelor of Science – 1996

Select Storm Experience

2017	Puerto Rico DTOP \$39,000,000.00	Operations manager - After Hurricane Maria, LGS was awarded the West Zone and tasked with removing debris and hazardous leaner and hanger removal. To date, LGS has hauled, reduced, and disposed of 319,000 CY of debris and 8,091 leaners and 59,580 hangers. 60+ road clearance crews were mobilized. LGS' commitment to small business subcontracting partners resulted in 70% of the work being performed by local companies in Puerto Rico. 100% of the work was completed by small business concerns.
2020	Jasper County, MS - Tornado \$1,899,079.90	Operations manager - Following a tornado outbreak that April, LGS was tasked with removing debris and hazardous leaner and hanger removal. Within 120 days, LGS hauled, reduced, and disposed of 180,000 CY of debris and 2,497 leaners and 2,302 hangers. 20 debris crews and 10 trimming crews were mobilized. LGS' commitment to small business subcontracting partners resulted in 21% of the work being performed by local companies from within the county. 100% of the work was completed by small business concerns.

	<p>Marion County, MS - Tornado \$812,029.88</p>	<p>Operations manager - Following a tornado outbreak that April, LGS was tasked with removing debris and hazardous leaner and hanger removal. Within 120 days, LGS hauled, reduced, and disposed of 59,000 CY of debris and 1,320 leaners and 1,233 hangers. 12 debris crews and 8 trimming crews were mobilized. LGS' commitment to small business subcontracting partners resulted in 30% of the work being performed by local companies from within the county. 100% of the work was completed by small business concerns.</p>
	<p>Jefferson Davis County, MS - Tornado \$3,471,890.00</p>	<p>Operations manager - Following a tornado outbreak that April, LGS was tasked with removing debris and hazardous leaner and hanger removal. Within 90 days, LGS hauled, reduced, and disposed of 237,000 CY of debris and 2,913 leaners and 2,515 hangers. 30 debris crews and 10 trimming crews were mobilized. LGS' commitment to small business subcontracting partners resulted in 38% of the work being performed by local companies from within the county. 100% of the work was completed by small business concerns.</p> <p>LGS worked with Jefferson Davis County to create a Temporary Debris Site adjacent to the landfill. One of the challenges was that the landfill could not accept the debris volume. LGS reduced the debris, transported it to the landfill, and operated the landfill. Our experience with operating final disposal sites allowed for the landfill to accept all of the debris and have room for other DOT contracts to dispose of debris as well. This benefited the county by them receiving additional money from the tipping fees.</p>
2021	<p>Association of County Commissions of AL – Wilcox County – Hurricane Zeta \$1,394,919.74</p>	<p>Operations manager - After Hurricane Zeta, LGS was tasked with removing debris and hazardous leaner and hanger removal. Within 3 months, LGS hauled, reduced, and disposed of 102,000 CY of debris and 735 leaners and 3,596 hangers. LGS utilized multiple local subcontractors.</p>
	<p>Association of County Commissions of AL – Marengo County – Hurricane Zeta \$1,743,685.42</p>	<p>Operations manager - After Hurricane Zeta, LGS was tasked with removing debris and hazardous leaner and hanger removal. Within 3 months, LGS hauled, reduced, and disposed of 102,000 CY of debris and 1,222 leaners and 3,902 hangers. LGS utilized multiple local subcontractors.</p>
	<p>Association of County Commissions of AL – Dallas County – Hurricane Zeta \$3,775,278.88</p>	<p>Operations manager - After Hurricane Zeta, LGS was tasked with removing debris and hazardous leaner and hanger removal. Within 4 months, LGS hauled, reduced, and disposed of 222,000 CY of debris and 1,909 leaners and 9,634 hangers. LGS utilized multiple local subcontractors.</p>
	<p>Marshall County, KY \$6,159,788.61</p>	<p>Operations manager - Following a tornado outbreak in December, LGS was tasked with removing debris and hazardous leaner and hanger removal. Within 120 days, LGS hauled, reduced, and disposed of 539,410 CY of debris. LGS utilized local subcontractors.</p>
	<p>Caldwell County, KY DR-4630 \$2,431,930.21</p>	<p>Operations manager - Following a tornado outbreak in December, LGS was tasked with removing debris and hazardous leaner and hanger removal. Within 120 days, LGS hauled, reduced, and disposed of 309,795 CY of debris. LGS utilized multiple local subcontractors</p>



Sean Hunt

Professional Experience

April 2022 - Present Looks Great Services of MS, Inc.
Executive Vice President/Project Manager

Oversees all facets of Looks Great Services' Emergency Response Division. Coordinates, delegates, and manages the entire life cycle – from procurement to active project closeout to ensure they are on time, within budget, and performed according to specifications. Currently managing a multi-county project for Virginia Department of Transportation from a snow storm earlier in 2022.

2004 - 2022 Michael's Tree and Loader Service, LLC
CFO/Vice President

Participated daily in operations, lead management and administrative duties, and ensured the standards of performance established are continually met by personnel. Managed 48 FEMA events including managing crews on multiple, simultaneous events, including 3 parishes during Hurricane Katrina, 3 cities in Connecticut in 2011 and crews on 5 contracts during Hurricane Sandy in 2012-2013. Exceedingly well versed in FEMA rules and guidelines.

Certifications

ISA Certified Arborist
FEMA Debris Management

Education

CHRISTIAN BROTHERS UNIVERSITY – Memphis, TN – B.S. in Science in Biology – 2004

AMERICAN MILITARY UNIVERSTIY – Memphis, TN – M.S. in Emergency and Disaster Management – 2010

Select Storm Experience

2005	Hurricane Katrina \$4.5 Million	-New Orleans, LA - managed crews removing 2275 tons of debris as well as trimming and removing 21,000 trees -Oakdale, LA - managed crews removing 6500 CY of debris -St Johns Parish, LA - managed crews trimming or removing 980 trees -St. Charles Parish - Trimmed or removed 2800 trees -St. Bernard Parish - Trimmed or removed 1800 trees
	Hurricane Wilma \$1.25 Million	Oakland Park , FL - Managed crews removing 152,000 CY and 950 trees
2006	2006-2011 Germantown, TN Yard Waste \$6 Million	Managed the collection of yard waste for 12,400 addresses per week
	NY Snow Storm \$1.2 Million	-Kenner, NY - managed crews for the initial 70 hour push contract -Tonawanda, NY - managed crews for the initial 70 hour push contract -Westwood Country Club, Amherst, NY - Trimmed over 1200 trees by climbing -Amherst, NY - managed over 1,300 trees trimmed or removed
	St. Louis Windstorm \$3.4 Million	Trimmed or removed and disposed of over 27,100 trees
2007	MO Ice Storm \$600,000	-Greene County, MO - managed the 70 hour push -Laclede County, MO - managed the 70 hour push, trimmed or removed over 19,000 trees
	OK Ice Storm \$1.8 Million	Midwest City, OK - Trimmed or removed over 21,000 trees and 24,000 tons of debris

2008	Hurricane Ike \$1.4 Million	Liberty County, TX - Trimmed or removed over 16,300 trees and hauled over 122,000 cubic yards of debris
2009	Missouri, Arkansas and Kentucky Ice Storm \$450,000	-Charleston, MO - Trimmed or removed 1,900 trees and hauled over 60,000 cubic yards of debris -Manila, AR - Hauled over 40,000 cubic yards of debris and trimmed 1,500 trees. -Arkansas Fish and Game - Wildlife managed area cut and drop hazardous trees
	TN Wind Storm \$130,000	Bartlett, TN Hauled 54,000 cubic yards of debris
2010	Oklahoma Ice Storm \$45,000	Anadarko, OK -Hauled 9500 cubic yards and trimmed or removed 1900 trees
2011	Ice Storm Alfred \$5.6 Million	- Glastonbury, CT - Hauled and reduced by grinding 155,000 cubic yards and trimmed or removed over 14,000 trees - Farmington, CT - Hauled and reduced by grinding 115,000 cubic yards and trimmed or removed over 6,400 trees - Avon, CT - Hauled and reduced by grinding 180,000 cubic yards and trimmed or removed over 5,500 trees
2012	Super Storm Sandy	Atlantic Beach Estates, City of Freeport, Freeport Electric, Garden City, Hempstead, Huntington, Long Island Railroad, Long Beach, Nassau County, Williston Park, National Grid-Long Island Power Authority- Administered contracts for 11 municipalities and entities totaling over \$77,0000 in billing. Primarily responsibility as the lead on these projects for data management, reconciliation and invoicing. Managed all aspects of the work performed for Nassau County and Huntington, NY for work in excess of \$53,500,000. Directly managed crews on this project responsible for the trimming or removal of 27,000 trees, hauling, grinding and haul out of 310,000 cubic yards of debris.
	Virginia Derecho \$800,000	VDOT -Rockingham County - Hauled over 100,000 cubic yards and trimmed over 11,000 trees. -Page County -Augusta County -Orange County -Madison County -Rappahannack County
2013	Oklahoma Tornado Outbreak \$1.1 Million	Moore, Ok - Debris removal, segregation and demolition. Hauled over 22,000 tons of debris.
2014	MS Tornado Outbreak \$2.8 Million	-Winston County, MS - Hauled over 20,000 tons and trimmed and removed over 4,800 trees -Tupelo, MS - Hauled over 290,000 cubic yards and trimmed or removed over 2,500 trees
2015	Oklahoma Ice Storm \$500,000	Oklahoma City, Edmond, Mustang, Nichols Hills, The Village - Removal and disposal of 45,630 cubic yards and grinding of 28,000 cubic yards.
2016	Hurricane Matthew \$3 Million	-Hilton Head, SC - Provided hourly work exceeding \$1,000,000 for 3 golf courses -Brevard County, FL - Hauled over 35,000 cubic yards
2017	Memphis Straight Line Wind \$6.7 Million	Hauled and reduced over 482,000 cubic yards and trimmed or removed 11,300 trees
	Montgomery County, MS Tornado \$200,000	Hauled over 19,000 cubic yards of debris
	Hurricane Irma \$5 Million	-Jacksonville, FL - Hauled over 647,000 cubic yards of debris and trimmed or removed 6,400 trees -Sunrise, FL -Wilton Mannors, FL -Plantation, FL -Lazy Lakes, FL -Lauderdale by the Sea, FL
2018	Hurricane Michael \$8 Million	Jackson County, FL - Hauled and reduced over 1,420,000 cubic yards of material and trimmed or removed over 2,100 trees
2020	Desoto County Tornado \$8.5 Million	Desoto County, MS - Hauled over 1,730,000 cubic yards of material.
	Hurricane Sally \$6.5 Million	Fairhope, AL - Hauled and reduced over 564,000 cubic yards of material and trimmed or removed 7,500 trees



	Hurricane Zeta \$3.5 Million	Harrison County, MS - Hauled and reduced 264,000 cubic yards of debris
	Oklahoma Ice Storm \$2 Million	Midwest City, Ok - Hauled over 16,000 tons and trimmed or removed 20,200 trees
	Memphis Excess Solid Waste \$800,000	Hauled over 335,000 cubic yards of C&D material
2021	St Louis Emerald Ash Borer Infestation \$1.3 Million	Removed 1800 infected Ash Trees
2022	West TN Ice Storm \$12 Million	-Memphis, TN -Hauled and reduced over 1,020,000 cubic yards of debris and trimmed or removed over 33,000 trees -Bartlett, TN - Hauled over 27,000 cubic yards and trimmed and removed over 7,800 trees -Germantown, TN - Hauled and 21,000 cubic yards
	Virginia Snow Storm \$12 Million	-Culpepper VDOT District -Hauled over 560,000 cubic yards -Fredericksburg VDOT District - Hauled over 463,000 cubic yards



Orry Sanders

Professional Experience

May 2015 - Present Looks Great Services of MS, Inc.
 Director of Estimating & Contracts

Oversee the estimates and contract preparation for proposed work. Work in conjunction with the Vice President, Operations Manager, and Field Operations Manager to find, estimate, and procure work. Coordinate scheduling, subcontracting, and co-manage existing projects with the Operations Manager. Assist in local business development and relations. Handles job costs, payment applications, oversees data reconciliation and project management documentation for existing jobs. Has managed contracts, subcontracts, data reconciliation on 52 contracts since 2015. In 2021, successfully managed 2 projects simultaneously after a tornado/straight-line wind outbreak in Mississippi

May 2014 – May 2015 W.G. Yates and Sons Construction, Inc.
 Estimator

Worked in the commercial construction division estimating jobs anywhere from \$50 thousand to \$55 million. Responsible for doing takeoff, gathering subcontractor pricing, handling all front-end documentation, and managed certain divisions on bid day. Selected to be the BIM representative for the Jackson office. Oversaw the civil/site work estimates for local projects.

Certifications

NCCER Supervisory Training Certification
 First Aid/CPR Certified
 OSHA 10 Certification

Education

PEARL RIVER COMMUNITY COLLEGE – Poplarville, MS – A.A.S. in Drafting and Design Tech. – 2011

PEARL RIVER COMMUNITY COLLEGE – Poplarville, MS – A.A.S. in Construction Management Tech. – 2011

Select Storm Experience

2017	Puerto Rico DTOP \$39,000,000.00	Contract Manager - After Hurricane Maria, LGS was awarded the West Zone and tasked with removing debris and hazardous leaner and hanger removal. To date, LGS has hauled, reduced, and disposed of 319,000 CY of debris and 8,091 leaners and 59,580 hangers. 60+ road clearance crews were mobilized. LGS' commitment to small business subcontracting partners resulted in 70% of the work being performed by local companies in Puerto Rico. 100% of the work was completed by small business concerns.
2020	Jasper County, MS - Tornado \$1,899,079.90	Contract, Data, and Subcontract Manager - Following a tornado outbreak that April, LGS was tasked with removing debris and hazardous leaner and hanger removal. Within 120 days, LGS hauled, reduced, and disposed of 180,000 CY of debris and 2,497 leaners and 2,302 hangers. 20 debris crews and 10 trimming crews were mobilized. LGS' commitment to small business subcontracting partners resulted in 21% of the work being performed by local companies from within the county. 100% of the work was completed by small business concerns.
	Marion County, MS - Tornado \$812,029.88	Contract, Data, and Subcontract Manager - Following a tornado outbreak that April, LGS was tasked with removing debris and hazardous leaner and hanger removal. Within 120 days, LGS hauled, reduced, and disposed of 59,000 CY of debris and 1,320 leaners and 1,233 hangers. 12 debris crews and 8 trimming crews were mobilized. LGS' commitment to small business subcontracting partners resulted in 30% of the work being performed by local companies from within the county. 100% of the work was completed by small business concerns.

	<p>Jefferson Davis County, MS - Tornado \$3,471,890.00</p>	<p>Contract, Data, and Subcontract Manager - Following a tornado outbreak that April, LGS was tasked with removing debris and hazardous leaner and hanger removal. Within 90 days, LGS hauled, reduced, and disposed of 237,000 CY of debris and 2,913 leaners and 2,515 hangers. 30 debris crews and 10 trimming crews were mobilized. LGS' commitment to small business subcontracting partners resulted in 38% of the work being performed by local companies from within the county. 100% of the work was completed by small business concerns.</p> <p>LGS worked with Jefferson Davis County to create a Temporary Debris Site adjacent to the landfill. One of the challenges was that the landfill could not accept the debris volume. LGS reduced the debris, transported it to the landfill, and operated the landfill. Our experience with operating final disposal sites allowed for the landfill to accept all of the debris and have room for other DOT contracts to dispose of debris as well. This benefited the county by them receiving additional money from the tipping fees.</p>
2021	<p>Association of County Commissions of AL – Wilcox County – Hurricane Zeta \$1,394,919.74</p>	<p>Contract, Data, and Subcontract Manager - After Hurricane Zeta, LGS was tasked with removing debris and hazardous leaner and hanger removal. Within 3 months, LGS hauled, reduced, and disposed of 102,000 CY of debris and 735 leaners and 3,596 hangers. LGS utilized multiple local subcontractors.</p>
	<p>Association of County Commissions of AL – Marengo County – Hurricane Zeta \$1,743,685.42</p>	<p>Contract, Data, and Subcontract Manager - After Hurricane Zeta, LGS was tasked with removing debris and hazardous leaner and hanger removal. Within 3 months, LGS hauled, reduced, and disposed of 102,000 CY of debris and 1,222 leaners and 3,902 hangers. LGS utilized multiple local subcontractors.</p>
	<p>Association of County Commissions of AL – Dallas County – Hurricane Zeta \$3,775,278.88</p>	<p>Contract, Data, and Subcontract Manager - After Hurricane Zeta, LGS was tasked with removing debris and hazardous leaner and hanger removal. Within 4 months, LGS hauled, reduced, and disposed of 222,000 CY of debris and 1,909 leaners and 9,634 hangers. LGS utilized multiple local subcontractors.</p>
	<p>Marshall County, KY \$6,159,788.61</p>	<p>Project Manager - Following a tornado outbreak in December, LGS was tasked with removing debris and hazardous leaner and hanger removal. Within 120 days, LGS hauled, reduced, and disposed of 539,410 CY of debris. LGS utilized local subcontractors.</p>
	<p>Caldwell County, KY DR-4630 \$2,431,930.21</p>	<p>Project Manager - Following a tornado outbreak in December, LGS was tasked with removing debris and hazardous leaner and hanger removal. Within 120 days, LGS hauled, reduced, and disposed of 309,795 CY of debris. LGS utilized multiple local subcontractors.</p>



Don Lucas

Professional Experience

November 2012 - Present

Looks Great Services of MS, Inc.
Debris Site Manager

Oversee the daily operations for Looks Great Services. Coordinates, delegates, and manages existing projects to ensure they are on time, within budget, and performed according to specifications. Specialized in logistics of material hauled onto and away from dump sites on a production-oriented schedule, and material reduction in Hurricane Sandy. Ensured proper size control and safety of handled material with management of full-scale equipment operations during Hurricane Sandy. Oversaw multiple dump sites after Hurricane Sandy that totaled over 1.1 million cubic yards of debris. Oversaw storm debris cleanup after the Louisville, MS tornado, Itawamba, MS tornado, and the Tupelo, MS tornado for the Mississippi Department of Transportation. Oversaw multiple dumpsites throughout 5 counties in Mississippi during a 2017 tornado outbreak and again in 2020 during a tornado/straight-line wind outbreak. In 2021, managed debris sites in 3 counties in Alabama after Hurricane Zeta.

2006 – November 2012

Joe McGee Construction
Company Consultant

Worked in conjunction with Vice President, Senior Engineer and Senior Estimator on bidding proposed projects. Responsible for locating necessary fill material sites for proposed projects. Researched all soils and existing landscapes and structures on all proposed projects. Coordinated scheduling of existing projects to ensure timely completion. Responsible for ensuring all project problems are identified and corrective measures are implemented. Worked alongside Senior Estimator to ensure that job costs do not exceed budgeted amounts. Worked closely with the Senior Engineer to ensure that all projects are being completed according to plans. Experienced in Federal design/build projects, working with government officials to create good relations and project success.

1974 – 2006

T.L. Wallace Construction Co., Inc.
President

Began early on as a Project Superintendent to eventually become President of the company. Beginning in 1986, responsibilities included overall company management, overseeing of projects, budgets, potential projects, bidding, personnel staffing and equipment management. Contracted over \$140 million worth of heavy highway construction projects under contract at one time with MDOT, ALDOT and LDOT. Managed approximately \$800 million worth of construction projects with a majority of the work being with MDOT. Oversaw individual projects ranging from \$1 million to \$25 million. Managed a fleet of 150 pieces of heavy equipment. Initiated and coordinated remarkable hauling of dirt for Nissan site to include 78 trucks in two-mile haul and supporting equipment to place and compact dirt. Managed and coordinated Interstate 10 Emergency Bridge Replacement across Pascagoula River after Hurricane Katrina. Project was complete in 21 days, 10 days ahead of schedule.

Certifications

- MDOT Storm Water Management Training Course
- Hazardous Materials Certification
- Trenching and Excavating Training
- CPR/First Aid/BBP/AED Certified
- OSHA 10/OSHA 30 Certification

Education

PEARL RIVER COMMUNITY COLLEGE – Poplarville, MS – A.A. in Mechanics – 1971

Select Storm Experience

2020	Jasper County, MS - Tornado \$1,899,079.90	Debris site manager - Following a tornado outbreak that April, LGS was tasked with removing debris and hazardous leaner and hanger removal. Within 120 days, LGS hauled, reduced, and disposed of 180,000 CY of debris and 2,497 leaners and 2,302 hangers. 20 debris crews and 10 trimming crews were mobilized. LGS' commitment to small business subcontracting partners resulted in 21% of the work being performed by local companies from within the county. 100% of the work was completed by small business concerns.
	Marion County, MS - Tornado \$812,029.88	Debris site manager - Following a tornado outbreak that April, LGS was tasked with removing debris and hazardous leaner and hanger removal. Within 120 days, LGS hauled, reduced, and disposed of 59,000 CY of debris and 1,320 leaners and 1,233 hangers. 12 debris crews and 8 trimming crews were mobilized. LGS' commitment to small business subcontracting partners resulted in 30% of the work being performed by local companies from within the county. 100% of the work was completed by small business concerns.
	Jefferson Davis County, MS - Tornado \$3,471,890.00	Project and debris site manager - Following a tornado outbreak that April, LGS was tasked with removing debris and hazardous leaner and hanger removal. Within 90 days, LGS hauled, reduced, and disposed of 237,000 CY of debris and 2,913 leaners and 2,515 hangers. 30 debris crews and 10 trimming crews were mobilized. LGS' commitment to small business subcontracting partners resulted in 38% of the work being performed by local companies from within the county. 100% of the work was completed by small business concerns. LGS worked with Jefferson Davis County to create a Temporary Debris Site adjacent to the landfill. One of the challenges was that the landfill could not accept the debris volume. LGS reduced the debris, transported it to the landfill, and operated the landfill. Our experience with operating final disposal sites allowed for the landfill to accept all of the debris and have room for other DOT contracts to dispose of debris as well. This benefited the county by them receiving additional money from the tipping fees.
2021	Association of County Commissions of AL – Wilcox County – Hurricane Zeta \$1,394,919.74	Debris site manager - After Hurricane Zeta, LGS was tasked with removing debris and hazardous leaner and hanger removal. Within 3 months, LGS hauled, reduced, and disposed of 102,000 CY of debris and 735 leaners and 3,596 hangers. LGS utilized multiple local subcontractors.
	Association of County Commissions of AL – Marengo County – Hurricane Zeta \$1,743,685.42	Debris site manager - After Hurricane Zeta, LGS was tasked with removing debris and hazardous leaner and hanger removal. Within 3 months, LGS hauled, reduced, and disposed of 102,000 CY of debris and 1,222 leaners and 3,902 hangers. LGS utilized multiple local subcontractors.
	Association of County Commissions of AL – Dallas County – Hurricane Zeta \$3,775,278.88	Debris site manager - After Hurricane Zeta, LGS was tasked with removing debris and hazardous leaner and hanger removal. Within 4 months, LGS hauled, reduced, and disposed of 222,000 CY of debris and 1,909 leaners and 9,634 hangers. LGS utilized multiple local subcontractors.



Melvin Sorto

Professional Experience

November 2001 - Present Looks Great Services, Inc.
Field Operation Manager

Began as equipment operator from 2001-2004. Operated stump grinder, wheel loader, chip truck, whole tree chipper, and grapple truck. In 2004 became foreman and aerial lift operator. Beginning in 2006, became a contract administrator and field operation manager. Responsibilities include overseeing multiple crews across multiple existing jobs, coordinating and hiring crews for existing jobs, managing equipment fleet, pricing proposed contracts, business development, contract negotiations, and scheduling work. Has been involved in managing field crews on more than 50 FEMA contracts since 2002. Successfully lead field operations in 2018 in Puerto Rico after Hurricane Maria.

1998-2001 Tiff Co, Inc.

Certifications

- EHAP Certification
- ATSA Certified Instructor
- Railroad Worker Certification
- First Aid/CPR Certified
- OSHA 10 Certification
- CDL Class A

Select Storm Experience

2017	Puerto Rico DTOP \$39,000,000.00	Project Manager - After Hurricane Maria, LGS was awarded the West Zone and tasked with removing debris and hazardous leaner and hanger removal. To date, LGS has hauled, reduced, and disposed of 319,000 CY of debris and 8,091 leaners and 59,580 hangers. 60+ road clearance crews were mobilized. LGS' commitment to small business subcontracting partners resulted in 70% of the work being performed by local companies in Puerto Rico. 100% of the work was completed by small business concerns.
------	-------------------------------------	---

Previous Project Details

2005 – Hurricane Katrina



Open Air Burning Operation

Location: Columbia, Mississippi
Date: August 2005
Revenue: \$5,600,000.00
Client: Mississippi Dept. of Trans. as prime subcontractor for T.L. Wallace Construction, Inc.
Contact: Tommy Wallace
800 Hwy 98 Bypass
Columbia, MS 39429
Phone: 601-736-4525
info@tlwallace.com

Executing Requirements

LGS was tasked with Hazardous Tree Removal, Hazardous Limb Removal and Right of Way (ROW) loading and hauling of vegetative debris generated by Hurricane Katrina. In addition, LGS managed and operated five (5) TDSRS' for the project.

- ☼ LGS mobilized 25 tree trimming crews and 55 hauling crews.
- ☼ Establishment, operation, and management of 5 TDSRS.
- ☼ All reduction site operations approved and permitted by Mississippi Department of Environmental Quality and closed out without issue.
- ☼ 1.4 Million cubic yards were removed from Mississippi state roads in Marion and Covington Counties.
- ☼ State roads were restored and resulting debris was eliminated as a safety hazard, reduced in volume and disposed of to eliminate storage issues and future health concerns.
- ☼ Letters of recommendation from County Engineers and MDOT Construction Engineers for enabling smooth operations.



Hazard Tree Removal (Leaner)

Meeting Operational Challenges

A main focus in our operations on MDOT highways was safety. LGS' safety operations for MDOT, especially traffic control safety, provided a true test and verification (QED) of our written program manuals, procedures and previous experience. Our team demonstrated proficiency establishing protection zones on major highways and utilizing federal guidelines and manuals on uniform traffic control devices. LGS successfully performed debris removal operations on major highways without any safety violation nor, most importantly, without any accidents or incidents.

Local Small Business Subcontracting Efforts

As a small business, LGS worked successfully to utilize other small business concerns during our Katrina recovery efforts. The majority of overhead trimming and debris removal from the state roads was conducted by small business concerns. Looks Great Services subcontracted to numerous companies located within the affected area.



Traffic Control and Safety Operations

2011 – Hurricane Irene

Location: Nassau County, NY
Date: August 2011
Revenue: \$6,697,200
Client: Nassau County, NY
 Department of Public Works
Contact: John Gallo
 Superintendent of Highways
 170 Cantiague Rock Road
 Hicksville, NY 11801



TDSRS

Executing Requirements

LGS was tasked with Hazardous Tree Removal and Hazardous Limb Removal and Right of Way (ROW) loading and hauling of vegetative debris generated by Hurricane Irene. In addition, LGS managed and operated a TDSRS for the project.

- ☼ Pre-positioned 60 crews to perform Emergency Road Clearance immediately after winds dropped below Tropical Storm force strength
- ☼ This was a pre-position contract competitively bid and awarded
- ☼ LGS mobilized the 60 emergency road clearance crews in less than 48 hours prior to landfall
- ☼ All work performed on a time and material basis per direction of client
- ☼ Performed Hazardous Tree and Limb Removal on over 8,000 trees
- ☼ Removed, processed and disposed over 580,000 Cubic Yards of vegetative debris

Meeting operational challenges

☼ **All access to Long Island closed, preventing mobilization:**

LGS worked with NYCDOT and the Port Authority of New York and New Jersey to open bridges and airports that had been closed to the public. Our actions allowed much needed emergency crews and assets to access Long Island to expand our capabilities.

☼ **Multi-jurisdictional coordination:**

Nassau County is a suburban county on Long Island, is located immediately east of New York City. The population from the 2010 census was estimated at 1.344 million. Under a disaster declaration, the county is the lead agency for the 129 cities, towns, villages and hamlets located within its boundaries. During Hurricane Irene, Nassau County relied upon Looks Great Services to successfully execute their pre-positioned debris management plan. The challenge encountered was coordinating with 129 different incorporated governments to enable debris removal to operate smoothly and in an orderly fashion. Many of these agencies were facing an unprecedented and unplanned community issue. By implementing LGS' established and proven plans and utilizing LGS' experienced managers to advise, guide and help these agencies, LGS successfully enabled these governments to assist their communities in an expedited and coordinated manner.

Local small business subcontracting efforts

Looks Great Services commitment to small business subcontracting partners resulted in 70% of the work being performed by local companies. 100% of the work was completed by small business concerns.

2012 – Hurricane Sandy



Pre-Segregation Debris Piles



Post-Segregation Debris Piles

Location: City of Long Beach, NY
Date: October 2012 – May 2013
Revenue: \$17,000,000
Client: City of Long Beach, NY
Contact: Jim LaCarrubba
 Commissioner of Public Works
 1 West Chester Street
 Long Beach, NY 11561
 (516) 431-1000
jlacarrubba@longbeachny.org

Executing Requirements

Sandy made land fall on October 29, 2012. The following morning reports came into the Nassau County Emergency Operation Center (EOC) about the status on Long Beach. There were reports of houses on fire, people trapped, first responder equipment destroyed, and roads were impassable for emergency workers. LGS was contacted by the Counties EOC asking if we knew how to help in this dire situation. Since all communication was cut off between the EOC and Long Beach, there was no way to assess needs. Within two hours LGS implemented our emergency clearing plan and mobilized twenty-five heavy equipment clearing crews. With the assistance of an emergency escort, our crews gained access to the affected city. Our immediate response cleared the city’s roads of 120,000 cubic yards of sand, and allowed emergency response crews to reach citizens in need. The situation in Long beach was so critical our operations ran 24 hours a day for several weeks.

LGS assisted the city with other needs such as:

- ☛ The removal and disposal of over 260,000 cubic yards of C&D that was generated as a result of buildings flooded by the storm surge.
- ☛ LGS worked with the EPA and NYDEC to make sure all debris removal (sand and C&D) was done within the guidelines of all regulatory agencies. LGS made certain that all permits were secured and in place.

Meeting Operational Challenges

☛ **No Available Temporary Debris Site:**

The Long Beach Island had no suitable location to set up a temporary debris site to accept the 260,000 yards of construction debris produced from flooded homes and buildings. Looks Great Services identified a suitable location 4 miles out of the city’s limit and secured the necessary license and permits on behalf of the city. Once secured and opened, the site became the base of operation for the recover mission for not only our operation but also for the US EPA.



C&D Barging Site

☞ C&D debris contained co-mingled waste streams:

LGS determined that the C&D material contained Household Hazardous Waste (HHW) that required segregation, containment and packaging by classification. In order to address this need, LGS worked with the US EPA and implemented operations that included curb side segregation and pick up of HHW, municipal waste, and C&D debris. Additional hazardous waste segregation crews worked at the debris site removing and processing contaminated material. LGS successfully removed 30,000lbs of HHW as a result of our segregation operation.



HHW Collection Site

☞ Removal, cleaning, testing and placement of sand:

The city of Long Beach was buried in sand from a foot storm surge. Every home and building experienced substantial flooding and sand displacement. Thousands of yards of sand were removed

from the basements of buildings and placed in the streets by residents for pick up. This posed a unique challenge to LGS since the sand needed to be processed and tested before it could be relocated. We implemented our Beach Sand Recovery Plan that was reviewed and accepted by the New York State Department of Environmental Conservation Agency as an acceptable method. LGS secured state issued permits to commence sand screening and testing. 195,000CY of sand was recovered from the streets, rights-of-way and private property. The sand was cleaned, tested and placed back on the beach as emergency protective berm.



Sand Reclamation and Screening Site



Clean Sand Coming Off the Screen onto the Beach

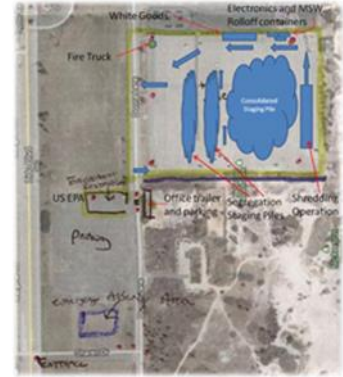
Local Small Business Subcontracting Efforts

Looks Great Services performed over \$17,000,000 in recovery work for the City of Long Beach. Operations took place over a six-month period and all work performed was completed by small business companies.

2012 – Hurricane Sandy



Nickerson Beach Park – C&D TDSRS



TDSRS Site Plan

Location: Nassau County, NY
Date: October 2012
Revenue: \$62,000,000
Client: Nassau County, NY
 Department of Public Works
Contact: John Gallo
 Superintendent of Highways
 170 Cantiague Rock Road
 Hicksville, NY 11801



Nickerson Beach Park – TDSRS

Executing requirements

In preparation for Hurricane Sandy, the Nassau County Department of Public Works activated its pre-existing debris management contract with Looks Great Services, Inc. (LGS). Once activated, LGS mobilized 70 clearing crews with equipment and 210 personnel which were prepositioned throughout Nassau County. All crews were staged for response before Hurricane Sandy made landfall. In order to meet the substantial mobilization request of the county, LGS utilized its relationships, reputation and financial stability to secure assets to quickly respond to the needs of the county.

LGS relationships with national companies such as Weeks Marine, Bergeron Emergency Services, BMI, Hertz Equipment Rental and many others, have proven to be reliable sources that can be called upon during wide spread disaster events such as Hurricane Sandy. LGS also has strong ties with small companies, such as ourselves, including La May and Sons, Edgewood Industries, DLI, Stoney Creek Industries, Medek Tree Service, Michael's Tree Service, and H2 Construction, LLC, as well as dozens of other large and small businesses from across the country

During Hurricane Sandy recovery operations for Nassau County, LGS operated and managed 11 separate TDSRS'. The majority of TDSRS processed, reduced and disposed the following:

- ☼ 657,000 cubic yards of vegetative debris
- ☼ 260,000 cubic yards of C&D debris
- ☼ Hundreds of abandoned vehicles were processed at three aggregation sites
- ☼ Processed hundreds of tons of Hazardous Waste including sewage, and HHW
- ☼ Collected, and processed thousands of white goods and e-Waste

In response to widespread flood damage, Looks Great Services deployed teams of trained Hazardous Waste Specialists within the county to properly segregate, containerize and dispose of Household Hazardous Waste in

compliance with local and federal safety, health and environmental regulations and standards. Proper personal protective equipment, environmental protection measures, cross-contamination prevention practices, and environmental monitoring (i.e.: continual air monitoring) were adhered to following LGS's written Environmental Protection Plan and LGS Site Specific Health and Safety Plan which were approved by the NY Department of Environmental Conservation, US EPA and OSHA.

LGS' dedicated staff gained additional experience in large scale disaster recovery projects in the aftermath of Hurricane Sandy. As part of our operations with Nassau County, NY, we provided Construction and Demolition (C&D) material removal for the Villages of Bay Park, Oceanside, Baldwin, Atlantic Beach, East Atlantic Beach, Lido Beach, Point Lookout and the City of Long Beach. The C&D collected was removed from Long Island by our barging operations and relocated to an approved landfill near Albany, NY, over 170 miles away. We worked closely with the New York State Department of Environmental Conservation, US EPA and the US Coast Guard compliance officers to meet all state and federal transportation and disposal requirements.

Looks Great Services' barging operation included quality control measures such as air and water quality testing, and the deployment of small boats, booms and other containment systems to monitor waterways and prevent contamination of the fragile estuaries. As a result of our actions, all waterways and the surrounding fragile ecosystems were protected.

LGS managed all FEMA eligible vegetative debris removal from within Nassau County, NY. LGS provided collection, staging, reduction, and final disposal services. Resulting wood chips were removed from Long Island by barge to approved sites in NJ and PA for beneficial re-use.

Looks Great Services operations resulted in the following completed tasks:

- ☼ 1,157,770 CY of vegetative debris hauled, processed, and disposed
- ☼ 10,520 hazardous trees removed
- ☼ 21,275 hazardous limbs removed
- ☼ 10,272 loads of debris hauled

Meeting operational challenges

☼ **All Long Island landfills were at or near capacity:**

One week into the recovery effort, it became apparent that all Long Island landfills had become overwhelmed by the amount of debris generated by Hurricane Sandy. One by one the disposal sites began to close. Nassau County requested that LGS find a quick solution to this major problem because the county's reduction sites were quickly reaching capacity and facing closure by state regulators. LGS presented the county multiple options including trucking, rail transportation and barging. The county made the determination after verification of LGS' data, that barging was the most efficient and cost-effective solution. An additional benefit of barging was the reduction of truck haul distances and reduction of the hazard to the public in bypassing high density population areas.

☼ **Household hazardous waste extensively comingled:**

The storm surge from Hurricane Sandy created a devastating effect to the south shore of Nassau County. Water levels reached from two to four miles inland, flooding many homes and businesses. The county's need to establish a large C&D debris TDSRS centrally located to the devastation, was identified immediately after the storm surge subsided. Although the county had a debris management plan in place, it did not include handling and processing comingled construction debris, nor household hazardous waste. LGS provided collection of C&D materials, providing segregation of household hazardous waste, white goods, and e-waste. Looks Great Services initiated our Hurricane Sandy Response and Recovery Plan. This plan established the parameters for handling comingled waste streams and was approved by the NYS DEC. We initiated curbside and TDSRS segregation of comingled materials. As a result of our efforts the C&D TDSRS successfully processed 10,000 to



15,000 CY of debris per day without any interruption or delay of operations. One of the most critical challenges was the fact that Nickerson Beach Park, the location of the TDSRS for C&D and HHW, is immediately adjacent to the beach on the Atlantic Ocean. LGS successfully implemented environmental protection measures that prevented contamination of this critical and fragile environment to the praise of the NYS DEC, and US EPA, who were co-located at the site with LGS.

☼ **Debris streams contaminated with raw sewage:**

Hurricane Sandy flooding caused a power outage for Nassau County's Bay Park Sewage Treatment facility. This plant processes 40% of the county's sewage, averaging 72 million gallons per day. Raw sewage overflowed the plant and flooded entire neighborhoods up to three feet deep. The county relied on LGS to immediately respond by providing biohazard decontamination and clean-up crews. LGS provided complete biohazard management with appropriate hauling, processing, and disposal measures incorporated in accordance with state and Federal regulations.

☼ **Extreme safety hazards:**

The population density in Nassau County is 4,600 people per square mile. The volume of people and traffic exposed to LGS operations on a daily basis posed a unique challenge. Crews were limited by the government to roadways that generally see high volumes of traffic and were unable to utilize parkways due to height limitations and restrictions. Debris crews were assigned additional traffic control personnel and equipment above the normal requirement levels to protect the public during debris removal operations.

☼ **Limited open space in urban area, limiting large TDSRS':**

Population density created debris site availability challenges. Lack of open space prompted LGS to consider smaller TDSRS'. The production goal set by LGS was to collect 20,000 cubic yards of vegetative debris per day. As a result, many smaller TDSRS' were established across the county. Logistically the use of many sites multiplied the need for additional assets such as personnel, management, equipment and quality control measures. Looks Great Services met this need by providing the additional assets and personnel as required. At the height of operations, LGS crews were collecting 32,000 CY of debris per day, 60% above our own self-imposed goal. LGS opened, managed, and successfully closed out 11 sites within the boundaries of Nassau County.

Local small business subcontracting efforts

For Hurricane Sandy, LGS again relied heavily on our small business debris management contacts to assist us in contract performance for Nassau County. Eighty percent (80%) of our subcontractors were small business concerns, with the majority coming from the declared area.

2018 – Hurricane Maria

Location: West Zone
Date: December 2017
Revenue: \$39,000,000
Client: Puerto Rico Department of Transportation and Public Works
Contact: Elias Tirado Huertas
 Director
 Apartado 41269
 San Juan, PR 00940-1269



Crews Mobilizing in Puerto Rico

Executing Requirements

LGS was tasked with Hazardous Tree Removal and Hazardous Limb Removal and Right of Way (ROW) loading and hauling of vegetative debris generated by Hurricane Maria. In addition, LGS managed and operated five DMS and three FDS for the project.

- ☼ Positioned crews to perform emergency road clearance immediately after NTP
- ☼ This was a post-disaster contract competitively bid and awarded
- ☼ LGS mobilized 60+ road clearance crews and debris consolidation crews
- ☼ All work performed on a time and material basis and unit price per direction of client
- ☼ Performed Hazardous Tree Removals on 8,091 trees to date
- ☼ Trimmed 59,580 Hazardous Limbs to date
- ☼ Removed, processed and disposed over 319,320 CY of vegetative debris



Tree Removal

Meeting operational challenges

☼ **Access to areas in Puerto Rico closed, preventing mobilization:**

LGS worked with DTOP to open roads and ROW that had been closed to the public. Our actions allowed much needed crews and assets to access Puerto Rico to expand our capabilities. LGS also relied on its experienced crews in navigating the isolated terrain and one-lane mountain passes with equipment to coordinate the cleanup of mudslides and hazardous trees.

☼ **Multi-jurisdictional coordination:**

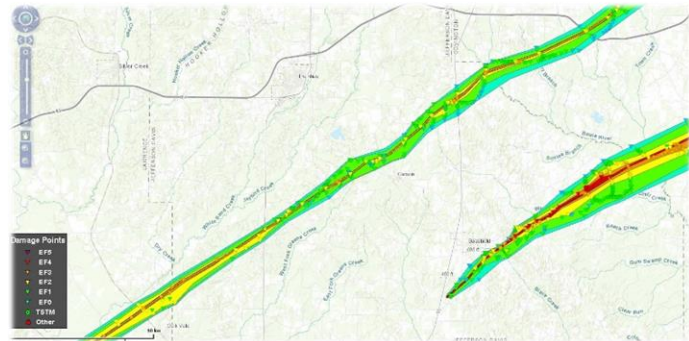
Puerto Rico’s West Zone is a mix of suburban and rural areas covering more than 700 square miles. The population from the 2018 census was estimated at 554,142. Under the disaster declaration, DTOP is the lead agency for the 15 municipalities located within Zone 4. After Hurricane Maria, DTOP relied upon Looks Great Services to successfully execute their debris management plan. The challenge encountered was coordinating with 15 municipalities and a multitude of incorporated governments to enable debris removal to operate smoothly and in an orderly fashion. Many of these agencies were facing an unprecedented and unplanned community issue. By implementing LGS’ established and proven plans and utilizing LGS’ experienced managers to advise, guide and help these agencies, LGS successfully enabled these governments to assist their communities in an expedited and coordinated manner.

Local small business subcontracting efforts

Looks Great Services commitment to small business subcontracting partners resulted in 70% of the work being performed by local companies. 100% of the work was completed by small business concerns.

2020 – Jefferson Davis County Tornado

Location: Jefferson Davis County, MS
Date: April 2020
Revenue: \$3,471,890
Client: Jefferson Davis County Board of Supervisors
Contact: Les Dungan
 County Engineer
 1574 Highway 98 East
 Columbia, MS 39429
 601-441-6411



April 13, 2020 Tornado Track

Executing Requirements

LGS was tasked with Hazardous Tree Removal and Hazardous Limb Removal and Right of Way (ROW) loading and hauling of vegetative and C&D debris generated by the largest tornado in Mississippi's history. In addition, LGS managed and operated the county's landfill (FDS), due to the lack of county resources.

- ☼ This was a post-disaster contract competitively bid and awarded
- ☼ LGS mobilized 30 debris crews and 10 trimming crews
- ☼ All work performed on a unit price basis per direction of client
- ☼ Performed Hazardous Tree Removals on 2,913 trees to date
- ☼ Trimmed 2,215 Hazardous Limbs to date
- ☼ Removed, processed and disposed over 237,697 CY of vegetative and C&D debris



Meeting operational challenges

☼ Landfill Management:

LGS worked with Jefferson Davis County to create a Temporary Debris Site adjacent to the landfill. One of the challenges was that the landfill could not accept the debris volume. LGS reduced the debris, transported it to the landfill, and operated the landfill. Our experience with operating final disposal sites allowed for the landfill to accept all of the debris and have room for other DOT contracts to dispose of debris as well. This benefited the county by them receiving additional money from the tipping fees.

☼ Multi-event coordination:

Due to a second, straight-line wind disaster 2 weeks after the tornado, another set of contracts was issued. The widespread damage from 2 overlapping storms required LGS to provide an extra level QC in the operation plan. In response, the County relied upon Looks Great Services to successfully execute their debris management plan. The challenge encountered was coordinating with 2 agencies and 4 separate contracts to manage the debris from both storms smoothly. By implementing LGS' established and proven plans and utilizing LGS' experienced managers to advise, guide and help the county, LGS successfully enabled all contracts to be expedited and in a coordinated manner.

Local small business subcontracting efforts

Looks Great Services commitment to small business subcontracting partners resulted in 38% of the work being performed by local companies from within the county. 100% of the work was completed by small business concerns.

LGS Equipment Overview

With a fleet of hundreds of trucks and equipment, a staff of over 180 professionals, and three locations in New York, North Carolina, and Mississippi our vegetation management teams can activate at a moment's notice. Mobile mechanics, housing units, and fueling equipment expedite the process and keep our team operational around-the-clock until the job is complete. All of the equipment below will be available to Fairhope for the duration of the contract.



QUANTITY	EQUIPMENT CLASSIFICATION	YEARS	MAKES
95	60-105' BUCKET TRUCKS	2006-2014	CHEVROLET, FORD, FREIGHTLINER, GMC, INTL, STERLING
46	CHIP TRUCKS	1995-2014	DODGE, FORD, FREIGHTLINER, GMC, INTL, STERLING
4	DUMP TRUCKS	1999-2005	GMC, INTERNATIONAL
16	GRAPPLE TRUCKS	2005-2021	FREIGHTLINER, INTERNATIONAL, STERLING
14	MECHANIC TRUCKS	2001-2017	CHEVROLET, DODGE, FORD, GMC, INTL
69	PICK-UP TRUCKS	2005-2022	CHEVROLET, DODGE, FORD, GMC
5	BOX TRUCKS	2005-2016	FREIGHTLINER, ISUZU
1	ROLL-OFF TRUCK	2005	STERLING
3	SPRAY RIGS	1988-2006	INTL, STERLING
5	SEMI TRACTOR TRUCKS	1990-2015	MACK, PETERBILT, STERLING
2	DUMP TRAILERS	2006	GREAT LAKES
37	TRAILERS	1971-2022	CONTRAIL, DOOLITTLE, EAGER BEAVER, RAYCO, ROGERS
1	WHEEL LOADER	2005	CATERPILLAR
9	TRACK LOADER/SKIDSTEERS	2006-2021	CATERPILLAR, BOBCAT
2	PAY LOADERS	1990-2003	CASE, KOMATSU
5	STUMP GRINDERS	2006-2021	MORBARK, RAYCO
3	SCISSOR LIFTS	2001-2013	GENIE, JLG
1	SKID SPRAYER	2006	H&H FARM
39	WOOD CHIPPERS	2002-2013	ALTEC, BRUSH BANDIT, MORBARK, WOODCHUCK
5	SWEEPERS	2015-2016	AGRIMETAL, GLOBAL, PHOENIX, TENNANT, TERRAMITE
22	TRACTORS	2003-2011	JOHN DEERE, KUBOTA, NEW HOLLAND
3	BRUSH CUTTERS	2003-2018	KLEARWAY
2	HYDRO-AX	2002-2005	HYDRO-AX
25	SKYTRIMS	2003-2011	JARRAFF, KERSHAW
9	UTV/SIDE-BY-SIDES	2008-2019	KUBOTA, POLARIS, TORO
2	TRACK BUCKETS	2019	TRACKED
4	EXCAVATORS	1997-2020	CATERPILLAR, JOHN DEERE
1	AIR CURTAIN BURNER	2004	JOHN DEERE
2	SHREDDERS	2005	KOMPTECH
4	GENERATORS	1998-2008	BALDOR, COLISEUM, NEWAGE
2	SURF/BEACH RAKES	2006	BARBER

LGS Equipment List

COUNT	DESCRIPTION	YEAR	MAKE	MODEL	OWNERSHIP
1	BOX TRUCK	2005	FREIGHTLINER	M2	OWNED
2	BOX TRUCK	2007	FREIGHTLINER	M2	OWNED
3	BUCKET TRUCK	2006	STERLING	ACTERRA 4X4	OWNED
4	BUCKET TRUCK	2005	INTERNATIONAL	7300 4X4	OWNED
5	BUCKET TRUCK	2002	GMC	C6500	OWNED

Looks Great Services of MS, Inc.

Use or disclosure of data contained on this sheet is subject to the restriction on the title page of this proposal.

Debris Management and Removal Services
City of Richwood, Texas

6	BUCKET TRUCK	2003	GMC	C7500	OWNED
7	BUCKET TRUCK	2000	FORD	F-750	OWNED
8	BUCKET TRUCK	2005	STERLING	ACTERRA	OWNED
9	BUCKET TRUCK	2004	FORD	F-750	OWNED
10	BUCKET TRUCK	2005	INTERNATIONAL	4300	OWNED
11	BUCKET TRUCK	2007	INTERNATIONAL	4300	OWNED
12	BUCKET TRUCK	2007	INTERNATIONAL	7300 4X4	OWNED
13	BUCKET TRUCK	2006	INTERNATIONAL	4300	OWNED
14	BUCKET TRUCK	2013	INTERNATIONAL	4300	OWNED
15	BUCKET TRUCK	2005	INTERNATIONAL	7400	OWNED
16	BUCKET TRUCK	2005	INTERNATIONAL	7400	OWNED
17	BUCKET TRUCK	2014	FREIGHTLINER	M2106	OWNED
18	BUCKET TRUCK	2003	GMC	C7500	OWNED
19	BUCKET TRUCK	2014	FREIGHTLINER	M2106	OWNED
20	BUCKET TRUCK	2003	INTERNATIONAL	S30	OWNED
21	BUCKET TRUCK	2006	FORD	F-750	OWNED
22	BUCKET TRUCK	2008	FORD	F-750	OWNED
23	BUCKET TRUCK	2008	FORD	F-750	OWNED
24	BUCKET TRUCK	2005	GMC	C7500	OWNED
25	BUCKET TRUCK	2001	GMC	C7500	OWNED
26	BUCKET TRUCK	2007	INTERNATIONAL	7300 4X4	OWNED
27	BUCKET TRUCK	2008	FORD	F-750	OWNED
28	BUCKET TRUCK	2004	INTERNATIONAL	7300 4X4	OWNED
29	BUCKET TRUCK	2005	INTERNATIONAL	4300	OWNED
30	BUCKET TRUCK	2011	INTERNATIONAL	4300	OWNED
31	BUCKET TRUCK	2006	FORD	F-750	OWNED
32	BUCKET TRUCK	2006	INTERNATIONAL	7300	OWNED
33	BUCKET TRUCK	2007	FORD	F-750	OWNED
34	BUCKET TRUCK	2007	FORD	F-750 4X4	OWNED
35	BUCKET TRUCK	2005	GMC	C7500	OWNED
36	BUCKET TRUCK	2008	FORD	F-750 4X4	OWNED
37	BUCKET TRUCK	2005	FORD	F-750 4X4	OWNED
38	BUCKET TRUCK	2006	FORD	F-750	OWNED
39	BUCKET TRUCK	2007	INTERNATIONAL	4300	OWNED
40	BUCKET TRUCK	2007	FORD	F-750 4X4	OWNED
41	BUCKET TRUCK	2006	INTERNATIONAL	4300	OWNED
42	BUCKET TRUCK	2003	GMC	C7500	OWNED
43	BUCKET TRUCK	2005	GMC	C7500	OWNED
44	BUCKET TRUCK	2007	FORD	F-750	OWNED
45	BUCKET TRUCK	2004	INTERNATIONAL	4300	OWNED
46	BUCKET TRUCK	2001	FORD	F-750	OWNED
47	BUCKET TRUCK	2007	INTERNATIONAL	4300	OWNED
48	BUCKET TRUCK	2005	INTERNATIONAL	4300	OWNED
49	BUCKET TRUCK	2006	FORD	F-650	OWNED
50	BUCKET TRUCK	2003	INTERNATIONAL	4200	OWNED
51	BUCKET TRUCK	2005	INTERNATIONAL	7300 4X4	OWNED
52	BUCKET TRUCK	2011	FREIGHTLINER	M2106 4X4	OWNED
53	BUCKET TRUCK	2007	INTERNATIONAL	4300	OWNED
54	BUCKET TRUCK	2007	INTERNATIONAL	4300	OWNED
55	BUCKET TRUCK	2007	INTERNATIONAL	4300	OWNED
56	BUCKET TRUCK	2007	INTERNATIONAL	4300	OWNED
57	BUCKET TRUCK	2003	STERLING	ACTERRA	OWNED
58	BUCKET TRUCK	2006	INTERNATIONAL	4300	OWNED
59	BUCKET TRUCK	2007	INTERNATIONAL	4300	OWNED
60	BUCKET TRUCK	2005	FORD	F750 4X4	OWNED
61	BUCKET TRUCK	2006	GMC	C7500	OWNED
62	BUCKET TRUCK	2009	INTERNATIONAL	7300 4X4	OWNED
63	BUCKET TRUCK	2009	INTERNATIONAL	4300 4X2	OWNED
64	BUCKET TRUCK	2008	INTERNATIONAL	4300	OWNED
65	BUCKET TRUCK	2007	FORD	F750	OWNED
66	BUCKET TRUCK	2007	FORD	F750	OWNED
67	BUCKET TRUCK	2005	INTERNATIONAL	4300	OWNED
68	BUCKET TRUCK	2005	INTERNATIONAL	4300	OWNED
69	BUCKET TRUCK	2007	INTERNATIONAL	5600	OWNED
70	BUCKET TRUCK	2011	FORD	F750	OWNED
71	BUCKET TRUCK	2006	FORD	F650	OWNED

72	BUCKET TRUCK	2006	FORD	F650	OWNED
73	BUCKET TRUCK	2009	INTERNATIONAL	4300	OWNED
74	BUCKET TRUCK	2012	FORD	F750	OWNED
75	BUCKET TRUCK	2007	INTERNATIONAL	7300	OWNED
76	BUCKET TRUCK	2022	INTERNATIONAL	HV507 SFA 4X4	OWNED
77	BUCKET TRUCK	2023	FREIGHTLINER	M2106 4X2	OWNED
78	BUCKET TRUCK	2023	FREIGHTLINER	M2106 4X2	OWNED
79	BUCKET TRUCK	2023	FREIGHTLINER	M2106 4X2	OWNED
80	BUCKET TRUCK	2023	FREIGHTLINER	M2106 4X2	OWNED
81	BUCKET TRUCK	2023	FREIGHTLINER	M2106 4X2	OWNED
82	BUCKET TRUCK	2023	FREIGHTLINER	M2106 4X2	OWNED
83	BUCKET TRUCK	2023	FREIGHTLINER	M2106 4X2	OWNED
84	BUCKET TRUCK	2023	FREIGHTLINER	M2106 4X2	OWNED
85	BUCKET TRUCK	2023	FREIGHTLINER	M2106 4X2	OWNED
86	BUCKET TRUCK	2023	FREIGHTLINER	M2106 4X2	OWNED
87	BUCKET TRUCK	2023	FREIGHTLINER	M2106 4X2	OWNED
88	BUCKET TRUCK	2023	FREIGHTLINER	M2106 4X2	OWNED
89	BUCKET TRUCK	2023	FREIGHTLINER	M2106 4X2	OWNED
90	BUCKET TRUCK	2023	FREIGHTLINER	M2106 4X2	OWNED
91	BUCKET TRUCK	2023	FREIGHTLINER	M2106 4X2	OWNED
92	BUCKET TRUCK	2023	FREIGHTLINER	M2106 4X2	OWNED
93	BUCKET TRUCK	2021	FREIGHTLINER	M2106	OWNED
94	BUCKET TRUCK	2021	FREIGHTLINER	M2106	OWNED
95	BUCKET TRUCK	2021	FREIGHTLINER	M2106	OWNED
96	BUCKET TRUCK	2021	FREIGHTLINER	M2106	OWNED
97	BUCKET TRUCK	2021	FREIGHTLINER	M2106	OWNED
98	CHIP TRUCK	1999	STERLING	L-SERIES	OWNED
99	CHIP TRUCK	2000	FORD	F650	OWNED
100	CHIP TRUCK	2004	STERLING	L-SERIES	OWNED
101	CHIP TRUCK	2001	CHEVY	C-7500	OWNED
102	CHIP TRUCK	1995	INTL	4700	OWNED
103	CHIP TRUCK	2000	FORD	F450	OWNED
104	CHIP TRUCK	1999	INTL	4700	OWNED
105	CHIP TRUCK	2000	INTL	4700	OWNED
106	CHIP TRUCK	1999	INTL	4700	OWNED
107	CHIP TRUCK	2003	FORD	F550	OWNED
108	CHIP TRUCK	2011	CHEVY	3500HD	OWNED
109	CHIP TRUCK	2009	CHEVY	3500HD	OWNED
110	CHIP TRUCK	2005	INTL	4200	OWNED
111	CHIP TRUCK	2005	GMC	C5500	OWNED
112	CHIP TRUCK	2004	GMC	C5500	OWNED
113	CHIP TRUCK	2005	GMC	C5500	OWNED
114	CHIP TRUCK	2007	FORD	F550	OWNED
115	CHIP TRUCK	2006	GMC	6500	OWNED
116	CHIP TRUCK	2006	FORD	F350 4X4	OWNED
117	CHIP TRUCK	2006	GMC	C5500	OWNED
118	CHIP TRUCK	2011	FORD	F550 4X4	OWNED
119	CHIP TRUCK	2010	FORD	F550 4X4	OWNED
120	CHIP TRUCK	2006	GMC	C8500	OWNED
121	CHIP TRUCK	2006	FORD	F650	OWNED
122	CHIP TRUCK	2003	INT'L	4200 VT365 4X2	OWNED
123	CHIP TRUCK	2011	FORD	F550	OWNED
124	CHIP TRUCK	2012	FORD	F550XL	OWNED
125	CHIP TRUCK	2008	FORD	F550XL	OWNED
126	CHIP TRUCK	2007	FORD	F550	OWNED
127	CHIP TRUCK	2011	FORD	F450XL	OWNED
128	CHIP TRUCK	2011	FORD	F350XL	OWNED
129	CHIP TRUCK	2002	INTERNATIONAL	4700	OWNED
130	CHIP TRUCK	2006	FORD	F650	OWNED
131	CHIP TRUCK	2005	FORD	F650	OWNED
132	CHIP TRUCK	2010	INTERNATIONAL	4300	OWNED
133	CHIP TRUCK	2008	INTERNATIONAL	4300	OWNED
134	CHIP TRUCK	2010	INTERNATIONAL	4300	OWNED
135	CHIP TRUCK	2005	INTERNATIONAL	4200	OWNED
136	CHIP TRUCK	2001	INTERNATIONAL	4700	OWNED
137	CHIP TRUCK	2014	DODGE	5500	OWNED

138	CHIP TRUCK	2014	DODGE	5500	OWNED
139	CHIP TRUCK	2014	DODGE	5500	OWNED
140	CHIP TRUCK	2014	DODGE	5500	OWNED
141	CHIP TRUCK	2014	DODGE	5500	OWNED
142	CHIP TRUCK	2014	DODGE	5500	OWNED
143	CHIP TRUCK	2014	DODGE	5500	OWNED
144	CHIPPER 12"	2003	BRUSH BANDIT	200	OWNED
145	CHIPPER 12"	2004	WOODCHUCK	WC1200	OWNED
146	CHIPPER 12"	2004	ALTEC	DC1217	OWNED
147	CHIPPER 12"	2004	WOODCHUCK	WC1200	OWNED
148	CHIPPER 12"	2004	WOODCHUCK	WC1200	OWNED
149	CHIPPER 12"	2013	ALTEC	CFD1217	OWNED
150	CHIPPER 12"	2013	ALTEC	CFD1217	OWNED
151	CHIPPER 12"	2013	ALTEC	CFD1217	OWNED
152	CHIPPER 12"	2013	ALTEC	CFD1217	OWNED
153	CHIPPER 12"	2004	MORBARK	12B	OWNED
154	CHIPPER 12"	2004	MORBARK	12B	OWNED
155	CHIPPER 12"	2008	ALTEC	CFD1217	OWNED
156	CHIPPER 12"	2009	MORBARK	M12R	OWNED
157	CHIPPER 12"	2006	MORBARK	12B	OWNED
158	CHIPPER 12"	2010	ALTEC	CFD1217	OWNED
159	CHIPPER 12"	2010	ALTEC	CFD1217	OWNED
160	CHIPPER 12"	2012	ALTEC	CFD1217	OWNED
161	CHIPPER 12"	2012	ALTEC	CFD1217	OWNED
162	CHIPPER 12"	2002	MORBARK	2012D-02	OWNED
163	CHIPPER 12"	2010	ALTEC	CFD1217	OWNED
164	CHIPPER 12"	2012	ALTEC	CFD1217	OWNED
165	CHIPPER 12"	2012	ALTEC	CFD1217	OWNED
166	CHIPPER 12"	2011	ALTEC	CFD1217	OWNED
167	CHIPPER 12"	2013	VERMEER	BC1000XL	OWNED
168	CHIPPER 12"	2013	VERMEER	BC1000XL	OWNED
169	CHIPPER 14"	2009	MORBARK	BEEVER M14R	OWNED
170	CHIPPER 15"	2004	BRUSH BANDIT	INTIMIDATOR 1590	OWNED
171	CHIPPER 18"	2012	BRUSH BANDIT	1590XP	OWNED
172	CHIPPER 18"	2003	MORBARK	2400XL	OWNED
173	CHIPPER 18"	2004	MORBARK	2400XL	OWNED
174	CHIPPER 18"	2006	MORBARK	2400XL	OWNED
175	CHIPPER 18"	2007	MORBARK	2400XL	OWNED
176	CHIPPER 18"	2006	MORBARK	18	OWNED
177	CHIPPER 18"	2008	ALTEC	DC1820	OWNED
178	CHIPPER 18"	2008	BRUSH BANDIT	1890XP	OWNED
179	CHIPPER 18"	2008	BRUSH BANDIT	1890XP	OWNED
180	CHIPPER 18"	2005	MORBARK	HURRICANE 18	OWNED
181	CHIPPER 20"	2005	BANDIT	2090	OWNED
182	DUMP TRUCK	2005	GMC	C4500	OWNED
183	DUMP TRUCK	1999	INTERNATIONAL	4700	OWNED
184	DUMP TRUCK	2003	INTERNATIONAL	4300 DEBRIS	OWNED
185	DUMP TRUCK	2002	INTERNATIONAL	4900	OWNED
186	DUMP TRAILER	2006	GREAT LAKES	TR2450DC	OWNED
187	DUMP TRAILER	2006	GREAT LAKES	TR2450DC	OWNED
188	EXCAVATOR	2006	CATERPILLAR	325 CL	OWNED
189	EXCAVATOR	1997	JOHN DEERE	892 ELC	OWNED
190	EXCAVATOR	2015	CATERPILLAR	305	OWNED
191	EXCAVATOR	2019	CATERPILLAR	313	OWNED
192	FORK LIFT	2000	CATERPILLAR	DP40K	OWNED
193	FORK LIFT	1998	CLARK	DPH60PK	OWNED
194	FORK LIFT	2000	KOMATSU	FG30HTLP-12	OWNED
195	GRAPPLE TRUCK	2007	STERLING	LT9513	OWNED
196	GRAPPLE TRUCK	2007	STERLING	LT9513	OWNED
197	GRAPPLE TRUCK	2006	STERLING	LT9513	OWNED
198	GRAPPLE TRUCK	2005	STERLING	LT9513	OWNED
199	GRAPPLE TRUCK	2006	STERLING	LT9513	OWNED
200	GRAPPLE TRUCK	2006	STERLING	LT9513	OWNED
201	GRAPPLE TRUCK	2007	STERLING	LT9513	OWNED
202	GRAPPLE TRUCK	2005	INTERNATIONAL	4300	OWNED
203	GRAPPLE TRUCK	2005	INTERNATIONAL	7300	OWNED

204	GRAPPLE TRUCK	2009	INTERNATIONAL	7300	OWNED
205	GRAPPLE TRUCK	2006	INTL	7400	OWNED
206	GRAPPLE TRUCK	2012	FREIGHTLINER	M2	OWNED
207	GRAPPLE TRUCK	2007	STERLING	LT9500	OWNED
208	GRAPPLE TRUCK	2009	INTL	7400	OWNED
209	GRAPPLE TRUCK	2021	PETERBILT	567	OWNED
210	GRAPPLE TRUCK	2007	ISUZU		OWNED
211	HYDRO-AX	2005	HYDRO-AX	721E	OWNED
212	HYDRO-AX	2002	HYDRO-AX	721E	OWNED
213	BRUSH CUTTER	2018	KERSHAW	KLEARWAY 500	OWNED
214	BRUSH CUTTER	2003	KERSHAW	KLEARWAY 500	OWNED
215	BRUSH CUTTER	2023	KERSHAW	KLEARWAY 500	OWNED
216	LEAF LOADER	2006	GIANT VAC.	65HD	OWNED
217	LOADER	2005	CATERPILLAR	252B	OWNED
218	LOADER/SKID STEER	2008	BOBCAT	MT55	OWNED
219	LOADER/SKID STEER	2012	CATERPILLAR	299C	OWNED
220	LOADER/SKID STEER	2012	CATERPILLAR	289C	OWNED
221	LOADER/SKID STEER	2021	CAT	289D3	OWNED
222	LOADER/SKID STEER	2021	CAT	299D3	OWNED
223	LOADER/SKID STEER	2021	CAT	289D3	OWNED
224	LOADER/SKID STEER	2022	CAT	299D3	OWNED
225	LOADER/SKID STEER	2022	CAT	259D	OWNED
226	LOG SPLIT	2006	RAYCO	LS2526	OWNED
227	MECHANIC TRUCK	2005	CHEVROLET	C5500	OWNED
228	MECHANIC TRUCK	2007	CHEVROLET	3500HD	OWNED
229	MECHANIC TRUCK	2008	DODGE	D3500	OWNED
230	MECHANIC TRUCK	2012	DODGE	4500HD	OWNED
231	MECHANIC TRUCK	2001	FORD	F-750	OWNED
232	MECHANIC TRUCK	2008	FORD	450XL	OWNED
233	MECHANIC TRUCK	1999	GMC	C7500	OWNED
234	MECHANIC TRUCK	2013	DODGE	RAM 5500	OWNED
235	MECHANIC TRUCK	2015	DODGE	RAM 5500	OWNED
236	MECHANIC TRUCK	2012	DODGE	RAM 5500	OWNED
237	MECHANIC TRUCK	2010	DODGE	RAM 5500 4X4	OWNED
238	MECHANIC TRUCK	2007	FORD	F750	OWNED
239	MECHANIC TRUCK	2017	DODGE	RAM 5500	OWNED
240	MECHANIC TRUCK	2017	FORD	F550XL	OWNED
241	MECHANIC TRUCK	2016	CHEVROLET	SILVERADO 3500HD	OWNED
242	PAY LOADER	1990	CASE	W14C	OWNED
243	PAY LOADER	2003	KOMATSU	WA450-5L	OWNED
244	PICK-UP	2001	FORD	F-450	OWNED
245	PICK-UP	1999	FORD	F-550 BOX TRUCK	OWNED
246	PICK-UP	2000	GMC	C6500	OWNED
247	PICK-UP	2006	CHEVY	SUBURBAN	OWNED
248	PICK-UP	2011	CHEVY	2500HD	OWNED
249	PICK-UP	2012	FORD	F150XL	OWNED
250	PICK-UP	2008	FORD	F150 4X4	OWNED
251	PICK-UP	2005	FORD	F250 4X4	OWNED
252	PICK-UP	2008	DODGE	D1500	OWNED
253	PICK-UP	2008	CHEVROLET	C1500	OWNED
254	PICK-UP	2007	FORD	F150	OWNED
255	PICK-UP	1994	AM GENERAL	M998 HUMVEE	OWNED
256	PICK-UP	2009	FORD RANGER	EXT. CAB	OWNED
257	PICK-UP	2007	CHEVROLET	TAHOE	OWNED
258	PICK-UP	2013	DODGE	RAM 2500	OWNED
259	PICK-UP	2012	DODGE	RAM 2500	OWNED
260	PICK-UP	2008	FORD	F250 XL	OWNED
261	PICK-UP	2008	CHEVROLET	1500 4X4	OWNED
262	PICK-UP	2011	FORD	250XL CREW CAB	OWNED
263	PICK-UP	2004	FORD	EXCURSION 4X4	OWNED
264	PICK-UP	2018	CHEVROLET	TAHOE	OWNED
265	PICK-UP	2018	GMC	2500 CREW	OWNED
266	PICK-UP	2018	GMC	2500 CREW	OWNED
267	PICK-UP	2012	CHEVROLET	1500 SILVERADO CR	OWNED
268	PICK-UP	2008	CHEVROLET	C2500HD	OWNED
269	PICK-UP	2007	CHEVROLET	C2500HD	OWNED

270	PICK-UP	2013	CHEVROLET	K1500 SUBURBAN	OWNED
271	PICK-UP	2015	CHEVROLET	SILVERADO 3500HD	OWNED
272	PICK-UP	2013	CHEVROLET	SILVERADO 2500HD	OWNED
273	PICK-UP	2013	CHEVROLET	SILVERADO 2500HD	OWNED
274	PICK-UP	2012	CHEVROLET	SILVERADO 2500HD	OWNED
275	PICK-UP	2012	CHEVROLET	SILVERADO 2500HD	OWNED
276	PICK-UP	2014	CHEVROLET	K1500 4X4	OWNED
277	PICK-UP	2011	CHEVROLET	2500 4X4	OWNED
278	PICK-UP	2007	FORD	F550 FLATBED	OWNED
279	PICK-UP	2019	GMC	YUKON XL	OWNED
280	PICK-UP	2015	FORD	F250	OWNED
281	PICK-UP	2013	FORD	F250	OWNED
282	PICK-UP	2014	CHEVROLET	1500	OWNED
283	PICK-UP	2014	CHEVROLET	1500	OWNED
284	PICK-UP	2019	GMC	SIERRA 2500	OWNED
285	PICK-UP	2012	CHEVROLET	TAHOE	OWNED
286	PICK-UP	2008	GMC	K2500 4X4	OWNED
287	PICK-UP	2019	CHEVROLET	2500HD	OWNED
288	PICK-UP	2010	FORD	F150XL	OWNED
289	PICK-UP	2021	FORD	F250 SUPER DUTY	OWNED
290	PICK-UP	2021	GMC	YUKON	OWNED
291	PICK-UP	2021	CHEVROLET	TAHOE	OWNED
292	PICK-UP	2015	CHEVROLET	SILVERADO 3500HD	OWNED
293	PICK-UP	2019	CHEVROLET	SILVERADO 2500HD	OWNED
294	PICK-UP	2019	CHEVROLET	SILVERADO 1500	OWNED
295	PICK-UP	2021	CHEVROLET	SILVERADO 2500HD	OWNED
296	PICK-UP	2003	FORD	F150	OWNED
297	PICK-UP	2021	CHEVROLET	SILVERADO 2500HD	OWNED
298	PICK-UP	2019	FORD	F150	OWNED
299	PICK-UP	2021	GMC	SIERRA 1500	OWNED
300	PICK-UP	2021	FORD	F350 SUPER DUTY	OWNED
301	PICK-UP	2016	CHEVROLET	TAHOE	OWNED
302	PICK-UP	2016	CHEVROLET	TAHOE	OWNED
303	PICK-UP	2022	GMC	SIERRA 2500HD	OWNED
304	PICK-UP	2022	GMC	YUKON	OWNED
305	PICK-UP	2021	CHEVROLET	SILVERADO 2500HD	OWNED
306	PICK-UP	2022	DODGE	RAM 3500	OWNED
307	PICK-UP	2022	CHEVROLET	TAHOE	OWNED
308	PICK-UP	2022	GMC	YUKON	OWNED
309	PRESSURE WASHER	2013	EASY KLEEN	MAGNUM 4000	OWNED
310	PRESSURE WASHER	2004	NORTH STAR	GX	OWNED
311	ROLL OFF	2005	STERLING	LT9513	OWNED
312	ROLLBACK	2008	FORD	F-550XL	OWNED
313	ROLLBACK	2001	FREIGHTLINER	M2	OWNED
314	SAND BLASTER	2014	DB1500	DB1500	OWNED
315	SCISSOR LIFT	2001	JLG	33RTS	OWNED
316	SEMI-TRACTOR	2002	PETERBILT	378	OWNED
317	SEMI-TRACTOR	1990	PETERBILT	379	OWNED
318	SEMI-TRACTOR	2006	STERLING	A9500	OWNED
319	SEMI-TRACTOR	2004	PETERBILT	379	OWNED
320	SEMI-TRACTOR	2015	MACK	CHU613	OWNED
321	SHREDDER	2012	KOMPTECH	6000	OWNED
322	SHREDDER	2012	KOMPTECH	5000	OWNED
323	SIDE BY SIDE	2008	KUBOTA	RTV1100	OWNED
324	SIDE BY SIDE	2008	KUBOTA	RTV1100	OWNED
325	SIDE BY SIDE	2008	KUBOTA	RTV1100	OWNED
326	SIDE BY SIDE	2008	KUBOTA	RTV1100	OWNED
327	SIDE BY SIDE	2008	KUBOTA	RTV1100	OWNED
328	SKID SPRAYER	2006	H&H FARM	200GAL	OWNED
329	SKYTRIM	2004	JARRAFF	CRAWLER WD CH	OWNED
330	SKYTRIM	2008	JARRAFF	75'	OWNED
331	SKYTRIM	2008	JARRAFF	75'	OWNED
332	SKYTRIM	2010	JARRAFF	75'	OWNED
333	SKYTRIM	2003	KERSHAW	SKYTRIM 75X	OWNED
334	SKYTRIM	2004	KERSHAW	SKYTRIM 75X	OWNED
335	SKYTRIM	2005	KERSHAW	SKYTRIM 75X	OWNED

336	SKYTRIM	2006	KERSHAW	SKYTRIM 75X	OWNED
337	SKYTRIM	2007	KERSHAW	SKYTRIM 75	OWNED
338	SKYTRIM	2009	KERSHAW	SKYTRIM 75-G2	OWNED
339	SKYTRIM	2009	KERSHAW	SKYTRIM 75-G2	OWNED
340	SKYTRIM	2010	KERSHAW	SKYTRIM 75X	OWNED
341	SKYTRIM	2010	KERSHAW	SKYTRIM 75-G2	OWNED
342	SKYTRIM	2010	KERSHAW	SKYTRIM 75-G2	OWNED
343	SKYTRIM	2011	KERSHAW	SKYTRIM 75-G2	OWNED
344	SKYTRIM	2012	KERSHAW	SKYTRIM 75-G2	OWNED
345	SKYTRIM	2007	KERSHAW	SKYTRIM 75X	OWNED
346	SKYTRIM	2009	JARRAFF	75'	OWNED
347	SKYTRIM	2010	KERSHAW	75-G2	OWNED
348	SKYTRIM	2009	JARRAFF	75'	OWNED
349	SKYTRIM	2009	JARRAFF	75'	OWNED
350	SKYTRIM	2006	JARRAFF	75'	OWNED
351	SKYTRIM	2011	KERSHAW	75'	OWNED
352	SKYTRIM	2011	KERSHAW	75'	OWNED
353	SKYTRIM	2014	KERSHAW	75'	OWNED
354	SPRAY RIG	1988	INTERNATIONAL	S SERIES (1800)	OWNED
355	SPRAY RIG	2006	STERLING	ACTERRA	OWNED
356	SPRAY RIG	2006	STERLING	ACTERRA	OWNED
357	STUMP GRINDER	2007	MORBARK	D52SP	OWNED
358	STUMP GRINDER	2006	RAYCO	SUPER RG50	OWNED
359	STUMP GRINDER	2007	RAYCO	RG90	OWNED
360	STUMP GRINDER	2013	RAYCO	RG100X	OWNED
361	STUMP GRINDER	2021	RAYCO	RG165T-R RRC	OWNED
362	SWEEPER/BROOM	2005	TERRAMITE	TSS38	OWNED
363	TRACK LOADER	2005	CATERPILLAR	287B	OWNED
364	TRACK LOADER	2006	CATERPILLAR	257B	OWNED
365	TRACTOR	2011	JOHN DEERE	6330	OWNED
366	TRACTOR	2003	NEW HOLLAND	TB100	OWNED
367	TRACTOR	2003	NEW HOLLAND	TB100	OWNED
368	TRACTOR	2005	NEW HOLLAND	TV145	OWNED
369	TRACTOR	2007	NEW HOLLAND	TV145	OWNED
370	TRACTOR	2007	NEW HOLLAND	TV145	OWNED
371	TRACTOR	2008	NEW HOLLAND	TB120	OWNED
372	TRACTOR	2008	NEW HOLLAND	TB120	OWNED
373	TRACTOR	2008	NEW HOLLAND	TB120	OWNED
374	TRACTOR	2008	NEW HOLLAND	TB120	OWNED
375	TRACTOR	2010	NEW HOLLAND	TS6030	OWNED
376	TRACTOR	2010	NEW HOLLAND	TS6030	OWNED
377	TRACTOR	2005	NEW HOLLAND	TV145	OWNED
378	TRACTOR	2011	NEW HOLLAND	TS6030	OWNED
379	TRACTOR	2011	NEW HOLLAND	TS6030	OWNED
380	TRACTOR	2010	JOHN DEERE	6330	OWNED
381	TRACTOR	2007	JOHN DEERE	6415	OWNED
382	TRACTOR	2011	JOHN DEERE	6330	OWNED
383	TRACTOR	2010	JOHN DEERE	6330	OWNED
384	TRACTOR	2003	NEW HOLLAND	TB110	OWNED
385	TRACTOR	2012	NEW HOLLAND	TS6.120	OWNED
386	TRACTOR ALAMO MOWER	2007	NEW HOLLAND	TS115A	OWNED
387	TRAILER	2012	CARRYON	WGWATV	OWNED
388	TRAILER	1995	DOOLITTLE	12' LANDSCAPE	OWNED
389	TRAILER	2010	TIGER	18 BP	OWNED
390	TRAILER	1985	ROAD SYSTEMS	28' PUP	OWNED
391	TRAILER (10 TON)	2005	TOWMASTER	T20	OWNED
392	TRAILER (12 TON)	2004	ALL PRO	IMPERIAL	OWNED
393	TRAILER (12 TON)	1999	BUTLER	B-2421-A	OWNED
394	TRAILER (20' CONTAINER)	1976	ALLI	CB7 SE	OWNED
395	TRAILER (20' CONTAINER)	1971	GINN	801 SE	OWNED
396	TRAILER (5 TON)	2005	CONTRAIL	C10	OWNED
397	TRAILER (55 TON)	2004	TALBERT	T4DW55SAHBG1T1	OWNED
398	TRAILER (JOB SITE/OFFICE)	1996	GREAT DANE	JOB SITE/OFFICE	OWNED
399	TRAILER (LOW BOY)	1976	ROGERS	40 TON	OWNED
400	TRAILER (STEP DECK)	2014	FONTAINE	HCVSD22TAF	OWNED
401	WHEEL LOADER	2005	CATERPILLAR	252B	OWNED

Subcontractors and Equipment

In addition to the LGS equipment listed above, we have local and national pre-positioned contractors which will provide immediate additional labor and equipment. The following subcontractors have already committed to this contract:

Mississippi

- ☼ Love Trucking, LLC Jackson, MS
- ☼ CLC Services, LLC New Augusta, MS

Surrounding States

- ☼ H2 Construction, Inc. Waverly, MO
- ☼ Michael Tree and Loader Service, LLC. Memphis, TN
- ☼ Beeghly Tree, LLC Somerset, PA
- ☼ Willis Recovery, LLC Chester, SC
- ☼ Contaminant Control Inc. Hope Mills, NC
- ☼ Medek Enterprises, LLC Mechanicsville, VA
- ☼ Mid-Atlantic Tree Service, LLC Toano, VA
- ☼ Timberlane Tree and Landscaping, LLC Charlotte Court House, VA

INNOVATIVE

RESPONSE · RECOVERY · RESULTS

LGS has over 100 other pre-approved subcontractors available from across the United States

LGS has access to over a thousand pieces of equipment and a labor force in the hundreds from subcontractors from around the country. The following list is supplied showing resources available from the specific subcontractors listed above:

- ☼ 125 Knuckle Boom Self Loaders 50+ CY capacity
- ☼ 8 Vegetation Grinders with 250 CY per hour capabilities
- ☼ 35 Pay loader 3 CY capacity or larger
- ☼ 100 Aerial tree trim bucket trucks
- ☼ 6 Sand Screening Plants
- ☼ 8 off road Dump Trucks
- ☼ 20 Skid steer Loaders
- ☼ 20 Walking Floor Mulch Trailers
- ☼ 15 Excavators 45,000 lbs. equivalent or larger
- ☼ 6 Mechanic Support Trucks
- ☼ Street Sweeping Units
- ☼ Dust Suppression Water Trucks
- ☼ Roll off Container Trucks with multiple Drop Containers
- ☼ 35 Brush Chippers 12-inch capacity or greater
- ☼ 35 Chipper Dump Trucks



Letter of Bonding



September 14, 2022

City of Bay St. Louis
688 Hwy 90
Bay St. Louis, MS 39520

RE: Disaster Debris Removal and Disposal Services

To Whom It May Concern:

Per your request for evidence of bond ability, this letter is to advise you that Looks Great Services of MS, Inc. is set up for bonding with Fidelity and Deposit Company of Maryland.

Our company represents Looks Great Services of MS, Inc. for all of their bonding needs and has found them to be an outstanding contractor, with a good reputation in the construction industry. Based on their past experience, we will consider single jobs of \$100,000,000.00 with an aggregate program of \$200,000,000.00. Fidelity and Deposit Company of Maryland will favorably consider providing a 100% Performance and 100% Payment bond for the above captioned project, providing a contract is awarded to, and executed by Looks Great Services of MS, Inc.

Issuance of final bonds will be subject to standard underwriting at the time of the final bond request, which will include but not be limited to the receipt of current financial information, acceptability of the contract documents, bond forms, and financing. The Surety and BXS Insurance, Inc. along with their agents and owners assume no liability to you or any third party for failure to issue any bonds.

If I can be of additional assistance, please do not hesitate to call.

Sincerely,



David R. Fortenberry

WBENC WOSB Certification



HEREBY GRANTS WOMAN OWNED SMALL BUSINESS (WOSB) CERTIFICATION TO

LOOKS GREAT SERVICES OF MS, INC.

The identified small business is an eligible WOSB for the WOSB Program, as set forth in 13 C.F.R. part 127 and has been certified as such by an SBA approved Third Party Certifier pursuant to the Third Party Agreement, dated June 30, 2011, and available at www.sba.gov/wosb.

The WOSB Certification expires on the date herein unless there is a change to the SBA's regulation that makes the WOSB ineligible or there is a change in the WOSB that makes the WOSB ineligible. If either occurs, this WOSB Certification is immediately invalid. The WOSB must not misrepresent its certification status to any other party, including any local or State government or contracting official or the Federal government or any of its contracting officials.

Majority Female Owner: Yolanda Agolia
NAICS: 624230, 661730 UNSPSC: 70111500, 70111501, 70111502, 70111503, 70111504, 70111505, 70111506, 70111507, 70111508
Certification Number: WOSB210490
Renewal Date: November 30, 2022
SBA WOSB Expiration Date: 11/30/2024

Phala Mire, Women's Business Enterprise Council - South President

Phala Mire

Pamela Prince-Easton, WBENC President & CEO

Pamela Prince-Easton

Lakesha White, Vice President, Certification

Lakesha White

Summary of Litigations & Legal Statements

Statement of Lawsuits

This Statement is to confirm that Looks Great Services of MS, Inc. is not currently involved in any lawsuits and has not been involved any lawsuits in the past eleven (11) years in which LGS sued or was sued by, any contractor's clients. Also, there are not any judgements, claims, or audits pending or outstanding against Looks Great Services of MS, Inc. LGS confirms that there are not currently any litigations or arbitrations involving any public entity for any amount and have not been in any in the past (11) years.

This Statement is to confirm that Looks Great Services of MS, Inc. does not currently have any employee involved as a plaintiff or defendant in any proceeding involving or arising out of such services in the past ten (10) years. Also, there are not any judgements, claims, or audits pending or outstanding against any employees of Looks Great Services of MS, Inc.

Statement of Cancelations

This Statement is to confirm that Looks Great Services of MS, Inc. has not had a contract canceled within the past eleven (11) years.

Conflicts of Interest

Looks Great Services of MS, Inc., nor any of its employees thereof, certifies that it does not have any conflict(s) of interest, either direct or indirect, in connection with the services sought herein pursuant to Federal or State Law.

License Sanctions

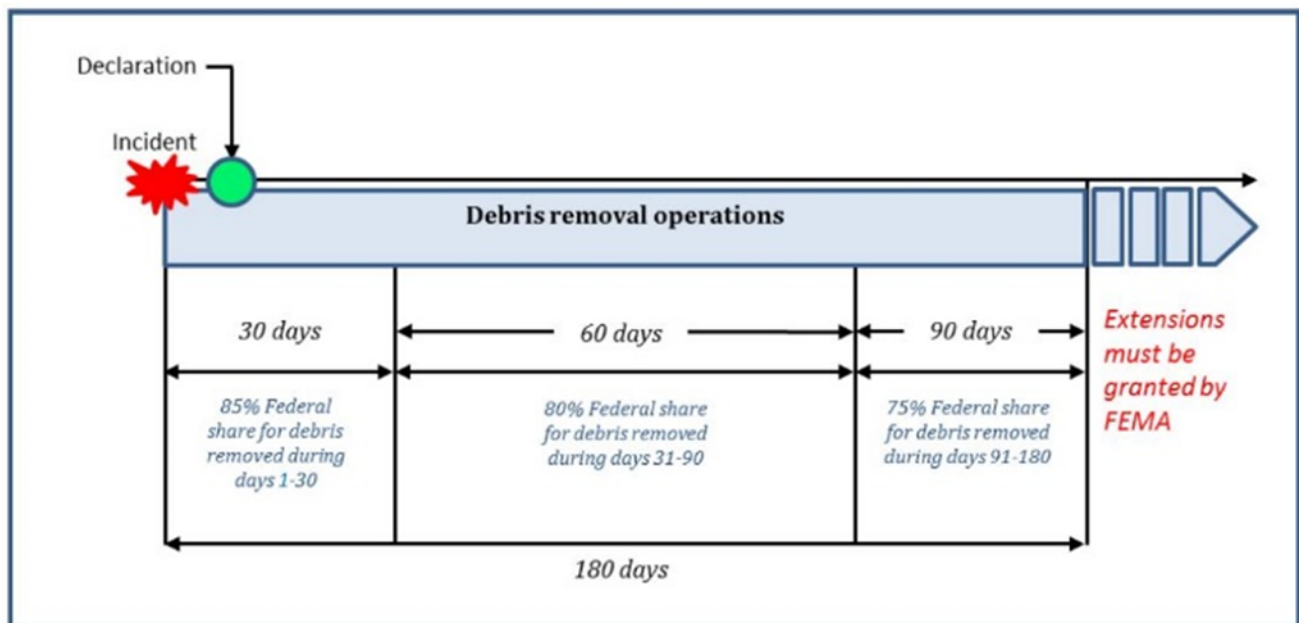
License Sanctions

Looks Great Services of MS, Inc., nor any of its employees thereof, certifies that it does not have any regulatory or agency license sanctions, either direct or indirect, in connection with the services sought.

FEMA Public Assistance Program (Reimbursement Process)

FEMA Programs and other Funding Streams

LGS works within and in compliance with the law, the regulations, and FEMA's codified policies regarding the FEMA Public Assistance (PA) Program. This includes, but is not limited to, the Sandy Recovery Improvement Act's amendments to the Stafford Act (42 U.S.C. 5121 et seq.), Section 428, Public Assistance Alternative Procedures (PAAP) and the PAAP Pilot Program for Debris Removal (<https://www.fema.gov/alternative-procedures>) performed under Section 407 (42 U.S.C. 5173), Debris Removal, of the Stafford Act. The debris pilot program allows for increases in the federal share of grant monies for PA program applicants for eligible debris removal costs incurred during certain initial time periods following a disaster, with certain restrictions and programmatic requirements. LGS has as one of its core principles to provide professional services that benefit the client in every way possible. That principle leads LGS to work diligently to increase our response level and the amounts of work that can safely be accomplished during those initial time periods to maximize the reimbursement potential for our clients under the PAAP Pilot Program for Debris Removal. LGS ensures that our clients are aware of how the critical documentation trail must provide the proper substantiation for our clients to successfully acquire that funding. Further, LGS has a long standing relationship with FEMA programmatic management consulting experts that LGS makes available to our clients to ensure that our clients maximize eligible programmatic funding, and that our clients are able to both identify the eligible work that can be performed, and the numerous funding streams available to our clients to help them fund the monumental task that is the recovery process following a disaster – that assistance covers all disaster recovery programs and is not limited to only debris removal – please see the resume section for more details on the FEMA programmatic management consulting experts.



Documentation and Reimbursement

LGS has a proven history in supporting our clients with accurate and complete documentation. This documentation is made readily available to any reimbursement agency or client. Records are tracked daily from the beginning of the project to final closeout.

Financial accountability is maintained via a system based on the field data that's gathered and reconciled. All documentation systems comply with FEMA 325 guidelines.

Debris Hauling Documentation

Phase 1 – Truck Certification

Debris trucks are all certified prior to beginning a project. This includes:

- ☼ Measuring the truck beds to determine an accurate cubic yard capacity
- ☼ Driver, safety and insurance checks
- ☼ Truck Certification Form is completed and a copy is retained by the driver, monitor, and client.
- ☼ Placards displaying capacity, project truck number, and contractor's name are affixed to the truck
- ☼ Monitors are given truck logs to verify against placards as an added measure of accuracy

Phase 2 – Tickets

Tickets are electronic or multi-part and are required for reimbursement purposes. Client representatives or monitors will fill out and sign off on completed tickets. These will then be used in the reconciliation and QC process. The tickets used are as follows:

Debris Load Tickets are a 5-part ticket that records the transport of debris from the collection point to the DMS or final disposal site. Monitors document the operations at each location to ensure proper protocols.

Leaner/Hanger Tickets are a 5-part ticket that records the trimming or removal or leaning trees or hanging limbs. Monitors document the size, location and other various aspects of the process.

Daily Log Tickets are a 2-part ticket that records the hours worked by the contractor's labor and equipment when hourly rate items are activated. Monitors log and verify each unit's hours worked throughout the day.

Data Management

LGS uses a database system that is easily adaptable to any requirements. Regardless of whether the electronic or physical documentation is utilized, LGS' database can track and extract data for use in the reconciliation process. LGS has trained employees who carefully prepare reconciled reports on a weekly or semi-weekly basis to submit with invoicing. Working with the monitors, LGS compares these reports with the monitors as an added checks and balances system, which helps to expedite the reimbursement process.

Once the data is reconciled and completed, LGS will maintain and store all records for a minimum of 7 years. Both electronic and physical copies are catalogued and stored for quick access as needed.

Reimbursement

LGS works closely with all agencies to ensure issues are minimized or eliminated in disaster reimbursement projects. As an example, LGS was recently asked to produce ticket records for an audit that the debris monitor was engaged in. The monitor could not find records on more than two dozen tickets. Within less than 2 hours LGS found the copies of the missing tickets in its database and submitted them to the respective parties. This helped the monitor and the client greatly in their reimbursement process. LGS will give the same "over-the-top" service to all of its clients.

As an added measure, LGS has personnel that are well-versed in CFR, PAPPG, and other FEMA guidelines and are available to assist the client in completing any required documentation for reimbursement.



Environmental Requirements

LGS is committed to the protection of the environment at all work sites and surrounding areas. This is accomplished by having trained personnel, quality controls, and operational guidelines in place. To further this commitment, LGS will assess the work of all duties that affect the environment (i.e. incinerator operations). This will be performed by a senior supervisor daily. Other factors monitored daily that may impact the environment are smoke, dust, drainage, sediment, noise, and hazardous materials.

In the event a spill or other environmental impact, such as asbestos, should occur during contract, LGS will use its resources to maintain compliance with all applicable regulations during the cleanup process.

Permits and Compliance

LGS will ensure proper permits are in place before work begins. These include, but are not limited to:

- ☛ Storm Water Permits
- ☛ Burn Site Permits
- ☛ Debris Site Permits
- ☛ Forestry Permits

LGS will work with the following agencies to maintain regulatory compliance:

- ☛ Alabama Department of Transportation
- ☛ Alabama Department of Environmental Management
- ☛ Federal Emergency Management Agency
- ☛ Federal Highway Administration
- ☛ Environmental Protection Agency
- ☛ United States Army Corps of Engineers

The following is a brief, but not exclusive list of the laws and regulations that LGS adheres to:

- ☛ National Environmental Protection Act
- ☛ Clean Air Act
- ☛ Clean Water Act
- ☛ Resource Conservation and Recovery Act
- ☛ Endangered Species Act
- ☛ Fish and Wildlife Coordination Act
- ☛ State and Local Laws as Applicable

Solid and Hazardous Waste

LGS performs removal and disposal of FEMA eligible disaster related debris from public rights-of-way, streets, roads, waterways, and other areas within the Parish's jurisdiction. Private entry and removal will only be conducted if approved by the regulating authorities. LGS has removed and disposed of more than 7.2 million CY of vegetative and C&D debris since 2002.

LGS also has vast experience in loading and processing HHW, White Goods, and E-wastes. All regulations on the proper disposal will be followed. LGS has processed more than 100 tons of HHW, E-wastes, and white goods.

References

Customer Name: Caldwell County, Kentucky	Email: jeffboone@caldwellcourthouse.com
Contact: Jeff Boone, Magistrate	Phone No.: 270-963-0200
Address: 100 East Market Street Princeton, KY 42445	Fax: N/A
Scope of Work: Tornado Debris Reduction and Removal, Hazardous Tree and Limb	Date: 12/2021
Removal, Reporting and Documentation of Debris Cleanup, Subcontractor Management	Length of Service: 4 Months

Customer Name: Marshall County, Kentucky	Email: kevin.neal@marshallcountky.gov
Contact: Kevin Neal, Judge Executive	Phone No.: 270-527-3883
Address: 1101 Main Street Benton, KY 42025	Fax: N/A
Scope of Work: Tornado Debris Reduction and Removal, Hazardous Tree and Limb	Date: 12/2021
Removal, Reporting and Documentation of Debris Cleanup, Subcontractor Management	Length of Service: 4 Months

Customer Name: Harrison County Board of Supervisors	Email: jmtturner@co.harrison.ms.us
Contact: Reed Bryant, Engineer	Phone No.: 228-832-4891
Address: 15039-C Community Road Gulfport, MS 39503	Fax: N/A
Scope of Work: Hurricane Ida Debris Removal, Beach Raking and Cleaning, Reporting	Date: 9/2021
and Documentation of Debris Cleanup, Subcontractor Management	Length of Service: 6 Weeks

Customer Name: El Portal, FL	Email: mayorcubillos@villageofelportal.org
Contact: Claudia Cubillos, Mayor	Phone No.: 305-778-4199
Address: 500 NE 87 th Street El Portal, FL 33138	Fax: N/A
Scope of Work: Hurricane Irma Reduction and Removal of 23,015 CY of Debris,	Date: 9/2017
Hazardous Tree and Limb Removals, Emergency Push, and Subcontractor Management	Length of Service: 6 Weeks

Customer Name: Marion County, Mississippi	Email: jeff@dunganeng.com
Contact: Jeff Dungan, Marion County Engineer	Phone No.: 601-731-2600
Address: 1574 Highway 98 East Columbia, MS 39429	Fax: N/A
Scope of Work: Tornado Reduction and Removal of 28,311 CY C&D and 22,118 CY	Date: 12/2014
Vegetative Debris, 470 Hazardous Tree and Limb Removals, Subcontractor Management	Length of Service: 4 Weeks

Letters of Recommendation

William R. "Bill" Minor
Northern District Commissioner

Dick Hall
Central District Commissioner

Wayne H. Brown
Southern District Commissioner



Larry L. "Butch" Brown
Executive Director

Harry Lee James
Deputy Director/
Chief Engineer

Darrell L. Broome
District Engineer

P. O. Box 627 / McComb, Mississippi 39649 / Telephone (601) 684-2111 / FAX (601) 684-7358 / www.goMDOT.com

June 29, 2007

Looks Great Services, Inc.

RE: Hurricane Katrina
Emergency Contract Work

Dear Sir:

We would like to take this moment to thank Looks Great Services as one of the contractors who helped in the aftermath of Hurricane Katrina. Cleaning up our State Roads in Marion and Covington counties, with your company picking up over 1.4 million cubic yards in these areas, was an accomplishment necessary to make our roads safe again. This would not have been possible without the help of your company.

Looks Great Services effectively met the daily challenges associated with the cleanup which included overhead trimming, debris removal and disposal, management of temporary debris reduction sites, maintenance of traffic, and job-site safety.

As a result of your efforts, our state roads were restored. We would like to extend our appreciation to your staff and organization who assisted with this effort.

Sincerely,

Ken Morris
District Construction Engineer





1574 Highway 98 East
P. O. Box 150
Columbia, Mississippi 39429
Phone (601) 731-2600
Fax (601) 736-6501
www.dunganeng.com

February 25, 2006

FROM: Dungan Engineering P.A
Jeff Dungan, County Engineer
1574 Highway 98 East
Columbia, MS 39429

TO: Looks Great Services
7 Lawrence Hill Road
Huntington Station, NY 11743

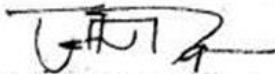
SUBJECT: Letter of Recommendation

To Whom it may concern:

Looks Great Services was a vital part of our Hurricane Katrina cleanup in Marion County, MS. The tasks with which they faced each day were handled appropriately and professionally. Debris pickup and hauling activities were monitored by our firm, and we appreciate how the Looks Great Services crews conducted the work in an efficient manner.

Our experience with Looks Great Services proved to be beneficial to our county during our time of need. We would recommend this company in any project of this type.

Sincerely,



Jeff Dungan
Marion County Engineer

Consulting Engineers



June 19, 2006

Looks Great Services, Inc.
Attn: Kristian Agoglia, President
7 Lawrence Hill Road
Huntington Station, NY 11743

RE: Letter of Recommendation

To whom it may concern:

We would like to take this opportunity to let you know how instrumental Looks Great Services, Inc. was during the disaster recovery process after Hurricane Katrina. The daily challenges were effectively and efficiently met in the overall organization of debris removal, hauling, tree work and debris reduction sites. The disaster team mobilized in an aggressive manner which allowed us to render assistance to our local and surrounding communities quickly after this great devastation. We believe the combination of exceptional equipment and personnel this company has to offer contributed to the overall success of our recovery efforts.

It is with great pleasure to highly recommend Looks Great Services, Inc. as a full-scale storm recovery contractor. Please feel free to have anybody contact us as a reference.

Sincerely,

Jay Carney, President/COO
T.L. Wallace Construction, Inc.

Thomas L. Wallace, CEO
T.L. Wallace Construction, Inc.

P. O. BOX 523 / COLUMBIA, MS 39429 / (601) 736-4525 / FAX (601) 736-3401



Surety & Financial Claims
P.O.Box 968038
Schaumburg, IL 60196

December 30, 2009

Mr. Kristian Agoglia
Looks Great Services, Inc.
7 Lawrence Hill Road
Huntington, NY 11743

Re:Principal: Liberty Tree Service, Inc.
Claim No.: 685 0156280
Bond No.: PRF 8857915
Obligee: NYSDOT
Project: Tree & Brush Removal Various Highways Region 8 – D260430

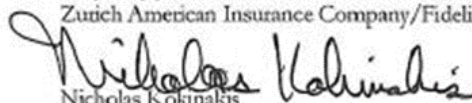
Dear Mr. Agoglia:

I appreciate the work your company recently completed for the tree cutting, pruning and brush removal project in Upstate NY for the New York State Department of Transportation contract D260430. As you are aware, our principal, Liberty Tree Services Inc. was terminated by NYSDOT. Your company was asked to perform work on this project as the completing contractor. It involved mobilizing your company and immediately commence cutting/pruning 1600 + trees in various counties of upstate NY. NYSDOT did not raise any issues or complaints regarding your company's performance, project documentation, employee attitude or safety procedures during the entire completion of the project. In summation, you completed the project ahead of schedule and efficiently.

Again, thank you for your assistance on this claim. If you have any questions please contact me at 1 888 320 9659 X 5 or at the local number 1 516 365 1028.

Thank you.

Very truly yours,
Zurich American Insurance Company/Fidelity & Deposit Company of Maryland


Nicholas Kokinakis
Claims Counsel



**FREEPORT
ELECTRIC**
Inc. Village of Freeport

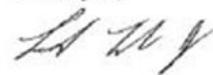
Looks Great Services, Inc.
Mr. Kristian Agoglia
7 Lawrence Hill Rd.
Huntington Village, NY 11743

Dear Mr. Agoglia,

On behalf of Freeport Electric and our customers I wanted to take an opportunity to thank Looks Great Services and your mutual aid teams for the qualified and exceptional responses to our emergency tree service needs over the last several years. Freeport Electric remains confident that with a simple phone call we can count on an immediate response with top notch equipment and crews that are well trained, efficient and focused on safety.

Over the years Looks Great has played an instrumental role in reducing our restoration times by clearing the fallen trees so our line crews can restore power as quickly and safely as possible. Although we hope we never have to use your emergency response services again, we know that from an unexpected wind storm in March 2010 through Tropical Storm Irene and finally Super Storm Sandy we can count on Looks Great Services to clear the way.

Thank you,



Lester A. Endo Jr.
Supervisor Electric service,
Inc Village of Freeport, Freeport Electric

First in Service First In Value
46 North Ocean Ave, Freeport, NY 11520 Tel: 516-377-2220 Fax: 516-377-2359



CITY OF LONG BEACH

1 WEST CHESTER STREET
LONG BEACH, N.Y. 11561
(516) 431-1001
FAX: (516) 431-1389

JACK SCHNIRMAN
CITY MANAGER

May 3, 2013

VIA EMAIL
kristian@looksgreatservices.com

Mr. Kristian Agoglia
Looks Great Services, Inc.

Dear Kristian:

I would like to take this opportunity to thank you and Looks Great Services on behalf of the City Council and myself for your continued support. The launch of the City's Earth Day Weekend event was a tremendous success and it was made possible by people like you who graciously donated materials, supplies, time and effort to revitalize and beautify our City.

Your openheartedness to this community is what allows our City to pick up the pieces one day at a time. There is no doubt, Sandy has changed the lives and infrastructure of our City, but we are resilient and in time we will rebuild our "City by the Sea" stronger, safer and smarter.

Again, thank you for all you did for our beautiful City by the Sea. As summer approaches and the flowers and trees blossom, thousands of residents and visitors will enjoy and appreciate their beauty, thanks to you and Looks Great Services.

Sincerely,



Jack Schnirman
City Manager

JS:ma

EDWARD P. MANGANO
COUNTY EXECUTIVE



SHILA SHAH-GAVNOUDIAS, P.E.
COMMISSIONER

**COUNTY OF NASSAU
DEPARTMENT OF PUBLIC WORKS**
1194 PROSPECT AVENUE
WESTBURY, NEW YORK 11590-2723

Kristian Agoglia
Looks Great Services, Inc.
7 Lawrence Hill Rd.
Huntington, N.Y. 11743

September 24, 2013

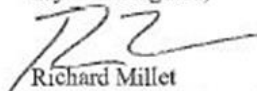
Dear Kristian:

I would like to take this opportunity to commend both you and Looks Great Services for all your diligence and commitment during Hurricane Irene and Hurricane Sandy. Your excellent work and results during Hurricane Irene prompted us to reach out for your services in assisting Nassau County during the massive clean-up efforts of Hurricane Sandy.

Your tireless work ethics coupled with your knowledge in working with the various federal agencies directly contributed to the success of Nassau County's recovery operations. As the magnitude of our recovery operation continued to expand you were able to gather the necessary logistical manpower and equipment to complete the clean-up in a timely fashion.

You worked seamlessly with our senior staff and were available virtually 24/7. You responded to major issues with incisive thinking and common sense recommendations and, as such, became a valued member of the County's management team. From all of us at the Nassau County Public Works and on behalf of the residents of Nassau County we extend our deepest gratitude to you and your company for all its assistance.

My Best Regards,


Richard Millet
Deputy Commissioner Public Works.



**TOWN OF HUNTINGTON
HIGHWAY OFFICE**
30 Rofay Drive
Huntington, New York 11743



*Peter S. Gunther
Superintendent of Highways*

Kristian Agoglia
Looks Great Services
7 Lawrence Hill Road
Huntington, New York 11742

Dear Mr. Agoglia:

The Town of Huntington thanks your firm for the services that were performed for the Town in the aftermath of Superstorm Sandy. By all reports, your firm's critically needed services were timely and satisfactorily performed when few firms were available to assist us in the recovery from the storm. Your diligence in performing the work and documenting it helped in our efforts to obtain reimbursement for these services from FEMA. We will not hesitate to employ your firm's resources in future disaster recoveries as our needs may require.

Regards,

Peter S. Gunther
Superintendent of Highways

Highway Hotline (631) 499-0444
highway@huntingtonny.gov

Phone (631) 351-3075
Fax (631) 499-3512

90-27 Sutphin Boulevard
3 Floor, MC 0335
Jamaica, NY 11435
718.558.4704 - Tel
718.725.2674 - Fax

Patrick A. Nowakowski
President

Dennis L. Mahon
Chief Procurement & Logistics Officer



Long Island Rail Road

February 10, 2015

Mr. Kristian Agoglia
President
Looks Great Services, Inc.
7 Lawrence Hill Rd.
Huntington Village, NY 11743

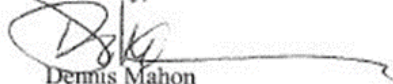
Re: Completion of LIRR Contract No. 130605-GS1-SA-N

Dear Mr. Agoglia:

This will confirm that Looks Great Services, Inc. ("Looks Great") satisfactorily completed the physical work associated with Long Island Rail Road Co. (LIRR) Contract No. 130605-GS1-SA-N, regarding the clean-up and disposal of fallen trees and other debris related to Hurricane Sandy, on or around October 29, 2012. LIRR's full payment of invoices is reflective of this fact.

Should Looks Great seek to perform a contract for LIRR in the future, we will perform a Responsibility Review, as we are mandated to do in all such circumstances. At such time we will consider any administrative, regulatory or other issues that may exist in accordance with established procedure. However, at this time, we are unaware of any certain impediments to future contract awards to Looks Great.

Sincerely,



Dennis Mahon
Chief Procurement Officer

MTA Long Island Rail Road is an agency of the Metropolitan Transportation Authority, State of New York
Thomas F. Prendergast, Chairman and Chief Executive Officer

ITAWAMBA COUNTY
BOARD OF SUPERVISORS

CHARLES HORN
PRESIDENT
District 1

ERIC "TINY" HUGHES
VICE-PRESIDENT
District 4

CECIL IKE JOHNSON
District 2

STEVE MOORE
District 3

RICKY JOHNSON
District 5



201 West Main Street
Post Office Box 776
Fulton, Mississippi 38843

JIM WITT
Chancery Clerk

GARY FRANKS
County Administrator

BO RUSSELL
Board Attorney

662-862-3421
662-862-5600
Fax 662-862-5600

lbyrd@itawambacomms.com

To Whom It May Concern:

On April 28, 2014, the northwestern sector of Itawamba County was struck by a tornado, resulting in widespread property damage in that area. Our roads and right of ways were all in need of clearing. Almost immediately, the Looks Great team was onsite, able to answer any question that we had concerning the debris removal or reimbursement processes. Due to Looks Great Service's expertise, experience and fair price, we felt confident in awarding them the contract to clean up our county's right of ways.

Within hours of winning the bid, Looks Great Services of Mississippi had men and equipment on the ground in the county, ready to work. The Looks Great team was competent, fast, and professional. The team met every challenge that arose throughout the project, be it dealing with high-traffic areas, large stumps, or limited-access roads. Thanks to their unique knowledge of the industry and federal regulations, we were able to clean up all of our roads in a timely fashion, all the while ensuring FEMA compliance. As a result, our reimbursement process has been smooth and prompt.

The tornado that struck Itawamba county brought with it a whirlwind of stress. It was a difficult time for our county, as it would be for any county. However, having Looks Great Services of Mississippi working alongside us every step of the way made the recovery as fast and stress-free as possible. I recommend the Looks Great team to you with my highest confidences.

Sincerely,



Gary Franks, Administrator
Itawamba County

BOARD OF SUPERVISORS
DISTRICT 1
Harry Sanders
President
DISTRICT 2
Bill Brigham
DISTRICT 3
John Holliman
Vice-President
DISTRICT 4
Jeff Smith
DISTRICT 5
Leroy Brooks



LOWNDES COUNTY

BOARD ATTORNEY
Tim Hudson
COUNTY ENGINEER
Robert L. Calvert P.E.
CHANCERY CLERK
Lisa Younger Neese
ADMINISTRATOR
Ralph Billingsley
ROAD MANAGER
Ronnie Burns
CHIEF FINANCIAL OFFICER
Davis W. Basinger, C.P.A.

May 15, 2015

Looks Great Services of Ms, Inc.
259 River Road
Columbia, MS 39429

RE: Letter of Recommendation

To Whom It May Concern:

On April 28, 2014, Lowndes County, MS was impacted by 5 tornados. After a thorough analysis of multiple proposals for debris removal, Lowndes County selected Looks Great Services, Inc.

Looks Great mobilized and started the debris removal immediately. They handled everything in a professional and efficient manner. They worked with us extremely well. If we ever find ourselves in this situation again, Looks Great would be my first choice for debris removal.

Please feel free to contact me if you have any questions.

Regards,


Ralph Billingsley
Lowndes County Administrator

P. O. Box 1364 ★ Columbus, Mississippi 39703 ★ (662) 329-5896 ★ FAX (662) 329-5870

Robert R. Bourne
Mayor

Donna McKenzie
Clerk & Tax
Collector

Lawrence E. Hahn
City Attorney

City of Columbia
201 Second Street
Columbia, Mississippi 39429
Telephone: 601-736-8201

Aldermen

Edward Hough
At-Large

Wendell Hammond
Ward 1

Charyl A. Bourne
Ward 2

Renee' Galloway
Ward 3

Gwendolyn
Hammond
Ward 4

To Whom It May Concern:

On December 23, 2014, a tornado swept through Columbia, Mississippi. It caused substantial damage to our community, as well as multiple fatalities. During this time of crisis, the Looks Great Services team promptly provided emergency help, as well as crucial leadership during the recovery process. The Looks Great team was hands-on throughout the entire recovery process and, within hours of being awarded the bid, had crews on-site, helping our community recover.

The Looks Great team, and their ready supply of local subcontractors, performed their work efficiently, rapidly, and with professionalism. Thanks to their meticulous documentation processes, we had no problems with monitoring activities, and we received a full federal reimbursement. Working with them during this critical time in our community's history helped us overcome this disastrous event with as little lasting impact as possible.

Should your community ever find itself in need of storm relief services, I recommend Looks Great Services of MS to you, with my highest regards.

Sincerely,



Robert Bourne, Mayor
City of Columbia, Mississippi

MARLENE MCKENZIE
Clerk of Board
Chancery Clerk

BOARD MEMBERS

District 5
RICKY PIPKIN
President of Board
P.O. Box 261
Hickory Flat, MS 38633

District 2
JAMES GRIFFIN
Vice-President
236 H. Williams Road
Lamar, MS 38642



BENTON COUNTY BOARD OF SUPERVISORS
P.O. Box 218 Ashland, MS 38603
Telephone 662-224-6300 Fax 662-224-6303

BOARD MEMBERS

District 1
CHRIS SHOUP
P.O. Box 171
Ashland, MS 38603

District 3
JAMES LOWRY
690 Hamilton Road
Falkner, MS 38629

District 4
TOMMY FORTNER
125 Hwy. 4 East
Ashland, MS 38603

Looks Great Service of MS, Inc.
1501 Highway 13 North
Columbia, MS 39429

RE: Letter of Recommendation

March 21, 2016

To Whom It May Concern:

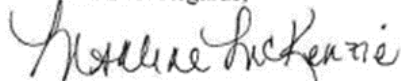
On December 23, 2015, our county suffered widespread damage and loss of life resulting from as EF-4 Tornado.

Due to the amount of damage over the county, the Board unanimously voted to contract the monitoring and removal of debris.

Looks Great Service of MS, Inc., was awarded the contract for debris removal. Kristian Agoglia and his father in law, Don Lucas, were truly a pleasure to work with during the clean-up process. Their firm provided a skilled and efficient service in a professional and timely manner.

We appreciate the service that Mr. Agoglia and this team provided to our county. We would highly recommend Looks Great Service of MS for any storm relief service.

With Best Regards,



Marlene McKenzie
Chancery Clerk/Clerk of the Board of Supervisors

KERH TAYLOR, DIST. 3
President of the Board
191 Kathleen Rd.
Byhalia, MS 38611
(901) 605-9376

CHARLES TERRY, DIST. 1
Vice President of the Board
Post Office Box 5072
Holly Springs, MS 38634
(662) 252-1597

C. W. "CHUCK" THOMAS
Chancery Clerk and Clerk of the Board
P. O. Box 219
Holly Springs, MS 38635
(662) 252-4431

KENT SMITH
Attorney for the Board
P. O. Drawer 849
Holly Springs, MS 38635
(662) 252-3003
(662) 252-3006



Marshall County Board of Supervisors
P. O. Box 219
Holly Springs, Mississippi 38635
Courthouse Fax: (662) 252-0004

EDDIE DASH, DIST. 2
4226 Highway 72 East
Holly Springs, MS 38635
(662) 851-7892

GEORGE ZINN, III, DIST. 4
P. O. Box 252
Holly Springs, MS 38635
(662) 252-5736

RONNIE JOE BERNETT, DIST. 5
5613 Potts Camp Rd.
Potts Camp, MS 38659
(662) 333-7272

LARRY HALL
County Administrator
P. O. Box 219
Holly Springs, MS 38635
(662) 252-7903

March 22, 2016

To whom it may concern:

The Marshall County Board of Supervisors is pleased to recommend Looks Great Services, Inc. for the service of debris removal. They completed the job they were contracted to do in an efficient and timely manner. Also they worked well with local, state and federal officials in completing the task.

If I can be of any further assistance please give me a call.

Respectfully,


Larry Hall
Marshall County Administrator



July 5, 2016

LETTER OF RECOMMENDATION

To Whom It May Concern:

I am pleased to write this Letter of Recommendation for “Looks Great Service”.

In the past year, LGS has cleared over 890 miles of utility power line right-of-way for Walton EMC. It has been my pleasure to work with the crew leader, Juan Fernandez as well as the men on his crew. During the last year, the LGS crews have demonstrated great professionalism and above average skills at tree removal and pruning. Their equipment is up to date and always kept in very good appearance. The crew also demonstrated great professionalism in working with our consumers on a daily basis.

Walton EMC is a customer-owned electric cooperative and we strive to provide the most reliable service to our consumers. In saying this, I would recommend LGS to any utility company in need of a professional and reliable right-of-way company. If you have any questions, feel free to contact me at 770-266-2339.

I look forward to working the LGS in the future,

Sincerely,

Greg Pannell
Right-of-Way Coordinator
Walton EMC, Monroe, GA

VILLAGE HALL
500 NE 87TH ST
EL PORTAL, FL 33138
CHRISTIA ALOU
INTERIM VILLAGE MANAGER



MAYOR CLAUDIA V. CUBILLOS
VICE MAYOR OMARR C. NICKERSON
COUNCILPERSON HAROLD E. MATHIS, JR.
COUNCILPERSON WERNER DREHER
COUNCILPERSON VIMARI ROMAN

October 13, 2017

Looks Great Services, Inc.

RE: Letter of Recommendation

To Whom It May Concern:

1. We strongly recommend Looks Great Services, Inc. to any municipality that requires professional disaster recovery services, especially in the aftermath of hurricanes or other natural disasters.
2. After Hurricane Irma in September 2017, the Village of El Portal, Florida, and its residents needed great assistance with hurricane debris removal, debris hauling, tree-trimming, and other cleanup services—and Looks Great Services, Inc., aptly led by Mr. Kristian Agoglia, delivered on time and under budget!
3. The Looks Great Services, Inc. disaster team assembled very quickly and had trucks and heavy equipment on-site right within the Village almost immediately, which allowed us to render assistance and get life back to normal within days of Hurricane Irma rolling through.
4. Mr. Agoglia's professional team, with the right equipment, at the right place, at the right time, with the right training and attitude, enabled the Village of El Portal to properly take care of our residents and their properties. In short, Looks Great Services, Inc. efforts were second-to-none and were invaluable to this municipality after the devastation caused by Hurricane Irma.
5. Again, on behalf of the entire Village Council, Village Management, and the Village Residents, the Village of El Portal, Florida strongly recommends Looks Great Services, Inc. to any municipality that wants to quickly, professionally, and safely, get life back on track for their community after any natural disaster.

Sincerely,



Mayor Claudia V. Cubillos
(305) 778-4199

Project Understanding & Scenarios

As part of this solicitation, management plans for Event Types are provided in order to describe what actions will be taken. LGS has put in place a Technical Approach and a Debris Management Plan that are applicable to any type of event, no matter the severity. Please refer to the Technical Approach, Debris Management Process Plans and Procedures, Geographic Area Management, Contractor Site Specific Safety and Health Plans, Quality System Management, and Disaster Waste Reduction and Recycling Sections in the following pages for an in-depth explanation of this management plan. The plans mentioned above are included in the Technical Approach and Debris Plan of this proposal and are designed to be adaptable and scalable based on any type of event.

Alerts

LGS will select specific managers to oversee alerts, weather advisories, and other sources of information. When the determination is made that this could potentially impact the City, LGS will commence the following alert activities based on the projected forecast.

Alert 1: Small

Based on a 24-hour to 72-hour forecast for the “Cone of Influence,” the LGS Project Manager assigned to the contract will commence the following:

- ☞ Call the previously identified representative for the City and verifying the contact information
- ☞ Begin notifying and/or activating subcontractors
- ☞ Preparing a project team to deploy to the City to meet the contractor representation requirement
- ☞ Coordinating logistics: including lodging, meals, fuel, medical services, fleet repair services, sanitation services, laundry services, and any other life support services
- ☞ Pre-positioning emergency road clearing crews to a secure area near the City as conditions and requirements dictate

Alert 2: Significant/Catastrophic

This includes all of the same items as described in Alert 1, but is based on a 96-hour to 120-hour forecast.

Spot Jobs – Localized

In this scenario, the Project Manager will begin performing damage assessments with the City’s representatives and monitoring company. The PM will then begin coordinating logistics with the City and landfills. Further, the PM will be determining the number of crews needed to provide removal, hauling, and/or reduction of localized debris. This includes activating local subcontractors for immediate resources as needed. LGS will be assisting government resources as well. For an in-depth breakdown of the debris operations, please see the Debris Management Plan of this proposal.

Small Event

This will entail the same steps as in the Localized event above, but will have the addition of a debris management site. LGS will coordinate with the City a debris site(s) for stockpiling debris that will allow for ideal haul routes, meet federal, state, and local regulations, and provide a layout to unload debris in the most efficient manner. A site management supervisor will be provided to oversee and maintain the site operations. In this scenario, LGS will utilize “zones” for debris removal as mentioned in the Debris Plan. This will allow for organized operations and presence throughout the City simultaneously. Reduction will be completed by way of grinding or burning. In the event there is C&D debris, it will be separated and compacted at the debris site. For an in-depth breakdown of the debris operations, please see the Debris Plan of this proposal.

Significant Event

This includes all of the scope from the previous event types, but will utilize larger scale reduction operations at a designated TDSRS. The PM will help coordinate the location of the debris site. Monitor towers will be placed



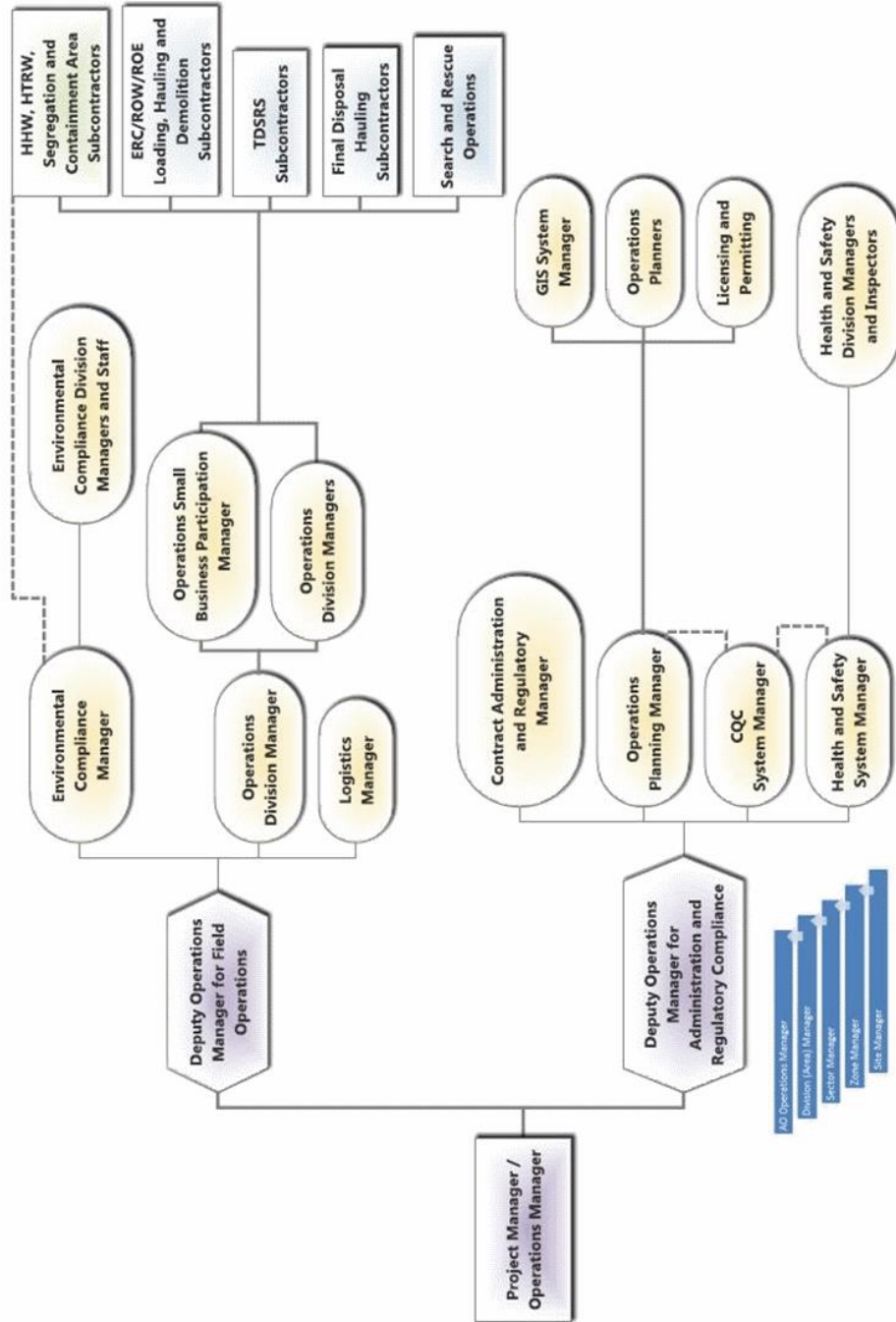
at the entrance and debris site access roads will be maintained to allow for efficient unloading operations. The grinders or incinerators, if used, will be placed in a location to allow for trucks to unload uninterrupted, but allow for debris to be in close proximity to maximize production. Chips will then be stockpiled in a separate area so as not to impede traffic, but be accessible for loading into walking floor trucks to be disposed of accordingly. Ash will be handled in a manner to not be mixed with soils or become airborne. Disposal will be handled in accordance to DEQ regulations. All FEMA, federal, state, and local regulations will be adhered to throughout the process.

Significant/Catastrophic Events

These events include everything from the previous event types, but expand the operations further. Multiple debris sites are possible and will be jointly coordinated. Hauling will be coordinated from Zones and Sectors to each debris site. Hazardous wastes will be separated and contained as per regulations. LGS will provide planning and management of all debris removal operations; including traffic control, recycling, and permitting. LGS will utilize a Project Manager (Sean Hunt) with multiple Assistant Managers to oversee the project.

Technical Approach

Field Organizational Structure



Span of Control is from 3 to 7 subordinates (5 being optimum)

Technical Approach and Methodology

Prior to commencing debris removal operations and within 48 hours, or as required in the Task Order, Looks Great Services of MS, Inc. (LGS) will submit to City of Richwood the Contractor Quality Control and Operations Plans which describe the organizational structure and additional key personnel involved in the cleanup, the technical approach and methodology to be used, site specific operational components, the specific geographical area management, the LGS Site Specific Health and Safety Plan (SSHSP), Accident Prevention Plan (APP), Activity Hazard Analysis (AHAs), a copy of the LGS Quality Control Plan (CQC), and approaches to waste reduction and recycling through Beneficial Re-Use, all specific to the Task Order and Area of Operations (AO). The Plan will indicate where operations will begin and which streets/roads will be cleared during the initial period though submission of a 2, 7- and 14-day plan. Operation locations will be decided upon and in conjunction with the City.

The Contractor Quality Control and Operations Plans will be updated by the LGS Operations Manager and CQC System Manager as necessary and as required by City of Richwood. LGS' final Contractor Quality Control and Operations Plans will include organizational structure and key personnel involved in the cleanup, updated technical approach and methodology to be used, updated site-specific operational components, updated specific geographical area management, updated SSHSP, updated APP, updated AHAs, updated CQC, and updated approaches to waste reduction and recycling through Beneficial Re-Use. The plan will also include continually updated submissions of 2, 7- and 14-day plans, all specific to the Task Order and AO as well as work to be performed by subcontractors, a comprehensive list of subcontractors at each tier, and measures to be taken by LGS and its subcontractors to control hazards associated with services performed, and materials or equipment utilized.

During implementation of services, LGS will attend any and all meetings convened by City of Richwood with respect to the response effort, when directed by the City to do so or otherwise necessary to carry out the work. The KO may/will issue subsequent TOs to mobilize and begin Emergency Road Clearance, Debris Removal from Public Roads, Streets and ROWs and Hauling to Debris Management or Final Disposal Sites, Vegetative Debris Reduction at Debris Management Sites (TDSRS) including site management, Final Disposal of Reduced Chips, Testing of Ash and Disposal at Landfill, Removal of Freon Containing White Goods, Removal of Non-Freon Containing White Goods, construction of an Inspection Tower(s), construction of a Hazardous Waste Containment Area(s), deployment of Household Hazardous Waste Separation and Removal Crew(s), activation of Debris Separation Crew(s), and activation of Search and Rescue Support Crew(s) and /or HTRW Separation Crew(s).

Resource Management and Logistics

LGS utilizes the National Incident Management System (NIMS) wherein we have established systems for describing, inventorying, requesting, and tracking resources. Debris Management and Event Response activities require carefully managed resources (personnel, teams, facilities, equipment and/or supplies) to meet event needs. Utilization of the Radial Form Technology (RaFT) iPad-based database system allows for resource typing, inventorying, organizing and tracking the dispatch, deployment and recovery of resources before, during and after an event.

Resource management should be dynamic in nature in order to support any event and be adaptable to changes. Efficient and effective deployment of resources requires that resource management concepts and principles be used in all phases of Debris Management and Event Response.

The resource management process can be separated into two parts: resource management as an element of preparedness and resource management during an event. The preparedness activities (resource typing, credentialing and inventorying) are conducted on a continual basis to help ensure that resources are ready to be mobilized when called to an event. Resource management during an event is a finite process, as shown in the below figure, with a distinct beginning and ending specific to the needs of the particular event.



Figure 1: Resource Management Cycle

Mobilization of Personnel and Equipment

The number of crews to be deployed and mobilized will be as described below.

If required by City of Richwood as an additional element of the Task Order, during mobilization, LGS will supply and transport all necessary supplies, equipment, materials, and personnel for animal carcass collection and management sites, management of putrefied wastes, vehicle and/or vessel aggregation sites, and build out the improvements to the sites required for operations. LGS will obtain clearance from underground or overhead utilities and from property owners and government entities for each location, including Vegetative and C&D TDSRS. LGS and/or its subcontractors will have equipment and vehicles prepared to mobilize upon the first notification to manage animal carcasses, putrefied wastes or recover vehicles/vessels, should the City task LGS to do so.

LGS responds to events, or threats of an event, by utilizing a phased response approach. Changes in the response and/or activation are triggered by official government watches/warnings and new updates regarding a potential event, or in anticipation of TOs from the City. Descriptions of each phase of response as they would relate to our mobilization for City of Richwood are as follows:

Phase One Response

Although not part of the current RFP, it is important to understand how our entire response system works and is put into practice.

Phase One Response is related to an anticipated or foreseeable event, such as an approaching hurricane that is approximately 72 to 96 hours from potential landfall, notification from NOAA's NWS of a Particularly Dangerous Situation (PDS) forecasting dangerously large tornadoes, or an Extremely Dangerous and Life-Threatening Situation (EDLTS) predicting catastrophic flooding.

At Phase One, the following occurs:

- ☛ The LGS AO (Area of Operations) Operations Manager (OM) will contact the client for the potentially affected area to discuss current emergency planning, potential evacuations, special needs, and to confirm emergency phone contacts.
- ☛ The Phase One telephone calling tree is activated informing the following of activation or potential activation based on the event scenario: LGS Emergency Management Team (EMT), LGS Logistics Management Team (LMT), LGS Contract Administration and Regulatory Team (CART) and pre-identified tier one subcontractors.
- ☛ Any Phase One mobilization will be dependent upon anticipated event requirements, projected event impact, projected geographical area involved, and projected magnitude.
- ☛ Stock levels of necessary corporate management and response supplies are verified and/or supplemented.
- ☛ Work permits, immunizations, and mobility agreements by key employees and subcontractors are verified and/or accomplished.
- ☛ Equipment inventory and mechanical readiness for deployment is verified.

Phase Two Response

Phase Two Response is activated upon notification by the client, either verbally or in writing, to mobilize and deploy a Pre-Execution Planning Team (PPT).

The team will deploy to a location designated by the client, arriving within 24 hours of notification and contact the government point of contact (POC) for the team.

At Phase Two, the following occurs:

- ☛ LGS AO OM will report to the client within 8 hours of notice to proceed, to discuss current emergency planning, plans for conducting initial damage assessment, special needs, and the location of the client/LGS PPT meeting (PPT team elements include but are not limited to AO Operations Manager, Operations Planner, Environmental Health and Safety Manager. Additional members of the Pre-Execution Team may include but are not limited to: CQC System Manager and Administrative Assistants).
- ☛ Corporate Aircraft, as required, both owned or leased by LGS, fixed wing and rotary wing, will be made flight ready and assigned to the PPT for dispatch and mobilization to the AO.
- ☛ The Phase Two telephone calling tree is activated informing the following of activation or potential activation based on the event scenario: LGS EMT, LGS LMT, LGS CART, and pre- identified tier one subcontractors.
- ☛ Work permits, immunizations, and mobility agreements by key employees and subcontractors are verified and copies of cogent records are placed in the EMT deployment packet and securely kept for privacy purposes.
- ☛ Local logistics in the AO are identified and contracted, such as lodging, fuel and other supplies.
- ☛ Local subcontractors in the AO are officially activated.
- ☛ Equipment transportation permits ordered.
- ☛ Equipment staging areas in safe zones with close proximity to the event area are confirmed.

- Upon arrival in the AO, the LGS PPT will function as part of an interagency debris planning team and will provide technical assistance for the following activities:
 - Estimation of debris volumes,
 - Sectoring disaster area for most efficient debris management,
 - Locating temporary debris storage and reduction sites and disposal sites,
 - Determining personnel and equipment resources (crews) required,
 - Performing environmental health and safety evaluations, and
 - Evaluating requirements to implement an automated debris management system.

NOTE: Decision authority remains with the Government. LGS' PPT serves only in an advisory capacity.

Phase Three Response

Phase Three Response is activated upon receipt of an actual Task Order and notice to proceed (NTP) from the client, ordering mobilization, making LGS' response fully operational. This is the phase under which LGS will respond to City of Richwood should we be awarded the contract for which we propose to perform.

At Phase Three the following actions are taken:

- LGS EMT, LGS Management Level Mobile Command and Communications Center (MCC), LGS Support Level MCCs, LGS LMT, LGS CART, LGS CQC, LGS Safety Team (SafeT), LGS Automated Debris Management System (ADMS), LGS Radial Form Technology System (RaFT), all pre-identified tier one subcontractors and all other pre-identified assets (such as bulk fuel suppliers, bulk potable water suppliers, temporary field housing, field kitchens, field showers and latrines, field personnel finance systems (cash advance system/portable ATM, etc.) and other logistics assets, as required, are immediately mobilized and deployed to the AO's designated muster areas for check-in with the PPT for integration into the Geographic Area Management Plan, as well as certification by ADMS.
- LGS Management and Planning Support Team will mobilize and deploy to meet with the LGS PPT, already in situ, to manage overall mobilization, deployment of forces and integration of the Geographical Area Management Plan into LGS CQC/Safety software and hardware, the RaFT system.
- LGS Field Operations Teams (Division [Area], Sector, Zone and Site Managers) deploy to the muster areas.
- LGS will prepare, present, and recommend the Operations Plan (OPS) based on actual on- scene conditions and requirements.
- Immediately upon receipt of a Task Order and NTP for Emergency Road Clearance (ERC), LGS will mobilize 5 (five) ERC Crews within 24 hours of issuance of Task Order notice to proceed, beginning with LGS company resources and local subcontractors, both large and small businesses. Debris is to be cut to a manageable size and stacked (cut and toss) on the rights-of- way for subsequent collection. Debris removal operations will begin subsequent to emergency road clearance as areas become accessible and TDSRS become operational to the point they can receive debris and any required permits are obtained.
- Immediately upon receipt of a Task Order and NTP for Debris Removal (DR) from Public Roads, Streets and ROWs and Hauling to Debris Management or Final Disposal Sites, LGS will mobilize DR crews in accordance with the Task Order in all designated work areas established therein.

- ☼ LGS will provide a minimum of 5 crews to commence debris removal operations within 24 hours of issuance of Task Order notice to proceed. CQC and OPS Plans will be submitted and approved within 3 calendar days of the NTP.
- ☼ LGS will commence mobilization immediately upon issuance of a Task Order and NTP for dumpsite management and/or debris reduction (TDSRS operations). LGS will perform in accordance with the Task Order in all designated work areas established therein. LGS will provide a minimum of one (1) TDSRS crew to commence debris reduction/disposal operations at each site within 24 hours of issuance of Task Order NTP.
- ☼ Additionally, LGS will mobilize Final Disposal of Reduced Chips Crews to each TDSRS as required by the Task Order NTP to commence removal and disposal of reduced chips.
- ☼ Immediately upon receipt of a Task Order NTP, LGS will mobilize specialty debris management crews for each disaster event and each phase of work necessary to meet the production rates and completion dates specified in the Task Order for the following types of operations: Search and Rescue Support Crews, Debris Separation Crews, Crew Packages for Testing of Ash and Disposal at Landfill, Crew Packages for Removal of Freon Containing White Goods, Crew Packages for Removal of Non-Freon Containing White Goods, Crews for the construction and or erections of Inspection Towers, Crews for the construction of Hazardous Waste Containment Areas, Household Hazardous Waste Separation and Removal Crews, HTRW Separation Crews and all ancillary support staff to accomplish the mission.
- ☼ The Phase Three telephone calling tree is activated to activate the Recall of Personnel: All senior management personnel and reservists will be contacted for assignment in accordance with the company Disaster Action Plan and Mobilization Plan. Recall of all other required personnel will be accomplished through the company headquarters office in Huntington, New York using the disaster recall roster. The LGS personnel department will maintain the disaster recall roster of current personnel.
- ☼ LGS equipment transport operators will be instructed what equipment to load, its current location and directions as to its final delivery point. Equipment operators and other key personnel will be instructed to report to their pre-assigned deployment location for briefings, assignment and embarkation to the work area.
- ☼ Equipment Transportation: LGS and fleet equipment Company Accounts over-the-road equipment transports and operators will initially conduct equipment transportation. Additional equipment transportation will be provided, as needed, by over-the-road sub-contracted equipment transporters and operators through standing pre-established agreements.
- ☼ The LGS Safety Officer will conduct a safety briefing and safety equipment compliance check prior to any equipment transport(s) departure to ensure compliance with the Corporate Safety Plan.
- ☼ LGS EMT: LGS' EMT will report to a designated location for tasking and instructions as directed by Task Order NTP. The LGS EMT will determine the most favorable and functional site location(s) in the AO for the LGS Management Level MCC, LGS Support Level MCCs, and other support systems.
- ☼ Personnel Transportation: LGS EMT, LMT, CART, CQC, Safety Team, and ADMS Team, will be air lifted to the AO by company-owned/leased aircraft. Busses, vans, motor homes, car pools and alternate transportation sources as described above will provide transportation for other company personnel. All corporate aircraft, as required, both owned or leased by LGS, fixed wing and rotary wing, will be made flight ready and assigned to the teams for dispatch and mobilization to the AO.

LGS will utilize both Phase Two and Three above, wherein we will have the required number of crews and personnel onsite within 24 hours and operating within 48 hours of notice to proceed. Beyond the guaranteed minimum 5 crews, additional crews will be mobilized and assigned as needed and in consultation with the City.

Debris Management Process Plans and Procedures

Debris Pick-up (Loading at Curbside)

Commencement of Pick-Up

LGS will mobilize within 24 hours of receipt of a Task Order or Notice to Proceed. Debris pick-up will commence within 24 to 48 hours of receipt of a Task Order and Notice to Proceed from the City. Debris operations will commence in an orderly and manageable fashion on streets and roads cleared sufficiently for access as designated by the City of Richwood Task Order(s).

Field Supervisors/Crew Foremen

Project Managers will report to the Senior Project Manager. All LGS Managers will be responsible to ensure work is conducted only in those areas designated by the City. Supervisors will not allow work to commence in additional areas until directed by a City of Richwood Task Order. Supervisors will be responsible for the safety of all personnel and equipment. Supervisors will be responsible for collection of daily personnel and equipment time logs, and their distribution to LGS designated representative with a copy given to City of Richwood's Authorized Representative (AR).

Crew foremen will report to their designated supervisor. Foremen will be responsible to ensure work assignments received from their supervisor are completed to the requirements of the City of Richwood Task Order. Foremen will be responsible for maintaining the daily personnel and equipment time logs.

Equipment

Debris pick-up equipment will include but is not limited to the following:

- ☛ Self-Loaders/Knuckle-boom trucks
- ☛ Rubber tire front end loaders with grapple buckets
- ☛ Rubber tire front end loaders with 4-in-1 buckets
- ☛ Rubber tire backhoes with thumb
- ☛ Haul trucks with attached grapple arms
- ☛ Other specialized equipment (e.g. Bobcat)

The cadre of equipment:

- Is owned or leased
- Is available for movement
- Will be leased in other areas if necessary
- Transportation Plan has been developed

Maintenance/Fuel Vehicles and Personnel

Maintenance/fuel vehicles will be assigned and manned as needed to provide an adequate supply of fuel and to provide all required field maintenance to ensure equipment operations.

Hand Crews

1–2 laborers with sufficient hand tools will accompany each piece of heavy equipment.

Operations

Debris segregation and sorting will be conducted at street/road level to the maximum amount practical and as instructed by the City of Richwood TOs. All debris will be picked up and loaded into haul trucks in a safe and workman-like manner to ensure compliance with the Corporate Safety Plan. Safety will not be compromised and is outlined with specifics in the LGS Safety Plan. All crew foreman and field supervisors will be responsible to ensure a rapid and cost effective as possible operation. Operators, to ensure maximum loading and safe transport of material, will size all vegetative debris with a CR present.

All construction and demolition materials will be sized for heavy equipment to ensure maximum loading and safe transport of materials within EPA and DOT standards. Obvious hazardous materials will be dealt with in

accordance with the City of Richwood Task Order and the Corporate Environmental Protection Plan and in compliance with the Corporate Safety Plan.

Traffic control personnel, with appropriate traffic control safety equipment, will be stationed at each approach point of the work area to maintain traffic control and prevent personal injury to ensure compliance with the Corporate Safety Plan. Additional traffic control personnel will be stationed throughout the area, as needed, to ensure safe operations.

Debris Hauling

Debris hauling may consist of 2 distinct operations as follows:

1. Hauling of unreduced debris from origination point to staging area (Temporary Debris Management Site(s) - TDMS.)
2. Hauling of reduced debris from staging area to final disposal site.

Construction and Demolition Debris:

LGS advises City of Richwood that construction and demolition debris be hauled directly to final disposal site from point of origination. This direct haul method will ensure that all demolition debris is handled in accordance with local, state and federal requirements. The direct haul method is not considered the expeditious operation, it is the industry's best practice to construction and demolition debris as little as possible due to the potentially hazardous nature of the material.

Vegetative Debris:

LGS advises City of Richwood that vegetative debris be hauled to a TDSRS in order to expedite debris removal. It is the operational goal of LGS to complete debris removal services as quickly as possible for the City, in order that they may be able to take advantage of the 60-day window of maximum reimbursement. The TDSRS site will ensure that LGS operations are completed in the shortest amount of time; therefore, reducing direct costs to the City such as monitoring, management, and the need for additional reimbursable assets. This method of operations allows for the most efficient completion of debris removal, which is in the best interest of the health and safety of the public.

Hazardous Leaner and Hanger Removal

Looks Great Services is operationally capable of providing specialized crews that are trained and equipped to remove hazardous leaners from Right-of-Way and any trees containing eligible hangers. These available in-house resources set LGS apart by allowing us to provide ISA Certified Utility Arborist supervised tree crews. Our daily experience in providing vegetation management for utilities allows us to offer these services, thus ensuring a thorough inspection of all affected trees and properly addressing the City's needs and meeting their requirements.

Field Supervisors/Crew Foremen

Field supervisors will report to the senior field supervisor. All field supervisors will ensure that all hauling operations comply with local, state and federal DOT standards in effect at that time and ensure compliance with the Corporate Safety Plan. All supervisors will be responsible to ensure work is conducted only in those areas designated by City of Richwood. Supervisors will not allow work to commence in additional areas until directed by the City's Authorized Representative.

Supervisors will be responsible for the safety of all personnel and equipment. Supervisors will be responsible for collection of daily personnel and equipment time logs, and their distribution to LGS designated representative(s) with a copy given to City of Richwood. Supervisors will be responsible for ensuring accuracy, completing CQC and collecting load/haul tickets and daily load/haul logs from haul truck operators. The supervisor will complete forms.

Crew foremen and project managers will report to their designated supervisor. Foremen will be responsible to ensure work assignments received from their supervisor are completed to the requirements of the City of Richwood Task Order. Foremen will be responsible for maintaining the daily personnel and equipment time logs.

Equipment

Hauling equipment will include, but is not limited to:

- ☛ 16-20 cubic yard dump trucks
- ☛ 21-30 cubic yard dump trucks
- ☛ 30-50 cubic yard tractor trailers
- ☛ 50-75 cubic yard tractor trailers
- ☛ 75-100+ cubic yard tractor trailers
- ☛ Roll-off dumpsters or any other hauling equipment

The cadre of equipment:

- Is owned or leased
- Is available for movement
- Will be leased in other areas if necessary
- Transportation Plan has been developed

Past experience has shown that, for longer haul distances, larger capacity trucks (100 + C/Ys) are more cost effective.

All equipment will be mechanically loaded only and haul truck beds will be equipped with tailgates constructed of materials (i.e. chain-link fence, safety fence, etc.) that will safely contain debris, allow each haul truck to be loaded to its capacity and also allow rapid dumping of debris from the bed. Any haul truck bed that has or will have vertical extensions installed, will comply with the following restrictions:

Haul truck bed extensions will comply with all applicable local, state and federal laws. Bed extensions, when installed, will be located and secured to the front-end, left side and right side of the bed. Bed extensions will not extend beyond 24 inches above the manufacturer's bed height. Bed extensions will be constructed of not less than 2" x 6" lumber placed flush against the manufacturer's bed and each subsequent piece of lumber to withstand loader impact. Lumber will be secured to the manufacturer's bed with angle or channel iron and bolts. Each side extension will be secured with metal brackets and bolts to the front-end extension. All supervisors will utilize the check sheet provided by LGS Safety Officer to ensure all safety equipment is maintained and operable on all debris hauling equipment to ensure compliance with the Corporate Safety Plan.

Past experience has shown that, for longer haul distances, larger capacity trucks (100 + C/Ys) are more cost effective.

All equipment will be mechanically loaded only and haul truck beds will be equipped with tailgates constructed of materials (i.e. chain-link fence, safety fence, etc.) that will safely contain debris, allow each haul truck to be loaded to its capacity and also allow rapid dumping of debris from the bed. Any haul truck bed that has or will have vertical extensions installed, will comply with the following restrictions:

Haul truck bed extensions will comply with all applicable local, state and federal laws. Bed extensions, when installed, will be located and secured to the front-end, left side and right side of the bed. Bed extensions will not extend beyond 24 inches above the manufacturer's bed height. Bed extensions will be constructed of not less than 2" x 6" lumber placed flush against the manufacturer's bed and each subsequent piece of lumber to withstand loader impact. Lumber will be secured to the manufacturer's bed with angle or channel iron and bolts. Each side extension will be secured with metal brackets and bolts to the front-end extension. All supervisors will utilize the check sheet provided by LGS Safety Officer to ensure all safety equipment is maintained and operable on all debris hauling equipment to ensure compliance with the Corporate Safety Plan.

Maintenance/Fuel Vehicles and Personnel

Maintenance/fuel vehicles will be assigned and manned as needed to provide an adequate supply of fuel and to provide all required field maintenance to ensure equipment operations.

Operations

All field supervisors will ensure that all debris-hauling operators are licensed and/or certified to operate required equipment. All debris-hauling operators will be given area maps designating assignment/authorized areas of operations as well as transport routes designated and/or approved by City of Richwood. All debris haul operators will visibly display colored signs provided by LGS and, if applicable, City of Richwood. LGS signs are secured, weather-proof signs will be placed on the driver and passenger doors of the vehicle cab. Any signs provided by the City will be displayed on both sides of the forward most section of the vehicle bed, unless otherwise directed by the City. All signs will be removed from the exterior of the vehicle, at close of business each day and secured by the driver to prevent theft or loss.

Colored paper signs/passes will be displayed in the driver's side windshield of each vehicle. The color of the sign/pass is subject to change, without notice, to ensure quality control measures regarding authority to enter work sites. Each sign/pass will contain the following information: company logo, contract location, the City's name, contract number, truck number, date of issue, supervisor name/signature.

All debris pick-up and haul operators will maintain the numbered debris hauling/transportation documentation/verification form "LGS Debris Transportation". Each form contains directions, which should be followed. All supervisors will be responsible to ensure that all employees utilizing and/or inputting information on the form are procedurally trained. It will be each supervisor's responsibility to maintain a supply of the required number of forms. Forms will be distributed by supervisors/foremen to debris haul operators during debris pick-up operations. All debris haul operators will maintain daily ticket/haul records to be turned into field supervisors, with copies of load tickets at close of business each day.

Reduction and Site Management

Debris Staging

Debris staging sites, TDSRS, will be located, acquired and designated by City of Richwood unless specified otherwise. Construction of TDSRS elements will commence immediately upon receipt of a Task Order and Notice to Proceed from the City. LGS will ensure that TDSRS construction will be accomplished as rapidly as possible, because of the criticality of staging sites to the debris removal process as a whole.

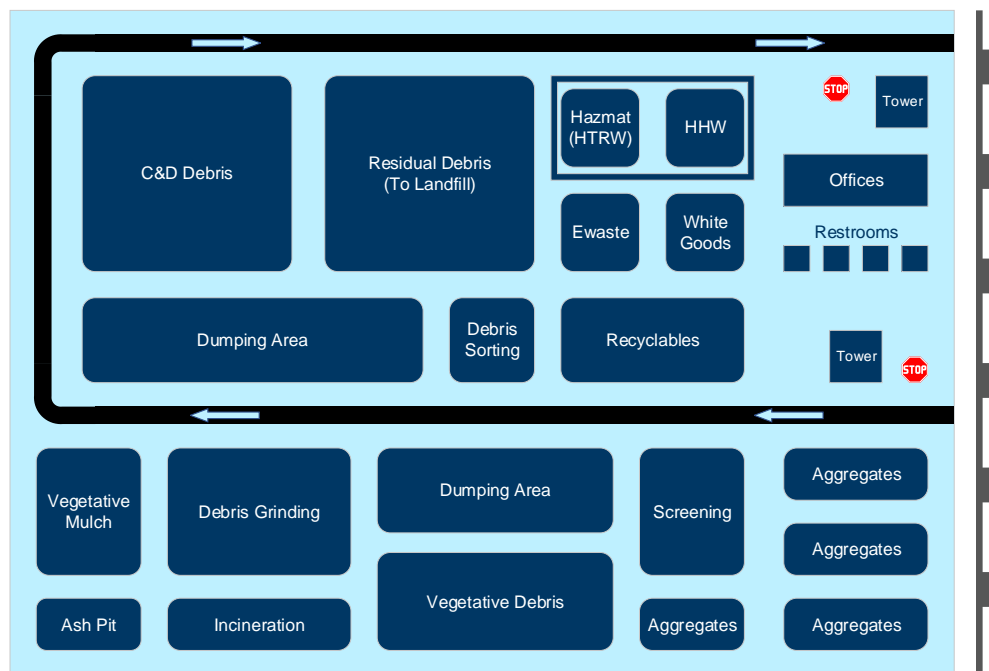


Figure 2: TDSRS Sample Layout

Field Supervisors/Crew Foremen

Field supervisors will report to the senior field supervisor. Debris staging site supervisors (TDSRS Managers) will be responsible for management of all operations of the TDSRS to include site safety, haul load inspection, segregation, traffic control, dumping, reduction, security and remediation. Supervisors will be responsible for the safety of all personnel and equipment to ensure compliance with the Corporate Accident Prevention Plan as part of the Corporate Safety Plan.

LGS Supervisors will be responsible for collection of daily personnel and equipment time logs, and their distribution to LGS designated representative with a copy given to City of Richwood. LGS Supervisors will be responsible for collecting load/haul tickets and daily load/haul logs from haul truck operators. Inspection tower personnel will complete the forms.

Crew foremen will report to their designated supervisor. Foremen will be responsible to ensure work assignments received from their supervisor are completed to the requirements of the City of Richwood Task Order. Foremen will be responsible for maintaining the daily personnel and equipment time logs.

Equipment

Debris staging site equipment may include but is not limited to the following:

- ☼ Excavators with thumb
- ☼ Track type tractors with root rakes
- ☼ Track type tractors with push blade
- ☼ Farm type tractor with box blade
- ☼ Motor grader
- ☼ Rubber tire loader
- ☼ Tub grinder
- ☼ Brush chipper
- ☼ Air curtain burner

All equipment will meet current safety standards.

Maintenance/Fuel Vehicles and Personnel

Maintenance/fuel vehicles will be assigned and manned as needed to provide an adequate supply of fuel to maintain equipment operations. Maintenance/fuel vehicles will be assigned and manned as needed to provide all required field maintenance to ensure equipment operations.

Laborers:

1–2 laborers with specialized hand tools for segregation and separation will accompany each piece of heavy equipment.

Debris Staging Site Key Steps

The following information will be utilized to create a location specific site management plan and site safety plan to accompany this plan.

Site Access

Separate points of ingress and egress should be established if possible. Temporary acceleration and deceleration lanes should be established adjacent to the primary road leading to and from site access points, if approved by City of Richwood and appropriate authority having jurisdiction over primary road right-of-way. All

temporary roads leading to and through the debris staging site should be constructed and maintained for all weather use (i.e. – rock laid roads).

Inspection Towers

Inspection towers will be constructed to facilitate observation and quantification of debris hauled for storage at debris staging sites. No less than two inspection towers will be utilized at each debris staging site. One tower at point of ingress for use by LGS CQC and the City of Richwood QA, one tower at point of egress to ensure all debris hauling trucks are in fact empty upon leaving the site. The egress tower should be manned by at least one representative from the City.



Traffic Controls

Traffic control personnel, with appropriate traffic control safety equipment, will be stationed at the ingress observation tower to maintain vehicular and pedestrian traffic control. Additional traffic control personnel will be stationed throughout the site, as needed, to enforce proper dumping and prevent personal injury to ensure compliance with the Corporate Safety Plan.

Clearing and Grading

Clearing and grading of debris staging sites will be accomplished, to the level required, in accordance with the site management plan and Task Order from the City.

Environmental Protection

LGS' Environmental Protection Plan incorporates such issues as erosion control, hazardous and toxic wastes, dust and smoke control. The Clean Water Act, Storm Water Act, Resource Conservation and Recovery Act, Superfund Amendments and Reauthorization Act and others are incorporated in full by LGS' Environmental Protection Plan. Environmentally sensitive areas (i.e. wetlands, habitat, historical sites) within or in proximity to a debris staging site will be avoided, designated as sensitive, protected, and access restricted to the extent possible from adverse impact. All requirements of pertinent environmental standards will be complied with.

Debris Storage Areas

Debris will be segregated into 5 main areas of concern as follows unless otherwise instructed by City of Richwood:

- ☛ Vegetative debris
 - Vegetative debris will be cleaned of C&D debris to the extent possible to facilitate compliance with requirements for reduction of vegetative debris.
- ☛ Construction and Demolition (C&D) Debris
 - C&D debris will be dampened prior to dumping and periodically as needed, to comply with local, state and federal EPA standards.
- ☛ Recyclable/salvage
 - Recyclable/salvageable materials, including eWastes, will be stock piled in accordance with the City of Richwood Task Order.
- ☛ White goods
 - White goods will be stock piled in accordance with the City of Richwood Task Order.
- ☛ Hazardous and/or toxic wastes (HHW and HTRW)
 - HHW/HTRW will be segregated and stored in a City approved containment area. All site personnel will receive a safety briefing regarding operations involving HHW/HTRW to prevent personal injury and ensure compliance with the Corporate Accident Prevention Plan as part of

the Corporate Safety Plan. HHW/HTRW containment site perimeter will be posted and secured for personnel safety.

Safety Precautions

Water Trucks

The required number of water trucks will be stationed at each debris-staging site. Water trucks will be utilized to reduce the threat of friable materials from C&D debris being released into the atmosphere. Water trucks will be utilized to reduce the threat of fire from all types of debris. If necessary, water trucks will be utilized in fire suppression operations. Water trucks will be utilized to dampen areas, including temporary roadways, to suppress dust from trucks entering and leaving the TDSRS.

Fire Suppression Equipment

Fire extinguishers will be located throughout each debris staging site as required by the site management plan, site safety plan, OSHA requirements and the City of Richwood Task Order. All debris staging site personnel will be trained in incipient fire suppression operations and safety procedures, to include operation of fire extinguishers and water trucks and to ensure compliance with the Corporate Safety Plan.

Debris Segregation

This section discusses the guidelines for debris segregation not already discussed previously in this plan.

Street/road Level Segregation

All foremen will direct debris removal personnel to segregate debris into six areas:

- ☛ Vegetative debris
- ☛ C&D debris
- ☛ Recyclable/salvageable materials
- ☛ White goods
- ☛ HHW
- ☛ eWaste

Segregation of debris at the street/road level will not take precedence over completing street/road debris removal operations in a safe and rapid manner. All personnel conducting debris segregation at the street/road level will receive a safety briefing on potential hazards and injury prevention to ensure compliance with the Corporate Safety Plan.

Debris Segregation at Staging Sites

Staging site supervisors will ensure that all debris haul operators deposit debris in areas designated for the type debris hauled. Debris hauled to staging sites in mixed loads will be segregated by heavy equipment when possible and by hand crew when necessary.

Vegetative debris will be placed into two separate piles:

- ☛ The first pile (pile one) will be the dumping point until a sufficient quantity has been accumulated to commence a continuous reduction operation.
- ☛ Pile two will be started and accumulated until the reduction of the pile one has been completed.
- ☛ At which time, dumping of vegetative debris on pile two will cease and pile one will be replenished. This rotation will continue until the task is completed.
- ☛ All personnel involved in vegetative debris segregation operations will receive a safety briefing for all effected job to ensure compliance with the Corporate Safety Plan.

C&D debris will be placed into one or more piles, as required, to reduce the threat of a fire conflagration until it is reduced or disposed.

LGS will consult with the City, local fire officials and pertinent environmental officials regarding the requirements for stock piling of C&D debris.

White goods will be segregated, as required by the City of Richwood Task Order. White goods will be placed and stored until instructed by the City as to its final disposition.

Salvageable/recyclable materials will be segregated, as required by the City of Richwood Task Order. Salvageable/recyclable materials will be segregated and stored until instructed by the City as to its final disposition.

HHW/HTRW will be segregated and stored in a City approved containment area. All site personnel will receive a safety briefing regarding operations involving HHW/HTRW. The HHW/HTRW containment site perimeter will be posted and secured for personnel safety and to ensure compliance with the Corporate Safety Plan as well as the LGS Corporate Environmental Protection Plan. HTW will be segregated and stored until instructed by the City as to its final disposition.

Please see the diagram below for Debris Accountability.

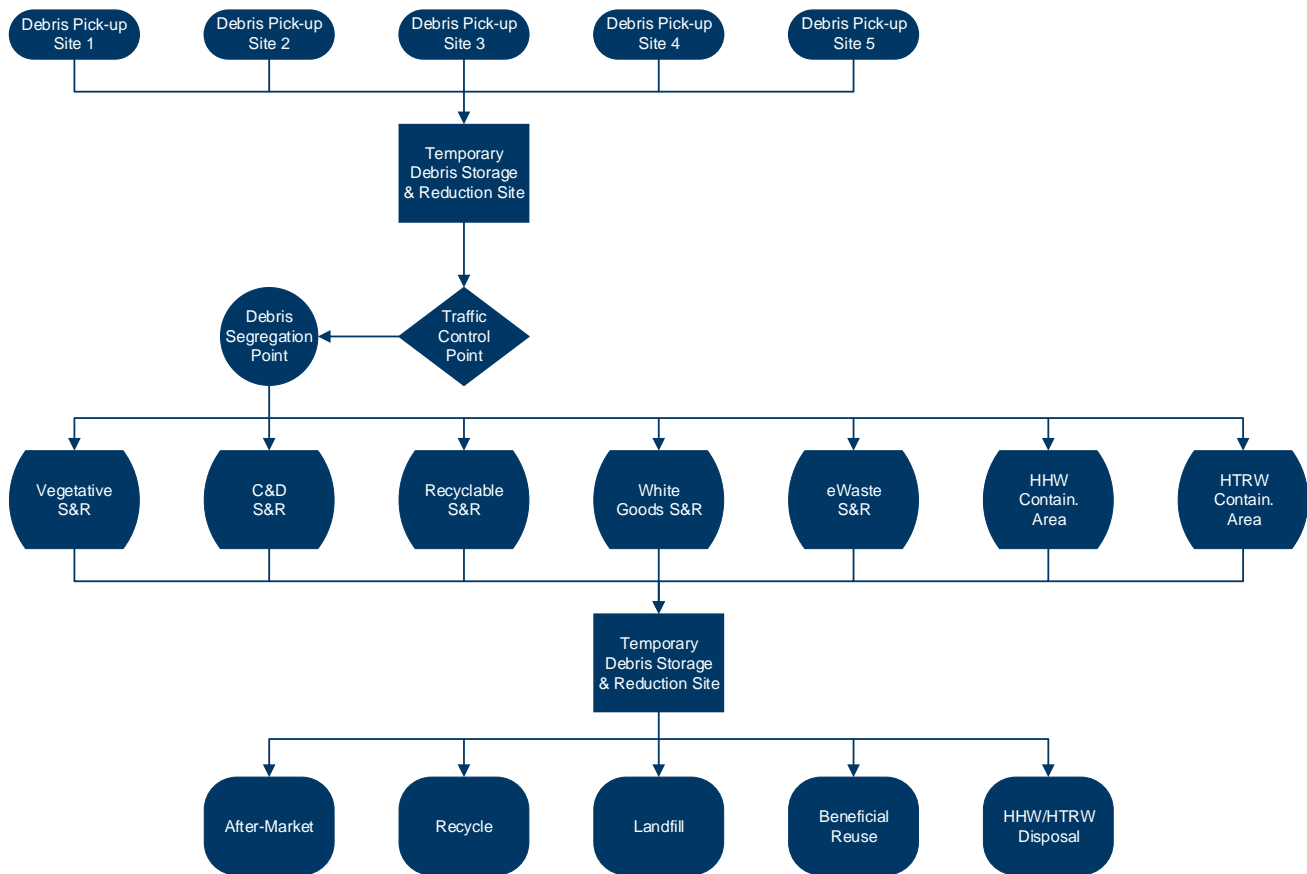


Figure 3: Debris Accountability Flow Chart

Debris Reduction

This section discusses guidelines to be followed during debris reduction operations not already addressed in this plan. If required by a City of Richwood Task Order or Notice-to-Proceed, night operations may be conducted. Night operations will be limited to reduction of debris by burning. Night operations will only be conducted upon

a determination by the LGS Safety Officer and concurrence by City of Richwood, that such operations may be conducted in a safe manner.

Grinding, Chipping and/or Shredding Operations

Grinding, chipping, and/or shredding operations will be accomplished on all vegetative debris not reduced by burning operations. Grinding, chipping, and/or shredding operations are the preferred method of reduction for vegetative debris to accomplish environmental resource conservation through recycle/salvage of wood chips. Although this operation is preferred for environmental purposes, it is also the most time consuming and costly reduction operation due to material handling and haul disposal costs after reduction operations have been accomplished. Grinding, chipping, and/or shredding of C&D materials is prohibited by and within numerous jurisdictions. Grinding, chipping, and/or shredding operations will be accomplished on the type of debris (vegetative and/or C&D) as directed by the City of Richwood Task Order.

Grinding, chipping, and/or shredding of vegetative debris will be accomplished on the piles of vegetative debris as set out below:

- Vegetative debris will be placed into two separate piles.
 - The first pile (pile one) will be the dumping point until a sufficient quantity has been accumulated to commence a continuous reduction operation.
- Pile two will be started and accumulated until the reduction of the pile one has been completed.
 - At which time, dumping of vegetative debris on pile two will cease and pile one will be replenished. This rotation will continue until the task is completed.

All LGS personnel involved in vegetative debris grinding, chipping, and/or shredding operations will receive a safety briefing for all affected job functions.

A track-type tractor with blade or a rubber tire loader will pick-up, and stock pile chips for temporary storage. Chips will be loaded out and hauled to a final disposal site as quickly as possible to reduce the threat of a fire. All appropriate fire protection measures will be established and maintained in accordance with the site management plan, site safety plan and the City of Richwood Task Order. Water trucks will be utilized to reduce the threat of fire from all types of debris. If necessary, water trucks will be utilized in fire suppression operations.

Debris Disposal

Debris disposal is the pre-planned, pre-approved operation of placing debris in approved disposition sites.

Debris disposal operations can be segmented into three distinct operations:

- Haul to and tip at debris disposal site.
- Physical operation of debris disposal site.
- Augmentation of debris disposal site permanent staff and equipment.

Disposal Site(s)

A disposal site may be a dump and/or a landfill owned and operated by private or public sectors.

Non-burnable debris will be disposed only at a dump and/or landfill designated to receive materials other than toxic hazardous waste.

Equipment

Debris disposal hauling equipment will include, but is not limited to:

- 16-30 cubic yard dump truck
- 30-100 cubic yard tractor-trailer or other such haulers as City of Richwood may direct.

Past experience has shown that the farther the haul distance, larger capacity trucks are more effective. All haul truck beds will be equipped with tailgates constructed of materials (i.e. chain-link fence, safety fence, etc.) that will safely contain debris, allow each haul truck to be loaded to its capacity and also allow rapid dumping of debris from the bed.

Any haul truck bed that has or will have vertical extensions installed, will comply with the following restrictions:

- Disposal haul truck bed extensions will comply with all applicable local, state and federal laws.
- Bed extensions, when installed, will be located and secured to the front-end, left side and right side of the bed.
- Bed extensions will not extend beyond 24 inches above the manufacturers bed height. Bed extensions will be constructed of not less than 2"x6" lumber.
- All disposal trucks will be mechanically loaded and pre-measured and accepted by City of Richwood before being utilized in debris removal operations.

Maintenance/Fuel Vehicles and Personnel

Maintenance/fuel vehicles will be assigned and manned as needed to provide an adequate supply of fuel to maintain equipment operations. Maintenance/fuel vehicles will be assigned and manned as needed to provide all required field maintenance to ensure equipment operations.

Safety

All supervisors and/or foremen will utilize the check sheet provided by the assigned LGS Safety Officer to ensure all safety equipment is maintained and operable on all debris disposal hauling equipment and to ensure compliance with the Corporate Safety Plan.

Operations

All field supervisors will ensure that all debris disposal-hauling operators are licensed and/or certified to operate required equipment. All debris disposal operators will be given area maps designating assignment/authorized areas of operations as well as transport routes designated and/or approved by City of Richwood. All debris disposal haul operators will visibly display colored signs provided by LGS and, if applicable, City of Richwood. LGS signs are weather proof signs to be placed on the driver and passenger doors of the vehicle cab. Any signs provided by City of Richwood will be displayed on both sides of the forward most section of the vehicle bed, unless otherwise directed by the City of Richwood Task Order/NTP.

All signs will be removed from the exterior of the vehicle at close of business each day and secured by the driver to prevent theft or loss. Signs will be replaced on the vehicle at the beginning of the workday. Colored paper signs/passes will be displayed in the driver's side windshield of each vehicle. The color of the sign/pass is subject to change, without notice, to ensure quality control measures regarding authority to exit work sites and enter disposal site(s).

All debris disposal haul operators will maintain the numbered debris hauling/transportation documentation/verification form(s). Each form contains directions, which should be followed. All supervisors will be responsible to ensure that all employees utilizing and/or inputting information on the form are procedurally trained. It will be each supervisor's responsibility to maintain a supply of the required number of forms. Forms will be distributed by supervisors/foremen to debris disposal haul operators during loading operations and after completing the applicable sections on the aforementioned documentation forms.

All debris disposal operators will maintain daily ticket/haul records to be turned into field supervisors, with copies of load tickets at close of business each day.

Management of HHW, HTRW, White Goods, E-wastes, Vehicles, Food, Tires, Fuel, and Power Tools

LGS Environmental Experience

LGS has past experience with Hazardous Waste Storage and collection. LGS was contracted to develop a plan to handle household hazardous waste (HHW) collection for the City of Houston during a major flood event. Upon plan approval, LGS mobilized to collect the HHW from all areas of the city. LGS mobilized 85 technicians and all equipment necessary to carry out the plan, which involved approximately 46,000 residential structures. LGS established a collection point and command center to manage the event. Plans were implemented to complete a sweep of all affected areas of the city for the collection of HHW. Crews were equipped within 48 hours and mobilized to the collection area. LGS personnel created grids and mapped the areas for each crew to work on a daily basis. Crews were directed into various areas of the city based on damage and debris recovery activities. Collection crews separated HHW from other debris and staged the segregated items for pick up. The entire affected area of the city was covered in one sweep and HHW was successfully kept out of the landfills used to handle organic debris. Contaminants included cyanides, acids, pesticides, hydrocarbons, hydrocarbon derivatives, bases, etc.

- ☼ White Goods: LGS has successfully completed numerous similar projects and is confident in our ability to perform the scope of work associated with this project. As with projects of this nature, it is essential to understand the health effects of the exposure to bacterial pathogens. Though similar to blood borne pathogens, many bacteria are difficult to visualize and are more easily transmitted through general contact. Often, individuals will fail to recognize the symptoms associated with bacterium exposures and consequently mistreat or mistake the symptoms as that of the common cold. However, individuals who fail to recognize the exposure may experience an extended recovery period and the conditions may actually grow more severe. All personnel that LGS will use in the completion of this project understand the effects of this type of exposure. LGS will evaluate and provide, as required, booster shots to prevent associated disease. (E.g. hepatitis)
- ☼ Health and Safety: LGS takes the health and safety of their employees seriously with a site health and safety plan being developed and approved for each project prior to mobilization. All of LGS' personnel working with hazardous materials have completed at least 40 hours of OSHA- required hazardous waste operations training per 29 CFR 1910.120. LGS has also has a substance abuse policy and program in place, which meets or exceeds Government Requirements.

Household Hazardous Waste (HHW)

Household Hazardous Waste (HHW) is excluded from the definition of Hazardous Waste and therefore does not require the same collection or handling procedures as Hazardous Waste.

Acceptable Materials include, but are not limited to:

- ☼ Batteries
- ☼ Waste Oil
- ☼ Waste Fuels
- ☼ Paint
- ☼ Chemicals
- ☼ Antifreeze
- ☼ Pesticides
- ☼ Spray Cans
- ☼ Unidentified Liquids
- ☼ Household Cleaners

Mobilization and Site Set-Up

Within 8 hours of notification, LGS will mobilize a small strike team to include at least one Supervisor and two Technicians. This team will begin to set up the Staging and Segregation/Collection points. If needed, LGS can provide Media Brochures for educational purposes for residents listing acceptable waste, processes to be used by residents.

Mobilization of Additional Crews

Within 24 hours of notification, LGS will mobilize the segregation and collection crews, based on the size of the project/area crews will be working. This will include setting up grids and mapping for the collection crews. LGS can also provide Media Brochures for residents and or the Media.

Collection Points (To be identified by the KO)

Once the collection points are identified, LGS will set up/staging for the containment areas. The waste will be identified, labeled and segregated for disposal.

A Certified Hazardous Materials Manager (CHMM) will be on site for receiving and segregating wastes, sorting to waste containers in accordance with the waste disposal contract. The CHMM will also make sure all waste containers are properly labeled, the area has warning signs and hours posted, track receipts, maintain a facility log, conduct storage facility inspections, limit access, maintain the site in a clean and orderly condition and have hazardous waste clean-up ready and available at a moment's notice at all times. The on staff CHMM will also make sure that the storage HHW is open seven days a week for a minimum 8 hours per day. LGS will ensure that all regulations are followed.

Personnel will also establish, properly operate, and manage the HHW collections points as needed. Each site will be equipped with the proper safety equipment including a fire extinguisher, eyewash station, and spill response equipment.

Collection of HHW

Crews (1-truck, 2-technicians) will make passes through the affected areas. The crews will be assigned a mapped area in which they will make their sweeps. Once the team has a full load, they will return to the collection sites to off-load materials.

Collection of Other Materials

- ☛ Asbestos Containing Materials: LGS has the ability and licensed personnel to remove, package and dispose of known or suspect asbestos containing materials. If any suspect material is found, LGS has inspectors and certified personnel that can sample, remove, package and dispose of regulated-and non-regulated asbestos containing materials.
- ☛ Hazardous waste, bio hazardous waste or other contaminated waste
- ☛ White goods containing Freon or chlorofluorocarbons (CFCs) (refrigerators, freezers, air conditioners, etc.)
- ☛ Cleaning/Staging White Goods containing Freon or CFCs
- ☛ Removal of Putrefied Foods from Warehouse or Commercial Stores
- ☛ Street Collection of Non-Freon White Goods
- ☛ Residential E-Waste, Small Tools and Equipment

NEPA Compliance

The National Environmental Policy Act (NEPA) establishes national environmental policy and goals for the protection, maintenance, and enhancement of the environment. It also provides a process for the state to implement these goals. LGS will execute operations of its assigned tasks in a manner that will minimize any significant effect to the environment. LGS will provide information to assist in the environmental assessments, analysis, and impact statements required to support City of Richwood disaster recovery operations.

LGS' plan for NEPA compliance includes, but is not limited to the following environmental issues:

Natural Environment

- ☛ Terrestrial Ecology
- ☛ Wetlands and Aquatic Ecosystems
- ☛ Coastal Zone Management
- ☛ Marine Mammals
- ☛ Plants (Natural and Invasive Species)
- ☛ Threatened and Endangered Species

Physical Environment

- ☛ Groundwater
- ☛ Surface water (lakes, streams, rivers)
- ☛ Soils
- ☛ Topography

Human Environment

- ☛ Air quality
- ☛ National Pollutant Discharge Elimination System (NPDES) – Storm water runoff
- ☛ Land use – Zoning
- ☛ Demographics
- ☛ Cultural and historical resources
- ☛ Environmental Liability

Disaster Debris Reduction Methods

LGS, as described above, will follow our BMP in reducing all disaster generated debris to capitalize on the potential for recycling and beneficial reuse. Our team has the specialized equipment and demonstrated capability to manage difficult debris reduction operations.

Recycling of Disaster Generated Debris

LGS will implement our BMP for the diversion of recyclable material generated from events from within the waste stream to the extent possible that does not negatively impact the recovery effort.

The degree of separation and recycling depends on the urgency to clean areas to facilitate the recovery and protect the health and safety of the community. We will consider the following issues in making recommendations to City of Richwood on recycling operations:

- ☛ Quality and quantity of debris.
- ☛ The existence and proximity of local recycling programs available.
- ☛ The availability of wider markets (large quantities may overwhelm local markets) and practical end-uses and the logistics of moving large quantities that may be generated.
- ☛ Politically or practically necessary exigency of the recovery effort on the Government's priority of recycling.
- ☛ Cost associated with the separation and segregation of recyclable materials.

LGS has vast experience in recycling debris and is operationally prepared to do so. Following an event, a key individual is identified on the LGS team (the Recycling and Beneficial Reuse (RBR) Manager) who has the responsibility and authority to:

- ☞ Act as a liaison with the City of Richwood QA/QAS and environmental specialists for compliance with the City of Richwood Environmental Operating Principles to determine a strategy to meet goals and principles of the Resource Recovery Act of 1970 (Public Law 91-512), the Resource Conservation and Recovery Act (RCRA) (42 U.S.C. 6901, et seq) specifically Subtitle D, Section 4001-4010 (Solid Waste Disposal Act) and ISO 14001.
- ☞ Educate employees and subcontractors on the BPM.
- ☞ Determine processes at initial point of contact (curbside segregation) and assist with Public Information Plan.
- ☞ Identify locations and processes at Temporary Debris Storage and Reduction Sites (TDSRS).
- ☞ Identify recycling and beneficial reuse markets both local and outside the AO.

The type and degree of event will dictate the quality and type of recyclable material. The material that may be recycled and its beneficial reuses are:

- ☞ **Asphalt:** Can be recycled to new asphalt pavement or reused as clean fill on or off site if regulations allow.
- ☞ **C & D:** Divert as much as possible from this category with metals being smelted and other materials segregated for recycling or disposal.
- ☞ **Concrete/Aggregate:** Crushed concrete, rubble, masonry can be used as an aggregate for base or fill material. Larger sections of concrete can be used as materials for reefs, to armor shorelines and for bank stabilization for erosion control (Riprap).
- ☞ **Soils and dirt fines:** Screening debris at the TDSRS reduces the amount of fines that would be deposited in landfills and reduce transport and disposal costs. This application may not be practical and may only be done in extreme cases after close coordination with City of Richwood.
- ☞ **E-Waste:** Will be collected separately at the curbside and brought to the TDSRS for packing and labeling in one cubic yard boxes or shrink-wrapped on pallets for transportation to a recycling facility.
- ☞ **Metal:** Recycle by selling scrap to dealer who will smelt the metal for reuse.
- ☞ **Roofing Materials:** Can be used as an aggregate in asphalt pavements. Must be free of asbestos.
- ☞ **White goods:** Separated at the curbside and transported to the TDSRS or direct to metal recyclers. Freon to be extracted and recycled while putrid waste will be removed and disposed of in landfills or compost facilities if available and there are no health risks. White goods to be transported to recycling facility.
- ☞ **Vegetative Material:** Material can be reduced by grinding and chipping. The mulch can be used as a fuel in biomass boilers/cogeneration plants, as a soil enhancement in agricultural applications and commercial resale (composting). Mulch used in agricultural applications must be free of paper, plastics and dirt (ten percent or less contamination). There is a benefit to solely reducing the material as it has a decreased impact on the landfill. The material can also be burned and the ash utilized for soil enhancement in agronomic applications. Further, mulch can be used in land applications as a stabilizer or for erosion control. Additionally, there are emerging technologies that may allow for ethanol production from this material as well.
- ☞ **Tires:** Segregate tires at curbside for transport to TDSRS for storing. Transport bulk to recycling facility for use as material in asphalt, floor tiles, hoses, landscaping material, playground material and countless other applications. Tires can also be used as fuel supplement in waste-to-energy facilities.

The differing waste streams will be segregated at the curbside, residential drop off sites and at a TDSRS. Source segregation is instrumental to avoiding contamination via comingling waste streams and increasing product marketability.

- ☼ Curbside Segregation: The LGS "Picking Up the Pieces" guideline is ideal for educating residents in the different types of debris and how to segregate those at the curbside. LGS has the capability to segregate debris at the curbside. Hand salvaging will yield more recyclable materials, although time required to do so may be more than mechanical sorting. By using specialized trailers with individual bins, HHW can be collected curbside and kept out of the waste stream. Some HHW may be recyclable (e.g. paint, batteries, compressed gas) while other materials have to be disposed of pursuant to local, state and federal law. LGS' teaming partner has years of experience where these were core business processes of the company.
- ☼ Debris Segregation Crews: LGS will deploy Debris Segregation Crews (DSC) to maximize curbside segregation. The crew composition is outlined above. Each DSC will have the tools and PPE/safety to perform these tasks quickly, efficiently, and safely.
- ☼ Residential Drop-off Sites: By providing residents with a drop off site, debris can be more easily segregated with bins and containers for specific materials. This supplements other programs and also reduces transportation expenses while providing pro-active residents the ability to clean up on their schedule. This also tends to enhance public relations by providing residents with alternatives.
- ☼ Sufficient CQC monitors would be stationed at the sites to ensure that only eligible debris would be accepted. LGS will work with City of Richwood and local officials to encourage drop off and first stage segregation of material.
- ☼ TDSRS: Segregating debris at the curbside will significantly improve the overall reduction capability at the TDSRS. By further segregating debris at the TDSRS, resources can be concentrated in the segregation process. The segregation will be performed in a location that is away from the general public and can be customized for expediting this process. Although segregation is more difficult to achieve as the debris has been co-mingled by the time it arrives at the TDSRS certain materials can be recycled prior to ultimate disposal (e.g. ferrous and non-ferrous metals, etc.) Spotters will be used at the TDSRS but only as a last line of defense.

Once the salvageable material has been removed, the remaining debris will be reduced and brought to a landfill for disposal.

To improve the efficiency of source separation and overall recycling success of the mission, LGS will assist City of Richwood with a Public Information campaign utilizing Public Service Announcements (PSA) that encourages residents to properly place and separate debris at the curb for contractor pickup. Following are the anticipated debris categories:

Household Garbage; C&D; Vegetation; HHW; White Goods; Electronics; Unexploded Ordinance; Metals and Other. The PSAs will have subcategories with examples of items to assist the public in understanding how different items are categorized and segregated.

If any collection crews identify unexploded ordinance, ammunition, weapons, or explosives (UXO), they will immediately stop work and notify their CQC Site Manager. The CQC Site Manager will immediately identify the UXO, quarantine the area, remain on site and notify the following authorities:

Bureau of Alcohol, Tobacco, and Firearms (ATF):

- ☼ (800) ATF-GUNS
- ☼ (800) 283-4867

Once the CQC Zone or Sector Manager arrives on site they will release the crew to continue work and stand-by until the authority having jurisdiction (AHJ) arrives.



Asbestos Containing Material (ACM)

Known or suspect asbestos containing material will be segregated from other debris and disposed of by a licensed asbestos contractor. Asbestos containing materials will be disposed of in a landfill licensed to accept and dispose of asbestos containing materials. Materials that should be segregated include but are not necessarily limited to: floor tiles, roofing shingles, linoleum, ceiling tiles, transite (exterior) shingles, concrete or flooring covered with mastic or flooring adhesive, pipe and/or boiler insulation, ceiling and/or wall texture, and stippled or blown on surfacing materials.

Looks Great Services, drawing from our corporate diversity, will apply four decades of aggregate materials handling, solid waste handling and recycling and disaster debris management experience in multiple major disaster declarations to execute the required tasks. We have managed simultaneous operations over large geographical divides in multiple states. Our culture of safety has supported us maintaining an Experience Mod Rating of .76. We will respond, we will execute and we will meet the requirements as defined in this solicitation. We have the letters of recommendation and reputation to prove it.

Geographic Area Management

City of Richwood will be responsible for defining the boundaries of the geographic working area – Area of Operations (AO). This will be defined in the Task Order by identifying the specific area, usually by use of a map. If changes in the AO boundaries are required, the City will be responsible for providing the updates in writing.

LGS' approach to management within the defined AOs will remain consistent regardless of the assignment. The general process of separating a task order AO into smaller operating elements, sectors and sites, for the purposes of managing operations defines geographic area management. These key operating element subdivisions are:



Figure 4: Geographical Area Command Structure

Divisions, Sectoring, Zoning and Sites

After the preliminary damage assessment (PDA), the LGS Operations Manager (OM), in consultation with the LGS CQC System Manager, will coordinate with the City to divide the assigned area into Divisions and Sectors. Divisions are a large geographical subsection of an OA, and Sectors are a geographical subsection of a Division. This management system is dynamic and can be adjusted to meet any size AO. As an example, if a task order was issued for a single county, The Division would be the single county, and a sector may be an incorporated town within that county. Sectors may be further divided into zones using a similar grid system that incorporates neighborhoods, major thoroughfares, waterways, and other natural boundaries within the task area.

In most cases, zone size should correlate conversely to the residential household numbers or population density. This will create, in essence, larger zones in rural areas, medium zones in semi-urban areas, and smaller zones in urban areas. Zones will be designed to split the AO Sector into manageable sizes based on event impact that will generate approximately the same quantity of work to perform (cubic yards of debris, numbers of white goods, roads to perform emergency road clearance, etc.). The intent of this approach is to provide steady production levels and avoid peaks and valleys that would negatively impact the recovery effort by having to continually expand and contract the number of crews, CQC representatives (CQCs), and the City of Richwood representatives (QA/QAS) operating in the field.

Zones will also be arranged in a manner to provide for the shortest hauling distances from all areas. They may be further divided for the purpose of adding additional crews into the area. This process will typically occur if the work load/volume increases in a zone, or as additional crews become available through attrition of work load/volume in other zones.

Division, Sector and Zone maps can be generated using a professional GIS application that will tie in with the ADMS and CQC software. These maps can be produced and distributed to all LGS CQC personnel at all levels, the City of Richwood QA/QAS and field supervisory personnel to ensure systematic and methodical planning as

well as efficient and effective operations. Zone maps will be distributed to Site Managers and crews to ensure compliance with the established Geographic Area Management Plan. These maps will vary in size and scope captured, from large Division maps for overall operational planning to zone and site (street level) maps for distribution to field supervisor and crews performing the work.

Division and Sector Managers

The LGS CQC Division and Sector Manager will have responsibility over all CQC activities within a defined Division or Sector and report to the CQC Division (Area) Manager or Assistant Division (Area) Manager. In addition to the details of duties discussed in the LGS CQC plan and Debris Management Plan, Sector Managers will be responsible for continually collecting information, not only from their own observations, but from all available sources including joint surveys with the City of Richwood QA/QAS personnel, CQC Zone and Site Managers, and/or state and local representatives.

All CQC personnel will be capable of utilizing LGS enhanced management tools to assist in planning and implementation efforts. Similar to the ADMS iPad system, LGS utilizes an iPad-based database and form technology that integrates Sector and Zone maps and can be linked with the ADMS. This technology provides the managers a visual representation in near real time of daily progress or progress analysis over a pre-selected date range. By analyzing the data regarding the type (vegetative, C&D, HTRW, etc.) and concentration (volumetric analysis) of debris in their portion of the AO, Division (Area) Managers and Sector Managers will be able to develop or adjust a geographic area management plan that encompasses the number of crews required, the type of crew package required, where to effectively stage and/or deploy crews, as well as the most advantageous truck routes to utilize. This plan will be updated based on the constantly updated information, priority areas designated by the City of Richwood QA/QAS, local officials from the jurisdiction having authority, or a combination thereof.

As the operation moves forward, Sector Managers will review and track the daily progress of work utilizing the iPad based CQC technology, for compliance with, as well as adaptability and practicality of, the developed geographic management plan. Sector Managers will make changes to the geographical management plan for their sector when necessary to ensure the most efficient and effective use of resources for the highest level of production and safety. Each Sector Manager will be qualified and empowered to make immediate adjustments in the field to prevent any delays, decreased productivity and/or identified safety hazards. The LGS CQC and ADMS systems have the capability to produce in- field real time crew, production and other CQC reports that can be referenced and utilized by Zone and Sector Managers, higher level CQC command and the City QA/QAS to verify and ensure production requirements are being met or if modifications need to be made. These forms and data are accessible by any authorized user both from a web-based server and an on-site server. Having real time access to this information allows each Sector Manager to preplan for the next day's operation and develop more long-term strategies and plans. The CQC Division (Area) Manager will review each of the Sector Manager's plans for, and make any changes necessary to, the Sector Manager's area of responsibility (AOR).

All of LGS' Sector Managers are able to draw from their previous experiences in sector management. Furthermore, our past experience in working with our many clients, including Federal, State and local governments, has vastly helped us to understand that team building is not only vital to the success of recovery missions overall, but an important and integral part of geographic management. The LGS program is built around building a successful team including teaming partners, subcontractors, public officials, and the City of Richwood.

Sector Managers will be engaged with their City counterparts on a daily basis to discuss successes and failures of operations within each sector. It is essential that communications occur at this operational level, especially when finalizing areas for closeout. A Sector Closeout Plan will be developed based on joint surveys conducted by Sector Managers and their City QA/QAS counterparts, and may include any number of officials from authorities having jurisdiction. The LGS debris management system that will be used for this project has been deployed on other projects and has been reviewed as a "best practices" technology by FEMA.

Haul Distance to TDSRS or Final Disposal from Each Sector and Zone

A major influence on debris collection production levels is haul distance. Loads from each sector should be delivered to the closest TDSRS or final disposal location available to receive the particular debris classification

being transported. Production capabilities and the cost to the government are directly proportional to haul distance. Additionally, the overall safety of the operation is also directly proportionate to haul distances. The shorter the haul distances, less than 10-15 miles one way, the more productive the operation, the less costly and the less chance of a safety incident, such as a major accident involving loaded trucks.

Number of Crews in each Sector

Sector Managers have the authority to coordinate, deploy and position crews in each of the zones that make up their individual sector. Dependent upon the required crew package needed for a particular operation, crews will be assigned to a specific zone within a sector. Initially, the numbers and make-up of crew packages will be assigned to each zone with the intention of having all zones completed within a congruent time table. Sector Managers will ensure that each zone's crews complete one pass through the entire zone, in concert with the LGS "Clean as You Go" policy. This will be verified by all CQC Site Managers within each zone prior to beginning a second pass or crews being reassigned to a new zone. Any material placed in the right-of-way of a street or area in which first pass has been completed, will be left for the next pass.

Numbers of crews as well maximum allowable time for debris removal and cleanup will be negotiated at the time the scope of work and geographic area(s) are identified in accordance with (IAW) the solicitation section:

Each of these packages may be considered a "crew". Crews will be accompanied by appropriate safety, and/or traffic control personnel and devices (i.e. flagmen, cones, signage, PPE, air monitoring equipment, testing equipment, and other ancillary equipment) as necessary and required. Each piece of equipment/vehicle listed will be operated by a qualified equipment/vehicle operator. Multiple Crew packages will be required and the make-up of specific crew packages will be dependent upon the operational requirements of the sector or zone, actual conditions resulting from an event, local contractor's available equipment, and direction from City of Richwood.

LGS will provide a minimum of 5 crews to commence debris removal operations within 24 hours of issuance of a task order notice to proceed. Examples of different crew packages for Debris Removal from Public Roads, Streets and ROWs and Hauling to Debris Management or Final Disposal Sites are as follows:

- ☛ Self-Loading Grapple truck (1 each)
- ☛ Self-Loading Grapple truck (1 each), skid steer loader (1 each)
- ☛ Knuckle boom loader (1 each), dump trucks (3-5* each)
- ☛ Front End Loader (1 each), end dumps (3-5* each)
- ☛ Tracked Excavator (1 each), end dumps (3-5* each)



*Depending on haul distances and truck capacity.

LGS may provide a minimum of 1 crew to commence Vegetative Debris Reduction at Debris Management Sites Operations including site management, at each site within 24 hours of issuance of task order notice to proceed should the City determine this operational aspect is required. A typical crew package consists of the following:

- ☛ 1 each – CQC Site Manager (minimum 2 if 24-hour operations are necessary)
- ☛ 1 each – Rubber tire loader - JD 544 or equivalent (may require multiples)
- ☛ 1 each – Track hoe - JD 210 w/thumb or equivalent (may require multiples)
- ☛ 1 each – Dozer - CAT D6 or equivalent (may require multiples)
- ☛ 1 each – Tub or Horizontal Grinder, Shredder (may require multiples) or
- ☛ 2 each – Laborers (traffic control/flagmen)

Upon issuance of a Task Order and NTP, LGS may mobilize the required number of the following types of crew packages (typical crew packages shown, actual package may vary as stated above) for the following types of crews to the AO:

Debris Separation Crews (should LGS determine that manual segregation is required)

A typical crew package consists of the following:

- ☛ Laborers (2 each)
- ☛ Chain saw operator with saw (1 each)
- ☛ Skid steer loader with operator and implements (1 each)
- ☛ Equipment Transport (1 each)
- ☛ Crew transportation vehicle (1 each)

Removal of Freon Containing White Goods (should LGS determine that this operation is required)

Examples of different crew packages:

- ☛ Self-Loading Grapple truck (1 each), or
- ☛ Flat bed/stack bed trailer w/truck (1 each), Skid steer with forks (1 each), and Laborer (1 each)
- ☛ Licensed Freon Recovery Specialist with equipment (1 each)

Removal of Non-Freon Containing White Goods

Examples of different crew packages:

- ☛ Self-Loading Grapple truck (1 each), or
- ☛ Flat Bed/Stake Bed Trailer w/Truck (1 each), Skid steer with forks (1 each), and Laborer (1 each)

Household Hazardous Waste Separation and Removal Crew (should LGS determine that this operation is required)

Examples of different crew packages:

Street Level Segregation

- ☛ CQC Site Manager
- ☛ HHW Response Trailer w/Truck containing appropriate HHW segregation containers (overpack drums, sealable buckets, 1 CY lined boxes, etc.), proper HHW PPE, monitoring equipment, spill containment equipment, specialty tools and other safety equipment such as eye wash station, decontamination equipment and supplies, etc. (1 each)
- ☛ Certified HAZWOPER Trained Personnel (4 each)
- ☛ Skid steer with transport truck, if required (1 each)



TDSRS Segregation: (should LGS determine that this operation is required)

- ☛ CQC Site Manager
- ☛ HHW Response Trailer w/Truck containing appropriate HHW segregation containers (overpack drums, sealable buckets, 1 CY lined boxes, Etc.), proper HHW PPE, monitoring equipment, spill containment equipment, specialty tools and other safety equipment such as eye wash station, etc. (1 each)
- ☛ Certified HAZWOPER Trained Personnel (8 each)
- ☛ Site Specific Safety Officer (1 each)
- ☛ Skid steer with transport truck (1 each)

- ☛ Trackhoe JD 120 or equivalent w/ thumb to separate material from potential HHW (1 each)

HTRW Separation Crew (should LGS determine that this operation is required)

A typical crew package consists of the following:

- ☛ Qualified CQC Site Manager to oversee operations
- ☛ HTRW Response Trailer w/Truck containing appropriate HTRW segregation containers (overpack drums, sealable buckets, 1 CY lined boxes, Etc.), proper HTRW PPE, monitoring equipment, radiological detection equipment, dosimeters, spill containment equipment, specialty tools and other safety equipment such as eye wash station, decontamination equipment and supplies, etc. (1 each)
- ☛ Certified HAZWOPER/HTRW Trained Personnel (8 each)
- ☛ Site Specific Safety Officer (1 each)
- ☛ Skid steer with transport truck, if required (1 each)

LGS has comprised a team of experts in all facets of the debris management process. Specialized work such as household hazardous waste removal, asbestos removal and search and rescue, requires specialty training, experience in the field and knowledgeable managers. Our subcontractor, Contaminant Control, Inc. (CCI) has worked with Looks Great Services staff on multiple operations. CCI has handled projects from anthrax containment to large-scale household hazardous waste debris management. Our team has the capabilities to respond to, assess and mitigate even the most hazardous conditions.

Contractor Site Specific Safety and Health Plans, Accident Prevention Plans, and Safety Manual

LGS has a current comprehensive safety manual to support our corporate safety program. LGS updated our company Site Specific Safety and Health Plan (Accident Prevention Plan/Safety Assurance Policy and Procedure Manual) in the early Spring of 2013 after contracting with the USACE NAD/New York District Debris RFO for Hurricane Sandy. Using the most recent edition of EM 385-1-1, the following is a summary of our complete Site-Specific Safety and Health Plan, a template suitable for project customization and deliverable to the City of Richwood within three (3) days after receipt of Notice to Proceed. While referred to as a template, our APP/Safety Assurance Plan is a working and active program for the company. Selected excerpts from LGS' 122-page APP/Safety Assurance Plan starts in section 3.4.1, much of the outline has been included for topical review, given proposal space limitations. LGS works to create a "safety culture" in our company. Every employee is empowered to stop a task where there is a risk of severe injury or death. Safety training and pre-task safety orientation are essential elements of the LGS safety program.

Accident Prevention Program

(Refer to contract clause entitled, "Accident Prevention" (FAR 52.236-13).) Within three (3) days after receipt of Notice of Award of the contract task order, four copies of the Accident Prevention Program will be submitted to the Contracting Officer for review and acceptance.

Before initiation of work on the task order, a site specific, Accident Prevention Plan (APP) with appropriate appendices written in English by the Prime Contractor for the specific work and hazards of the contract task order, and implementing in detail the pertinent requirements of the most recent edition of EM 385-1-1 will be reviewed and found acceptable by the Government

Designated Authority (GDA)

APPs will be developed and submitted by LGS in the formats provided in the most recent edition of EM 385- 1-1. The APP will address each of the elements/sub-elements in the outline contained in the order that they are provided in the manual. If by the nature of the work an item is not applicable, LGS will state and provide a justification for why that element/sub-element is not applicable.

The APP will be developed by qualified personnel and will be signed in accordance with EM 385-1-1. LGS will be responsible for documenting the qualified person's credentials. The APP will be job-specific and will include work to be performed by subcontractors and measures to be taken by LGS to control hazards associated with materials, services, or equipment provided by suppliers.

LGS will not commence physical work at the site until the program has been accepted by the Contracting Officer, or his/her authorized representative.

Accident Investigations and Reporting

Refer to EM 385-1-1, Section 01.D. Accidents will be investigated and reports completed by the immediate supervisor of the employee(s) involved and reported to the Contracting Officer or his/her representative immediately and the accident report submitted on ENG Form 3394 within one working day after the accident occurs. All data reported must be complete, timely and accurate. A follow-up report will be submitted when the estimated lost time days differs from the actual lost time days.

Our accident investigation procedures require immediate reporting to our corporate HR manager. In the absence of the HR manager, our Corporate COO would be contacted. Each vehicle operating on a Looks Great Services project has a note book with required documentation that must be filled out at the accident scene and provided to our corporate office. If it happens to be an accident with injury, the HR Director or their designee will immediately deploy to the accident scene to investigate and fill out the required documentation. This is corporate policy.

The Looks Great Services safety responsibilities encompass all project activities including those of subcontractors. Requirements of the Looks Great Services Safety System include this Accident Prevention Plan, Activity Hazard Analyses, site specific hazard plans, safety policies, procedures, the requirements of EM 385-1-1, rules, standards, safe work practices, as well as federal/state/OSHA requirements and other pertinent safety and health regulations. The LGS objective, through our safety management, training, and execution is to create a “safety culture” in the company. Our safety record indicates our success. For the purpose of enhancing deployment of the Looks Great Services Safety System in subcontractor organizations, Site Safety and Health Officer ensures that each subcontractor:

- ☛ Assigns all employees and personnel with the all the safety qualification requirements, responsibilities and authority as Looks Great Services employees.
- ☛ Complies with the training requirements.
- ☛ At the time of mobilization, provides a list of the Supervisors names and contact numbers. This list will be kept current and provide phone numbers where the Supervisors can be reached 24 hours a day, 7 days a week for emergency purposes.
- ☛ Receives a site specific operational and safety brief before starting work at the site.

The subcontractor may not delegate project-related safety responsibilities to any other organization.

Safety Management Manual Table of Contents (Selected Excerpts)

1. Safety System Management and Responsibilities

1.1 Looks Great Services Safety Policy

It is the policy of Looks Great Services to abide by all of the safety standards of the Corps of Engineers, including those outlined in EM 385-1-1 Safety and Health Requirements Manual, OSHA regulations, and as described in this Accident Prevention Plan. Public and personal safety will be a top priority during the course of work under this contract. All employees will be trained and equipped to work in a safe and healthful manner, and will comply with all safety and security requirements.

In carrying out our commitment to safety:

- ☛ Every employee is indoctrinated into the Looks Great Services Safety System through training on the Looks Great Services Safety System, Safety Policies, and procedures.
- ☛ Each project has an Accident Prevention Plan that addresses site-specific conditions and hazards. We prepare an activity hazard analysis for every phase of work.
- ☛ We systematically reinforce safety during the project through ongoing training and heightened awareness of hazards.
- ☛ Every employee has the responsibility and authority to stop work should they discover an unsafe condition. Employees will not be reprimanded for stopping work.
- ☛ We closely monitor safety through every phase of work. Should problems be found, we correct them and act to prevent recurrences. A system of incentives and disciplinary action reinforces adherence to safe work practices.

1.2 Safety Responsibilities

1.3 Safety System Performance Measures

1.4 Exceptions

2. Project Accident Prevention Plan

2.2 Accident Prevention Plan Preparation

Before project work begins, the Site Safety and Health Officer prepare an Accident Plan for the project. The Site Safety and Health Officer submits the APP to the customer for approval. Work on the project may not proceed until the customer approves the APP.

- 2.5 Statement of Safety and Health Policy - Policies reflect an unqualified commitment to safe execution of all projects, large and small, by LGS.
- 2.6 Responsibilities and Lines of Authorities - Authority and responsibility is clearly defined and enforced through safety reviews and evaluations and leader performance evaluations.
- 2.7 Subcontractors and Suppliers
- 2.8 Training - Continues training from corporate to job site to include pre-task training for every job.
- 2.9 Safety and Health Inspections
- 2.10 Accident Reporting - LGS requires prompt reporting investigation and analysis of reportable and lost time accidents.

3. Contract Safety Specifications

3.2 Contract Technical Specifications

The Operations Manager obtains contract technical specifications from the customer. For each specific contract, The Site Safety and Health Officer identifies supplemental technical specifications on the Project Accident Prevention Plan when they are not otherwise specified by the contract or the approved drawings. Operations Managers have job site access to contract technical specifications for the activities they supervise. All Looks Great Services activities comply with the contract technical specifications. We create an integrated safety management program to ensure client concern and issues are included in the contractual work.

- 3.3 Contract Safety Submittals
- 3.4 Contract Safety Review and Approval

The President conducts customer contract reviews to ensure that:

- ☼ Customer requirements and specifications are complete
- ☼ Looks Great Services has the capability to deliver the completed project in the time allotted
- ☼ Customer requirements and specifications are compatible with the relevant regulations, Looks Great Services safety standards, and Safety System requirements

Before work begins, the President makes sure that all contract requirements are clearly understood, all discrepancies are resolved, and all requirements are agreed upon. Once these requirements are met, the President signs the contract.

4. Project-Specific Safety Standards

- 4.2 Regulatory Codes and Industry Standards - Every job is evaluated for industry, regulatory, federal, state and local standards.
- 4.3 Safety Credential Requirements - The Site Safety and Health Officer defines safety-related credentials for each project job position that affects safety including:
 - ☼ Required training
 - ☼ Required certifications
 - ☼ Required experience

- 4.4 Project Risk Assessment – A project risk assessment is completed for every job, from major project to job site level, including each feature of work.
- 4.5 Identification of Safety Controlled Features of Work – Safety issues are eliminated and become part of the product assessment.
- 4.6 Activity Hazard Analysis – objective, clear-eyed, thorough hazard analysis is an essential element of the LGS safety program.
- 4.7 Identification of Applicable Safety Risk Management Plans - Safety risk management is a cultural feature of our work plan and is incorporated in our work execution plans.
- 4.8 Looks Great Services Safety Standards – LGS safety standards are clear, are trained to, and are an inherent part of the LGS work process.
- 4.9 Application of Multiple Sources of Specifications – LGS tailors the safety requirements to the job to ensure that every safety element is an integral part of every task.

5. Project Purchasing

The Site Safety and Health Officer defines safety-related credentials for each project feature of work (FOW) that affects safety including required:

- ☼ Organization and personnel licenses
- ☼ Personnel training
- ☼ Organization and personnel certifications
- ☼ Organization and personnel experience

Required Capabilities

- ☼ Senior person designated as Site Safety and Health Officer
- ☼ Knowledge of Company safety standards
- ☼ Demonstrated capability to complete work to Company safety standards
- ☼ Demonstrated skills and knowledge
- ☼ Demonstrated experience
- ☼ Demonstrated results
- ☼ Effective self-inspection process
- ☼ Access to codes, standards and product instructions
- ☼ Equipment availability
- ☼ Production capacity
- ☼ Demonstrated results

For critical components, the Site Safety and Health Officer determines if a source safety inspection is necessary to validate supplier safety and delivery capabilities.

6. Process Controls

- 6.2 Pre-construction and Safety Control Coordination Meeting
- 6.3 Preparatory Project Safety Planning

In preparation for the start of an upcoming feature of work, the Operations Manager reviews an integrated and coordinated set of documents that collectively define safety standards for the feature of work including:

- ☼ Objectives and acceptance criteria of the FOW

- ☼ Safety standards that apply to the FOW
- ☼ Work instructions, process steps, and product installation instructions that apply to the FOW
- ☼ Submittals
- ☼ Tools and equipment necessary to perform the work
- ☼ License, certification, or other qualification requirements of personnel assigned to work
- ☼ Required safety records of the process and resulting product
- ☼ The subcontractor contracted to perform the work, if applicable
- ☼ Customer contract requirements
- ☼ Required safety inspections
- ☼ Location of safety system records and documents

- 6.4 Weekly Safety Planning and Coordination Meetings
- 6.5 Process Control Safety Standards
- 6.6 Daily Safety Control Report
- 6.7 Monthly Safety Report
- 6.8 Man-hour Exposure Report

When a man-hour exposure report is required by the Safety Manual section 2.10.3 Project Safety Records Plan, the Site Safety and Health Officer records a monthly status report as specified in Standard Operating Procedure 6.8 Man-hour Exposure Report.

7. Inspections

- 7.2 Inspection acceptance criteria
- 7.3 Required Safety Inspections

A series of safety inspections are required for each feature of work. A feature of work may be executed multiple times in a project, in which case a series of safety inspections are required for each execution of the feature of work. Each safety inspection is identified on the safety inspection plan referenced in section 2.9 Safety and Health Inspections. The Site Safety and Health Officer ensures that safety inspections that apply to a specific project are clearly identified. Inspections for a project include:

- ☼ Customer required safety inspections as specified by the contract, contract technical specifications, contract drawings, and approved submittals.
- ☼ Inspection of each feature of work identified in section 2.4.1 Identification of Safety Controlled Feature of Work. Inspections of each feature of work includes:
 - Preparatory Site Inspection (Section 6.3.2)
 - Material safety inspection (Section 7.3.1)
 - Work in process safety inspections (Section 7.3.3)
 - Hold points for customer safety inspection (Section 7.4)
 - Additional safety inspections necessary to assure safety results.
 - A project closeout safety inspection (Section 7.7)

- 7.4 Hold Points for Customer Safety Inspection
- 7.5 Safety Inspection Specifications



- 7.6 Safety Inspection Records
- 7.7 Project Completion and Closeout Inspection

- 8. Accident Reporting, Nonconformance and Corrective Actions
 - 8.2 Accident Reporting
 - 8.3 Immediate Action Notification
 - 8.4 Log of Work-related Accidents and Injuries
 - 8.5 Nonconformance
 - 8.6 Corrective Actions

- 9. Preventive Actions
 - 9.2 Identify Preventive Actions for Improvement
 - 9.3 Train Preventive Actions for Improvement

- 10. Safety System Audits
 - 10.2 Project Safety System Audit
 - 10.3 Company-wide Safety System Audit

- 11. Record and Document Controls
 - 11.2 Safety System Policy and Procedure Requirements
 - 11.3 Records Control
 - 11.4 Document Control

Forms created for reports, tracking, monthly inspections, AHAs, OSHA reporting, exposure reporting, etc. have been drafted and included in our RaFT system. Previously LGS submitted and was approved to utilize our redeveloped APP/Safety Assurance Plan and the forms therein by the City of Richwood on projects completed in New York after Hurricane Sandy. All EM 385-1-1 elements required were incorporated into our plan, and can be customized, clarified, and updated as directed on review. LGS' priority is a daily commitment to safety of the pu

Quality System Management and Responsibilities

System of Personal Quality Accountability

3.5.1. Overview

Responsibilities for quality are specified not only for compliance with policies and procedures but also so that decisions are based on principles that ensure quality. Documented responsibilities ensure that expected behaviors are communicated throughout the company rather than left to discretionary interpretation. Every necessary action is taken to ensure that the quality program is not a “process” but is, instead, focused on delivery of quality service for the client.

3.5.2. Looks Great Services, Inc. Quality Policy

Quality is everyone's responsibility. LGS senior leadership holds everyone in the organization personally accountable for adhering to the LGS Quality System policies and procedures. The LGS Quality Policy describes the LGS commitment to quality and reinforces compliance with the Quality System. LGS senior leadership communicates the Quality Policy message throughout the company so that all employees understand their respective quality responsibilities. LGS senior leadership reviews the LGS Quality Policy with all employees at least annually. LGS ensures the LGS Quality Policy is distributed to all employees and is posted in all offices. Responsibility for the CQC program extends from the President down through every organizational element

3.5.3. Quality Duties, Responsibilities, and Line of Authority

President: Quality Duties, Responsibilities, and Authority

While everyone is responsible for quality, the President is the one person in the company ultimately responsible for quality. Regardless of other duties, quality responsibilities of the President include:

- ☛ Ensuring each employee understands his/her quality responsibilities as well as LGS quality policies
- ☛ Establishing company quality policies and objectives
- ☛ Conducting management reviews of the LGS Quality System
- ☛ Ensuring the availability of necessary resources and information for effective operation of the Quality System
- ☛ Demonstrating commitment to the LGS Quality System and its integrity
- ☛ Ensuring achievement of LGS quality objectives
- ☛ Continuously improving the Quality System

CQC System Manager: Quality Duties, Qualifications, Responsibilities, and Authority

The CQC System Manager is responsible for ensuring the overall effectiveness of the Quality System for a specific project. Regardless of other duties, the CQC System Manager is responsible for:

- ☛ Planning project quality controls required by the LGS Quality Systems and contract requirements
- ☛ Fully implementing all provisions of the LGS Quality System and related documents on the project.
- ☛ Overall management the operation of the LGS CQC Plan on the project.
- ☛ Implementing and managing all phases of quality control
- ☛ Communicating project-specific quality requirements to all affected departments, subcontractors and suppliers, employees and customers
- ☛ Ensuring that the CQC Plan is established and implemented by persons doing work that impacts quality

- ☛ Monitoring progress of activities
- ☛ Ensuring that the Quality System is maintained
- ☛ Acting as the project quality liaison with parties outside the company on matters relating to quality
- ☛ Reporting to senior management on performance of the CQC Plan, including needed improvements
- ☛ Review and approval of all project CQC Plan records
- ☛ Review and approval of project quality-related contract submittals
- ☛ Managing all project inspection and quality control activities
- ☛ Controlling and managing corrective actions
- ☛ Resolving quality nonconformance issues
- ☛ Ensuring ongoing training activities are being addressed during weekly safety and CQC tailgate meetings with the workforce by Area, Sector, Zone and Site Managers
- ☛ Providing daily CQC Reports to the Contracting Officer (City of Richwood KO). Daily reports will be submitted electronically, or in hard copy, to the KO no later than 0700 on the following day, with each report addressing the full 24-hour period of removal, reduction, and disposal operations.

The CQC System Manager has the authority to:

- ☛ Act in all CQC Plan matters for LGS
- ☛ Stop work when continuing work may adversely affect quality or cover up a defect
- ☛ Prevent the use of materials that may adversely affect quality or cover up a defect
- ☛ To direct the removal and replacement of any non-conforming work or material by LGS, any subcontractor, or any supplier.
- ☛ Suspend work and/or supply of materials by any staff member, subcontractor personnel, or supplier as deemed necessary to assure quality results.

Alternate CQC System Managers acting in the role of the project CQC System Manager have the same quality duties, responsibilities and authority as the project CQC System Manager. An alternate for all CQC System Managers will be named. Qualifications for appointment as LGS' CQC System Manager (or alternate) include a minimum of three years' experience in debris removal with a focus on quality control operations.

CQC Area (Division) Manager: Quality Duties, Qualifications, Responsibilities, and Authority

The CQC Area Manager is the one person responsible for management of a specific state, county or group of sectors depending on the size of an event as defined in the Geographical Area Management Plan. The CQC Area Manager will report to the CQC System Manager and will be responsible for all CQC activities within the assigned area. Regardless of other duties, the CQC Area Manager is responsible for:

- ☛ Demonstrating commitment to the LGS Quality System and its integrity
- ☛ Ensuring achievement of project quality objectives
- ☛ Providing adequate resources for effective operation of the CQC Plan on the project
- ☛ Ensuring that each design employee understands his or her quality responsibilities as well as LGS quality policies
- ☛ Ensuring that each project employee understands his or her quality responsibilities as well as LGS quality policies
- ☛ Conducting management reviews of the CQC Plan
- ☛ Ensuring the availability of necessary resources and information for effective operation of the CQC Plan

- Managing safety briefings and updates, as well as providing LGS quality control updates to the area workforce during weekly tailgate meetings.

The CQC Area Manager has authority to:

- Stop work when continuing work adversely affects quality or covers up a defect
- Prevent the use of materials that would adversely affect quality or cover up a defect
- Suspend work and/or supply of materials by any staff member, subcontractor personnel, or supplier as deemed necessary to assure quality results.

Alternate CQC Area Managers acting in the role of the project CQC Area Manager have the same quality duties, responsibilities and authority as the project CQC Area Manager. An alternate for all CQC Area Managers must be named. Qualifications for appointment as LGS' CQC Area Manager (or alternate) include a minimum of two years' experience in debris removal with a focus on quality control operations.

CQC Sector and Zone Managers: Quality Duties, Responsibilities, and Authority

CQC Sector and Zone Managers verify that work performed by subcontractors and suppliers and LGS work crews conforms to LGS quality standards. The President appoints one or more CQC Sector or Zone Managers for each project. The CQC Sector and Zone Managers will have responsibility over all CQC activities within a defined Sector or Zone. Sector Managers report to the Area Manager. Zone Managers report to the Sector Manager.

CQC Sector and Zone Managers have specific responsibilities for:

- Ensuring that work meets government regulatory and code requirements, customer requirements, contract requirements, contract technical specifications, contract drawings, approved contract submittals, and company quality standards and specifications
- Ensuring that subcontractors and suppliers begin work in accordance with LGS start-work policies
- Ensuring that subcontractors and suppliers receive a notice to work only when conditions will not adversely affect quality results
- Conducting Sector or Zone quality inspections, tests, and recording findings on the RaFT System
- Accurately assessing subcontractor quality and on-time performance
- Ensuring that quality standards are achieved before approving subcontractor or work crew completion of work
- Managing Sector or Zone safety updates and briefings, as well as LGS quality control progress reviews, with workforce at weekly tailgate meetings

The CQC Sector and Zone Managers have the authority to:

- Stop work when continuing work may adversely affect quality or cover up a defect
- Prevent the use of materials that may adversely affect quality
- Direct the removal or replacement of any non-conforming work or material
- Suspend work and/or supply of materials as deemed necessary to assure quality results.

Alternate CQC Sector and Zone Managers have the same quality duties, responsibilities and authority as the CQC Sector or Zone Manager. Multiple CQC Sector and Zone Managers may be assigned to the project.

CQC Site Manager

A CQC Site Manager verifies work performed by subcontractors and suppliers and LGS work crews conforms to LGS quality standards. The President appoints one or more CQC Site Managers for each site. The CQC Site Manager may be located at a disposal site, reduction site, curbside separation site, debris loading site, a demolition site, or other sites that require CQC. The CQC Site Manager is someone at the site location that is normally required to be there, but has added CQC responsibilities. The CQC Site Manager is responsible for all CQC activities at their site location including reporting via the RaFT System. CQC Site Managers must complete separate, specialized training for debris loading, separation, reduction, and disposal sites, and those dealing with Household Hazardous Waste (HHW), and Hazardous, Toxic, and Radiological Waste (HTRW) activities.

A CQC Site Manager has specific responsibilities for:

- ☛ Ensuring that work meets government regulatory and code requirements, customer requirements, contract requirements, contract technical specifications, contract drawings, approved contract submittals, and company quality standards and specifications
- ☛ Ensuring that subcontractors and suppliers begin work in accordance with LGS start-work policies
- ☛ Ensuring that subcontractors and suppliers receive a notice to work only when conditions will not adversely affect quality results
- ☛ Conducting quality inspections, tests, and recording findings
- ☛ Accurately assessing subcontractor quality and on-time performance
- ☛ Ensuring that quality standards are achieved before approving subcontractor or work crew completion of work
- ☛ Manage site safety meetings and briefings, as well as LGS quality control progress, with site workforce during weekly tailgate meetings.

The CQC Site Manager has the authority to:

- ☛ Stop work when continuing work may adversely affect quality or cover up a defect
- ☛ Prevent the use of materials that may adversely affect quality
- ☛ Direct the removal or replacement of any non-conforming work or material
- ☛ Suspend work and/or supply of materials as deemed necessary to assure quality results.

Alternate CQC Site Managers have the same quality duties, responsibilities and authority as the CQC Site Managers. Multiple CQC Site Managers may be assigned to the project.

All Employees: Quality Duties, Responsibilities, and Authority

All employees have quality responsibilities, all employees will be educated on what CQC means in the context of the project and their individual responsibility ensuring delivery of quality service. It will be clear that these responsibilities include:

- ☛ Conformance to project quality requirements
- ☛ Compliance with the project quality plan
- ☛ Meeting or exceeding all applicable regulations, codes, industry standards, and manufacturer specifications as well as meeting or exceeding our customers' contract and individual requirements.
- ☛ Fully implementing and complying with all provisions of the LGS Quality Manual.

The LGS CQC employee education and orientation will ensure that all employees understand that they have the authority to:

- ☛ Stop work when continuing work may adversely affect quality or cover up a defect

- Prevent the use of materials that may adversely affect quality.

Specialized CQC Personnel

In addition to CQC Personnel specified elsewhere in the contract, LGS will provide as part of the CQC organization specialized personnel to assist the CQC System Manager for the following areas: separation, removal, and disposal of household hazardous waste (HHW), and Hazardous, Toxic, and Radiological Waste (HTRW) activities and/or biological wastes when these materials are present. These individuals may be employees of the prime or subcontractor, will be responsible to the CQC System Manager, and will be physically present at the debris removal, reduction, and disposal operations site during work on their areas of responsibility. These individuals may perform other duties but must be allowed sufficient time to perform their assigned quality control duties as described in the Quality Control Plan.

LGS has established relationships with specialists in HHW and HTRW response. As part of our CQC plan, LGS encourages, and has in past operations, requested co-locating at TDSRS sites with the US EPA, state and local regulators and their contractors to foster solid working relationships and access to decision makers which enables best value for addressing issues of paramount importance. Specialized CQC Personnel must participate, and often assist in training, the workforce and CQC personnel assigned to dealing with Household Hazardous Waste (HHW), and Hazardous, Toxic, and Radiological Waste (HTRW) activities.

Quality System Performance Measures

Company-wide quality performance measures evaluate the effectiveness of the Quality System. The following indicators are the primary measures of quality performance:

- Number of customer correction items identified at the project closeout quality inspection
- Customer satisfaction feedback.

At least annually, senior managers evaluate LGS quality performance and set improvement goals. CQC performance will be reviewed monthly in the review and analysis of project performance by the senior leadership of LGS.

Customer Satisfaction Performance Measures

LGS will seek out feedback after project completion on whether customer quality expectations are being met, and to what extent. The President analyzes customer satisfaction data to determine opportunities for improvement and address any items of customer dissatisfaction. CQC performance assessments will be a key element in the frequent liaison and assessment with City of Richwood operating personnel and other stakeholders.

Exceptions; Noncompliance Issues

Exceptions to the LGS CQC Plan and customer contract requirements are tightly controlled:

- Exceptions to compliance to contract specifications are approved only by the customer and the CQC System Manager.
- Exceptions to the LGS Quality System not specified by contract requirements are approved only by the LGS President or the senior CQC System Manager.

Exceptions are recorded in memoranda, change orders (Section 3.4.6 Change Order), or otherwise clearly documented.

CQC Plan Noncompliance issues are of paramount importance as payment for any period of noncompliance can be reduced under the contract. LGS recognizes and understands that if the City of Richwood Quality Assurance (QA) program determines LGS is in noncompliance with the accepted CQC Plan and contract requirements for CQC, the Government may/will reduce LGS' payment for the period of nonconformance in

accordance with the contract's performance based contracting pay table. Furthermore, we recognize and understand that the Government may require removal of key CQC personnel, resubmittal of the LGS CQC Plan, and an additional mutual understanding meeting with LGS to establish and implement corrective measures deemed necessary to bring the LGS CQC program back into contract compliance. Excellence in execution is a pivot point in the relationship with City of Richwood. The CQC program must and will reflect the excellent performance that LGS will deliver because we have a comprehensive and outstanding process and a superb CQC training and management program.

Debris Eligibility Criteria

The LGS Quality Control Plan enforces the guidelines for debris eligibility established in FEMA 321, FEMA 322, FEMA 325, FEMA 327, FEMA 329, FEMA 9500 Series Policy Publications, DHS OIG-11-40, or as defined and directed in a specific Task Order and Notice to Proceed. Generally, this means full FEMA compliance. The CQC System Manager will work closely with the City of Richwood QA/QAS teams to ensure that all work is compliant and all documentation is properly obtained and documented to the client, as required by the contract.

While Quality Control is the duty of each employee, one member of each crew is trained and specifically assigned the responsibility as CQC Site Manager for properly determining eligibility of debris and by what authority debris is eligible for removal. Every pile of debris collected is required to be evaluated as part of LGS' CQC Plan. By automating LGS' CQC Plan with the RaFT System, LGS is able to provide unmatched service and documentation to the debris collection process. In addition, deploying the RaFT System for CQC Plan compliance provides real time automation to the quality control process. This enables LGS to immediately address questions remotely, based on photographic evidence uploaded in real time to our servers for web access by LGS CQC Managers and the City of Richwood QA/QAS. To accomplish this, the RaFT System is integrated into a web-based server platform and iPad field data input system.

Each crew will have iPads operated by the CQC Site Manager that transmits each entry in real time when cell phone service has been restored. When cell phone service is not restored, we are able to upload each CQC Site Manager's entries daily to provide an optimal performance from our CQC Plan when the iPads are within close proximity of the LGS Management Level Mobile Command and Communications Center (MCC), or any Support Level MCC.

Benefits include quick review of "judgment calls" made in the field. LGS is capable of not only discussing by cell phone, but also reviewing photographs to assist our crews and CQC Site Managers in making the right decision the first time, each and every time, in real time. In addition, LGS is able to provide immediate review potential for the City of Richwood QA/QAS personnel to also remotely respond to questions that arise. This gives our CQC Plan a real time application. It also provides LGS with an opportunity to relay details of decisions made by the City of Richwood QA/QAS personnel in real time across the entire Area of Operations (AO) for consistent application of decisions and directives. By implementing the RaFT System, LGS can ensure performance of debris removal, reduction, demolition, and disposal that complies with FEMA and contract requirements.

Documentation

LGS will maintain daily current records providing factual evidence that required quality control activities have been performed via the RaFT System as well as hard copies. These records will include the work of subcontractors and suppliers. Records will be on an acceptable form that includes, as a minimum, the following:

- ☛ LGS/Subcontractor and their area of responsibility
- ☛ Operating plant/equipment with hours worked, idle, or down for repair
- ☛ Work performed each day, giving location, description, and by whom
- ☛ Test and/or control activities performed with results of such identified
- ☛ Quantity of materials received at each site with statement as to the disposition of these materials (i.e. Hauled, reduced, recycled, landfilled, etc.)

- ☞ Job safety evaluations based on activity hazard analyses, stating what was checked, results, and instructions or corrective actions taken
- ☞ Instructions given/received and conflicts with approved plans and/or specifications

These records will include a list of subcontractors working on the project; the number of personnel working; weather conditions encountered; and any delays encountered. The original and one copy of these records in report form will be furnished to the Government daily, except that reports need not be submitted for days on which no work is performed

Reports will be signed and dated by the CQC System Manager. Daily reports will be submitted to the KO no later than 0700 on the following day. Each report will address the full 24 hour period of removal, reduction, and disposal operations.

3.5.4. CQC Plan Deliverables

LGS will deliver within three (3) days after receipt of Notice to Proceed our CQC Plan in detail as outlined in the solicitation. Prior to acceptance, LGS President and appointed CQC Area Managers, CQC Sector Managers, CQC Zone Managers, CQC Site Managers and all CQC Specialized Personnel will join in a Coordination Meeting with the City of Richwood QA staff and the KO to reach mutual understanding regarding any details. Any changes after LGS' CQC plan is delivered will require to notify the KO in writing and be subject to approval.

Details to be addressed in deliverables include Identifying CQC personnel, identifying CQC procedures, and identifying control methods. At a minimum, deliverables will include:

- ☞ A complete description of the quality control organization, including an organization chart showing lines of authority. This will include appropriate LGS points of contact for the CQC System Manager and the Area, Sector, Zone and Site managers. It will also include name, qualifications, duties, responsibilities, and authorities of each person assigned a CQC function. This will include qualifications in resume format for the CQC System Manager, and all Area and Sector Managers. Proof of training for Zone and Site Managers will be submitted to the Contracting Officer.
- ☞ A copy of the letter to the CQC System Manager signed by the President of LGS which describes the responsibilities and delegates sufficient authorities to adequately perform the functions of the CQC System Manager, including authority to stop work which is not in compliance with the contract. The CQC System Manager will issue letters of direction to all other various quality control representatives outlining duties, authorities, and responsibilities. Copies of these letters will also be furnished to City of Richwood.
- ☞ Safety: The safety section of the CQC Plan will address worker protection, equipment safety, trimming of loads, flagmen, work zone safety and traffic control.
- ☞ Debris Eligibility: The debris eligibility section will address what debris is eligible for removal versus what should not be removed. A protocol will be provided for obtaining decisions on questionable debris.
- ☞ Separation/Handling of Curbside Debris: This section will provide guidance on curbside debris separation and removal concerning HHW, white goods, e-waste, and other materials as tasked.
- ☞ Proper Loading/Unloading of Trucks: This section will provide instructions on properly loading trucks to ensure full loads, ensure mixed debris loads are kept to a minimum, ensure tailgates are secure and placards are clearly displayed, Freon systems in the white goods remain intact, and extension boards on the dump bodies are maintained according to specifications. Trucks using TDSRS sites will be inspected to assure loads are fully dumped.
- ☞ Tracking of Hourly Rate Task: This section will outline in detail the appropriate procedures and forms required to track and account for equipment hours, equipment down-time, and man hours. The procedures will be in accordance with the contract scope and must be approved by the government prior to use. The government and LGS will reconcile hours documented at the end of each day.
- ☞ Private Property Debris Removal: This section will explain the requirements that must be in place prior to removing debris from private property and define personal property and how it will be handled. This section will include guidance on stumps, hanging limbs, and leaning trees if tasked.

- ☛ Demolition: This section will explain the requirements that must be in place prior to performing structure demolition on private property or public property. This section will also define personal property and how it will be handled along with other special items of interest as defined by specific task orders.
- ☛ Daily reports: This section will address reporting procedures, including proposed reporting formats and schedule for submission of the daily summary reports that capture the main activities of the day. The reports will include the CQC notes documenting the activities monitored each day. For example; activity description and locations, times of inspections, problems with safety, total number of trucks loaded, total number of loads and quantities hauled to reduction/disposal sites, quantity of debris reduction, number of subcontractors working, incidents of contract non-compliance, and corrective actions, if any, will be reported.
- ☛ Training Materials: The LGS developed training materials will be submitted with the CQC Plan for review and comment by the Government. LGS will schedule and provide within three (3) days of receipt of Notice to Proceed a one-day training session for all CQC personnel, Government Area and Resident Engineers, and QA Supervisors. Additional training sessions will be scheduled and conducted when required by task order.

LGS will update the CQC Plan and submit for Government approval with each addition of a major scope element to ensure compliance with task order provisions. The update will be submitted within 48 hours of issuance of the new task order or a contract change that necessitates a change to the CQC plan.

3.5.5. Physical Identification of CQC Personnel in the Field





LGS' CQC personnel performing quality control functions in the field will be easily identified visually. At a minimum, the letters "Q" and "C" will be displayed on the back of the hard hat with two, two-inch-high, black capital letters. LGS may elect to utilize other means of visual identification in addition to the letters on approval by the Area Engineer and inclusion in the CQC Plan.

Disaster Debris Waste Reduction and Recycling Strategy

Recycling and Reuse

Disaster debris waste reduction and recycling are key and essential components of disaster response operations. The volume of disaster debris can quickly overwhelm the logistics of quickly moving and disposing of the materials. LGS is organized and fully equipped to deal with ferrous and non-ferrous metal debris, soil, construction and demolition material, composting material, and hazardous materials. LGS has extensive and comprehensive experience in waste management as shown in our past performance supporting disaster events. Our teaming agreement scopes of work show the exceptional breadth and depth of the LGS team's capability to manage and execute recycling and reuse operations.

Recycling and reuse strategies involve diverting material from the disposal stream and reusing it. The recycling and reuse of disaster debris is most often limited to metals, soils, and construction and demolition debris. Recycling and reuse debris types are described below.

- ☞ **Metals:** Most nonferrous and ferrous metal debris is suitable for recycling. Metal maulers and shredders can be used to shred automobiles, trailer frames, trailer parts, appliances, building materials and other metal items. Ferrous and nonferrous metals are separated using an electromagnet and then sold to metal recycling firms. 
- ☞ **Soil:** Soil can be combined with other organic materials that will decompose over time. This procedure produces significant amounts of material, which can be sold, recycled back into the agricultural community, or stored onsite to be used as cover when the site is returned to its pre-incident state. In agricultural areas where chemical fertilizers are used heavily, recovered soil may be too contaminated for use on residential or existing agricultural land. Jurisdictions should consult with their local health department to establish what monitoring and testing is necessary to ensure that soil is not contaminated with chemicals. If the soil is not suitable for agricultural or residential use, it may ultimately need to be disposed of at a permitted landfill. 
- ☞ **Construction and Demolition:** Concrete, asphalt, and masonry products can be crushed and used as base material for certain road construction products, or as trench backfill. Debris targeted for base materials needs to meet certain size specifications as determined by the end user. Clean wood products used in construction can also be chipped or ground and used as mulch or hog fuel. 
- ☞ **Composting:** Composting is the controlled decomposition of organic materials, such as leaves, grass, wood, and food scraps, by microorganisms. The result of this decomposition process is compost – a crumbly, earthy smelling, soil-like material. Yard trimmings and food scraps make up about 25 percent of the waste generated in the average household; composting can greatly reduce the amount of waste that ends up in landfills or incinerators. A section of DMSs should be reserved to receive compost material after a disaster. Composting can be used not only for backyard garden soil additives, farmlands, highways, and other landscaping projects, they can also be put to many innovative uses. Jurisdictions using composting to reduce organic material need to be aware of, and prepared to mitigate, several hazards, which include spontaneous combustion of piles and vector control for rodents. 

Volume Reduction Methods

LGS will employ the full range of options and capabilities to quickly, efficiently, and effectively reduce the volume of debris waste material. The methods employed will include chipping, grinding and/or shredding and incineration.

Volume reduction methods reduce the volume of disaster debris (including vegetative debris, construction demolition debris, plastics, rubber, and metals) to decrease impact on disposal facilities or create opportunities to reuse debris. Descriptions of volume reduction methods are as follows:

➤ **Chipping, Grinding and/or Shredding:** Effective chipping, grinding and/or shredding can reduce the waste volume by up to 75 percent. We have assembled the team, the equipment and capability to process material in large volumes immediately upon issue of the NTP. LGS has an organic capability based on our past performance and experience in disaster recovery at the federal, state, and local level as shown in our past performance. In addition to our own capabilities, we have outstanding small business subcontractors who will support the LGS team in chipping, grinding and/or shredding the debris that is suitable for this method. We have the equipment that can be quickly moved to the operational area to facilitate volume reduction. The equipment includes several high-quality, modern pieces of volume reduction equipment. In addition, we will put preexisting contracting in place to lease or buy additional equipment if necessary to support operations. We will work with City of Richwood, stakeholders, and potential users and purchasers of the reduced material in disposing of it quickly and cost-effectively for recycling and reuse applications. The benefit of using a reduction method can be increased by identifying alternate uses for the residual material. The ability to use recycled wood chips as mulch for agricultural purposes, fuel for industrial heating, or in a cogeneration power plant helps to offset the cost of the reduction operations. Jurisdictions using chipping, grinding and/or shredding to reduce the volume of vegetative debris must be careful to ensure that contaminants such as plastics, soils, rocks, and special wastes are not present in the vegetative debris after processing. LGS has state of the art technology to separate contaminants from vegetative debris to produce a clean product for beneficial reuse. Care must also be taken when reducing construction and demolition debris to ensure that it does not contain hazardous materials, such as asbestos or lead.



Vegetative Mulching - MS Tornadoes 2017

➤ **Incineration:** Air curtain pit incineration, portable incinerators, and controlled incineration in rural areas are all methods for reducing disaster debris. The decision to use incineration as a reduction strategy for some types of debris would be made by the Clean Air Regulatory Agency. We will use all appropriate incineration options upon approval by City of Richwood and local authorities. LGS has extensive experience in all types of incineration. We understand the risk, the techniques to reduce the risk, and critical need to work with City of Richwood and local authorities. But, we understand that incineration, when properly employed, can be a valuable tool in reducing the volume of debris and restoring public safety and health in disaster areas. It is a process we have used extensively and effectively in disaster management operations. Potential incineration methods include: Hog Fuel Incinerators, Air Curtain Pit Incineration, Pre-permitted Portable Incinerators and Rural Controlled Incineration.



Open Air Incineration – Katrina 2005

Problem Waste Processing and Disposal

Problem waste, such as pathogenic waste; white goods; household hazardous waste; or biological or nuclear waste, requires additional handling before it can be processed or disposed of and will vary depending on the type and scope of the debris-causing incident. During debris processing, problem waste should be removed and stored in a secure location until it can be disposed of properly. Because of their prevalence during debris-causing incidents, several types of waste warrant further discussion:

- Household Hazardous Waste (HHW): HHW has been prevalent during past disaster debris causing incidents. Task Order specific strategies need to be developed to collect and store HHW during disaster debris operations. The actual approach and methodology for handling HHW, HTRW and other specialized wastes are located in Section 3.2 of this proposal.
- White Goods: White goods (including refrigerators) are commonly discarded after debris-causing incidents because they no longer function or as a result of extended power outages that cause their contents to decompose. Refrigerators are often processed in groups to remove the refrigerant along with any food waste, before being recycled.
- Electronic Waste (E-waste): E-waste may contain a variety of potentially toxic chemicals, including heavy metals and polychlorinated biphenyls (PCBs). EPA has specifically classified cathode ray tube (CRT) monitors as hazardous waste, and other electronic components may also qualify. Whenever possible, E-waste should be separated from other waste and recycled by an e-waste processor.
- Treated Wood: Treated wood includes different types of building material, including telephone poles, railroad ties, fence posts, and wood used to construct docks. Care needs to be taken to ensure treated wood is not chipped, shredded, mulched, composted, incinerated, or disposed of in unlined landfills during processing and disposal.
- Gypsum Drywall: When gypsum deteriorates in landfills it can create hydrogen sulfide gas, which poses an explosion and inhalation hazard. Large amounts of drywall are often created during storms and floods. Landfill managers must be aware of this and implement the proper precautions. If possible, gypsum drywall should be recycled rather than disposed of in a landfill.
- Asbestos: Regulations for asbestos handling are well established by several different local, state, and federal agencies, including Ecology and the Clean Air Regulatory Agencies. After a major debris-causing incident, asbestos inspections may not be possible prior to demolition, resulting in an increased risk to public health. Jurisdictions should work with the Clean Air Regulatory Agency and local public health agencies to ensure waste that possibly contains asbestos is properly handled and disposed of.
- Human Waste: Following a disaster that disables water, sewer, or septic systems, citizens may have human waste stored in containers that requires disposal. This is considered biohazardous waste that cannot be included in the debris stream. Close cooperation is necessary between emergency managers, local public health officials, and utility personnel to properly collect and dispose of this waste.



Whenever possible, jurisdictions should attempt to segregate hazardous substances from the waste stream as early in processing as possible in order to prevent contamination of larger amounts of waste. Jurisdictions undergoing any cleanup effort that includes hazardous waste should consult with their local hazardous waste staff, public health officials, and EPA to ensure the protection of public health.

Debris Sorting and Diversion

When establishing and operating debris management and neighborhood collection sites the site manager is responsible for ensuring appropriate staff are available to monitor debris and ensure debris are sorted into appropriate categories for recycling, reuse, special waste processing, and disposal.

Effective sorting and diversion begin at the point of pickup in neighborhoods and communities. LGS will work with the stakeholders to educate residents who are affected to encourage sorting, when possible, at the point of origin. LGS has established the organization and capability to mobilize quickly with tools, equipment and PPE to begin the sorting and diversion process immediately upon issue of the NTP. This will ensure immediate positive benefits to the affected communities and reduce the risk of health-threatening pathogens, vermin and

injury from disaster debris. We have organized to quickly and effectively deal with all categories of recyclables and re-usables, waste requiring special processing and waste that can be immediately disposed of. Effective sorting in the early stages of the debris removal process will optimize resource utilization, improve health and safety, and reduce the logistics burden of moving large volumes of debris quickly. Our company's profile, our past performance and supervision, and our small business teaming relationships illustrate our capacity to perform this critical task.

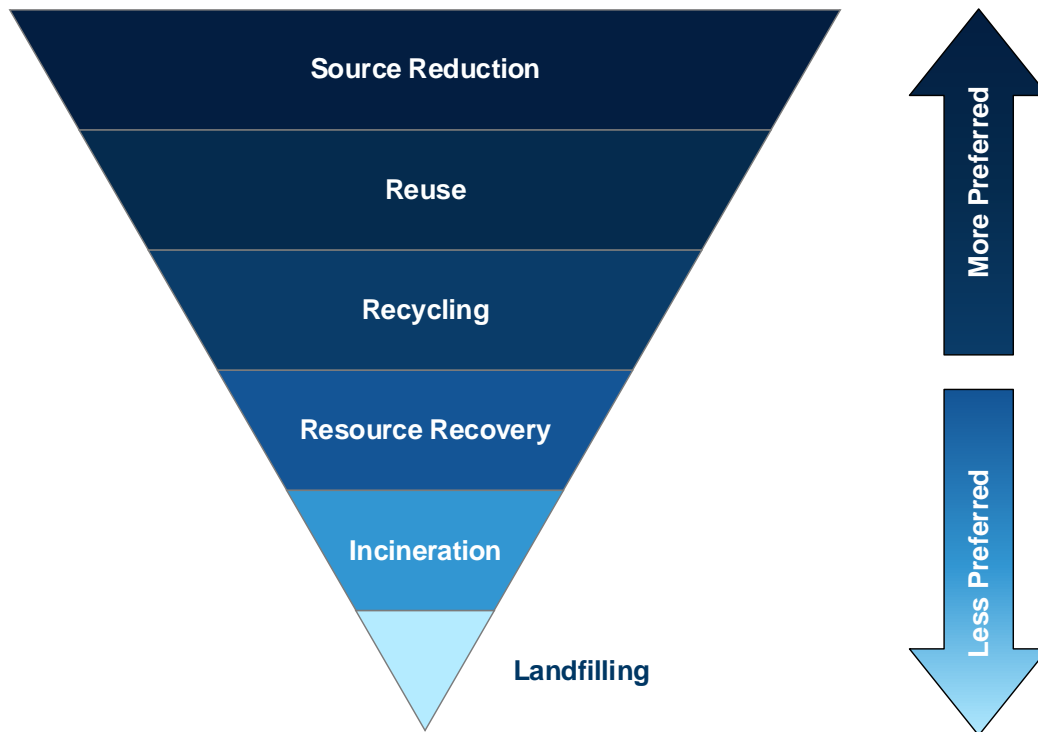


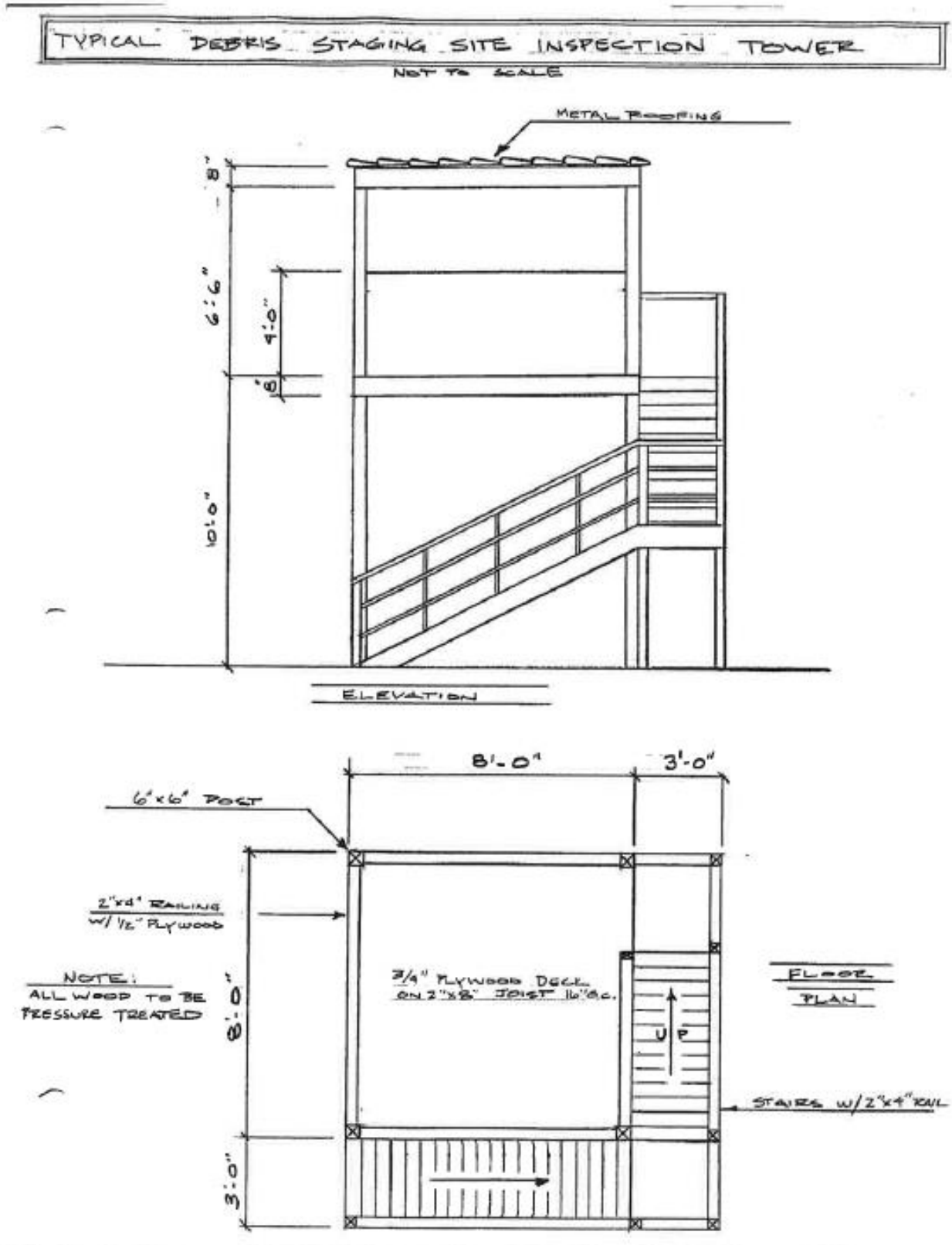
Figure 5: Solid Waste Management Hierarchy

**Diversion of optimal MSW from landfills and incineration should be part of the any comprehensive solid waste disposal plan as incineration is an outmoded 1980's technology. The U.S. Environmental Protection Agency (EPA) does not consider waste to energy (WTE) incineration to be a recognized form of recycling. While there are a few states that legislatively consider WTE to receive some recycling credit, WTE creates airborne pollutants that are toxic and generate volume of 27% of toxic ash that must be permanently landfilled.*

Conclusion

Disaster recovery directly affects the life and health of our fellow citizens. The moral imperative of quick, effectual response to the needs of our fellow citizens is urgent and compelling. The contractors who are selected for this critical task must have the capabilities to perform, but they must also appreciate the human dimension of this important work. LGS has assembled a team with all the skills and capabilities. Because of our experience in emergency services response we fully understand and appreciate the human dimension. We have provided evidence of our capabilities and experience and look forward to working with City of Richwood if we are selected for support of this critical mission.

Inspection Tower



Subcontracting Plan

Corporate Policy

As a Woman-Owned Small Business and DBE, Looks Great Services of MS, Inc. (LGS), in efforts to ensure compliance with FAR Part 19, although as a small business we are not required to do so, and in anticipation of similar requirements as are contained in this solicitation, has previously developed this Local and Small Business Participation Plan (LSBPP) for implementation during operations. This LSBPP shall be made part and included in any subsequent subcontracts let by LGS where FAR Part 19 applies. In conjunction with this LSBPP, for each contract subject to the FAR, LGS shall develop a contract specific Small Business Subcontracting Plan (SBSP) to ensure compliance and make each subsequent SBSP be attached hereto as a supplement to this LSBPP.

LGS' corporate policy is that all business, whether large or small, be afforded an opportunity for full participation in the free enterprise system, and in order to implement this policy, LGS is committed to promoting full and equitable participation by qualified small business in the provision of goods and services to City of Richwood through subcontract to LGS.

In compliance with FAR Part 19, the LSBPP includes, at a minimum:

- 1) Each subcontracting plan required under 19.702(a)(1) and (2) must include –
 - i) Separate percentage goals for using small business concerns and small disadvantaged business concerns as subcontractors;
 - ii) The name of an individual employed by the offeror who will administer the offeror's subcontracting program, and a description of the duties of the individual;
 - iii) A description of the efforts the offeror will make to ensure that small business concerns and small disadvantaged business concerns will have an equitable opportunity to compete for subcontracts;
 - iv) Assurances that the offeror will include the clause at 52.219-8, Utilization of Small Business Concerns and Small Disadvantaged Business Concerns (see 19.708(b)), in all subcontracts that offer further subcontracting opportunities, and that the offeror will require all subcontractors (except small business concerns) that receive subcontracts in excess of \$500,000 (\$1,000,000 for construction) to adopt a plan similar to the plan required by the clause at 52.219-9, Small Business and Small Disadvantaged Business Subcontracting Plan (see 19.708 (c));
 - v) Assurances that the offeror will (i) cooperate in any studies or surveys as may be required, (ii) submit periodic reports in order to allow the Government to determine the extent of compliance by the offeror with the subcontracting plan, and (iii) submit Standard Form (SF) 294, Subcontracting Report for Individual Contracts, and SF 295, Summary Subcontract Report, in accordance with the instructions on the forms.
 - vi) A recitation of the types of records the offeror will maintain to demonstrate procedures adopted to comply with the requirements and goals in the plan, including establishing source lists; and a description of the efforts to locate small and small disadvantaged business concerns and to award subcontracts to them.
- 2) Contractors may establish, on a plant or division-wide basis, a master subcontracting plan which contains all the elements required by the clause at 52.219-9, Small Business and Small Disadvantaged Business Subcontracting Plan, except goals. Master plans shall be effective for a 1-year period after approval by the contracting officer; however, a master plan when incorporated in an individual plan shall apply to that contract throughout the life of the contract.
- 3) For contracts containing options, the cumulative value of the basic contract and all options is considered in determining whether a subcontracting plan is necessary (see 19.705-2(a)). If a plan is necessary and the offeror is submitting an individual contract plan, the plan shall contain all the elements required by 19.704(a) and shall contain separate parts, one for the basic contract and one for each option.

Goals Established for LSBPP

The following are the planned percentages of the total contract to be subcontracted and LGS' goals as defined by current Federal Goals. These goals are expressed in percentages of the total planned sub-contracting dollars with a base contract value.

Percentage goals of total dollars to be sub-contracted:

Goal for Local Small Businesses (SB)	40.0%
Goal for Local Small Disadvantaged Businesses (SDB)	18.0%
Goal for Local Women-Owned Small Business (WOSB)	8.0%
Goal for Local HUBZone Businesses (HUB)	8.0%
Goal for Local Veteran Owned Small Businesses	3.0%
Goal for Local Service-Disabled Veteran-Owned Small Business	3.0%

Any sub-contractor could be asked to perform any debris management or support function as long as they meet the qualifications established by LGS.

Plan Administrator & Duties

LGS' Plan Administrator is Mr. Kristian Agoglia, Vice President, who is directly responsible for implementation of this plan. He will ensure the required documentary proof of the implementation, progress, and final outcome of this plan and provide the same information through periodic reports to City of Richwood with regards to subsequent contracts resulting from this solicitation. The individual named above has general overall responsibility for the company's subcontracting program, i.e., developing, preparing, and executing subcontracting plans and monitoring performance relative to the requirements of those subcontracting plans and perform the following duties:

- 1) Develops and promotes company-wide policy initiatives that demonstrate the company's support for awarding contracts and subcontracts to SB, SDB, WOSB, HUBZone, VOSB, and SDVOSB concerns; and assures that these concerns are included on the source lists for solicitations for products and services they are capable of providing;
- 2) Develops and maintains bidder source lists of SB, SDB, WOSB, HUBZone, VOSB, and SDVOSB concerns from all possible sources;
- 3) Ensures periodic rotation of potential subcontractors on bidder's lists;
- 4) Ensures that SB, SDB, WOSB, HUBZone, VOSB, and SDVOSB businesses are included on the bidders' list for every subcontract solicitation for products and services that they are capable of providing;
- 5) Ensures that Requests for Proposals (RFPs) are designed to permit the maximum Small Business Outline and Guidance Subcontracting Plan practicable participation of SB, SDB, WOSB, HUBZone, VOSB, and SDVOSB concerns;
- 6) Reviews subcontract solicitations to remove statements, clauses, etc., which might tend to restrict or prohibit SB, SDB, WOSB, HUBZone, VOSB, and SDVOSB participation;
- 7) Accesses various sources for the identification of SB, SDB, WOSB, HUBZone, VOSB, and SDVOSB concerns to include the SBA's PRO-Net and SUB-Net Systems, (<http://www.sba.gov>), the National Minority Purchasing Council Vendor Information Service, the Office of Minority Business Data Center in the Department of Commerce, local small business and minority associations, contact with local chambers of commerce and Federal agencies' Small Business Offices;
- 8) Establishes and maintains contract and subcontract award records;
- 9) Participates in Business Opportunity Workshops, Minority Business Enterprise Seminars, Trade Fairs, Procurement Conferences, etc;
- 10) Ensures that SB, SDB, WOSB, HUBZone, VOSB, and SDVOSB concerns are made aware of subcontracting opportunities and assisting concerns in preparing responsive bids to the Company;
- 11) Conducts or arranges for the conduct of training for purchasing personnel regarding the intent and impact of Section 8(d) of the Small Business Act, as amended;
- 12) Monitors the company's subcontracting program performance and makes any adjustments necessary to achieve the subcontract plan goals;
- 13) Prepares and submits timely, required subcontract reports;
- 14) Coordinates the company's activities during the conduct of compliance reviews by Federal agencies.

Methods to Achieve Subcontracting Goals

LGS will continually review goals, active databases for qualified SB sub-contractors, and will monitor the implementation of this plan to achieve Federal and Local goals. These goals will be instituted for procurement of goods, services or construction as needed to achieve successful goal implementation utilizing the following outreach efforts to obtain sources:

- 1) Contacting minority and small business trade associations;
- 2) Contacting business development organizations and local chambers of commerce;
- 3) Attending SB, SDB, WOSB, HUBZone, VOSB, and SDVOSB procurement conferences and trade fairs;
- 4) Requesting sources from the Small Business Administrations (SBA) PRO-Net and SUB- Net Systems, (<http://www.sba.gov>), (www.mdot.gov), and other SBA and Federal agency resources.
- 5) Conduct market surveys to identify new sources;
- 6) Identify local trade papers and local trade organization focusing on SB, SDB, WOSB, HUBZone, VOSB and SDVOSB;
- 7) Coordinate with local government to acquire existing lists of pre-identified SB, SDB, WOSB, HUBZone, VOSB and SDVOSB in the Presidentially/FEMA Designated Disaster Area;
- 8) Internal efforts to guide and encourage purchasing personnel in:
 - a. Conducting workshops, seminars, and training programs;
 - b. Establishing, maintaining, and utilizing SB, SDB, WOSB, HUBZone, VOSB, and SDVOSB source lists, guides, and other data for soliciting subcontractors; and
 - c. Monitoring activities to evaluate compliance with the subcontracting plan

Evaluation of goal attainment will be documented as required by the City for subsequent contracts resulting from this solicitation.

Methods to Determine Qualified Subcontractors

LGS will use a prequalification process to determine the subcontractors to meet Federal and Local goals as per the specifications in the RFP. The prequalification process will provide a way to select subcontractors that meet the requirements set forth by the governing bodies. The prequalification process will look for the following:

- 1) Familiarity with Certified Payroll;
- 2) Certified Small Business classification (as applicable)
- 3) Worker's Comp and Liability Insurance are in place as required;
- 4) Adequate equipment to perform work according to the specifications;
- 5) Ability to maintain equipment;
- 6) Ability to put a safety plan in place as required

LGS will also work with the City and other governing bodies in prequalification process in order to assemble the best possible team to perform the work.

Inclusion of FAR 52.219-8

LGS will include contract clause FAR 52.219-8 in all subcontracts that offer further subcontracting opportunities and will require all subcontractors (except small business concerns) that receive contracts in excess of \$500,000.00 (\$1,000,000.00 for construction) to adopt a plan similar to the LGS Small Business Subcontracting Plan (SBSP) and as required by FAR 52.219- 9, Small Business and Small Disadvantaged Business Subcontracting Plan.

Surveys and Reporting Requirements

LGS offers assurances to Federal Government as well as the City that our company will fully and openly cooperate in any studies or surveys as may be required and shall submit periodic reports to allow the government to determine the extent of compliance with our Small Business Subcontracting Plan (SBSP). Submittals may include at a minimum; Standard Form (SF) 294, Subcontracting Report for Individual Contracts, and SF 295, Summary Subcontract Report, in accordance with the instructions on the forms. Additional reports will be

submitted as required by specific task orders. LGS will submit to the City on ISR (SF 294) and SSR (SF 295) as required.

Good Faith Efforts

Having utilized small business subcontractor support on past projects, LGS has developed and maintained an extensive subcontractor database. In an effort to expand this database and include more SB and DBE concerns in the impacted areas, additional published electronic data resource information has been and will continue to be used in our operations nationally. Documentation of our outreach programs supporting SB subcontracting efforts, Letters of Commitment and other periodic internal reports will be maintained by LGS and shall be available for review at any time by the government.

Many of the services required under this solicitation will be performed using our own internal resources and our team's existing nationwide personnel, facilities and equipment. However, LGS has already reached out to local SB's and DBE's in response to this RFP. A list of local business concerns, including SB's and DBE's are included at the end of this section. LGS takes great pride in our long history of rapidly mobilizing and effectively managing large teams of subcontractors.

The remainder of FAR Part 19 is incorporated by reference in the LSBPP and shall be implemented as required by the City and specific task orders.

Services and Supplies to Subcontract

LGS plans to subcontract a portion of the following item(s) in relation to the goals contained herein for any subsequent contract as a result of this solicitation:

- ☼ Curbside/Right-of-way debris collection and transportation
- ☼ Equipment transportation for mobilization and operational support
- ☼ Demolition of structures (should we be tasked with this operation)
- ☼ Debris reduction operations (should we be tasked with this operation)
- ☼ Debris disposal operations
- ☼ Debris recycling for beneficial reuse
- ☼ Rental and operation of equipment
- ☼ General labor
- ☼ Safety and Loss Control Services
- ☼ Quality Assurance/Quality Control
- ☼ Environmental Services
- ☼ Contract Administration Support
- ☼ Administrative Support
- ☼ Accounting
- ☼ Workforce housing
- ☼ Fuel Services
- ☼ Custodial Services
- ☼ Equipment Maintenance
- ☼ Food Services
- ☼ Real Estate Support
- ☼ Legal Support
- ☼ Other services as identified at time of need

Current Subcontractors

In addition to Looks Great Services of MS, Inc. being a Woman-Owned Small Business - DBE, we are committed to utilizing as many local small businesses and DBE's and MBE's as possible. LGS has identified over 2,000 certified subcontractors across Florida and neighboring states in the Southern US.

LGS has identified the following potential MDOT DBE Subcontractors in addition to the committed Subcontractors mentioned in Sections B and C:

Looks Great Services of MS, Inc.

Use or disclosure of data contained on this sheet is subject to the restriction on the title page of this proposal.

Debris Management and Removal Services
City of Richwood, Texas

Vendor	Address	City	ST	Zip
A Rock Construction Co, Inc.	316 lone St.	Greenwood	MS	38930
A. Leblanc Enterprise, Inc.	P.O. Box 521	Mandeville	LA	70448
Ace Construction Company, Inc.	P.O. Box 6354	D'Iberville	MS	39540
Adams Grading Company, Inc.	2971 Lovvorn Mill Rd.	Waco	GA	30182
Advanced Infrastructure Specialist, LLC	121 Bear Road	Piedmont	SC	29673
All (N) 1 Traffic Control Solutions, LLC	3915 Cascade Rd., SW, Ste 340	Atlanta	GA	30331
American Field Service Corporation	110 American Way	Madison	MS	39110
Amy Sojourner, Inc.	113 Bo Bo Drive	Crystal Springs	MS	39059
Anointed Hands Cleaning Service, LLC	400 Jackson St.	Hattiesburg	MS	39401
Atwood Fence Company, Inc.	P.O. Box 565	Kosciusko	MS	39090
B&R Trucking, LLC	P.O. Box 1671	Picayune	MS	39466
B.M. Grace, Inc.	8680 Bluebonnet Blvd., Suite A	Baton Rouge	LA	70810
Baur Corporation	223 Lynn Ray Road	Petal	MS	39465
Belle Fontaine Interests, LLC	7025 CR 46A Ste. 1071, #438	Lake Mary	FL	32746
Big D Lawn Landscaping Service	3260 Arkabutla Rd	Coldwater	MS	38618
Buddy Ayers Construction, Inc.	202 Ayers Road	Corinth	MS	38834
Buddy's Grounds Maintenance, Inc.	P.O. Box 836	Bloomington	IL	61702
Bulldog Construction Company, Inc.	P.O. Box 1936	Madison	MS	39130
Bulls Construction Group, LLC	P.O. Box 6401	Huntsville	AL	35813
Burgess Associates, LLC	375 M.P. Parker Rd.	McHenry	MS	39561
C & A Trucking, LLC	6048 Whitestone Road	Jackson	MS	39206
C. Thornton, Inc.	12390 Airport Blvd	Mobile	AL	36608
C.E. Ward Construction, LLC	1210 Front Street	Vaiden	MS	39176
Campbell's Trucking, LLC	221 Oakville Circle	Brandon	MS	39047
Can't Be Beat Fence & Construction, LLC	2204 Highway 53	Perkinston	MS	39573
Central Southern Construction Corp.	2410 Harper Street	Jacksonville	FL	32204
Christopher King Enterprises, LLC	P.O. Box 1350	Summitt	MS	39666
CKW Trucking, LLC	9089 Millbranch Rd	Southaven	MS	38671
Cleaning Experts, Inc.	1709-H Hillger Robinson Pkwy	Oxford	AL	36203
Clifton Rankin Construction, LLC	786 River Road	Fayette	MS	39069
Colom Construction Company, Inc.	P.O. Box 414	Ripley	MS	38663
Concrete Constructors Southeast, Inc.	1888 Main Street, Suite #C148	Madison	MS	39110
Construction Plus	P.O. Box 4344	Meridian	MS	39304
Cor-Bits Coring & Cutting, LLC	1124 Weems Street	Pearl	MS	39208
Damron Trucking, Inc.	645 Damron Loop	Counce	TN	38326
Davco, LLC	819 Carver Street	West Point	MS	39773
Davlin, LLC	311 Wheeler St.	Okolona	MS	38860
DCD Construction, Inc.	6512 Rose Farm Road	Ocean Springs	MS	39564
Delgado General Corporation	6874 Green Crest Dr.	Memphis	TN	38133
DEM Development Corporation, Inc.	P.O. Box 680446	Orlando	FL	32868
Donaldson Construction	4852 W. County Line Rd.	Jackson	MS	39209
Douglas Brothers Construction	P.O. Box 631	Moorehead	MS	38761
Drace Construction Corporation	P.O. Box 1797	Gulfport	MS	39502
Edge Construction, LLC	5791 HWY 23 S	Tremont	MS	38876
Edwards-Kamadulski, LLC	2230 Cleveland Ave.	East Saint Louis	IL	62205
ECS Partners	2908 Ames	Ponca City	OK	74604
EnviroRem Inc.	1715 Lochearn Rd	Memphis	TN	38116
Evans Landscape, Inc.	2000 N. Frontage Road	Clinton	MS	39056
Extreme Clean Janitorial Service, LLC	P.O. Box 210035	Montgomery	AL	35121
EZ Enterprises, Inc.	156 Lorman Lane	Madison	MS	39110
Fish & Fisher, Inc.	P.O. Box 13741	Jackson	MS	39211
Four Seasons Enterprise, LLC	5822 Canton Park Dr.	Jackson	MS	39211



Four Star Trucking Co., LLC	2337 Getwell Road South	Hernando	MS	38632
Fred and P G Clark Contracting, LLC	3772 Highway 80 East	Vicksburg	MS	39180
GCW Pavement Services, LLC	2826 Ridgeland Dr.	Jackson	MS	39212
GFH	P.O. Box 130	Long Beach	MS	39560
Green & Green Transport	995 North Highway 65	Lake Village	AR	71653
Green Thumb of Dyersburg, LLC	P.O. Box 1702	Dyersburg	MS	38025
Gridiron Construction Company, LLC	P.O. Box 2028	Lebanon	TN	37088
GSW Enterprise Construction, Inc.	P.O. Box 31065	Jackson	MS	31065
Guinn Construction, LLC	1616 Industrial Drive	Jennings	LA	70546
Gulf States Constructors, LLC	P.O. Box 982	Metairie	LA	70004
Haibach Trucking	8615 Oliver Road	Erie	PA	16509
Hall's Construction Company, Inc.	1354 State Highway 30 East	New Albany	MS	38652
Hard Ground Construction Co.	14291 Carriage Circle	Gulfport	MS	39503
Hernandez, Inc.	P.O. Box 66	Amory	MS	38821
HM Cooper Trucking, LLC	790 CR 101	Abbeville	MS	38601
Immaculate Landscaping & Design, LLC	5457 Fernglen Street	Memphis	TN	38141
Ingram Trucking, LLC	1145 Woodlea Drive	Yazoo City	MS	39194
International Contractors, Inc.	6570 126th Ave N	Largo	FL	33773
Interstate Landscaping Of Mississippi, Inc.	20900 Hwy 15 N	Falkner	MS	38629
J. C. Cheek Contractors, Inc.	P.O. Box 1138	Kosciusko	MS	39090
JEM Contracting, LLC	48 Buggs Ferry Rd	Macon	MS	39341
Jernigan Contractors, Inc.	2396 Mt. Olive Road	Louisville	MS	39339
Kelly Construction Company	P.O. Box 101687	Birmingham	AL	35210
Kwame Building Group, Inc.	1204 Washington Ave., Ste 200	Saint Louis	MO	63103
L. Scott Construction Company, Inc.	84 East Franklin Street	Natchez	MS	39120
Land Shapers, Inc.	P.O. Box 995	Gulfport	MS	39502
Landmark Civil Services, LLC	5578 Commercial Boulevard	Winter Haven	FL	33880
Landmark Contracting, Inc.	P.O. Box 2391	Gulfport	MS	39505
Larry Hutchins, LLC	10 Ayers Rd.	Natchez	MS	39120
Lee Allen & Associates	313-B W. North St.	Canton	MS	39046
Mims Construction	P.O. Box 681554	Orlando	FL	32868
Longwind Products & Services, Inc.	P.O. Box 11838	Jackson	MS	39283
Love Trucking Co, Inc.	761 Woodlake Dr.	Jackson	MS	39206
M2W Construction, Inc.	2033 Old Mobile Avenue	Pascagoula	MS	39567
Mack's Construction & Logistics, LLC	19133 Cutrer Road	Kentwood	LA	70444
Malone Design & Contracting, LLC	104 Fox Run Dr.	Hattiesburg	MS	39402
Mid South Erosion Control & Landscaping, LLC	2407 Church Street	Byhalia	MS	38611
Mighty Joe Trucking	184 River Point Dr.	LaGrange	GA	30240
Mill It Up, LLC	734 U.S. Highway 31	Warrior	AL	35180
Mississippi Paving & Construction, Inc.	P.O. Box 237	Mathiston	MS	39752
Mississippi Yard Barber	173 Northwind Drive	Madison	MS	39110
MJ Contracting, LLC	P.O. Box 752542	Memphis	TN	38175
Mobile Enterprises, Inc.	832 Southway Circle	Fort Worth	TX	76115
MS J & M, Inc.	3219 Minnow Bucket Rd	Toombsub	MS	39364
Murphy's Development, LLC	P.O. Box 1503	Florence	MS	39073
N. L. Carson Construction Company, Inc.	2221 Waggoner Road	Carthage	MS	39051
Nichols & Sons Construction, Inc.	882 Way Road	Canton	MS	39046
O.W. Jackson Sodding	2096 Craig Springs Road	Sturgis	MS	39769
Parrott Enterprises, LLC	1437 Delmar Street	Jacksonville	FL	32205
Perfect Touch Contractors, LLC	1615 S. Gallatin St.	Jackson	MS	39201
Perkins & Perkins Construction	3223 North 45th St.	Omaha	NE	68104
Potts Distributing Company	P.O. Box 179	Columbia	LA	71418
PRB Trucking, LLC	7509 Wisteria Drive	Olive Branch	MS	38654
Quality Contracting, LLC	878 Robinson Bridge Road	Woodworth	LA	71485
R&G Trucking, LLC	811 N. Rutherford Dr.	Kilmichael	MS	39747

Looks Great Services of MS, Inc.

Use or disclosure of data contained on this sheet is subject to the restriction on the title page of this proposal.

**Debris Management and Removal Services
City of Richwood, Texas**

R. A. Smith Asphalt Paving Contractors	1498 Nash Rd. NW	Atlanta	GA	30331
Rea's Country Lane Construction, Inc.	102 Rhodes Street	Houston	MS	38851
Riverside Traffic Systems, Inc.	1283 State Highway 178 West	New Albany	MS	38652
RJ Whisenant, LLC	724 Mullins Hill Circle	Huntsville	AL	35802
RJM-McQueen Contracting, Inc.	80 Ramsey McQueen Road	Collins	MS	39428
Road-Pro Safety, Inc.	P.O. Box 54292	Jackson	MS	39288
Roby Construction Company, Inc.	703 Tallahatchie Street, Suite 3	Greenwood	MS	38930
Rutherford Contracting, Inc.	P.O. Box 698	Moulton	AL	35650
S & S Excavation, LLC	P.O. Box 363	Benton	MS	39039
Simmons Erosion Control, Inc.	P.O. Box 206	Lake	MS	39092
SitePro Environmental Service, LLC	9521 William Little Dr.	Lakeland	TN	38002
Smith Contracting CO., LLC	2606 17th Avenue	Gulfport	MS	39501
Socrates Garrett Enterprises, Inc.	2659 Livingston Road	Jackson	MS	39213
Sumrall's Construction Company	P.O. Box 3898	Gulfport	MS	39505
The Dirt Company	211 C C Clark Road	Starkville	MS	39759
TLSL, Inc.	210 County Road 770	Walnut	MS	38683
Townes Construction Company, Inc.	16398 Hwy 8 West	Grenada	MS	38901
Traffic Control Products Co. of Louisiana, Inc.	2230 Tower Street	Denham Springs	LA	70726
Traffic Control Products Company, Inc.	P.O. Box 820	Brandon	MS	39043
Travis Construction Company, LLC	13224 W. County Hills Drive	Gulfport	MS	39503
Traweek Construction, LLC	3542 Hwy 26	Wiggins	MS	39557
Triple HHH Trucking, LLC	405 Poplar Street	Grenada	MS	38901
Truckla Services, Inc.	P.O. Box 821711	Vicksburg	MS	39182
Turf Doctors L&LM, LLC	3550 Carney Street	Memphis	TN	38127
Vic's Construction Inc.	P.O. Box 17241	North Little Rock	AR	72114
VuCon, LLC	527 North Hollywood	Memphis	TN	38112
W & M Trucking, LLC	3560 Nash Rd.	Batesville	MS	38606
Walton Construction of MS, LLC	295 Walton Ln.	Vicksburg	MS	39183
Williams Flagger Logistics, LLC	406 Kirkpatrick Street Apt. 2	Allegheny	PA	15219
Willie Goss Enterprises, Inc	P.O. Box 303	Kosciusko	MS	39090
WMC Contracting Company, Inc.	P.O. Box 85	Trenton	TN	38382
Yahshua's Transportation Service, LLC	1944 Linda Lane	Jackson	MS	39213

We are currently still recruiting Local Vendors as well as Disadvantaged and Minority Businesses in the area. Should we be successful in our proposal, we would request the City assist us in identifying qualified DBE's and MBE's within the area.



DRC
EMERGENCY SERVICES

Section VII, Item D.

Striking Back.

6702 Broadway Street • Galveston, TX 77554



(888) 721-4372



(504) 482-2852

www.drcusa.com

REQUEST FOR PROPOSAL
Debris Management & Removal Services

RFP No. 23-003P

July 6, 2023 • 2:30 PM

ORIGINAL

City of Richwood

Attn: Bids/Proposals

1800 N. Brazosport Boulevard
Richwood, TX 77531

PREPARE • RESPOND • RECOVER

Points of Contact:

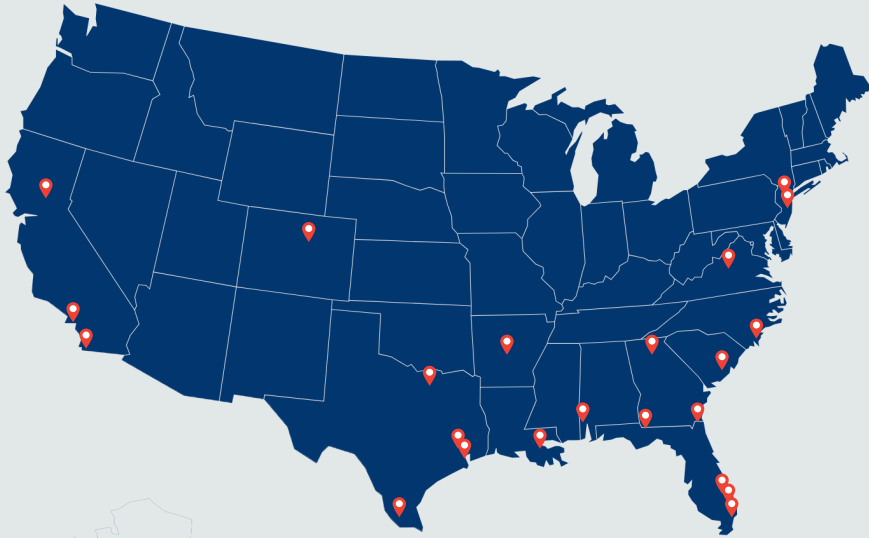


Clif Kennedy
Regional Manager
Ckennedy@drcusa.com



Kristy Fuentes
Vice President of Compliance and Administration
Kfuentes@drcusa.com





P.O. Box 17017
Galveston, TX 77552
TTY: 888-721-4DRC
Phone: 504-482-2852
Fax: 504-482-2852
www.drcusa.com

DRC CONTACT ADDRESSES

111 Veterans Blvd., Suite 401
Metairie, LA 70005

DRC CONTACTS

CLIF KENNEDY
Regional Manager
Email: ckennedy@drcusa.com
Cell: 713.715.8772




KRISTY FUENTES
Vice President of Compliance
and Administration
Email: kfuentes@drcusa.com
Office: 504.482.2848
Cell: 504.220.7682



JOE NEWMAN
Vice President of Operations
Email: jnewman@drcusa.com
Cell: 214.930.9300



JOHN SULLIVAN
President
Email: jsullivan@drcusa.com
Office: 504.482.2848
Cell: 832.731.8234



LISA GARCIA WALSH
Contract Manager
Email: lwalsh@drcusa.com
Office: 504.482.2848
Cell: 504.715.9052

Table of Contents

TAB A – MANAGEMENT SUMMARY	1
A. Organizational Chart	2
TAB B – PROPOSAL.....	3
A. Technical Approach.....	3
B. Experience With FEMA Reimbursement	12
TAB C – CORPORATE EXPERIENCE AND CAPACITY	15
A. Notable Achievements and Experience.....	16
B. Background and Capacity.....	17
C. Office Locations.....	18
TAB D – QUALIFICATIONS	19
A. Key Personnel	19
B. Employment of Local and Minority Contractors	24
C. Affirmative Action/Equal Opportunity Policy.....	27
D. DRC’s Debris Expertise.....	28
E. 5 Year Project History.....	29
F. Relevant Work Experience	30
G. Financial Strength and Stability	32
H. Bank Reference Letter	33
I. Bonding Capacity Letter	34
J. Sample Insurance Certificate.....	35
K. 8 Year Past Performance	36
TAB E – REFERENCES	47
TAB F – PRICING	48
TAB G – CONFLICT OF INTEREST	53
A. Conflict of Interest Questionnaire	54
TAB H – CERTIFICATION.....	55
A. Bidder Certification and Addenda Acknowledgement.....	56
B. Addendum No. 1.....	57
C. Addendum No. 2.....	59
D. Contractor’s Capacity to Perform	60
E. Texas Secretary of State.....	64
F. Signing Authority.....	65



Tab A: Management Summary

RFP No. 23-003P Debris Management & Removal Services



6702 Broadway Street • Galveston, TX 77554 • (888) 721-4372 • Fax: (504) 482-2852
www.drcusa.com

July 6, 2023

City of Richwood
Attn: Bids/Proposals
1800 N. Brazosport Blvd
Richwood, TX 77531

Re: Debris Management & Removal Services
RFP No. 23-003P

Dear Sir or Madam,

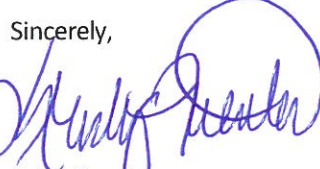
DRC Emergency Services, LLC, appreciates the opportunity to present to you and the City of Richwood our proposal to provide Debris Management & Removal Services as required in the above referenced RFP. DRC is among the leading disaster management companies in the United States. Our services include emergency debris removal; disaster management—including temporary housing, workforce housing and life support—as well as required FEMA documentation; debris management; right-of-way maintenance; marine debris, salvage and recovery; vehicle and vessel removal and processing; technical assistance and project management; construction and construction management; demolition; and final disposal management.

DRC is a Texas based company located in Galveston, Texas with additional office locations across the United States which provide us with geographical maneuverability along the Atlantic and Gulf Coasts and allow us to continue to provide services to the City of Richwood should any location be compromised during a disaster. DRC currently has dozens of reservists and hundreds of subcontractors ready to participate in any response effort. Depending on the size of an event which may strike the City of Richwood, DRC will dedicate all necessary manpower and equipment and in no case, will the project be understaffed.

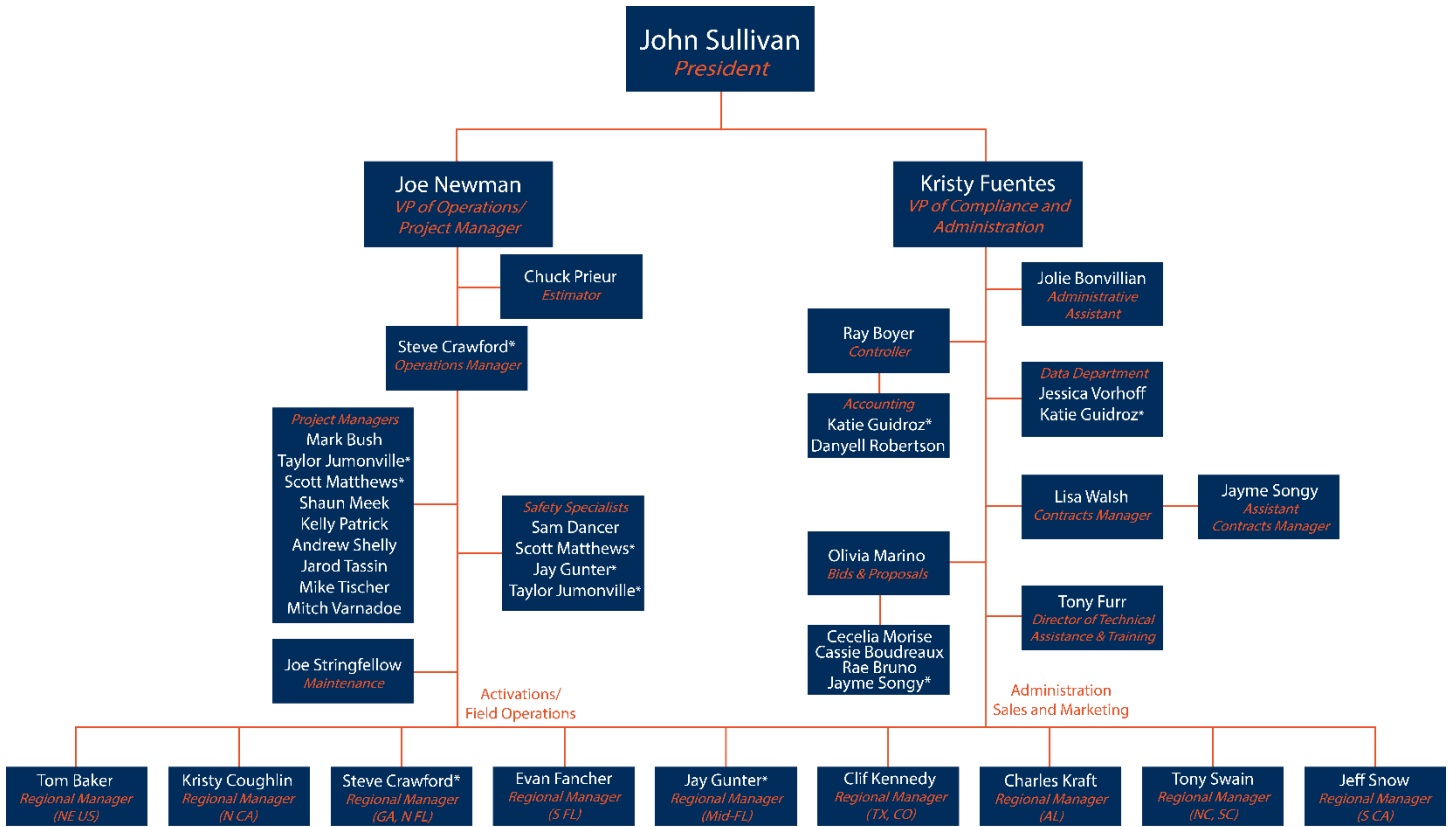
Corporate officers with legal signing authority to bind DRC to the terms and conditions of this proposal include: John Sullivan, President; Kristy Fuentes, Vice President/Secretary-Treasurer. Evidence of their authority is attached.

The Regional Manager for the City of Richwood is Cliff Kennedy who can be reached at (888) 721-4372, by cell: (713) 715-8772 or by email: ckennedy@drcusa.com.

This proposal is in all respects fair and in good faith, without collusion or fraud and conforms to the specifications of your RFP. If we may offer any additional information or clarifications, please let us know. Thank you for the opportunity to offer our services and we look forward to working with the City of Richwood in the future.

Sincerely,

Kristy Fuentes
Vice President, Secretary, Treasurer

ORGANIZATIONAL CHART



* indicates this person is listed twice

TECHNICAL APPROACH

The primary mission of DRC Emergency Services, LLC is to provide a professional, honest and immediate response to natural and man-made disasters.

One of the primary missions of any City is to protect lives, minimize the loss or degradation of resources, and continue to sustain and restore operational capability following an event. DRC uses a basic three phase approach to help the City of Richwood achieve these goals. DRC's approach to **prepare**, **respond**, and **recover** are fundamental to successful disaster management.

Prepare

Contract Award

Upon award, DRC's Regional Manager, Clif Kennedy, will schedule a meeting with the City of Richwood. The initial meeting is critical, allowing both the City and the Regional Manager to make introductions, as well as to prepare for any pending disasters. DRC's primary goal in this meeting would be to develop a step by step plan to expedite arrangements for training and response phases of the contract. These provisions include but are not limited to:

- 🌐 Presenting key team members, including the Project Manager, and their responsibilities
- 🌐 Scheduling table top scenario exercises to include planning and routing
- 🌐 Facilitating the designation and readiness of TDSRS and final disposal sites
- 🌐 Introducing Monitoring Firm Representative (if applicable)



Joint Planning and Training

DRC provides the City of Richwood with planning and training throughout the length of the City's contract at no extra cost. Benefits of these sessions include:

- 🌐 Providing an opportunity to build relationships between both parties
- 🌐 Delivering invaluable operational and administrative information to all stakeholders
- 🌐 Discussing forecasting and reviewing the debris management plan

IDENTIFYING EQUIPMENT STAGING AREAS

While discussing potential plots to stage equipment, the following should be considered:

- 🌐 Staging away from residential areas
- 🌐 Easy access from main rights-of-way
- 🌐 Sufficient acreage to manage a large number of vehicles
- 🌐 Fencing around the facility is preferable

TDSRS SITE SELECTION

Criteria at a minimum will include:

- 🌐 Public versus private land considerations
- 🌐 Environmental agency approvals
- 🌐 Dust and fire mitigation
- 🌐 Ingress and egress considerations
- 🌐 Security features
- 🌐 Storm water controls considerations
- 🌐 Elevation
- 🌐 Sound buffers and fencing

DRC will meet all program standards as provided for in the City of Richwood's Debris Management Plan.

IDENTIFYING PERMANENT DISPOSAL FACILITIES, TRANSFER AND RECYCLING FACILITIES

DRC has agreements in place with most major disposal and recycling facilities in the area. DRC's management will be responsible for working with the jurisdiction to identify these facilities and to secure favorable terms and conditions with each facility. Additionally, DRC's staff includes Steve Crawford, an expert in recycling, resource recovery, and disposal. With 25 years of experience, Crawford brings expertise and exceptional knowledge to every project.

ESTABLISHING EMERGENCY PUSH ROUTES & COLLECTION GRIDS

Collection grids and emergency push routes should include:

- 🌐 Hospitals
- 🌐 Police departments
- 🌐 Emergency shelters
- 🌐 Nursing homes
- 🌐 Major traffic routes

Respond

Alert Phase

If a potential disaster can be predicted, DRC will activate the following alert phases:

- 🌐 72 hours before impending impact, Clif Kennedy will contact the City of Richwood to discuss activation and response
- 🌐 At the discretion of the City, DRC will mobilize personnel within 24 hours prior to disaster impact to arrive at the Emergency Operations Center
- 🌐 Identification and readiness assessment of subcontractor network for Emergency Push and Load and Haul Operations
- 🌐 Pre-staging of equipment and personnel as needed to respond to the immediate aftermath of the event "push activities"
- 🌐 Emergency Push Collection routes have been determined

Disaster Impact

Response Timeline

The type, intensity, and duration of each event dictates the response time. Upon receipt of Notice to Proceed or Task Order, DRC will commence mobilization of equipment, operators, and laborers.

DRC proposes the following time frames in which services can be provided without unwarranted delay or interference:

WITHIN 24 HOURS POST EVENT

- 🌐 Project Manager and support are in place and interacting with the City of Richwood's Point of Contact
- 🌐 Staging and measurement (certification) of equipment is underway
- 🌐 Permitting and mobilization of TDSRS sites has begun
- 🌐 Emergency Push activities are well underway with coordination with utility providers
- 🌐 Initial Damage Assessment complete
- 🌐 Public Service Announcements are initiated
- 🌐 Logistical Support requirements have been assessed
- 🌐 Initial Safety Meeting is held
- 🌐 Time and location of daily production meetings is established

WITHIN 48 HOURS POST EVENT

- 🌐 Initial understanding of crew type and quantity has been established with the City’s Point of Contact
- 🌐 Roughly 50 percent of required equipment and manpower are in place
- 🌐 At least one TDSRS is operational and load and haul activities can begin
- 🌐 Discussions have begun with final disposal and recycling/composting providers (if applicable)
- 🌐 Collection Zones have been mapped and discussed with the City’s Point of Contact
- 🌐 Truck certifying continues
- 🌐 Daily Safety Meetings continue

WITHIN 96 HOURS POST EVENT

- 🌐 Full Mobilization is complete
- 🌐 Emergency Push complete (if applicable)
- 🌐 All contractual requirements (bonds, safety plans, dust control, community outreach, etc.) are submitted
- 🌐 Productivity assessments made based upon existing travel times and TDSRS requirements adjusted
- 🌐 Equipment and personnel needs are reassessed
- 🌐 Additional local and equal opportunity vendor outreach has begun and those applicants vetted
- 🌐 Daily productivity meeting continues between DRC, the City point of contact and the Monitoring Firm assigned to the project
- 🌐 Daily Safety Meetings continue

Initial Damage Assessment

Initial damage assessments are usually completed within 36 hours of an incident by local, state, federal, and contractors and provide an indication of the loss and recovery needs. *Due to page limitations, more detail can be provided upon request.*

Emergency PUSH Operations

Debris is “pushed” or cleared from the Public Roadway generally in an order of priority established by the City of Richwood. *Due to page limitations, more detail can be provided upon request.*

Loading and Hauling Operations

CERTIFICATION OF EQUIPMENT

This task can begin as soon as practical but generally 12-24 hours after a Notice to Proceed is issued. In general, trucks are staged at a location where the City’s third-party monitoring firm can measure load capacity and assign unique identification to each piece of loading and hauling equipment.

DEBRIS REMOVAL FROM PUBLIC RIGHTS OF WAY

Within 24-48 hours of a Notice to Proceed (or a reasonable amount of time agreed upon by the City) DRC will commence debris removal operations with multiple Debris Removal Crews. *Due to page limitations, more detail can be provided upon request.*

MULTIPLE SCHEDULED PASSES

In order to allow citizens to return to their properties and bring debris to the right-of-way as recovery progresses, DRC ES adheres to FEMA’s guideline of three scheduled collections or passes. In rare cases, particularly following major flooding, additional collections may be warranted.

FIELD OPERATIONS

All eligible debris will be removed from public easements, property, and rights-of-way to designated Temporary Debris Staging and Reduction Site and/or directly to a final disposal site. Eligible debris is generated directly by the event or as a result of the event and is in the public Right of Way; for private property debris to be eligible, Private Property Debris Removal has to be authorized:

VEGETATIVE DEBRIS

Vegetative debris is defined as: tree branches, leaves, logs, timber, and stumps. *Due to page limitations, more detail can be provided upon request.*

CONSTRUCTION AND DEMOLITION (C & D) DEBRIS

Construction and Demolition (C&D) typically consist of: building materials, drywall, lumber, carpet, furniture, mattresses, and plumbing. *Due to page limitations, more detail can be provided upon request.*

WHITE GOODS

White goods is defined as: refrigerators, washers, dryers, freezers, air conditioners, stoves, water heaters, and dishwashers. *Due to page limitations, more detail can be provided upon request.*

HOUSEHOLD HAZARDOUS WASTE

HHW typically consist of oils, batteries, pesticides, paint, cleaning supplies and compressed gas. *Due to page limitations, more detail can be provided upon request.*

ELECTRONIC WASTE COLLECTION (E-WASTE)

E-Waste debris includes: televisions, computers, radios, DVD players, telephones, and almost anything with an electric cord. *Due to page limitations, more detail can be provided upon request.*

TIRES

Tires often appear on the public ROW for collection following flood events or tidal surge. *Due to page limitations, more detail can be provided upon request.*

PRIVATE PROPERTY DEBRIS REMOVAL

FEMA may extend public assistance to private property debris removal when it poses a threat to the public. Under the request and direction of the City of Richwood or its representative, the contractor will initiate and manage a Right of Entry (ROE) program to remove debris on private property and/or demolish private structures that are a public safety hazard. The property owner must grant access prior to any work, unless there is an immediate threat to the lives, health, and safety to the City's citizens.

HAZARDOUS TREE AND LIMB REMOVAL

A tree is considered "hazardous" if its condition was caused by the disaster and public health and safety are at risk. If possible, leaner and hanger removal will be performed in advance of load and haul activity and collected simultaneously with ROW debris. Eligibility is usually determined by the City of Richwood's independent monitoring firm. *Due to page limitations, more detail can be provided upon request.*

REMOVAL OF HAZARDOUS STUMPS

Stump removal usually takes place late in the debris removal process and is generally determined eligible by the City's monitor. *Due to page limitations, more detail can be provided upon request.*

Additional debris related collections, operations and projects that may occur during the response or recovery phase include but is not limited to the following:

SAND, SOIL RECOVERY, BEACH RESTORATION

Many jurisdictions are faced with damaged coastal areas and habitats that may require immediate recovery restoration. DRC has performed these sensitive and precise projects for thirty years. Permitting requirements will vary by jurisdiction. Typically multiple agencies are involved in beach projects. Recovery from public or private property will require Right of Entry (ROE) authority. *Due to page limitations, more detail can be provided upon request.*

EXPERTISE IN THE REMOVAL OF DEAD ANIMALS AND PUTRESCENT DISPOSAL

Improper disposal of animal carcasses can contaminate drinking water sources or spread disease. It is DRC's policy to handle and dispose of animal remains with care and in accordance with all state and local regulations. *Due to page limitations, more detail can be provided upon request.*

BIOWASTE

DRC will be responsible for the removal and disposal of waste capable of causing infection to humans such as animal waste, human blood and pathological waste. *Due to page limitations, more detail can be provided upon request.*

DEMOLITION

DRC Emergency Services, LLC employs many experienced supervisors, project managers, operators, and other technicians, many of whom have many years of experience in the demolition field. Demolition projects will be staffed with a Superintendent to oversee daily operations and a Project Manager responsible for subcontractor relations, schedule maintenance, and coordination with the City of Richwood. *Due to page limitations, more detail can be provided upon request.*

EMERGENCY CLEANING OF STORM WATER CATCH BASINS

As directed by the City, DRC will provide all labor, equipment, transportation, traffic control, signage and other incidentals required to provide emergency cleaning of storm water catch basins. Service will include the disposal of the water at Public Works facility or the Wastewater Treatment Plant. Debris collected from storm water appurtenances shall be placed at the curb for pick up by the ROW debris management program.

Temporary Debris Staging and Reduction Site Operations

PERMITTING AND SITE MOBILIZATION

Within 24 hours of a notice to proceed, mobilization to pre-established TDSRS locations will begin:

- 🌐 Phase One—environmental audit is performed
- 🌐 The number of TDSRS sites to be used is determined by estimated volumes, travel times, traffic patterns and material to be processed
- 🌐 Ideally, site placement and number should facilitate a minimum of five loads per truck per day
- 🌐 Land Use Agreements are immediately executed with any private land owners
- 🌐 For those sites not already permitted, an immediate permitting request will be submitted by DRC's Vice President of Administration and Compliance (Kristy Fuentes)
- 🌐 DMS Site Plan is established and submitted

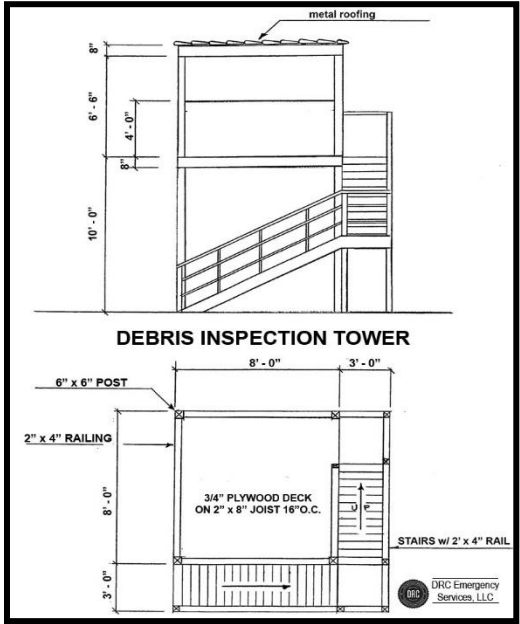
Environmental Considerations

- Where practical, a phase one environmental assessment should be performed prior to use as a TDSRS
- Soil samples are taken prior to use
- Pictures and video of the site prior to use is considered a best management practice
- DRC may use drone photography before and after use as a best management practice
- An independent engineer is often used to satisfy additional requirements of State regulators such as the need for SWPPP, perimeter silt fencing, air monitoring etc.

SITE ACCESS

For the success of site access, separate points of ingress and egress should be established if possible and avoidance of truck traffic through residential areas is ultimately important.

- **Traffic Controls** - Traffic control personnel, with appropriate traffic control safety equipment, will be stationed at the ingress observation tower to maintain vehicular traffic control. Additional traffic control personnel can be stationed throughout the site, as needed, to enforce proper traffic flow.
- **Inspection Towers** - Inspection towers shall be constructed to facilitate observation and quantification of debris hauled for storage at debris staging sites. Ideally two inspections towers should be utilized at each DMS if volume warrants. One tower at point of ingress for use by the monitoring firm’s employee, one tower at the point of egress to ensure all debris hauling trucks are in fact empty upon leaving the site. One tower may be utilized if ingress and egress point is the same. Additionally, the use of all terrain man lifts are sometimes substituted for the tower shown.
- **Maintenance and Grading** - Maintenance and grading of the debris management site will occur throughout the operating day. Access roads will be constantly maintained, and dust control managed by use of a water truck. Access roads will be swept as often as necessary.



DEBRIS STORAGE AREA

Debris may be segregated into five main areas as determined by the type of event.

Vegetative debris—Vegetative debris will be cleaned of C&D debris to the extent possible to facilitate compliance with requirements for reduction of vegetative debris and processing of C&D.

Construction and Demolition (C&D) Debris—Stored separately within an area that will facilitate separation, compaction or grinding.

Recyclables/Salvage—Recyclable/salvageable materials will be stock piled in accordance with the site plan.

White goods—White goods will be stock piled in a contained area in accordance with the site plan if not transported directly to the recycler.

Household Hazardous Waste (HHW)—HHW will be segregated and stored in an approved containment area that may be lined and bermed.

DEBRIS REDUCTION METHODS

Grinding and/or Chipping Operations—Primarily used for reducing vegetative debris to achieve a 4 to 1 reduction or better. Resulting product is beneficial for use as fuel or reused as compost. The method is less often used as a reduction method for Construction and Demolition material due to its impact on equipment.

- 🌐 Reduction by grinding provides opportunity for recycling, re-use and consumption as a fuel source

Burning—Environmental impact and safety are primary considerations. Most often allowed in rural settings, it's the most efficient reduction method for vegetative debris as a 95% reduction can be achieved. Air curtain incineration and trench burning can serve to mitigate the release of smoke etc.

- 🌐 Reduction by burning provides for the most cost-effective processing, if burning is an option

Compaction—The most acceptable reduction method for construction and demolition debris when combined with recycling; a 2 to 1 reduction ratio is most often achieved.

FINAL DEBRIS DISPOSAL

Selection of final disposal location(s) for processed debris is normally determined during the planning phase. Per Subtitle D, lined sites are generally selected. However, in some cases, permitted construction and demolition sites are used when regulations allow.

RECYCLING STRATEGIES

Vegetative Debris—Available to serve as a viable fuel source for manufacturing, etc. and used frequently as mulch for agricultural purposes. The resulting product is donated to citizens for use in flower beds and gardens and can be used as alternative daily cover in landfills when allowed. Additional uses are to use as roadbed for temporary roads and can be thinly spread across acreage to produce dirt.

Aggregates—Concrete, brick, and similar materials can be crushed and used as fill material, road base, etc.

Construction and Demolition Debris—Wood, metals, plastics and sometimes gypsum can be pulled from the waste stream and recycled if sufficient quantities exist and recycling facilities are available and accessible.

White Goods— Easy to recycle due to abundant processors.

Electronic Waste (E-Waste)—While these components are quite abundant, particularly following a flood or tidal surge, recyclers of these items have become more difficult to find. Some of the components found in televisions, computer monitors, copy machines etc. contain heavy metals making disposal a poor option, resulting in markets being the best option. Shipping to foreign markets is sometimes the best option.

DEBRIS MANAGEMENT SITE CLOSEOUT

Restoration is conducted during the close out phase of each TDSRS. The scope of restoration is determined by post use site conditions, terms of the land lease, or the City directive and mutual understanding when public property is used. Restoration can consist of final removal of all debris and other managed components as well as all structures and temporary features. Additionally, grading and leveling, removal of temporary roads and fencing, and grassing or seeding of the site to documented pre-use condition may be necessary. *Due to page limitations, more detail can be provided upon request.*

FINAL INSPECTION, RELEASED AND ACCEPTANCE OF THE CITY OF RICHWOOD AND/OR LANDOWNER

In most cases, final closure approval is needed by both the State Environmental Agency and the property owner.

Safety

DRC maintains an unwavering commitment to the health and safety of our employees, subcontractors, customers, and the communities that we service.

Our goal is to ensure that all projects operate under the safest possible conditions and as such, DRC maintains a robust in-house safety program. Headed by a dedicated team of Project Managers and Regional Managers, DRC's programs and practices include:

- 🌐 Morning project safety toolbox meetings
- 🌐 Weekly "better ideas for improvement" meetings
- 🌐 Weekly formal safety meetings
- 🌐 Constant safety training certifications
- 🌐 Safety recognition through our "challenge coin" award program

DRC follows all OSHA regulations and other federal and state agency guidelines when conducting an operation. DRC's Corporate Safety Plan includes Safety Plans and Policies, an Accident Prevention Plan and a Substance Abuse Policy. It is the policy of this organization to provide and maintain work environments and procedures which will:

1. Safeguard public and Government personnel, property, materials, supplies, and equipment exposed to contractor operations and activities;
2. Avoid interruptions of Government operations and delays in project completion dates; and
3. Control costs in the performance of this contract.

Operational safety, health, and accident prevention measures will be in effect and reinforced daily by all active personnel. These measures and procedures will be reiterated weekly during planning meetings, or as needed.

Immediate action will be taken to correct any safety deficiency while maintaining the utmost respect for all members of our workforce. All actions will be documented and the safety of citizens will be considered vital.

Prompt Damage Complaint

- 🌐 DRC maintains a damage hotline (888-721-4DRC) for all projects. A complaint manager is assigned to the project and is responsible for tracking all damage and repair.
- 🌐 DRC will investigate all damages and complaints within 24 hours and will propose a resolution to the damaged party within 48 hours.

Accounting and Document Management

DRC's invoicing procedure is as follows:


- 🌐 Load tickets are received, logged, and then scanned into DRC's database system. Tickets are then entered and audited for accuracy.
- 🌐 Invoice is worked up along with the ticket data backup.
- 🌐 The reconciliation process then takes place with either the Monitoring Firm or the reconciliation contact with the City (if there isn't a Monitoring Firm).
- 🌐 Once the invoice and ticket data has been 100% reconciled, the Monitoring Firm, or the reconciliation contact with the jurisdiction, then recommends the invoice to FEMA for payment.
- 🌐 Frequency: The invoicing is usually done on a weekly basis

DRC maintains a fully-staffed, fully operational Data Center at its headquarters all year. The Data Center is staffed by experienced and professional personnel with extensive knowledge of recording, reporting, contract, and reimbursement requirements. The Data Center is equipped with state-of-the-art information technology and is prepared to meet and exceed the reporting requirements of each client. All servers and networked computers are backed up both on and off-site every day. The emergency nature of DRC's work requires that the Company remain on-line and in contact across its network at all time.

Recover

Many of the elements of work shown above can be categorized as a recovery functions, although some, if not all, could be performed simultaneously with the debris mission. Of those listed above, marine debris removal, marine salvage, and beach restoration have been previously addressed under the Response phase of operations.








Effective recovery requires a comprehensive effort of all phases that enable logical and efficient execution. The subsequent functions outlined below are all steps in a model that must be executed intelligently and with real-world experience. DRC Emergency Services, LLC, SLS and Callan Marine comprise a core of companies under single ownership that excel at providing a turn-key approach to total disaster management. We stand alone in the industry as the only provider of these services.

 DRC’s sister Company, SLS, is a prominent post disaster Temporary Housing provider. From turnkey temporary trailer facilities to massive man camps designed to house and feed thousands, SLS has designed and performed most all post disaster applications.

SLS pioneered the current FEMA S.T.E.P. program during the aftermath of Hurricane Sandy in New York. The Program in New York was called “Rapid Repair” and a similar program in Baton Rouge was called “Shelter at Home”. These programs are designed to perform essential elements of restoring damaged single- family residences and return homeowners back into their homes quickly. As an additional positive result, the cost of the typical S.T.E.P. program is approximately 20% the cost of placing a displaced Family into a trailer or similar structure. Rapidly returning displaced families to their homes provides a sense of community and normalcy to the affected citizens.

DRC’s sister Company, Callan Marine is a highly-specialized construction firm capable of providing, design, engineering, management and construction services such as:



-  Marine debris management and removal
-  Offshore and inland dredging
-  Shoreline protection
-  Beach re-nourishment
-  Port/Dock facility construction
-  Wetlands construction
-  Marine protection mitigation and improvements

Callan Marine has dredged thousands of miles of waterway in the Gulf Coast region to keep our customers productive.

EXPERIENCE WITH FEMA REIMBURSEMENT

DRC has an unparalleled record for providing jurisdictions the maximum reimbursement rate granted by FEMA. **Our record serves as a testament to DRC’s ability to perform within the strict guidelines established by our Federal Government, as well as our ability to attract and maintain well trained and principled personnel.**

Adherence to Policy Changes

DRC Emergency Services strives to continuously stay ahead of any changes in FEMA policy and guidance that may affect our Clients. DRC immediately implemented internal measures to ensure that our clients and prospective clients were prepared to be fully compliant with this guidance. DRC carefully reviewed scopes of service, terms of inclusion, evaluation, pricing models, and other key components for any items which may have been deemed non-compliant relative to the new guidance. Additionally, **DRC Emergency Services, LLC is a founding member of DRCA** (the industry’s trade organization). Through this membership, DRC helps shape policy and legislation for jurisdictions recovery process. Our additional memberships in other professional organizations (NEMA, APWA and SWANA), provides us with recent industry knowledge necessary to support our client base.

Tony Furr, DRC’s Director of Technical Assistance and Training, works closely with our clients to educate and to ensure compliance with Federal Policy and Procedures. **Mr. Furr was the Region VI Debris Subject Matter Expert from 2013 – 2021 for FEMA** and has served as the Infrastructure Branch Director (IBD), Emergency Management Specialist, Appeals Analyst, Procurement Specialist, and Trainer **for over 100 federally declared disasters and emergencies.** He is nationally known and recognized in the emergency management community and is highly knowledgeable about FEMA policies, procedures, and debris operations.

Major Disaster Recovery Projects

DRC has extensive experience working with FEMA on major disaster recovery projects. Through decades of experience, DRC has developed an inherent understanding of how to direct emergency response and recovery.

Date	Event	State	Declaration Number
2022	Hurricane Ian	FL	DR-4673
	Tennessee Severe Winter Storm	TN	DR-4645
2021	Marshall Fire and Straight Line Winds	CO	DR-4634
	Kentucky Severe Storms, Straight-line Winds, Flooding, and Tornadoes	KY	DR-4630
	Hurricane Ida	LA	DR-4611
	Texas Severe Winter Storms	TX	DR-4586
	Louisiana Severe Winter Storms	LA	DR-4590

2021	Storms, Straight-line Winds, and Tornadoes	AL	DR-4596
	Georgia Severe Storms and Tornadoes	GA	DR-4600
	Louisiana Severe Storms, Tornadoes, and Flooding	LA	DR-4606
2020	Hurricane Zeta	LA, MS, GA, AL	EM-3549, EM-3550
	Hurricane Delta	LA	DR-4570
	Hurricane Sally	AL, FL	DR-4563, DR-4564
	Washington BABB Fire	WA	FM-5355
	Hurricane Laura	LA	DR-4559
	Iowa Severe Storms (Derecho)	IA	DR-4557
	Hurricane Isaias	FL, NC	EM-3533, DR-4568
	Hurricane Hanna	TX	EM-3530
2019	Tropical Depression Imelda	TX	DR-4466
	Hurricane Dorian	NC	DR-4465
	Hurricane Barry	LA	DR-4462
2018	Hurricane Michael	FL, GA	DR-4399, DR-4400
	Hurricane Florence	NC	DR-4393
	Severe Thunderstorms and Dangerously High Winds	AL	DR-4362
2017	Hurricane Maria	PR	DR-4339
	Hurricane Irma	FL, GA	DR-4337, DR-4338
	Hurricane Harvey	TX	DR-4332
2016	Hurricane Matthew	NC, GA, FL	DR-4285, DR-4284, DR-4283
	Hurricane Hermine	FL	DR-4393
	LA Severe Storms & Flooding	LA	DR-4277
	Winter Storm Jonas	MD, VA	DR-4261, DR-4262

2015	TX Severe Storms & Flooding	TX	DR-4269
2014	Ice Storm Pax	SC, NC	DR-4166, DR-4167
2012	Hurricane Sandy	NY, MD, NJ, MO	DR-4085, DR-4091, DR-4086, DR-4098
	Hurricane Isaac	LA	DR-4080
2011	Hurricane Irene	VA, MD, NC, RI	DR-4024, DR-4034, DR-4019, DR-4027
2010	TN Severe Flooding	TN	DR-1909
2009	Ice Storms	MD, VA	DR-1875, DR-1874
2008	Hurricane Ike	TX	DR-1791
	Hurricane Gustav	LA	DR-1786
	Mother's Day Tornadoes	GA	DR-1750
	F5 Tornado	IA	DR-1763
2007	Ice Storms	MO	DR-1736
2006	Ice Storms	NY	EM-3268
2005	Hurricane Katrina	LA, MS	DR-1603, DR-1604
	Hurricane Rita	TX, LA	DR-1606, DR-1607

Tab C: Corporate Experience and Capacity
RFP No. 23-003P Debris Management & Removal Services

DRC’s team has decades of experience providing extensive disaster recovery and emergency management services to federal, state, and local governments. As a leader in the recovery industry, our passion is helping communities prepare for the worst while being prepared to deliver a rapid response when necessary, all to facilitate the most efficient recovery possible. DRC has managed over 650 debris removal projects, including the removal of 178,600,000 cubic yards of debris. Setting new industry standards is what our customers have come to expect; DRC takes pride in our versatility and in our innovative approach to every job. Having successfully completed over \$3.2 billion in contracts, DRC employs scores of talented professionals ready to satisfy our client’s needs. We are proven, and we are ready.



The primary mission of our company is to provide a **professional, honest, and immediate response** to natural and man-made disasters throughout the world. DRC is highly capable in managing all facets of a disaster, particularly because of our extensive experience in communicating with our clients. Through our experience, we have developed an inherent understanding of how to direct emergency response and recovery.

DRC has provided a plethora of services in response to disaster recovery including, but not limited to:

- 🌐 Disaster Planning & Training
- 🌐 Technical Assistance and Project Management
- 🌐 Debris Management
- 🌐 Right of Way Maintenance
- 🌐 Private Property Debris Removal
- 🌐 Tree Trimming & Removal
- 🌐 Temporary Site Management Reduction, Recycling & Disposal
- 🌐 Hazardous Waste Segregation
- 🌐 Final Disposal Management
- 🌐 Marine Debris Removal & Recovery
- 🌐 Sand Screening & Beach Restoration
- 🌐 Wildfire Structural Debris Removal
- 🌐 Demolition
- 🌐 Oil Spill Response and Recovery
- 🌐 Temporary Housing and Logistics
- 🌐 Infectious disease Planning and Response
- 🌐 Covid-19 Vaccination Sites and Temporary Hospitals



“The contractor effectively managed all members of their team, schedule, and provided a quality product. With what I know today about the contractor’s ability to execute what they promised, I would award to them today if I had a choice. Outstanding debris removal contractor!”

-Jesse Scharlow, Contracting Officer, Louisville District, U.S. Army Corps of Engineers

NOTABLE ACHIEVEMENTS AND EXPERIENCE

- In 2022, DRC worked in response to many different types of events including: Red-Tide Fish Kill, Tornadoes, Tropical Storm, Hurricane Ian, Flooding, Fire, Winter Storm, Ice Storm. These events had a combined contract total of **over \$159,300,000** and DRC removed and disposed of **over 3,698,000 cubic yards** of debris during this time.
- In 2021, DRC removed **over 17,000,000 cubic yards** of debris and managed **82 debris management sites** in response to Hurricane Ida alone.
- In 2020, DRC was activated in **45 jurisdictions**, managed **81 debris management sites**, and removed and disposed **over 6,400,000 cubic yards** of debris.
- Simultaneously mobilized, staffed, and successfully operated **53 individual projects** throughout the Southeastern US during the 2017 Hurricane Season.
- Established a **single-day productivity record** for post-disaster debris removal as recognized by FEMA in 2008 for collecting 440,000 cubic yards.
- Designed, implemented, managed and financed a **150-mile Gulf of Mexico shoreline protection system** in response to the BP oil spill.
- Established industry standards for total volume recycled by **recycling 100% of the 5.6 million cubic yards collected** in Houston, TX following Hurricane Ike.



BACKGROUND AND CAPACITY

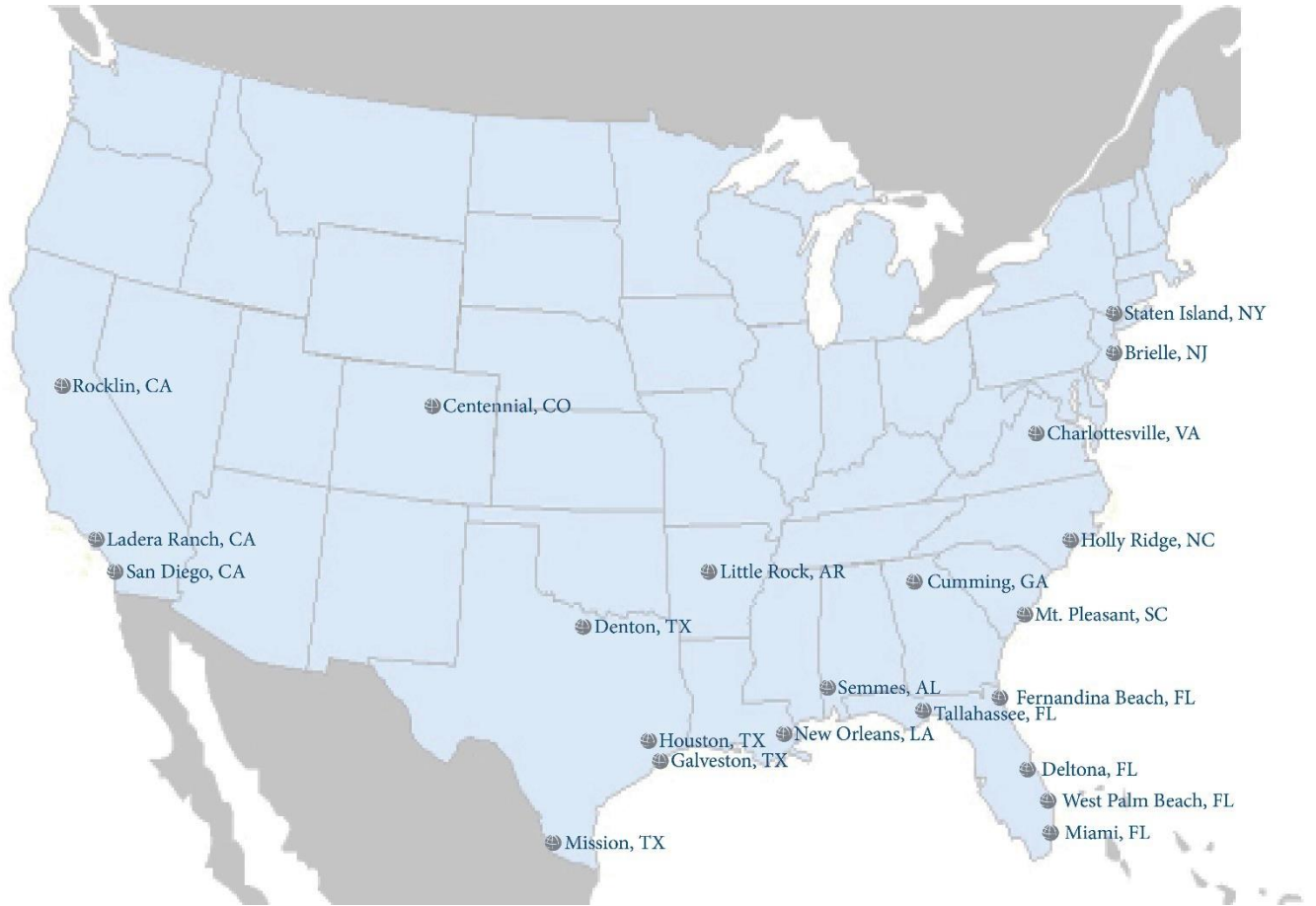
Since its inception, DRC has responded and navigated through countless disaster events that included hundreds of contracts, each involving a unique community with distinct circumstances. In the past, DRC has picked up as little as 170 cubic yards for a single client and over 17.5 million cubic yards during 31 simultaneous activations. Having performed debris operations across the nation for decades, DRC has engaged a network of over 3,000 subcontracting partners. Our relationship with these contractors **guarantees that no matter the size or location of an event, DRC will respond timely.**

DRC structures our management so that top level management personnel have the ability to be accessible to our clients in the case of multiple activations. DRC emergency services has 38 full-time employees. Additionally, DRC's family of companies has over 450 employees. DRC will dedicate all necessary manpower and equipment and in no case, will the project be understaffed.

When disasters hit communities, DRC Emergency Services is there. We stand by ready to help you prepare, respond, & recover in the face of disaster.



OFFICE LOCATIONS



DRC is a Texas based company located in Galveston, Texas with additional office locations across the United States which provide us with geographical maneuverability along the Atlantic and Gulf Coasts and allow us to continue to provide services to the City of Richwood should any location be compromised during a disaster.

KEY PERSONNEL

DRC, its subcontractors, and/or personnel lists their accomplishments among memberships in several professional organizations including NEMA, APWA, SWANA and the Society of American Military Engineers. DRC and/or its' affiliates, associates and/or subcontractors are licensed General Contractors in the states in which DRC performs disaster response services. DRC is familiar with USACE, FEMA, and FHWA rules and regulations, the Stafford Act, and 44CFR as they pertain to emergency response, recovery and reimbursement.

John Sullivan, President

Mr. Sullivan has vast experience in all aspects of the construction industry, ranging from marine construction and dredging, land development and infrastructure construction as well as the intricate completion of individual custom homes. Mr. Sullivan, along with his brothers, started Sullivan Land Services, Ltd. which provides comprehensive site services for disaster response and recovery, infrastructure, and commercial landscaping, while earning a degree at Texas A&M University in Construction Management. His ingenuity eventually led to the creation of Sullivan Interests, Ltd., a portfolio of companies that provides services and products to various industries.

With over 28 years of experience in the construction industry, Mr. Sullivan has gained both extensive knowledge and hands on experience with the recovery process.

FEMA Certifications: IS-20.18, IS-100.b, IS-100.pwb, IS-200.b

Kristy Fuentes, Vice President of Compliance and Administration

Kristy Fuentes is the Vice President of Compliance and Administration for DRC Emergency Services, LLC (DRC ES) and Chief Ethics & Compliance Officer. Previously, Ms. Fuentes was Director of Business Development, leading the marketing, sales and communications functions. Since joining DRC in 2005, Ms. Fuentes has provided assistance to clients in planning, program management, disaster response, demolition contracting and regulatory compliance.

Ms. Fuentes plays a key administrative role in every project DRC performs. In response to Hurricane Ida in 2021, Ms. Fuentes oversaw over the removal and disposal of over 17,000,000 cubic yards across 25 jurisdictional activations while managing 82 debris management sites. In the wake of Hurricanes Michael and Florence in 2018 she directed 45 simultaneous contract activations while providing oversight of accounting, invoicing, ticket reconciliation and overall administrative management. Ms. Fuentes has provided this kind of oversight on all of DRC's projects since 2013.

Since November 2013, Ms. Fuentes has implemented changes and improvements to the methods and procedures for contract, licensing and pre-qualification processes, ensuring contractor compliance with Federal and State regulations.

Following Hurricane Katrina, Ms. Fuentes managed expansive projects for the Orleans Levee Board, St. Bernard Parish and the United States Corps of Engineers. Ms. Fuentes has served as program manager for four contracts with the Louisiana Department of Environmental Quality, including the "Katrina Car and Vessel" contract and three massive demolition projects in the City of New Orleans. Following Hurricane Gustav, Ms. Fuentes managed nine major disaster-response contracts across southern Louisiana with a cumulative contract value of over thirty million dollars. In response to the BP MC 232 oil spill, Ms. Fuentes played a key role in the clean-up of lower Jefferson, Terrebonne and Plaquemines Parishes through the employment and management of hundreds of local residents and vessels.

FEMA Certifications: IS-5.a, IS-10.a, IS-11.a, IS-29, IS-37.17, IS-42, IS-100, IS-100.b, IS-100.pwb, IS-106.17, IS-200.b, IS-241.b, IS-244.b, IS-315, IS-317, IS-453, IS-546.a, IS-547.a, IS-632.a, IS-633, IS-634, IS-700, IS-702.a, IS-706, IS-775, IS-800.b, IS-801, IS-802, IS-803, IS-804, IS-906, IS-907, IS-909, IS-2900

Joe Newman, Vice President of Operations

With more than 20 years of experience overseeing large-scale construction and disaster-related debris management projects, Mr. Newman’s responsibilities include on-ground execution of projects, oversight of all field personnel, schedule adherence, and resource utilization.

As Vice President of Operations, Mr. Newman maintains business relationships and offers hands-on participation and incident command on all operations. Mr. Newman provides operational oversight in order to measure progress and adjusts processes to ensure the success of the project. Mr. Newman works closely with management personnel and oversees all project managers to maintain efficient team structure during an activation.

Mr. Newman has managed teams across multiple types of disasters including Hurricanes, Tropical Storms, Floods, Ice Storms, Tornados, Winter Storms, Fires, and Earthquakes. Mr. Newman is a strong leader whose organization, critical thinking and communication skills are integral to the success of the team.

Mr. Newman plays a role in every major activation providing overall project management and operational oversight.

FEMA Certifications: IS-33.17, IS-35.17, IS-100.b, IS-100.pwb, IS-632.a, IS-702.a, IS-2900

Tony Furr, Director of Technical Assistance and Training

Mr. Furr was the Region VI Debris Subject Matter Expert (SME) from 2013 – 2021 for FEMA and has served as the Infrastructure Branch Director (IBD), Emergency Management Specialist, Appeals Analyst, Procurement Specialist, and Trainer for over 100 federally declared disasters and emergencies. He is nationally known and recognized in the emergency management community and is highly knowledgeable about FEMA policies, procedures, and debris operations.

Mr. Furr was directly involved in the FEMA Public Assistance (PA) grant program since 2005 (Hurricane Katrina and Rita) through 2020 COVID-19 events, including Hurricane Ike and Hurricane Harvey. Mr. Furr’s knowledge and experience of the FEMA PA program is invaluable to both DRC Emergency Services, and all clients while navigating the FEMA Disaster grants programs. Mr. Furr is also a FEMA trainer for Grants Management and Debris Management. He has delivered the Debris Management training at the National Hurricane Conference, the Texas Emergency Managers Conference, the Oklahoma Emergency Managers Conference and presided over the round table workshops hosted by the Disaster Recovery Contractors Association (DRCA) in FEMA Region VI.

Tony Furr is one of the most knowledgeable people working in the debris management business with firsthand field experience managing major disasters and PA grants.

FEMA Certifications: ICS-100, ICS-200, IS-24, IS-632.a, IS-634, IS-800.b, IS-821, IS-00022, IS-00230, IS-00317, IS-00393.a, IS-00631, IS-00632, IS-00821, IS-1812

Other Certifications: National Wildlife Coordinative Group Certifications L-381 and L-480; E0193 Certified Appeal Analyst; Various field training, including CEF, Hazard Mitigation, PA Ops 1, PA Ops 2, and Debris; Project Management (Certified Project Manager (CPM) URS Corporation

Clif Kennedy, Regional Manager

As a former Captain in the U.S. Marine Corps, Mr. Kennedy was responsible for the training and combat readiness of hundreds of Marines and led expeditionary combat operations around the world. His leadership and experience conducting operations in extreme situations gives him a unique perspective in the disaster response business. Additionally, his management background in a commercial real estate development and an international non-

profit have broadened his capabilities in effective leadership. As a Regional Manager, Mr. Kennedy is responsible for maintaining business relationships and providing hands-on participation and incident command in response and recovery operations. His major recent activations include the following: Ice Storm Mara, Little Rock, AR tornado, Larimer County, CO Flood, Hurricanes Ida, Nicholas, Hanna, Laura, Michael, Florence and Harvey, COVID-19 response throughout Texas, the Lake Houston Dredging Project, Winter Storm Uri, trash operations throughout Texas, and the Marshall Fire in Boulder County, CO. Upon joining the DRC team, Mr. Kennedy was immediately activated in response to Hurricane Harvey and worked closely with the City of Houston and Harris County. Mr. Kennedy also worked with the Texas General Land Office restoring 125 miles of Texas coastline after Hurricane Harvey. During this project he coordinated with 8 different federal, state, and county agencies and completed the project on time while navigating numerous unexpected contingencies.

Mr. Kennedy has a B.A. in Political Science from Texas A&M University. He lives in Clifton, TX with his Wife, Kat, and their four children.

FEMA Certifications: IS 100, IS 00632.a, IS 00700.a

Mark Bush, Project Manager

Mr. Bush is a Texas native who worked previously as Field Service Supervisor/Operations Coordinator for an oilfield services company specializing in water treatment. He served 6 years in the US Army as a Light Wheel Mechanic and also served as a Squad Leader with the 4th Brigade/4th Infantry Division. Mr. Bush went to Lamar University in Beaumont, TX. His prior experience has helped him hone his skills in personnel management, reliability and responsiveness, attention to detail and adaptability to change, and time management. Mr. Bush manages the daily logistical coordination of crews, heavy equipment, and support resources; workflow and future crew movement planning; and daily work site documentation. Additionally, he implements health and safety protocols to ensure that all work was completed safely.

Mr. Bush has managed teams across multiple types of disasters including Hurricanes, Tropical Storms, Floods, Ice Storms, Tornadoes, Winter Storms, Fires, and Earthquakes. Mr. Bush's major recent activations include the following: City of Little Rock, AR Tornado, Winter Storm Mara, Marshall Fire, Larimer County, CO Flood, Winter Storm Uri, Babb Road Wildfire, Hurricanes Ian, Ida, Laura, Sally, Harvey, Dorian, Michael, and Harvey.

In response to Winter Storm Uri, Mr. Bush was able to manage the mobilization of 15 trucks to the City of Austin in 2 days. Three days later, DRC activated an additional 15 trucks to the site. Within 6 days, Mr. Bush oversaw a total of 32 debris trucks collecting debris throughout the City at the peak of the project. He managed the removal and disposal of over 655,400 cubic yards of construction and demolition and vegetative debris in response to the ice storm. Following Hurricane Harvey, Mr. Bush served as the main point of contact to Harris County Engineering. He also worked closely with FDOT in the aftermath of Hurricane Michael.

FEMA Certifications: IS-100.c, IS-200.c, FEMA ISI-10.A, FEMA IS-100.C, FEMA IS-111.A, FEMA IS-200.C, FEMA IS-235.C, FEMA IS-241.C, FEMA IS-242.C, FEMA IS-317.A, FEMA IS-321, FEMA IS-325, FEMA IS-5.A, FEMA IS-37.2023, FEMA IS-632.A, FEMA IS-633, FEMA IS-700.B

Other Certifications: Hazwoper, TX All-lines Ins. Adjuster (lic#2156078), SafeLand USA, SafeGulf USA, H2S Awareness Training, CPR AED Certified, Hazwoper 40 (OSHA 1910.120), H2S Awareness, Safe Land USA, CPR/AED Certification

Mitch Varnadoe, Project Manager

Mr. Varnadoe has been employed with DRC for 3 years and has more than a decade of relevant work experience. He currently resides in Coffee County, GA.

Mr. Varnadoe has worked on the following projects with DRC: Marshall Fires, City of Boulder, CO; Deland, FL, Hurricane Ian; Debary, FL, Hurricane Ian; Fort Myers Beach, FL, Hurricane Ian; Graves County, KY; Mayfield, KY Tornadoes; Assumption Parrish, LA- ROW; Assumption Parrish, LA- DOT; Town of Napoleonville, LA- ROW; Town of Central, LA-ROW; St. James Parrish, LA-ROW; St. James Parrish, LA-DOT; Hurricane Laura, LA; Grant Parrish-ROW (2020); Jackson County, FL-PPDR.

In 2022 in response to Hurricane Ian, Mr. Varnadoe managed the Town of Fort Myers Beach, FL job. The project consisted of the demolition of residential and commercial structures, clearing of debris from approximately 490 addresses, and the debris removal of waterways and canals.

Shaun Meek, Project Manager

Mr. Meek has been employed with DRC for over 6 years and has over 11 years of relevant work experience. He has worked on more than 20 different projects and has managed the City of Houston bulk waste project for more than 3 years. Mr. Meek has also managed up to 6 man-camps that provided laundry, shower/toilet, and food services. He currently resides in Harris County, TX.

Most recently, Mr. Meek has served as the Project Manager on the following projects: Monroe, LA – Bulk Trash Operations; Brazoria County, TX – TXDOT ROW Operations; City of Boulder, CO – Marshall Fire; City of Austin, TX – Bulk Trash Operations; St. Charles County, MO – Flood Cleanup; Lee County, FL – Storm Debris Cleanup; Fort Myers Beach, FL – ROW Storm Debris Cleanup; North Captiva Island, FL – Storm Debris Cleanup; and Useepa Island, FL – Storm Debris Cleanup.

Taylor Jumonville, Project Manager

Mr. Jumonville comes to DRC with 3 years of experience in project management. He has currently worked for DRC for 1 year. He has worked on 10 debris management projects throughout his career. Mr. Jumonville presently resides in Lafayette, LA.

Certification: MOT Advanced Certification

Jarod Tassin, Project Manager

Mr. Tassin joined DRC with 1 year of relevant work experience and has now been with DRC for over 2 years. He has worked on multiple projects with the company in response to Hurricanes Ida and Ian. He presently lives in Metairie, LA.

Mr. Tassin has worked on the following projects with DRC: City of Boulder, CO – Marshall Fires ; Larimer County, CO – Flood ; Manatee County, FL – Hurricane Ian; City of Bradenton, FL – Hurricane Ian; Lafourche Parish – Hurricane Ida; Jean Lafite – Hurricane Ida; Town of Fort Myers Beach, FL – Hurricane Ian.

Sam Dancer, Field Supervisor and Project Manager

After more than a decade in the military and law enforcement, Mr. Dancer became a Field Supervisor and Project Manager, handling contracts involving clean-up following Hurricanes Ida, Delta, Gustav, and Ike; Shelby County, AL tornado; Pinellas County, FL Red Tide Fish Kill; East Baton Rouge Parish, LA ice storm and flood; Ascension Parish, LA flood; City of Fayetteville, AR ice storm; City of Nashville, Tennessee flooding; and the BP Oil Spill.

In 2020, Mr. Dancer was a Project Manager for Bulk Trash Removal in Lafourche Parish, LA. In the past, he was involved in: St. Charles County and the City of Bridgeton tornado debris removal (MO); Tuscaloosa (ALDOT) residential demolition of tornado-damaged residences (AL); Terrebonne Parish (LA) and St. Louis Bayou (MS) Cleanout project; City of New Orleans Strategic Demolition for Economic Recovery project (LA); East Baton Rouge Parish wind storm damage (LA); Ascension Parish, Tangipahoa Parish (LA), and Houston (TX) flood damage; project manager for Hurricane Irma Largo.

FEMA Certifications: IS-3, IS-5.a, IS-10.a, IS-11.a, IS -20.19, IS-20.21, IS -21.19, IS-21.21, IS-29, IS-33.17, IS-35.21, IS-36, IS-37.19, IS-37.21, IS-42, IS-60.b, IS-75, IS-100.c, IS-100.fda, IS-100.fwa, IS-100.hcb, IS-100.he, IS-100.leb, IS-100.pwb, IS-106.17, IS-200.b, IS-200.hca, IS-201, IS-230.d, IS-240.b, IS-241.b, IS-244.b, IS-315, IS-317, IS-324.a, IS-325, IS-360, IS-394.a, IS-405, IS-420, IS-421, IS-453, IS-454, IS-546.a, IS-547.a, IS-632.a, IS-633, IS-634, IS-660, IS-700.b, IS-702.a, IS-703.a, IS-706, IS-775, IS-800.b, IS-801, IS-802, IS-803, IS-804, IS-807, IS-807, IS-809, IS-810, IS-811, IS-812, IS-813, IS-906, IS-907, IS-909, IS-912, IS-914, IS-01010, IS-1150, IS-1172, IS -2000, IS-2002, IS -2500, IS -2600, IS-2900.a, IS-2901

OSHA Certifications: OSHA-105, OSHA-107, OSHA-108, OSHA-112, OSHA-113, OSHA-115, OSHA-116, OSHA-121, OSHA-122, OSHA-123, OSHA-144, OSHA-150, OSHA-151, OSHA-152, OSHA-161, OSHA-162, OSHA-602, OSHA-603, OSHA-605, OSHA-612, OSHA-614, OSHA-618, OSHA-700, OSHA-701, OSHA-702, OSHA-704, OSHA-707, OSHA-716, OSHA-718, OSHA-719, OSHA-722, OSHA-750, OSHA-806, OSHA-807, OSHA-808, OSHA-809, OSHA-815, OSHA-852

Other Certifications: Access to a TWIC card, LDEQ Asbestos Contractor/Supervisor, Access to HSIN granted by the Department of Homeland Security for Louisiana, Mississippi, Texas, Alabama, and the EM Site

Lisa Garcia Walsh, Contracts Manager

Ms. Garcia Walsh has overseen DRC's contracts since 2010. Her role is to maintain all contractual records and documentation, such as receipt and control of all contract correspondence. She is responsible for applying, renewing, and activating general contractor licenses nationwide as well as other authorizations and pre-qualifications. Additionally, she is responsible for invoicing, ticket reconciliation and coordination with subcontractors, municipalities and monitoring firms regarding accounting procedures. Ms. Garcia Walsh helps ensure data is collected and processed efficiently.

Ms. Garcia Walsh brings experience in data management operations following some of the largest debris generating natural disaster in recent history. She oversaw data collection and processing for state and federally funded projects. She assists with data management, invoice reconciliation, and project closeout.

Ms. Garcia Walsh has provided administrative assistance to DRC's management personnel on all major disasters since 2013. Prior to joining DRC, Ms. Garcia Walsh provided administrative assistance for emergency response projects involving FEMA protocol.

FEMA Certifications: IS-5.a, IS-10.a, IS-11.a, IS-37.17, IS-42, IS-100.a, IS-100.b, IS-100.pwb, IS-106.17, IS-200.b, IS-201, IS-244, IS-315, IS-317, IS-324.a, IS-453, IS-546.a, IS-547.a, IS-632.a, IS-633, IS-634, IS-660, IS-700.a, IS-702.a, IS-706, IS-775, IS-800.b, IS-801, IS-802, IS-803, IS-806, IS-906, IS-907 IS-909, IS-2900

Please see résumés attached.

EMPLOYMENT OF LOCAL & MINORITY CONTRACTORS

DRC maintains one of the industry's largest network of pre-screened and fully qualified subcontractors, including local and preferred vendors. DRC's subcontractors are evaluated extensively, including past performance, equipment and personnel availability, mobilization timeframes, insurance, and cost.

The use of local resources is vitally important to a successful disaster recovery operation. DRC proudly promotes community involvement by working closely with local suppliers and vendors when the situation allows. DRC utilizes local vendors to the maximum extent possible to minimize load times, transportation costs, and schedule risk.

Because of its importance, we have developed a vast network of subcontractors that are uniquely qualified and meet all operational requirements envisioned under this RFP. DRC has access to more than 2,000 firms through our prequalified supplier database, including over 1,200 Small Business Firms. This database facilitates our ability to identify firms qualified for specific scopes of work and allows DRC to efficiently sort the firms by type of service and size of business.

Throughout its history, DRC has maintained strong relationships with local vendors and subcontractors. We pride ourselves on facilitating local involvement during recovery efforts and encourage local knowledge and experience. DRC has assembled a cadre of thousands of subcontractors which includes SBE, MBE, WBE, HUB Zone, 8(a), and VOSB (including Service-Disabled VOSB) contractors. DRC has established procedures nationally recognized in the area of community outreach as discussed below.

Local S/M/WBE Resource Program

DRC understands that primarily mobilizing staff and equipment from local subcontractors reduces mobilization times and reduces cost. While DRC maintains a current, active subcontractor list, Regional Managers reach out to local subcontractors and small, minority and women-owned business enterprises (S/M/WBE) by utilizing:

- 🌐 Governmental databases
- 🌐 Local, regional, and national SBE compliance departments
- 🌐 Client and vendor references
- 🌐 Direct mail community outreach
 - Information can be found by contacting: 888-721-4DRC or going on drcusa.com

Upon receipt of Notice of Award, DRC will make contact with local governments and SBE Resource offices to schedule an informational and technical assistance workshop for potential vendors and businesses. The workshops provides:

- 🌐 "Hands on" technical assistance to a variety of companies
- 🌐 Matches S/M/WBE contractors with other companies in order to strengthen their competitive position

DRC is committed to ensuring that local companies are made aware of all potential contracting and partnership opportunities.

From our extensive experience with subcontractors, DRC knows the importance of establishing strict guidelines for performance and safety standards. All subcontractors will be screened for qualifications and safety compliance prior to being offered a contract with DRC. Additionally, at the discretion of the contracting agency, all subcontractors will be approved prior to beginning work. Our sample Subcontractor Agreement details the scope of work and responsibilities of each subcontractor. The Subcontractor Agreement also commits the subcontractor to all governmental regulations and requirements. All subcontractor equipment will be inspected and properly maintained and all personnel certifications and safety courses will be on file and renewed or updated as needed.


In addition to stringent qualifications standards, DRC requires the following summarized items from subcontractors:

- 🌐 Compliance with all DRC safety plans.

Tab D: Qualifications

RFP No. 23-003P Debris Management & Removal Services

- 🌐 Ability to meet liability and automobile insurance requirements (these may vary from contract to contract).
- 🌐 Compliance with governmental employment regulations, unemployment compensation and workman’s compensation laws.
- 🌐 Completion of a subcontracting agreement specifying the scope of work, terms and conditions, pricing, liability requirements and any hold harmless agreements.



DRC
EMERGENCY SERVICES
Striking Back.

DRC Emergency Services, LLC
111 Veterans Memorial Boulevard, Suite 401
Metairie, Louisiana 70005
Phone: (888) 721-4372 Fax: (504) 482-2852

Company Name: _____

Contact Person: _____

Contact Phone #: _____

Contact Email: _____


Address: _____

DBE/WBE: _____

Licensing/Certifications: _____

Equipment: _____

Notes: _____



DRC
EMERGENCY SERVICES
Striking Back.

DRC Emergency Services, LLC
111 Veterans Memorial Boulevard, Suite 401
Metairie, Louisiana 70005
Phone: (888) 721-4372 Fax: (504) 482-2852
www.drcusa.com

In the event of a disaster in the Jurisdiction and DRC Emergency Services is tasked with the Debris Removal and Disposal, the following equipment and licensing will be required:

EQUIPMENT:

- a) Hauling Equipment with bed capacity of greater than 30 CY and up to 100 CY is preferred. Self-loading equipment is also preferred, however, pieces of hauling equipment can be coupled with front end loaders with grapples and bobcats with grapples that are capable of loading hauling equipment. All equipment must meet DOT standards for on road travel. All loading equipment must operate with rubber tires.
- b) Seventy Hour Emergency Push (short term use) – the above equipment applies, however, rubber tire front end loaders, motor graders, telehandlers, backhoes, bobcats with buckets can be used during the first 70 hours.
- c) Operation of the DMS sites (Debris Management Sites) – Bulldozers, water disbursement trucks, grapple trucks, backhoes can be used for this operation.

INSURANCE REQUIREMENTS:

- a) General Liability - \$1,000,000.00 / \$1,000,000.00 Aggregate
- b) Workers Compensation - \$1,000,000.00/\$1,000,000.00/\$1,000,000.00

DBE CERTIFICATION

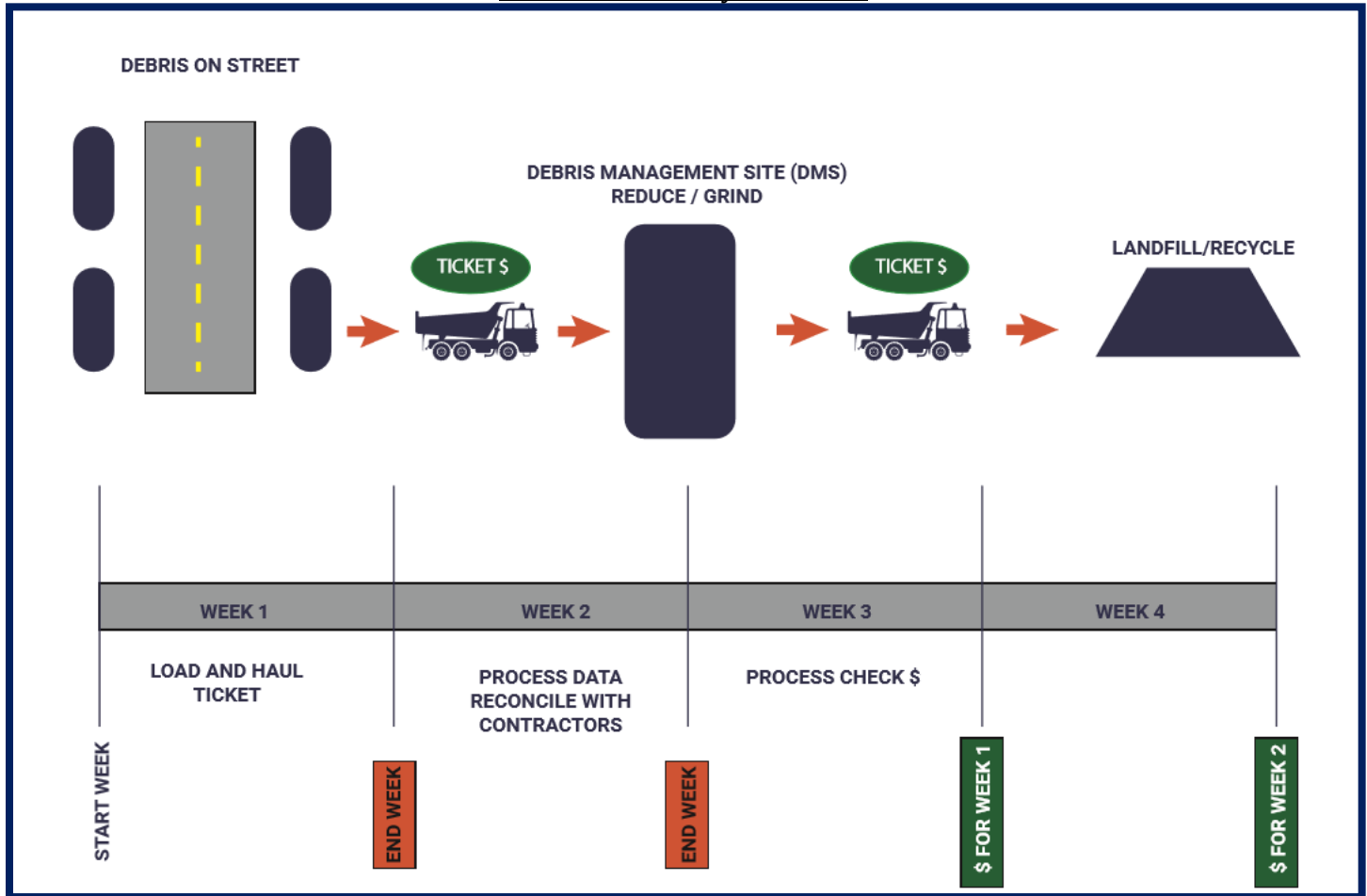
DBE Certificate not required; however, if you are DBE registers with the Jurisdiction, please send a copy of the certification by fax or mail to:

111 Veterans Memorial Boulevard, Suite 401
Metairie, LA 70005
FAX: (504) 482-2852

Prompt Payment of S/M/WBEs

In addition to occasionally assisting S/M/WBEs with operating startup costs, DRC has a 20 plus year history of paying subcontractors on a weekly basis. This expedited payment policy is critical to small businesses as they may experience cash flow issues that can impact operations.

Subcontractor Payable Chart



“Our Mayor’s Office, Councilmembers, my office, and other coordinating agencies took great comfort in the “on the ground” presence and access they had to DRC’s team throughout this effort, and their commitment to the job until we fully addressed all the recovery needs of our residents was greatly appreciated.”

– Adam M. Smith, P.E., Chief of Wastewater Operations & Maintenance, City of Baton Rouge/Parish of East Baton Rouge’s Department of Environmental Services

AFFIRMATIVE ACTION/ EQUAL OPPORTUNITY POLICY

DRC is an equal employment opportunity employer. Employment decisions are based on merit and business need, and not on race, color, citizenship status, national origin, ancestry, gender, sexual orientation, age, religion, creed, physical or mental disability, marital status, veteran status, political affiliation, or any other factor protected by law. DRC complies with the law regarding reasonable accommodation for handicapped and disabled employees. DRC’s President has issued the following policy:

DRC recognizes the value of hiring a diverse group. Due to the nature of our work and the fact that we provide services worldwide, we find it necessary and advantageous to employ a number of persons from various countries who are of different races, religions and ethnic groups. In addition, we believe work force diversity may provide a significant market advantage.

It is the policy of DRC to comply with all the relevant and applicable provisions of the Americans with Disabilities Act (ADA). DRC will not discriminate against any qualified employee or job applicant with respect to any terms, privileges, or conditions of employment because of a person’s physical or mental disability. DRC will also make reasonable accommodation wherever necessary for all employees or applicants with disabilities, provided that the individual is otherwise qualified to safely perform the essential duties and assignments connected with the job and provided that any accommodations made do not impose an undue hardship on DRC.

Equal employment opportunity notices are posted as required by law. Management is primarily responsible for seeing that DRC’s equal employment opportunity policies are implemented, but all members of the staff share in the responsibility for assuring that by their personal actions the policies are effective and apply uniformly to everyone. Any employee, including managers, involved in discriminatory practices will be subject to termination.



DRC'S DEBRIS EXPERTISE

650+

PROJECTS
MANAGED

178,600,000

CUBIC YARDS OF DEBRIS REMOVED



MORE THAN
\$3.2B

IN CONTRACTS MANAGED

6.4M



HAZARDOUS TREES &
LIMBS REMOVED

68

FEMA
DECLARED
DISASTERS

BONDING
CAPACITY

\$1B

440,000

CUBIC YARDS COLLECTED

SETTING FEMA SINGLE-DAY
PRODUCTIVITY RECORD

IN **28**
STATES AND
1 TERRITORY

“To date, DRC has cleared our ROW’s of approximately 1 million cubic yards of debris and removed dangerous leaners and hangers.

They have proven to be experienced and knowledgeable in the storm debris removal process and an invaluable asset in our recuperation effort.”

— Juan M. Maldonado, Esq., Deputy Secretary,
Chief Compliance Officer Fiscal Plan, Gov. of
Puerto Rico Department of Transportation and
Public Works



5 Year Project History

2022

Wildfire
Flood
Tornadoes
Tropical Storm
Hurricane
Winter Storm

\$159,353,792

3,698,490
cubic yards

2021

Hurricanes
Flood
Winter Storm
Tornadoes

\$433,009,227

18,948,275
cubic yards

2020

Hurricanes
Fires
Derecho

\$180,990,554

6,449,031
cubic yards

2019

Tropical Depression
Hurricanes
Tornadoes

\$6,091,446

390,713
cubic yards

2018

Hurricanes
Tornadoes
Marine/Waterway
Debris Removal

\$271,381,877

23,398,766
cubic yards



RELEVANT WORK EXPERIENCE

2022	Activations	Temporary Sites	Cubic Yardage	Contract Value
Hurricane Ian	Florida: Bradenton, City of Debarry, City of Deland, Daytona Beach, FDEM, FDOT Districts 1,2, & 5, Lakeland, Lee County Schools, Longboat Key, Maitland, Manatee, Sarasota County, Sarasota Schools, St. Augustine, FL	17	3,254,038 <i>Ongoing</i>	\$107,924,786 <i>Ongoing</i>
2021	Activations	Temporary Sites	Cubic Yardage	Contract Value
Hurricane Ida	Alabama: Dauphin Island Louisiana: Abita Springs, Ascension Parish, Assumption Parish, Baker, Bayou Lafourche Water District, Central, Donaldsonville, East Baton Rouge Parish/City of Baton Rouge, Gramercy, Iberville Parish, Jefferson Parish, LADOTD 61, LADOTD 62, Lafourche Parish, Lafourche School District, Lutchter, Napoleonville, Pointe Coupee Parish, Port Fourchon, Sorrento, Southeast Flood Protection Authority, St. Charles Parish, St. Bernard Parish, St. James Parish, St. Tammany Parish, Tangipahoa Parish, Terrebonne Parish, Pennsylvania: Montgomery County	82	17,573,949	\$317,700,611
2020	Activations	Temporary Sites	Cubic Yardage	Contract Value
Hurricane Zeta	Alabama: Alabama DOT, Clarke County, Dauphin Island, Mobile, Mobile County, Selma, Washington County Georgia: Forsyth County Louisiana: New Orleans, Slidell, St. Charles Parish, St. Bernard Parish, Terrebonne Parish, Jefferson Parish, Plaquemines Parish Mississippi: Lucedale, Moss Point, Stone County	32	2,020,000	\$21,743,693
Hurricane Delta	Louisiana: Acadia Parish, Baker, Central, East Baton Rouge Parish, Lafayette Parish, Pointe Coupee Parish, St. Landry Parish, West Feliciana Parish	9	560,000	\$7,047,143
Hurricane Sally	Alabama: Dauphin Island, Mobile, Mobile County, Pritchard, Semmes Florida: Gulf Breeze, Mary Esther, Niceville	11	1,035,146	\$23,029,702
Hurricane Laura	Louisiana: Acadia Parish, Crowley, Grant Parish, Jefferson County Drainage District, Jefferson Davis Parish, Lafayette Parish, Natchitoches, Natchitoches Parish, Ouachita Parish, Vernon Parish, Winn Parish Texas: Matagorda County	27	2,513,185	\$32,667,393
Hurricane Isaias	Florida: Deland, North Carolina: City of Wilmington	2	237,497	\$2,738,159
2019	Activations	Temporary Sites	Cubic Yardage	Contract Value
2019 Hurricane Season	Louisiana: Assumption Parish, Pointe Coupee Parish, Terrebonne Parish, Lafayette Parish, Central, East Baton Rouge Parish/City of Baton Rouge Florida: City of Miami Beach	5	390,713	\$6,091,446

Tab D: Qualifications

RFP No. 23-003P Debris Management & Removal Services

	<p>North Carolina: Town of Pine Knoll Shores, Wilmington, Pender County Texas: Jefferson County, City of Liberty, Nederland, and Houston</p>			
2018	Activations	Temporary Sites	Cubic Yardage	Contract Value
Hurricane Michael	<p>Florida: Holmes County, Jackson County, Florida Department of Transportation, Tyndall Air Force Base, NSA Panama City Georgia: Colquitt</p>	27	5,458,219	\$ 85,415,129
Hurricane Florence	<p>North Carolina: Pender County, Wilmington, Havelock, Burgaw, Pine Knoll Shores, Surf City, Topsail Beach, Pamlico County, New Hanover County, Greene County, Southport, Jones County, and Sampson County, Camp Lejune</p>	18	2,518,939	\$ 34,572,767.81
Alabama Tornado Outbreaks	<p>Alabama: Calhoun County, St. Clair County, and the City of Jacksonville</p>	2	350,881	\$ 5,009,976.14
2017	Activations	Temporary Sites	Cubic Yardage	Contract Value
Hurricane Harvey	<p>Texas: Texas GLO, Waller County, Harris County, Jefferson County, Port of Corpus Christi, Cities of Aransas Pass, Groves, Cleveland, Bellaire, Humble, Nederland, Port Aransas, Houston, Jacinto, Port Arthur, Piney Point Village, Port Neches, and Texas City</p>	16	3,579,940.50	\$ 89,426,277.00
Hurricane Irma	<p>Florida: Florida Department of Transportation, Florida Department of Environmental Protection, Monroe County, Citrus County, Miami-Dade County, Coconut Creek, Cutler Bay, Daytona Beach, Debarry, Deland, Fernandina, Ft. Lauderdale, Indian Creek Village, Inverness, Largo, Miami, North Miami, North Miami Beach, Surfside, Orange City, Orlando, Palm Beach Gardens, Pembroke Pines, Redington Beach, and St. Augustine Georgia: Brunswick</p>	30	2,159,454.64	\$ 48,775,168
Hurricane Maria	<p>Puerto Rico: Department of Transportation and Public Works</p>	8	1,082,845.80	\$ 78,295,107

FINANCIAL STRENGTH & STABILITY

DRC is one of the most **financially sound and stable companies** in the disaster response industry. With a **bonding capacity of over \$1 billion** and access to dedicated cash and credit lines in **excess of \$400 million**, DRC has the ability to manage and complete multiple projects simultaneously without being hindered by a lack of operating capital. During high storm seasons over the past decade, DRC operated substantially out of pocket prior to client payment, yet remained fully capable of providing the critical services necessary to complete all contracts.

- 🌐 DRC’s combined contract total for 2022 is valued at over \$159,000,000. During this time, DRC removed and disposed over 3,600,000 cubic yards of debris across 9 states.
- 🌐 In 2021, DRC removed over 17,000,000 cubic yards of debris and managed 82 debris management sites in response to Hurricane Ida alone. Our combined contract total for 2021 was valued at over \$300,000,000.
- 🌐 The 2020 hurricane season consisted of numerous hurricanes including Hurricanes Hanna, Laura, Isaias, Sally, Delta, and Zeta; DRC was mobilized in Alabama, Georgia, Louisiana, Mississippi, Florida, Texas, and North Carolina and removed and disposed of over 5,900,000 cubic yards of debris for contracts totaling over \$180 million.
- 🌐 The 2018 hurricane season brought several storms, most notably Hurricanes Florence and Michael. With only two weeks of reprieve between each storm, DRC mobilized in Florida, North Carolina, Virginia and Georgia simultaneously.
- 🌐 Three major hurricanes hit continental North America in 2017, Hurricanes Harvey, Irma, and Maria, consecutively. DRC managed a total of 53 projects simultaneously in the months that followed these disasters, totaling to \$207 million and 6 million cubic yards.
- 🌐 2016 brought several severe flooding events, primarily in Texas and Louisiana. Additionally, Hurricanes Hermine and Mathew wreaked havoc on Florida and the East Coast. DRC was activated in 30 total jurisdictions, DRC picked up a total of 4 million cubic yards of debris, totaling to an estimated amount of \$64.7 million contract value.
- 🌐 The winter of 2014 wreaked havoc on the eastern seaboard. Working primarily in South Carolina and North Carolina, DRC managed the debris removal for 5 counties in North Carolina and 8 counties for SCDOT. Removing over 225,000 trees and 1,400,000 cubic yards, the contract value is \$54,449,473.
- 🌐 DRC successfully performed in at least 9 contracts that were directly related to the British Petroleum Deepwater Horizon oil spill in the Gulf of Mexico which flowed for three months in 2010. The company’s depth of knowledge with debris handling in ecologically sensitive environments was a significant asset to the regions affected. The total contract value is \$185,334,469.

Banking

Texas Capital Bank
Leila Aloï
Senior VP Corporate Banking
One Riverway, Suite 2100
Houston, TX 77056
(832) 308-7005
Leila.Aloï@texascapitalbank.com

Surety

Bowen, Michlette & Britt Insurance
Agency LLC
Toby Michlette
Surety Bond Producer, Senior VP
1111 North Loop West, Suite 400
Houston, TX 77046
(713) 880-7109
Tmiclette@bmbinc.com

Insurance

McGriff, Seibels & Williams
Rob Harrison
10100 Katy Freeway
Suite 400
Houston, TX 77043
(713) 940-6544
Rob.harrison@mcgriff.com

DRC has never failed to complete any awarded work, defaulted on a contract, or filed for bankruptcy. The company has a 100% assignment completion record.

 **Texas Capital Bank**

January 17, 2023

To Whom It May Concern:

DRC Emergency Services LLC and affiliates have the financial resources to support business operations and the ability to obtain additional resources if needed. The companies have a multi-year syndicated revolving credit facility led by Texas Capital Bank with borrowing capacity up to \$500,000,000. The Companies have the financial capability to finance hundreds of millions of dollars in volume of work, without interference or slow down. The amount can be repaid and redrawn, subject to compliance with the terms of the Company's credit agreement. The credit agreement runs through January 31, 2027.

In addition to the Syndicated Credit Facility with our bank, the owners of DRC Emergency Services LLC and affiliates keep ample levels of additional Working Capital available at a moment's notice.

We have personally banked the owners of the companies for over 15 plus years and they have been a valued client of the bank, have always paid as agreed, and are one of the highest valued clients in the bank. We have witnessed them work on multiple projects and coordinate large scale efforts with excellent execution.

Please feel free to contact me should you need additional information.



Leila Z. Aloï
Senior Vice President
Texas Capital Bank
832-308-7005

1330 Post Oak Blvd., Suite 1700
Houston, TX 77056
832.308.7000

Tab D: Qualifications

RFP No. 23-003P Debris Management & Removal Services



BOWEN, MICLETTE & BRITT INSURANCE AGENCY, LLC
2800 NORTH LOOP WEST, SUITE 1100
HOUSTON, TEXAS 77092
TELEPHONE (713) 880-7100
FACSIMILE (713) 880-7149

January 4, 2023

DRC Emergency Services, LLC
6702 Broadway
Galveston, TX 77554

Re: DRC Emergency Services, LLC

To Whom It May Concern:

We are the surety bonding agent for DRC Emergency Services, LLC, of Galveston, TX. In this capacity, we have become very familiar with their financial, management, and operational capabilities. DRC Emergency Services, LLC is bonded through Travelers Casualty and Surety Company of America (Travelers), which has an A.M. Best Rating of A++ with a Financial Size Category of XV. Travelers has agreed to support performance and payment bonds for single projects up to \$500,000,000 as long as these projects fit within a \$1 Billion aggregate work program.

Please note that the decision to issue performance and payment bonds is a matter between DRC Emergency Services, LLC, and Travelers, and will be subject to the review and approval of the contract terms, conditions and related underwriting criteria at the time the bonds are requested. We assume no liability to third parties or to you if for any reason Travelers does not execute said bonds.

We hold DRC Emergency Services, LLC in the highest possible regard and it is our pleasure and privilege to recommend them for your consideration.

Very truly yours,

BOWEN, MICLETTE & BRITT INSURANCE AGENCY, LLC



David T. Miclette
Senior Vice President

DTM/rg

INSURANCE / BONDS / RISK MANAGEMENT

Tab D: Qualifications

RFP No. 23-003P Debris Management & Removal Services



CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)
04/04/2023

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).

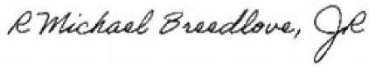
PRODUCER McGriff Insurance Services, LLC 10100 Katy Freeway, #400 Houston, TX 77043		CONTACT NAME: Julia Becvar PHONE (A/C, No, Ext): 713-877-8975 FAX (A/C, No): 713-877-8974 E-MAIL ADDRESS: jbecvar@mcgriff.com															
INSURED DRC Emergency Services, LLC P.O. Box 17017 Galveston, TX 77552		<table border="1"> <thead> <tr> <th>INSURER(S) AFFORDING COVERAGE</th> <th>NAIC #</th> </tr> </thead> <tbody> <tr> <td>INSURER A :Crum & Forster Specialty Insurance Company</td> <td>44520</td> </tr> <tr> <td>INSURER B :United States Fire Insurance Company</td> <td>21113</td> </tr> <tr> <td>INSURER C :Texas Mutual Insurance Company</td> <td>22945</td> </tr> <tr> <td>INSURER D :Argonaut Insurance Company</td> <td>19801</td> </tr> <tr> <td>INSURER E :Vantage Risk Specialty Insurance Company {16275}</td> <td></td> </tr> <tr> <td>INSURER F :</td> <td></td> </tr> </tbody> </table>		INSURER(S) AFFORDING COVERAGE	NAIC #	INSURER A :Crum & Forster Specialty Insurance Company	44520	INSURER B :United States Fire Insurance Company	21113	INSURER C :Texas Mutual Insurance Company	22945	INSURER D :Argonaut Insurance Company	19801	INSURER E :Vantage Risk Specialty Insurance Company {16275}		INSURER F :	
INSURER(S) AFFORDING COVERAGE	NAIC #																
INSURER A :Crum & Forster Specialty Insurance Company	44520																
INSURER B :United States Fire Insurance Company	21113																
INSURER C :Texas Mutual Insurance Company	22945																
INSURER D :Argonaut Insurance Company	19801																
INSURER E :Vantage Risk Specialty Insurance Company {16275}																	
INSURER F :																	

COVERAGES CERTIFICATE NUMBER:KFHXMUMY REVISION NUMBER:

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

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input checked="" type="checkbox"/> PROJECT <input type="checkbox"/> LOC OTHER:			ECG107062	03/31/2023	03/31/2024	EACH OCCURRENCE \$ 5,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 200,000 MED EXP (Any one person) \$ 10,000 PERSONAL & ADV INJURY \$ 5,000,000 GENERAL AGGREGATE \$ 5,000,000 PRODUCTS - COMP/OP AGG \$ 5,000,000
B	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			1337543307	03/31/2023	03/31/2024	COMBINED SINGLE LIMIT (Ea accident) \$ 1,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$
A	<input checked="" type="checkbox"/> UMBRELLA LIAB <input checked="" type="checkbox"/> OCCUR <input checked="" type="checkbox"/> EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE DED RETENTION \$			EFX122599	03/31/2023	03/31/2024	EACH OCCURRENCE \$ 5,000,000 AGGREGATE \$ 5,000,000
C	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	N/A	0001307608 TX WC928968471754 OS	03/31/2023	03/31/2024	<input checked="" type="checkbox"/> PER STATUTE <input type="checkbox"/> OTHER E.L. EACH ACCIDENT \$ 1,000,000 E.L. DISEASE - EA EMPLOYEE \$ 1,000,000 E.L. DISEASE - POLICY LIMIT \$ 1,000,000
E	Contractors Pollution & Errors & Omissions			P03CP0000033200	03/31/2023	03/31/2024	Contractor's Pollution \$ 5,000,000 Errors & Omissions \$ 5,000,000 Policy Aggregate \$ 5,000,000

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

CERTIFICATE HOLDER DRC Emergency Services, LLC 111 Veterans Memorial Blvd., Suite 401 Metairie, LA 70005	CANCELLATION SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS. AUTHORIZED REPRESENTATIVE 
--	---



8 YEAR PAST PERFORMANCE

Please see below for projects performed by DRC over the last 8 years. Project values below with asterisks (*) are in progress and amounts are subject to change.

2023	CONTRACTING AGENCY	DESCRIPTION OF WORK	CONTRACT AMOUNT
April	Little Rock, AR	2023 Tornado Removal and Disposal of Storm Debris	*\$1,970,715.17
April	Monroe County, MS	Contract for Tornado Debris and Removal Services	*\$688,351.90
March	Pottawatomie County, OK	February 2023 Tornado- Debris Removal	\$18,621.49
March	Manatee, FL	Red Tide-Fish Kill	\$26,483
February	City of Houston, TX	Heavy Trash, Bulk, and Junk Waste Collection Services	*\$655,824.66
February	City of Tyler, TX	Bulk Waste & Brush Services - Winter Storm Mara	\$296,730.00
February	City of Lakeway, TX	Bulk Waste & Brush Services - Winter Storm Mara	\$694,710.00
February	City of Austin, TX	Disaster Debris Removal- Winter Storm Mara	*\$8,461,328.87
January	Alabama Department of Transportation - Dallas County	Dallas County Tornado	*\$3,874,233.70
January	City of Lake Charles, LA - Batch 3	Private Property Debris Removal Program - Hurricane Laura	*\$193,450.00
January	City of Lake Charles, LA - Batch 7	Private Property Debris Removal Program - Hurricane Laura	*\$180,000.00
2022	CONTRACTING AGENCY	DESCRIPTION OF WORK	CONTRACT AMOUNT
December	Manatee, FL	Red Tide-Fish Kill	\$13,495.00
December	St. Charles Parish, LA	Winter Tornado Debris Removal	\$97,343.44
December	St. Bernard Parish, LA	Winter Tornado Debris Removal	*\$181,447.84
November	Florida Department of Emergency Management - JV	Debris Removal- Hurricane Ian DR-4673	*\$29,770,693.04
November	Florida Department of Environmental Protection - JV	Waterway Debris Removal	*\$88,171,203.41
November	St. Augustine, FL	Storm Nicole Tropical	\$24,196.37
November	Hollywood, FL	Hurricane Nicole - Hourly work	\$14,953.75
October	Houston, TX	Mechanical & Hydraulic Dredging	\$1,936,596.32
October	Sarasota Schools, FL	Debris Removal	\$85,088.88
October	FDOT District 1	Emergency Debris Removal and Hazardous Tree Limb & Stump Removal	\$595,178.64
September	Lee County Schools	Debris Removal - Hurricane Ian DR-4673	\$315,845.98
September	Lakeland, FL	Debris Removal - Hurricane Ian DR-4673	\$1,654,141.04

Tab D: Qualifications

RFP No. 23-003P Debris Management & Removal Services

September	Daytona Beach, FL	Debris Removal - Hurricane Ian DR-4673	*\$3,102,724.02
September	City of Deland, FL	Debris Removal - Hurricane Ian DR-4673	\$961,843.88
September	City of Debarry, FL	Debris Removal - Hurricane Ian DR-4673	\$943,747.84
September	St. Augustine, FL	Debris Removal - Hurricane Ian DR-4673	\$59,775.35
September	Bradenton, FL	Debris Removal - Hurricane Ian DR-4673	\$302,085.74
September	Longboat Key, FL	Debris Removal - Hurricane Ian DR-4673	\$334,105.91
September	FDOT District 5	Debris Removal - Hurricane Ian DR-4673	\$158,673.58
September	FDOT Perry	Debris Removal - Hurricane Ian DR-4673	\$15,000.00
September	FDOT Chiefland	Debris Removal - Hurricane Ian DR-4673	\$25,281.50
September	Sarasota County, FL	Debris Removal - Hurricane Ian DR-4673	\$20,975,013.19
September	Manatee, FL	Debris Removal - Hurricane Ian DR-4673	\$7,945,240.76
September	Maitland, FL	Debris Removal - Hurricane Ian DR-4673	\$141,151.33
September	Richmond, VA	Reduction and Haul Out	\$315,000.00
August	City/County of St. Charles	2022 Flooding	\$11,979.84
August	Larimer County, CO	Sediment Removal - Buckhorn Creek	\$1,850,071.00
July	East Baton Rouge Parish/City of Baton Rouge	Annual Channel Clearing Project – Elbow Bayou and Claycut Bayou	*\$1,537,979.40
July	City of Mayfield, KY	Private property debris removal in response to tornado	\$5,266,377.68
July	Lake Charles, LA	Private property debris removal and demolitions - Hurricane Laura DR-4559	\$218,136.00
May	City of Austin, TX	Bulk Waste Debris Removal	\$1,019,362.50
April	Boulder County, CO	Marshall Fires Phase 2	\$26,903,041.87
March	St. Bernard, LA	2022 Tornado	\$594,135.08
February	City of Houston, TX – Roger’s Gully	Mechanical Sand and Waterway Debris Removal, Lake Houston	\$7,007,416.52
February	Lakeland, TN	2022 Ice Storm Debris Cleanup	\$103,766.00
February	LADOTD Jefferson Ditches	Emergency Ditch, Culvert, and Catch Basin Cleaning – Hurricane Ida DR-4611	\$3,818,278.00
January	Point Coupee, LA	Bulky Waste	\$6,487.50
January	SCDOT	Winter Storm Izzy	\$40,135.00
January	Boulder County, CO	Marshall Fires Phase 1	\$266,716.84
January	City of Monroe, LA	Bulk Waste Debris Removal	\$271,600.00

Tab D: Qualifications

RFP No. 23-003P Debris Management & Removal Services

2021	CONTRACTING AGENCY	DESCRIPTION OF WORK	CONTRACT AMOUNT
December	TXDOT Brazoria County	Debris Removal – Tropical Storm Nicholas	*\$615,045.70
December	LADOTD 02 St. Bernard	Emergency Drainage Cleaning for Florissant Hwy (LA46)	\$192,815.28
December	TXDOT	Disaster Debris Removal Services – Tropical Storm Nicholas	\$53,407.50
December	USACE - Graves County, Kentucky	2021 Tornadoes	\$12,640,181.52
December	Greater Louisiana Port Commission - Port Fourchon, LA	Disaster Debris Removal Services – Hurricane Ida DR-4611	\$631,513.60
December	Ascension Parish Waterway (Canal), LA	Disaster Debris Re Canal Disaster Debris Removal Services – Hurricane Ida DR-4611	\$11,287,635.40
October	Village of Napoleonville, LA	Disaster Debris Removal Services – Hurricane Ida DR-4611	\$38,941.40
October	Southeast Flood Protection Authority	Disaster Debris Removal Services – Hurricane Ida DR-4611	\$2,690,963.63
October	Dauphin Island, AL	Disaster Debris Removal Services – Hurricane Ida DR-4611	\$3,140,135.00
September	Bay City, TX	Disaster Debris Removal Services – Tropical Storm Nicholas	*\$236,335.95
September	Matagorda County, TX	Disaster Debris Removal Services – Tropical Storm Nicholas	*\$298,988.17
September	Lafourche School District, LA	Disaster Debris Removal Services – Hurricane Ida DR-4611	\$429,298.01
September	Bayou Lafourche Water District, LA	Disaster Debris Removal Services – Hurricane Ida DR-4611	\$5,890,173.13
September	St Charles Parish, LA	Canal Disaster Debris Removal Services – Hurricane Ida DR-4611	\$2,339,823.10
September	Sorrento, LA	Disaster Debris Removal Services – Hurricane Ida DR-4611	\$115,857.17
September	Town of Gramercy, LA	Disaster Debris Removal Services – Hurricane Ida DR-4611	\$305,274.00
September	Pointe Coupee Parish, LA	Disaster Debris Removal Services – Hurricane Ida DR-4611	*\$13,537.50
September	Iberville Parish, LA	Disaster Debris Removal Services – Hurricane Ida DR-4611	\$140,329.15
September	Assumption Parish, LA	Disaster Debris Removal Services – Hurricane Ida DR-4611	*\$215,899.11
September	Baker, LA	Disaster Debris Removal Services – Hurricane Ida DR-4611	\$135,403.20
September	St. Tammany Parish, LA	Disaster Debris Removal Services – Hurricane Ida DR-4611	*\$43,757,042.06
September	Town of Lutchter, LA	Disaster Debris Removal Services – Hurricane Ida DR-4611	\$424,647.81
September	Montgomery County, PA	Disaster Debris Removal Services – Hurricane Ida DR-4611	\$11,944,812.49
September	Donaldsonville, LA	Disaster Debris Removal Services – Hurricane Ida DR-4611	\$282,656.27
September	Central, LA	Disaster Debris Removal Services – Hurricane Ida DR-4611	\$441,364.66
September	St. James Parish, LA	Disaster Debris Removal Services – Hurricane Ida DR-4611	\$1,381,257.45
September	Ascension Parish, LA	Disaster Debris Removal Services – Hurricane Ida DR-4611	\$5,289,860.19

Tab D: Qualifications

RFP No. 23-003P Debris Management & Removal Services

September	Jefferson Parish, LA	Disaster Debris Removal Services – Hurricane Ida DR-4611	*\$35,754,679.92
September	LADOTD 61	Disaster Debris Removal Services – Hurricane Ida DR-4611	\$5,913,629.58
September	LADOTD 62	Disaster Debris Removal Services – Hurricane Ida DR-4611	\$30,900,053.55
August	Terrebonne Parish, LA	Disaster Debris Removal Services – Hurricane Ida DR-4611	*\$44,199,509.53
August	Tangipahoa Parish, LA	Disaster Debris Removal Services – Hurricane Ida DR-4611	*\$42,275,640.66
August	Abita Springs, LA	Disaster Debris Removal Services – Hurricane Ida DR-4611	*\$26,868
August	St. Charles Parish, LA	Disaster Debris Removal Services – Hurricane Ida DR-4611	*\$18,672,467.27
August	Lafourche Parish, LA	Disaster Debris Removal Services – Hurricane Ida DR-4611	*\$17,253,946.46
August	East Baton Rouge Parish/City of Baton Rouge, LA	Disaster Debris Removal Services – Hurricane Ida DR-4611	*\$10,938,467.34
August	St. Bernard Parish, LA	Disaster Debris Removal Services – Hurricane Ida DR-4611	\$2,253,489.28
	Randolph County – ACCA	Alabama Tornadoes	\$83,352.47
July	FDOT District 2 Perry	Emergency Cut & Toss - Tropical Storm Elsa EM-3561	\$15,000.00
July	FDOT District 2 Chiefland	Emergency Cut & Toss - Tropical Storm Elsa EM-3561	\$18,326.25
July	Foley, AL	Hurricane Debris Stream Cleanout - Hurricane Sally DR-4563	\$15,000
July	City of Houston, TX	Mechanical Sand and Waterway Debris Removal, Lake Houston	\$10,483,667.44
June	Pinellas County, FL	Red Tide Fish Kill	\$2,070,438.47
June	Ascension Parish, LA	May weather event	\$2,631.14
June	State of Washington	Town of Malden Fire Cleanup	\$4,600,000.00
May	East Baton Rouge, LA	May Flood Event	\$505,060.62
April	City of Mobile, AL	Bulky Waste	\$38,637.50
April	Coweta, GA	Disaster Debris Clearance and Removal Services	\$35,089.08
April	City of Austin, TX	Winter Storm Debris Removal	\$382,005.00
April	Shelby County, AL	Alabama Tornadoes	\$511,206.78
April	Calhoun County, AL	Alabama Tornadoes	\$2,942,622.86
April	Westwego (City of), LA	Hurricane Zeta DR-4573	\$22,440.00
March	Central, LA	Winter Storm Debris	\$51,300.00
February	East Baton Rouge	Winter Storm Debris Removal	*\$1,130,963.16
February	Texas Department of Transportation	Waterway Debris Removal	\$316,915.00

Tab D: Qualifications

RFP No. 23-003P Debris Management & Removal Services

January	CalRecycle, CA	2020 Fires, Debris Removal & Hazard Tree Removal Services	*\$81,651,575.10
January	Washington County, AL	Disaster Debris Removal Services – Hurricane Zeta DR-4573	\$2,806,056.32
January	Clarke County, AL	Disaster Debris Removal Services – Hurricane Zeta DR-4573	\$4,299,718.14
2020	CONTRACTING AGENCY	DESCRIPTION OF WORK	CONTRACT AMOUNT
November	State of Washington	Town of Malden Fire Clean up	\$4,567,224.89
November	City of Selma, AL	Disaster Debris Removal Services – Hurricane Zeta DR-4577	\$1,472,310.16
November	Mobile County, AL	Disaster Debris Removal Services – Hurricane Zeta DR-4577	\$5,075,456.97
November	City of Prichard, AL	Disaster Debris Removal Services – Hurricane Sally DR-4563	\$836,185.25
November	Stone County, MS	Disaster Debris Removal Services – Hurricane Zeta DR-4576	\$1,462,022.56
November	City of Lucedale, MS	Disaster Debris Removal Services – Hurricane Zeta DR-4576	\$513,307.96
November	City of Moss Point, MS	Disaster Debris Removal Services – Hurricane Zeta DR-4576	\$128,758.93
November	City of Alexander City, AL	Weather Event of April 2020	\$281,101.19
November	Forsyth County, GA	Disaster Debris Removal Services – Hurricane Zeta DR-4579	\$49,837.85
October	Plaquemines Parish, LA	Disaster Debris Removal Services – Hurricane Zeta DR-4577	\$370,612.8
October	City of Niceville, FL	Disaster Debris Removal Services – Hurricane Sally DR-4564	\$31,410.39
October	ALDOT- Grove Hill District	Disaster Debris Removal Services – Hurricane Zeta DR-4573	\$9,254,899.38
October	City of Slidell, LA	Disaster Debris Removal Services – Hurricane Zeta DR-4577	\$367,233.00
October	Jefferson Parish, LA	Disaster Debris Removal Services – Hurricane Zeta DR-4577	\$2,937,024.93
October	City of New Orleans, LA	Disaster Debris Removal Services – Hurricane Zeta DR-4577	\$391,359.16
October	Terrebonne Parish, LA	Disaster Debris Removal Services – Hurricane Zeta DR-4577	\$89,187.06
October	St. Charles Parish, LA	Disaster Debris Removal Services – Hurricane Zeta DR-4577	\$97,940.95
October	St. Bernard Parish, LA	Disaster Debris Removal Services – Hurricane Zeta DR-4577	\$591,978.10
October	City of Kenner, LA	Food Services – Hurricane Zeta DR-4577	\$23,685
October	Jefferson County, TX	Logistic Services – Hurricane Delta	\$13,530
October	City of Baker, LA	Disaster Debris Removal Services – Hurricane Delta DR-4570	\$121,977.20
October	East Baton Rouge, LA	Disaster Debris Removal Services – Hurricane Delta DR-4570	\$684,139.37
October	City of Central, LA	Disaster Debris Removal Services – Hurricane Delta DR-4570	\$106,353
October	Pointe Coupee Parish, LA	Disaster Debris Removal Services – Hurricane Delta DR-4570	\$27,000

Tab D: Qualifications

RFP No. 23-003P Debris Management & Removal Services

October	West Feliciana Parish, LA	Disaster Debris Removal Services – Hurricane Delta DR-4570	\$94,143.05
October	Lafayette Parish, LA	Disaster Debris Removal Services – Hurricane Delta DR-4570	\$4,883,624.13
October	Acadia Parish, LA	Disaster Debris Removal Services – Hurricane Delta DR-4570	\$1,054,273.01
October	City of Semmes, AL	Disaster Debris Removal Services – Hurricane Sally DR-4563	\$77,396
October	Vernon Parish, LA	Disaster Debris Removal – Hurricane Laura DR-4559	\$11,769,350.27
October	Natchitoches Parish, LA	Disaster Debris Removal – Hurricane Laura DR-4559	\$793,043.66
September	Jefferson County Drainage District, TX	Logistic Services – Hurricane Laura DR-4559	\$12,886.39
September	City of Mary Esther, FL	Disaster Debris Removal Services – Hurricane Sally DR-4564	\$14,832.68
September	Jackson County, FL	Private Property Debris Removal—Hurricane Michael (DR-4399)	\$459,716.62
September	City of Gulf Breeze, FL	Disaster Debris Removal Services – Hurricane Sally DR-4564	\$1,023,202.02
September	Town of Dauphin Island, AL	Disaster Debris Removal Services – Hurricane Sally DR-4563	\$991,095.96
September	Mobile County, AL	Disaster Debris Removal Services – Hurricane Sally DR-4563	\$4,438,764.67
September	City of Mobile, AL	Disaster Debris Removal Services – Hurricane Sally DR-4563	\$10,143,825.52
September	Winn Parish, LA	Disaster Debris Removal – Hurricane Laura DR-4559	\$2,184,514.30
September	Natchitoches Parish, LA	Disaster Debris Removal – Hurricane Laura DR-4559	\$793,043.66
September	City of Natchitoches, LA	Disaster Debris Removal – Hurricane Laura DR-4559	\$14,832.68
September	City of Cedar Rapids, IA	Collection of C&D Storm Damaged Household Items – Derecho Severe Storms DR-4557	\$267,066.73
September	Grant Parish, LA	Disaster Debris Removal – Hurricane Laura DR-4559	\$11,817,169.83
August	Ouachita Parish, LA	Disaster Debris Removal – Hurricane Laura DR-4559	\$2,239,882.51
August	Jefferson Davis Parish, LA	Disaster Debris Removal – Hurricane Laura DR-4559	\$2,290,672.78
August	Lafayette Parish, LA	Disaster Debris Removal – Hurricane Laura DR-4559	\$397,790.77
August	City of Crowley, LA	Disaster Debris Removal – Hurricane Laura DR-4559	\$282,736.22
August	State of Louisiana	Emergency Support Trailers – Hurricane Laura DR-4559	\$202,000
August	Jefferson County Drainage District	Emergency Disaster Assistance Recovery- Hurricane Laura DR-4559	\$12,886.39
August	City of Deland, FL	Disaster Debris Removal – Hurricane Isaias	\$45,606.46
August	City of Wilmington, NC	Debris Management Recovery & Removal Services- Hurricane Isaias	\$2,692,553.05
July	Matagorda County, TX	Debris Clearance & Removal – Hurricane Hanna	\$411,067
July	City of Central, LA	Debris Removal in response to Weather Event	\$3,400

Tab D: Qualifications
RFP No. 23-003P Debris Management & Removal Services

May	Virginia Department of Emergency Management	COVID-19 Support	\$506,232.04
May	Lafourche Parish, LA	Debris Removal and Recovery Services	\$143,375
May	St. Charles Parish, LA	May 15 Flood Event	\$62,372.41
April	City of Mount Juliet, TN	Tornado Debris Removal (DR-4476)	\$1,258,201.54
April	Puerto Rico Power Authority	Vegetation Management	\$29,283,377.08
January	City of Houston, TX	Mechanical Sand and Waterway Debris Removal, Lake Houston	* 15,792,662.59
2019	CONTRACTING AGENCY	DESCRIPTION OF WORK	CONTRACT AMOUNT
November	City of Port Aransas, TX	Municipal Boat Harbor Debris Removal Disposal Services – Hurricane Harvey (DR-4332)	\$273,428.60
September	Jefferson County, TX	Disaster Debris Management— Tropical Storm Imelda (DR-4466)	\$1,132,923.58
September	City of Liberty, TX	Disaster Debris Management— Tropical Storm Imelda (DR-4466)	\$87,791.50
September	City of Nederland, TX	Disaster Debris Management— Tropical Storm Imelda (DR-4466)	\$12,142.40
September	New Hanover County, NC	Disaster Debris Removal— Hurricane Dorian (DR-4465)	\$151,527.30
September	Town of Pine Knoll Shores, NC	Disaster Debris Removal— Hurricane Dorian (DR-4465)	\$126,898.25
September	City of Wilmington, NC	Pre-Staging Equipment— Hurricane Dorian (DR-4465)	\$26,106.20
August	City of Miami Beach, FL	Logistical Services— Hurricane Dorian (DR-4465)	\$38,400
August	City of Central, LA	Disaster Debris Removal— Hurricane Barry (DR-4462)	\$7,800
August	St. Charles County, MO	Emergency Flood Debris Removal and Disposal	\$650,075.00
August	Village of Plover, WI	Straight-Line Wind – Debris Removal	\$119,427.50
July	Assumption Parish, LA	Disaster Debris Removal— Hurricane Barry (DR-4462)	\$63,886.74
July	Pointe Coupee Parish, LA	Disaster Debris Removal— Hurricane Barry (DR-4462)	\$21,600
July	Terrebonne Parish, LA	Disaster Debris Removal— Hurricane Barry (DR-4462)	\$404,858.94
July	Lafayette Parish, LA	Disaster Debris Removal— Hurricane Barry (DR-4462)	\$225,250.75
July	East Baton Rouge Parish/City Of Baton Rouge, LA	Disaster Debris Removal— Hurricane Barry (DR-4462)	\$398,040.07
June	State of New York	Provide MRE's	\$30,6060.00
June	State of Louisiana- Sand Activation	Provide Sand per Region	\$2,537.00
June	Puerto Rico's Department of Parks and Recreation	Hurricane Maria Debris Removal (DR-4339)	\$4,890,171.32
June	Monroe County, MS	Tornado Debris Removal and Disposal Services	\$1,756,741.53
June	City of Ruston, LA	Debris Removal and Disposal from Event of April 25, 2019 (Tornado)	\$285,951.44

Tab D: Qualifications

RFP No. 23-003P Debris Management & Removal Services

2018	CONTRACTING AGENCY	DESCRIPTION OF WORK	CONTRACT AMOUNT
November	Sampson County	Disaster Debris Removal Services— Hurricane Florence (DR-4393)	\$23,484.79
October	Jones County	Debris Removal— Hurricane Florence (DR-4393)	\$209,953.44
October	GDOT-Colquitt	Debris Removal— Hurricane Michael (DR-4399)	\$326,471.84
October	FDOT	Base Camp— Hurricane Michael (DR-4399)	\$1,888,658.00
October	FDOT Region 3 Bay and Calhoun Counties	Debris Removal— Hurricane Michael (DR-4399)	\$33,539,480.67
October	FDOT Region 2 Gulf, Liberty, Franklin, Gadsden, Wakulla, Leon, and Jefferson Counties	Debris Removal— Hurricane Michael (DR-4399)	\$23,193,485.63
October	Southport, NC	Debris Removal— Hurricane Florence (DR-4393)	\$467,856.46
October	Greene County, NC	Debris Removal— Hurricane Florence (DR-4393)	\$12,779.24
October	Jackson County, FL	Debris Removal— Hurricane Michael (DR-4399)	\$40,000,000
October	Holmes County, FL	Debris Removal— Hurricane Michael (DR-4399)	\$2,269,063.94
October	Pamlico County, NC	Veg Disposal— Hurricane Florence (DR-4393)	\$1,107,417.42
September	Carolina Beach, NC	Sand Debris Removal— Hurricane Florence (DR-4393)	\$19,158.60
September	Jasper, SC	On Call Tree Trimming and Removal	Maintenance Contract
September	Topsail Beach, NC	Debris Removal— Hurricane Florence (DR-4393)	\$650,092.07
September	Surf City, NC	Debris Removal— Hurricane Florence (DR-4393)	\$1,750,794.12
September	Pine Knoll Shores	Debris Removal— Hurricane Florence (DR-4393)	\$926,151.47
September	Burgaw, NC	Debris Removal— Hurricane Florence (DR-4393)	\$260,824.92
September	Havelock, NC	Debris Removal— Hurricane Florence (DR-4393)	\$1,193,356.81
September	Wilmington, NC	Debris Removal— Hurricane Florence (DR-4393)	\$18,716,164.35
September	Pender County, NC	Debris Removal— Hurricane Florence (DR-4393)	\$10,819,632.94
September	Pinellas County, FL	Red Tide-Fish Kill	\$6,895,562.29
May	Port of Corpus Christi Authority (POCCA)	Marine Debris Removal Services	\$285,771.03
March	ACCA-Jacksonville	Severe Thunderstorms and Dangerously High Winds (DR-4362)	\$3,889,408.12
March	Jacinto City, TX	Debris Removal from Temporary Site	\$80,000.00
March	ACCA-Calhoun County	Severe Thunderstorms and Dangerously High Winds (DR-4362)	\$882,966.84
March	ACCA-St. Clair County	Severe Thunderstorms and Dangerously High Winds (DR-4362)	\$237,601.18
September	Florida Department of Environmental Protection	Marine Debris Removal - Hurricane Irma (DR-4337)	\$416,444.79

Tab D: Qualifications
RFP No. 23-003P Debris Management & Removal Services

2017	CONTRACTING AGENCY	DESCRIPTION OF WORK	CONTRACT AMOUNT
November	DTOP-Puerto Rico	Hurricane Maria Debris Removal (DR-4339)	\$78,295,107
October	Miami-Dade County, FL	Site Management and Reduction of Temporary Debris Storage and Reduction Site - Hurricane Irma (DR-4337)	\$5,060,786.86
October	North Miami Beach, FL	Debris Management and Reduction - Hurricane Irma (DR-4337)	\$2,383,018.23
October	Monroe County, FL	Debris Removal - Hurricane Irma (DR-4337)	\$11,648,125.84
September	Brunswick, GA	Debris Removal - Hurricane Irma (DR-4338)	\$642,298.98
September	Orlando, FL	Debris Removal - Hurricane Irma (DR-4337)	\$570,879.96
September	Piney Point Village, TX	Debris Removal - Hurricane Harvey (DR-4332)	\$ 30,010.87
September	Debary, FL	Debris Removal - Hurricane Irma (DR-4337)	\$ 1,073,891.11
September	Inverness, FL	Debris Removal - Hurricane Irma (DR-4337)	\$97,056.16
September	Indian Creek Village, FL	Debris Removal - Hurricane Irma (DR-4337)	\$142,821.03
September	Bellaire, TX	Debris Removal - Hurricane Harvey (DR-4332)	\$ 1,279,672.03
September	Daytona Beach, FL	Debris Removal - Hurricane Irma (DR-4337)	\$923,524.92
September	Surfside, FL	Debris Removal - Hurricane Irma (DR-4337)	\$103,132.63
September	Orange City, FL	Debris Removal - Hurricane Irma (DR-4337)	\$478,643.62
September	St. Augustine, FL	Debris Removal - Hurricane Irma (DR-4337)	\$469,540.11
September	DeLand, FL	Debris Removal - Hurricane Irma (DR-4337)	\$1,190,026.81
September	Waller County, TX	Debris Removal - Hurricane Harvey (DR-4332)	\$31,010.87
September	Doral, FL	Debris Removal - Hurricane Irma (DR-4337)	\$41,121.84
September	Cutler Bay, FL	Emergency Cut & Toss - Hurricane Irma (DR-4337)	\$ 98,530
September	Fernandina Beach, FL	Debris Removal - Hurricane Irma (DR-4337)	\$835,621.90
September	Coconut Creek, FL	Debris Removal - Hurricane Irma (DR-4337)	\$1,273,788.48
September	Largo, FL	Debris Removal - Hurricane Irma (DR-4337)	\$715,802.20
September	Fort Lauderdale, FL	Debris Removal - Hurricane Irma (DR-4337)	\$8,196,643.97
September	Citrus County, FL	Debris Removal - Hurricane Irma (DR-4337)	\$1,648,345.56
September	North Miami, FL	Debris Removal - Hurricane Irma (DR-4337)	\$2,383,018.23
September	Miami, FL	Debris Removal - Hurricane Irma (DR-4337)	\$9,851,246.94
September	FDOT – District 2	Emergency Cut & Toss - Hurricane Irma (DR-4337)	\$563,069.00

Tab D: Qualifications

RFP No. 23-003P Debris Management & Removal Services

September	Coconut Creek, FL	Food Activation - Hurricane Irma (DR-4337)	\$16,839.99
September	Palm Beach Gardens, FL	Food Activation - Hurricane Irma (DR-4337)	\$55,125.00
September	Taylor Lake Village, TX	Debris Removal - Hurricane Harvey (DR-4332)	\$17,246.1
September	Humble, TX	Debris Removal - Hurricane Harvey (DR-4332)	\$173,411.09
August	Cities of Port Neches, Nederland and Groves, TX	Debris Removal - Hurricane Harvey (DR-4332)	\$1,062,849.32
August	Port Arthur, TX	Emergency Supplies - Hurricane Harvey (DR-4332)	\$336,668.94
August	Harris County, TX	Debris Removal - Hurricane Harvey (DR-4332)	\$33,677,520.71
August	Texas City, TX	Debris Removal - Hurricane Harvey (DR-4332)	\$217,981.17
August	Houston, TX	Debris Removal - Hurricane Harvey (DR-4332)	\$21,854,657.54
August	TXGLO, TX	Beach Restoration - Hurricane Harvey (DR-4332)	\$400,000
August	Jefferson County, TX	Emergency Supplies and Debris Removal - Hurricane Harvey (DR-4332)	\$5,027,062.72
August	City of Port Aransas, TX	Debris Removal - Hurricane Harvey (DR-4332)	\$11,771,717.34
August	City of Aransas Pass, TX	Debris Removal - Hurricane Harvey (DR-4332)	\$7,595,915.65
August	City of Pasadena, TX	Food Services - Hurricane Harvey (DR-4332)	\$20,000
March	Chambers County, TX	Building Restoration as a result of a Tornado	\$3,400.00
January	Assumption Parish, LA	Removal of C&D from DMS - February 2016 Tornado	\$94,646.55
2016	CONTRACTING AGENCY	DESCRIPTION OF WORK	CONTRACT AMOUNT
November	Greene County, NC	Disaster Debris Removal and Disposal - Hurricane Matthew (DR-4285)	\$75,870.33
November	GDOT – Chatham County	Emergency Routine Maintenance - Hurricane Matthew (DR-4284)	\$1,390,795.73
November	Pender County, NC	Disaster Debris Removal and Disposal - Hurricane Matthew (DR-4285)	\$162,119.60
October	Sebastian, FL	Disaster Debris Removal and Disposal - Hurricane Matthew (DR-4283)	\$387,820.47
October	Hyde County, NC	Disaster Debris Removal and Disposal - Hurricane Matthew (DR-4285)	\$344,248.99
October	North Topsail Beach, NC	Disaster Debris Removal and Disposal (Push& Load & Haul Operations) - Hurricane Matthew (DR-4285)	\$48,682.78
October	New Hanover County, NC	Disaster Debris Removal and Disposal - Hurricane Matthew (DR-4285)	\$912,661.04
October	City of Wilmington, NC	Disaster Debris Removal and Disposal - Hurricane Matthew (DR-4285)	\$918,465.95
October	Palm Beach Gardens, FL	Emergency Food Services - Hurricane Matthew (DR-4283)	\$52,600.00
October	City of Debarry, FL	Disaster Debris Removal and Disposal - Hurricane Matthew (DR-4283)	\$256,463.67
October	City of Ormond Beach, FL	Disaster Debris Removal and Disposal - Hurricane Matthew (DR-4283)	\$3,861,220.75

Tab D: Qualifications

RFP No. 23-003P Debris Management & Removal Services

October	City of DeLand, FL	Disaster Debris Removal and Disposal - Hurricane Matthew (DR-4283)	\$505,777.85
October	Orange City, FL	Disaster Debris Removal and Disposal - Hurricane Matthew (DR-4283)	\$115,245.54
October	City of Daytona Beach, FL	Disaster Debris Removal and Disposal - Hurricane Matthew (DR-4283)	\$3,861,220.75
October	City of St. Augustine, FL	Disaster Debris Removal and Disposal - Hurricane Matthew (DR-4283)	\$856,579.69
September	Leon County, FL	Debris Removal - Hurricane Hermine (DR-4280)	\$1,591,250.93
September	Citrus County, FL	Debris Removal - Hurricane Hermine (DR-4280)	\$200,846.00
August	East Baton Rouge Parish/City of Baton Rouge, LA	Disaster Debris Removal and Disposal - Louisiana Severe Storms and Flooding (DR-4277)	\$35,000,000.00
August	Ascension Parish, LA	Disaster Debris Removal and Disposal - Louisiana Severe Storms and Flooding (DR-4277)	\$5,903,607.61
August	Lafayette Parish, LA	Disaster Debris Removal and Disposal - Louisiana Severe Storms and Flooding (DR-4277)	\$975,792.64
August	Tangipahoa Parish, LA	Disaster Debris Removal and Disposal - Louisiana Severe Storms and Flooding (DR-4277)	\$468,387.73
August	St. Martin Parish, LA	Disaster Debris Removal and Disposal - Louisiana Severe Storms and Flooding (DR-4277)	\$64,622.94
August	City of Baker, LA	Disaster Debris Removal and Disposal - Louisiana Severe Storms and Flooding (DR-4277)	\$413,150.33
August	Iberville Parish/City of St. Gabriel, LA	Disaster Debris Removal and Disposal - Louisiana Severe Storms and Flooding (DR-4277)	\$66,153.72
June	Caldwell Parish, LA	March 2016 Flood - Louisiana Severe Storms and Flooding (DR-4263)	\$16,401.60
June	St. James Parish, LA	Haul Out - February 2016 Tornado	\$91,104.64
June	Parish of East Baton Rouge/City of Baton Rouge, LA	May 2016 Wind Event	\$198,105.72
May	Texas Department of Transportation – Smith & Cherokee County	Debris Removal - April 2016 Tornado	\$558,910.69
May	New Hanover County, NC	Debris Removal - May 2016 Tornado	\$41,351.56
April	Harris County, TX	Debris Removal - Texas Severe Storm and Flooding DR-4269	\$504,198.86
April	City of Houston, TX	Debris Removal - Texas Severe Storm and Flooding DR-4269	\$2,728,745.37
March	Tangipahoa Parish, LA	Debris Removal - Louisiana Severe Storms and Flooding (DR-4263)	\$72,224.79
January	Prince George’s County, MD	Snow Removal - Winter Storm Jonas	\$179,188.75
January	Loudon County, VA	Snow Removal - Winter Storm Jonas	\$223,113.50
January	Maryland Department of General Services	Snow Removal - Winter Storm Jonas	\$12,440.00
January	City of Baltimore, MD	Preston Road Complex Snow Removal - Winter Storm Jonas	\$122,550.00
January	State of Maryland – Highway Authority	Snow Removal - Winter Storm Jonas	\$465,500.00
January	State of Louisiana Sand Activation	Delivery of Sand to Krotz Springs, LA	\$28,991.76

REFERENCES

REFERENCES				
OWNER & TIMELINE	DESCRIPTION OF WORK	CONTRACT VALUE	CUBIC YARDS	POINT OF CONTACT
City of Austin, TX February 2023 – April 2023	Disaster Debris Removal - Winter Storm Mara	*\$8,461,203.87	655,423.55	Richard McHale, <i>Resource Recovery</i> Phone: (512) 974-4301 richard.mchale@austintexas.gov P.O. Box 1088 Austin, TX 78767
Daytona Beach, FL October 2022- January 2023	Debris Removal and Services Contract - Hurricane Ian	\$3,103,999.90	339,952.00	David Waller, <i>Deputy Director of Public Works</i> Phone: (321) 246-2331 wallerdavid@codb.us 950 Bellevue Avenue Daytona Beach, FL 32114
Manatee, FL September 2022- February 2023	Debris Management Services	\$7,777,413.86	591,846.50	Jeanne Detweiler, <i>Superintendent, Solid Waste Enforcement</i> Phone: 941-812-4301 jeanne.detweiler@mymanatee.org 3333 Lena Road, Bradenton, FL 34211
Matagorda County, TX July 2020 – October 2020	Debris Clearance & Removal – Hurricane Hanna (EM-3530)	\$411,067	5,235	Amanda Campos, <i>Emergency Management Coordinator</i> Phone: (979) 323-0707 acampos@co.matagorda.tx.us 2200 7th Street 3rd Floor Room 2 Bay City, TX 77414
Jefferson County, TX September 2019-November 2019	Disaster Debris Management— Tropical Storm Imelda (DR-4466)	\$1,132,923.58	57,429.65	Robert Grimm Phone: 409-835-8757 Fax: N/A rgrimm@co.jefferson.tx.us 1149 Pearl Street, 1 st floor Beaumont, Texas 77701

No conflicts have occurred over the last three years with these or any other contract for similar work.

Please see pricing attached.

Pricing	
RFP 23-003P Debris Mgmt. & Removal Services	
1. Vegetative Debris Removal	\$ Per Cubic Yard
Work consists of the collection and transportation of eligible vegetative debris the City ROW or public property to a City approved DMS or final disposal site.	
0.00 - 14.99 Miles	\$ 8.68
15.00 - 29.99 Miles	\$ 8.68
30.00 - 44.99 Miles	\$ 8.68
45.00 Miles or Greater	\$ 8.68
2. C&D Debris Removal	\$ Per Cubic Yard
Work consists of the collection and transportation of eligible C&D debris on City public property or ROW to a City approved DMS or final disposal site.	
0.00 - 14.99 Miles	\$ 8.68
15.00 - 29.99 Miles	\$ 9.68
30.00 - 44.99 Miles	\$ 10.98
45.00 Miles or Greater	\$ 12.98
3. Demolition, Removal, Transport, and Disposal of Non-RACM Structures	\$ Per Cubic Yard
Work consists of the demolition, removal, transport and disposal of non-RACM structures at a City approved final disposal site. Does not include removal of concrete slab/foundation.	
0.00 - 14.99 Miles	\$ 15.68
15.00 - 29.99 Miles	\$ 16.68
30.00 - 44.99 Miles	\$ 17.98
45.00 Miles or Greater	\$ 19.98
4. Demolition, Removal, Transport, and Disposal of RACM Structures	\$ Per Cubic Yard
Work consists of the demolition, removal, transport and disposal of RACM structures at a City approved final disposal site. Does not include removal of concrete slab/foundation.	
0.00 - 14.99 Miles	\$ 24.68
15.00 - 29.99 Miles	\$ 25.68
30.00 - 44.99 Miles	\$ 26.98
45.00 Miles or Greater	\$ 28.98
5. DMS Management, Operations, and Separation/Reduction	\$ Per Cubic Yard
Management Costs, including cost of site preparation, site management, acceptance, segregation/separation, staging, erosion control, and other required work that is not direct debris reduction work.	\$ 1.44
Grinding (Vegetative Debris)	\$ 3.68

Air Curtain Burning (Vegetative Debris)	\$	1.98
Controlled Burning (Vegetative Debris)	\$	1.22
Compacting (C&D Debris)	\$	0.75
6. Collection and transportation of processed (grinding) vegetative debris from DMS to final disposal site.		\$ Per Cubic Yard
0.00 - 14.99 Miles	\$	4.12
15.00 - 29.99 Miles	\$	4.24
30.00 - 44.99 Miles	\$	4.24
45.00 Miles or Greater	\$	4.24
7. Collection and transportation of processed (burning) vegetative debris from DMS to final disposal site.		\$ Per Cubic Yard
0.00 - 14.99 Miles	\$	4.12
15.00 - 29.99 Miles	\$	4.24
30.00 - 44.99 Miles	\$	4.24
45.00 Miles or Greater	\$	4.24
8. Collection and transportation of processed (separated and compacted) C&D debris from DMS to final disposal site.		\$ Per Cubic Yard
0.00 - 14.99 Miles	\$	4.12
15.00 - 29.99 Miles	\$	4.92
30.00 - 44.99 Miles	\$	5.98
45.00 Miles or Greater	\$	7.98
9. Removal of Hazardous Trees and Limbs		\$ Per Tree
Work consists of removing eligible hazardous trees or limbs from the ROW and placing them on the safest possible location on the City ROW for collection under the terms and conditions of Scope of Services Item 1, Vegetative Debris Removal.		
6.00" - 12.99" Diameter	\$	45.00
13.00" - 24.99" Diameter	\$	145.00
25.00" - 36.99" Diameter	\$	195.00
37.00" - 48.99" Diameter	\$	250.00
49.00" and larger Diameter	\$	350.00
1-4 Limbs (2" or Greater at Break) Per Tree	\$	78.50
5-8 Limbs (2" or greater at Break) Per Tree	\$	78.50
9 or Greater Limbs (2" or Greater at Break) Per Tree	\$	78.50
10. Removal of Hazardous Stumps		

Work consists of removing eligible hazardous stumps from the ROW and placing them on the safest possible location on the City ROW for collection under the terms and conditions of Scope of Services Item1, Vegetative Debris Removal. Price includes the cost to fill the root-ball hole.	\$ Per Stump
24.10" - 36.99" Diameter	\$ 200.00
37.00" - 48.99" Diameter	\$ 300.00
49.00" or Greater Diameter	\$ 400.00
11. Sand, Silt, and Debris Removal from Detention/Retention Structures Work consists of collection of sand, silt, and debris from City detention/retention structures and transport to a City approved final disposal site.	\$ Per Cubic Yard
0.00 - 14.99 Miles	\$ 12.98
15.00 - 29.99 Miles	\$ 13.98
30.00 - 44.99 Miles	\$ 15.98
45.00 Miles or Greater	\$ 17.98
12. Household Hazardous Waste Removal, Transport, and Disposal Work consists of collection of sand, silt, and debris from City detention/retention structures and transport to a City approved final disposal site.	\$ Per Pound (lb.)
Household Hazardous Waste	\$ 9.95
13. ROW White Goods Debris Removal	\$ Per Each Unit
AC units, refrigerators, and freezers requiring refrigerant recovery and decontamination	\$ 65.00
Washers, dryers, stoves, ovens, and hot water heaters	\$ 35.00
14. Dead Animal Carcasses Work consists of the recovery and disposal of dead animal carcasses.	\$ Per Pound (lb.)
Removal and Disposal of Animal Carcasses	\$ 2.00
15. ROW Electronic Waste Removal Work consists of the recovery and disposal of televisions, computers, computer monitors, and microwaves	\$ Per Pound (lb.)
Electronic Waste	\$ 15.00
16. Storm Drain and Catch Basin Debris Removal Work consists of the removal of eligible debris from the City's maintained storm drains and catch basins and transport to a City approved DMS or final disposal site.	\$ Per Linear Foot
Cleaning and clearing of storm drain lines. Drain line diameter 0.00" - 15.00"	\$ 14.50
Cleaning and clearing of storm drain lines. Drain line diameter 15.01" - 36.00"	\$ 16.50
Cleaning and clearing of catch basins and inlets.	\$ Per Catch Basin/Inlet

	4' x 4'	\$	400.00
	8' x 8'	\$	600.00
	10' x 10'	\$	750.00
	20' x 20'	\$	850.00
12. Waterborne Debris Removal			
Work consists of the removal of eligible waterborne debris from City maintained canals and waterways. Debris to be placed on ROW for removal as per line items 1 & 2			\$ Per Cubic Yard
	Utilizing land based equipment	\$	74.50
	Utilizing marine based equipment	\$	158.50
13.SCOPE OF SERVICES: TECHNICAL DISASTER RECOVERY ASSISTANCE			Included
14.PROGRAM MANAGEMENT ASSISTANCE			Included
NOTE: Tipping/Disposal fees will be billed as a direct pass through cost			

Please see the Conflict of Interest Questionnaire attached.

CONFLICT OF INTEREST QUESTIONNAIRE

For vendor doing business with local governmental entity

FORM CIQ

This questionnaire reflects changes made to the law by H.B. 23, 84th Leg., Regular Session.

This questionnaire is being filed in accordance with Chapter 176, Local Government Code, by a vendor who has a business relationship as defined by Section 176.001(1-a) with a local governmental entity and the vendor meets requirements under Section 176.006(a).

By law this questionnaire must be filed with the records administrator of the local governmental entity not later than the 7th business day after the date the vendor becomes aware of facts that require the statement to be filed. See Section 176.006(a-1), Local Government Code.

A vendor commits an offense if the vendor knowingly violates Section 176.006, Local Government Code. An offense under this section is a misdemeanor.

OFFICE USE ONLY	
Date Received	

1 Name of vendor who has a business relationship with local governmental entity.

N/A

2 Check this box if you are filing an update to a previously filed questionnaire. (The law requires that you file an updated completed questionnaire with the appropriate filing authority not later than the 7th business day after the date on which you became aware that the originally filed questionnaire was incomplete or inaccurate.)

3 Name of local government officer about whom the information is being disclosed.

N/A

Name of Officer

4 Describe each employment or other business relationship with the local government officer, or a family member of the officer, as described by Section 176.003(a)(2)(A). Also describe any family relationship with the local government officer. Complete subparts A and B for each employment or business relationship described. Attach additional pages to this Form CIQ as necessary.

A. Is the local government officer or a family member of the officer receiving or likely to receive taxable income, other than investment income, from the vendor?

Yes No

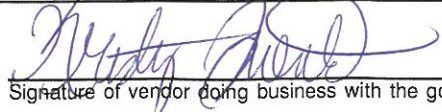
B. Is the vendor receiving or likely to receive taxable income, other than investment income, from or at the direction of the local government officer or a family member of the officer AND the taxable income is not received from the local governmental entity?

Yes No

5 Describe each employment or business relationship that the vendor named in Section 1 maintains with a corporation or other business entity with respect to which the local government officer serves as an officer or director, or holds an ownership interest of one percent or more.







6 Check this box if the vendor has given the local government officer or a family member of the officer one or more gifts as described in Section 176.003(a)(2)(B), excluding gifts described in Section 176.003(a-1).

7


Kristy Fuentes
VP/ Secretary/ Treasurer
6/30/23

Signature of vendor doing business with the governmental entity
Date

Please see the following attached:

-  Bidder Certification and Addenda Acknowledgement
-  Addendum No. 1
-  Addendum No. 2
-  Contractor's Capacity to Perform
-  Texas Secretary of State
-  Signing Authority



RFP #22-002P
Debris Management and
Removal Services



BIDDER CERTIFICATION AND ADDENDA ACKNOWLEDGEMENT

By signature affixed, the bidder certifies that neither the bidder nor the firm, corporation, partnership, or institution represented by the bidder, or anyone acting for such firm, corporation, or institution has violated the anti-trust laws of this State, codified in Section 15.01, et seq., Texas Business and Commerce Code, or the Federal antitrust laws, nor communicated directly or indirectly the bid made to any competitor or any other person engaged in such fine of business.

Bidder has examined the specifications and has fully informed themselves as to all terms and conditions. Any discrepancies or omissions from the specifications or other documents have been clarified with City representatives and noted on the bid submitted.

Bidder guarantees product offered will meet or exceed specifications identified in this RFP.

Bidder must initial next to each addendum received in order to verify receipt:

Addendum #1  Addendum #2  Addendum #3 _____
Addendum #4 _____ Addendum #5 _____ Addendum #6 _____

Bidder Must Fill In and Sign:

NAME OF FIRM/COMPANY: DRC Emergency Services, LLC
REPRESENTATIVE'S NAME: Kristy Fuentes
REPRESENTATIVE'S TITLE: Vice President/Secretary/Treasurer
MAILING ADDRESS: PO Box 17017
CITY, STATE, ZIP: Galveston, TX 77552
PHONE & FAX NUMBERS: Phone: (888) 721-4372 Fax: (504) 482-2852
E-MAIL ADDRESS: Kfuentes@drcusa.com
AUTHORIZED SIGNATURE: 
DATE: 10/30/23

RFP ADDENDUM #1
Date of Addendum:6/26/2023

NOTICE TO ALL POTENTIAL RESPONDENTS

The Request for Proposals (RFP) is modified as set forth in this Addendum. The original RFP Documents and any previously issued addenda remain in full force and effect, except as modified by this Addendum, which is hereby made part of the RFP. Respondent shall take this Addendum into consideration when preparing and submitting its Proposal.

PROPOSAL SUBMITTAL DEADLINE

--

1.0 – RFP

Changes to sections of the RFP:

Item	Section	Description of Change

2.0 – QUESTIONS AND ANSWERS

The following questions and answers are provided as a matter of information to clarify issues raised about the RFP. To the extent that changes to the RFP are required based on the questions received, the RFP has been modified as noted above in the RFP section of this Addendum.

Item	Questions and Answers
2.1	<p><u>Question:</u> Page 13, 5.11 Tab H – Certification says, “See page 13.” Please confirm if this is referring to the form on page 19.</p> <p><u>Answer:</u> Yes, it is referring to the “BIDDER CERTIFICATION AND ADDENDA ACKNOWLEDGEMENT”</p>
2.2	<p><u>Question:</u> Please confirm we are to provide our own pricing.</p> <p><u>Answer:</u> Yes.</p>
2.3	<p><u>Question:</u> Pages 12 and 17 both reference that a Conflict of Interest Questionnaire is required and included in the RFP, however, the form is not found in the RFP.</p> <p style="margin-left: 40px;">a. Is the standard Conflict of Interest Questionnaire from the Texas Ethics Commission acceptable?</p> <p style="margin-left: 40px;">b. Will the City provide a specific form?</p> <p><u>Answer:</u> The standard form from the Texas Ethics Commission is acceptable.</p>

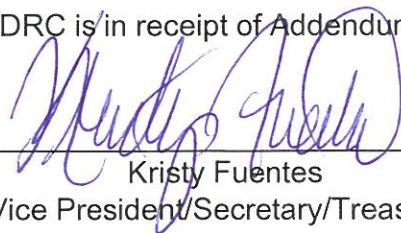
3.0 – INFORMATION

(None)

Item	Description

END OF ADDENDUM

DRC is in receipt of Addendum 1.



Kristy Fuentes
Vice President/Secretary/Treasurer

RFP ADDENDUM #2
Date of Addendum:6/30/2023

NOTICE TO ALL POTENTIAL RESPONDENTS

The Request for Proposals (RFP) is modified as set forth in this Addendum. The original RFP Documents and any previously issued addenda remain in full force and effect, except as modified by this Addendum, which is hereby made part of the RFP. Respondent shall take this Addendum into consideration when preparing and submitting its Proposal.

PROPOSAL SUBMITTAL DEADLINE

--

1.0 – RFP

Changes to sections of the RFP:

Item	Section	Description of Change

2.0 – QUESTIONS AND ANSWERS

The following questions and answers are provided as a matter of information to clarify issues raised about the RFP. To the extent that changes to the RFP are required based on the questions received, the RFP has been modified as noted above in the RFP section of this Addendum.


Item	Questions and Answers
2.1	<p>Question: Will the landfill/tipping fees be treated as a pass-through expense?</p> <p>Answer: Yes, it will.</p>
2.2	<p>Question: Does the city have any preidentified TDSRS? If so can you please provide the locations?</p> <p>Answer: No, we do not.</p>

3.0 – INFORMATION

(None)	
Item	Description

END OF ADDENDUM

DRC is in receipt of Addendum 2.



 Kristy Fuentes
 Vice President/Secretary/Treasurer



RFP #23-003P
Debris Management and
Removal Services

CONTRACTOR'S CAPACITY TO PERFORM

Based on the provider's response to this solicitation, please identify dedicated resources available for contract fulfillment (use extra pages as necessary):

1. Availability _____ to _____ perform:
Please see attached.

_____ (Include any additional personnel or equipment/assets contractor will acquire to complete contract performance)

2. Equipment and operational items:
Please see attached.

_____ (Identify by quantity and type any equipment/assets allocated to contract performance)

3. Personnel: Please see the Key Personnel Section in Tab D - Qualifications.

_____ (Identify by quantity and category any personnel assigned to contract performance)

4. Other Resources:
Through the combined efforts of our distinct companies, we are ready, willing, and able to take the lead in all three critical phases of disaster management and recovery management and recovery and assist clients with accomplishing the full restoration of lives and communities

_____ (Identify any other resources to be allocated to complete contract performance)

CONTRACTOR'S CAPACITY TO PERFORM CONTINUED

Available Equipment

DRC will use owned equipment, subcontractor equipment, or lease/rent equipment based upon the disaster scenario. DRC has the most expansive collection of rolling stock and equipment in the disaster services industry. The company has 2,568 trucks and 1,657 pieces of support equipment, either owned or under agreement, available for immediate use. As part of the company's Corporate Mobilization Plan, a monthly inventory of available equipment is performed, recorded, and readily available. DRC has actively demonstrated the ability to quickly amass and mobilize significant quantities of equipment. **During the 2021 hurricane season, DRC operated in excess of 4,000 pieces of equipment simultaneously while responding to Hurricane Ida.**

Additionally, DRC has Master Service Agreements in place with national equipment suppliers, such as Hertz, United, Caterpillar, and William Scotsman, to supplement our equipment needs.

DRC Emergency Services Asset List		
Equipment Type	Description	Quantity
Bucket Trucks	various models with booms	110
Chip Trailers	various models and horse-power	14
Chip Vans	receptacle vehicles	2
Dump Trucks	various models with dual and tri axles	353
End Dump Trailers	various models and capacity	298
Flat Bed Semis	various models for equipment movement	6
Flat Beds	53' equipment trailers	20
Fuel Trucks	multiple model and gallon capacity	46
Low Boys	equipment movement trailers	53
Pickups	half and three quarter ton of various make and model	45
Roll Off Trucks	primarily Galbreath 60,000 pound hoist on various makes	82
Rolls Off Containers	20, 30 and 40 cubic yard containers	337
Self Loaders	various makes with buckets ranging from 2-10 cubic yards	343
Semi Dumps	various makes and models with various capacity	240
Semi Tractors	various makes	232
Service Trucks	fully stocked road ready service vehicles	79
Slings	various models	5
Straight Trucks	various makes and models	8
Sweepers	various models used for DMS operation	3
Tankers	various models	125
Tractor /Trailers Combos	various models	29
Tractors	various makes and models	43
Trailers	25 foot travel trailer	1
Utility Trailers	15 and 20 foot utility trailers	2
Vacuum Trailer	various makes	30
Vacuum Trucks (Wet)	various makes for	13
Walking Floors	48 ft automated trailers	46
Water Trucks	various capacity used for DMS operation	3
Attachments - various	buckets, hoists, slings etc.	157
Back Hoes	various models and capacity	40
Bobcats	skid-steer with multiple attachments	53
Bull Dozers	various makes and sizes	45
Conveyors	used for material movement	2
Crushers	metal compaction and volume reduction	24
Excavator	various makes and models	164
Feller Buncher	various makes and models used for clearing projects	27
Front End Loaders	various makes, models and bucket capacity	127
Generators	various	41
Grinders	horizontal and tub grinders	36
Jarraf Tree Trimmers	high capacity trimming equipment	3

Jersey Barriers	used for highway projects and within DMS	
Light Plants	various used for nite operation	100
Material Handlers (Tele Boom)	loading equipment	3
Mobile Kitchens	various models	13
Off Road Dumps	Volvo high capacity	2
Pumps	various sizes	5
Safety Signs, Cones and PPE/arrow boards/message boards	used for highway operations	503
skid steers	various sizes with multiple attachments	96
Screens	shaker screens and sand screens	4
Water Trucks	various models and capacity	12

Total:		4225
---------------	--	-------------

Marine Vessels/Equipment

Equipment Type		Quantity
Inland Marine Harvester		1
Air Boat		3
Amphibious Aquatic Excavator		1
Tug Boat		14
Underwater ROV		1
Utility Boat		1
Work Boat		15
JON Boats		10
500 CRANE (120 X 54 X 10)		1
510 CRANE (100 X 52 X 9)		1
524 CRANE (250 x 64 x 12)		1
526 CRANE (293 X 80 X 19)		1
527 CRANE (176 X 75 X 13)		1
529 CRANE (250 X 64 X 12)		1
531 CRANE (420 X 98 X 25)		1
532 CRANE (300 X 90 X 19)		1
533 CRANE (310 X 100 X 20)		1
534 CRANE (111 X 45 X 11)		1
535 CRANE (250 x 64 x 12)		1
536 CRANE (250 x 64 x 12)		1
541 CRANE (200 X 60 X 12)		1
566 CRANE (140 X 70 X 12)		1
Hopper Barge (EX NYC DOS)		16
Hopper Barge (260 X 52.5 X 12)		7
Hopper Barge (200 X 40 X 17.75)		2
Hydra Sport		1
Hydraulic Driven propelled pushers		1
Pontoon Boats		9
Poseidon Barges		3
Push Boats		2
Rescue Skiff		2
Sectional Barges		28
Side Scan Sonar		2
Deck Barge		32
Deck Barge with 9' bin walls		2
Deck Barge with spuds		7
Deck Barge with steel box rails		19
Go Devil Boat		1

Total:		61
---------------	--	-----------

Experience Managing Multiple Contracts

DRC has implemented a comprehensive Corporate Level Advance Mobilization Plan to ensure a coordinated, expeditious and effective response to disasters by its personnel and resources. This plan has been utilized by DRC to respond quickly in the following contracts:

2022 Hurricane Ian

- 🌐 DRC was activated in 16 jurisdictions, managed 16 DMS sites, and removed and disposed of over 3,200,000 cubic yards of debris.

2021 Hurricane Ida

- 🌐 DRC was activated in 25 jurisdictions, managed 82 DMS sites, and removed and disposed of over 17,000,000 cubic yards of debris.

2020 Hurricane Season

- 🌐 DRC was activated in 45 jurisdictions, managed 81 temporary staging and reduction sites, and removed and disposed over 5,900,000 cubic yards of debris.

2019 Storm Season

- 🌐 DRC was activated in 14 jurisdictions in the Gulf Coast region as Hurricanes Barry, Dorian, and Tropical Storm Imelda hit the coast back-to-back over two months. DRC operated and managed 5 temporary staging and reduction sites in total and removed approximately 140,562 cubic yards of debris.

2018 Hurricane Michael

- 🌐 DRC was active in 9 jurisdictions, managed 27 debris management sites and removed approximately 5,702,004 cubic yards of debris.

2018 Hurricane Florence

- 🌐 DRC was concurrently activated in 14 jurisdictions, managed 18 temporary staging and reduction sites and picked up approximately 2,500,000 cubic yards of debris.

2017 Hurricane Maria

- 🌐 DRC was activated by the Department of Transportation and Public Works in Puerto Rico. During this contract, DRC managed 8 temporary staging and reduction sites and removed over 1,000,000 cubic yards of debris.

2017 Hurricane Irma

- 🌐 DRC was activated in 26 jurisdictions simultaneously while managing 30 temporary staging and reduction sites. DRC removed and disposed of over 2,000,000 cubic yards of debris.

2017 Hurricane Harvey

- 🌐 DRC was activated in 17 jurisdictions following Hurricane Harvey and simultaneously ran more than 16 temporary staging and reduction sites during this activation.
- 🌐 DRC recovered and reduced over 3,500,000 cubic yards during this activation.

2016 Hurricane Hermine

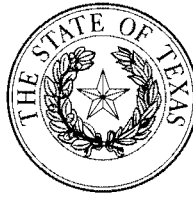
- 🌐 In Citrus County, Florida, DRC successfully removed and disposed of more than a thousand tons of residential flood debris and tens of thousands of cubic yards of vegetation in less than 30 days.

2016 Louisiana Severe Flooding DR4277

- 🌐 DRC picked up 1,000,000 cubic yards of debris over the course of 30 days in East Baton Rouge Parish, Louisiana.
- 🌐 DRC opened and operated two temporary staging and reduction sites to compact and recycle C&D debris prior to haul out for final disposal. These sites operated with such efficiency that FEMA and the USACE filmed the operation to use in training sessions.

Winter Storm Jonas 2016

- 🌐 The snow from Winter Storm Jonas started the morning of January 22nd and by the evening DRC had started mobilizing in 5 different jurisdictions. Operations continued 24 hours a day and required two operators per piece of equipment, around the clock management and support personnel. The project was completed in 10 days.



Office of the Secretary of State

Certificate of Fact

The undersigned, as Secretary of State of Texas, does hereby certify that the document, Application for Certificate of Authority for DRC Emergency Services, LLC (file number 800551038), a ALABAMA, USA, Foreign Limited Liability Company (LLC), was filed in this office on September 28, 2005.

It is further certified that the entity status in Texas is in existence.

In testimony whereof, I have hereunto signed my name officially and caused to be impressed hereon the Seal of State at my office in Austin, Texas on April 01, 2019.



A handwritten signature in black ink, appearing to read "David Whitley".

David Whitley
Secretary of State

**ACTION IN LIEU OF
A MEETING OF THE
MANAGER OF
DRC EMERGENCY SERVICES, LLC**

This action is taken in accordance with Section 10-12-22 of the Alabama Limited Liability Company Act, as amended (the “Act”), in lieu of a meeting of the sole Manager of DRC EMERGENCY SERVICES, LLC, an Alabama limited liability company (the “Company”), and is made effective as of January 19, 2016.

WHEREAS, Section 4.2 of the Company’s Second Amended and Restated Operating Agreement dated January 20, 2016 (as amended, the “LLC Agreement”) and the Act permit the Manager of the Company to take the following actions; and

WHEREAS, the undersigned, DRC Equity LLC, constitutes the sole Manager of the Company (the “Manager”).

NOW, THEREFORE, the undersigned hereby makes the following resolutions and consents to the following actions in lieu of a meeting of the Manager of the Company:

1. The following persons, in their respective corporate capacities indicated below, are hereby authorized and empowered for the express limited purpose of signing documents for the submission of bids, proposals, offers, responses and other related documents to, any federal, state or local government, including any governmental entity, organization, body, agency, department or political subdivision, for the transaction of business by or on behalf of the Company:

<u>Name</u>	<u>Office/Capacity</u>
John R. Sullivan	President
Kristy Fuentes	Vice President of Business Development, Secretary and Treasurer

2. The officers listed above after giving effect to this written consent are hereby authorized and directed on behalf of the Company to execute and deliver such agreements and instruments, make such filings and give such notices, and take any and all such other actions, and to do or cause to be done, such acts as such officers may deem necessary or advisable to accomplish or otherwise implement the purposes of the foregoing resolutions or to cause the Company to perform its obligations under any of the foregoing.

3. All actions taken by any officer of the Company in connection with any of the transactions contemplated by these resolutions are hereby authorized, approved, ratified and confirmed in all respects.

4. This written consent may be executed in counterparts, and all so executed shall constitute one action notwithstanding that all of the undersigned are not signatories to the original or to the same counterpart. This written consent shall be filed with the minutes of the proceedings of the Manager of the Company.

[SIGNATURE PAGE FOLLOWS]

Dated effective as of the date first written above.

DRC EMERGENCY SERVICES LLC

By: **DRC EQUITY, LLC**
a Texas limited liability company
Its: **Manager**



By: John R. Sullivan
Its: President

[Consent to Appoint Manager – DRC Emergency Services, LLC (January 2016)]

INVITATION TO BID / REQUEST FOR PROPOSALS

Cut along the outer border and affix this label to your sealed bid envelope to identify it as a “Sealed Bid”. Be sure to include the name of the company submitting the bid.

SEALED BID/PROPOSAL • DO NOT OPEN
DEBRIS MANAGEMENT & REMOVAL SERVICES

BID/PROPOSAL NO. 23-003P

OPENING: July 6, 2023 @ 2:30 PM CST

For information Contact:

Kirsten Garcia

(979) 265-2082

kgarcia@richwoodtx.gov

Company Name: TFR Enterprises, Inc

Contact Name: Tiffany Jean

Phone Number: 512-260-3322

Bids/Proposals must be addressed to:

City of Richwood
Attn: Bids/Proposals
1800 N Brazosport Blvd
Richwood, TX 77531

Table of Contents

Tab A – Management Summary
Summary 1
Organizational Chart 2

Tab B – Proposal
Understanding Scope of Work 3

Tab C – Corporate Experience and Capacity
Company Overview 8
Disaster Experience 12

Tab D – Qualifications
Experience of Key Personnel 20
Resumes 22
Training and Certifications 36

Tab E – References
References 38
Past Performance 41
Letters of Recommendation 47

Tab F – Price Proposal
Price Sheets 50

Tab G – Conflict of Interest and Required Forms
CIQ 56
Bidder Certification 57
Capacity to Perform 58
Equipment List Omit
On-Call Employee List Omit

Tab A. Management Summary

July 6, 2023

City of Richwood
Attention: Bids/Proposals
1800 N Brazosport Blvd
Richwood, Texas 77531

RE: Bid No. 23-003P, Debris Management & Removal Services

To Whom It May Concern,

The TFR family wishes you the best in your selection of a Disaster Recovery Contractor. We understand that the selection of an emergency contractor is a major decision, and we genuinely appreciate you considering TFR Enterprises. We comprehend and are undaunted by the challenges you may face, as we have been through the process and recovery with over 350 clients who have been impacted by devastating events. TFR Enterprises, Inc. is a national disaster and debris management corporation based in Leander, Texas. With over 34 years of disaster recovery experience, **TFR has collected and processed over 35,000,000 cubic yards of debris.** TFR is prepared, equipped, and ready to provide you with a turnkey, expedited, cost-effective emergency response solution.

No job or disaster is too large for TFR to handle. Our experience speaks for itself. **In 2020, TFR managed 10,361,000 cubic yards of debris serving 57 cities, counties, parishes, and state agencies in Iowa, Louisiana, Mississippi, Alabama, Texas, and Oklahoma.** In response to the crippling 2017 hurricane season, TFR managed 26 simultaneous contract activations that spanned Texas, Florida, California, and Puerto Rico. With a subcontractor database of more than 1,000 and a fleet of owned equipment, TFR Enterprises is prepared to tackle your greatest challenges.

Debris clearing, removal, and processing are only the initial phase of your recovery efforts. Many ancillary tasks must be undertaken for you and your citizens to get back to life as it was before the storm. TFR has extensive experience in all this work, including land clearing, stream and river clearing and diversion, tree removal, trimming and pruning on parks, golf courses, and rights-of-way, tree repair and maintenance, debris recycling, tub grinding, hauling, and demolition.

At TFR, we know that projects of this scope can be a huge financial burden. Our staff is well-trained in the FEMA reimbursement process, and we are ready to assist you throughout the entire reimbursement process. **ALL TFR'S CLIENTS HAVE RECEIVED 100% OF THE ELIGIBLE REIMBURSABLE AMOUNT.** Our financial strength allows us to help you get the project kicked off and funded while the reimbursement process begins.

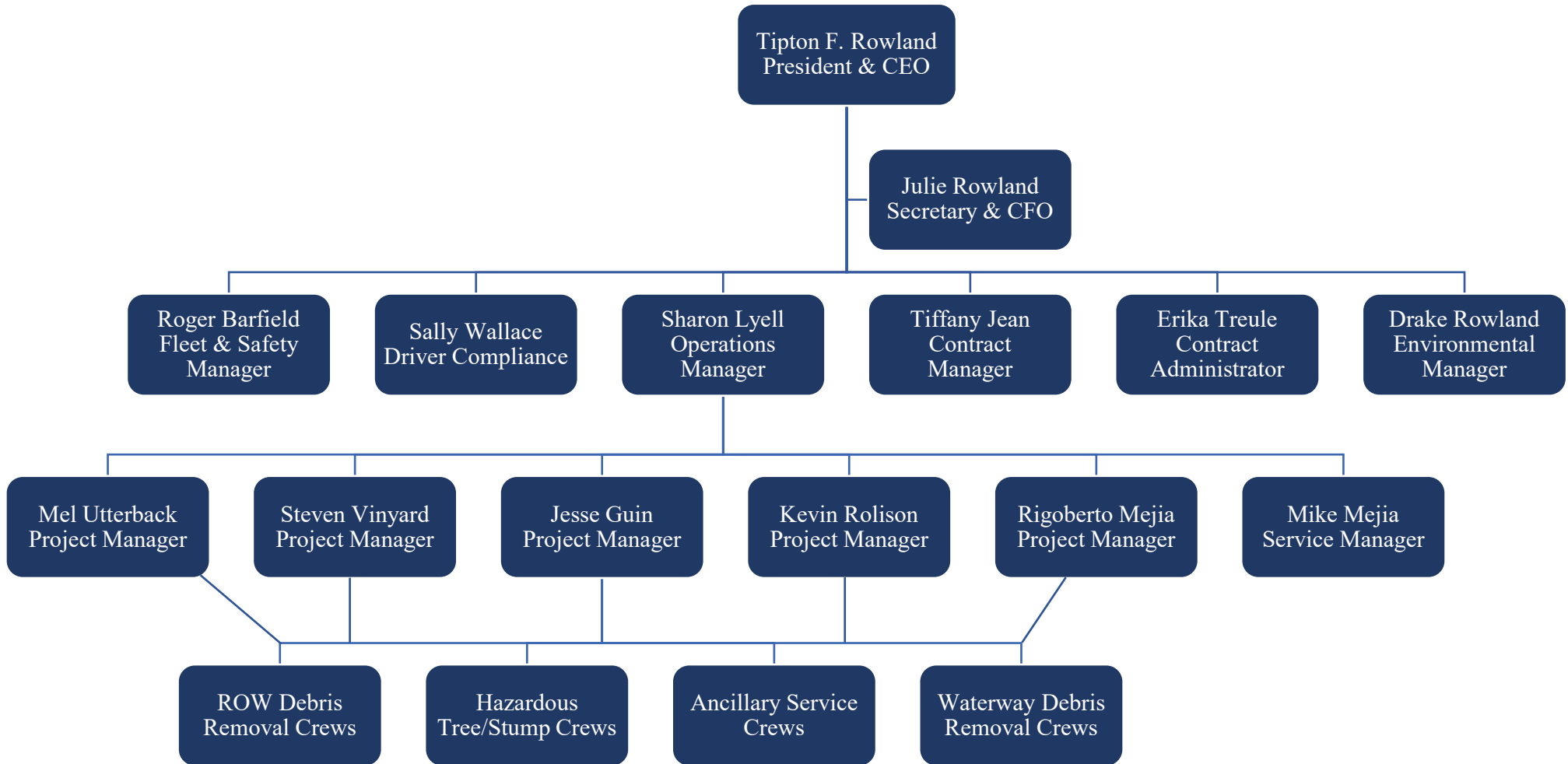
Once again, thank you for the opportunity to submit pricing for Debris Management and Removal Services to the City of Richwood and its representatives.

Sincerely,



Tipton F. Rowland,
CEO/President

TFR Enterprises, Inc Organizational Chart



Tab B. Proposal

Event Type 1: Spot Jobs – Localized

# DMS Sites	Type of Equipment	Estimated CY	Quantity of Haul Units	Mobilization time from NTP
N/A	Chainsaw Crews Self-Loading Kucklebooms Bobcats	Hourly Cut & Shove Operations	3-5	6-12 Hours

TFR Spotlight

TFR mobilized 180 Emergency Cut & Shove Crews within 6 hours after Hurricane Florence made landfall in North Carolina. The crews responded in 6 counties and were comprised of 720 responders and 180 bobcats. Although the state was devastated with historical flooding caused by the storm, TFR had the roads and highways cleared within 72 hours

Methodology: TFR will aid local government forces in the clearing, removing, hauling, and/or reduction by chain saw of localized woody debris by cutting and removing vegetative debris to a point of two feet beyond the curb or gutter. The entire scope of this event may be performed on an hourly basis utilizing local subcontractors and company-owned resources. (The number of personnel, push equipment, and cut crews will depend on the severity of the storm.) Although a debris management site is not normally required for this type of event, if one is required, TFR can select and set up a site within 24 hours.

Event Type 2: Small Event – Widespread or County/City Wide

# DMS Sites	Type of Equipment	Estimated CY	Quantity of Haul Units	Mobilization time from NTP
1	Chainsaw Crews Self-Loading Kucklebooms Bobcats Bucket Trucks	Less than 25,000CY	5-8	24 Hours

Methodology: Using company-owned resources, TFR will provide all necessary supervision, manpower, and equipment to clear, remove, haul, recycle, and/or dispose of all types of debris. For an event of this size, we anticipate needing one debris management site, which we will either locate or use government land that may be suitable for segregation activities. Throughout the setup, maintenance, and closeout of the project, all federal guidelines and regulations will be followed. Debris types that cannot be recycled will be hauled to a permitted final disposal facility.

TFR Spotlight

Town of Madisonville, Louisiana
 Event: Hurricane Ida

TFR provided all necessary supervision, labor, and equipment to clear, remove, haul, recycle and dispose of 27,000 cubic yards of storm debris. TFR was onsite 24-hours from notice to proceed.

TFR does not anticipate needing subcontractors in an event of this size, however, if necessary, we will pull from our list of local subcontractors first. All subcontractors will be required to adhere to all federal contract requirements and report directly to a TFR project manager.

**Event Type 3: Significant Event – Removal, Reduction, Hauling – Woody Debris Only
 Widespread or County/City Wide**

# DMS Sites	Type of Equipment	Estimated CY	Quantity of Haul Units	Mobilization time from NTP
2	Self-Loading Kucklebooms Tub Grinders Bucket Trucks DMS Support Equipment (Excavators, Dozers)	100,000 CY	20-25	24 Hours-50% 48 Hours-100%

Methodology: Using subcontractors’ and company-owned resources, TFR will provide all necessary supervision, manpower, and equipment to remove, reduce (grind and mulch) and haul woody debris to a disposal site. We will operate two debris management sites for an event of this size, which we will either locate or use government land that may be suitable for reduction activities. TFR will comply with all federal guidelines and regulations for debris management site operations.

Immediately following activation, TFR will implement an aggressive mobilization and hauling schedule. Haul trucks, bucket trucks, grinders, and support equipment will mobilize to a staging yard to begin the certification process. Next, a meeting will be held with all personnel to discuss priority routes, safety protocols, and documentation processes, and review onsite points of contact. Simultaneously, our site operations manager is constructing towers, addressing any ingress/egress issues, and reviewing the site layout plans. Finally, all bucket trucks/haul trucks have been given the green light to begin cutting and hauling operations.

TFR Spotlight

City of Choctaw, Oklahoma
 Event: 2021 Ice Storm

TFR provided all necessary supervision, labor, and equipment to remove, reduce, haul, and dispose of 81,694 cubic yards of woody debris. TFR was onsite 24-48 hours from notice to proceed.

Safety is of utmost concern at TFR and all standard safety policies and procedures, including signage, flagging, etc., will be implemented and strictly followed. Once the vegetative material reaches the DMS, it will be stockpiled, reduced, and hauled out for final disposal. If the DMS is located near occupied structures, our quieter, but slower, horizontal grinders will be utilized to reduce noise pollution. If it is a rural area, large, high-speed tub grinders will be used.

**Event Type 4: Significant Event – Removal, Reduction, Hauling, and Separating Mixed
 Debris Widespread or County/City Wide**

# DMS Sites	Type of Equipment	Estimated CY	Quantity of Haul Units	Mobilization time from NTP
3	Self-Loading Kucklebooms Tub Grinders Bucket Trucks DMS Support Equipment (Excavators, Dozers)	250,000 CY	25-35	24 Hours-25% 48 Hours-50% 72 Hours-100%

Methodology: This event type is identical to Event Type 3, except that debris segregation on the right-of-way and at the debris management site will be mandatory. TFR will work with government representatives to create public service announcements and distribute literature on how to properly segregate material on the right-of-way.

Through clear communication, proper planning, the adaptability of our team, and their combined knowledge of the industry, we ensure that our clients receive the best service possible, maintain FEMA eligibility for reimbursement, and recover with minimal hindrance or delays.

Event Type 5: Catastrophic Event – Removal, Reduction, Hauling, and Separating Mixed Debris Widespread

# DMS Sites	Type of Equipment	Estimated CY	Quantity of Haul Units	Mobilization time from NTP
3-4	Self-Loading Kucklebooms Tub Grinders Bucket Trucks Bobcats DMS Support Equipment (Excavators, Dozers)	500,000- 1,000,000CY	50-75	24 Hours-25% 48 Hours-50% 72 Hours-100%

Methodology: The same operational process utilized for Event Type 4 will be utilized but in an expanded manner. This type of event has the potential to generate up to 1,000,000 cubic yards of debris. We will consult with Government officials to assess the appropriate number of haul units to have on the road. In jobs of this capacity, the contractor must ensure not to “flood” the impacted area with hauling units. This leads to traffic safety hazards, a slowdown in traffic flow, and increased lines at the debris management sites and landfills; however, TFR would estimate a need for 50-75 trucks and at minimum three debris management sites for this type of event. That said, our primary concern is meeting our client’s needs and we will bring on as many units as necessary to ensure that this occurs safely and expeditiously.

TFR Spotlight

Rapides Parish, Louisiana
Event: Hurricane Laura
TFR provided all necessary supervision, labor, and equipment to remove, reduce, recycle, haul, and dispose of 692,024 cubic yards of mixed debris. TFR was onsite 24 hours from notice to proceed.

The operational plan remains the same as the scale of the disaster grows in destruction. We are confident in our capacity to maintain compliance, enforce safety regulations, and offer the necessary supervision, personnel, and equipment resources.

Event Type 6: Catastrophic Event – Site Management -County/City Wide

# DMS Sites	Type of Equipment	Estimated CY	Quantity of Haul Units	Mobilization time from NTP
3-4	Tub Grinders DMS Support Equipment (Excavators, Dozers)	1,000,000 CY	N/A	24 Hours-25% 48 Hours-50% 72 Hours-100%

Methodology: With eight tub grinders, two horizontal grinders, and more than 200 pieces of heavy equipment, TFR can single-handedly set up, manage, operate, and close out enough debris management sites to assist the client in its recovery from the most devastating events. Our ability to mobilize owned equipment, along with equipment from a list of over 1000 subcontractors, will allow TFR to mobilize and expeditiously complete a project of any size and scope. This event may require multiple debris management sites and we're committed to providing the necessary traffic control, weighing, measuring, reduction, and recycling services simultaneously, if needed.

TFR Spotlight
Cedar Rapids, Iowa
Event: 2020 Derecho
TFR was tasked to equip, operate, and manage 8 debris management sites.
TFR managed and processed more than 3,500,000 cubic yards of debris.

FEMA Experience

TFR possesses an intimate understanding of the FEMA funding and reimbursement process. **ALL TFR CLIENTS HAVE RECEIVED 100% OF THEIR ELIGIBLE REIMBURSEMENT. TFR HAS NEVER HAD A SINGLE DOLLAR DEOBLIGATED BY FEMA or the FHWA.** We understand that our client's reimbursement is directly correlated to their ability to pay TFR and we work with our clients to ensure this process is as fast and efficient as possible.

TFR personnel have conducted over 350+ federally funded projects, and as such, have gained invaluable experience and familiarity with the FEMA recording and reimbursement process conducted under the federal *Public Assistance Program*. With no turnover in our key personnel for the past five (5) years, our employees have been working as a cohesive team to confront FEMA issues and ensure the reimbursement of our clients for 34 years. Sharon Lyell, our Operations Manager, in conjunction with Tiffany Jean, Contract Manager, heads our *FEMA Compliance Team* in all disaster-related projects. Our *FEMA Compliance Team* is deeply vetted in FEMA management and operational styles, and **NEVER** has TFR, or its officers, had a disputed claim for FEMA reimbursement. These individuals are very familiar with and aware of the federal guidelines for independence in accountability and reporting as well as recognizing that it cannot perform or assume the sovereign duties of the government officials. However, this does not preclude TFR from offering the following services to aid our clients in complying with the federal *Public Assistance Program*:

- Provide extensive pre-event training sessions with a review of previously submitted FEMA paperwork.
- Design appropriate cost tracking systems before approval of Project Worksheets is received.
- Assist in the estimation of debris volumes by debris types and debris management costs for Preliminary Damage Assessments.
- Train clients on FEMA's Cost Estimating Format, a forward pricing model allowing FEMA to account for all possible costs on large projects.
- Assist in the preparation of Immediate Needs Funding (INF) requests.
- Review the operational procedures of the FEMA Public Assistance Program as it relates to the overall recovery process.
- Inform and prepare for critical meetings with FEMA, with emphasis on "Kick-off Meeting" and "Applicant's Briefing".
- Aid in the preparation of Project Worksheets
- Provide, review, and confirm the accuracy of supporting documentation (i.e., Truck Certifications, Load Tickets, Equipment Time Sheets, etc.) for the Project Worksheets to realize full reimbursement.

TFR takes a proactive approach to debris management. Enacting a comprehensive, efficient debris management plan, which retains operational flexibility to address problems on the fly, is vital to the success of the project and our client's realization of full FEMA reimbursement. Upon establishment of a debris management plan, we strongly suggest submitting the plan for FEMA review, relieving undue stress over FEMA acceptance following a disaster event.

Tab C. Corporate Experience and Capacity

Disasters are unpredictable. Disasters can vary in size, scope, and intensity. Yet given this inherent unpredictability, governments can take the necessary steps to ensure the safety and relief of their constituency.

At TFR, we address the needs of our clients long before the establishment of a relationship. Every project is different. Every state, county, or city, desires, and highlights different aspects of disaster relief and recovery that they deem MOST important. With this ever-changing landscape in mind, TFR continually stresses the proper due diligence and planning to fully comprehend the type of service that each client desires. We routinely review and scrutinize our operational and management plans to ensure that we present the most practical, efficient structure to complete the project. TFR’s knowledgeable management team retains over 155 years of combined experience responding to hurricanes, floods, and other various disasters. Pre-planning allows TFR to respond to any project rapidly and efficiently in any location should the need arise.

TFR Spotlight
TFR has collected more than 35,000,000cy of disaster debris and handled more than 65,000,000cy of disaster debris.

What allows TFR to provide an expedient response? Pre-planning certainly encompasses a large portion of this service. In addition, TFR maintains a fleet of over two hundred (200+) pieces of company-owned equipment pre-positioned across the Southeastern United States. By staging equipment directly outside the impact zone, TFR can respond within hours to immediately begin emergency road clearance services to provide a vital lifeline for federal, state, and local emergency responders to assess the damage. Furthermore, TFR can prep and construct a debris management site for immediate acceptance of storm-generated debris in less than 24 hours. Mobile Command Units can be deployed to enhance response and achieve greater coordination between parties to fully augment our operational capacity and aid the organization of relief efforts. Concurrently, project teams scour the impacted area to quantify debris, deduce an overall damage estimate, and adapt a preplan accordingly.

TFR prepares for economic instability in the immediate aftermath of natural or man-made disasters by maintaining strong relationships with suppliers and organizing resources for dispatch. Additionally, TFR owns the necessary equipment to house and feed personnel temporarily as the local business community reacts and rebounds from such a disaster. Other initial and vital supplies, such as fuel, parts trailers, welders, wood, and other necessities, are brought from the home office to certify that work stoppages shall not occur due to inadequate logistics. However, the backbone of our logistical support team is our maintenance crew. TFR would not be capable of providing the timely, cost-effective service that we provide without the knowledge and experience our maintenance crew retains. With a dedicated warehouse at the home office for two (2) traveling equipment trailers, the TFR maintenance crew ensures that our equipment is functioning safely and efficiently with limited downtime. We strive to foresee any potential encumbrances and take the appropriate actions to safeguard against such occurrences.

Operationally, TFR manages on the principle of transparency. We always remain available to answer questions, address issues immediately, and submit reports on time. This is to the benefit of all parties involved, as this is a team effort to respond to a major disaster. As safety and contract responsibility are the utmost priorities of the principals and officers of TFR, it is the policy of management to see that its employees and subcontractors conduct themselves with integrity and courtesy in the performance of their duties. Following a disaster event, there is an urgency to remediate the damage and return to normalcy as

quickly as possible. The principals and officers of TFR firmly believe that this and price competitiveness can be achieved courteously and without sacrificing health, safety, and contract integrity.

Price is a large determinant of any decision an informed consumer discerns. TFR fully understands that providing the highest value-added service is sometimes not enough to, alone, secure a contract, as different clients desire different qualities in a personalized project. TFR can fulfill these needs by utilizing Company-owned equipment and manpower. These resources allow TFR to control costs, subsequently discounting prices without conceding overall quality and safety, which is a corporate must. Our mission is to provide our customers with the highest level of service at a fair and market-competitive price.

History

TFR Enterprises, Inc. is a Texas-based specialty contractor, first incorporated in 1989 in the State of Tennessee, actively participating in disaster recovery contracts nationwide since Hurricane Andrew in 1992. We have a history of safe, rapid, and professional service in the industry with federal, state, and local governments, providing expedient, cost-effective disaster debris management, removal, reduction, and cleanup services to over 350 satisfied clients, as well as numerous private industries funded by the Federal Emergency Management Agency (FEMA).

A family-owned and operated corporation headquartered in Leander, Texas, 20 miles outside Austin, Texas; TFR also owns and operates a tub-grinding division, responsible for vegetative debris reduction and recycling projects. Although disaster response remains our primary scope of business, TFR exploits natural adaptations and synergies to complement our current service offerings including land clearing, tree removal, trimming, and pruning on parks, golf courses, and right-of-way, tree repair and maintenance, debris management, tub grinding, hauling, and demolition.

TFR has completed more than 100 projects in Disaster Response in the last five (5) years. We have successfully performed on USACE projects, and many other federal, state, and local government projects. In the past, TFR has received multiple multi-million-dollar task orders from our clients spanning a large geographical area. By applying our resources and an efficient operational plan, we completed each designated task on time in compliance with FEMA guidelines.

When you hire TFR Enterprises, you get us, not a General Contractor with mostly subcontractors. We will arrive on time. We will self-perform all key elements of the project to ensure our end service and in some cases much of the entire delivery order with our equipment and personnel. We can bring our camps to house our project personnel until community establishments are staffed and operational again. Our service is disaster relief and recovery, which includes the economic impact our stay will have on the local economy. Our goal is to partner with the City of Richwood and its community to provide a full-service disaster relief and recovery effort.

Organizational Structure

Our organization is designed to deliver proactive leadership to any area, while effectively managing all project risks and providing maximum responsiveness to our clients. We provide each client with a dedicated, proven team prepared to execute any debris management mission with the highest degree of quality, professionalism, and efficiency.

Our management approach, proven on more than 350 FEMA-funded disaster response activations, will be applied to this contract, and establish the roles and responsibilities for the debris mission's management team, as well as support personnel.

With a robust network of subcontractors and vendors and firsthand knowledge of their capabilities and performance in emergency response and debris management, we readily access the best performers to quickly support the demands we expect under this contract.

TFR’s organizational structure minimizes the gap between the Operations Manager and the Project/Site Manager(s), depending on the size and scope of the response. We believe that by keeping the degree of separation between the management staff and field supervisors to a minimum, our entire team will be better connected and benefit from the increased level of communication.

Our essential employees have been chosen for their disaster recovery experience, leadership abilities, and debris expertise, as well as their ability to respond immediately to crises around the country.

Equal Employment Opportunity Employer

TFR Enterprises, Inc. provides equal employment opportunities without regard to race, color, sex, religion, national origin, age, or disability. TFR Enterprises, Inc. conforms with all applicable federal and state laws, rules, guidelines, and regulations and provides equal employment opportunities in all employment and employee relations.

Experienced Project Management

Large-Scale Events: TFR demonstrated our capabilities to respond to large-scale events following Hurricane Laura in 2020. We were activated in 36 Parishes to provide hazardous tree removals, debris removal, reduction, and final disposal for state-owned rights-of-way. In total, we supplied more than 150 debris removal crews, and 100 tree crews, managed and closed out 30 debris management sites, and removed more than 2.4 million cubic yards of debris.



Multiple Contract Activations: 2020 proved to be a catastrophic storm season. TFR responded to contract activations within **57 jurisdictions throughout Iowa, Louisiana, Oklahoma, Alabama, Mississippi, and Texas.** TFR managed 10.3 million cubic yards of debris, partnered with 74 subcontractors, certified more than 1,350 pieces of equipment, and remediated and closed out 67 debris management sites.

Meeting Client’s Needs: In August 2020, a severe weather event wreaked havoc in the state of Iowa. The Iowa Department of Homeland Security contracted TFR to grind and dispose of 1.6 million cubic yards of vegetative waste. "The professionalism, knowledge, understanding, and work ethic demonstrated by TFR Enterprises' employees is a compliment to your organization and is in keeping with the best standards of emergency response contractors everywhere," says Jordan Moser, Strategic Planner.

Financial Capability

Since the company’s incorporation in 1989, TFR has completed over 350+ federally funded debris removal contracts in its 34-year history. From a dedicated owner to experienced staff, TFR offers not only the knowledge to perform any size job, but also the financial flexibility to complete multiple large-scale projects simultaneously.

Company Owned Equipment

TFR owns over 200 pieces of equipment, including debris-handling trucks, such as self-loaders, heavy-haulers, excavators, dozers, and numerous mobile command units. TFR also owns six (6) Diamond Z 1463 Tub Grinders and two (2) horizontal grinders to accommodate our client's debris reduction needs. With the industry's largest collection of tub grinders, TFR can rapidly and efficiently dispose of massive amounts of storm-generated debris.

Subcontractors

In addition, to our extensive list of company-owned equipment, TFR maintains highly valued, working relationships with over one thousand (1000) subcontractors nationwide, who are versed in TFR project procedures and multiply the resources available to the project.

Corporate Headquarters

601 Leander Drive
Leander, Texas 78641
Estimated 3.5-hour drive from Richwood.

Potential TDSRS

Wildwind Stables
105 Creekwood Landing

Dedicated Personnel to the City

TFR has 32 full-time employees that have a combined 155 years of disaster experience. We also have a list of more than 300 previously employed personnel to call upon if needed. It is our priority that no matter the size of the event, the City of Richwood will be supplied with adequate management, field personnel, and equipment resources.

Disaster Experience

The following pages document TFR’s extensive experience within the debris removal industry over the past fourteen (14) years, including the season, storm, contract terms, and contract amounts. Simply put, this is ALL we do. We are dedicated to our trade as a disaster relief and recovery contractor. As we have stated before, TFR takes extreme pride in conducting ourselves with professionalism, completing projects on time and within project requirements, and fulfilling the desires and wants of our clients. In the end, we always remember our reputation is all we have to sell.

Client	State	Event	Final Project Cost	Volume	Performance Period	POC	Phone Number	Email	Services Provided
FDEP	FL	Hurricane Ian	\$5,733,500 to Date	TBD	10/22 to Present	Wes Howell	850-528-3576	Wes.howell@dep.state.fl.us	Emergency Debris Removal, Reduction & Disposal, Hazardous Tree Trimming, and Waterway Debris Removal
City of Lake Mary	FL	Hurricane Ian	\$202,973	939 Man-Hours	10/22 to 11/22	Bruce Paster	407-585-1452	bpaster@lakemaryfl.com	Emergency Debris Removal, Hazardous Tree Trimming, and Disposal
State College of FL Manatee	FL	Hurricane Ian	\$28,849	2,646 CY	10/22 to 10/22	Rebecca Ferda	941-752-5342	ferdar@scf.edu	Emergency Debris Removal, Hazardous Tree Trimming, and Disposal
Lake County	FL	Hurricane Ian	\$1,923,459	88,000 CY	10/22 to 12/22	Mary Hamilton	352-253-6006	Mary.hamilton@lakecountyfl.gov	Emergency debris Removal, Reduction, and Disposal
Florida Southwestern State College	FL	Hurricane Ian	\$428,967	1390 Man-Hours 12,687 CY	10/22 to 11/22	Mat Mason	239-985-3497	Mathew.mason@fsw.edu	Emergency Debris Removal, Hazardous Tree Trimming, and Disposal
FLDOT- District 02	FL	Hurricane Ian	\$12,500	Stand-by Cut & Toss Crews	09/22 to 09/22	Brad Long	386-961-7067	bradford.long@dot.state.fl.us	72-hour Push
City of Cedar Rapids	IA	Derecho	\$279,160	54,275 CY	10/22 to	Taylor Burgin	319-491-4164	T.Burgin@cedar-rapids.org	Debris Reduction by Grinding
Hale County	AL	Tornado	\$53,808	5,585 CY	06/22 to 06/22	Fredrick Powell	334-538-7453	hcengr1@gmail.com	Emergency Debris Removal
City of Pembroke	GA	Tornado	\$79,538	21,210	06/22 to 07/22	Arlene Hobbs	912-653-4406	Clerk@pembrokega.net	Debris Reduction by Burning
USDA	KY	Avian Flu	\$10,800	1,200 CY	02/22 to 02/22	Bill Graham	615-210-0617	billy.m.graham@usda.gov	Vegetative Reduction by Grinding, and Haul Out
Fulton County	KY	Tornado	\$385,440	30,000 CY	01/22 to 02/22	Jim Martin	270-559-0192	feje@bellsouth.net	ROW Debris Removal, Hazardous Trees & Stumps Removal, Reduction, and Disposal
Marion County	OR	Winter Storm	\$1,465,617	10,000 CY / 5525 trees	11/21 to 04/22	James Wharton Hess	503-566-4139	jwhartonhess@co.marion.or.us	ROW Debris Removal, Hazardous Tree Removal
Hidalgo County	TX	Ice Storm	\$630,000	93,600 CY	09/21 to 01/22	Tony Forina	956-383-3112	tony.forina@co.hidalgo.tx.us	ROW Debris Removal
City of Bogalusa	LA	Hurricane Ida	\$ 82,656.00	13,225 CY	09/21 to 10/21	Robert Wallace	985-732-6213	robert.wallace@bogalusa.org	ROW Debris Removal, Reduction, and Disposal
Village of Folsom	LA	Hurricane Ida	\$ 50,669.00	5,835 CY	09/21 to 10/21	Margra Steele	985-796-5607	margrasteel@villageoffolsom.com	ROW Debris Removal, Reduction, and Disposal
Town of Madisonville	LA	Hurricane Ida	\$ 310,544.00	27,733 CY 180 Hazardous Tree	09/21 to 10/21	Kyle Matthews	985-264-9862	kylem@townofmadisonville.org	ROW Debris Removal, Disposal, & Hazardous Trees
Iowa DOT	IA	Derecho	\$ 79,343.00	12,340 CY	07/21 to 07/21	Jody McNaughton	515-239-1298	jody.mcnaughton@iowadot.us	Vegetative Debris Reduction and Haul Out
Sac & Fox Tribe of the Mississippi	IA	Derecho	\$ 48,750.00	13,000 CY	07/21 to 07/21	Mark V. Bear	641-484-4678	Mark.vbear@meskwaki-nsn.gov	Vegetative Debris Reduction by Grinding
TXDOT-Kingsland	TX	Storms & Flooding	\$ 289,000.00	112 CY	06/21 to 06/21	Joe Muck	512-715-5702	joe.muck@txdot.gov	Waterway Debris Removal of Collapsed Bridge
Boyd County	KY	Ice Storm	\$ 103,680.00	192 Hours	06/21 to 06/21	Jason Queen	606-393-1801	jqueen@boycountyky.gov	Reduction of Vegetative Debris

KYTC-Kentucky Transportation Cabinet	KY	Ice Storm	\$ 4,297,152.00	36,050 Tons	05/21 to 10/21	Laura Hagan	502-782-3980	Laura.hagan@ky.gov	Debris Removal, Reduction, and Site Restoration
City of Eunice	LA	Hurricane Laura	\$ 102,260.00	11,490 CY	04/21 to 05/21	Paul Carrier	337-305-1635	pccarrier@yahoo.com	ROW Debris Removal
City of Bastrop	LA	Hurricane Laura	\$ 946,770.00	99,660 CY	03/21 to 06/21	Diane Lenoir	318-283-3301	ddlenoi@cityofbastrop.com	ROW Debris Hauling, Reduction, and Disposal
TXDOT-Travis County	TX	Ice Storm	\$ 186,182.00	8,950 CY	03/21 to 09/21	Jacob Wells	512-304-8122	Jacob.wells@txdot.gov	ROW Debris Removal and Disposal
City of Corpus Christi	TX	Ice Storm	\$ 671,580.00	74,620 CY	03/21 to 04/21	Gabriel Maldonado	361-826-1986	gabrielm3@cctexas.com	ROW Debris Removal and Disposal
Hancock County	MS	Hurricane Zeta	\$ 590,696.00	64,520 CY	12/20 to 03/21	Ben Benvenuti	228-368-4786	ben@ccellc.us	ROW Debris Removal and Disposal
City of Choctaw	OK	Ice Storm	\$ 375,000.00	81,694 CY	02/21 to 04/21	Loren Bumgarner	405-390-8300	lbumgarner@choctawcity.org	ROW Debris Removal and Disposal
Oklahoma City	OK	Ice Storm	\$ 1,450,493.00	3,680 Tons	01/21 to 05/21	Greg Little	405-297-2105	greg.little@okc.gov	Debris Removal from City Drainage Channels
Oklahoma City	OK	Ice Storm	\$ 351,505.00	1,770 Tons	02/21 to 06/21	Jacob Webb	405-919-4169	Jacob.webb@okc.gov	Removal of Debris from the City Parks
City of Enid	OK	Ice Storm	\$ 680,635.00	5,770 Tons	12/20 to 01/21	Everett Glenn	580-747-2677	egleenn@enid.org	ROW Debris Removal and Disposal
City of Blanchard	OK	Ice Storm	\$ 730,085.00	137,752 CY	01/21 to 03/21	Robert Floyd	405-485-9392	citymanager@cityofblanchard.us	ROW Debris Removal and Disposal
City of Norman	OK	Ice Storm	\$ 4,054,876.00	572,400 CY 9,995 Hazardous Trees	10/20 to 02/21	Tony Mensah	405-329-2524	tony.mensah@normanok.gov	ROW Hauling, Hazardous Tree Removal, Grinding, and Final Disposal
City of Citronelle	AL	Hurricane Zeta	\$ 942,531.00	75,400 CY 2,618 Hazardous Trees	01/21 to 02/21	Tanya Williams	251-866-7977	mayor@cityofcitronelle.com	ROW Hauling, Hazardous Tree Removal, Grinding, and Final Disposal
ALDOT-Dallas County	AL	Hurricane Zeta	\$ 1,612,114.00	35,000 CY 6,990 Hazardous Trees	12/20 to 04/21	David Bohannon	334-269-2311		ROW Hauling, Hazardous Tree Removal, Grinding, and Final Disposal
City of Robertsdale	AL	Hurricane Sally	\$ 2,508,447.00	156,592 CY Hauled 263,819 CY Reduced	09/20 to 03/21	Gregory Smith	251-947-8955	gregsmith@robertsdale.org	ROW Hauling, Grinding, and Final Disposal
City of Beaumont	TX	Hurricane Beta	\$ 244,625.00	Hauling Daily Rate	10/20 to 11/20	Patrick Bardwell	409-880-3720	Patrick.Bardwell@BeaumontTexas.gov	ROW Hauling
Rapides Parish	LA	Hurricane Laura	\$ 7,364,356.00	692,024 CY	09/20 to 05/21	Corey Ashmore	318-729-5663	cashmore1@rppj.com	ROW Hauling, Grinding, and Final Disposal
City of Ruston	LA	Hurricane Laura	\$ 108,322.00	15,078 CY	09/20 to 10/20	John Freeman	318-245-2398	JFreeman@ruston.org	ROW Hauling
Louisiana DOT	LA	Hurricane Laura	\$ 50,777,879.00	3,095,700 CY	09/20 to 05/21	Seth Matherne	225-719-3424	Seth.Matherne@la.gov	ROW Hauling, Hazardous Tree Removal, Grinding, and Final Disposal
City of Beaumont	TX	Hurricane Laura	\$ 149,201.00	Hourly Rental	08/20 to 09/20	Patrick Bardwell	409-880-3720	Patrick.Bardwell@BeaumontTexas.gov	Rental Equipment
Iowa Dept. of Homeland Security	IA	Derecho Contract #21074 & #21214	\$ 7,722,536.00	1,600,000 CY	09/20 to 02/21	Jordan Moser	515-323-4246	jordan.moser@iowa.gov	Reduction of Vegetative Debris
City of Cedar Rapids	IA	Derecho	\$ 10,571,166.00	3,571,339 CY	09/20 to 08/21	Taylor Burgin	319-491-4163	t.burgin@cedar-rapids.org	Reduction of Vegetative Debris
City of Corpus Christi	TX	Hurricane Isaias	\$ 575,820.00	64,000 CY	08/20 to 09/20	Gabriel Maldonado	361-244-6264	gabrielm3@cctexas.com	ROW Hauling
City of Norman	OK	Severe Storms	\$ 150,910.00	891 Crew Hours	07/20 to 08/20	Tony Mensah	405-329-2524	tony.mensah@normanok.gov	ROW Hauling
TXDOT-Montague County	TX	ROW Maintenance	\$ 335,907.00	28 Miles ROW Maintenance 362 Tree Removals	01/20 to 07/20	Mike Hallum	940-665-5071	Mike.Hallum@txdot.gov	ROW Removal of Brush and Hazardous Trees, Under Bridge Debris

NCDOT, Carteret, Craven, Jones & Pamlico Counties	NC	Hurricane Dorian	\$ 206,000.00	100,000 CY	11/19 to 01/20	Jeremy Stroud	252-775-6103	jdstroud@ncdot.gov	ROW Hauling and Reduction of Debris
City of Ingleside	TX	Hurricane Harvey	\$ 26,568.00	100,000 CY 1,000 Hazardous Trees	11/19 to 11/19	Kimberley Sampson	361-776-2517	KSampson@InglesideTX.gov	PPDR Debris & Hazardous Tree Removal
City of Beaufort	NC	Hurricane Dorian	\$ 116,383.00	100,000 CY 1,000 Hazardous Trees	10/19 to 10/19	Christi Wood	252-728-2141	cwood@beaufortnc.org	ROW Hauling, Hazardous Tree Removal, Grinding, and Final Disposal
NCDOT-Duplin County	NC	Hurricane Dorian	\$ 17,825.00	35 Crew Hours	09/19 to 09/19	Kevin Bradshaw	910-682-5100	ckbradshaw@ncdot.gov	Emergency Cut & Shove Road Clearance
NCDOT-Onslow	NC	Hurricane Dorian	\$ 32,337.00	63.5 Crew Hours	09/19 to 09/19	David Sawyer	910-467-0550	dsawyer@ncdot.gov	Emergency Cut & Shove Road Clearance
NCDOT-Pender County	NC	Hurricane Dorian	\$ 43,795.00	86 Crew Hours	09/19 to 09/19	Patrick Riddle	910-467-0505	priddle@ncdot.gov	Emergency Cut & Shove Road Clearance
NCDOT-Sampson County	NC	Hurricane Dorian	\$ 18,587.00	36.5 Crew Hours	09/19 to 09/19	Kevin Bradshaw	910-682-5100	ckbradshaw@ncdot.gov	Emergency Cut & Shove Road Clearance
City of Beaumont	TX	Tropical Storm Imelda	\$ 143,000.00	Roll-off Trucks at Daily Rate, 166 Total	09/19 to 10/19	Patrick Bardwell	409-880-3720	Patrick.Bardwell@BeaumontTexas.gov	ROW Hauling
Donalsonville	GA	Hurricane Michael	\$ 136,230.00	47,800 CY	08/19 to 09/19	Steven Powell	850-209-4165	stephen.powell@gmcnetwork.com	Vegetative Debris Reduction by Grinding
Raleigh	NC	Hurricane Florence	\$ 125,056.00	42,000 CY	02/19 to 03/19	Timothy Gainer	919-625-3175	Timothy.Gainer@raleighnc.gov	Vegetative Debris Reduction by Grinding
Columbus County	NC	Hurricane Florence	\$ 318,000.00	40,000 CY	02/19 to 03/19	Harold Nobles	910-642-5257	hnobles@columbusco.org	Vegetative Reduction by Grinding, and Disposal
Tyndall Airforce Base	FL	Hurricane Michael	\$ 2,314,186.00	151,000 CY	01/19 to 04/19	Johnny Walker	850-283-1378	johnny.walker.4@us.af.mil	Debris Removal and Final Disposal
TXDOT-Lee County	TX	Texas Severe Storms	\$ 61,392.00	1,600 CY	12/18 to 01/19	Lori Wagner	512-832-7057	Lori.Wagner@txdot.gov	ROW Debris Removal and Under Bridge Debris Removal
Llano County	TX	Texas Severe Storms	\$ 1,015,669.00	18,500 CY	11/18 to 01/19	Billy Carney	325-423-2762	billy.carney@co.llano.tx.us	ROW Debris Removal and Final Disposal
TXDOT-Llano County	TX	Texas Severe Storms	\$ 49,952.00	1,100 CY	10/18 to 10/18	Billy Carney	325-423-2762	billy.carney@co.llano.tx.us	ROW Debris Removal
TXDOT-Kingsland	TX	Texas Severe Storms	\$ 7,532,510.00	13,838 Operator & Equipment Hours	10/18 to 07/19	Lori Wagner	512-832-7057	Lori.Wagner@txdot.gov	Waterway Debris Removal of Collapsed Bridge
(KBR) Tyndall Airforce Base	FL	Hurricane Michael	\$ 11,355,773.00	71,500 Operator & Equipment Hours	10/18 to 01/19	Bee Trajkovski	713-753-5872	brankica.trajkovski@kbr.com	AFB Emergency Debris Hauling & Reduction
New Hanover County	NC	Hurricane Florence	\$ 175,365.00	128 Total Day Rate Operator & Equipment	12/18 to 02/19	Kim Roane	910-798-4402	KRoane@nhgov.com	Landfill Debris Management
(EEC) Camp Lejeune	NC	Hurricane Florence	\$ 1,240,865.00	560 Total Day Rate Operator & Equipment	10/18 to 11/18	Dan McFerrin	720-635-2237	dmcFerrin@ecc.net	Utility Right of Way Trimming
(EEC) Camp Cherry Point	NC	Hurricane Florence	\$ 944,455.00	378 Total Day Rate Operator & Equipment	09/18 to 09/18	Craig Duncan	210-632-2493	cduncan@ecc.net	Tree Trimming, Hauling, and Debris Reduction
NCDOT-Brunswick	NC	Hurricane Florence	\$ 567,450.00	30 Crews, 1,170 Total Hours	09/18 to 09/18	Patrick Riddle	910-467-0505	priddle@ncdot.gov	Emergency Cut & Shove Road Clearance
NCDOT-Columbus County	NC	Hurricane Florence	\$ 227,576.00	30 Crews, 1,548 Total Hours	09/18 to 09/18	Ken Clark	910-642-3760	klclark@ncdot.gov	Emergency Cut & Shove Road Clearance
NCDOT-Duplin County	NC	Hurricane Florence	\$ 496,398.00	28 Crews, 1,023.5 Total Hours	09/18 to 09/18	Kevin Bradshaw	910-682-5100	ckbradshaw@ncdot.gov	Emergency Cut & Shove Road Clearance
NCDOT-Onslow County	NC	Hurricane Florence	\$ 346,896.00	26 Crews, 761.25 Total Hours	09/18 to 09/18	David Sawyer	910-467-0550	dsawyer@ncdot.gov	Emergency Cut & Shove Road Clearance
NCDOT-Pender County	NC	Hurricane Florence	\$ 464,751.00	30 Crews, 958.25 Total Hours	09/18 to 09/18	Jeff Garrett	910-259-5413	jlgarrett@ncdot.gov	Emergency Cut & Shove Road Clearance

NCDOT-Sampson County	NC	Hurricane Florence	\$ 2,895,617.00	30 Crews, 777 Total Hours, and 14,000 Tons of Debris Hauled & Disposed	09/18 to 09/18	Kevin Bradshaw	910-682-5100	ckbradshaw@ncdot.gov	Emergency Cut & Shove Road Clearance, Hauling, and Final Disposal
NCDOT-New Hanover County	NC	Hurricane Florence	\$ 510,463.00	30 Crews, 1,033.5 Total Hours	09/18 to 09/18	Chris Cocker	910-387-2128	cacocker@ncdot.gov	Emergency Cut & Shove Road Clearance
(EEC) Parris Island	SC	Hurricane Florence	\$ 66,650.00	2 Debris Removal Crews and 1 High Voltage Line Crew	09/18 to 09/18	Barbara Growney	201-953-2790	BGrowney@ecc.net	Debris Removal & Hazardous Trees on Base
Port Aransas	TX	Hurricane Harvey	\$ 1,051,818.00	11,220 CY	08/18 to 09/18	Leo Wood	228-224-2156	lwood@broaddussassociates.com	Nature Preserve Debris Removal - Waterway
USACE	CA	California Floods	\$ 6,251,020.00	45,369 CY	02/18 to 03/18	James Constantino	213-452-3237	James.M.Constantino@usace.army.mil	Flood Creeks/Channels Debris Hauling
USACE	CA	California Floods	\$ 2,379,000.00	13,051 CY	02/18 to 03/18	Tracy Eccles	661-265-7222	tracy.l.eccles@usace.army.mil	Flood Basin Debris Removal
Puerto Rico DOT	PR	Hurricane Maria	\$ 35,404,180.00	494,974 CY 39,411 Hazardous Trees	12/17 to 12/18	Elias Huertas	787-380-7078	ETirado@dtop.pr.gov	ROW Debris Removal, Tree Trimming, Hauling, and Disposal
Miami-Dade	FL	Hurricane Irma	\$ 4,450,000.00	104,500 CY	12/17 to 04/18	Jennyfer Calderon	305-375-5312	Jennyfer.Calderon@miamidade.gov	ROW Hauling and Reduction of Debris
Florida Turnpike	FL	Hurricane Irma	\$ 2,404,647.00	740 CY 5,436 Hazardous Trees	09/17 to 10/17	Maria Connolly	954-934-1209	Maria.Connolly@dot.state.fl.us	ROW Debris Removal, Tree Trimming, Hauling, and Disposal
FLDOT District 01	FL	Hurricane Irma	\$ 6,934,050.00	77,500 CY 5,625 Hazardous Trees	09/17 to 11/17	Amy Perez	863-519-2316	Amarilys.Perez@dot.state.fl.us	ROW Debris Removal, Tree Trimming & Removal, Reduction, and Disposal
FLDOT District 02	FL	Hurricane Irma	\$ 2,682,704.00	18,736 CY 6,419 Hazardous Trees	09/17 to 11/17	Jennifer Curls	386-961-7561	Jennifer.Curls@dot.state.fl.us	ROW Debris Removal Tree Trimming, Hauling, and Disposal
FLDOT District 05	FL	Hurricane Irma	\$ 3,018,580.00	45,000 Debris Removed, 918 Miles Street Sweeping and 4,500 Hazardous Trees	09/17 to 02/18	Victor LoPiccolo	386-943-5287	Victor.LoPiccolo@dot.state.fl.us	Debris Removal, Tree Trimming, Hauling, Disposal, Street Sweeping, and Emergency Push Crews
FLDOT District 07	FL	Hurricane Irma	\$ 46,704.00	1,700 CY 68 Hazardous Trees	09/17 to 09/17	Anita Mountjoy	813-975-6442		ROW Debris Removal, Tree Trimming, Hauling, and Disposal
City of Plantation	FL	Hurricane Irma	\$ 8,200,063.00	500,000 CY 12,000 Limbs, Stumps, and Trees	09/17 to 02/18	Steve Rodgers	954-452-2535	SRodgers@plantation.org	ROW Debris Removal, Hazardous Limb, Tree & Stump Removal, and Waterway Debris Removal
City of Homestead	FL	Hurricane Irma	\$ 3,568,027.00	153,600 CY 3,600 Hazardous Trees, and 6,150 Hours of Emergency Push Crews	09/17 to 01/18	Maria Pineda	305-224-4772	MPineda@cityofhomestead.com	ROW Debris Removal, Reduction, Final Disposal, Hazardous Tree & Limb Removal, Hourly Emergency Push Crews
St. John's County	FL	Hurricane Irma	\$ 622,235.00	2,100 Hazardous Hanging Limbs & Leaning Trees Removed	10/17 to 12/17	Benjamin Bright	904-209-0252	bbright@sjcfl.us	ROW Tree Trimming, Hauling & Disposal
TXDOT-Victoria	TX	Hurricane Harvey	\$ 516,582.00	30,125 CY	10/17 to 11/17	David Stephens	361-293-4341	David.stephens@txdot.gov	ROW Debris Removal and Disposal
TXDOT-Nueces County	TX	Hurricane Harvey	\$ 3,603,645.00	212,000 CY	09/17 to 12/17	Martin Horst	361-808-2261	martin.horst@txdot.gov	ROW Debris Removal, Reduction, and Final Disposal
TXDOT-Harris County	TX	Hurricane Harvey	\$ 238,150.00	13,300 CY	10/17 to 01/18	Cody McKenney	281-686-9871		ROW Debris Hauling and Disposal
City of Beaumont	TX	Hurricane Harvey	\$ 490,597.00	11,750 CY 2,100 Hours of Dump Trucks and Generators	09/17 to 10/17	Tommy Gill	832-767-8118	tgill@ci.beaumont.tx.us	Emergency Pumps and Generators & Dump Trucks, ROW Debris Removal

City of Dayton	TX	Hurricane Harvey	\$ 29,106.00	1,000 CY	10/17 to 10/17	Theo Melancon	936-258-2642	citymanager@daytontx.org	ROW Debris Removal and Disposal
City of Port Lavaca	TX	Hurricane Harvey	\$ 400,451.00	34,900 CY	10/17 to 11/17	Jody Weaver	361-827-3601	jweaver@portlavaca.org	ROW Debris Removal and Reduction
City of Sugarland	TX	Hurricane Harvey	\$ 45,601.00	2,000 CY	09/17 to 10/17	Ilana Harris	281-275-2497	iharris@sugarlandtx.gov	ROW Debris Removal and Disposal
City of Raleigh	NC	Hurricane Mathew	\$ 96,000.00	14,650 CY	02/17 to 02/17	Kelly Lindsey	919-996-2202	Kelly.Lindsey@raleighnc.gov	Debris Reduction by Grinding & Haul-Out
Port St. Lucie	FL	Hurricane Mathew	\$ 2,706,514.00	100,800 CY 5,775 Hazardous Limbs & Trees	10/16 to 02/17	Richard Perkins	772-344-4263	rperkins@cityofpsl.com	ROW Debris Removal, Reduction, & Haul-Out, Hazardous Tree, Drainage Ditch Debris Removal
FLDOT District 05	FL	Hurricane Mathew	\$ 12,299,889.00	146,805 CY 57,000 Hazardous Trees & Limbs	10/16 to 01/17	Rick Coe	386-740-3490	Frederick.Coe@dot.state.fl.us	Clearance Debris Removal, Reduction & Disposal, Hazardous Limbs & Trees Removed, Street Sweeping, Inlets Vacuuming, and Sand Hauling
FLDOT District 03	FL	Hurricane Mathew	\$ 1,480,308.00	15,600 CY 6,030 Hazardous Tree & Limbs	10/16 to 12/16	Amanda Mauldin	850-330-1364	Amanda.Mauldin@dot.state.fl.us	ROW Debris Removal, Sea Grass Removal, and Hazardous Tree Trimming
FLDOT District 02	FL	Hurricane Mathew	\$ 1,307,107.00	3,400 CY 6,650 Hazardous Trees & Limbs	10/16 to 12/16	Jennifer Smith	386-943-5367	Jennifer.Smith2@dot.state.fl.us	ROW Debris Removal & Disposal, Hazardous Tree & Limb Removal
LADOTD District 61	LA	Louisiana Severe Storms & Flooding	\$ 3,192,347.00	240,530 CY 2,043 Pounds of White Goods and E-Waste Recycled	08/16 to 12/16	Mark Benton	225-379-1164	mark.benton3@la.gov	ROW Flood Debris Removal and Disposal, White Goods & E-Waste
LADOTD District 03	LA	Storms & Flooding	\$ 185,039.00	17,125 CY	09/16 to 12/16	Mark Benton	225-379-1164	mark.benton3@la.gov	ROW Flood Debris Removal and Disposal
Iberia Parish	LA	Storms & Flooding	\$ 30,025.00	2,555 CY	09/16 to 09/16	Michael Broussard	337-492-5412	mbroussard@iberiagov.net	ROW Flood Debris Removal and Disposal
Waste Management East Oak Landfill	OK	Single Contract-3 Callouts	\$ 105,000.00	70,000 CY	03/16 to 04/17	Shawn Cockrell	405-427-1112	scockrel@wm.com	Debris Reduction Services
Fort Bend County	TX	Texas Severe Storms & Flooding	\$ 423,187.00	48,010 CY 20,280 Pounds HHW and 9,885 Pounds E-Waste	06/16 to 08/16	Marc Grant	218-342-4513	Scott.Wieghat@fortbendcountytexas.gov	ROW Flood Debris Removal and Disposal, E-Waste, White Goods, HHW
Maryland Department of General Services	MD	Snowstorm	\$ 75,096.00	732 Hours	01/16 to 01/16	Denise Wade	240-205-3086	denise.wade@maryland.gov	ROW Snow Removal
Collin County	TX	Annual Contract	\$ 347,752.00	94,400 CY	06/16 to 09/16	Gary Enna	972-548-3700	genna@co.collin.tx.us	Debris Reduction Services
TXDOT	TX	Texas Severe Storms & Flooding	\$ 111,779.00	10,000 CY	11/15 to 11/15	Jamie Witten	512-585-4678	Jamie.Witten@txdot.gov	ROW Debris Removal and Disposal
Bastrop County	TX	Texas Severe Storms & Flooding	\$ 43,469.00	5,000 CY	11/15 to 11/15	Ronnie Moore	512-779-9926	ronnie@cbdeng.com	ROW Debris Removal and Disposal
City of Guthrie	TX	Ice Storm	\$ 15,000.00	10,000 CY	12/15 to 12/15	Tenny Maker	405-260-3091	tmaker@cityofguthrie.com	Debris Reduction Services
City of Edmond	OK	Ice Storm	\$ 175,000.00	58,500 CY	12/15 to 01/16	Johnny Carter	405-216-7612	jcarter@ci.edmond.ok.us	Debris Reduction Services
Guadalupe County	TX	Tornado	\$ 36,000.00	550 CY	11/15 to 11/15	Judge Kutscher	830-303-8857	Kyle.Kutscher@co.guadalupe.tx.us	ROW Debris Removal and Disposal
Texas State University	TX	Texas Severe Storms	\$ 196,400.00	11,060 CY 370 Hazardous Limbs, Trees & Stumps	09/15 to 10/15	Joel Soto	512-245-1880	js1142@txstate.edu	Debris Removal, Reduction, and Disposal
TXDOT-Blanco, Bastrop, Caldwell, Lee, and Hays County	TX	Texas Severe Storms	\$ 374,000.00	9,916 CY	06/15 to 06/15	Jamie Witten	512-585-4678	Jamie.Witten@txdot.gov	Debris Removal from Bridges and Waterways

City of Martindale	TX	Texas Severe Storms	\$ 94,000.00	9,050 CY	06/15 to 07/15	Jordan Powell	512-398-1811	jpow@caldwellcountync.org	ROW and Parks Debris Removal and Disposal
City of Wimberley	TX	Texas Severe Storms	\$ 394,000.00	20,500 CY	06/15 to 09/15	Mark Kennedy	512-393-2219	mark.kennedy@co.hays.tx.us	ROW Debris Removal, Reduction, and Disposal
City of San Marcos	TX	Texas Severe Storms	\$ 439,500.00	12,000 CY	06/15 to 09/15	Bert Stratemann	512-393-8181	bstratemann@sanmarcostx.gov	Debris Removal and Disposal
TXDOT-Recovery	TX	Texas Severe Storms	\$ 86,400.00	635 Equipment Hours for Search & Rescue	06/15 to 06/15	Jamie Witten	512-585-4678	Jamie.Witten@txdot.gov	Search and Rescue Services
Caldwell County	TX	Texas Severe Storms	\$ 29,100.00	1,300 CY	05/15 to 07/15	Jordan Powell	512-398-1811	jpow@caldwellcountync.org	Debris Removal, Reduction, and Disposal
Hays County	TX	Texas Severe Storms	\$ 489,009.00	16,764 CY	06/15 to 09/15	Mark Kennedy	512-393-2219	mark.kennedy@co.hays.tx.us	ROW Debris Removal, Reduction, Disposal, White Good, E-Waste, and HHW
Town of Monterey	TN	Ice Storm	\$ 30,000.00	15,000 CY	04/15 to 05/15	Bill Wiggins	931-839-3770	bwmanager@citlink.net	Debris Reduction Services
Overton County	TN	Ice Storm	\$ 366,241.00	53,000 CY	04/15 to 05/15	Ben Danner	931-823-5638	Overtonexec@twlakes.net	ROW Debris Removal and Disposal
Putnam County	TN	Ice Storm	\$ 1,044,000.00	102,000 CY	04/15 to 05/15	Randy Porter	931-526-2161	Randy.porter@putnametn.gov	ROW Debris Removal, Reduction, and Disposal
NCDOT-Davidson County	NC	Ice Storm	\$ 1,347,067.00	1,136 Tons 14,530 Hazardous Limbs and Trees Removed	03/14 to 08/14	Brad Wall	336-487-0000	Bwall@ncdot.gov	ROW Debris Removal, Hauling, and Hazardous Tree Work
NCDOT-Guilford County	NC	Ice Storm	\$ 7,627,602.00	352,100 CY 13,850 Hazardous Trees & Limbs	03/14 to 08/14	Brad Wall	336-487-0000	Bwall@ncdot.gov	Debris Removal, Hauling, and Hazardous Trees
SCDOT	SC	Ice Storm	\$ 5,814,631.00	134,000 CY 31,150 Hazardous Trees & Limbs	02/14 to 06/14	Shannon Welch	843-907-2095	Welchsl@dot.state.sc.us	Debris Removal, Hauling, and Hazardous Trees
City of Norman	OK	Ice Storm	\$ 601,759.00	44,385 CY 5,925 Hazardous Limbs & Trees	12/13 to 02/14	Greg Hall	405-409-0499	Greg.Hall@NormanOK.gov	Debris Removal, Reduction, and Disposal
Larimer County	CO	Colorado Severe Storms & Flooding	\$ 935,755.00	43,865 CY	09/13 to 03/14	Stephen Gillette	970-498-5760	Sgillette@larimer.org	Private, Public Property, and Waterway Debris Removal, Reduction and Disposal
City of Longmont	CO	Storms & Flooding	\$ 141,500.00	16 Mobile Homes	09/13 to 03/14	Charlie Kamenides	303-651-8345	charles.kamenides@longmontcolorado.gov	Removal and Disposal of Mobile Homes
Weld County	CO	Colorado Severe Storms & Flooding	\$ 261,271.00	4,347 Tons 282 Tires	09/13 to 12/13	Trevor Jiricek	970-353-6100	tjiricek@co.weld.us	Debris Removal and Disposal of C&D and Recycling of Organic Waste and Tires
Adams County	CO	Colorado Severe Storms &	\$ 16,070.00	9 Tons	09/13 to 10/13	Liz Estrada	720-523-6052	lestrade@adcogov.org	Debris Removal from Bridges and Waterways
Town of Lyons	CO	Colorado Severe Storms & Flooding	\$ 148,695.00		09/13 to 11/13	Jeff Callahan	720-564-2221		ROW Debris Removal & Hauling
Oklahoma City	OK	Tornado	\$ 245,392.00	2,830 Tons	06/13 to 06/13	Bryan Haskins	405-297-2134	Bryan.haskins@okc.gov	Waterway Debris Removal
Canadian County	OK	Tornado	\$ 91,769.00	2,905 Tons	06/13 to 09/13	Jerry Smith	405-295-6186	smithj@canadiancounty.org	Waterway Debris Removal
City of Shawnee	OK	Tornado	\$ 60,800.00	8,265 CY	06/13 to 09/13	Brian McDougal	405-878-1601		ROW Debris Removal and Disposal
Cleveland County	OK	Tornado	\$ 830,782.00	107,800 CY 305 Hazardous Limbs	10/13 to 10/13	Darry Stacy	405-366-0200	dstacy@clevelandcountyok.com	Waterway Debris Removal

City of Norman	OK	Tornado	\$ 365,000.00	38,500 CY 345 Hazardous Trees & Limbs	06/13 to 09/13	Greg Hall	405-409-0499	Greg.Hall@NormanOK.gov	Debris Removal, Hauling, and Hazardous Tree Work
Rapid City	SD	Ice Storm	\$ 31,359.00	9,000 CY	10/13 to 10/13	Ted Johnson	605-394-4154	ted.johnson@rcgov.org.	Debris Reduction Services
City of Sioux Falls	SD	Ice Storm	\$ 2,000,000.00	5,000 Tons 1,250 Stumps and 26,660 Hazardous Trees	4/13 to 10/13	Scott Rust	605-367-8836	srust@siouxfalls.org	ROW Removal of Hazardous Trees from Drainage Ways, Stump Grinding, and ROW Tree Removal
Garland County	AR	Ice Storm	\$ 323,024.00	2,300 Tons	03/13 to 06/13	Jerry Pogue	501-262-3602		ROW Removal and Disposal of Vegetative Debris
Saline County	AR	Ice Storm	\$ 2,146,000.00	124,270 CY 41,500 Hazardous Trees & Limbs	03/13 to 06/13	Marty Polk	501-317-2402		ROW Removal and Disposal of Vegetative Debris and Hazardous Limbs & Trees
Island Beach State Park	NJ	Hurricane Sandy	\$ 100,000.00	2,000 CY	05/13 to 05/13	Ray Bukowski	732-793-0506	ray.bukowski@dep.nj.gov	ROW Hauling of Hurricane Debris
Brick Township	NJ	Hurricane Sandy	\$ 58,963.00	4,000 CY	11/12 to 11/12	Glenn Campbell	732-262-1058	gcampbell@twp.nj.us	ROW Removal and Disposal of Debris
Ocean County	NJ	Hurricane Sandy	\$ 200,542.00	6,400 CY	11/12 to 11/12	Julie Tarrant	732-244-2121	j.tarrant@co.ocean.nj.us	ROW Removal and Disposal of Debris
Scotch Plains Twp	NJ	Hurricane Sandy	\$ 32,243.00	25,000 CY	11/12 to 11/12	Bozena Lacina	908-322-6700	blacina@scotchplainsnj.com	Debris Reduction Services
Old Bridge Twp	NJ	Hurricane Sandy	\$ 13,860.00	Stump Removals	11/12 to 11/12	John Tooley	732-721-5600	jtooley@oldbridge.com	Removal of Tree Stumps
Edison Twp	NJ	Hurricane Sandy	\$ 74,000.00	4 Crews, 4 Days Bucket Truck Daily Rate	11/12 to 11/12	Laura Popick	732-248-7409	Purchasing@edisonnj.org	Hazardous Tree Removal
Neptune Twp	NJ	Hurricane Sandy	\$ 35,785.00	161 Hours	11/12 to 11/12	Tracey James	732-988-5200	tjam@neptunetownship.org	ROW Debris Removal and Disposal
Town of Southbury	CT	Hurricane Sandy	\$ 18,795.00	2,000 CY	11/12 to 11/12	Tom Crowe	203-262-0622	tom.crowe@southbury-ct.gov	ROW Debris Removal, Reduction, and Disposal
City of Norman	OK	Tornado	\$ 408,073.00	30,000 CY	03/12 to 03/12	Greg Hall	405-409-0499	Greg.Hall@NormanOK.gov	ROW Debris Removal, Reduction, and Disposal
Town of Southbury	CT	Winter Storm	\$ 528,890.00	11,000 CY 4,300 Hazardous Hanging Limbs & Trees	03/12 to 03/12	Tom Crowe	203-262-0622	tom.crowe@southbury-ct.gov	ROW Debris Removal, Reduction, Disposal, and Hazardous Trees
Bastrop County	TX	Wildfires	\$ 12,100,000.00	700,000 CY 38,000 Hazardous Trees	09/11 to 09/12	Ronnie Moore	512-779-9926	ronnie@cbdeng.com	ROW & ROE Debris Removal, Reduction, Disposal, Hazardous Trees, Final Disposal
Texas Dept. of Transportation	TX	Wildfires	\$ 1,075,471.00	53,500 CY 5,850 Hazardous Trees	05/12 to 09/12	Celso Harper	512-321-2221		ROW Debris Removal, Reduction, and Disposal
State Hwy Admin.	MD	Hurricane Irene	\$ 279,106.00	10,000 CY	08/11 to 10/11	Craig Fetzer	410-582-5535	cfetzer@sha.state.md.us	ROW Debris Removal, Reduction, and Disposal
Charles County	MD	Hurricane Irene	\$ 102,302.00	17,000 CY	08/11 to 10/11	Candice Kelly	301-645-0550	candice_kelly@msn.com	ROW Debris Removal, Reduction, and Disposal
City of Norman	OK	Windstorm	\$ 144,185.00	Hourly Debris Removal	06/11 to 08/11	Greg Hall	405-409-0499	Greg.Hall@NormanOK.gov	Debris Removal, Reduction, and Disposal
City of Norman	OK	Tornado	\$ 237,000.00	14,000 CY	05/10 to 07/10	Greg Hall	405-409-0499	Greg.Hall@NormanOK.gov	Debris Removal, Reduction, and Disposal
City of Baltimore	MD	Snowstorm	\$ 630,000.00	1,000 Hours	01/10 to 02/10	Joe Palacheck	410-767-3207		ROW Snow Removal and Road Clearing
City of Rogers	AR	Ice Storm	\$ 900,000.00	160,000 CY	01/09 to 03/09	Steve Womack	479-621-1117		ROW Debris Removal and Disposal
Fort Bend County	TX	Hurricane Ike	\$ 10,000,000.00	525,000 CY 9,000 Hazardous Limbs & Trees	09/08 to 01/09	Marc Grant	218-342-4513	marc@fortbendcountytx.gov	ROW Debris Removal, Reduction, and Disposal, and Hazardous Tree & Limb Removal and Disposal

Polk County	TX	Hurricane Ike	\$ 6,600,000.00	325,000 CY 42,000 Hazardous Limbs and Trees	10/08 to 03/09	John Thompson	936-327-6813	john.thompson@co.polk.tx.us	ROW Debris Removal, Reduction, and Disposal and Hazardous Hanging Limbs & Trees
City of Liberty	TX	Hurricane Ike	\$ 2,900,000.00	200,000 CY 6,250 Hazardous Trees & Limbs	09/08 to 10/08	Harvey Joiner	936-336-3684	harvey.joiner@cityofliberty.org	ROW Debris Removal, Reduction, and Disposal and Hazardous Hanging Limbs & Trees
Harris County Flood Control	TX	Hurricane Ike	\$ 200,000.00	250 Hazardous Trees	09/08 to 01/09	Robert Reagan	713-684-4230		Drainage Ditch Hazardous Tree Removal
City of Sugarland	TX	Hurricane Ike	\$ 3,400,000.00	190,000 CY 6,600 Hazardous Trees & Limbs	09/08 to 12/08	Adam Smith	281-275-2483		ROW Debris Removal, Reduction, and Disposal and Hazardous Limbs & Trees
City of Katy	TX	Hurricane Ike	\$ 262,000.00	16,500 CY 650 Hazardous Limbs & Trees	09/08 to 11/08	Elaine Lutringer	281-391-4830	elut@cityofkaty.com	ROW Debris Removal, and Disposal of and Hazardous Trees & Limbs
City of Brownsville	TX	Hurricane Dolly	\$ 1,252,000.00	150,000 CY	07/08 to 10/08	Roberto Luna	956-548-6087	Roberto.luna@cob.us	ROW Hauling to Final Disposal



Tab D. Qualifications

Experience and Qualifications of Key Personnel

TFR has assembled a team with a combined 155 years of experience in emergency debris removal, reduction, and management services. From Hurricane Andrew to the devastating effects of Hurricane Ida, TFR personnel have participated in relief efforts across the country, on different continents, and in varying debris capacities. As one of the most experienced project teams in the industry, agencies are contracting with a company deeply rooted in customer value, experience, and expediency. These principles, on which TFR is built, drive our current customer relationships and further the growth of the company.

TFR’s Management Team

Key Personnel	Contact Information	Worked Together	Industry Experience	Disaster Experience
Sharon Lyell Operations Manager	sharon@tfrinc.com (512) 576-3000	✓	15 Years	    
Tiffany Jean Contract Manager	tiffany@tfrinc.com (512) 565-0710	✓	13 Years	    
Rigo Mejia Site Manager	rigo@tfrinc.com (512) 779-7722	✓	13 Years	    
Kevin Rolison Project Manager	kevin@tfrinc.com (512) 944-8766	✓	20 Years	    
Melvin Utterback Project Manager	melvin@tfrinc.com (606) 776-9782	✓	18 Years	    
Steven Vinyard Project Manager	steven@tfrinc.com (512) 619-1087	✓	7 years	  
Roger Barfield Safety Manager	roger@tfrinc.com (407) 868-0568	✓	6 Years	   

Operations Manager: The operations manager will supervise and direct all field operations for TFR. In addition to the execution of field operations, the operations manager will ensure full compliance with all corporate, municipal, state, and federal safety and environmental policies. Duties also include:

- Direct all project managers, site managers, and safety officers.
- Assign company-owned and subcontractor resources to debris zones, ensuring that the equipment placed in each zone is the most efficient, depending upon the zone’s geographic and demographic constitution.
- Maximization of debris stream recycling if possible

Snapshot of Certifications	
<input checked="" type="checkbox"/>	United States Army Corps of Engineers, Construction Quality Management
<input checked="" type="checkbox"/>	United States Army Corps of Engineers, 30-Hour Construction Safety
<input checked="" type="checkbox"/>	United States Army Corps of Engineers, Safety Level 2 Assessment
<input checked="" type="checkbox"/>	United States Army Corps of Engineers, Debris Level Two
<input checked="" type="checkbox"/>	National Incident Management System ICS-100,200,700,703,706,800
<input checked="" type="checkbox"/>	OSHA 40-Hour HAZWOPER

Contract Manager: The contract manager will be the ultimate liaison between the client and TFR for the entirety of the debris mission. The contract manager will be available 24 hours per day, 7 days per week, with redundant communication capabilities including cell phones, satellite phones, and email. His/her responsibilities will include:

- Primary client/consulting firm point of contact.
- Receipt of client direction and development of a corporate strategy to best fulfill the client’s needs.
- Communicate with the operations manager regarding mobilizing resources.
- Supervise and execute contract documents.
- Ensure all corporate reports and deliverables meet the client’s expectations.

Site Manager: The site manager is responsible for all operations within their assigned debris management site, including:

- Safety compliance
- Environmental compliance and monitoring at the site.
- Proper debris segregation and reduction
- Coordination of reduction and haul-out schedules

Project Manager: The project managers are primarily responsible for the day-to-day operations within the zone(s) to which they are assigned. The responsibilities of the project managers include:

- Ensure all operational processes within their debris zone are being executed to full compliance with the FEMA Debris Management Guide/Public Assistance Program and Policy Guide
- In conjunction with the safety officer, host daily instructional and safety meetings
- Serve as initial contact and point of resolution for any complaints.
- Direct all debris crews to their assigned work zones.
- Execution of daily reports, including the keeping of a daily log of activities within their zone
- Assignment of daily road schedules

Safety Manager: The safety manager has complete responsibility and authority over all safety issues at all levels of contract performance including the power to unilaterally alter, suspend and/or halt any operation or portion thereof that endangers or potentially endangers life, health, and safety or threatens the protection of the environment. Includes documentation, daily reporting requirements, communication, and conducting onsite training and inspections. The safety manager is responsible for ensuring complete compliance with OSHA, USDOT, DOL, as well as all other applicable regulatory bodies.

Please see the enclosed resumes for more information on the qualifications of our management team and resource personnel.

Tipton Rowland
President/Chief Executive Officer

601 Leander Drive
 Leander, Texas 78641
 M: (281) 731-4398

Introduction

Tipton Rowland founded TFR Enterprises, Inc. in 1989. A disaster services division was added in 1992 to include debris management following disasters such as hurricanes, floods, ice storms, tornados, and earthquakes. Projects that have been undertaken and completed under his supervision include Vegetative and C&D Debris Removal from Rights-of-Way and streams and canals, Temporary Debris Storage and Reduction Site (TDSRS) management, weed and brush control services, tree pruning, trimming and removal services, mulch and compost production services, vegetative debris incineration (Open Burn and Air Curtain), vegetative reduction by grinding, separation and recycling of C&D debris and demolition of residential structures. Mr. Rowland has overseen 250+ separate disaster response projects, which were federally funded by the Federal Emergency Management Agency (FEMA). By providing “hands-on” oversight as President and Chief Executive Officer of TFR Enterprises, Inc., he has successfully performed as a damage assessment evaluator, cost proposal estimator, project supervisor, safety, and compliance officer, and has assisted in interacting with local government officials in developing debris management policies in compliance with State and Federal (FEMA) reimbursement regulations.

Recent Notable Events & Projects

Event	Project	Year
Tornado	Hale County, AL	2023
Ice Storm	City of Cedar Park, TX	2023
Ice Storm	City of Leander, TX	2023
Ice Storm	City of Round Rock, TX	2023
Hurricane Ian	Florida Dept of Environmental Protection	2022
Hurricane Ian	City of Lake Mary, FL	2022
Hurricane Ian	Lake County, FL	2022
Tornado	Hale County, AL	2022
Tornado	City of Pembroke, GA	2022
Tornado	Fulton County, KY	2022
Winter Storm	Marion County, OR	2021
Ice Storm	Hidalgo County, TX	2021
Hurricane Ida	City of Bogalusa	2021
Hurricane Ida	Village of Folsom	2021
Hurricane Ida	Town of Madisonville	2021
Ice Storm	KYTC	2021
Ice Storm	City of Corpus Christi, TX	2021
Ice Storm	City of Oklahoma City, OK	2021
Disaster Debris Management Projects		1992-2020

Areas of Expertise

- Director of Debris Management
- TDSR Site Locating
- Pricing of Proposals
- Negotiating Contract Terms
- Maintaining relationships with subcontractors, clients, suppliers, and vendors

Julie Rowland
Chief Financial Officer

julier@tfrinc.com
 601 Leander Drive
 Leander, Texas 78641
 M: (512) 751-9799

Introduction

Julie Rowland joined TFR Enterprises, Inc. in 1989 and came on board full time after graduating from the University of Memphis with a bachelor’s degree. She has been involved in the overall well-being of the company since its formation. Julie has 30 years of experience in Debris Management Operations. She possesses the ability to effectively manage on-site and off-site project personnel and operations management. Julie monitors key metrics on projects and immediately acts to rectify any inefficiencies. Julie has strong relationships with customers, subcontractors, vendors, monitoring firms, and suppliers. Transparency and open communication are key to a successful emergency debris removal contract and that is Mrs. Rowland’s approach. Her leadership and ability to work in fast-paced environments make her an important asset on disaster projects. Applying lessons learned from 30 years of involvement in hundreds of projects, she has put processes and procedures in place to ensure compliance and reduce or eliminate the possibility of deficiencies. Her experience in the management of debris removal operations is unparalleled in the industry.

Recent Notable Events & Projects

Event	Project	Year
Ice Storm	City of Round Rock, TX	2023
Ice Storm	City of Cedar Park, TX	2023
Hurricane Ian	Florida DEP	2022
Hurricane Ian	City of Lake Mary, FL	2022
Hurricane Ian	Lake County, FL	2022
Derecho	City of Cedar Rapids, IA	2022
Avian Flu	USDA, KY	2022
Winter Strom	Marion County, OR	2021
Ice storm	Hidalgo County, TX	2021
Hurricane Ida	City of Bogalusa, LA	2021
Hurricane Ida	Village of Folsom, LA	2021
Hurricane Ida	Town of Madisonville, LA	2021
Ice Storm	KYTC	2021
Ice Storm	City of Choctaw, OK	2021
Ice Storm	Oklahoma City, OK	2021
Derecho	City of Cedar Rapides, IA	2020
Hurricane Zeta	ALDOT	2020
Hurricane Zeta	City of Citronelle, AL	2020
Hurricane Sally	City of Robertsdale, AL	2020
Hurricane Laura	Louisiana DOT	2020
Disaster Debris Management Projects		1992-2019

Education/Certifications

- Bachelor of Arts- Communications, University of Memphis
- FEMA IS: 035, 037, 100, 101, 700, Debris Management Planning for State, Tribal, and Local Officials
- GHC TS 10: Debris Management & Monitoring RFPs

Drake Rowland
Environmental Manager

Draker@tfrinc.com
 601 Leander Drive
 Leander, Texas 78641
 M: (512) 569-4605

Introduction

Drake Rowland is the son of the owner Tipton Rowland. He has been working at TFR since he was in high school spending his summers assisting in any way possible. Drake has first-hand experience from the ground up with all aspects of TFR’s work. From assisting our mechanics to running job sites Drake has seen it all. He also graduated from Texas A&M University in 2018 with a Bachelor’s in Mechanical Engineering. Since then, he has worked full-time at TFR as the Environmental Manager. In this role he has performed client outreach, ensured TFR compliance with all regulations, and other roles to help TFR run smoothly and grow as a company. Drake has extensive knowledge of the industry and knows what it takes to get the job done efficiently and correctly.

Recent Notable Events & Projects

Event	Project	Year
Ice Storm	City of Leander, TX	2023
Ice Storm	City of Cedar Park, TX	2023
Texas Floods	Kingsland, Llano Co., Lee Co., TXDOT	2018
Hurricane Michael	Tyndall Air Force Base, FL	2018
Hurricane Florence	Camp Lejeune, NC	2018
Hurricane Florence	Brunswick, Sampson, Duplin, Onslow, NCDOT	2018
Hurricane Harvey	Victoria, Nueces, and Harris Counties, TXDOT	2017
California Mudslide	San Bernardino, CA (USACE)	2017
Hurricane Irma	Miami-Dade, FL	2017
Hurricane Matthew	District 5, Florida DOT	2016
Louisiana Floods	District 03 & 61, Louisiana DOT	2016
Texas Floods	San Marcos & Wimberly, TX	2015

Education/Certifications

- Bachelor of Science-Mechanical Engineering, Texas A&M University
- FEMA IS 005, 100, and 200.
- USACE: Construction Quality Management for Contractors, #784
- OSHA 40-Hour HAZWOPER Training
- CPR Certified

Jack Anderson
Director of Government Relations and Business Development
jack@tfrinc.com
 601 Leander Drive
 Leander, Texas 78641
 M: (407) 760-0758

Introduction

Mr. Anderson has extensive experience in government affairs and public policy, having worked in multiple roles within state government. He has served as a public affairs officer, a legislative aide in the Florida House of Representatives, and most recently as the Chief of Staff to a Florida state Senator. Mr. Anderson has in-depth knowledge of the legislative, regulatory, and political processes governing the emergency management industry, and is highly skilled at developing collaborative relationships with government entities. During his tenure in the Florida Legislature, Mr. Anderson was assigned as the legislative liaison to county emergency operations centers during Hurricanes Dorian, Laura, Eta, and Ian, assisting with intergovernmental relations and serving constituents impacted by the storms. Mr. Anderson is responsible for establishing and maintaining strong relationships with state, county, local, and tribal governments across the country to prepare for and respond to natural disasters.

Recent Notable Events & Projects

Event	Project	Year
Ice Storm	City of Leander, TX	2023
Ice Storm	City of Round Rock, TX	2023
Ice Storm	City of Cedar Park, TX	2023
Hurricane Ian	Tampa, FL	2022
Hurricane Eta	Palm Beach County, FL	2020
Hurricane Laura	Palm Beach County, FL	2020
Hurricane Dorian	Palm Beach County, FL	2019

Education/Certifications

- Bachelor of Science- Psychology, The University of Alabama
- FEMA: 8.a, 10.a, 11.a, 15.b, 18.23, 19.23, 20.23, 21.23, 26, 27, 29.a, 35.23, 37.23, 42.a, 45, 64.a, 66, 75, 100.c, 102.c, 107.23, 111.a, 144.a, 156, 200.c, 201, 212.b, 230.e, 235.c, 240.c, 241.c, 242.c, 244.b, 253.a, 271.a, 279.a, 289, 293, 302, 315.a, 317.a, 322, 323, 324.a, 325, 326, 395, 403, 559, 632.a, 633, 650.b, 660, 815, 904, 905, 906, 907, 908, 909, 913.a, 914, 915, 916, 1004, 1150, 2200

Kevin Rolison
Project Manager
Kevin@tfrinc.com
 601 Leander Drive
 Leander, Texas 78641
 M: (512) 944-8766

Introduction

Mr. Rolison joined TFR Enterprises, Inc. in 2002 and immediately began taking a very hands-on approach to debris removal operations. He started as a grapple truck operator and is now a seasoned Operations Manager. He has deployed to more than 80 emergency debris removal projects for federal, state, and local government entities. Before joining TFR, Kevin had 10 years of heavy equipment and commercial truck driving experience. In 2004, Mr. Rolison served as project manager on various projects resulting from Hurricanes Charley, Frances, Jeanne, and Ivan in the state of Florida. In 2005 after Hurricane Katrina, Kevin deployed to Louisiana and worked as a Project Manager for Belle Chase Military Base. In 2006, he deployed immediately to Texas after Hurricane Rita where he continued as a Project Manager, working simultaneously in 6 counties. His strong verbal and written communication skills, leadership skills, experience, and diplomacy quickly promoted him to project Operations Manager. Mr. Rolison’s tenure enables him to easily estimate cubic yardage at a historically accurate level, create an operational plan and efficiently execute it for a successful response to complex and diverse debris removal projects caused by natural and manmade disasters.

Recent Notable Events & Projects

Event	Project	Year
Hurricane Ian	Lake County, FL	2022
Hurricane Ian	FDEP	2022
Ice Storm	KYTC	2021
Hurricane Laura	Louisiana DOT	2020
Maintenance Contract	Montague County, TXDOT	2020
Hurricane Isaias	City of Corpus Christi, TX	2020
Hurricane Dorian	Beaufort, NC	2019
Hurricane Florence	Duplin, Onslow, Pender, Sampson (NCDOT)	2018
Hurricane Irma	Florida DOT, District 5	2017
Hurricane Harvey	Victoria, TXDOT	2017
Hurricane Matthew	City of Port St. Lucie, FL	2016
Louisiana Floods	Louisiana DOT	2016
Texas Floods	Fort Bend County, TX	2015
Colorado Floods	Larimer County, CO	2014
Disaster Debris Management Projects		2002-2013

Education/Certifications

- FEMA IS: 020, 035, 230, 632, 633.
- DOT: 101 Safety Compliance Training, Supervisor Training
- FLDOT: Maintenance of Traffic (MOT) Advanced Course
- USACE: 30 Hour Construction Safety
- Texas: Registered Flagger
- Level 1 Antiterrorism Awareness Training
- Project Management Workshop
- 60/60 DOT Supervisor Training

Melvin Utterback
Project Manager
Mel@tfrinc.com
 601 Leander Drive
 Leander, Texas 78641
 M: (606) 776-9782

Introduction

Melvin Utterback became an integral part of the TFR Team in 2004 when he came on board to assist in the clean-up efforts following Hurricane Ivan. TFR was called upon for immediate support in debris removal and hazardous tree trimming at the Naval Air Station (NAS) Pensacola. Mel proved to be a capable self-loading grapple truck operator, as well as an excellent equipment operator with effective leadership skills. With the specialized skills and teamwork attitude that Mel possesses, he earned a swift promotion to Project Manager for TFR. After Katrina hit the Mississippi-Louisiana coast in 2005, Mel was called to the lead at Gulfport Navy Base and Belle Chase Naval Air station in New Orleans. Conditions at the bases were extremely primitive, Mel and his team slept on the ground for 6 weeks while building a man cap out of a golf course for the military and Seabees. Because of his accurate documentation, strict adherence to Job Safety Analysis, and Zero Defects, Mel is TFR’s go-to Senior Project Manager for Federal Contracts and Military installations. Mr. Utterback can successfully lead debris management crews in all operations; debris hauling, ROW emergency push, hazardous tree work, large and multiple debris site management, and grinding operations to load and haul out and final disposal. Mel has successfully managed emergency debris projects for TFR for over 17 years and has had zero recordable injuries throughout his tenure with the company. Mr. Utterback’s effective communication skills and experience with critical logistics planning continue to earn him excellent project evaluations from Emergency Debris Management contracts managed under his direction.

Recent Notable Events & Projects

Event	Project	Year
Hurricane Ian	FDEP	2023
Tornado	Fulton County, KY	2022
Winter Storm	Marion County, OR	2021
Ice Storm	KYTC	2021
Hurricane Zeta	Dallas County, ALDOT	2020
Hurricane Laura	Louisiana DOT	2020
Hurricane Dorian	Carteret, Craven, Jones, Pamlico NCDOT	2019
Hurricane Dorian	Town of Beaufort, NC	2019
Hurricane Michael	Tyndall Air Force Base, FL	2018
Hurricane Florence	Cherry Point Marine Air Base, NC	2018
Hurricane Florence	Camp Lejeune US Marine Air Base, NC	2018
Hurricane Irma	Plantation & Homestead, FL	2017
Hurricane Irma	Miami-Dade, FL	2017
Hurricane Matthew	District 5, FLDOT	2016
Severe Ice Storm	City of Tulsa, OK	2007
Hurricane Katrina	Gulfport, MS Naval Base	2005
Hurricane Katrina	New Orleans, LA Belle Chase	2005
Hurricane Ivan	Pensacola, FL Navy Base	2004

Rigoberto Mejia
Site Manager
Rigo@tfrinc.com
 601 Leander Drive
 Leander, Texas 78641
 M: (512) 779-7722

Introduction

Mr. Mejia joined TFR Enterprises, Inc., in 2008 after Hurricane Ike made landfall in Texas. Rigo’s on-site experience since joining TFR includes emergency debris operations responding to hurricanes, ice storms, floods, fires, tornados, and mudslides. With experience working in all phases of debris management such as hauling, grinding, equipment operations, tree trimming and removal, waterway debris removal, site set-up (permitting) and restoration, equipment repairs, managing personnel and subcontractors, and more. Well-versed in field and site operations, he has become a veteran operations planner. Rigo worked with USACE on LA Division Basin and Channel Debris Removal after the mudslides in 2017. Rigo attends pre-event readiness meetings with clients annually and assists with the creation of debris management plans as needed. When TFR is not on an active project, Rigo spends his time at Austin headquarters taking inventory and assessing equipment needs. He schedules maintenance and repairs, and orders necessary inventory of critical stock parts so that equipment can be immediately repaired to avoid downtime during a debris recovery project. He keeps open communication with subcontractors to retain critical relationships even when no contracts are active. He has responded to more than 28 federally declared disasters and has a vast knowledge of debris removal operations, equipment, and FEMA guidelines.

Recent Notable Events & Projects

Event	Project	Year
Winter Storm	Marion County, OR	2021
Ice Storm	Hidalgo County, TX	2021
Hurricane Ida	City of Bogalusa	2021
Hurricane Ida	Village of Folsom	2021
Hurricane Ida	Town of Madisonville	2021
Severe Weather Event	Texas Dept. of Transportation	2021
Derecho	City of Cedar Rapids, IA	2020
Hurricane Laura	Louisiana DOT	2020
Hurricane Dorian	Beaufort, NC	2020
TX Floods	Kingsland, TXDOT	2018
California Mudslide	Santa Barbara, CA (USACE)	2018
Hurricane Maria	Puerto Rico DTOP	2017
Hurricane Irma	Miami-Dade County Parks & Recreation, FL	2017
Hurricane Irma	City of Homestead, FL	2017
Hurricane Matthew	City of Port St. Lucie, FL	2016
Hurricane Matthew	District 2, FLDOT	2016
TX Floods	Fort Bend County, TX	2016
Disaster Debris Management Projects		2008-2015

Education/Certifications

- FEMA IS 021, 035, 101.
- FLDOT: Maintenance of Traffic (MOT) Advanced Course
- OSHA: Occupations Safety and Health in Construction
- USACE: Construction Quality Management for Contractors #784

Steven Vinyard
Project Manager
Steven@tfrinc.com
 601 Leander Drive
 Leander, Texas 78641
 M: (254) 396-2995

Introduction

Steven Vinyard joined TFR Enterprises, Inc. in June of 2015 as a field supervisor and his enthusiasm for quality and efficiency quickly led him into the role of Project Manager for emergency debris management. Mr. Vinyard has more than 20 years of hands-on experience with all types of heavy equipment, specialized machinery, and commercial trucks. His experience in operating, repairing, and maintaining all types of equipment is invaluable in managing daily operations of emergency debris removal projects. Steven’s positive attitude, willingness to help others, and clear communication skills naturally lead others to reach maximum potential in safety, production, and quality. Mr. Vinyard has participated in the successful management of more than 30 contract task orders responding to a variety of natural disasters such as hurricanes, floods, tornados, and straight-line winds. Mr. Vinyard’s experience has allowed him to become proficient in FEMA guidelines on eligibility for the right of way debris removal, hazardous leaners and hangers, stumps, right of entry requirements for private property debris removal and waterway debris removal, exceptions for gated community access as well as locating, permitting, setting up and site remediation for temporary debris management sites.

Recent Notable Events & Projects

Event	Project	Year
Ice Storm	City of Cedar Park, TX	2023
Ice Storm	City of Leander, TX	2023
Ice Storm	City of Round Rock, TX	2023
Hurricane Ian	Lake County, FL	2022
Ice Storm	Hidalgo County, TX	2021
Hurricane Ida	City of Bogalusa	2021
Hurricane Ida	Village of Folsom	2021
Hurricane Ida	Town of Madisonville	2021
Hurricane Laura	Louisiana DOT	2020
Hurricane Dorian	Carteret, Craven, Jones & Pamlico Counties, NCDOT	2020
Hurricane Michael	Donaldsonville, GA	2019
Hurricane Michael	Tyndall Air Force Base, FL	2018
Hurricane Florence	Camp Lejeune & Cherry Point, NC Military Bases	2018
Texas Floods	Lee County, Texas DOT	2018
Hurricane Irma	Florida Turnpike, Florida DOT	2017
Hurricane Irma	City of Homestead, FL	2017
Hurricane Harvey	City of Port Aransas, TX	2017
Hurricane Harvey	Harris County, Victoria & Port Lavaca, TXDOT	2017
Disaster Debris Management Projects		2015-2016

Education/Certifications

- FEMA IS 035, 037, 317, and 321.
- FLDOT: Temporary Traffic Control (TTC) Advanced Course
- USACE: Construction Quality Management for Contractors #784
- Level 1 Antiterrorism Awareness Training
- CPR Certified

Juan (Mike) Mejia
Service Manager
Mike@tfrinc.com
 601 Leander Drive
 Leander, Texas 78641
 M: (512) 944-4327

Introduction

Mike Mejia joined TFR Enterprises, Inc in 2008 after Hurricane Ike made landfall in Texas. Mr. Mejia has 12 years of experience performing equipment repairs and maintenance. The specialized fleet owned by TFR requires Mike to have an in-depth knowledge of every type of equipment from Self-Loading Knuckleboom trucks to Diamond Z 1463 Tub Grinders. Mike can design and fabricate any part for any machine in our fleet during emergency debris operations, ensuring minimal to no downtime. Mike leads the maintenance crews both on-site during disaster response and in-house at the TFR Headquarters where the fleet is maintained and repaired when not responding to disasters. Mike also orders all inventory of critical replacement parts for key components as well as shop supplies and specialty tools. He also sets the priorities and schedules of equipment repairs and maintenance for all in-house mechanics. Mike oversees safety and housekeeping in the TFR shop and has successfully managed zero injuries or incidents in the last 5 years.

Recent Notable Events & Projects

Event	Project	Year
Ice Storm	Williamson County, TX	2023
Ice Storm	City of Round Rock, TX	2023
Hurricane Ian	Florida Southwestern State College	2022
Ice Storm	KYTC	2021
Ice Storm	City of Corpus Christi	2021
Hurricane Zeta	Hancock County, MS	2020
Hurricane Laura	City of Beaumont, TX	2020
Hurricane Laura	Louisiana DOT	2020
Hurricane Dorian	Sampson County, North Carolina DOT	2019
Hurricane Florence	Columbus County, NC	2019
Texas Floods	Llano County, TX	2018
Texas Floods	Kingsland, Llano Co., Lee Co., Texas DOT	2018
Hurricane Michael	Tyndall Air Force Base, FL	2018
Hurricane Harvey	Port Aransas, TX	2017
Hurricane Harvey	Victoria, Nueces, and Harris Counties, Texas DOT	2017
Hurricane Irma	Plantation & Homestead, FL	2017
Hurricane Irma	Miami-Dade, FL	2017
Hurricane Matthew	Port St. Lucie, FL	2016
Hurricane Matthew	District 5, Florida DOT	2016
Louisiana Floods	District 03 & 61, Louisiana DOT	2016
Texas Floods	San Marcos & Wimberly, TX	2015
Texas Floods	University of Texas – Wimberly	2015
Severe Ice Storm	City of Norman, OK	2014
Disaster Debris Management Projects		2011-2013

Roger Barfield
Fleet Manager/Safety Manager
Roger@tfrinc.com
 601 Leander Drive
 Leander, Texas 78641
 M: (407) 868-0568

Introduction

Mr. Barfield joined TFR Enterprises, Inc., in 2016 following successful employment for a Heavy Highway Construction Firm out of Texas. As a safety manager in civil construction, Roger gained valuable knowledge in all aspects of Occupational Health and Safety and Project Supervision. Roger was specifically tasked with implementing road detours, road closures, bridge closures, high traffic maintenance, and direction/diversion of traffic. This experience makes him the TFR expert on ROW safety. Mr. Barfield recruits, trains, and manages all maintenance of traffic crews for TFR Department of Transportation jobs nationwide as well as flaggers on city and county projects. Roger spent several months in deteriorated conditions in Puerto Rico in response to Hurricane Maria devastating the island. He was the safety manager for debris operations for the entire eastern quadrant of the island. His supervision led to a successful zero injury and zero-incident record for that project. Roger has also served as administrator and project supervisor on 4 military bases. His position on other storm recovery contracts includes quality assurance, safety, traffic maintenance, and project superintendent.

Recent Notable Events & Projects

Event	Project	Year
Ice Storm	City of Cedar Park, TX	2023
Ice Storm	City of Round Rock, TX	2023
Hurricane Ian	State College of Florida Manatee	2022
Hurricane Ian	FDEP	2022
Hurricane Ian	Florida Southwestern State College	2022
Tornado	City of Pembroke, GA	2022
Tornado	Fulton County, KY	2022
Disaster Debris Management Projects		2016-2021

Education/Certifications

- Florida Department of Transportation, Approved Temporary Traffic Control (TTC) Advanced Course
- FEMA IS: 010, 011, 035, 037, 100, 660, and 700.
- OSHAcademy, Safety Committee Member
- OSHAcademy, Safety Committee Chair
- OSHAcademy, Occupational Safety and Health Trainer (Train-the-Trainer)
- OSHAcademy, Occupational Safety, and Health Supervisor
- OSHAcademy, Occupational Safety and Health Specialist
- OSHAcademy, Occupational Safety, and Health Professional
- OSHAcademy, Construction Safety and Health Manager
- OSHAcademy, Construction Site Safety Supervisor
- OSHA, 30-Hour General Industry Safety and Health
- USACE, Debris Level Tow
- USACE, 2017 Safety Level 2 Assessment
- NATMI, Motor Fleet Safety Basics
- NATMI, Managing Motor Fleet Safety Programs

Sharon Lyell
Operations Manager
Sharon@tfrinc.com
 601 Leander Drive
 Leander, Texas 78641
 M: (512) 576-3000

Introduction

Sharon Lyell has 30 years of experience in successful project management and quality control. As TFR’s Operations Manager, Mrs. Lyell is fully committed to the successful operations of all projects by ensuring safe and efficient productivity for every client. She has established detailed quality control procedures and measures for all aspects of performance, which encompasses both office and field operations to ensure that key metrics are met or exceeded. She has successfully overseen field operations and administration of more than one hundred thirty projects during TFR’s contract performance over the past 15 years, ensuring subcontractor conformity and project reimbursement documentation compliance for FEMA funding. She builds and maintains excellent working relationships with hundreds of qualified debris hauling and hazardous tree removal subcontractors nationwide. Sharon ensures that subcontractors are trained annually on TFR’s procedures and FEMA eligibility, guidelines, and policies. Sharon has the authority to stop work for quality issues &/or non-compliance. Sharon has extensive training and experience in quality control, quality assurance, zero defects, and process improvements. This experience has proven invaluable in assuring full compliance with Public Assistance Program and Policies throughout Emergency Debris Removal Contract performance. Sharon continually reviews FEMA policies and stays abreast of changes to policies to ensure complete satisfaction and 100% eligible funding for applicants.

Recent Notable Events & Projects

Event	Project	Year
Ice Storm	City of Cedar Park, TX	2023
Ice Storm	City of Round Rock, TX	2023
Hurricane Ian	FDEP	2022
Hurricane Ian	City of Lake Mary, FL	2022
Hurricane Ian	Lake County, FL	2022
Tornado	City of Pembroke, GA	2022
Tornado	Fulton County, KY	2022
Winter Storm	Marion County, OR	2021
Ice Storm	Hidalgo County, TX	2021
Hurricane Ida	City of Bogalusa	2021
Hurricane Ida	Village of Folsom	2021
Hurricane Ida	Town of Madisonville	2021
Ice Storm	KYTC	2021
Ice Storm	City of Oklahoma City, OK	2021
Disaster Debris Management Projects		2006-2020

Education/Certifications

- FEMA IS:037, Debris Management Planning for State, Tribal & Local Officials
- FEMA IS:037.19 Managerial Health & Safety
- USACE: Construction Quality Management for Contractors #784
- DOT: Required Safety Management Controls & Federal Motor Carrier Safety Admin Compliance
- Joint Chiefs of Staff - Level 1 Antiterrorism Awareness Training
- Project Management Workshop
- CPR Certified

Tiffany Jean
Contract Manager
Tiffany@tfrinc.com
 601 Leander Drive
 Leander, Texas 78641
 M: (512) 565-0710

Introduction

Tiffany Jean joined TFR Enterprises, Inc after graduating from Texas A&M University in 2007. She has more than 13 years of Contract Management experience where her attention to detail and responsiveness is extraordinary and her value within the organization is unparalleled. Mrs. Jean handles all contract documentation, and all city, county, and state registrations throughout the United States. Tiffany ensures field documentation on debris removal projects follows contract requirements and the Quality Control Plan for FEMA reimbursement. She stays abreast of FEMA changes in policy while maintaining excellent ongoing relationships with all TFR’s clients. This experience has proven invaluable in complying with federal regulations required by Emergency Debris Removal contract performance and documentation to receive FEMA reimbursements.

Recent Notable Events & Projects

Event	Project	Year
Tornado	Hale County, AL	2023
Ice Storm	City of Cedar Park, TX	2023
Ice Storm	City of Leander, TX	2023
Ice Storm	City of Round Rock, TX	2023
Hurricane Ian	FDEP	2022
Hurricane Ian	Lake County, FL	2022
Hurricane Ian	City of Lake Mary, FL	2022
Hurricane Ian	Florida Southwestern State College	2022
Hurricane Ian	State College of Florida Manatee	2022
Tornado	City of Pembroke, GA	2022
Tornado	Fulton County, KY	2022
Winter Storm	Marion County, OR	2021
Hurricane Ida	Village of Folsom, LA	2021
Hurricane Ida	Town of Madisonville, LA	2021
Ice Storm	KYTC	2021
Ice Storm	City of Oklahoma City, OK	2021
Ice Storm	City of Choctaw, OK	2021
Ice Storm	City of Corpus Christi, TX	2021
Emergency Debris Management Projects		2007-2020

Education/Certifications

- Bachelor of Arts- History, Texas A&M University
- FEMA IS: 001, 005, 035, 100, 200, 800, 906, 907, and 909.
- USACE: Construction Quality Management for Contractors, #784
- Project Management Workshop
- DOT Compliance Workshops: Audit Survival, Driver Qualification Files, Hours of Service, Maintenance Management, Accident Reporting, Supervisor Drug and Alcohol
- GHC TS 10: Debris Management
- CPR Certified

Sally Wallace
Human Resources/Driver Compliance

sally@tfrinc.com
 601 Leander Drive
 Leander, Texas 78641
 M: (512) 931-9031

Introduction

Sally Wallace joined TFR Enterprises, Inc. in February of 2018. She has over 20 years of experience in Accounting, HR, and Payroll serving as both a Full Charge Bookkeeper and Office Manager. She has experience in certified payroll for multiple jobs and has effectively handled an increase in employee count from 18 employees to 160 employees in less than two weeks when disasters strike. Sally also participates in continuing education classes to remain in compliance with DOT regulations for onboarding of CDL drivers and assists our fleet department and project management to ensure employee training and documentation of training is current.

Notable Events & Projects

Event	Project	Year
Hurricane Ida	City of Bogalusa, LA	2021
Hurricane Ida	Village of Folsom, LA	2021
Severe Weather	TXDOT- Kingsland	2021
Ice Storm	KYTC	2021
Ice Storm	City of Corpus Christi, TX	2021
Ice Storm	City of Oklahoma City, OK	2021
Ice Storm	City of Enid, OK	2020
Ice Storm	City of Blanchard, OK	2020
Hurricane Sally	City of Robertsdale, AL	2020
Hurricane Zeta	Hancock County, MS	2020
Ice Storm	City of Norman, OK	2020
Hurricane Zeta	City of Citronelle, AL	2020
Hurricane Zeta	Dallas County, Alabama DOT	2020
Hurricane Beta	City of Beaumont, TX	2020
Hurricane Laura	Rapides Parish, LA	2020
Hurricane Laura	City of Rustin, LA	2020
Hurricane Laura	Louisiana DOT	2020
Hurricane Harvey	City of Ingleside, TX	2019
Tropical Storm Imelda	City of Beaumont, TX	2019
Hurricane Dorian	Beaufort County, NC	2019
Hurricane Dorian	Duplin, Onslow, Pender, Sampson Counties, NCDOT	2019
ROW Trimming	Marshall, Texas DOT	2019
ROW Debris Removal	Bastrop, TX	2019
Hurricane Michael	Donaldsonville, TX	2019
Texas Floods	Llano County, TX	2018
Texas Floods	Kingsland, Llano Co., Lee Co., Texas DOT	2018
Hurricane Michael	Tyndall Air Force Base, FL	2018
Hurricane Florence	Camp Lejeune & Cherry Point, NC	2018
Hurricane Florence	Brunswick, Sampson, Duplin, Onslow, NCDOT	2018

Education/Certifications

- Bachelor of Management, University of Phoenix
- Mastering QuickBooks, Level 1
- CPR Certified

Victoria Balak
Contract Administrator
victoria@tfrinc.com
 601 Leander Drive
 Leander, Texas 78641
 M: (512) 410-9166

Introduction

Since joining TFR in 2021 Mrs. Balak has been responsible for all aspects of office personnel and communications. She is responsible for the oversight of bid and contract documentation and management and serves as the key administrative contact in the home office for project supervisors in need of additional resources in the field, such as equipment rental, fuel companies, sub-contractors, local temporary labor agencies, etc. Mrs. Balak also represents TFR Enterprises at national trade shows and conferences, exhibiting the company’s services and capabilities.

Recent Notable Events & Projects

Event	Project	Year
Tornado	Fulton County, KY	2022
Winter Storm	Marion County, OR	2021
Ice Storm	Hidalgo County, TX	2021
Hurricane Ida	City of Bogalusa, LA	2021
Hurricane Ida	Village of Folsom, LA	2021
Hurricane Ida	Town of Madisonville, LA	2021

Education/Certifications

- Bachelor of Science- Business Management, Oklahoma State University
- FEMA IS: 029, 061, 100, 200, 201, 235, 245, 271, 315, 632, 633, 700, 703, 706, 727, 772, 1001, 1013, and 2200.

Key Personnel Training and Certifications

TFR’s disaster response team includes a variety of skills and certifications including NIMS Certification, Safety Certifications (OSHA), Quality Control, and Environmental Certifications.

Course ID	Description	Course ID	Description
IS-00001	Emergency Manager	IS-00200	Single Resources & Initial Action
IS-00005	Intro to Hazardous Materials	IS-00200.C	Basic Incident Command System
IS-00010	Animals in Disaster	IS-00212	Introduction to Unified Hazard Mitigation
IS-00011	Animals in Disaster	IS-00201	Forms for Incident Action Plan
IS-00015	Contingency Planning for Public Safety	IS-00215	Unified Federal Review Advisor Training
IS-0018	EEO Employee Course	IS-00216	Overview of the Unified Federal Review
IS-0019	EEO Supervisor	IS-00235	Emergency Planning
IS-00020	Diversity Awareness	IS-00230	Fundamentals of Emergency Mgmt.
IS-00021	Civil Rights & FEMA Assistance	IS-00240	Leadership and Influence
IS-0027	Orientation to FEMA Logistics	IS-00241	Decision Making and Problem-Solving
IS-00029	Public Information Officer Awareness	IS-00242	Effective Communication
IS-0030	Mitigation E-Grants for the Subgrant	IS-00244	Developing and Managing Volunteers
IS-00035	FEMA Safety Orientation	IS-00245	Federal Priorities and Allocations
IS-00037	Managerial Safety & Health	IS-00253	Overview of FEMA Environmental/Historical
IS-0042	Social Media in Emergency Management	IS-00271	Hazardous Weather & Community Risk
IS-0045	Continuous Improvement (CI) Overview	IS-00279	Flood-Prone Residential Buildings
IS-0060	(GEOCONOPS) for Planners	IS-00289	Voluntary Agency Liaison
IS-00061	Geospatial Concept of Operations	IS-00293	Mission Assignment Overview
IS-0062	(GEOCONOPS) In Use	IS-00302	Emergency Radiological Response
IS-0063	Geospatial Information Infrastructure	IS-00315	Incident Command System
IS-0064	DHS Common Operating Picture	IS-00317	Intro to CERT
IS-0066	Space Weather Events	IS-00321	Hurricane Mitigation Basics
IS-0075	Military Resources in Emergency	IS-00322	Flood Mitigation Basics
IS-00100	Incident Command System	IS-00323	Earthquake Mitigation Basics
IS-00101	Preparing for Disaster Operations	IS-00324	Community Hurricane Preparedness
IS-00102	Preparing for Disaster Operations	IS-00325	Earthquake Basic Science Risk
IS-00103	Geospatial Information Systems	IS-00326	Community Tsunami Preparedness
IS-00107	FEMA Travel Rules and Regulations	IS-00559	Local Damage Assessment
IS-00120	An Introduction to Exercises	IS-00632	Intro to Debris Operations
IS-00130	How to be an Exercise Evaluator	IS-00633	Debris Management
IS-00144	TERT Basic Course	IS-00650	Building Partnerships with Tribal
IS-00156	Building Design for Homeland Security	IS-00660	Intro to Public-Private Partnerships
IS-00158	Hazard Mitigation Flood Insurance	IS-00700	Intro to National Response Partners
IS-00162	Hazard Mitigation Floodplain Mgmt.	IS-00700.B	Introduction to the NIMS
FEMA	Debris Management Planning	IS-00703	NIMS Resource Management
FLDOT	Maintenance of Traffic Advanced	IS-00706	NIMS Mutual Aid

FLDOT	Temporary Traffic Control	IS-00727	Floodplain Management
OSHA	30 Hour Hazwoper	IS-00772	Individual Assistance Preliminary Damage
OSHA	40 Hour Hazwoper	IS-00800	National Response Framework
OSHA	Occupations Safety	IS-00815	A-B-C of Temporary Power
OSHA	Construction Safety	IS-00904	Active Shooter Prevention
OSHA	Construction Industry Trainers	IS-00905	Responding to Active Shooter
OSHA	OSHA Standards	IS-00906	Basic Workplace Security
OSHA	Occupational Safety	IS-00907	Active Shooter
OSHA	30 Hour Outreach	IS-00908	Emergency Management for Senior Officials
OSHA	Safety Committee Member	IS-00909	Community Preparedness
OSHA	Safety Committee Chair	IS-00913	Critical Infrastructure Security
OSHA	Occupational Safety Trainer	IS-00915	Protecting Critical Infrastructure
OSHA	Occupational Safety Supervisor	IS-00916	Theft and Diversion
OSHA	Occupational Safety Manager	IS-01000	Public Assistance Program
OSHA	Occupational Safety Specialist	IS-01001	Delivery Model Orientation
OSHA	Occupational Safety Professional	IS-1004	FEMA Site Inspection Process
OSHA	Construction Safety Professional	IS-1013	Costing
OSHA	Construction Safety Manager	IS-1150	Human Trafficking
OSHA	Construction Safety Specialist	IS-2200	Basic Emergency Operations Center
OSHA	30-Hour General Safety & Health	NATMI	Motor Fleet Safety Basics
TS10	Debris Management	NATMI	Managing Motor Fleet Safety
TS12	Evaluating Debris Management RFP's	Online	Registered Flagger
JKO	Antiterrorism Awareness Training	Fred Prior	Project Mgmt Workshop
Texas Mutual	Award of Safety Excellence	USACE	Quality Management
DOT Compliance	Overview and Audit Survival	USACE	Construction Safety
DOT Compliance	Driver Qualification	USACE	Debris Level Two
DOT Compliance	Supervisor Drug & Alcohol Training	USACE	Safety Level Two
DOT Compliance	Maintenance Management Workshop	ATSSA	Certified Flagger
DOT Compliance	Accident Reporting	ATEM	CPR, AED, & First Aid
DOT Compliance	Hours of Service		
DOT Compliance	Required Safety Management		
DOT 60/60	Supervisor Training		
DOT 101	Safety Compliance Training		

Tab E. References

1 Florida Department of Environmental Protection

CONTRACT DESCRIPTION	
a. Point of Contact	V. Morgan Tyrone Project Manager, Highland Hammock State Park
b. Address	5931 Hammock Road Sebring, FL 33872
c. Phone	(863) 386-6099
d. Email	Victor.tyrone@dep.state.fl.us
e. Contract Term	10/2022 to 12/2022
f. Contract Amount	\$591,884.00
g. Description of Work	Hurricane Ian debris removal, reduction, site management, and disposal of 9,000 cubic yards. Removed 216 hazardous trees.

2 Florida Southwestern State College

CONTRACT DESCRIPTION	
a. Point of Contact	Mat Mason Director of Facilities Management
b. Address	8099 College Parkway, D-214 Ft. Myers, FL 33919
c. Phone	(239) 985-3497
d. Email	Mathew.mason@fsw.edu
e. Contract Term	10/2022 to 11/2022
f. Contract Amount	\$401,500.00
g. Description of Work	Hurricane Ian vegetative debris removal and disposal of 13,000 cubic yards. Hazardous leaners, hangers, and stump removal.

3 Iowa Department of Homeland Security and Emergency Management

CONTRACT DESCRIPTION	
a. Point of Contact	Jordan Moser Strategic Planner
b. Address	6100 NW 78 th Avenue Johnston, IA 50131
c. Phone	(515) 323-4246
d. Email	Jordan.moser@iowa.gov
e. Contract Term	09/2020 to 02/2021
f. Contract Amount	\$7,722,536.00
g. Description of Work	Reduction of vegetative storm debris (1,600,000 CY)

4 City of Cedar Rapids

CONTRACT DESCRIPTION

a. Point of Contact	Taylor Burgin City Manager
b. Address	101 First Street SE Cedar Rapids, IA 52401
c. Phone	(319) 491-4163
d. Email	t.burgin@cedar-rapids.org
e. Contract Term	09/2020 to 08/2021
f. Contract Amount	\$10,571,166.00
g. Description of Work	Reduction of vegetative storm debris (3,571,339 CY)

5 Tyndall Airforce Base

CONTRACT DESCRIPTION

a. Point of Contact	Johnny Walker Contracting Officer
b. Address	501 Airey Avenue, Suite 5 Tyndall AFB, FL 32403
c. Phone	(850) 283-1378
d. Email	Johnny.walker.4@us.af.mil
e. Contract Term	01/2019 to 04/2019
f. Contract Amount	\$2,314,186.00
g. Description of Work	Emergency debris hauling services following Hurricane Michael (Estimated 151,000 CY)

6 United States Army Corps of Engineers

CONTRACT DESCRIPTION

a. Point of Contact	James Costantino Contracting Officer
b. Address	Los Angeles District 915 Wilshire Blvd., Suite 930 Los Angeles, CA 90017
c. Phone	(213) 452-3237
d. Email	James.m.costantino@usace.army.mil
e. Contract Term	02/2018 to 03/2018
f. Contract Amount	\$6,251,020.00
g. Description of Work	Emergency debris removal from Toro basins following severe storms (Estimated 46,000 CY)

7 North Carolina Department of Transportation

CONTRACT DESCRIPTION	
a. Point of Contact	Jeff Garrett Maintenance Engineer
b. Address	401 N. Smith Street Burgaw, NC 28425
c. Phone	(910) 259-5413
d. Email	jlgarrett@ncdot.gov
e. Contract Term	11/2018
f. Contract Amount	\$464,751.00
g. Description of Work	Emergency cut & toss services following Hurricane Florence (1 of 6 Counties performed simultaneously, mobilized 720 Team Members)

8 City of Plantation

CONTRACT DESCRIPTION	
a. Point of Contact	Steve Rodgers Assistant Director of Public Works
b. Address	400 NW 73 rd Avenue Plantation, FL 33317
c. Phone	(954) 452-2535
d. Email	srodgers@plantation.org
e. Contract Term	09/2017 to 02/2018
f. Contract Amount	\$8,200,063.00
g. Description of Work	Emergency debris removal services following Hurricane Irma (Estimated 500,000 CY)

9 Bastrop County

CONTRACT DESCRIPTION	
a. Point of Contact	Ronnie Moore
b. Address	806 Water Street Bastrop, TX 78602
c. Phone	(512) 779-9926
d. Email	ronnie@cbdeng.com
e. Contract Term	09/2011 to 09/2012
f. Contract Amount	\$12,100,000.00
g. Description of Work	Emergency debris removal, reduction, and disposal services following wildfires (Estimated 700,000 CY)

Past Performance on Projects of Similar Scope

Event: Severe Winter Storms, FEMA-4592-DR



**KYTC-Kentucky
 Transportation Cabinet**

**Laura Hagan
 Purchasing Director
 200 Mero St.
 Frankfort, KY 40622
 (502) 782-3980**

**Performance Dates:
 05/2021 to 10/2021**

DEBRIS VOLUME: 36,050 TONS

**CONTRACT VALUE:
 \$4,297,152.00**

On February 8th, the state of Kentucky endured an ice storm event that left more than 150,000 homes without power. Many of these power outages were caused by broken, twisted, and uprooted trees that could not handle the sheer weight of the accumulated ice. This was only the beginning of their battle. Once the ice began to melt, the influx of water exceeded the capacity of the creeks, rivers, and drainage systems, leading to flooding in many areas. Once the power was restored and flooding had receded, the state worked to secure FEMA funding, and procure contractor assistance with debris and hazardous tree removal. The quantities of debris left behind were far more than they were capable of handling with in-house or force-account labor.

TFR Enterprises was awarded a contract by the Kentucky Transportation Cabinet in May of 2021 to remove ice storm and flood debris from state rights-of-way in ten eastern Kentucky counties. TFR management arrived on site within 24 hours of contract activation and immediately started mobilizing equipment. TFR crews removed more than 100 tons of debris within the first 72 hours following the notice to proceed.

Because of the region's geography, which includes steep embankments, high rock walls, deep valleys, and small winding roads, TFR needed to use specialized equipment to fully service the client's needs. A fleet of excavators, skilled operators, grapple trucks, sawmen, and traffic control personnel were deployed. Over 14,000 tons of garbage and thousands of hazardous trees were removed by these crews, who worked nonstop. TFR cleared more than double the expected

quantities of debris from KYTC rights-of-way in the first 30 days of work. TFR's capacity to overcome hurdles while exceeding our client's expectations were demonstrated throughout the contract, resulting in the effective completion of the work we were tasked with.

Key Personnel Assigned to this Project	Role	Contact Information
Sharon Lyell	Operations Manager	(512) 576-3000
Tiffany Jean	Contract Manager	(512) 565-0710
Roger Barfield	Project Manager	(512) 868-0568
Melvin Utterback	Project Manager	(606) 776-9782

Event: Derecho – Severe Storms, FEMA-4557-DR



**Iowa Department of
Homeland Security**

**Jordan Moser
Strategic Planner
6100 NW 78th Avenue
Johnston, IA 50131
(515) 323-4246**

**Performance Dates:
08/2020 to 02/2021**

DEBRIS VOLUME: 1,600,000 CUBIC YARDS

**CONTRACT VALUE:
\$7,722,536.00**

On August 10, 2020, an unprecedented wind event caused enormous destruction over a large portion of the State of Iowa. In response to this storm, TFR Enterprises was awarded the Derecho debris clean-up contract administered by the Iowa Department of Homeland Security. Due to the unparalleled nature of this storm, storm response rollout was slow as making the right decisions rightfully trumped quick decisions.

A mixture of communities self-performing the debris collection in the ROW combined with independent contractors hired independently to perform debris collection services led to an ambiguity in the ever-expanding scope of the job. Initial responses from communities seeking the state’s help started at approximately 20 communities in 8 counties and as the debris reduction work and subsequent mulch haul outgained traction, that list quickly ballooned to 45 communities in 15 counties across the state. Initial estimates for the master agreement were in the 600,000-800,000 cubic yards of debris to process but fell just shy of 1,400,000 yards of reduced and disposed of vegetative debris at completion.

As we settled into the final scope of work, TFR staff began working with local community points of contact to eliminate any issues that would cause delays in the performance of the work. Our staff researched and secured locations for final mulch disposal and coordinated with Iowa DNR to ensure each site passed the requirements necessary for an FDS designation. Once these locations

Testimonial

“The professionalism, knowledge, insight, and work ethic, displayed by TFR Enterprises’ staff is a tribute to your company and is in keeping with the highest standards of emergency response contractors everywhere.” Jordan Moser

were state-approved, TFR staff coordinated with the state-appointed monitoring firm to eliminate potential inefficiencies and ensure monitoring staff and equipment were positioned at the necessary sites. Once all site prep had been completed, production and support equipment was placed on-site to begin debris reduction. Following a 3-4 day grinding lead time, our fleet of 8 mulch haul-out trucks followed the debris reduction crews onto the site. These 8 trucks were able to efficiently haul and dispose of approximately 300,000 yards of mulch debris at FDS sites ranging from 4-55 miles from DMS while working around inclement weather deterrents.

Due to the widely varying size of communities requesting the work, TFR staffed and equipped crews to simultaneously reduce and/or haul debris from 6 different sites. This staffing arrangement gave us the ability to consolidate multiple grinding crews with up to several hundred thousand cubic yards of debris, and at completion, enabled us to disperse crews back to smaller communities in the area. We are certainly pleased to have served a small part in helping Iowans return to normal life absent large piles of vegetive debris on every street corner and feel quite accomplished that the project was completed in the safest, most efficient, and most effective way possible.

Key Personnel Assigned to this Project	Role	Contact Information
Scott Graby	Project Manager	(615) 456-7302
Sharon Lyell	Operations Manager	(512) 576-3000
Tiffany Jean	Contract Manager	(512) 565-0710
Scott Argiro	COO	(512) 260-3322

Event: Hurricane Florence, FEMA-4393-DR



North Carolina DOT

Jeffrey L. Garrett
Pender County
Maintenance Engineer
401 North Smith Street
Burgaw, NC 28425
(910) 259-5413

Performance Dates:
11/2018

DEBRIS VOLUME: 180 CREWS FOR HOURLY CUT & TOSS

CONTRACT VALUE:
\$2,613,534.00

In September 2018, weather forecasters were preparing the coast of North Carolina for the “storm of a lifetime” Hurricane Florence. Three months before the formation of Florence, TFR was awarded the Pre-Event Contract with the North Carolina Department of Transportation for Emergency Cut & Shove services. TFR had a kickoff meeting shortly after the award to go over the scope of the contract and meet and greet. We expressed to the department that we had just provided over 50 cut and toss crews to Florida DOT after Hurricane Irma, to reassure them that we are not only experienced but have very recent experience in emergency roadway clearance. Three months later, TFR Project Management mobilized to North Carolina on September 12, 2018, in response to Florence. We met with key members of NCDOT to prepare for TFR’s response to debris-ridden state roads. It was determined by NCDOT and TFR after reviewing the State Maps

Testimonial

“This Hurricane, and the devastation it left behind, will stick with me the rest of my life. I hope that we never experience another storm event with the same potential for destruction. However, if we do, the assurance knowing that TFR Enterprises is ready to provide their professional services, gives us the confidence we need to weather another storm.” Jeffrey Garrett

that the 6 counties under contract each needed thirty crews. The contract defined a push crew as 4 people; a bobcat with an operator, 2 saw men/flaggers, and one supervisor with a pickup. TFR immediately activated resources from its extensive database on standby: 180 bobcats and 720 personnel. Immediately upon Florence’s winds reducing to less than 40 MPH, those resources were mobilized to their assigned county and began clearing roadways. This was one of the largest and most expedient push crew responses in TFR’s 33 years of disaster response. Many of the counties, if not all of them: Pender, Onslow, New Hanover, Brunswick, Sampson, and Duplin had severe flooding and power outages. One of the serious obstacles TFR faced with this catastrophe was the logistics of housing 720 people. Minimal hotels had power, and those had no rooms. TFR was able to engage with local business owners

as well as state offices to secure housing when the state was virtually shutting down road by road. With that said, it never affected our crew’s ability to maintain a speedy recovery and provide the client with the help they desperately needed. TFR also arranged close coordination with local and state electric authorities to report any major electrical concerns and to expedite the electrical restoration work. All agencies were contacted, and introductions were made 48 hours before landfall. This was essential, as the majority of these counties had standing floodwaters, downed trees, and debris, as well as live electrical lines often in the same location. With those obstacles addressed in the pre-event planning stages North Carolina DOT, with the help of TFR, was able to transition from disaster response to disaster recovery with minimal time and impact on the communities affected.

Key Personnel Assigned to this Project	Role	Contact Information
Roger Barfield	Project Manager	(407) 868-0568
Steven Vinyard	Project Manager	(512) 619-1087
Melvin Utterback	Project Manager	(606) 776-9782
Rigo Mejia	Project Manager	(512) 779-7722
Kevin Rolison	Project Manager	(512) 944-8766
Julie Rowland	CFO	(512) 751-9799
Sharon Lyell	Operations Manager	(512) 576-3000
Tiffany Jean	Contract Manager	(512) 565-0710

Letters of Recommendation



**COMMONWEALTH OF KENTUCKY
TRANSPORTATION CABINET**

Andy Beshear
GOVERNOR

Department of Highways, District 9 Office
822 Elizaville Road
Flemingsburg, KY 41041
606-845-2551

Jim Gray
SECRETARY

To whom it may concern,

In May of 2021 KYTC was pleased to have TFR Enterprises, Inc as the prime contractor for the 2021 Ice Storm Debris Removal project.

This project required extensive removal of vegetative debris in the Ashland, KY area. TFR provided fast and quality work on KYTC's Interstates, state primary, state secondary, and rural secondary routes across our region. TFR responded with fully staffed crews and the proper equipment to complete the work in a timely and quality manner. Project Manager Melvin Utterback responded to all calls, emails, and requests made by me and all KYTC representatives at the time they were made.

TFR followed all state and federal guidelines that were in place for our state and region. Those requirements included work zone safety, work zone traffic control, and the ozone requirements in effective for Boyd County, KY. TFR's attention to these details were greatly appreciated by KYTC and the Kentucky Division of Air Quality.

I ask that TFR Enterprises, Inc accept this letter of recommendation for their responsiveness, quality of work, and excellent working relationships they established with our organization. TFR's knowledge, professionalism, and insight of the work they completed made this project simple for our organization.

Sincerely,

Darren Gifford
Engineer-in-Training II
KYTC – District 9
Ashland Section

transportation.ky.gov
AN EQUAL OPPORTUNITY EMPLOYER M/F/D



STATE OF IOWA

KIM REYNOLDS
GOVERNOR

ADAM GREGG
LT. GOVERNOR

IOWA DEPARTMENT OF HOMELAND SECURITY
AND EMERGENCY MANAGEMENT
PAUL TROMBINO III, HOMELAND SECURITY ADVISOR
AND EMERGENCY MANAGEMENT DIRECTOR

Tiffany,

On behalf of the State of Iowa, I would like to thank TFR Enterprises for the exceptional debris removal services provided in the wake of the devastating severe weather event that impacted Iowa on August 10th, 2020. TFR's swift response and unwavering commitment to this mission has assisted Iowan's, at every level, in returning to normal life in a time when the very definition of the word, "normal," seems to be ever in doubt.

Battling a global pandemic environment, inclement winter weather, while also responding to multiple hurricanes that impacted other areas of the country during 2020, TFR has successfully aided the State of Iowa in grinding and disposing of more than 1.6 million cubic yards of vegetative debris in less than six months, a feat which, to my knowledge, is unprecedented in Iowa's Emergency Management history.

The professionalism, knowledge, insight, and work ethic, displayed by TFR Enterprises' staff is a tribute to your company and is in keeping with the highest standards of emergency response contractors everywhere.

Thank you for all that you have done and continue to do. Having secured a standing master agreement with your company through 2021, I take great comfort in the knowledge that, should the State of Iowa require these services in the future, TFR Enterprises is standing by, at the ready, to help Iowa travel the road to recovery.

Sincerely,

Jordan
Moser

Digitally signed by
Jordan Moser
Date: 2021.02.01
13:32:18 -06'00'

Jordan Moser
Strategic Planner
Response Division

7900 HICKMAN ROAD / SUITE 500 / WINDSOR HEIGHTS, IOWA 50324 / 515-725-3231
<http://www.homelandsecurity.iowa.gov>



STATE OF NORTH CAROLINA
DEPARTMENT OF TRANSPORTATION

ROY COOPER
GOVERNOR

JAMES H. TROGDON, III
SECRETARY

December 21, 2018

Division of Highways
Pender County Maintenance
401 North Smith Street
Burgaw, NC 28425

Hurricane Florence Cut & Shove Contract

Dear TFR Enterprises,

Pender County Maintenance would like to thank your organization for the professional services it provided during Hurricane Florence. At a time of chaos and devastation, TFR's arrival and readiness to get to work, gave our office hope that we could offer our County the response that it desperately needed.

Roger Barfield did an amazing job. His ability to manage his crews and constantly communicate with me, was much appreciated. Also, both citizens and public officials in Pender County were very impressed with the speed TFR crews were able to clear the roads of debris after the storm. This allowed them a chance to check on family and neighbors, respond to emergencies, or get supplies they desperately needed.

This Hurricane, and the devastation it left behind, will stick with me the rest of my life. I hope that we never experience another storm event with the same potential for destruction. However, if we do, the assurance knowing that TFR Enterprises is ready to provide their professional services, gives us the confidence we need to weather another storm.

Sincerely,

A handwritten signature in black ink, appearing to read "Jeffrey L. Garrett", with a date "12/21/18" written to the right.

Jeffrey L. Garrett
Pender County Maintenance Engineer
(910) 259-5413

PRICE PROPOSAL – PART NO. 1
DEBRIS REMOVAL AND MANAGEMENT UNIT PRICING

	ITEM DESCRIPTION	UNIT PRICE	
1	REMOVAL AND HAULING OF VEGETATIVE DEBRIS FROM ROW TO DMS, including limbs and trees placed on ROW under other pay items below.	0 - 15.9 miles	\$ <u>6.95</u> /cy
		16 – 30.9 miles	\$ <u>7.00</u> /cy
		31 – 60 miles	\$ <u>7.05</u> /cy
2	DMS SITE MANAGEMENT, Management of disaster-related debris delivered to the DMS by the Contractor.		\$ <u>2.50</u> /cy
3	GRINDING OF VEGETATIVE DEBRIS AT A DMS PROVIDED BY THE OWNER. Grinding of disaster-related debris delivered to the DMS by the Contractor or Owner.		\$ <u>1.85</u> /cy
4	AIR CURTAIN BURNING OF VEGETATIVE DEBRIS AT A DMS PROVIDED BY THE OWNER. Burning of disaster-related debris delivered to the DMS by the Contractor or Owner.		\$ <u>1.25</u> /cy
5	OPEN BURNING OF VEGETATIVE DEBRIS AT A DMS PROVIDED BY THE OWNER. Burning of disaster debris delivered to the DMS by the Contractor or Owner.		\$ <u>1.25</u> /cy
6	LOADING, HAULING, AND DISPOSAL OF VEGETATIVE DEBRIS REDUCED BY GRINDING FROM DMS TO AN APPROVED LANDFILL AS DIRECTED BY THE OWNER, Owner to pay all tipping fees directly.	0 - 15.9 miles	\$ <u>5.50</u> /cy
		16 – 30.9 miles	\$ <u>5.75</u> /cy
		31 – 60 miles	\$ <u>6.00</u> /cy
7	LOADING, HAULING, AND DISPOSAL OF VEGETATIVE DEBRIS REDUCED BY BURNING FROM DMS TO AN APPROVED LANDFILL AS DIRECTED BY THE OWNER, Owner to pay all tipping fees directly.	0 - 15.9 miles	\$ <u>5.50</u> /cy
		16 – 30.9 miles	\$ <u>5.75</u> /cy
		31 – 60 miles	\$ <u>6.00</u> /cy
8	REMOVAL AND HAULING OF C&D DEBRIS FROM ROW TO DMS	0 - 15.9 miles	\$ <u>7.50</u> /cy
		16 – 30.9 miles	\$ <u>7.75</u> /cy
		31 – 60 miles	\$ <u>7.95</u> /cy

PRICE PROPOSAL – PART NO. 1

	ITEM DESCRIPTION	UNIT PRICE
9	REDUCTION OF C&D DEBRIS BY GRINDING	\$ <u>1.50</u> /cy
10	LOADING, HAULING, AND DISPOSAL OF C&D DEBRIS REDUCED BY GRINDING FROM DMS TO AN APPROVED LANDFILL AS DIRECTED BY THE OWNER, Owner to pay all tipping fees directly.	0 - 15.9 miles \$ <u>5.50</u> /cy 16 – 30.9 miles \$ <u>5.75</u> /cy 31 – 60 miles \$ <u>6.00</u> /cy
11	REMOVAL OF C&D DEBRIS AND HAULING DIRECTLY TO AN APPROVED LANDFILL AS DIRECTED BY THE OWNER, with Owner paying all tipping fees directly. (NON-DMS OPTION)	0 - 15.9 miles \$ <u>8.95</u> /cy 16 – 30.9 miles \$ <u>11.95</u> /cy 31 – 60 miles \$ <u>15.95</u> /cy
12	REMOVAL OF HAZARDOUS LIMBS. The Contractor shall remove all hazardous hanging limbs over 2” in diameter and place them on public property or ROW.	\$ <u>98.00</u> /tree
13	REMOVAL OF HAZARDOUS TREES. The Contractor shall remove hazardous trees in the size categories listed (measured 54” above ground) and place them on public property or ROW. 6 inches to 11.99 inches diameter 12 inches to 23.99 inches diameter 24 inches to 35.99 inches diameter 36 inches to 47.99 inches diameter Greater than 48 inches diameter	\$ <u>250.00</u> /tree \$ <u>350.00</u> /tree \$ <u>450.00</u> /tree \$ <u>500.00</u> /tree \$ <u>650.00</u> /tree
14	REMOVAL OF HAZARDOUS STUMPS. The Contractor shall remove hazardous stumps greater than 24 inches in diameter measured 24 inches above the ground. Contractor shall backfill holes and ruts left by excavation of the stump. 24 inches to 35.99 inches diameter 36 inches to 47.99 inches diameter Greater than 48 inches diameter	\$ <u>350.00</u> /stump \$ <u>450.00</u> /stump \$ <u>650.00</u> /stump

PRICE PROPOSAL – PART NO. 1

	ITEM DESCRIPTION	UNIT PRICE
15	REMOVAL, HAULING, AND DISPOSAL OF WHITE GOODS. The Contractor shall remove, decontaminate, transport, and recycle or dispose of approved white goods (appliances) in accordance with all federal, state, and local rules, regulations, and laws.	\$ <u>65.00</u> /unit
16	REMOVAL, HAULING, AND DISPOSAL OF ELECTRONICS WASTE. The Contractor shall remove, haul, and dispose of electronics waste in accordance with all applicable rules, regulations, and laws. The e-waste will be loaded, transported, and disposed of at a facility approved to accept such items.	\$ <u>20.00</u> /unit
17	REMOVAL, HAULING, AND DISPOSAL OF CONCRETE. The Contractor shall load, haul, and dispose of concrete material separated by the property owner.	\$ <u>18.75</u> /cy
18	REMOVAL, HAULING, AND DISPOSAL OF HOUSEHOLD HAZARDOUS WASTES (HHW). The Contractor shall collect and transport household hazardous wastes to a central collection site identified by the Owner.	\$ <u>2.00</u> /lb.
19	REMOVAL, HAULING, AND DISPOSAL OF LAWNMOWERS AND EQUIPMENT WITH SMALL ENGINES. The Contractor shall load, haul, and dispose of lawnmowers and other equipment with small engines. The owner is responsible for final disposal costs.	\$ <u>25.00</u> /each
20	REMOVAL, HAULING, AND DISPOSAL OF ABANDONED TIRES. The Contractor shall segregate, load, and haul abandoned tires to a collection site identified by the Owner. (Tipping fees to be paid by the Owner)	\$ <u>20.00</u> /each
21	REMOVAL, HAULING, AND DISPOSAL OF DEAD ANIMAL CARCASSES. The Contractor shall collect and transport dead animal carcasses to a central collection site identified by the Owner. (Tipping fees paid by the Owner.)	\$ <u>2.00</u> /lb.

PRICE PROPOSAL – PART NO. 1

	ITEM DESCRIPTION	UNIT PRICE	
22	REMOVAL, HAULING, AND DISPOSAL OF MIXED C&D and VEGETATIVE DEBRIS FROM ROW TO DMS (Tipping fees to be paid by the Owner)	0 - 15.9 miles	\$ <u>7.50</u> /cy
		16 – 30.9 miles	\$ <u>7.75</u> /cy
		31 – 60 miles	\$ <u>8.00</u> /cy
23	REMOVAL AND HAULING OF STORM DEPOSITED SOILS TO DMS. The Contractor shall haul storm deposited soils to a DMS designated by the Owner. The final disposition of the soils shall be the responsibility of the Owner.	0 - 15.9 miles	\$ <u>18.75</u> /cy
		16 – 30.9 miles	\$ <u>19.00</u> /cy
		31 – 60 miles	\$ <u>19.75</u> /cy
24	REMOVAL, HAULING, AND DISPOSAL OF POTENTIAL ASBESTOS CONTAINING DEBRIS FROM ROW DIRECTLY TO LANDFILL. (Tipping fees to be paid by the Owner.)	0 - 15.9 miles	\$ <u>23.50</u> /cy
		16 – 30.9 miles	\$ <u>29.50</u> /cy
		31 – 60 miles	\$ <u>36.75</u> /cy

PRICE PROPOSAL
EQUIPMENT AND LABOR RATES

Item	Description	Hourly Rate
1	JD 544 Wheel Loader with debris grapple	\$ 165.00
2	JD 644 Wheel Loader with debris grapple	\$ 175.00
3	Extendaboom Forklift with debris grapple	\$ 85.00
4	753 Bobcat Skid Steer Loader with debris grapple	\$ 145.00
5	753 Bobcat Skid Steer Loader with debris bucket	\$ 155.00
6	753 Bobcat Skid Steer Loader with a street sweeper	\$ 165.00
7	30-50 H Farm Tractor with box blade or rake	\$ 95.00
8	2 - 2.5 CY Articulated Loader with a bucket	\$ 145.00
9	3-4 CY Articulated Loader with a bucket	\$ 155.00
10	JD 648E Log Skidder or Equivalent	\$ 110.00
11	CAT D4 Dozer	\$ 85.00
12	CAT D5 Dozer	\$ 95.00
13	CAT D6 Dozer	\$ 170.00
14	CAT D7 Dozer	\$ 185.00
15	CAT D8 Dozer	\$ 190.00
16	CAT 125 - 140 HP Motor Grader	\$ 110.00
17	JD 690 Trackhoe with debris grapple	\$ 145.00
18	JD 690 Trackhoe with bucket and thumb	\$ 165.00
19	Rubber Tired Excavator with debris grapple	\$ 110.00
20	JD 310 Rubber Tired Backhoe with bucket and hoe	\$ 110.00
21	210 Prentiss Knuckleboom with debris grapple	\$ 290.00
22	CAT 623 Self-Loader Scraper	\$ 170.00
23	Hand-Fed Debris Chipper	\$ 35.00
24	30 Ton Crane	\$ 200.00
25	50 Ton Crane	\$ 300.00
26	100 Ton Crane	\$ 400.00
27	40 - 60' Bucket Truck	\$ 235.00
28	Greater than 60' Bucket Truck	\$ 240.00
29	Fuel/Service Truck	\$ 110.00
30	Water Truck	\$ 90.00
31	Portable Light Plant	\$ 45.00
32	Lowboy Trailer with Tractor	\$ 110.00
33	Flatbed Truck	\$ 85.00
34	Pick-up Truck (unmanned)	\$ 20.00
35	Self-Loading Dump Truck with debris grapple	\$ 275.00
36	Single Axle Dump Truck 5 - 12 CY	\$ 145.00
37	Tandem Axle Dump Truck 16 - 20 CY	\$ 155.00

38	Tandem Axle Dump Truck 21 - 30 CY	\$ 165.00
39	Tandem Axle Dump Truck 31 - 50 CY	\$ 175.00
40	Tandem Axle Dump Truck 51 - 80 CY	\$ 185.00
41	Semi-Dump Truck 100 CY	\$ 195.00
42	Chainsaw (without operator)	\$ 5.00
43	Temporary Office Trailer	\$ 45.00
44	Mobile Command and Communications Trailer	\$ 55.00
45	Laborer, with small tools	\$ 50.00
46	Skilled Sawman	\$ 60.00
47	Crew Foreman with a cell phone and Vehicle	\$ 75.00
48	Tree Climber	\$ 90.00
49	Administrative	\$ 60.00
50	Operations Manager with a cell phone and Vehicle	\$ 75.00

CONFLICT OF INTEREST QUESTIONNAIRE

FORM CIQ

For vendor doing business with local governmental entity

This questionnaire reflects changes made to the law by H.B. 23, 84th Leg., Regular Session.

This questionnaire is being filed in accordance with Chapter 176, Local Government Code, by a vendor who has a business relationship as defined by Section 176.001(1-a) with a local governmental entity and the vendor meets requirements under Section 176.006(a).

By law this questionnaire must be filed with the records administrator of the local governmental entity not later than the 7th business day after the date the vendor becomes aware of facts that require the statement to be filed. See Section 176.006(a-1), Local Government Code.

A vendor commits an offense if the vendor knowingly violates Section 176.006, Local Government Code. An offense under this section is a misdemeanor.

OFFICE USE ONLY

Date Received

1 Name of vendor who has a business relationship with local governmental entity.

None

2 Check this box if you are filing an update to a previously filed questionnaire. (The law requires that you file an updated completed questionnaire with the appropriate filing authority not later than the 7th business day after the date on which you became aware that the originally filed questionnaire was incomplete or inaccurate.)

3 Name of local government officer about whom the information is being disclosed.

Name of Officer

4 Describe each employment or other business relationship with the local government officer, or a family member of the officer, as described by Section 176.003(a)(2)(A). Also describe any family relationship with the local government officer. Complete subparts A and B for each employment or business relationship described. Attach additional pages to this Form CIQ as necessary.

A. Is the local government officer or a family member of the officer receiving or likely to receive taxable income, other than investment income, from the vendor?

Yes No

B. Is the vendor receiving or likely to receive taxable income, other than investment income, from or at the direction of the local government officer or a family member of the officer AND the taxable income is not received from the local governmental entity?

Yes No

5 Describe each employment or business relationship that the vendor named in Section 1 maintains with a corporation or other business entity with respect to which the local government officer serves as an officer or director, or holds an ownership interest of one percent or more.

6 Check this box if the vendor has given the local government officer or a family member of the officer one or more gifts as described in Section 176.003(a)(2)(B), excluding gifts described in Section 176.003(a-1).

7 _____
Signature of vendor doing business with the governmental entity

7/5/2023

Date



RFP #22-002P
Debris Management and
Removal Services

BIDDER CERTIFICATION AND ADDENDA ACKNOWLEDGEMENT

By signature affixed, the bidder certifies that neither the bidder nor the firm, corporation, partnership, or institution represented by the bidder, or anyone acting for such firm, corporation, or institution has violated the anti-trust laws of this State, codified in Section 15.01, et seq., Texas Business and Commerce Code, or the Federal antitrust laws, nor communicated directly or indirectly the bid made to any competitor or any other person engaged in such fine of business.

Bidder has examined the specifications and has fully informed themselves as to all terms and conditions. Any discrepancies or omissions from the specifications or other documents have been clarified with City representatives and noted on the bid submitted.

Bidder guarantees product offered will meet or exceed specifications identified in this RFP.

Bidder must initial next to each addendum received in order to verify receipt:

Addendum #1 TR Addendum #2 TR Addendum #3 _____
Addendum #4 _____ Addendum #5 _____ Addendum #6 _____

Bidder Must Fill in and Sign:

NAME OF FIRM/COMPANY: TFR Enterprises, Inc
REPRESENTATIVE'S NAME: Tipton F. Rowland
REPRESENTATIVE'S TITLE: CEO
MAILING ADDRESS: 601 Leander Drive
Leander, Texas 78641
PHONE & FAX NUMBERS: 512-260-3322 512-528-1942
E-MAIL ADDRESS: tiffany@tfrinc.com
AUTHORIZED SIGNATURE: 
DATE: 7/5/2023



RFP #23-003P
Debris Management and
Removal Services

CONTRACTOR'S CAPACITY TO PERFORM

Based on the provider's response to this solicitation, please identify dedicated resources available for contract fulfillment (use extra pages as necessary):

1. Availability _____ to _____ perform:
TFR can provide 32 full-time personnel, 300 plus on-call personnel, and 200 plus pieces

_____ of disaster specific equipment. _____ (Include any additional personnel or equipment/assets contractor will acquire to complete contract performance)

2. Equipment and operational items:
Please see enclosed list of equipment resources. _____

_____ (Identify by quantity and type any equipment/assets allocated to contract performance)

3. Personnel: Please see enclosed list of on-call personnel. _____

_____ (Identify by quantity and category any personnel assigned to contract performance)

4. Other _____ Resources:

_____ (Identify any other resources to be allocated to complete contract performance)

Equipment Resources

TFR maintains an extensive amount of equipment to provide our clients with greater value and to ensure the quality of our work. With the largest fleet in the industry coupled with numerous staging areas, TFR can respond to any natural or man-made disaster quickly and efficiently. This rapid response capability provides the client with vital emergency road clearance services to allow federal, state, and local officials access to debris-restricted areas and begin disaster recovery efforts. Often on TFR projects, our equipment, and manpower completely fulfill all project scopes and requirements in a timely matter. When subcontractors are used on large-scale projects, TFR self-performs all key elements of the project to the satisfaction of the client and certifies the work is done properly to the TFR standard.

Furthermore, our in-house maintenance crew provides immediate support to our field operators to ensure the sustainability of our equipment and operations. With years of experience working on Diamond Z's to overhauling dozer engines, TFR's maintenance crew is the logistical support necessary to ensure the limiting of costly downtime. Dedicated to their trade, TFR's maintenance crew can quickly identify, address, and repair any problem befalling our equipment and additionally, make the appropriate modifications on other similar equipment to avoid future pitfalls.

For large-scale projects, TFR can augment our own resources with local rental suppliers in the area. TFR maintains valuable, fruitful relationships with rental companies to rapidly obtain any additional equipment needed to perform the work under contract. With corporate accounts and a priority call rating with Hertz Equipment Rental, Sunbelt Rentals, United Rentals, and Volvo Construction Equipment, TFR can readily access hundreds of pieces of specialized equipment quickly to achieve desired project goals and time requirements. Furthermore, with years of loyalty with National Dealers for Caterpillar, Prentice Loaders, and Diamond Z Corporation, TFR can obtain new and used equipment for rent or purchase faster than any other company in the industry. This vital lifeline to equipment suppliers allows TFR to mobilize a job however large and specialized the project may be.

Real-Time GPS Tracking

Our fleet is equipped with Real-Time tracking so that we can ensure our trucks are deployed and active where assistance is needed most. This gives our leaders the tools to adapt to the ever-changing demands of the project. The helicopter view is an easy-to-use feature that displays all the information one needs to efficiently dispatch &/or locate crews. All vehicle movement is saved in the Samsara cloud allowing for the routes to be reviewed and the next day's work plan. Geofencing is another feature that provides a variety of alerts to help us efficiently manage trucks and routes in the recovery efforts. With this state-of-the-art technology, TFR is always in compliance with ELD mandates and DOT/FMCSA regulations.

Equipment Highlights

- (56) Self-Loading Haul Units**
- (45) Self-Loading Haul Units (Trailers)**
- (19) Bucket Trucks**
- (17) Dozers**
- (12) Excavators**
- (14) Service Trucks**
- (7) Heavy Haulers**
- (6) Diamond Z1463 Tub Grinders**
- (2) Diamond Z4000 Horizontal Grinders**



Samsara Features

REAL-TIME GPS TRACKING

- Live vehicle location tracking
- Trip histories
- Geofence alerts

[Learn more](#) | [Watch video](#)

TRAILER TRACKING

- Theft detection
- Utilization reporting
- Cargo and temperature

[Learn more](#)

SAFETY & DASH CAMS

- Distracted driving detection
- In-cab voice coaching
- Automatic incident upload

[Learn more](#) | [Watch video](#)

ROUTING & MESSAGING

- Real-time route tracking
- Historical performance analysis
- Two-way messaging

[Learn more](#) | [Watch video](#)

DOCUMENTS

- Document upload with photos
- Centralized record-keeping
- Proof of delivery, fuel & more

[Learn more](#) | [Watch video](#)

FLEET MAINTENANCE

- Fault code monitoring
- Paperless DVIRs
- Usage-based maintenance

[Learn more](#) | [Watch video](#)

WIFI HOTSPOT

- In-cab WiFi
- Cellular data included
- For any mobile app or device

[Learn more](#)

ELD COMPLIANCE

- FMCSA-listed ELD
- Works with any mobile device
- Centralized real-time visibility

[Learn more](#) | [Watch video](#)

REEFER MONITORING

- Easy to install wireless monitors
- Live temperature change alerts
- Automatic historical logs

[Learn more](#)

REPORTING & ALERTS

- Fuel efficiency & vehicle health
- Activity and driver behavior
- IFTA, ELD, and FSMA

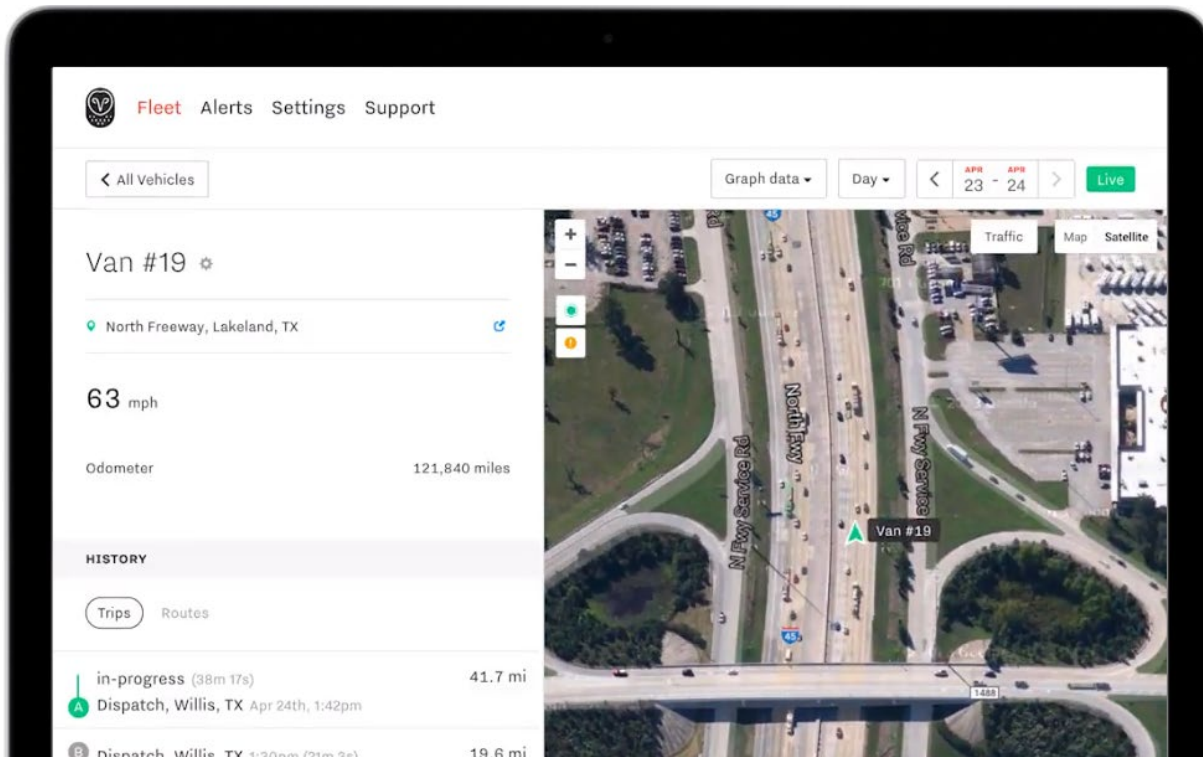
[Learn more](#) | [Get a demo](#)

DEVELOPER APIS

- Open REST APIs
- TMS, payroll, GIS integrations
- Custom software and apps

[Developer docs](#)

Samsara Helicopter View



No.	Equipment Type	Year	Make	Model	Identification No.	(C) Company Owned (R) Reserved
1	Air Compressor	1990	Emglo	Y5A60V	92190020	C
2	Air Compressor	2003	Ingersoll Rand		338927UGN221	C
3	Air Compressor	2006	Ingersoll Rand		365253UAX	C
4	Air Compressor	2012	Doosan	XP375WJDT3	435426UAW048	C
5	Air Compressor		Ingersoll Rand	MC2A	1945	C
6	Air Compressor		Campbell Hausfeld			C
7	Air Curtain Burner		ACD	T400	T35FN01052	C
8	Air Curtain Burner		ACD		103846	C
9	Air Curtain Burner		McPherson	M30F	U149701V	C
10	Air Curtain Burner		McPherson	M30F	U148961V	C
11	Bridge Erection Boat		AD	MKIII	42XBK23649H112935	C
12	Bridge Erection Boat		AD	MKII	06681V368	C
13	Bucket Truck	1999	International	4900	1HTSDAAN0XH659739	C
14	Bucket Truck	2012	Freightliner	M2106	1FVACXDU8CHBE2106	C
15	Bucket Truck	2011	Freightliner	M2106	1FVACXDU3BDAU8452	C
16	Bucket Truck	2007	International	4300	1HTMMAAN97H433997	C
17	Bucket Truck	2006	International	4300	1HTMMAAR06H199847	C
18	Bucket Truck	2010	Freightliner	M2106	1FVACXDT7AHAP3532	C
19	Bucket Truck	1998	Ford	F800	1FDXF80C0WVA35473	C
20	Bucket Truck	1990	GMC	C7H042		R
21	Bucket Truck	2007	International	430		R
22	Bucket Truck	2001	International	4700	1HTSCAAM61H398263	R
23	Bucket Truck	2004	International		1HTMMAAL54H672005	R
24	Bucket Truck	2005	International	4300	1HTMMAANX5H692740	R
25	Bucket Truck	2006	International	4300	1HTMMAAP76H248265	R
26	Bucket Truck	2007	Ford	F750	3FRNF75E77V512537	R
27	Bucket Truck	2007	Ford	F750	3FRNF75E47V467587	R
28	Bucket Truck	2007	Ford	F750SD	3FRNF75E57V467601	R
29	Bucket Truck	2007	International	4000	1HTMMAAN17H392586	R
30	Bucket Truck	2007	Ford	F750SD	3FRNF75E07V467585	R
31	Bucket Truck	2007	International		1HTMMAAN97H413877	R
32	Crawler Tractor	2014	Magnatrac	MH8000	H800152	R
33	Crawler Tractor	2012	Komatsu	D31PX22	KMTD011P01060725	R
34	Dozer	1984	Caterpillar	D7H	79Z01488	C
35	Dozer	1991	Caterpillar	D7H	4AB04147	C
36	Dozer	1981	Caterpillar	D8K	77V17840	C

37	Dozer		Caterpillar	D6TLGP	THX28329	C
38	Dozer	2006	Caterpillar	D6RLGP	CAT00D6RKWRG00215	C
39	Dozer	2008	Caterpillar	D7R	AECO1989	C
40	Dozer		Caterpillar	D6RLGP	9PN02000	C
41	Dozer	1991	Caterpillar	D7H	4FG04117	C
42	Dozer	2003	Caterpillar	D7R	AECO0681	C
43	Dozer	2008	Caterpillar	D6TLGP	CAT00D6TCKJL00560	C
44	Dozer	1978	Caterpillar	D6D	6X597	C
45	Dozer	2009	Caterpillar	D6TLGP	KJL00985	C
46	Dozer	1979	Caterpillar	D6D	4X5133	C
47	Dozer		Caterpillar	DV060	08Z53048	C
48	Dozer		Caterpillar	963-TL	0963CKBBD01120	C
49	Dozer		Caterpillar	973-C	CAT0973CK3RZ00613	C
50	Dozer	1989	John Deere	550G	T0550GH758338	R
51	Dump Truck	2000	Freightliner	FL70	1FV6HLAA5YHB76509	C
52	Excavator	2001	Komatsu	PC270LC6	A85139	C
53	Excavator		Deere	690D	DW690DL533807	C
54	Excavator		Volvo	EC330BLC	330B10324	C
55	Excavator		Volvo	EC220DL	220D210418	C
56	Excavator	2012	Komatsu	PC240LC10	A20120	C
57	Excavator	2013	Komatsu	PC210LC	KMTPC243V02450356	C
58	Excavator	2020	Kobelco	EK-SK210	YQ15605293	C
59	Excavator		Komatsu	210LC	KMTPC257PLTC81212	C
60	Excavator	2013	Komatsu	PC240LC10	KMTPC240C02090090	C
61	Excavator	2019	Kobelco	SK260LC10	LL1610594	C
62	Excavator		Komatsu	210LC	KMTPC257HJTC80715	C
63	Excavator		Komatsu	290LC	KMTPC255TEWA27188	C
64	Flatbed Trailer	2005	Big Tex		4YNBN20245C027949	C
65	Flatbed Trailer	2007	Big Tex		16VGX202672680173	C
66	Flatbed Trailer	2011	Magnum		4P5B52027B2159392	C
67	Flatbed Trailer	2013	Big Tex		16VNX122XD2C97883	C
68	Flatbed Trailer	2013	Big Tex		16VPX1629C2348689	C
69	Flatbed Trailer	1999	HMDE		4AG6U2338XC029735	C
70	Flatbed Trailer	1997	Centerville		1C6EG102XV1752300	C
71	Flatbed Trailer	1997	Reitnouer		1RNF48A27VR003233	C
72	Flatbed Trailer	2006	Town		4KNTT14226L161597	C
73	Flatbed Trailer	2015	JLG		5DYAAB2L5FC006883	C
74	Flatbed Trailer	2015	PJ		4P5FD3623F1217625	C
75	Flatbed Trailer	2008	Towmaster		4KNTT14248L161314	C
76	Flatbed Trailer	2008	Towmaster		4KNTT14257L162843	C
77	Flatbed Trailer	2015	Big Tex		16VFX2026F2092400	C

78	Flatbed Trailer	2007	Trail King		1DA72C7N07C018695	C
79	Flatbed Trailer	2019	Texas Pride			R
80	Flatbed Trailer	2016	Big Tex		16VFX2020G2074525	R
81	Horizontal Grinder	2014	Diamond Z	DZH4000	1R9FX390XEC722024	C
82	Horizontal Grinder	2014	Diamond Z	DZH4000	1R9FX3904EC722030	C
83	KB Pup-Trailer	2012	Homemade	HMDE	MOHMTRAILER020044	C
84	KB Pup-Trailer	2006	Great Lakes	TR2250DC	1G9CD23336S139786	C
85	KB Pup-Trailer	2006	Great Lakes	TR2250DC	1G9CD23346S139779	C
86	KB Pup-Trailer	2006	Great Lakes	TR2250DC	1G9CD23376S139712	C
87	KB Pup-Trailer	2006	Great Lakes		1G9CD23356S139711	C
88	KB Pup-Trailer	2018	Titan Machinery	HMDE	MOHMTRAILER025812	C
89	KB Pup-Trailer	2019	Edgewood	ST	1E9US2629KS589119	C
90	KB Pup-Trailer	2018	Homemade	HMDE	MOHMTRAILER025813	C
91	KB Pup-Trailer	2019	Edgewood	ST	1E9US2625KS589103	C
92	KB Pup-Trailer	2019	Edgewood	ST	1E9US2624KS589089	C
93	KB Pup-Trailer	2019	Edgewood	ST	1E9US2627KS589118	C
94	KB Pup-Trailer	2018	Homemade	HMDE	MOHMTRAILER025811	C
95	KB Pup-Trailer	2019	Edgewood	ST	1E9US2626KS589126	C
96	KB Pup-Trailer	2019	Edgewood	ST	1E9US2627KS589135	C
97	KB Pup-Trailer	2019	Edgewood	ST	1E9US2627KS589149	C
98	KB Pup-Trailer	2020	Edgewood	ST	1E9US2923LS589159	C
99	KB Pup-Trailer	2020	Edgewood	ST	1E9US2923LS589162	C
100	KB Pup-Trailer	2020	Edgewood	ST	1E9US2927LS589164	C
101	KB Pup-Trailer	2020	Edgewood	ST	1E9US2925LS589163	C
102	KB Pup-Trailer	2012	Edgewood	HMDE	MOHMTRAILER020042	R
103	KB Pup-Trailer	2010	Edgewood	HMDE	MOHMTRAILER018042	R
104	KB Pup-Trailer	2012	Edgewood	HMDE	MOHMTRAILER020041	R
105	KB Pup-Trailer	2018	Edgewood	ST	1E9US2728JS589061	R
106	KB Pup-Trailer	2018	Edgewood	ST	1E9US2725JS589050	R
107	KB Pup-Trailer	2018	Edgewood	ST	1E9US2725JS589048	R
108	KB Pup-Trailer	2018	Edgewood	ST	1E9US2727JS589049	R
109	KB Pup-Trailer	2018	Edgewood	ST	1E9US2762JS589060	R
110	KB Pup-Trailer	2018	Edgewood	ST	1E9US2622JS589073	R
111	KB Pup-Trailer	2017	Edgewood	ST	1E9US2623HS589030	R
112	KB Pup-Trailer	2018	Edgewood	ST	1E9US2723JS589047	R
113	KB Pup-Trailer	2018	Edgewood	ST	1E9US2721JS589046	R
114	KB Pup-Trailer	2021	Edgewood	ST	1E9US302XMS589258	R
115	KB Pup-Trailer	2021	Edgewood	ST	1E9US3021MS589262	R
116	KB Pup-Trailer	2021	Edgewood	ST	1E9US3028MS589260	R
117	KB Pup-Trailer	2021	Edgewood	ST	1E9US3021MS589259	R
118	KB Pup-Trailer	2021	Edgewood	ST	1E9US3023MS589263	R

119	KB Pup-Trailer	2021	Edgewood	ST	1E9US3022MS589268	R
120	KB Pup-Trailer	2021	Edgewood	ST	1E9US3024MS589269	R
121	KB Pup-Trailer	2021	Edgewood	ST	1E9US3020MS589270	R
122	KB Pup-Trailer	2021	Edgewood	ST	1E9US3023MS589277	R
123	KB Pup-Trailer	2021	Edgewood	ST	1E9US3021MS589276	R
124	KB Pup-Trailer	2021	Edgewood	ST	1E9US302XMS589275	R
125	KB Pup-Trailer	2009	Edgewood	ST	ARKAVTL0590455016	R
126	KB Pup-Trailer	2007	Great Lakes			R
127	KB Pup-Trailer	2000	WBH		1W9SD1628YC269033	R
128	KB Self-Loader	2003	Sterling	L9500	2FZHZAAS73AK28772	C
129	KB Self-Loader	2004	Sterling	L9500	2FZHZAAS84AM87966	C
130	KB Self-Loader	2003	Kenworth	T800	1NKDLU0X43J710108	C
131	KB Self-Loader	1998	Peterbilt	357	1NPALT9X0WN461734	C
132	KB Self-Loader	1998	Peterbilt	357	1NPALT9X5WN461728	C
133	KB Self-Loader	2003	Freightliner	FL112	1FVHBGAS53HK52388	C
134	KB Self-Loader	2006	Western Star	4900 SB	5KKPALAV96PV43823	C
135	KB Self-Loader	2007	Western Star	4900 SB	5KKPALAV47PY35512	C
136	KB Self-Loader	2009	Kenworth	T800	1NKDLU0X69J242505	C
137	KB Self-Loader	2009	Kenworth	T800	1NKDLU0XX9J242507	C
138	KB Self-Loader	2007	Kenworth	T800	1NKDLT0X87J190818	C
139	KB Self-Loader	2008	Kenworth	T800	1NKDLU0X78J235352	C
140	KB Self-Loader	2009	Kenworth	T800	1NKDLU0X89J242506	C
141	KB Self-Loader	2009	Kenworth	T800	1NKDLU0X09J242502	C
142	KB Self-Loader	2009	Kenworth	T800	1XKDDU0X89J246574	C
143	KB Self-Loader	2009	Kenworth	T800	1NKDLU0X99J242501	C
144	KB Self-Loader	2008	Kenworth	T800	1XKDDU0X18J223975	C
145	KB Self-Loader	2008	Kenworth	T800	1XKDDU0X78J223981	C
146	KB Self-Loader	2011	Kenworth	T800	1NKDLU0X6BJ281035	C
147	KB Self-Loader	2010	Kenworth	T800	1NKDLU0XXAR266280	C
148	KB Self-Loader	2011	Kenworth	T800	1NKDLU0X7BJ278354	C
149	KB Self-Loader	2009	Kenworth	T800	1NKDLU0X69J256033	C
150	KB Self-Loader	2008	Kenworth	T800	1XKDDU0X78J228727	C
151	KB Self-Loader	2009	Kenworth	T800	1NKDLU0X39J237424	C
152	KB Self-Loader	2008	Kenworth	T800	1NKDLU0X08J233491	C
153	KB Self-Loader	2005	Sterling		2FWBA2DE5SAV23128	R
154	KB Self-Loader	1995	Freightliner		1FUPFZXB2SA597897	R
155	KB Self-Loader	2004	Peterbilt	357	1XPADB0X04DB819508	R
156	KB Self-Loader	2005	Peterbilt	357	1NPALB0X45D842644	R
157	KB Self-Loader	2006	Peterbilt	357	1NPALB0X96D632705	R
158	KB Self-Loader	2007	Freightliner		1FVHC5DE27HX68138	R
159	KB Self-Loader	2007	Freightliner		1FYHC5DE07HX68140	R

160	KB Self-Loader	2006	Western Star		5KKHAWAVX6PW37855	R
161	KB Self-Loader	2001	Peterbilt	379	1NP5XU0X41D569216	R
162	KB Self-Loader	2013	Peterbilt		1NPTX4TX6DD181864	R
163	KB Self-Loader	2005	Peterbilt/Red		1XP5DB9X25D881630	R
164	KB Self-Loader	2006	Peterbilt	379	1XP5DB9X76D646688	R
165	KB Self-Loader	2006	Peterbilt	379	1XP5DB9XX6N898414	R
166	KB Self-Loader	2003	Peterbilt	357	1NPALB0X53N596260	R
167	KB Self-Loader	2019	International	HX520	3HTDPAPT4KN358427	R
168	KB Self-Loader	2005	International	5900L	1HTXRAPT5J028306	R
169	KB Self-Loader	1990	Ford		1FDZY90X3LVA25141	R
170	KB Self-Loader	2007	Peterbilt		1XP5D49X17D683748	R
171	KB Self-Loader	2005	Peterbilt		1XP5DB9X05N860477	R
172	KB Self-Loader	2014	Peterbilt	367	1NPTL40X9ED227589	R
173	KB Self-Loader	2003	Peterbilt	379	1XP5DB9X13D591649	R
174	KB Self-Loader	2019	Freightliner		3ALHG3DV1KDKN11095	R
175	KB Self-Loader	2020	Western Star	4900SB	5KKMALD10LPLJ3935	R
176	KB Self-Loader	2007	Sterling		2F2HAZCV07AV53003	R
177	KB Self-Loader	2003	Sterling	9500	2FZHAZAS03AK68711	R
178	KB Self-Loader	2004	Sterling	LT9501	2FZHAZCV64AM24825	R
179	KB Self-Loader	2005	Sterling	LT9501	2FZHAZCV75AU92195	R
180	KB Self-Loader	2006	Freightliner	M2112	1FVHC5CV86HV54044	R
181	KB Self-Loader	2007	Kenworth		1NKWLBOX071156522	R
182	KB Self-Loader	2008	Mac	CH613	1M1AN07Y18N002964	R
183	KB Self-Loader	2019	Western Star	4700SF	5KKMAVDV7PKPM6019	R
184	Light Tower	2012	Doosan	LSC	4FVLSACA6CU444257	C
185	Light Tower		Magnum			C
186	Light Tower		Magnum	MLT3060MMH	80743	C
187	Light Tower		Magnum	MLT3060MMH	170255	C
188	Light Tower	2008	Ingersoll Rand		393605UJRC13	R
189	Light Tower		Nighthawk	LT12		R
190	Light Tower	1999	Magnum	40601MH	99246	R
191	Light Tower		Coleman	MH4000RDKH	151217	R
192	Low Boy Trailer	2014	Fontaine		57JE5130XE3561385	C
193	Low Boy Trailer	2013	Fontaine		13NE51308D3560602	C
194	Low Boy Trailer	1994	Talbert		40FH0482R1010817	C
195	Low Boy Trailer	1992	Trail King		1TKS00517NM030565	C
196	Low Boy Trailer	1992	Trail King		1TKS00517NM030566	C
197	Office Trailer	1984	Grumman		1GXDBAF21EW001008	C
198	Office Trailer	1987	Ellis		1E9EE5743H1013022	C
199	Office Trailer	1992	Trail MBL		1PT011AH6W9002247	C
200	Office Trailer	1992	Moex		1M9X25225TA237065	C

201	Office Trailer	1997	Coach		1M9A6A729VH022102	C
202	Office Trailer	1999	Moex		1M9X25227TA237058	C
203	Power Screen	2001	Trommel	725	9500531	C
204	Power Screen		Trommel	830	9202071	C
205	Pressure Washer	2007	HMDE		PC101	C
206	Pressure Washer		Alkota		192477	C
207	Pressure Washer		American Kleaner		C368	C
208	Pressure Washer		Hotsy		H51669	C
209	Pressure Washer		Landa		P00306	C
210	RV	2006	Denali	31FGBS	47CTD1R216P615392	C
211	RV	2004	Jayco	27B	1UJBJ02N741EF1875	C
212	RV	2006	Open Road		5L4TR322361012206	C
213	RV	1998	Prevost		2PCV33493V1011707	C
214	RV	2015	Heartland	Trail Runner	5SFEB3222GE312623	C
215	Service Trailer	2001	Titan		5DZC8162511001697	C
216	Service Trailer	1997	WW		11WEC1623VM227765	C
217	Service Trailer	2002	TRBL		4X4TSEV282U200791	C
218	Service Trailer	1999	WW		11WHC162XYW251191	C
219	Service Trailer	1999	Magnum		1V5BA1624X1133175	C
220	Service Truck	2005	Ford	F450	1FDXF46P05EC08622	C
221	Service Truck	2013	Ford	F350	1FT8W3BT1CEC38201	C
222	Service Truck	2014	Ford	F350	1FT8W3BT6EEA40636	C
223	Service Truck	2009	Ford	F450	1FDAX46R79EA14566	C
224	Service Truck	2014	Ram	5500	3C7WRNBL8EG228497	C
225	Service Truck	2011	Ford	F350	1FDRF3G6XBEA70849	C
226	Service Truck	2001	Ford	F450	1FDXF46F31EA27158	C
227	Service Truck	2018	Toyota	Tacoma	5TFCZ5AN9JX150501	C
228	Service Truck	2020	Ram	3500	3C7WRTCLXLG103257	C
229	Service Truck	2013	Ford	F150	1FTFW1ET1DKD64424	C
230	Service Truck	2020	Ram	2500	3C6UR5CL6LG252045	C
231	Service Truck	2022	Ram	3500	3C63RRGL2NG135014	C
232	Service Truck	2022	Ram	3500	3C63RRGLONG114808	C
233	Service Truck	2011	Dodge	57H7CK	3D6WU7EL6BG591535	R
234	Skid Steer	2003	Bobcat	T300	5219-12445	C
235	Skid Steer		Bobcat	S300	525815902	C
236	Skid Steer	2009	Bobcat	T300	A5GU35117	C
237	Skid Steer		Bobcat	T300	A5GU20012	C
238	Skid Steer		Bobcat	T300	525415884	C
239	Skid Steer		Bobcat	T300	525413076	C
240	Skid Steer	2009	Bobcat	T300	A5GU35209	C

241	Skid Steer	2012	Bobcat	T750	ANKA12229	C
242	Skid Steer	2019	Bobcat	T870		R
243	Skid Steer	2013	Bobcat	T190		R
244	Skid Steer		Bobcat	T320	A7MP60119	R
245	Skid Steer		Bobcat	T300	532011795	R
246	Skid Steer		Bobcat	246	00246C5SZ06425	R
247	Skid Steer	2019	Bobcat	T770	AT6318861	R
248	Stump Grinder	2013	Rayco	RG1665AC	0-449	C
249	Stump Grinder	2014	Fecon	SH260		C
250	Tractor	2005	Peterbilt	379	1XP5PBEX75D826166	C
251	Tractor	2008	Kenworth	T800	1XKDDU9X68R213592	C
252	Tractor	2009	Kenworth	T800	1XKDP4EX59J253787	C
253	Tractor	2010	Kenworth	T800	1XKDDU9XXAR259318	C
254	Tractor	2009	Kenworth	T800	1XKDDU9X89J256363	C
255	Tractor	2010	Kenworth	T800	1XKDDU9X4AR260416	C
256	Tractor	2012	Western Star	W4900	5KJJABDR5DPBU1199	C
257	Tub Grinder	1999	Diamond Z	1352BI	1D9FX423XN147003	C
258	Tub Grinder	2003	Diamond Z	1463-B	1D9FX4530NN47068	C
259	Tub Grinder	1997	Diamond Z	1463-B	1D9FX4536TN147184	C
260	Tub Grinder	1999	Diamond Z	1463-B	1D9FX4534XN147240	C
261	Tub Grinder	1998	Diamond Z	1463-B	1D9FX4537WN147232	C
262	Tub Grinder	2003	Diamond Z	1463-B	1D9FX4639YC147259	C
263	Tub Grinder	2004	Diamond Z	1463-B	1D9FX46311C147262	C
264	Tub Grinder	1999	Diamond Z	1463-B	1D9FX46364C147293	C
265	Vacuum Truck	2000	Freightliner		1FVUFXYB9YPB65702	C
266	VersaHandler	2009	Bobcat	V723ZFL	368112100	C
267	VersaHandler		Genie	GTH6622		C
268	Walking Floor Trailer	2002	MAC		5MAMN45292C005339	C
269	Walking Floor Trailer	2005	MAC		5MAMN48285C008359	C
270	Walking Floor Trailer	2004	MAC		5MAMN48214C007357	C
271	Walking Floor Trailer	2008	MAC		5MAMN48288C016384	C
272	Walking Floor Trailer	2005	MAC		5MAMN482X5C008556	C
273	Walking Floor Trailer	2019	MAC		5MAMN4824KW051069	C
274	Walking Floor Trailer	2019	MAC		5MAMN4824KW051073	C
275	Walking Floor Trailer	2017	East		1E1U2X289JR060527	C
276	Water Truck	2000	Freightliner	FL70	1FV6HJAA3YHB19746	C
277	Water Truck	2000	Ford	F650	3FRNF65995V180949	C
278	Water Truck	2006	Eco		5PKUEH2236W052290	C
279	Wheel Loader		Volvo	L110E	L110EV60278	C
280	Wheel Loader		Volvo	L120E	L120EV66140	C
281	Wheel Loader		Volvo	L120G	VCEL120GL00030787	C

282	Wheel Loader		Volvo	L120E	L120V64601	C
283	Wheel Loader		Volvo	L120E	L120EV64757	C
284	Wheel Loader		Volvo	L120C	62368	C
285	Wheel Loader		Volvo	L120G	30275	C
286	Wheel Loader		Volvo	L120E		C
287	Wheel Loader	2001	John Deere	444H	DW444HX581391	R

TFR Employee List - Active and On-Call

Des.	Status	Employee	Title
(A)	Active	Tibbetts, Amy	Contract Administrator
(A)	Active	Barfield, Roger	Safety/Fleet Manager
(A)	Active	Jean, Tiffany J	Contract Manager
(A)	Active	Lyell, Sharon	Operations Manager
(A)	Active	Mejia Jr, Rigoberto	Project Supervisor
(A)	Active	Mejia, Juan	Mechanic
(A)	Active	Rolison, Kevin	Project Manager
(A)	Active	Rowland, Chase	Director of Operations
(A)	Active	Rowland, Drake	Vice President
(A)	Active	Rowland, Julie A	CFO/Secretary
(A)	Active	Rowland, Tipton F.	CEO/President
(A)	Active	Utterback, Mel	Project Manager
(A)	Active	Vinyard, Steven	Project Manager
(OC)	On-Call Reserve	Achord, Darlene S	Laborer
(OC)	On-Call Reserve	Adams, Tabitha	Laborer
(OC)	On-Call Reserve	Ahl, Timothy	Laborer
(OC)	On-Call Reserve	Allen, George M	Laborer
(OC)	On-Call Reserve	Appleberry, James D	Laborer
(OC)	On-Call Reserve	Augenstein, Randy J	Equipment Operator
(OC)	On-Call Reserve	Austin, Crystal D	Administrative
(OC)	On-Call Reserve	Auville III, Arthur L.	Project Supervisor
(OC)	On-Call Reserve	Auville IV, Arthur L.	Equipment Operator
(OC)	On-Call Reserve	Auville, Margaret M	Equipment Operator
(OC)	On-Call Reserve	Auville, Melvin L	Equipment Operator
(OC)	On-Call Reserve	Ayres, Dawnell S	Administrative
(OC)	On-Call Reserve	Baldwin, Rodney R.	Equipment Operator
(OC)	On-Call Reserve	Barnes, Coel D.	Laborer
(OC)	On-Call Reserve	Bates, Johnny W	Laborer
(OC)	On-Call Reserve	Bates, Kristi K	Laborer
(OC)	On-Call Reserve	Becker, Jason L.	Laborer
(OC)	On-Call Reserve	Benavides, Chris	Driver
(OC)	On-Call Reserve	Benavides, Cristobal	Driver
(OC)	On-Call Reserve	Benavidez, German	Driver
(OC)	On-Call Reserve	Berry, Jerry J	Driver
(OC)	On-Call Reserve	Berryhill, Michael S.	Driver
(OC)	On-Call Reserve	Bishop, Michael D.	Laborer

(OC)	On-Call Reserve	Blackford, Luke D	Laborer
(OC)	On-Call Reserve	Blackwell, Floyd S	Driver
(OC)	On-Call Reserve	Blansett, Nathan P	Laborer
(OC)	On-Call Reserve	Borland, Billie	Driver
(OC)	On-Call Reserve	Boswell, Jerry L	Equipment Operator
(OC)	On-Call Reserve	Bovell, Leo B.	Equipment Operator
(OC)	On-Call Reserve	Brotherton, Scott D	Driver
(OC)	On-Call Reserve	Brown, Lynn M	Laborer
(OC)	On-Call Reserve	Brown, Michael D.	Laborer
(OC)	On-Call Reserve	Brown, Norman C	Laborer
(OC)	On-Call Reserve	Brown, Tarrant D	Driver
(OC)	On-Call Reserve	Bryant, Eddie F	Driver
(OC)	On-Call Reserve	Bryant, Kelly J.	Equipment Operator
(OC)	On-Call Reserve	Buchanan JR, Earl	Driver
(OC)	On-Call Reserve	Buchanan, Felicia N	Laborer
(OC)	On-Call Reserve	Bumgardner, Donald D	Equipment Operator
(OC)	On-Call Reserve	Bungert, Robert P	Driver
(OC)	On-Call Reserve	Burges, Ashley E	Laborer
(OC)	On-Call Reserve	Burkett, Dale	Laborer
(OC)	On-Call Reserve	Burns, Delia M.	Laborer
(OC)	On-Call Reserve	Burton, Robert M	Laborer
(OC)	On-Call Reserve	Calhoun, Christopher C.	Equipment Operator
(OC)	On-Call Reserve	Calhoun, John H.	Equipment Operator
(OC)	On-Call Reserve	Campos, Alfredo	Laborer
(OC)	On-Call Reserve	Cano, Joseph	Laborer
(OC)	On-Call Reserve	Carlson, Robert J.	Driver
(OC)	On-Call Reserve	Cason, Jay R	Laborer
(OC)	On-Call Reserve	Castilleja, Santiago	Laborer
(OC)	On-Call Reserve	Castillo, Jose E.	Laborer
(OC)	On-Call Reserve	Cereceres, Joseph D	Laborer
(OC)	On-Call Reserve	Cervantes, Lydia	Laborer
(OC)	On-Call Reserve	Chatman, Michael L.	Laborer
(OC)	On-Call Reserve	Choate, Michael E	Driver
(OC)	On-Call Reserve	Clark, Alton B	Driver
(OC)	On-Call Reserve	Clark, Henry D	Driver
(OC)	On-Call Reserve	Clemmons, Basil R.	Equipment Operator
(OC)	On-Call Reserve	Clemmons, Jerome R.	Equipment Operator
(OC)	On-Call Reserve	Cobb, Gregory S	Laborer

(OC)	On-Call Reserve	Cogburn, David	Laborer
(OC)	On-Call Reserve	Cole, Steve M.	Laborer
(OC)	On-Call Reserve	Collar, Travis W	Laborer
(OC)	On-Call Reserve	Cones, Elbert L	Laborer
(OC)	On-Call Reserve	Conn, Johnny	Health And Safety Officer
(OC)	On-Call Reserve	Coons, Curtis W.	Laborer
(OC)	On-Call Reserve	Corrado, Mario J	Driver
(OC)	On-Call Reserve	Cotton, Ricky A.	Equipment Operator
(OC)	On-Call Reserve	Crank, Donald L	Equipment Operator
(OC)	On-Call Reserve	Crossley, Nathaniel	Laborer
(OC)	On-Call Reserve	Cummings, Kristie K	Laborer
(OC)	On-Call Reserve	Cummings, Robert E	Equipment Operator
(OC)	On-Call Reserve	Curtis, James H.	Laborer
(OC)	On-Call Reserve	Daniels, Thomas M.	Equipment Operator
(OC)	On-Call Reserve	Danzeisen, Thomas J	Equipment Operator
(OC)	On-Call Reserve	Darland, Tony S	Equipment Operator
(OC)	On-Call Reserve	Davidson, Isaiah T	Equipment Operator
(OC)	On-Call Reserve	Davidson, Josh R	Laborer
(OC)	On-Call Reserve	Davis III, Charles E	Equipment Operator
(OC)	On-Call Reserve	Davis, Lonnie C	Equipment Operator
(OC)	On-Call Reserve	Davis, Veronica L	Laborer
(OC)	On-Call Reserve	Del Rio, Joseph A.	Supervisor
(OC)	On-Call Reserve	Deleon, Humberto	Laborer
(OC)	On-Call Reserve	Dill, Alicia E	Laborer
(OC)	On-Call Reserve	Dimmers, Thad I.	Driver
(OC)	On-Call Reserve	Dixon, Melissa S	Laborer
(OC)	On-Call Reserve	Donahue, Jeremy A	Equipment Operator
(OC)	On-Call Reserve	Donahue, Mark A	Equipment Operator
(OC)	On-Call Reserve	Donahue, Mark W	Equipment Operator
(OC)	On-Call Reserve	Dotson, Bobby C	Equipment Operator
(OC)	On-Call Reserve	Draiman, Ovidin I	Driver
(OC)	On-Call Reserve	Droke, William R.	Program Director
(OC)	On-Call Reserve	Duskin, Melissa J	Laborer
(OC)	On-Call Reserve	Easterhing, James	Driver
(OC)	On-Call Reserve	Echavarria, Edward L	Laborer
(OC)	On-Call Reserve	Eddings, Nedward G.	Laborer
(OC)	On-Call Reserve	Edwards, Steven H	Laborer
(OC)	On-Call Reserve	Edwards, Travis D	Equipment Operator

(OC)	On-Call Reserve	Elliot, Earlene R	Laborer
(OC)	On-Call Reserve	Emile, Gene K.	Laborer
(OC)	On-Call Reserve	Engel, Christopher M	Driver
(OC)	On-Call Reserve	Esquivel, Fidel C	Laborer
(OC)	On-Call Reserve	Ethridge, Aaron M	Laborer
(OC)	On-Call Reserve	Ethridge-Fisher, Mary T	Laborer
(OC)	On-Call Reserve	Eutsler, Carl D	Laborer
(OC)	On-Call Reserve	Farrar, Wendy S.	Administrative
(OC)	On-Call Reserve	Fernandez, Carlos	Laborer
(OC)	On-Call Reserve	FIPPS, KENNETH L	Laborer
(OC)	On-Call Reserve	Flores, Evaristo	Laborer
(OC)	On-Call Reserve	Flores, Jacob	Laborer
(OC)	On-Call Reserve	Fox, Phillip J	Driver
(OC)	On-Call Reserve	Frankovsky, Jennifer A	Business Development
(OC)	On-Call Reserve	Fuller, William A.	Supervisor
(OC)	On-Call Reserve	Furr, Allen C.	Laborer
(OC)	On-Call Reserve	Furr, Christopher A.	Laborer
(OC)	On-Call Reserve	Gadley, Daniel L	Driver
(OC)	On-Call Reserve	Gandy, Jeremiah L	Equipment Operator
(OC)	On-Call Reserve	Garcia, David	Equipment Operator
(OC)	On-Call Reserve	Garza, Adan	Equipment Operator
(OC)	On-Call Reserve	Garza, Francisco	Equipment Operator
(OC)	On-Call Reserve	Goldfinger, Ronald	Equipment Operator
(OC)	On-Call Reserve	Gomez, Isai	Laborer
(OC)	On-Call Reserve	Gomez, Saul	Laborer
(OC)	On-Call Reserve	Gonzales, Ephraim N.	Laborer
(OC)	On-Call Reserve	Gonzales, Michael	Laborer
(OC)	On-Call Reserve	Goodrich, Christopher T	Equipment Operator
(OC)	On-Call Reserve	Green, Milton E	Driver
(OC)	On-Call Reserve	Green, Scott	Driver
(OC)	On-Call Reserve	Hall, Jessie T	Equipment Operator
(OC)	On-Call Reserve	Harris, Jonathan B	Equipment Operator
(OC)	On-Call Reserve	Haynes, Matthew L	Laborer
(OC)	On-Call Reserve	Hernandez, Robert	Laborer
(OC)	On-Call Reserve	Hernandez, Salvador A	Laborer
(OC)	On-Call Reserve	Herrera, Eric	Laborer
(OC)	On-Call Reserve	Hicks, Robert W.	Equipment Operator
(OC)	On-Call Reserve	Hieke, Mark H	Driver

(OC)	On-Call Reserve	Holman, Michelle L	Laborer
(OC)	On-Call Reserve	Hook, Charles D.	Laborer
(OC)	On-Call Reserve	Horton, Jason	Laborer
(OC)	On-Call Reserve	Hovey Jr, Charles P	Equipment Operator
(OC)	On-Call Reserve	Hovey Sr, Charles P	Laborer
(OC)	On-Call Reserve	Hovey, Jason W	Laborer
(OC)	On-Call Reserve	Hovey, John R	Equipment Operator
(OC)	On-Call Reserve	Howard, John D.	Laborer
(OC)	On-Call Reserve	Hunter, Cynthia E	Laborer
(OC)	On-Call Reserve	Jackson, Richard G	Laborer
(OC)	On-Call Reserve	Jackson, Steve R.	Equipment Operator
(OC)	On-Call Reserve	Jacobsen, Bill	Supervisor/Arborist
(OC)	On-Call Reserve	Jasper, Arley A	Equipment Operator
(OC)	On-Call Reserve	Jester, David L	Equipment Operator
(OC)	On-Call Reserve	Johnson, Barry	Environmental Safety & Compliance
(OC)	On-Call Reserve	Johnson, Mark E.	Equipment Operator
(OC)	On-Call Reserve	Johnston, Charles R.	Equipment Operator
(OC)	On-Call Reserve	Johnston, Cheryl L	Laborer
(OC)	On-Call Reserve	Johnston, Richard K.	Laborer
(OC)	On-Call Reserve	Jolly, Robert J	Driver
(OC)	On-Call Reserve	Jones, Jermaine L	Equipment Operator
(OC)	On-Call Reserve	Jones, Shawn P.	Driver
(OC)	On-Call Reserve	Kantmann, Jesse D	Equipment Operator
(OC)	On-Call Reserve	Kates, Richard G	Laborer
(OC)	On-Call Reserve	Kegley, Robert A	Driver
(OC)	On-Call Reserve	Keller, Glenn W	Laborer
(OC)	On-Call Reserve	Kelley, Charles C	Driver
(OC)	On-Call Reserve	Kersey, Albert V	Driver
(OC)	On-Call Reserve	Kersey, James S	Driver
(OC)	On-Call Reserve	Kersey, Joyce L	Driver
(OC)	On-Call Reserve	Kopf, Glen D.	Laborer
(OC)	On-Call Reserve	Kurtz, Laura M	Laborer
(OC)	On-Call Reserve	Kurtz, Lisa M	Laborer
(OC)	On-Call Reserve	Lane, Nathan R	Equipment Operator
(OC)	On-Call Reserve	Laughter, Arvon L.	Equipment Operator
(OC)	On-Call Reserve	Laughter, Melvin L	Equipment Operator
(OC)	On-Call Reserve	Lawrence, William	Driver
(OC)	On-Call Reserve	Long, Carl A	Driver

(OC)	On-Call Reserve	Lopez, Luis R.	Laborer
(OC)	On-Call Reserve	Lovhaug, Kevin M	Laborer
(OC)	On-Call Reserve	Lucas, Zach	Equipment Operator
(OC)	On-Call Reserve	Lynch, Mitchell E	Laborer
(OC)	On-Call Reserve	Machuca, Francisco J	Laborer
(OC)	On-Call Reserve	Manchester, Warren F	Laborer
(OC)	On-Call Reserve	Martinez, Eduardo J	Laborer
(OC)	On-Call Reserve	Martinez, Eliazar	Laborer
(OC)	On-Call Reserve	Martinez, Miguel J	Laborer
(OC)	On-Call Reserve	Martinez, Paul S	Laborer
(OC)	On-Call Reserve	Massey, Paul A	Equipment Operator
(OC)	On-Call Reserve	Masters, John P	Driver
(OC)	On-Call Reserve	Mata, Jose A	Driver
(OC)	On-Call Reserve	Mathis, James	Driver
(OC)	On-Call Reserve	Matthews, David A	Laborer
(OC)	On-Call Reserve	Mauri, Lenny J.	Laborer
(OC)	On-Call Reserve	Maynard, Barbara	Administrative
(OC)	On-Call Reserve	Maynard, John C	Supervisor
(OC)	On-Call Reserve	McCauley, Adrian T	Equipment Operator
(OC)	On-Call Reserve	McCoy, William E.	Laborer
(OC)	On-Call Reserve	McMillan, Kevin	Laborer
(OC)	On-Call Reserve	McQuinn, Mike D	Laborer
(OC)	On-Call Reserve	Meade, Jonathon B	Laborer
(OC)	On-Call Reserve	Meadows, Lyle A	Laborer
(OC)	On-Call Reserve	Meyers, Mathhew R	Laborer
(OC)	On-Call Reserve	Miller, Mark A	Laborer
(OC)	On-Call Reserve	Moore, Mitchell W	Equipment Operator
(OC)	On-Call Reserve	Moore, Ronnie	Engineer
(OC)	On-Call Reserve	Moore, Travis P	Equipment Operator
(OC)	On-Call Reserve	Murphy, David	Equipment Operator
(OC)	On-Call Reserve	Myers, Walter E	Equipment Operator
(OC)	On-Call Reserve	Nation, Shirley L	Administrative
(OC)	On-Call Reserve	Nefford, William R	Equipment Operator
(OC)	On-Call Reserve	Nelson, Corey S	Equipment Operator
(OC)	On-Call Reserve	Newsom, Lloyd R.	Driver
(OC)	On-Call Reserve	Newsome, David P.	Driver
(OC)	On-Call Reserve	Nickell, Ray A	Driver
(OC)	On-Call Reserve	Nieves, Edward M.	Driver

(OC)	On-Call Reserve	Nissen, Matthew R	Laborer
(OC)	On-Call Reserve	Norman, Adrian J.	Laborer
(OC)	On-Call Reserve	Norris, Zachary M	Laborer
(OC)	On-Call Reserve	O'Connor, Howard J	Laborer
(OC)	On-Call Reserve	O'Connor, James R	Laborer
(OC)	On-Call Reserve	O'Leyar, Jonathan T	Laborer
(OC)	On-Call Reserve	Oubre, Steven A	Laborer
(OC)	On-Call Reserve	Owens, Mark P.	Laborer
(OC)	On-Call Reserve	Pena, Ernesto	Laborer
(OC)	On-Call Reserve	Pena, Frank E	Laborer
(OC)	On-Call Reserve	Pennington, Johnny M.	Laborer
(OC)	On-Call Reserve	Penny, Gerald E	Laborer
(OC)	On-Call Reserve	Penny, James S.	Laborer
(OC)	On-Call Reserve	Perez, William C.	Laborer
(OC)	On-Call Reserve	Perkins, Jason T	Driver
(OC)	On-Call Reserve	Perry, Cody D	Driver
(OC)	On-Call Reserve	Perry, David W	Driver
(OC)	On-Call Reserve	Pfiefer, Tim L	Equipment Operator
(OC)	On-Call Reserve	Phillips Jr., Raymond M	Equipment Operator
(OC)	On-Call Reserve	Pike, Millard E	Laborer
(OC)	On-Call Reserve	Plessala, Barry	Driver
(OC)	On-Call Reserve	Powell, Marcus W.	Equipment Operator
(OC)	On-Call Reserve	Price, Eric C	Driver
(OC)	On-Call Reserve	Primrose, Beau D.	Equipment Operator
(OC)	On-Call Reserve	Primrose, Jimmy G.	Equipment Operator
(OC)	On-Call Reserve	Primrose, Robert E.	Equipment Operator
(OC)	On-Call Reserve	Pritchard, Dulaine C	Driver
(OC)	On-Call Reserve	Puchhas, Stephen J	Driver
(OC)	On-Call Reserve	Puderbach, Theresa I.	Laborer
(OC)	On-Call Reserve	Rawls, Matthew R.	Laborer
(OC)	On-Call Reserve	Reed, Carrie A	Laborer
(OC)	On-Call Reserve	Restivo, Mike D	Laborer
(OC)	On-Call Reserve	Richards, Joseph A	Laborer
(OC)	On-Call Reserve	Robinson, Karen W	Laborer
(OC)	On-Call Reserve	Robinson, Nicholas W	Laborer
(OC)	On-Call Reserve	Robinson, Zeb G	Driver
(OC)	On-Call Reserve	Rogers, William T	Supervisor
(OC)	On-Call Reserve	Rolison, Caren R	Administrative

(OC)	On-Call Reserve	Rollison, Jerry D.	Driver
(OC)	On-Call Reserve	Romanelli, Tony W.	Driver
(OC)	On-Call Reserve	Romero, Rogelio F	Laborer
(OC)	On-Call Reserve	Ross, Steven R.	Driver
(OC)	On-Call Reserve	Rousseau, Donnell C	Driver
(OC)	On-Call Reserve	Royals, Tracy L.	Laborer
(OC)	On-Call Reserve	Rudolph, Patsy L.	Administrative
(OC)	On-Call Reserve	Runnels, Eldridge R	Driver/Operator
(OC)	On-Call Reserve	Rydberg, Thomas F	Driver
(OC)	On-Call Reserve	Salazar, Antonio M.	Laborer
(OC)	On-Call Reserve	Sanford, Sierra M	Laborer
(OC)	On-Call Reserve	Sapp, Floyd W	Driver
(OC)	On-Call Reserve	Sapp, Gloria G	Laborer
(OC)	On-Call Reserve	Sargent, Christopher C	Equipment Operator
(OC)	On-Call Reserve	Sawyer, Danny L	Equipment Operator
(OC)	On-Call Reserve	Schnell, Gary L	Equipment Operator
(OC)	On-Call Reserve	Scott, Scott A	Equipment Operator
(OC)	On-Call Reserve	Shadid, Shadeen H	Driver
(OC)	On-Call Reserve	Sifuentes, Debra	Laborer
(OC)	On-Call Reserve	Simmons, Trey D	Laborer
(OC)	On-Call Reserve	Simmons, Vincent J	Laborer
(OC)	On-Call Reserve	Simonen, Bruce	Laborer
(OC)	On-Call Reserve	Skinner, Larry W	Laborer
(OC)	On-Call Reserve	Skinner, Nycole O	Laborer
(OC)	On-Call Reserve	Sloat, Randall L.	Laborer
(OC)	On-Call Reserve	Smith, Arthur C	Driver
(OC)	On-Call Reserve	Smith, Branden M	Laborer
(OC)	On-Call Reserve	Smith, Michael J	Driver
(OC)	On-Call Reserve	Smith, William	Laborer
(OC)	On-Call Reserve	Smith, William C	Driver
(OC)	On-Call Reserve	Snowden, Aaron D.	Laborer
(OC)	On-Call Reserve	South, Andrew J	Laborer
(OC)	On-Call Reserve	Speed Jr, George M	Driver
(OC)	On-Call Reserve	Spiller, Jr., Gary E	Driver
(OC)	On-Call Reserve	Stevens, Joshua J.	Equipment Operator
(OC)	On-Call Reserve	Stewart, Billy G	Equipment Operator
(OC)	On-Call Reserve	Stewart, Cory T.	Equipment Operator
(OC)	On-Call Reserve	Stinson, Roger D.	Laborer

(OC)	On-Call Reserve	Stoddard, Jammie L	Equipment Operator
(OC)	On-Call Reserve	Stoddard, Jeff	Equipment Operator
(OC)	On-Call Reserve	Strong, Larry A	Driver
(OC)	On-Call Reserve	Stump, Mark A	Laborer
(OC)	On-Call Reserve	Suarez, Alfredo G	Laborer
(OC)	On-Call Reserve	Sullivan, Robert D.	Laborer
(OC)	On-Call Reserve	Sutton, Charles	Laborer
(OC)	On-Call Reserve	Swano, Derick M.	Laborer
(OC)	On-Call Reserve	Taylor, Ronnie A	Laborer
(OC)	On-Call Reserve	Terrell, Michael R.	Driver
(OC)	On-Call Reserve	Thomas, Christopher C	Driver
(OC)	On-Call Reserve	Thomas, Steven	Laborer
(OC)	On-Call Reserve	Thompson, Robert W	Driver
(OC)	On-Call Reserve	Tjaden, Johann O.	Laborer
(OC)	On-Call Reserve	Triplett, Joshua D	Laborer
(OC)	On-Call Reserve	Tucker, James L.	Laborer
(OC)	On-Call Reserve	Turbeville, Danielle N	Laborer
(OC)	On-Call Reserve	Turner, Gena M	Administrative
(OC)	On-Call Reserve	Turner, Rachael L	Administrative
(OC)	On-Call Reserve	Turner, Randall L	Driver
(OC)	On-Call Reserve	Utley, Cecelia M	Laborer
(OC)	On-Call Reserve	Utterback, Joshua C	Driver
(OC)	On-Call Reserve	Utterback, Mel W	Driver
(OC)	On-Call Reserve	VanFossen, Joe M	Equipment Operator
(OC)	On-Call Reserve	Villareal, Rick	Equipment Operator
(OC)	On-Call Reserve	Villarreal, Erica	Administrative
(OC)	On-Call Reserve	Wagner, Ronald D	Driver
(OC)	On-Call Reserve	Wallace, Sally	Administrative
(OC)	On-Call Reserve	Warncke, Courtney	Administrative
(OC)	On-Call Reserve	Weed, Christopher M	Equipment Operator
(OC)	On-Call Reserve	Wells, Danny H	Driver
(OC)	On-Call Reserve	Wells, Jason T	Operator
(OC)	On-Call Reserve	White, Charles B.	Laborer
(OC)	On-Call Reserve	White, Justin C.	Laborer
(OC)	On-Call Reserve	Whitman, Cody R	Equipment Operator
(OC)	On-Call Reserve	Whitman, Jimmy L.	Equipment Operator
(OC)	On-Call Reserve	Whitman, Justin M.	Equipment Operator
(OC)	On-Call Reserve	Whitt, Lacy D.	Administrative

(OC)	On-Call Reserve	Williams, Dustin L	Laborer
(OC)	On-Call Reserve	Williams, Lemmie O.	Laborer
(OC)	On-Call Reserve	Williamson, Andy F	Laborer
(OC)	On-Call Reserve	Williamson, Vanita	Administrative
(OC)	On-Call Reserve	Wolf, James J	Driver
(OC)	On-Call Reserve	Wolf, Joy L	Administrative
(OC)	On-Call Reserve	Woods, Rodney D.	Driver
(OC)	On-Call Reserve	Yasinski, Richard L	Laborer
(OC)	On-Call Reserve	Young, William	Driver
(OC)	On-Call Reserve	Zittle, Darren E	Laborer

Proposal
in Response to
City of Richwood
RFP #23-003P
Debris Management and Removal Service

1800 N Brazosport Blvd.
Richwood, TX 77531

Contact Person: Tia Laurie
tia.laurie@ceresenv.com

July 06, 2023



9625 Windfern Road
Houston, Texas 77064
Tel. (800) 218-4424
Fax (866) 228-5636

Table of Contents
RFP #23-003P
Debris Management & Removal Service

Title Page (Page 1 of 50)
Table of Contents (Page 2 of 50)
Texas Certificate of Authority (Page 3 of 50)

Tab	Section	Page
A	Management Summary	
	1 Cover Letter	4 of 50
	2 Core Management Team	5 of 50
B	Proposal	
	1 Debris Management Operations Plan	6 of 50
	2 Mobilization Response Time	24 of 50
	3 Program Standards Statement	24 of 50
	4 FEMA Documentation, Reimbursement and Project Management	25 of 50
	5 Potential TDSRS Facilities	31 of 50
C	Corporate Experience and Capacity	32 of 50
	Contractor's Capacity to Perform Form	38 of 50
D	Qualifications	39 of 50
	1 Key Personnel Resumes	D.1-1
	<i>(excluded from page count per the RFP)</i>	
	2 Employee Certifications	41 of 50
E	References	42 of 50
F	Pricing	43 of 50
G	Conflict of Interest Form	47 of 50
H	Certification	
	Bidder Certification and Addenda Acknowledgment Form	49 of 50



Office of the Secretary of State

CERTIFICATE OF AMENDED REGISTRATION OF

CERES ENVIRONMENTAL SERVICES, INC.
12926006

The undersigned, as Deputy Secretary of State of Texas, hereby certifies that an Application for Amended Registration to transact business in this state for the above named entity has been received in this office and has been found to conform to the applicable provisions of law.

ACCORDINGLY, the undersigned, as Deputy Secretary of State, and by virtue of the authority vested in the secretary by law, hereby issues this Certificate of Amended Registration to transact business in this state under the name of:

CERES ENVIRONMENTAL SERVICES, INC.

Dated: 01/04/2023

Effective: 01/04/2023



A handwritten signature in black ink, appearing to read "Jose A. Esparza".

Jose A. Esparza
Deputy Secretary of State

July 5, 2023

City of Richwood

City Secretary Office
1800 N Brazosport Blvd.
Richwood, TX 77531

RE: **RFP #23-003P - Debris Management and Removal Service**
Due: July 06, 2023 at 2:30 PM CT

Dear Evaluation Committee:

We are pleased to submit the enclosed proposal for the **City of Richwood RFP #23-003P - Debris Management and Removal Service**. Ceres Environmental Services, Inc. is a national leader in disaster recovery and a Government contracting firm capable of providing personnel, equipment, and resources to respond to any disaster event rapidly and efficiently. Our services include debris removal and separation, demolition and hazardous material management, debris reduction and site management, hazard tree, limb and stump removal, and the collection/generation of FEMA-required project documentation. **For example, Ceres mobilized to Richwood, TX following Tropical Storm Nicholas in 2021. Ceres completed the project in one month and managed just over 11,000 CY of storm debris.**

Particularly in Texas, Ceres has a unique and unmatched ability to immediately respond to significant debris generating events with company-owned assets. Our sister company, The Ground Up, operates a 35-acre mulching facility and two other retail locations in the Houston metropolitan area. Much of Ceres' pieces of equipment are maintained and dispatched from our Houston facility, just **1.5 hours from Richwood**. During Hurricane Harvey, the Houston yard converted into a Logistical Staging Area rescuing flooded residents with high water vehicles while simultaneously dispatching equipment for debris clearance and collection. If an event affects our Houston office, Ceres maintains other offices in Houma, LA, Sarasota, FL, Brooklyn Park, MN, and Cameron Park, CA providing us great continuity of operations to quickly step in and assume responsibility for disaster response.

Ceres has responded to clients in Texas impacted by hurricanes, tornados, winter storms, floods and derechos. This along with operating a Texas-based mulching company has helped Ceres build trusted relationships with Texas Division of Emergency Management, Texas Commission on Environmental Quality and Texas Department of Transportation to provide disaster guidance and quickly permit debris sites.

Ceres also maintains a database of subcontractors with **51 pre-qualified, local subcontractors within 50 miles of Richwood** to ensure rapid mobilization during any activation. If awarded, Ceres commits to working with to identify additional MBE, WBE, SBE, and DBE contractors for debris removal, and conducting a subcontractor workshop in Richwood within the first year. Local contractor utilization and keeping dollars in the local community is a cornerstone of Ceres response and long-term operations.

David A. McIntyre, Sole Shareholder and President; John Ulschmid, Vice President; and Tia Laurie, 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 disaster debris management services.

Sincerely,

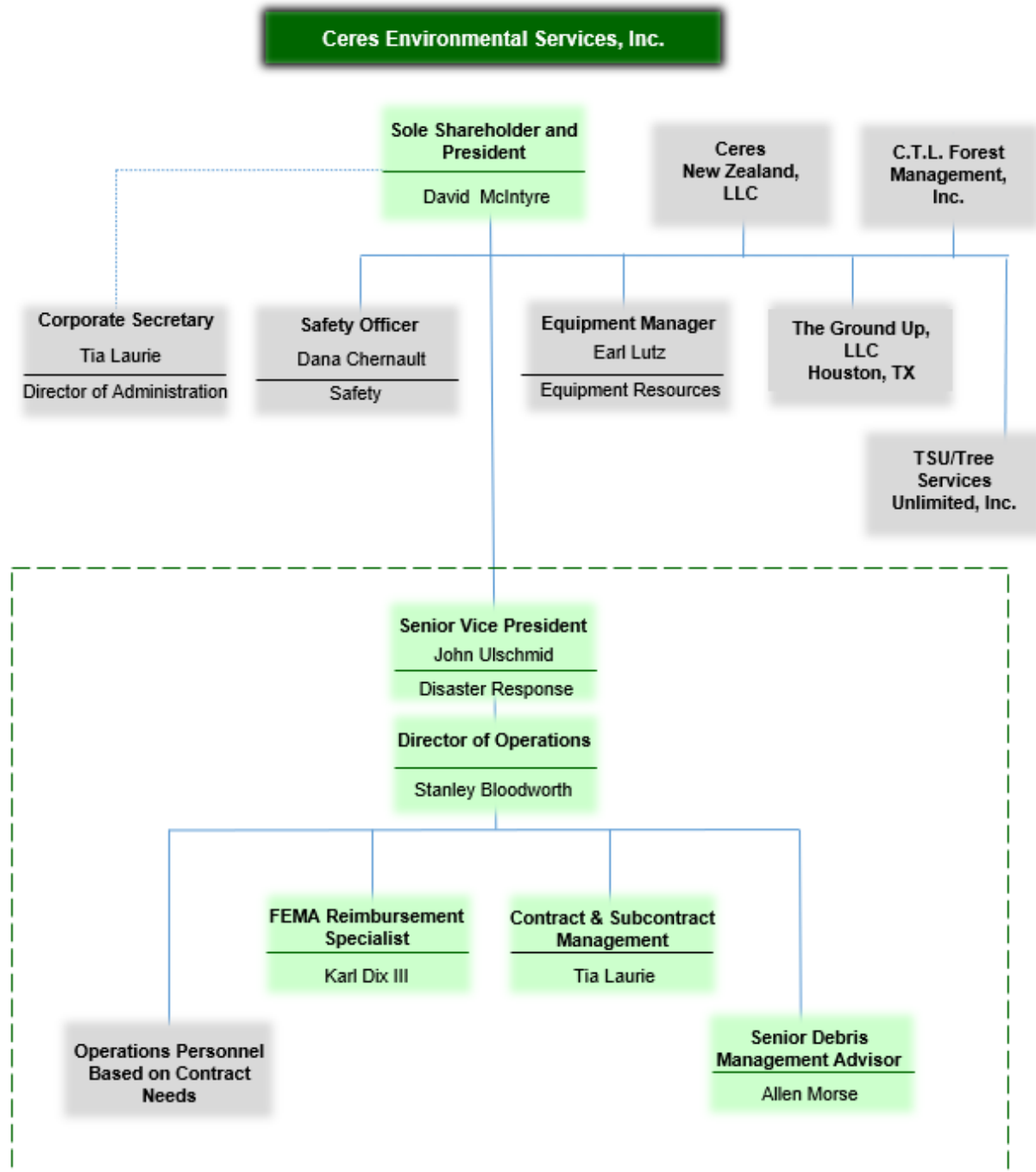


Tia Laurie
Corporate Secretary
Ceres Environmental Services, Inc.

Enc.

A.2 Core Management Team

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



B PROPOSAL

B.1 Debris Management Operations Plan






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






Our Response to You

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

Project Timeline

The following describes the typical workflow between Ceres and Richwood once a contract award has been received until FEMA reimbursement.

Projected Storm Preparation and Response Table		
Today	We are at work at Ceres so that we can respond rapidly and successfully to an event in Richwood. We are zone mapping, doing localized resourcing, and negotiating subcontractor agreements. Ceres has letters of intent from local subcontractors and is pursuing additional pre-arranged agreements with more local subcontractors and vendors. Being proactive in our pre-event planning allows us to give maximum attention to Richwood when the day comes for a disaster response.	
Contract Award	Upon contract award and at the City's request, we schedule a personal visit by a Ceres Project Manager. The purpose of this visit is the personal introduction of the key members of each party's team, discussion of the planning, training, and disaster response preparedness needs of the City. During an event, a Project Manager will be assigned only to Richwood and will be available to the City 24 hours per day, 7 days per week.	
Planning and Training	If included in the contract, Ceres will provide training to designated City personnel as agreed. The company also continues its Pre-Event planning as it reviews local subcontracts, makes plan changes as necessary and keeps an eye on the weather. Typically, Ceres monitors the National Weather Service forecasts and several subscription services to keep us aware of tropical storms and hurricanes.	
Pre-Storm Mobilization	When a storm in your area is imminent, Ceres acts quickly so that road clearance and debris removal operations can begin as soon as the storm subsides. At your request, if conditions permit, your Ceres Project Manager, or other Ceres professional, will join Richwood personnel in the EOC and help prepare for storm impact and recovery.	
Landfall	Once the immediate threats are past, the on-site Project Manager will work directly with City officials as we begin our disaster response efforts. Our pre-arranged subcontractors will begin readying equipment for registration.	

Cut and Push	The Ceres Project Manager will ensure that City needs are being met in order of priority. Local subcontractors and equipment will begin any necessary road clearance operations and will begin staging efforts for right-of-way debris removal.	
FEMA Records and Data Management	Ceres will assist Richwood on an as-requested, as-needed basis to ensure that records are kept and maintained to provide maximum allowable reimbursement to the City.	
Fully Operational	The necessary trucks will be in place to continue debris removal in an orderly fashion. Local subcontractors will be deployed to the maximum extent possible, and the Ceres debris removal operation will be fully operational on this day.	
First Pass Complete	At the end of the first pass of debris removal time would be allowed for residents to bring additional debris to the curbside. Crews would begin ramping up to start the second pass. Additional tasks, such as hazardous tree removal, hazardous stump removal, and other similar scopes of work may be implemented.	
Second Pass Complete	Debris removal operations would be well in hand. Hot spot crews would continue to cleanup any debris that has time or safety constraints. The vast majority of storm debris would be cleaned from the rights-of-way. The Ceres Project Manager would begin focusing on project completion procedures.	
Final Pass Complete	Debris removal operations would be 100% complete. The Ceres Project Manager would remain in constant contact with Richwood personnel, but daily presence may not be needed by this time.	
Site Reclamation	After debris hauling activities have ceased, all debris on any Debris Management Sites (DMS) will be processed and/or removed. The sites will then be graded and restored, usually by seeding with grass.	
Ticket Reconciliation	Ceres performs ongoing ticket reconciliation with subcontractors and Richwood so that databases of debris hauled match as closely as possible. After all debris has been hauled, all truck ticket databases are reconciled to close out the financial records of the project.	
Invoicing	Following reconciliation of the truck records, a final invoice will be delivered.	
FEMA Reimbursement	Ceres will work with the City following the completion of the field work, on an as-requested, as-needed basis to ensure maximum allowable reimbursement.	

Contract Performance Phases

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

Post Award Phase

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



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

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

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

Planning and Training Phase

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

- How Many Jellybeans in the Jar: Estimating Debris
- The FEMA Paperwork Process: From IDA to PW and All Points In Between
- Continued Growth: Changes in FEMA Policy
- Recent Legislative Changes
- Know Where to Look: Additional Funding Mechanisms for Debris
- Keeping It Between the Lines: Working with Regulatory Agencies for Debris
- Tipping Point: Determining Your Force Account Capabilities or When Will I Need Help
- FEMA Eligibility: What a "Good" Contractor Will Tell You
- Behind the Curtain: Becoming a Ceres Project Manager
- Tricks of the Trade: Tough Lessons Learned from 45+ Years of Experience
- Document, Document, Document: Debris Monitoring

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

Alert Phase

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

Alert 1: Category I & II Hurricanes

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

Alert 1 activity includes, but is not limited to:

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

Alert 2: Category III, IV, or V Hurricane

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

Alert 3: All Other Sudden Impact Events

Sudden Impact Events include earthquakes, ice storms, tornados, man-made, technological events, and terrorist activities. These events do not allow for a forecast or pre-positioning the Project Advance Team. Ceres pledges

to the City to have a representative physically present within 12 hours of notification to respond to Sudden Impact Events.

Mobilization Phase

Ceres is expert at rapidly mobilizing its team and its equipment as well as key subcontractors to provide the City with the necessary resources as quickly as possible. Ceres recognizes that in order to minimize the financial damage to a community, cleanup activities must begin rapidly and proceed without delay.

Pre-Landfall Activities

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

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

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

Project Advance Team

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

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

Contractor Mobile Command Center

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

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

Satellite

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



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

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

FirstNet

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

Life Support and Fuel Supplies

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

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

Debris Management Sites (DMS)

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

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

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

- **Environmental Protection Plan**
- **Dust Control Plan**
- **Traffic Control Plan**
- **Site Safety Plan**
- **Fire Prevention Plan**
- **Production Plan**
- **Other plans may include** Truck Routes and Access; Site Staffing and Assigned Duties; Debris Separation and Hazardous Waste Handling plans.

DMS Construction Timeline

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



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

available on site within 24 hours of notification. Additionally, portable truck scales may also be requested at the direction of the City.

Emergency Roadway Clearance and Debris Removal Phase

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

Emergency Road Clearing-Cutting and Pushing Public Right of Ways

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

Cut and Push Crew typical configuration is:

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

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

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

Debris Collection

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

A typical crew will be comprised of:

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



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

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

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

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

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

Hazardous Tree, Limb and Stump Removal

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

Flooding

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

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

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



Flood debris from 2016 Louisiana Floods

Ceres has a special hazardous materials (HAZMAT) team that specializes in preventing the spread of contamination and infestations of rodents in areas that were flooded. From past experience, Ceres knows that these areas are prone to contamination from sewage, agricultural run-off, mold, and chemicals, they are also prone to rodents. Ceres plans to concentrate heavily on these areas in order to limit the spread of contaminants

and to limit the breeding of rodents and pests. Once the determination is made in conjunction with local officials and the EPA, if applicable, Ceres will utilize its special teams to target these areas.

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

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

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

Certification of Maximum Volume Capacity of Hauling Trucks/Trailers

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



Placarding a truck.

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

Work Locations

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

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

Field Management

Regular and effective communications are critical to the rapid dissemination of appropriate and accurate data to both the City Management Team and the Ceres Management Team. As the project progresses, the needs of the

City may change and resource requirements may need to be reassessed. The original plan, therefore, may need to be modified. In order to ensure effective and efficient execution of all field work, the Ceres team, from Site Managers up to the Project Manager, will meet on a daily basis. The Project Manager is responsible for coordinating the daily scheduling and dispatch of cleanup crews with the City and will meet with the designated representative on a daily basis. The Site Manager is responsible for management and operation of a reduction site, loading sites or any other work site. The Site Managers report directly to the Sector Manager, who reports to an Area Manager, who reports to a Project Superintendent, who reports to the Project Manager. Depending on the scale of a disaster, the number of managers assigned to the Ceres Team will vary depending on local conditions. Foremen at the reduction site(s) and for the collection and hauling activities are responsible for crew supervision and report to the Site Manager.

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

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

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

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

Scheduling Control Debris Collection

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

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

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

Project Manager

The Project Manager (PM) will serve as the principal point of contact between Ceres and the City Operations Manager. The assigned PM will be knowledgeable about all facets of Ceres' assigned tasks and will have

executive project responsibilities. The PM will have written authority to sign for the corporation in matters relating to this project and the City.

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



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

Field Supervisors/Crew Leaders

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

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

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

- Cycle Times of Trucks
- Loads per Hour
- Production

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

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

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

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

Description of a Typical Workday

It will be the responsibility of the Sector Manager to schedule and coordinate the location of a particular crew and equipment necessary for its job function to its location through direction to the Field Supervisors. This will take place through schedule planning from the previous day. The Field Supervisor will notify members of the crew of the start time, specific job function, and location where he/she is to report. At the beginning of the day each field employee will sign in a daily time sheet, the location according to zone (if the zone changes during the course of the day the employee will document the new location), the phase of work he/she is performing, and the unit

number and beginning hours of the piece of equipment that he/she is operating (if applicable). The employee responsible for loading trucks and truck drivers will keep a running tally of the loads they complete from each particular zone over the course of the day. It is then the responsibility of the field employee to perform an inspection of the piece of equipment and inform the crew Foreman so corrective actions may be taken. The inspection will be documented on a punch-list that is supplied on the employee's daily report. After inspections and documentation are complete, the crew will begin removing the debris from their zone assigned.

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

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



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

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

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

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

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

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

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

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

Geographic Area Management

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

Debris Management Sites (DMS)

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

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

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

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

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

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

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

Inspection

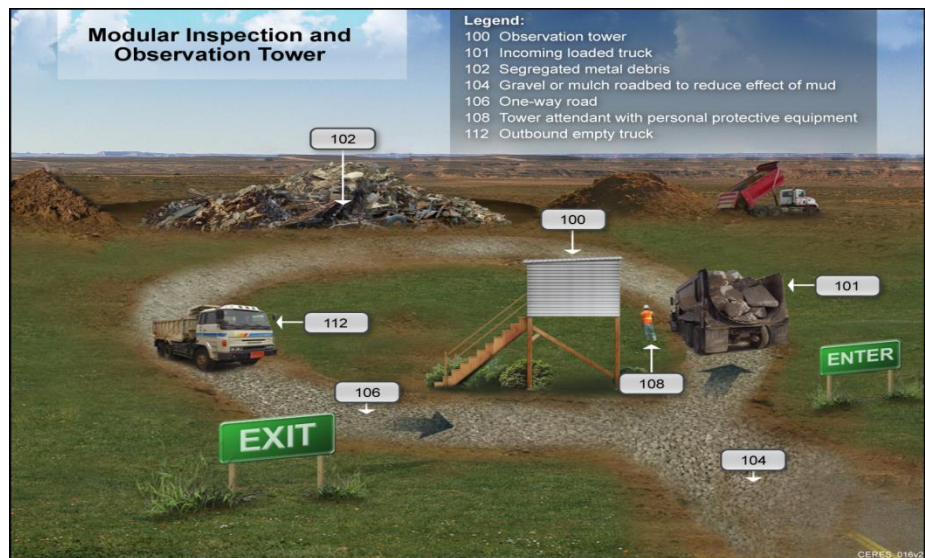
DMSs will be the point of inspection and load volume estimation by the City or their designated representative. Inspection towers will be used to observe and record all trucks entering and leaving the DMS and document their loads. The tower will be 10 feet above the existing ground elevation, with a wooden handrail and steps to provide access and constructed of pressure treated lumber. The floor area will be 8'x8', constructed of 2'x8' joists, 16" O.C. with 3/4" plywood supported by four 6"x6" posts. The perimeter of the floor area will be protected by a 4' high wall constructed of 2'x4" studs and 3/4" plywood. The entire floor area will be covered with a corrugated tin roof. The roof will provide minimum 6' 6" headroom below the support beams. The inspection tower will be large enough to adequately accommodate a minimum of three people simultaneously.

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

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

The Monitor will determine the capacity of the truck and estimated load volume (percent capacity) and evaluate the load for contaminants requiring separation. The Monitor will instruct the driver regarding the appropriate dump location at the site and will verify the truck is completely empty following dumping. The Monitor will complete the load ticket presented for each load delivered to the site.

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



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

Load Tickets and Reporting

Ceres uses preprinted, five-part carbonless, color-coded load tickets. The tickets are available for use on this project if approved by the City. Each ticket has a unique serial number and ample space to record information such as: contractor, date, truck number, load size, driver, and type of material, origination, dumpsite, time, GPS Location, and inspector. Ceres uses a custom Access database program to record ticket information. The entry screen follows the format of the load ticket which greatly speeds up data entry. Tickets are easily verified and combined with a truck inspection table contained in the same database. One data entry clerk with minimal training

can enter 700 load tickets (the equivalent of about 21,000 cubic yards) per day. Access also contains powerful report features that aid in ticket reconciliation and truck verification. Data is easily converted between Excel and Access for reporting purposes.

Material Separation

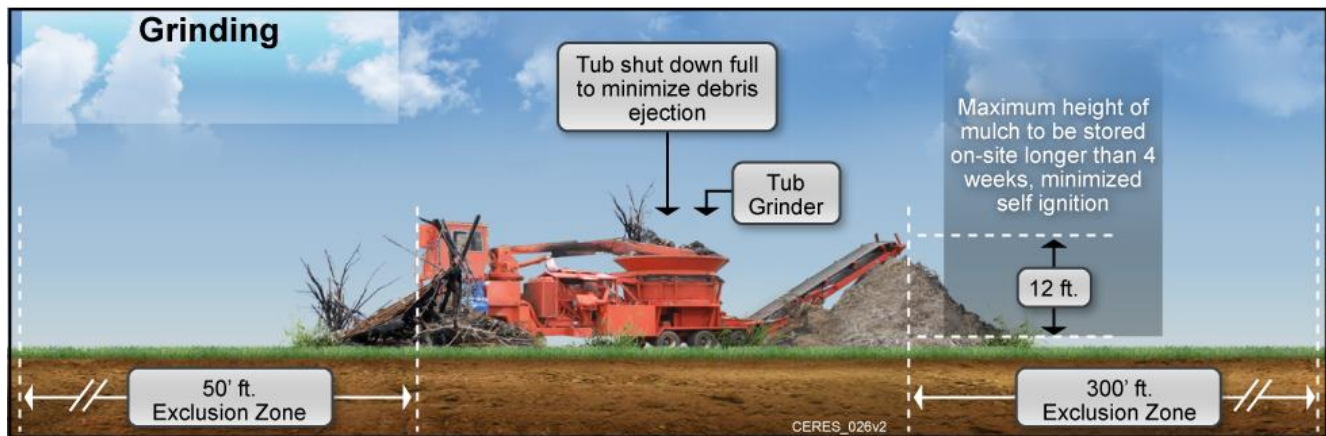
Due to the nature of these operations, material separation is required in order to properly and efficiently process debris. Collection crews will separate non-grindable debris to the maximum extent possible during collection and loading operations. The inspection tower will also assume responsibility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

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

Volume Reduction by Grinding

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

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



Volume Reduction by Burning

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

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



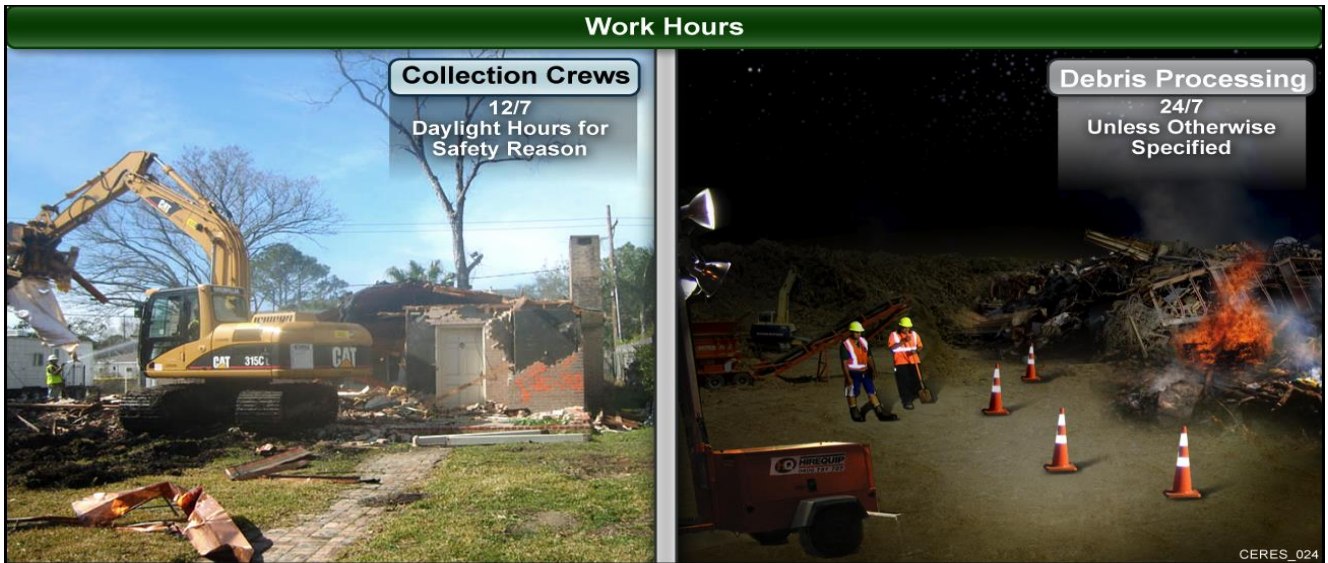
Final Disposition

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

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

Work Hours

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



Traffic Control

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

Site Restoration

The Site Restoration and Environmental Survey Plan will ensure that restoration of the site will meet the owner's requirements and local regulations. In addition to site cleanup and removal of all debris, the Restoration Plan will include requirements for achieving ground cover through topsoil and seeding specifications. Other requirements

may be mandated by the Erosion Control Plan, such as maintenance of straw bales, retention ponds, or erosion control fencing until ground cover is established. An outside independent party may be employed to conduct a post utilization environmental survey in order to ensure satisfactory site conditions. Site closure is normally accomplished within 30 days of receipt of the last load of disaster related debris.

Demobilization Phase

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

Debris Training Program Description

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

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

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

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

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

Initial Training Requirements

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

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

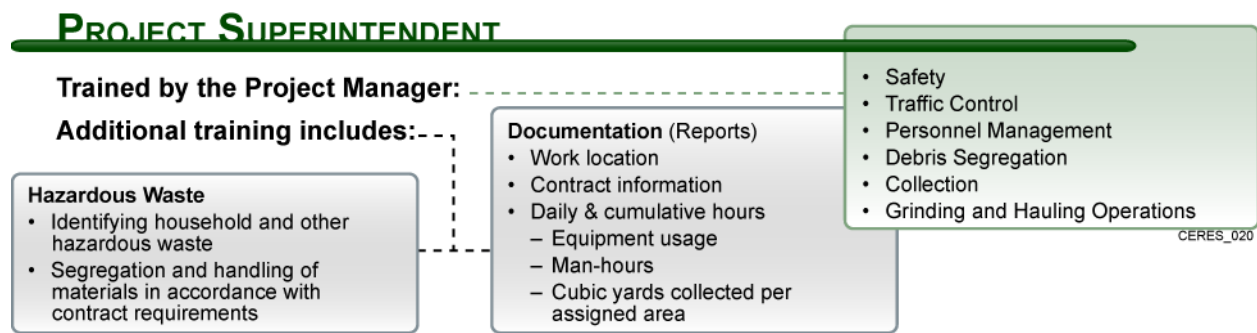
Training Program Description

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

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

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

Job Descriptions that require specific training are as follows:



GRINDING/BURNING SITE SUPERINTENDENT

Trained by the Project Manager:

Additional training includes:

Hazardous Waste

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

Documentation (Reports)

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

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

CERES_021

FOREMAN

Trained by the Project Manager or Site Superintendent:

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

CERES_022

CREW LEADER, TRUCK DRIVER, OPERATOR, LABORER

Pre-skilled in functional areas, Separate training and evaluation

Additional project specific training includes:

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

CERES_023

Potential Scenario

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

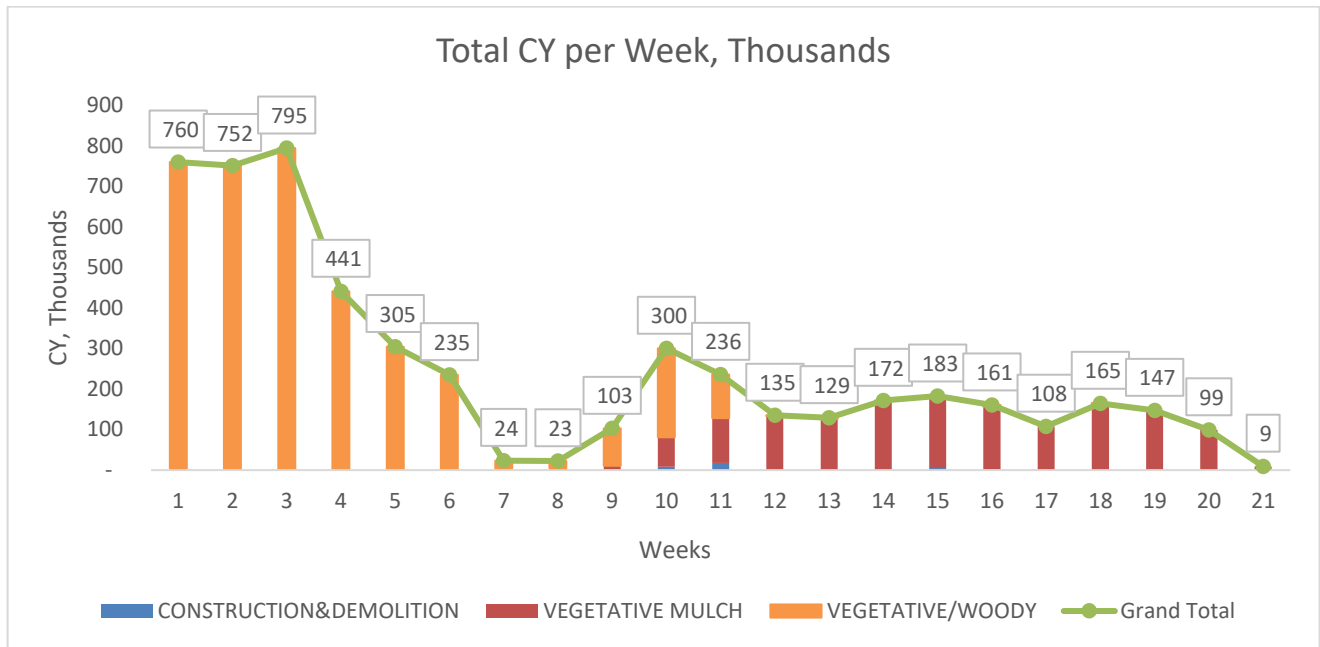
“...Your representatives and employees were cooperative and responsive to our suggestions and requests regarding the progress of the cleanup. **Our town was cleaned up in an amazingly short time and our residents were very thankful.**”

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

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

As the severity of an event increases, the physical scope of work of a project will grow. A major event will require a wider variety of services, and it will also require a more complex response with a corresponding higher level of management attention. All projects, from an Event Type 1: Spot Job – Localized, or large such as Event Type 7: Catastrophic Event – Total Management –City-wide will require some basic services including debris loading and hauling. The physical actions of loading debris, cutting trees, hauling debris, reducing debris, managing and closing out a site are similar on small and large events. The larger events also may require additional services including life support (water, ice, food), and as mentioned, the logistics and management abilities required on a larger event are at a higher level. Ceres is qualified to handle all events, large and small, as shown by our successful operations in each of the over 300 FEMA-reimbursed projects we have managed, whether Ceres handled over 13 million cubic yards of debris or less than 10,000 cubic yards of debris.





Ceres Production Curve: Total CY Average per Week

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

The following describes a projected scenario and detail projected quantities and production rates. A visual of hauling production in cubic yards on a previous project performed by Ceres illustrate Ceres' ability to perform the scope of work outlined in the RFP. The graph is a rough illustration of vegetative and construction and demolition debris and may use rounded numbers. The graph does not include stumps, white goods, and other types of materials. Severe one-day drops in production usually indicate a "weather day" of zero hauling for safety reasons.

It is important to note that production rates vary for several reasons. In many cases, the rate of hauling is determined by how quickly citizens bring debris from private property to the curbside. Production rates in an event in Richwood will vary depending on the actual storm event and physical conditions, and also depending on the City's wishes, which may relate to how quickly residents can bring material out of their yards to the curbside. Generally, Ceres has the capacity to perform more rapidly than is preferred by the local government.

Disaster Event – Widespread or City-wide

Ceres Headquarters Office Location: Houston, Texas permanent office with mobile Richwood office

Number of TDSR Sites: up to 1

Location of TDSR Sites: To be determined

Size of TDSR Sites: 5 to 10 acres

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

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

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

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

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

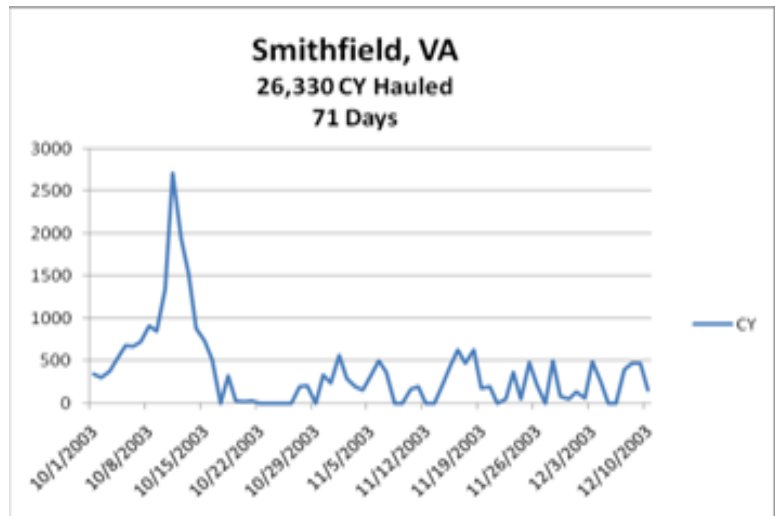
Expected Management and Supervision Staff: 1 project manager, 1 superintendent, 1 foreman, 1 project accountant

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



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

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



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

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

B.2 Mobilization Response Time

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

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

B.3 Program Standards Statement

Ceres Environmental Services, Inc. will meet all program standards as provided for in the City of Richwood's Debris Management Plan.

B.4 FEMA Documentation, Reimbursement and Project Management

From experience on over 300 FEMA-reimbursed projects, Ceres Environmental Services, Inc. knows that accurate and organized recordkeeping and reporting is vital to the successful completion of a project and full FEMA reimbursement. To meet this need, Ceres starts with training and education covering changes in FEMA rules, regulations and policies with follow-on topics including debris management planning and review. During the project, Ceres works to ensure debris eligibility and proper documentation for NTPs, work orders, debris site permits, truck certifications, load tickets, tree tickets, haul out tickets and final disposal locations. After the project is complete, Ceres assists in project closeouts with State and FEMA, supports clients through FEMA Requests for Information (RFIs), OIG audits and arbitration, attends post-project briefings, and provides lessons learned and recommendations for the next project. This careful attention to FEMA rules, regulations and policies, compliant documentation and strict internal quality control procedures serves to protect City of Richwood's FEMA reimbursement and future budgets. **Throughout Ceres' history, no client has been denied reimbursement for eligible work Ceres has performed.**

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

Training

The Ceres Pre-Event Training Program covers a wide array of disaster topics and is tailored specifically to the City's needs and education. Topics focus on three different timelines to better understand the entire contract life cycle:

- What can we do today?
- How do we respond to the event?
- Where do we go from here?

These timelines allow Ceres to develop a Pre-Event Training Program based on the specific needs and education of each client. Clients with little or outdated debris experience may want to focus on debris planning or Richwood-Ceres response immediately following an event. Conversely, clients with recent and repeated experience from 2016 and 2017 hurricane seasons may want to focus on project documentation after a debris project is complete. Below, we break down each of the three timelines to expand on the Ceres Pre-Event Training Program.

What can we do today?

Ceres routinely works with clients on what can be done today in clear skies. The topics are:

- **Disaster Debris Management Planning**
 - Review of existing Emergency Operations Plan and Disaster Debris Management Plan – Using FEMA's Debris Management Plan Job Aid, Ceres reviews existing debris management plans for the 10 basic elements of a comprehensive plan. Further still, Ceres offers internal lessons learned from past projects to bolster the effectiveness of the plan and uses other Federal and State guidance as an additional check, including U.S. EPA's *Planning for Natural Disaster Debris*.
 - Draft a Disaster Debris Management Plan – Ceres personnel have written tens of disaster debris management plans for local governments, State governments and the U.S. Army Corps of Engineers. Recently, following Hurricane Dorian, Ceres wrote the disaster debris management plan for the Commonwealth of the Bahamas which was also adopted by the United Nations Developmental Programme, Caribbean Region.
 - Disaster Debris Management Plan Workshop – Ceres provides a classroom-style training covering the various planning considerations for the emergency push operations, debris estimating/preliminary damage assessments (PDAs), debris collection strategies, locating and identifying temporary debris sites, pros/cons of different debris reduction methods, final disposal options, debris monitoring, OSHA compliance and safety, environmental protection, historical preservation (Section 106 compliance) and countless others.
- **Changes in Federal and State Guidance**
 - Continued Growth: Changes in FEMA Policy – Ceres provides classroom-style training to highlight changes, or considered changes, in FEMA rules, regulations and policies. During past trainings, Ceres has focused on changes in FEMA procurement policies, introduction of the Public Assistance Program and Policy Guide and recent Disaster Specific Guidance from hurricanes Harvey, Irma, Maria, Florence and Michael.
 - Recent State Legislative Changes – As States gather more experience, their response mechanisms often change. Recently, Ceres gave a presentation to the American Public Work Association, Texas

Chapter regarding the recent State legislative changes and the implementation of the State's new Catastrophic Debris Management Annex.

- Know Where to Look: Additional Funding Mechanisms for Debris – Ceres expands on little known or understood alternative Federal grant programs that offer additional funding for debris through NRCS, FHWA, USACE, USDA, USDOL and HUD.

How do we respond to the event?

The Ceres goal with each client is to develop a partnership that seamlessly integrates two diverse teams to realize a quick and organized debris management project. To achieve this goal, we say how do we respond in an event? The topics are:

- **Tabletop Exercises** – Ceres offers and/or participates in disaster exercises with clients to better understand the client's disaster response mechanisms. When developing exercises for a client, Ceres addresses the highest client-specific disaster risk, i.e. hurricanes or tornadoes. The exercises include pre-event activities leading up to disaster impact, immediate response following the aftermath of the disaster and subsequent transition to long-term debris operations. Throughout the process, Ceres uses sealed manila envelopes to surprise participants with various debris related issues, such as a damage to a curb stop by a debris hauler, debris site is full and require an additional site, etc.
- **Tricks of Trade: Tough Lessons Learned from 45+ Years of Experience** – Just over the past 4 years, Ceres has responded to 100+ federal-funded contracts, performed over \$500mil in projects, and worked in 3 distinct islands groups in the Caribbean and across the U.S. With those experiences, Ceres has learned a lot. This classroom like training covers those experiences and how we currently adapt the lessons learned into our ongoing and future operations. Two such topics include private property debris removal requests and commercial debris removal requests, both of which Ceres has extensive experience assisting local FEMA funding
- **Communication with a Displaced Population: How Can We Do It?** – This is a classroom-style training with breakouts into teams to develop catch phrase and different ways to communicate to the City's residents. Ceres focuses on different methods of communication with shelter-in-place, evacuated and displaced residents while developing content that expedites debris removal and fits Richwood's recovery timeline. During the training, Ceres provides sample videos, radio advisories, newspaper articles, door hangers, mail inserts, social media posts, etc.
- **Document, Document, Document: Debris Monitoring** – Accurate and compliant documentation is critical to FEMA reimbursement. In this classroom-style training, Ceres discusses debris monitoring in each phase of a debris management projects and what information is critical to FEMA reimbursement. We look at technological advances in debris monitoring like automated debris management systems and discuss critical elements of a 214 Activity Log, truck certification, load ticket and tree ticket.
- **Back to the Basics: Debris Management 101** – This is a classroom style training focused on providing inexperienced client personnel with an introduction to debris management operations.
- **Keeping It Between the Lines: Working with Regulatory Agencies for Debris** – Numerous State and Federal agencies and departments have a role to play in a debris removal project. This classroom style training focuses on various debris guidance from OSHA, EPA, EHP
- **Behind the Curtain: Becoming a Ceres Project Manager** – In short, this is the training Ceres offers to incoming and returning project managers. This helps client personnel understand the considerations Ceres uses when establishing zones, assigning and dispatching trucks, selecting and constructing temporary debris management sites, closing out zones, remediating damage and wrapping up a project.

Where do we go from here?

The topics are:

- **After Action Reports/Meetings** – Ceres is a very big proponent of after-action reports and meetings. What did we do well? What did we do poorly? Ceres brings an honest and introspective view to Ceres operations and the debris project as a whole. Since 2016, Ceres has expanded different elements of internal operations based on action items from these meetings. For example, following hurricanes Harvey, Irma and Maria, Ceres invested in more knucklebooms and grinders to insulate the company from subcontractor no shows and skip outs – unless your name is on the side of the truck, you cannot guarantee a response time. Ceres name is on the side of those trucks.
- **Avoiding the Disaster After the Disaster: Your FEMA Reimbursement** – Ceres focuses heavily on ensuring our clients are reimbursed for all disaster debris work performed. Topics vary depending on the audience (Finance vs. Procurement vs Public Works) and the knowledge level but can include the following.

- Procurement Conducted Under Exigent of Emergency Circumstances (FEMA Fact Sheet)
- Elements of a Project Worksheet (FEMA Fact Sheet 9580.5) – Ceres discusses various elements of Project Worksheet and focusing largely on damage description, scope of work, cost estimate, contract documentation and materials back up documentation.
- Closing out debris projects with the State – Ceres helps package critical and frequently requested debris documentation in a usable and easily retrievable format.
- Preparing for an OIG Audit – Ceres reviews past FEMA OIG entrance questionnaires and pulls recent OIG reports to better understand debris issues and pitfalls to local government responses.
- Responding to FEMA RFIs – Ceres routinely helps clients gather documents and develop responses to FEMA Requests for Information.
- Ready for Arbitration – On a few occasions, Ceres clients have run the course with FEMA RFIs and opted to head into arbitration. Ceres assists clients and their legal representation in developing arguments to successfully win arbitration hearings.

Reimbursement Assistance

Ceres has experienced personnel trained in providing the necessary documentation and assistance in the preparation of reimbursement claims for the City. If requested, Ceres will provide the City with turnkey services or guidance and technical assistance to ensure proper preparation and submittal of claims for reimbursement and other available funding. Our FEMA reimbursement liaisons have supervised and trained personnel on disaster response and relief efforts in New York following 9/11 and on subsequent events including Hurricanes Ian, Ida, Laura, Delta, Sally, Michael, Irma, Maria and Florence. We can help a local government make certain that federal funding approvals are followed by timely reimbursement.

Program Management Assistance

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

- Developing Preliminary Damage Assessment (PDA) for Submittal to State and FEMA
- Emergency Work Definition and Application to Richwood (Category A and Category B)
- Permanent Work Definition and Application to Richwood (Categories C through G)
- Assistance with Applicant's Briefing
- Identifying Expenditures Eligible for Reimbursement
- Review of Scope of Work
- Recovery Process Documentation
- Recovery Process Oversight
- Force Account Labor Assistance
- Preparation of Project Worksheet (PW)
- Review of records system for applicability to State and Federal Requirements
- Orientation and training of client personnel on documentation requirements
- Assist in the establishment of the "Clerk of Records"
- Claim Documentation
- Public Service Announcements

Documentation – Field Operations

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

Ceres often provides these forms to clients during disaster response projects. For example, Ceres performed debris removal for Indian River County following back-to-back hurricanes Matthew and Irma in 2016 and 2017. Since the County performed its own monitoring, Ceres brought its own truck certifications, load tickets, and other required forms for the County monitors' use. During project closeout, Ceres scanned all truck certification and load tickets and provided back to the County for recordkeeping. Lastly, Ceres has transitioned its time and materials logs for emergency debris clearance to mirror an ICS Form 214 more closely. This is the standard ICS form used in emergency management to log activities performed by various ESFs. By mirroring this form in our own activities, Ceres can more seamlessly assimilate into City of Richwood's emergency response functions and quicken PW development and cost tracking.



In addition to its proprietary forms, Ceres is also familiar with the sample forms included in the 2021 version of the Public Assistance Debris Monitoring Guide and the guidance provided by the Public Assistance Program and Policy Guide (PAPPG v4). These FEMA publications provide guidelines for debris management from preparation to concluding response and offer multiple sample forms for use during monitoring, including load tickets and truck certifications.

Ceres is also intimately familiar with PAPPG, Title 2 of the Code of Federal Regulations (CFR) Part 200 Procurement Standards, the Procurement Disaster Assistance Team Field Manual (2019 version) and other pertinent FEMA policy guides, fact sheets, and disaster specific guidance. Ceres maintains this information in a central repository to quickly compare policy guide revisions and distribute it to clients. When FEMA transitioned from 44 C.F.R. 13.36 to 2 C.F.R. 200, Ceres and its attorney wrote a crosswalk article highlighting the changes from one set of regulations to the other (The Construction Lawyer, Volume 36, Number 4, Fall 2016, Emergency Contracting: Avoiding a Disaster After the Disaster). In short, Ceres has access to and understands the various rules, regulations and policies required to meet FEMA reimbursement guidelines.


Ceres has recently expanded its field operations reporting with the latest ESRI GIS software suite, ArcGIS 10.7TM. Ceres is able to create sector, zone and subzone maps to augment completion of PDA Forms, provide better estimates of debris quantities/types, track the progress of debris collection operations and help closeout zones/subzones. In totality, ArcGIS helps create a common operating picture between Ceres, its various department and the City. ArcGIS has become an integral part of Ceres overall operations and is developing a common operating picture within Ceres and among our partners.

To highlight the importance of ArcGIS, Ceres recently implemented the software suite during Ceres' completion of CalRecycle's Camp Fire debris removal project, as well as for ongoing operations in Abaco, Bahamas from Hurricane Dorian. Ceres can tailor forms and reports with each project to capture required information and help create an administrative record to protect the City FEMA reimbursement. A screenshot of a sample report is provided on the previous page; complete copies are available upon request.

Documentation – Administrative

Tickets and Truck Certification Forms are the foundation of the major expenses on most projects. Tickets are designed in several versions depending on what information is required. Tickets may track debris by cubic yard, tons, each, or load. The debris stream may also influence the ticket form that is selected for any particular project phase. Truck Certification forms are also critical documentation that must be accurately and carefully recorded. These forms are carefully structured to ensure that all necessary information, as required by FEMA, is recorded. FEMA requires signed truck certification forms for every vehicle hauling on the project and a signed dump ticket for every load. Ceres supplies these 5-part carbonless forms if the City wishes.

Ceres has developed a powerful custom database that links key components of documentation including the truck certification database, ticket database, and the database containing all of the images of each individual ticket and the truck certifications. Ceres' ticket database has been in use for more than 10 years and is easily modified to meet the varying needs of our clients. The database is also designed to make data entry easy. One data entry person, with minimal training, can enter over 700 tickets per day. Drop down selections, short cuts and static




Quality Control Form

Debris Removal

Submitted Time: 10/05/2019 7:01 AM

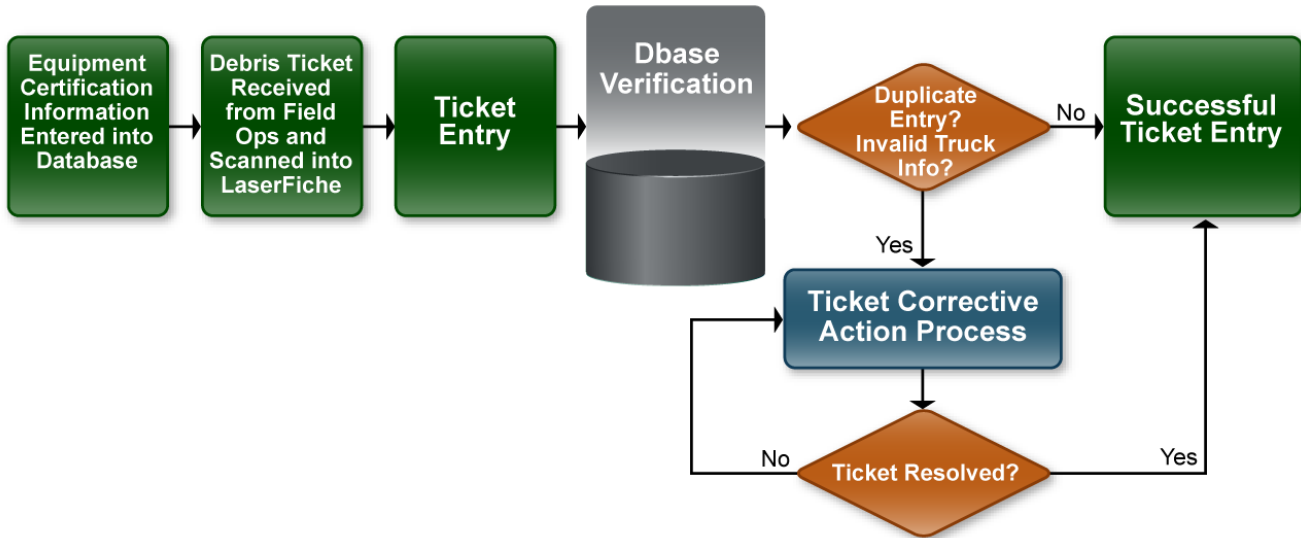
APN: 058-520-009-000

Address: 058-520-009 BARDEES BAR RD

QC Name	Mike Randall	
SUB	P31	
TF	9	
Weather Conditions	Weather Class	Class A
	Min Temperature	45
	Max Temperature	70
	Precipitation	0
Unique Features	Yes, Steep rutted driveway to top site	
Access	Poor up top, bottom is good.	
Rock	Yes, 3 loads on driveway	
Proximity to Stream or Watershed	Neither	
Walls or Chimney	No	
Multiple Outbuildings	No	
Vehicles	Yes, 1 pick up truck	
Pool	No	
Fencing	No	
Property Progress	Start: 60, End: PFI	
Picture #1		

information retrieval make data entry fast and accurate. The system does not allow entry of duplicate tickets thus preventing duplicate billing and duplicate payments. The system does not allow a ticket to be entered with an amount that exceeds the certified load amount of the truck. Additional features of this custom software make it flexible enough to record data that is known to be required for a particular circumstance or project. Ceres maintains separate databases for each project to ensure that data integrity is maintained.

Each completed truck certification form and each load ticket are electronically scanned at the field office and then transmitted to an imaging database located on a secure Ceres server outside the disaster area. The scanned information is then retrieved by our data entry staff and entered into the appropriate project database under normal office conditions. Database rules require that first the truck owner (Ceres or one of its subcontractors) and then the individual truck be established in the database before the system will accept any load ticket information for that truck



Ceres 00

This flow chart illustrates the data flow and system logic for handling completed load tickets. The system will check for a non-duplicate ticket number, a valid truck number and that the load does not exceed the verified capacity of the truck before information will be saved in the data base.

Ceres has taken great care to develop both policies and procedures that can be consistently applied to every project. The Ceres “Data Entry/Accounting Procedures” manual is used to provide guidance to our data entry personnel, so all data is entered in a consistent manner to ensure data integrity. This extra planning makes the implementation of a project easier and faster. Additionally, the use of advanced communication technologies, such as wireless and satellite internet connections; cell phones with voice, data and text; and electronic imaging of paper documents, allow Ceres to simultaneously manage multiple projects, in multiple states. All reimbursable activities under a particular contract, for example, stump removal, operation of hourly rate equipment, and personnel hours, are recorded by our operations staff.

At any time, Ceres’ image databases (images include both tickets and truck logs) are available to all our governmental customers as password protected read only files on the internet. The data has been used for audits by such Federal agencies as the U.S. Army Corps of Engineers.

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

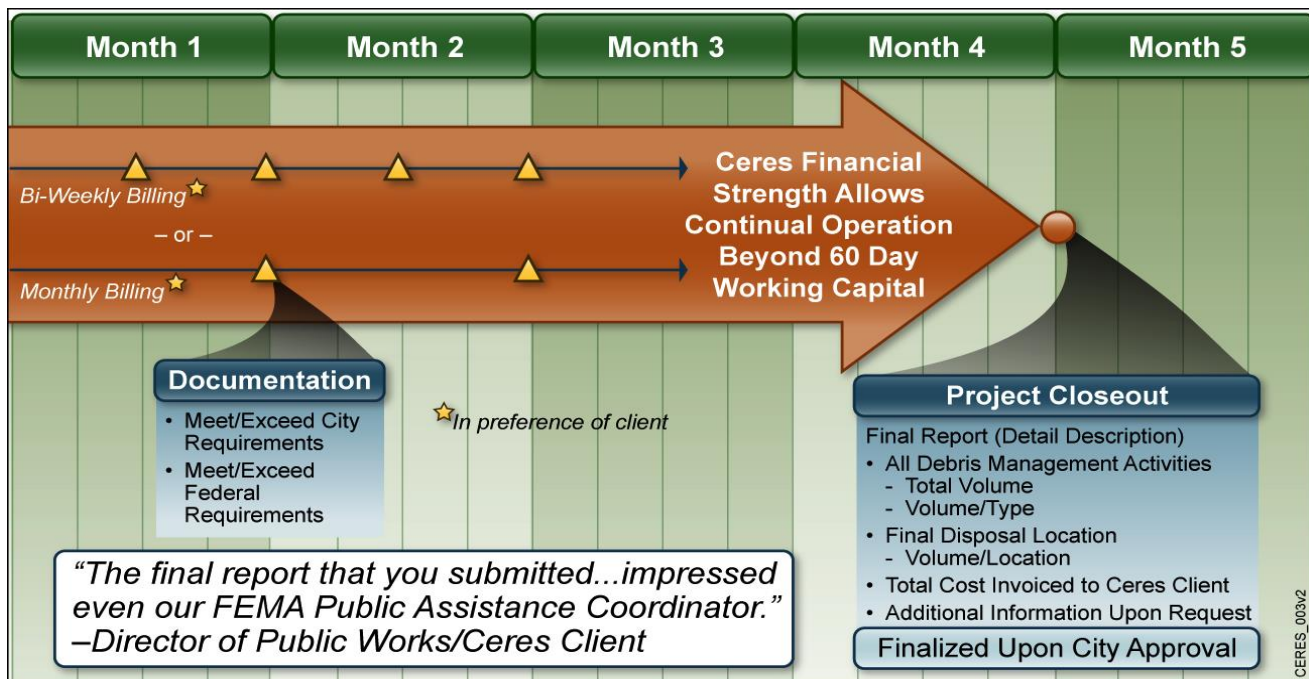
Both standard and custom reports can be generated from Ceres databases. These reports are used to invoice work performed to the Client, to pay subcontractors, and to provide management/field operations with production reports. This information is readily shared in a variety of formats.

Invoicing

Ceres can invoice the City on a weekly, bi-weekly or monthly basis and in any format the client or a client’s representative requires. Each invoice is submitted with appropriate documentation relating to the services provided. Documentation shall meet or exceed City and federal requirements for funding and reimbursement



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



Invoices are generated as contractually agreed with all necessary supporting documentation. Project closeout is expedited by automated controls on truck identification, load sizes and ticket number validity.

Internal Audit

Ceres regularly conducts internal audits of the debris data to ensure foul play is not occurring on the project. For example, a Project Accountant will run reports on the average load calls, number of hauls per day, and total cubic yards hauled per day. That information is then compared for every truck to determine if someone falls outside the expected range. If a truck is below or above the expected range, the Project Manager or QC team will review the

work of the individual truck and generate a report to document the discrepancy. Additionally, our GIS team may map all the collection locations across the City. One area seems to have tens of loads originating from the same or close by location. Similarly, the Project Manager or QC team will review the work and generate a report to document the discrepancy.

Monitoring Consultants

Many of Ceres' clients choose to contract with a firm providing monitoring services. The services provided by a monitoring firm may include: damage assessment, training, emergency and pre-event planning, direct communications with the City, incorporation of City forms and FEMA forms, post-event construction management, funding, and grants management. To eliminate any question of conflict of interest we will not involve ourselves in the actual selection process and we do not endorse nor recommend any of the monitoring companies. We do strongly recommend that the City verify that the proposed monitoring firm is not de-listed by the federal government on the "Excluded Parties List System" at www.epls.gov.

Ceres maintains extensive experience working with almost every debris monitoring firm in the industry today. Given the countless projects with each debris monitoring firm, Ceres understands the ins and outs of each firm's response and recovery structure, their respective automated debris management system (ADMS) and their respective invoicing procedures to ensure compliant documentation and payment recommendations. This seamless integration happens at the field level with truck certifications, monitor dispatches, zone assignments, zone closeouts and the administrative level with contracts/pricing schedule during project kick off, final disposal permits/documentation, ADMS login/downloads, and invoice reconciliation. Each day, Ceres' accounting staff



imports the monitor's ADMS data by mapping the Excel spreadsheet and uploading it to Ceres database. Ceres' accounting staff then reconciles the previous day's data, identifies inconsistencies, and communicates those inconsistencies back to the monitoring firm to help ensure data integrity used in reports and invoices. Much of these elements happen outside the purview of the City, but because of the experience with each debris monitoring firm, Ceres can anticipate your needs and proactively help fill out Richwood's contract record for FEMA reimbursement.

Production Reporting

Ceres has developed specific procedures to ensure proper and thorough documentation of daily project activities and adherence to strict quality control requirements. Daily documentation required for each debris management project will meet or exceed contractual, FEMA or other agency requirements. Ceres has developed project-tracking forms to ensure accurate reporting. In addition to the forms already mentioned, other forms include truck certification logs, production logs, shift inspection checklists, safety meeting report forms, daily crew reports, and various equipment usage reports. From this information, Ceres can provide daily, weekly, monthly and quarterly reports as requested by the client. A few reports generated for clients in the past 5 years include Diversity Plan Monthly Status Reports, Paid Summary Reports, and Utilization and Data Monthly Reports. Ceres strong and accurate field administration feeds the production reporting developed and submitted by the accounting staff.

B.5 Potential TDSRS Facilities

Ceres has identified and initiated discussions for the following locations as potential Temporary Debris Staging and Reduction Sites (TDSRS) for the Debris Management Services contract with the City of Richwood, Texas. Additionally, listed is our own facility located in Houston, which houses much of our equipment and is home to one of Ceres' wood waste recycling centers, specializing in production of mulch via grinding operations.

Scholes International Airport Field	Galveston, Texas	40 acres of over a 1,200 acre area
Cornerstone Properties	Dickenson, Texas	Several sites of varying sizes
Ceres Environmental Services	Houston, Texas	5-7 acres of useable space

C CORPORATE EXPERIENCE AND CAPACITY

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

Since 1992, Ceres has been directly involved as a prime contractor in post-event recoveries from such major events as Hurricane Ian in 2022, Hurricane Ida in 2021, Hurricanes Delta, Hanna, Laura, Zeta and Sally, Iowa derechos 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



Our mission is to serve units of Government with time-critical disaster recovery and heavy construction services. We have an enviable reputation for speedy deployment, excellent work, and experienced site management. After 47 years of doing demanding work in almost every U.S. state and territory, Ceres is still known for keeping its promises: **Ceres has never defaulted on a contract, failed to complete a contract, nor had any client denied reimbursement.**

An evaluation from the Department of the Navy is typical: *"perhaps the finest contractor I have worked with...."* Ceres always adheres to the highest standards of quality, integrity and safety.

The core competencies Ceres commits to every project are:

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

Rapid Deployment

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

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

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

Experienced Project Management

For the past 5 years, the company has more than 200 full-time professional and managerial staff with disaster experience, many of whom hold degrees in areas such as: Business Administration, Structural and Civil Engineering, Forestry, Geology, Science and Accounting. As part of the Company's dedication to quality and safety, many of Ceres' management staff are U.S. Army Corps of Engineers-certified in Construction Quality Management; HAZWOPER certified; NIMS certified through FEMA's Emergency Management Institute; certified in first aid by the Red Cross; and completed OSHA's 40-hour safety training course. Ceres' management is also experienced in a wide variety of geographic conditions. Their work histories include all U.S. states, Puerto Rico, Thule, Greenland, Ascension Island, Haiti and New Zealand.

Ceres' management has demonstrated its ability to respond to large-scale events. Following Hurricanes Ian and Nicole in 2022, Ceres received 27 contract activations across Florida. We successfully responded to all our clients. Two of these projects exceeded 2 million cubic yards of debris each. From October 2018 to March 2019, Ceres was activated in 13 Southwest Georgia Counties for the U.S Army Corps of Engineers following Hurricane Michael. Ceres collected and hauled a total of 4,236,363 cubic yards of debris, with a maximum haul of 140,330 cubic yards in a single day. This was accomplished by utilizing 1,628 hauling vehicles and managing 144 subcontractors. Ceres received an **Exceptional** – the highest possible rating – for quality of service in the face of enormous challenges caused by an increase in the magnitude of project scope and extreme weather conditions.

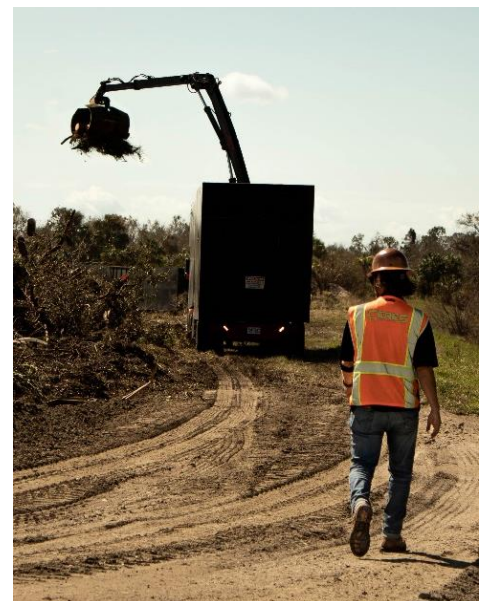
Between December 2017 and June 2018, Ceres actively worked in Lake, Mendocino, and Napa (LMN) Counties as part of the U.S. Army Corps of Engineers (USACE) Disaster Recovery effort after the President declared a federal State of Emergency as a result of the Northern California Wildfires. During Hurricane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

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

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

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

Following Winter Storm Cara in November 2015, Ceres responded to the Oklahoma Environmental Management Authority (OEMA) and began to mobilize staff and equipment within 24 hours of the Notice to Proceed, finishing the first pass in the first two days of operations. When Winter Storm Goliath hit Texas and Oklahoma just one month later in December, Ceres already had staff and equipment positioned to respond in Oklahoma. As more



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

debris piled up following Goliath, Ceres extended its services to the City of Warr Acres, plus Canadian County and four other cities under the OEMA.

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

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

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



Safety is a key component of our company. We bring this emphasis to our debris management work as shown by four important awards. We were a 2015, 2011 and 2009 Recipient of the National Safety Council (NSC) Occupational Excellence Achievement Award. This award recognizes outstanding safety achievements among its members and is designed to help promote the prevention of workplace injuries and illnesses. In 2010, we received a Perfect Record Award for operating an entire year without occupational injury or illness and a Million Mile Club award for driving without a Preventable Incident.

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

Ceres' management has demonstrated its commitment to superior performance and customer satisfaction. In 2017-2019, Ceres worked in the U.S. Virgin Islands under the USACE contract. For that work, Ceres received **Exceptional** ratings for nearly all 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.

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

Ceres' management has demonstrated a high level of capability and adaptability. In 2021, following Hurricane Ida in Louisiana, contractors faced shortages of fuel for vehicles and recovery equipment, electrical power outages, and unavailability of rental vehicles and lodging. Ceres promptly adapted to the scarcity of these resources by transporting bulk fuel from outside the affected area and staging onsite for use by company-owned and subcontractor-owned equipment; transporting and utilizing camper trailers for lodging project management and equipment operators; positioning company-owned generators to the Parish; and securing rental vehicles outside the affected area. In 2018, when subcontractors became increasingly scarce for Hurricane Florence recovery in North Carolina after Hurricane Michael struck the Southeast U.S. in October of that same year. Ceres used its own equipment and personnel to fulfill all of our client commitments without an interruption in service, unlike many other prime contractors, despite extreme weather conditions that caused significant delays.

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

Financial Stability

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

Equipment

Ceres and its family of companies own 1,804 pieces of disaster response equipment. Ceres invests heavily in owned equipment because it assures rapid response times and provides additional flexibility as well as direct management control.

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

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



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

Ceres has access to all the life support equipment needed for supporting its own personnel including mobile living quarters, food supply, large potable water supply tanks, and large septic storage systems. These systems have saved valuable management time in responses to such higher category storms as Katrina. Ceres also has available life support systems for project-wide support and Government personnel. In Ceres' Jefferson Parish, LA response following Katrina, for example, Ceres provided total life support for more than 400 people, and subcontractor fueling services for enough equipment to move 70,000 CY of debris per day.

Ceres owns four self-contained office trailers including satellite internet connections and satellite phones as well as additional loaner satellite cell phones for the customers' management teams. Ceres regularly supplies rental satellite phone service to its clients.

Trusted Subcontractors

Ceres maintains one of the industry's largest networks of pre-screened and fully qualified subcontractors, including local vendors and preferred vendors. Our subcontractors are evaluated on many levels, including past performance, equipment and personnel availability, mobilization timeframes, insurance, and cost. Ceres knows that a big part of local recovery is economic, so Ceres always strives to employ qualified local labor. The subcontractors are also grouped in Response Regions based on distance from City of Richwood's service area in order to facilitate contacts if and when pre-event mobilization plans are activated.

It is Ceres' formal policy to utilize local subcontract services in the performance of the proposed contract to the maximum extent possible. In the emergency disaster response and recovery activities carried out under the contract, preference will be given, to the extent feasible and practicable, to those organizations, firms, and individuals residing or doing business primarily in the area affected by such major disaster or emergency. Ceres recognizes the advantages obtainable by utilizing other responsible and experienced firms capable of furnishing specialty services and products of high quality, but first priority will be given to those subcontractors who are from the area or regularly do business there. During Ceres' Army Corps contracted disaster relief response in the state of Louisiana following Hurricane Katrina, local contractors received 55.9% of the total dollars paid to Ceres.

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

FEMA Knowledge

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

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

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

Community Relations

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

Toll Free Hotline and E-Mail Management

Large phone and e-mail traffic from concerned residents are a part of every natural disaster. Ceres maintains a toll-free Storm Hotline that is staffed and accessible 24 hours a day, 7 days a week to handle questions, concerns or complaints related to clean-up: **1-877-STORM12**. The number is prominently displayed on all Ceres equipment working the clean-up area. Ceres monitors call and e-mail volume and establishes additional toll-free numbers and enlists additional staff whenever greater capacity is required to ensure maximum community responsiveness.

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

Public Information Campaigns

Having been in business for 47 years and completed more than over 300 disaster contracts, Ceres has participated in and developed a number of public information campaigns. Within the Ceres repository, we maintain debris separation diagrams and videos translated into multiple languages, radio advisories, door hangers, mailbox flyers and various other forms of media. The idea is the City and Ceres must retrain residents to put out disaster debris, given that the residents are accustomed to placing trash out on a certain day of the week. The more we

can educate the residents across multiple media types and reinforce the messaging, the faster Ceres can remove debris from the public ROW.

Client Satisfaction-Oriented

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

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

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

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

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

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

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

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

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

Perhaps the finest contractor we've worked with.

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

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

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

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

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

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

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

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

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



RFP #23-003P
Debris Management and
Removal Services

CONTRACTOR'S CAPACITY TO PERFORM

Based on the provider's response to this solicitation, please identify dedicated resources available for contract fulfillment (use extra pages as necessary):

1. Availability _____ to _____ perform:

We own 1,804 pieces of equipment and have a database of 3,346 trusted subcontractors to support our disaster relief efforts. The company is financially secure, with a bonding capacity of more than \$2 billion per project.

_____ (Include any additional personnel or equipment/assets contractor will acquire to complete contract performance)

2. Equipment and operational items: Ceres Environmental Services, Inc. owns 1,804 pieces of its own disaster response equipment with substantially more additional equipment available through our subcontractors. In our 2005 response for the USACE on Hurricane Katrina, Ceres provided more than 7,847 certified placarded vehicles and supporting loading equipment for an 11-parish region in Louisiana. Ceres-owned equipment augments our subcontractors' equipment and provides additional flexibility, direct management control, and higher levels of customer responsiveness and satisfaction.

_____ (Identify by quantity and type any equipment/assets allocated to contract performance)

3. Personnel: Ceres has more than 200 employees. For more details on personnel, please see Tab D, Qualifications.

_____ (Identify by quantity and category any personnel assigned to contract performance)

4. Other _____ Resources:

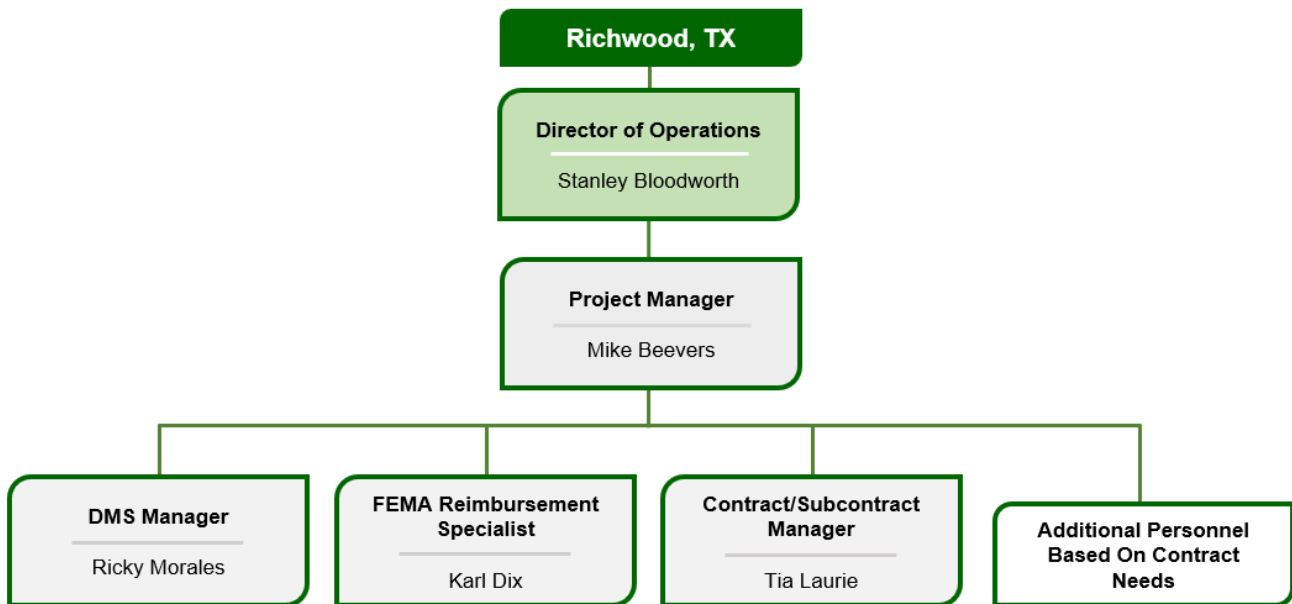
Ceres has 47 years of experience in disaster recovery and employs a professional and managerial staff with exceptional experience in the field. We own 1,804 pieces of equipment and have a database of 3,346 trusted subcontractors to support our disaster relief efforts. The company is financially secure, with a bonding capacity of more than \$2 billion per project. Ceres has permanent office locations in Florida, Texas, Louisiana, California, Minnesota, Puerto Rico, and New Zealand.

_____ (Identify any other resources to be allocated to complete contract performance)

D QUALIFICATIONS

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

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



Mr. Stanley Bloodworth is our **Director of Operations**. Mr. Bloodworth has almost 40 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 career 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 director of operations. He is a highly skilled, boots-on-the-ground manager of disaster recovery projects, specifically those requiring expertise related to removal, reduction and final disposition of vegetative, construction, demolition and hazardous debris.

Mr. Mike L. Beevers will be the **Project Manager** assigned to Richwood. 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 expertise in responding to various types of disasters, including hurricanes, ice storms, tornadoes, floods, and fires.

Mr. Ricky Morales will be the **DMS Manager** assigned to Richwood. Mr. Morales has twelve (12) years of experience that includes vegetative debris management as well as marine debris/vessel removal. His work has been performed as a result of weather events such as The Camp Fire, Hurricanes Ian, Ida, 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.

Mr. Karl Dix will be the **FEMA Reimbursement Specialist** assigned to Richwood. Mr. Dix experience includes project management; quality control of operational and administrative functions to ensure FEMA eligibility,

compliance with State regulations and adherence to contract specifications; review of FEMA eligibility and processing of FEMA paperwork; training sessions with clients; and development of new record-keeping systems. His responsibilities include developing business relationships with current and potential clients; development of strategic plans; and management of assigned projects. Mr. Dix holds a bachelor's degree in business administration from Emory University.

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

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

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

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

D QUALIFICATIONS

D.1 Key Personnel Resumes (Excluded from page count per the RFP)

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

Mr. McIntyre has been 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

- **Hurricanes Ian and Nicole 2022.** Management oversight for 27 contract activations in Florida. Two of these projects surpassed 2 million cubic yards of debris each.
- **Hurricane Ida 2021.** Management oversight for debris removal in 14 Louisiana jurisdictions.
- **Oregon Wildfire Recovery 2020-2022.** Management Oversight for Oregon Department of Transportation providing Hazard Tree Removal Services for Operational Branch 1: Archie Creek Fire, Douglas County, Operational Branch 5: Thielson Fire, Douglas County and Operational Branch 6: Two Four Two Fire, Klamath County.
- **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 – 2021.** Project Manager for the CalRecycle removal of hazardous trees generated by the Camp Fire wildfire in North-Central California in 2017.
- **Hamilton County, TN Tornado 2020.** Provided management oversight for removal and disposal of tornado generated debris in Hamilton County.
- **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.** Oversight of response to Christchurch earthquake. Established a New Zealand branch office of Ceres to work in conjunction with the Canterbury Earthquake Recovery Authority (CERA) to provide extensive disaster response services including debris management, design-build seismic stabilization, demolition/deconstruction/implosion services and large-scale materials recycling operations. Working as a capital partner, developer and construction manager in the country to help salvage and repair damaged buildings.
- **Haiti 2010-2013.** Oversight of response to the devastating earthquake that hit Haiti in January 2010. Provided management oversight of a survey contract for the International Office on Migration, an \$11M landfill management and debris reduction site contract for the Haitian Ministry of Public Works and Communications (MTPTC) and The World Bank, environmental remediation projects for World Vision and new construction in the country.
- **Hurricane Ike 2008.** Presided over debris collection, transportation, and disposal on 11 different contract locations in Texas and Louisiana
- **Hurricane Gustav 2008.** Oversight of collection, transportation, processing, and disposal of over 1.9 million cubic yards of debris; Trimming and removal of hazardous trees in Louisiana
- **Hurricane Dolly 2008.** Provided oversight and management guidance in debris collection, transportation, recycling, and disposal in Texas
- **Hurricane Wilma & Rita 2005.** Directed debris collection, transportation, and disposal, Emergency temporary roofing installation in Florida
- **Hurricane Katrina 2005.** Lead Project Manager for collection, transportation, processing, and disposal of over 13 million cubic yards of debris; Trimming and removal of over 165,000 hazardous trees; Asbestos abatement and demolition of 916 buildings; Decontamination and disposal of over

315,000 white goods in 11 Louisiana Parishes; Emergency temporary roofing installation of over 21,000 buildings in 32 Mississippi counties

- **Hurricane Ivan 2004.** Project Manager in collection, transportation, and disposal of over 680,000 cubic yards of debris including the processing of over 505,000 cubic yards of debris in Florida
- **Hurricane Jeanne & Frances 2004.** Managed the collection, transportation, and disposal of over 404,000 cubic yards of debris in 13 Florida counties
- **Hurricane Charley 2004.** Directed Debris collection, transportation, and disposal; Emergency temporary roofing installation in 4 Florida counties
- **Hurricane Isabel 2003.** Project Management to debris removal and disposal in Virginia
- **Hurricane Floyd 1999.** Lead Project Manager to debris removal and disposal in North Carolina
- **Oklahoma City Tornadoes 1999.** Lead project manager for USACE contract providing debris removal, managing multiple debris sites, and demolishing damaged residential structures.
- **Hurricane Georges 1998.** Presided over collection and disposal of over 2.3 million cubic yards of debris; Management of 17 TDSR sites; Emergency temporary roofing installation on over 3,000 buildings in Puerto Rico.
- **Hurricane Fran 1996.** Project management for USACE contract providing debris removal, reduction and site management.
- **Hurricane Andrew 1992.** Lead Project Manager to debris collection, transportation, and disposal; Provided USACE with 25 new chippers/grinders with 48 hours in Florida

EDUCATION/CERTIFICATIONS

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

John Ulschmid, Senior Vice President

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

PROFESSIONAL EXPERIENCE

- **Archie Creek Fire Tree Removal 2020 – 2022.** Senior Director for the Oregon Department of Transportation hazardous tree removal project following the Archie Creek Fire in Oregon.
- **California Wildfires – Camp Fire, Butte County 2019-2020.** Senior Director for the CalRecycle clean-up project for hauling and disposal of debris generated by the Camp Fire wildfire in North-Central California in 2018, which is the largest debris mission in California in more than 100 years.
- **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

Key Project Team

Stanley D. Bloodworth, Director of Operations

Mr. Bloodworth has almost 40 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

- **Hurricanes Ian and Nicole 2022.** Director of Operations for 27 contact activations in Florida. Two of the projects surpassed 2 million cubic yards of debris each.
- **Livingston Parish Emergency Channel Debris Removal 2019 – Current.** Operations manager for debris removal from waterways. To date, Ceres has completed over 1,600,000 linear feet of waterways, reducing flooding and removing obstructions from 304 miles of bayous, creeks, rivers, and ditches.
- **Hurricane Ida 2021.** Project Manager for 6 Louisiana jurisdictions, removing over 2 million CY of debris: 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. Over 600,000 CY of debris was removed for these projects.
- **Hamilton County, TN 2020.** Project Manager for collection, reduction, and disposal of over 400,000 CY of tornado generated debris in Hamilton County, TN.
- **Emergency Watershed Protection August 2019.** 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 – 2008: 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
- FEMA IS 100, 700

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 expertise in responding to various types of disasters, including hurricanes, ice storms, tornadoes, floods, and fires.

PROFESSIONAL EXPERIENCE

- **Hurricanes Ian and Nicole 2022.** Operations Manager providing oversight for debris removal in 5 Florida jurisdictions.
- **Hurricane Ida 2021.** Operations Manager for debris removal in 7 Louisiana jurisdictions.
- **Winter Storm Uri 2021.** Project Manager for debris removal operations in response to an ice storm for Pearland, TX, Nacogdoches, TX, and Harris County, TX.
- **Hurricanes Laura, Delta, and Zeta 2020.** Project Manager for Vermilion Parish, LA and Cameron Parish, LA as a result of Hurricane Laura. Project Manager for St. Martin Parish, LA, Nederland, LA and Scott, LA as a result of Hurricane Delta. Project Manager for Lafourche Parish, LA and New Orleans, LA as a result of Hurricane Zeta.
- **Linn County, IA Derecho 2020.** Project Manager for Linn County, IA. Over 1 million cubic yards of debris were hauled as part of this project.
- **Jones County, MS Tornado 2020.** Project Manager for Jones County for the cleanup after a tornado in April 2020. Over 200,000 cubic yards of debris were hauled as part of this project.
- **Santa Rosa County, FL Wind Event 2020.** Project Manager for Santa Rosa County, FL debris removal project after a severe storm and wind event.
- **Bahamas September 2019 – 2020.** Project Manager for debris removal on public and private property in response to category five Hurricane Dorian.
- **Hurricane Michael 2018.** Project Manager for Jackson County, FL for the cleanup of debris in October of 2018.
- **Hurricane Maria 2017 – 2018.** Project Manager for central zones in Puerto Rico roofing projects.
- **Hurricane Irma 2017.** Project Manager for Seminole County, FL. Over 1 million cubic yards of debris were hauled as part of this project.
- **Hurricane Harvey 2017.** Project Manager for the City of Pearland, TX debris removal project.
- **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: Beavers 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

Ricky Morales, DMS Manager

Mr. Morales has twelve (12) years of experience that includes vegetative debris management as well as marine debris/vessel removal. His work has been performed as a result of weather events such as The Camp Fire, Hurricanes Ian, Ida, 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

- **Routine Grinding and Mulching 2020-Current.** Manager of Operations at The Ground Up, LLC (TGU), an affiliate of Ceres Environmental Services, Inc, and a Houston-based green waste recycling company focusing on yard waste disposal, grinding and mulching operations.
- **Hurricane Ian 2022.** DMS Manager for the City of North Port debris removal project. Grinding of over 2 million cubic yards of vegetative debris.
- **Hurricane Ida 2021.** Logistical and operational support to 14 contracts in Louisiana.
- **Tropical Storm Nicholas 2021.** Supervised hauling/management of vegetative debris in the Cities of Richwood and Lake Jackson, TX.
- **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 in Beaufort County, SC
- **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

Karl A. Dix, III, FEMA Reimbursement Specialist/Operations Planner

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

- **Hurricanes Ian and Nicole 2022.** Operations Planner and FEMA Liaison for 27 contract activations in Florida. Two of the projects surpassed 2 million cubic yards of debris each.
- **Hurricane Ida 2021.** Operations Planner and FEMA Liaison for 14 Louisiana projects.
- **Oregon Wildfire Recovery 2020 – 2022.** 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.
- **Hurricane Irma 2017.** Operations Planner and FEMA Liaison for 37 Hurricane Irma projects.
- **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 of Science in Threat and Response Management, University of Chicago (in progress)
- FEMA IS 100, 631, 632, 700, 701, 703, 800

Tia Laurie, Contract/Subcontract Manager, Corporate Secretary

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

PROFESSIONAL EXPERIENCE

- **Hurricanes Ian and Nicole 2022.** Director of Administration including subcontracting and contract management for 27 contract activations in Florida. Two of these contract surpassed 2 million cubic yards of debris each.
- **Hurricane Ida 2021.** Director of Administration including subcontracting and contract management for Ceres projects in Louisiana.
- **Oregon Wildfire Recovery 2020 – 2022.** Director of Administration including subcontracting and contract management for Oregon Department of Transportation Hazard Tree Removal Project.
- **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

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. Project Safety Officer for the Wildfire clean up and logging operations for California, Colorado, and Oregon.
- **PES Performance Energy Services 2015-2016.** HHSE Site Safety Supervisor in Beaumont, Texas conducting daily equipment inspections, confine space audits, air sampling for confined space, confined space rescue procedures, daily mass safety toolbox meetings, Air Liquide safety and production meetings, safety record keeping, first aid, incident investigations, daily safety audits, inspection and control of safety equipment, fire watch training, confine space training, lockout/tag-out training and new hire orientations.
- **Saxon Constructions PES 2015.** HSSE Site Safety Manager for Williams Station 520 Pipeline project in Jersey Shore, Pennsylvania and Devon/E-Link Terminal project in Cuero, Texas. Responsible for daily audits of work being performed, daily field equipment inspections, equipment training, PRE-TASK ANALYSIS (PTA) audit and training, held the daily all employee's safety meeting, met with the client HSSE for any concerns and correction, job specific overview, employee orientation, incident reporting, near miss reporting, record keeping, and continue to strive for a zero incident and accident free 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
 - OSHT- Safety Program Management
 - OSHT- Physical Hazards Control
 - OSHT- Accident Prevention, Inspection, and Investigation
 - OSHT- OSHA Regulation General Industry
- College of the Mainland (Conducting Safety Audits)
- OSHA 30 Hour Construction
- OSHA 500
- Construction Site Safety Technician CSST Certification
- Construction Site Safety Technology CSST Certification
- Construction Site Field Safety CSST Certification
- Construction Site Safety Supervisor CSST Certification
- Industrial Toxicology Certification
- GHS and OSHA Hazardous Communications Certificate
- Introduction to Safety Accountability-OSHA Academy
- Emergency Action and Fire Prevention-OSHA Academy
- Conducting a Job Hazard Analysis (JHA)- OSHA Academy
- Personal Protective Equipment-OSHA Academy
- Introduction to Safety Recognition- OSHA Academy
- Introduction to OSHA-OSHA Academy
- Introduction to Hazard Control- OSHA Academy
- Electrical Safety for Employees- OSHA Academy
- Introduction to Safety Training- OSHA Academy
- Personal Protective Equipment- OSHA Academy
- Introduction to Safety Supervision- OSHA Academy
- Hazard Communication- OSHA Academy
- Effective Accident Investigation- OSHA Academy
- Introduction to Safety Leadership- OSHA Academy
- Walking-Working Surfaces and Fall Protection-OSHA Academy
- Introduction to Job Hazard Analysis- OSHA Academy
- Supervisor 201 Training-LEAD Leadership, Excellence, and Development-Houston Area Safety Council
- EM 385-1-1 8 Hour Awareness- US Army Core of Engineers
- First Aid-CPR-AED Certification 1377463
- American Red Cross (CPR-Adult)
- AMERICAN Red Cross (Standard First Aid)
- TWIC Transportation Worker Identification Credential
- Houston Area Safety Council (Basic Plus)
- Baytown, TX Safety Council
- HAZWHOPER- Currently in Progress (40 Hour)

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

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

EDUCATION

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

CERTIFICATIONS

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

Huey Deville, Quality Control Manager

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

PROFESSIONAL EXPERIENCE

- **Oregon Wildfire Recovery 2021 – 2022.** Quality Control for Oregon Department of Transportation providing Hazard Tree Removal Services for Operational Branch 1: Archie Creek Fire, Douglas County, Operational Branch 5: Thielson Fire, Douglas County and Operational Branch 6: Two Four Two Fire, Klamath County.
- **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 – 2021.** 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)
- ATTTSA Traffic Control Supervisor – CA Specific
- ATTTSA Traffic Control Technician – CA Specific

Bryan S. Fike, Regional Client Services Director

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

PROFESSIONAL EXPERIENCE

- **Hurricane Ian 2022.** Provided senior oversight/administration over multiple jurisdiction debris removal and disaster recovery activations in Southwest and South-Central Florida.
- **Hurricane Sally 2020.** Provided senior oversight/administration over disaster recovery programs in Northwest Florida and Southeast Alabama
- **Hurricanes Irma, Harvey, Maria 2017-2018.** Served in client services/senior operations oversight role, taking part in every facet of these historic response and recovery programs, which spanned multiple states, and the Caribbean Islands.
- **Hurricanes Matthew and Hermine 2016-2017** - Managed multiple jurisdiction debris removal contract activations on the eastern and western coasts of Florida.
- **South Carolina Ice Storms 2014** - Debris removal program leadership and guidance provided.
- **Hurricane Isaac 2012** – Provided senior project management and leadership in jurisdictions in and around New Orleans and the Louisiana Gulf Coast
- **Winter Storm Alfred 2011** – Provided management and leadership on a 22 City debris removal activation throughout the State of Connecticut
- **Hurricane Irene 2011** - Provided management and leadership on a multi-jurisdictional debris removal activation throughout the States of Virginia and North Carolina
- **Gulf Coast BP Oil Spill Recovery Programs 2010** – Program leadership and development.
- **State of Arkansas 2010** – Senior debris removal/recovery management and leadership following historic ice event statewide.
- **Washington Floods, 2009.** Program Management. Designed one of a kind local resident disposal program.
- **Oklahoma Ice Storms 2008** – Led debris removal recovery programs as operational lead in east central Oklahoma.
- **Georgia Tornado 2008** – Provided debris removal and leadership in Macon, GA
- **Iowa Flooding 2008** – Provided debris removal management in the wake of this historic event. 4,000 homes/3,000 businesses destroyed.
- **Hurricane Ike 2008-2009.** Houston- Galveston Theatre of Operations – Provided senior leadership and client services to 37 Cities & Counties in the wake of this historic hurricane.
- **Hurricane Gustav 2008** – Led disaster debris recovery mission in southeast Louisiana in the wake of this large-scale event.
- **Missouri/Oklahoma Ice Storms 2007** – Managed debris programs in Springfield, MO/Tulsa, Muskogee, and Checotah, OK.
- **Hurricane Katrina 2005/2006** – Served as senior project manager for debris removal operations on the Mississippi gulf coast for more than a year in the wake of this catastrophic event.
- **Hurricane Wilma 2005** – Served as debris recovery operations lead in Southwest Florida
- **Hurricanes Charley, Frances, Ivan, Jean 2004** – Served in a variety of roles from entry level to operations lead throughout this year of unprecedented storm activity.

EDUCATION/CERTIFICATIONS

- Bachelor of Science – Political Science, University of North Florida 1990
- State of Florida Certified – Law Enforcement Officer / Firefighter / EMT
- State of Florida, Incident Command Center Operations and Communication
- IS630 - Introduction to the Public Assistance Process
- IS631 - Public Assistance I & II
- IS632 - Debris Operations in FEMA's PA Program
- IS393 - Introduction to Hazard Mitigation

- IS547 - Continuity of Operations
- IS325 - Earthquake Basics: Science, Risk, and Mitigation
- IS0253 - Environment & Historic Preservation
- IS0022 - Citizen Preparedness
- NIMS IS-700 - National Incident Management System
- NIMS IS-800 - National Response Framework
- Asbestos Disposal Training: Type 1, 2, 3

AWARDED MEDALS FOR:

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

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

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

Millie Gonzalez, Finance Chief

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

PROFESSIONAL EXPERIENCE

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

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

EDUCATION/CERTIFICATIONS

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

AWARDS

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

Rick Good, Project Manager

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

PROFESSIONAL EXPERIENCE

- **Hurricane Ida 2021.** Project Manager for debris removal in Kenner, LA.
- **Oklahoma Ice Storm 2020.** 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

- **Hurricanes Ian and Nicole 2022.** Operations and Logistics Manager for shipping supplies and equipment over 20 Florida jurisdictions.
- **Hurricane Ida 2021** Operations and Logistics Manager for shipping supplies and equipment to 14 Louisiana jurisdictions.
- **Bahamas 2020.** Operations and Logistics Manager for shipping supplies and equipment for debris removal from public and private property.
- **California Wildfires and Camp Fire, Butte County 2018-2019,** Operations and Logistics Manager for CalRecycle clean-up project for hauling and disposal of debris generated by the Camp Fire in 2018 and the USACE Northern California Wildfires project in 2017.
- **Hurricanes Michael and Florence 2018 – 2019,** Operations and Logistics Manager for shipping supplies and equipment for disaster recovery in over 13 Georgia Counties, North and South Carolina and Florida.
- **Hurricane Harvey, Irma, and Maria 2017.** Operations and Logistics Manager for shipping supplies and equipment for three project recovery projects.
- **Sink Hole, Land O Lakes, FL 2017,** Operations and Logistics Manager for shipping supplies and equipment for Pasco County.
- **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 – 2022.** Quality Control Manager for Oregon Department of Transportation providing Hazard Tree Removal Services 3 Operational Branches.
- **California Wildfires – Camp Fire, Butte County 2020 – 2021.** Quality Control Manager for the CalRecycle removal of hazardous trees generated by the Camp Fire in California in 2017.
- **Kuykendahl, Glen Forest and Aldine Westfield Detention Basin 2019 – 2020.** 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 support documentation and generated submittals as per requirements of HCFCD Guidelines.
- **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. 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.

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

- **Department of Homeland Security 2021 – Current.** Transportation Security Officer.
- **Compliance Solutions 2019 – 2021.** Instructor providing accredited safety training such as: Hazwoper 40, 24, & 8; OSHA 10, 30; Confined Space; DOT Hazardous Materials; EPA Hazardous Waste Management; Emergency Response 1, 2, & 3; and Emergency Incident Commander.
- **Ceres Environmental Services, Inc. 2018 – 2019.** Chief Safety Manager for 13 counties in Georgia on the Hurricane Michael USACE ACI Debris Project.
- **Liberty Lift Solutions.** Corporate Safety Manager- administered OSHA and DOT compliance programs, conducted safety audits, incident investigation and drug & alcohol testing, conducted all safety training across the organization, Managed EHS data for ISNetwork, Avetta, PEC SSQ Systems.
- **InnoSpec Oil Field Services 2017 – 2018.** Frac Assistant/Safety Collection and management of all chemical data and safety audits.
- **Transwood Inc. 2017.** Safety/Sand Coordinator- Ensured safety & DOT compliance, all employee safety training. Incident investigation and drug and alcohol testing.
- **Lehoski Welding 2015 – 2016.** Safety Manager / PEC Instructor-Conducted all new hire orientation, PEC and field safety training, composed safety policies and procedures, Conducted safety audits, incident investigation and drug & alcohol testing, Managed EHS data for ISNetwork.
- **L&P Pipeline and Construction 2014 – 2015.** Safety Coordinator /Safety & PEC Instructor-In charge of all new hire orientation including drug testing, DOT, field safety audits, Incident investigation.
- **Big Star Crude 2013 – 2014.** Safety Adviser / Asst. Terminal Manager- All new hire orientation, drug testing, DOT, field safety audits, managed all billing of the clients and drivers, all DOT inspections, Performed accident, injury investigations and safety audits.
- **Safety Medics 2012 – 2013.** Safety Inspector-Safety audits of large oil field construction sites, pipeline construction and drilling rigs. Performed accident, injury investigations.
- **Sierra Industries 2011 – 2012.** Fire Chief / Safety / Training-Army UC-35 project in charge of DCMA audits airport safety and training including all fire calls and emergency issues, New hire orientations training for employee, drug testing 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 Director

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 disaster recovery, military, manufacturing, construction, agriculture, healthcare, and consulting. Ms. Heimdahl Chernault possesses extensive experience in all aspects of safety oversight, including strategic planning, program creation and implementation, and team development. She 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

- **Hurricanes Ian and Nicole 2022.** Health and Safety Manager for all debris removal and management projects in the State of Florida
- **Oregon Wildfire Recovery 2020 – 2022.** 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 Ida 2021** Director of Safety over the course of recovery operations following Hurricane Ida.
- **Hurricane Laura 2020.** Health and Safety Manager for Vermillion and Cameron Parish, LA.
- **California Wildfires – Camp Fire, Butte County 2020 – 2021.** 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
- OSHA 40-hour Hazwoper
- OSHA 30
- USACE Construction Quality Management for Construction

Tammy Hunt, Project Superintendent

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

PROFESSIONAL EXPERIENCE

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

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

EDUCATION/CERTIFICATIONS

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

Kerry Kennedy, Area 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

- **Puerto Rico Private Property Debris Removal 2022.** Project Manager for the private property debris removal project in Puerto Rico.
- **California Wildfires – Camp Fire, Butte County 2019-2021.** Operations Manager for hauling and disposal of debris generated by the wildfire in North-Central California in 2018, the largest debris mission in California in more than 100 years. As OM, he ensured that required planning was performed and submittals to Calrecycle were completed.
- **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

Andrew Kirkland, Superintendent

Prior to starting his career, Andrew Kirkland served in the U.S. Marine Corps, where he earned distinction for sound judgement and ability to make rapid decisions in high pressure situations. With Ceres, Mr. 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 following FEMA-reimbursed disasters such as hurricanes, ice storms, windstorms, floods, and wildfires.

PROFESSIONAL EXPERIENCE

- **Hurricane Ian 2022.** Operations Manager for the City of North Port, FL. Over 2 million cubic yards of debris were hauled as part of this project.
- **Hurricane Ida 2021.** Area Manager for the eastern side of New Orleans area overseeing debris removal.
- **California Wildfires – Camp Fire Butte County 2021.** Area Manager responsible for the safe removal of over 20,000 hazard trees from ROW and personal properties in Butte County, CA.
- **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. Over 200,000 cubic yards of debris were hauled during this project.
- **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 for debris removal.
- **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 for NCDOT 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.
- **Operations Supervisor, Sergeant, U.S. Marine Corps 2003-2007.** Successfully provided leadership to teams to generate outstanding results and on-target completion across three tours of duty during 22-month period.

EDUCATION/CERTIFICATIONS

- HAZWOPER 40
- FEMA IC 100
- FEMA IS-632a
- FEMA IS-101a
- USACE CQM certified
- Combat Lifesaver
- DoD Secret Clearance (2004-2007)
- OSHA30
- First Aid/CPR certified

AWARDS

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



Thomas “Allen” Morse, Senior Debris Management Advisor

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

PROFESSIONAL EXPERIENCE

- **Hurricane Ian 2022.** Project Consultant interfacing with the USACE during Ceres performance on 27 debris removal contracts in Florida.
- **Hurricane Ida 2021.** Project Consultant interfacing with the USACE during Ceres performance on 14 debris removal contracts in Louisiana
- **Hurricane Sally 2020.** Project Consultant interfacing with the USACE during Ceres performance in Texas following Hurricane Sally.
- **Hurricane Michael 2018.** Project Consultant to USACE for the USACE ACI Restricted SAD Region activation in 13 Georgia counties for the clean-up of debris generated by Hurricane Michael in October 2018.
- **Northern California Wildfire Debris Removal 2018.** Project Consultant for the USACE debris removal project in Lake, Mendocino and Napa Counties, CA following the fires between October and December of 2017.
- **Fire Island 2014.** Provided technical assistance to USACE for the highly specialized debris removal mission off the coast of Long Island, NY.
- **Alabama Tornadoes 2011.** Special advisor and liaison to state and Federal partners for the tornado clean up in Alabama and Joplin, MO.
- **Haiti Earthquake 2010.** Consultant to the World Bank on debris management, environmental assessments, and bidding documents for a World Bank sponsored debris project.
- **Eagle, Alaska 2009.** Authored plans and specifications for specialized debris clean up following ice flow damage. Acted as legal advisor for the city.
- **Hurricane Rita 2007.** USACE Debris Task Force Leader.
- **Hurricane Katrina 2005.** USACE Senior debris manager/coordinator for \$2.5 billion in debris contracts in Alabama, Mississippi, and Louisiana
- **Florida Hurricanes 2004.** Lead ESF#3 representing USACE
- **Weapons of Mass Destruction Debris Management Guide 2001-2004.** Project Manager and contributing author of the FEMA-sponsored “Weapons of Mass Destruction Debris Management Guide.”
- **World Trade Center 2001.** Senior Project Manager over disposal operations for USACE following a terrorist attack.
- **Suriname South America 1993.** Managed the design and construction of a base camp for 2,500 occupants.
- **Hurricane Andrew 1992.** Debris team leader for USACE
- **Kuwait 1991.** Reconstruction team for rebuilding 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 – 2019.** 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

Zachary J. Schultz, Senior Project Manager

After over a decade as a Heavy Equipment operator, Mr. Schultz began to take on more responsibility, first as a construction foreman, superintendent, project manager and most recently as a Senior Project Manager. He worked for and helped develop some of the largest ski resorts in the U.S. From 1994 to 2013, work that required meticulous oversight and a strong regard for safety. At Ceres, he has taken the helm after multiple major disasters requiring multimillion-dollar recovery efforts.

PROFESSIONAL EXPERIENCE

- **Larimer County Cameron Peak Wildfire Recovery, 2021. Project Manager** for hazard tree removal and debris management services in Larimer County, CO. (14,000 + Trees Removed)
- **Hurricane Ida, New Orleans Louisiana, 2021. Project Manager** for the recovery mission including all three zones in the City of New Orleans as well as leaners, hangers, reduction and removal of C&D and vegetative debris from the ROW. (250,000 CY Veg Debris Removed)
- **Oregon Wildfire Recovery 2020. Project 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. (25,000 Trees Removed)
- **California Wildfire – Camp Fire, Butte County 2019. Operations Section Chief** 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. (Over 3000 Properties Cleaned Up)
- **Northern California Wildfires Debris Removal 2018. County Manager** for the fire reclamation project in Napa County, CA following the fires Atlas Peak, Tubs and Nuns fires in 2017.
- **Hurricane Florence 2018. Project Manager** for debris clean-up project in Lenoir County, NC and NCDOT clean-up in Jones County NC.
- **Hurricane Irma 2017. Project Manager** overseeing debris clean-up, reduction and haul out in Miami Beach, FL.
- **Hurricane Matthew 2016. Project Superintendent** for The City of Savannah debris removal and disposal projects, including Creeks and Streams within the city limits.
- **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.

EDUCATION/CERTIFICATIONS

- 40-hour HAZWOPER Training, Certificate Number 1712141219955
- 40-hour HAZWOPER Current Refresher Certificate Number 1220216210
- OSHA 30 Hour Construction, Certificate Number 1220232980
- IS-00005.a Introduction to Hazardous Materials
- IS-00029.a Public Information Officer Awareness
- ICS 100 Certificate Number 22031610219955
- IS-00111.a Livestock in Disasters
- IS-00200.c Basic Incident Command System for Initial Response
- IS-00242.c Effective Communication
- IS-00320 Wildfire Mitigation Basics
- IS-00324.a Community Hurricane Preparedness
- IS-0059 Local Damage Assessment
- IS-0063 Debris Management Plan Development
- ICS 700 Certificate Number 22041370219955
- IS-00703.b National Incident Management System Resource Management
- IS-800.d National Response Framework
- IS-1000 Public Assistance Program and Eligibility
- CPR Certified, E Card Code 216012886229
- Flood Cleanup Awareness Training Certificate Number 22042277219955
- OSHA 10 Certificate Number 36-004562884
- Lead Awareness Training Certificate Number 24018212
- CAL FIRE Interagency Emergency Equipment Operator Card, Issued 8/21/2021
- ATSSA Certified Flagger Training, Oregon Work Zone Traffic Control Training

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

- **Ceres Environmental Services, Inc.**
 - **Hurricane Ian 2022.** Operations Manager for 3 jurisdictions in Florida for debris management and removal.
 - **Hurricane Ida 2021.** Operations Manager for Livingston Parish, LA. The project involved removal of over 1 million cubic yards of debris
 - **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 Southwest Georgia for the USACE ACI Area 1 project.
 - **Hurricane Irma 2017.** Project Manager in Glynn County, Georgia for collection and removal of 381,866 cubic yards of debris generated by Hurricane Irma.
 - **Hurricane Matthew - Waterway Project 2017.** Area Manager in Savannah, Georgia for debris removal following Hurricane Matthew.
 - **Hurricanes Matthew and Hermine 2016.** Project Manager in Glynn County, Georgia. Collection and removal of 454,169 cubic yards of disaster-generated debris
 - **Livingston Parish Floods 2016.** Area Manager for Ceres response in Louisiana following the 2016 floods.
- **Littleton Storm and Timber 2013 – 2015.**
 - Operations Manager assisting on the DOT projects. Removed 1.3 million cubic yards of debris following events such as Hurricane Irene in 2012.
- **Timber Exports 2009 – 2011.** Power line trimming and clearing contracts.
- **Byrd Brothers**
 - **Hurricane Ike 2008** Operations Manager in Harris County and Galveston County for Galveston Island Beach reclamation project.
 - **Texas DOT 2006-2007.** Project Manager in Galveston County
 - **Hurricanes Katrina 2005.** Project Manager for debris removal in Jackson County, MS.
 - **Hurricane Rita 2005.** Project Manager for debris removal in Sulfur Springs, TX.
 - **Hurricane Wilma 2005.** Operations Manager for debris removal in Plantation, FL.
 - **Hurricane Charley 2004.** Operations Manager for the recovery from massive damage in Deltona, Stanley Ormand Beach, and West Palm Beach in Hillsboro and Indian River counties.
- **Littleton Storm and Timber Service**
 - **Hurricane Isabel 2003.** Operations Manager for Virginia Beach, Virginia State Parks and Virginia DOT projects.
 - **Windstorm 2002.** Project Manager in Rockford, IL for removal of debris.
 - **Houston Flood 2001.** Project Manager for debris removal following Tropical Storm Allison.
 - **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.
 - **Windstorm 1999.** Operations Manager in Burlington, North Carolina

Linda Smith, Director of Accounting Operations

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

PROFESSIONAL EXPERIENCE

- **Ceres Environmental Services, Inc.** Accounting Manager. In coordination with the director of storm accounting, responsible for the day-to-day functions of the entire storm accounting department and assisted the field operations to establish internal protocols.
 - **Hurricanes Ian and Nicole, FL – 2022**
 - **New Mexico DOT Fire and Flood Debris – 2022**
 - **Hurricane Ida, LA – 2021-2022**
 - **Oregon Wildfire Recovery 2020 – 2022.**
 - **California Wildfires – Camp Fire, Butte County Hazardous Tree 2020-2021**
 - **Oklahoma Ice Storm 2020 (5 jurisdictions)**
 - **Hurricanes Laura, Hanna, Sally, Delta, and Zeta 2020 (13 jurisdictions)**
 - **Linn County, IA – Derecho 2020**
 - **City of Atlanta, GA and Macon-Bibb County, GA – Bulk Waste 2020**
 - **Hamilton County, TN – Tornado 2020**
 - **Jones County, MS – Tornado 2020**
 - **Santa Rosa County, FL – Wind Event 2020**
 - **California Wildfires – Camp Fire, Butte County Debris Removal 2019**
 - **Northern California Wildfires 2018 (USACE)**
 - **Hurricane Michael 2018**
 - **Hurricane Irma 2017**
- **Resort Funding, LLC. 1997 – 2017.** Senior Accountant. Analyzed financial statements and created reports for monthly corporate reporting. Generated financial statements in accordance with GAAP and facilitated account closing procedures for multiple companies on a monthly basis. Created strong internal controls and accounting processes that reduced the financial statement close from 10 days to 3 days, which led to completion of 17 clean audits. Analyzed and researched reporting issues to improve accounting operations procedures. Reconciled multiple cash accounts daily for cash forecast and budget preparation and reviewed bent charges monthly for accuracy and to reduce costs. Maintained notes receivable in excess of \$500 million. Managed journal entries, invoices, and reconciled over 200 general ledger accounts annually. Reviewed and approved weekly borrowings and monthly servicer report for \$200 million warehouse facility. Led and provided guidance to accounting staff. Prepared for and assisted in annual audit and two agreed upon procedures annually for warehouse facilities. Managed all NSF payments from consumer account holders. Assisted other departments in identifying problems and finding solutions to correct, assisted IT in implementation of new systems and the controller in projects regularly. Maintained records of wire transfer procedures and ensured accurate processing. Developed written accounting policies and standard operating procedures and trained junior accountants using these policies and procedures.
- **Fay's Inc. 1995 – 1997.** Corporate Accountant participating in design, testing and implementation of accounts receivable system resulting in departmental efficiencies. Ms. Smith was also responsible for tracking and analysis of accounts receivable activity on decentralized systems in maintained at the store level.
- **National Commodity Clearance Center 1994 – 1995.** Bookkeeper managing inventory control and produced month financial statements and maintained accounts payable and receivable.

EDUCATION

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

CERTIFICATIONS

- ICS-100 Introduction to Incident Command System

Michael Smith, Quality Control Manager , Project Manager

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

PROFESSIONAL EXPERIENCE

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

EDUCATION/CERTIFICATIONS

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

Robert Smith, Project Manager

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 – 2021.** 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

Kevin Sudbury, Project Manager

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

PROFESSIONAL EXPERIENCE

- **Central Texas Winter Storm Mara Debris 2023.** Area Manager. Responsible for managing four (4) debris removal projects across two (2) counties. Services provided to clients included ROW debris haul in, park facilities clean-up, reduction, debris haul-out, and site restoration. Clients served include cities, counties, and municipal utility districts.
- **West Central Florida Hurricane Ian Debris 2022.** Area Manager. Responsible for managing eleven (11) debris removal projects across five (5) counties. Services provided to clients included cut/push, ROW debris haul in, specialized debris removal, reduction, debris haul-out, site restoration, street sweeping, and catch basin cleanout. Clients served include cities, counties and FDOT.
- **Terrebonne Parish School District, LA Hurricane Ida Debris 2022.** Project Manager. Responsible for managing all aspects of debris removal across forty-five (45) facilities heavily impacted by Hurricane Ida. Developed a specialized operations plan that accounted for working on active campuses to protect all children, staff, visitors, and facilities.
- **City of Covington, LA Hurricane Ida 2021.** Project Manager. Responsible for all recovery components including push, debris collection and final disposal. Started push on Day 1 after the event and completed it in less than 4 days which was the quickest completion of a significantly impacted City on the North Shore. According to the electric company this allowed them to refocus assets from other areas to Covington resulting in the restoration of 84% of the City's grid in 6 days. Debris collection and disposal was completed ahead of the projected schedule.
- **Sabine River Authority, LA Hurricane Laura/Delta Debris 2021.** Project Manager. Responsible for managing all aspects of debris removal along forty (40) miles of canal including eighty (80) miles of levee and over thirty-five (35) entrance ways/ramps in ninety-two (92) working days. Debris streams included vegetative, C&D and leaners/hangers.
- **Vermilion Parish, LA Hurricane Delta Debris 2020.** Project Superintendent. Responsible for managing all aspects of debris removal across a 1,200 sq mile parish divided into fourteen (14) districts. Debris streams included vegetative, C&D, marsh grass, leaners/hangers and stumps entering three (3) separate DMSs.
- **Escambia County School District Hurricane Sally Debris 2020.** Project Superintendent. Responsible for scheduling, managing, and ensuring quality control for the removal debris and hangers/leaners from sixty (60) facilities. Brought the twenty-eight (28) facilities initially assigned to a safe and operationally ready status in four (4) days so that the District could reopen the entire school system. All operations were completed in less than four (4) weeks.
- **City of Edinburg, TX Hurricane Hanna Debris 2020.** Project Superintendent. Responsible for scheduling, managing, and ensuring quality control for both subcontractor and self-performing debris removal trucks. Performed debris assessments. Provided timely responses to communications from the client to ensure satisfaction.
- **Hamilton County Tennessee Tornado Debris 2020.** Subcontractor Manager. Responsible for the acquisition, scheduling and management of multiple subcontractors executing ROW Vegetative and C&D Haul-in and Mulch Haul-out. Interacted with client POC on a regular basis providing updates, explanations of operations and addressing any client concerns. Provided DMS support services, basic equipment operation and conducted daily safety meetings.
- **Butte County California Fire Debris 2019.** Logistics Chief/Subcontractor Manager. Responsible for project-wide and self-performing crew logistics support including resource forecasting,

equipment acquisition, materials selection, competitive pricing evaluation, personnel housing, and asset management. Secured required local permits for laydown yard. Refocused subcontractor haul-out operations including a review of the existing haul-out operations, vetting, and negotiating with new subcontractors, and provided subsequent operational oversight which led to a project savings of over \$426K. Interfaced with the Project Owner's team during bi-weekly planning meetings and provided daily as well as weekly reporting to the Incident Commander that drove decision-making activities. Coordinated alternative staff housing during PG&E power outages. Actively involved in project closeout planning and responsible for the successful demobilization of all Ceres-owned assets.

- **SW Georgia Hurricane Michael Debris 2018.** Operations Manager/ Subcontractor Manager. Responsible for the direct management of over 120 ROW debris haulers and haul-out subcontractors (1,000+ containers) across 13 counties. Duties include operational planning, subcontractor management, overall project management and daily coordination with USACE. Developed a tracking and reporting system that provided internal decision makers and USACE with vital statistics which drove planning and operations decisions. Elevated to Operations Manager with USACE-approval and led successful leaner/hanger mission, oversize stump removal, C&D collection, mulch haul-out and closeout of the project.
- **City of Coral Gables Hurricane Mitigation Grant Program 2018.** Senior Project Manager/Funding Specialist. Developed 4 HMGP successfully funded applications for disaster mitigation projects in response to Hurricane Irma. Application process included project planning, addressing environmental concerns, weekly interactions with local government staff and gaining the approval of the City Commission.
- **Apex Oil Terminal Improvements 2017.** Senior Project Manager. Responsible for developing procurement policies, ensuring 6 Good Faith Efforts were followed and documented to maximize DBE participation, pre-construction planning, project management, federal compliance (Davis Bacon, American Iron and Steel, EEO), financial reconciliation and close-out of a 7-month, FEMA funded \$1,500,000 fuel terminal improvements project which spanned 3 sites each in a different state with concurrent procurement and construction activities.
- **City of Miami Wagner Creek/Seybold Canal Stormwater Improvements 2017.** Senior Project Manager. Responsible for funding, project management, federal compliance (Davis Bacon, American Iron and Steel, EEO), financial reconciliation and close-out of an 18-month, \$21,000,000 sediment removal project that included 1 prime contractor and 4 subcontractors. Project was awarded the 2018 WEDA Environmental Excellence Award.
- **US Virgin Islands Gordon A. Finch Marine Terminal 2016.** Senior Project Manager. Responsible for preparing a federal TIGER grant application, award acceptance, procurement, and project management of a \$13,000,000 project to demolish and replace the existing Roll-On/Roll-Off pier as well as construction of horizontal and vertical site improvements. Developed Benefit-Cost Analysis that was used in part as a planning model/guide for future TIGER projects by USDOT.
- **City of Marco Island Septic Tank Replacement Program 2015.** Senior Project Manager. Responsible for the planning, funding, procurement, project management, federal compliance (MBE/WBE participation, Davis Bacon, Buy American, EEO), financial reconciliation and close-out of a 6-year, FDEP/EPA funded \$63,000,000 program that included 8 prime contractors and over 24 subcontractors. Project was highly complex with politicians and residents in opposition of the project at the beginning in addition to being in an environmentally sensitive region. Required frequent attendance and speaking at City Council meetings, addressing both Council and public concerns verbally and in writing as well as maintaining a public presence via direct outreach and media throughout the project. Worked hand-in-hand as an extension of City staff to ensure financial forecasting, environmental planning, project phasing and construction were properly aligned.
- **Collier County Wastewater System Improvements Program 2014.** Senior Project Manager. Responsible for the planning, funding, procurement, project management, federal compliance (Davis Bacon, EEO), financial reconciliation and close-out of a 8-year, FDEP funded \$140,000,000 program that included the construction and/upgrade of 3 wastewater treatment facilities with a combined capacity of over 55 MGD and 16 miles of collection mains. During the program, it was common for multiple large projects to proceed simultaneously requiring detailed planning and frequent coordination with County staff, County Commission, and contractors.

EDUCATION/CERTIFICATIONS

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

SPEAKING ENGAGEMENTS/PROFESSIONAL ACKNOWLEDGEMENTS

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

Brent Whitten, Project Manager/Project Superintendent

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

PROFESSIONAL EXPERIENCE

- **Livingston Parish Emergency Watershed 2019 – Current.** Project Manager in Louisiana for the waterway debris removal project.
- **Hurricane Ida 2021.** Project Superintendent for Livingston Parish, LA, responsible for recovery operations as a result of Hurricane Ida.
- **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.
- **Linfield Hunter & Junius Inc., USACE New Orleans District, 2014-2016.** Quality Assurance Representative for USACE Construction Division. Responsible for conferring with the Construction Division in clarifying deviations or inadequacies in plans, impractical specifications and unworkable schedules.
- **SMC Buildings, Design/Build New Commissary, Fort Polk, LA, May – October 2014.** Quality Control Manager for design/build project. Responsible for maintaining the project submittal log and all other project specific quality control reports. Assembled project closeout documents that include O&M manuals, as-builts, and warranties.
- **Hurricane Isaac, CTEH/Providence Engineer and Environmental, 2012.** Conducted environmental sampling and data collection. Assisted in conducting research performing investigations for the purpose of identifying, abating, or eliminating sources of pollutants or hazards. Conducted air, water and/or soil sampling, meteorological monitoring.
- **Infinity Construction, St. Charles Parish, LA, February – September 2012.** Responsible for managing, implementing and enforcing the Accident Prevention Plan and the 385-1-1. Responsible for managing and implementing the QC Plan.
- **Benetech, LLC, New Orleans, LA, 2010-2012.** Safety Manager and Quality Control Manager for projects under Benetech. Responsible for overseeing and enforcing Benetech's safety program for various USACE construction jobs ranging from \$7,000,000 to \$25,000,000.
- **AquaTerra Contracting, New Orleans, LA, 2008-2010.** Safety Manager and Quality Control Manager on USACE job sites. Ensured proper safety was being followed per 385-1-1 and company safety policy. Prepared site specific AHA's. Implemented Accident Prevention Plan. Trained all employees on safety procedures. Conducted weekly safety meetings.
- **Hurricane Ike 2008.** Area Manager overseeing debris removal from DOT roads and Right-of-Entry removal of stumps and logs, hiring subcontractors, and project planning by quadrant. Conducted daily safety meetings and provided daily reporting on contractor progress and performance.
- **Hurricane Gustav 2008.** Area Manager overseeing debris removal from DOT roads and Right-of-Entry removal of stumps and logs, hiring subcontractors, and project planning by quadrant. Conducted daily safety meetings and provided daily reporting on contractor progress and performance.

- **Environmental Chemical Corp., New Orleans, LA, 2006-2008.** Supervised the decommissioning, demolition, and disposal of privately properties in accordance with applicable federal, state, and local requirements. Supervised the demolition of over 200 homes and commercial structures destroyed by Hurricane Katrina.
- **Post Buckley Schuh & Jernigan, Inc., 2004-2006.** Demolition Environmental Inspector and Evacuation Plan Writer following Hurricanes Wilma, Katrina, Charley, Frances, and Jean. Conducted oversight monitoring for RACM and C&D throughout Louisiana. Provided monitoring oversight for RACM floor tile removals throughout five (5) parishes.

EDUCATION/CERTIFICATIONS

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

Ed Ziegler, Project Manager

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

PROFESSIONAL EXPERIENCE

Hurricane Ian 2022. Project Superintendent in Indian River County and Deltona, FL. For debris management and removal.

- **Hurricane Ida 2021.** Project Manager in Gonzales, LA.
- **Cameron Peak Wildfire 2021.** Project Manager in Larimer County, CO.
- **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

D.2 Employee Certifications

Ceres Environmental Services, Inc. has 200 employees, many of whom are professional staff. Many of our staff hold degrees in areas such as Structural and Civil Engineering, Business Administration, Forestry, Geology, Science, and Accounting. As part of the Company's dedication to quality and safety, our employees receive advanced training and certification on an annual basis. **Most of our supervisory and management staff are FEMA certified in Incident Control Systems, Preparation for Federal Disaster, Initial Response to Federal Disaster, and Debris Operations.**

Certifications	Agency	# of Employees	Personnel Certified
40 Hour HAZWOPER	OSHA	15	Mike Beevers, Tammy Hunt, Andrew Kirkland, Zachary Schultz, Chris Shelnut, Marcus Smith, Patricia Deville, Alonzo Clay, Alexander Ziegler, John Gallicchio, Everett Bond, Harold Lamar, Marian Banks, Chad Dorsey, Dana Heimdahl Chernault
30 Hour Hazard Recognition	OSHA	19	Mike Beevers, Stanley Bloodworth, Brent Whitten, Robert Smith, Kevin Sudbury, Marian Banks, Chad Dorsey, Brandon Gelinias, Randy Hardy, Michael Randall, Michael Smith, Omar Arroyo, Patricia Deville, Zachary Schultz, Alonzo Clay, Marcus Smith, Jay Zulinke, Chris Shelnut, Theresa Lavo
10 Hour Hazard Recognition	OSHA	8	Joey Deville, Zachary Schultz, Michael Smith, John Ulschmid, Brian Ritter, Michael Hansen, Walter Klarkowski, Alexander Ziegler
Construction Quality Management	USACE	14	Stanley Bloodworth, Brent Whitten, Kevin Sudbury, Andrew Kirkland, Tia Laurie, Randy Hardy, Kerry Kennedy, Michael Smith, John Ulschmid, Everett Bond, Alonzo Clay, Marcus Smith, Paulino Ortiz, Michael Randall
Decontamination Supervisor	EMILCOTT	15	Stanley Bloodworth, Brent Whitten, Kevin Sudbury, Chad Dorsey, Marian Banks, Felix Fields, Brandon Gelinias, Kerry Kennedy, Ricardo Morales, Zachary Schultz, Michael Smith, Ed Ziegler, Charles Schlueter, Everett Bond, Ricardo Morales
First Aid/CPR/AED	American Red Cross	15	Stanley Bloodworth, Brent Whitten, Michael Smith, John Carlton, Brad Deville, Joey Deville, Patricia Deville, John Gallicchio, Michael Hansen, Reginald Harden, Ricardo Morales, Zachary Schultz, Marcus Smith, John Ulschmid, Ed Ziegler
Flagger Training (Supervisors)	ATSSA	10	Stanley Bloodworth, Marlon Davis, Patricia Deville, Huey Deville, Reginald Harden, Randy Hardy, Dustin Lien, Zachary Schultz, Marcus Smith, Raymond McKee
National Incident Management Systems	FEMA	19	Stanley Bloodworth, Kevin Sudbury, Tia Laurie, Robert Smith, Tammy Hunt, Marian Banks, Patricia Deville, Michael Hansen, Earl Lutz, Zachary Schultz, Alonzo Clay, Linda Smith, Marcus Smith, Josh Gill, Michael Randall, Chris Shelnut, Theresa Lavo, Felicia Smith, Terrence Thornhill

E REFERENCES

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

References

Event	Contract Activity	Government Entity	Amount	Contract Period
2023 Winter Storm Mara	Debris Removal Services	Austin, TX	\$2,895,125 235,346 CY	February -March 2023
	Amy Slagle, Litter Abatement Division Manager, Austin Resource Recovery, 1520 Rutherford Ln, Austin, TX 78754, 512-974-4302, Amy.Slagle@austintexas.gov			
Hurricane Harvey	Disaster Debris Clearance Contract	Katy, TX	\$599,003.40 29,495 CY	September- November 2017
	Point of Contact: Jason Rivera, Public Works Director, 901 Avenue C, Katy, TX 77493; Tel. (281) 574-8622; Fax. (281) 391-4820; jrivera@cityofkaty.com			
Winter Storm Uri	Debris Management Services	Pearland, TX	\$43,695.90 2,210 CY	February-March 2021
	Point of Contact: Laurie Rodriguez, Environmental Services Superintendent; 3519 Liberty Dr., Pearland, TX 77581; Tel. (281) 652-1813; lrodriguez@pearlandtx.gov			
Hurricane Harvey	Debris Management Services	Pearland, TX	\$1,065,532.89 54,771 CY	September – October 2017
	Point of Contact: Laurie Rodriguez, Environmental Services Superintendent; 3519 Liberty Dr., Pearland, TX 77581; Tel. (281) 652-1813; lrodriguez@pearlandtx.gov			
2020 Tornado	Disaster Debris Collection and Disposal Services	Hamilton County, TN	\$5,369,509.79 409,504.30 CY	April – June 2020
	Point of Contact: John Agan, Director of Engineering & Facilities Maintenance, 4005 Cromwell Road, Chattanooga, TN 37421; Tel. (423) 315-3840; johna@hamiltontn.gov			
Hurricane Ian	Emergency Disaster Assistance and Debris Removal	Cape Coral, FL	\$64,888,996 2,707, 047 CY	October 2022 – May 2023
	Terry B. Schweitzer, Solid Waste Manager; P.O. Box 150027, Cape Coral, Florida 33915-0027, Tel: 239-573-3136; tschweitzer@capecoral.gov			
Hurricane Ian	Disaster Debris Clearance and Removal Services	North Port, FL	\$42,031,396.28 2,446,843 CY	October 2022 – March 2023
	Frank Lama, Solid Waste Manager, 1100 North Chamberlain Blvd., North Port, FL 34286, Tel.: (941) 240-8074; flama@northportfl.gov			
Hurricane Ian	Removal of Debris Following Hurricane Ian	Melbourne, FL	\$232,153 25,852 CY	October 2022 – November 2022
	Point of Contact: Jennifer Wilster - Environmental Community Outreach Manager, City of Melbourne ECO Division 2885 Harper Road, Melbourne, FL 32904, Tel: (321) 608-5080, Jennifer.Wilster@mlbfl.org			
Hurricane Ian	Emergency Debris Removal and Disposal Services	Arcadia, FL	\$1,400,512 97,379 CY	September 2022 – November 2022
	Point of Contact: Beth Carsten, Finance Director, City of Arcadia 23 N. Polk Ave, Margaret Way building, Arcadia, FL 34266, Tel. (863) 494-4114, ecarsten@arcadia-fl.gov			
Hurricane Ida	Debris Removal & Site Management for Debris Reduction and Emergency Roadway Clearance	Livingston Parish, LA	\$24,632,443 1,322,210 CY	August 2021 – January 2022
	Point of Contact: Mark Harrell, Director of Homeland Security Office, 20355 Government Blvd., Suite D, Livingston, LA 70754; Tel. (225) 686-3066; Fax (225) 686-7280; mh@lp.gov			
Hurricane Ida	Disaster Debris Management Services	Thibodaux, LA	\$1,653,961 105,691	August – November 2021
	Jacques Thibodeaux, Special Projects Coordinator, Emergency Preparedness Director; P.O. Box 5418; 310 W. 2nd St; Thibodaux LA, 70301; Tel. 504-915-3120; jacquest@ci.thibodaux.la.us			

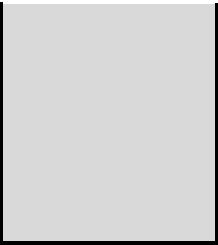
Tab F - Pricing

Item Description	Unit/ Price
1. Emergency Road Clearance Work consists of all labor, equipment, fuel, traffic control and associated costs necessary for the clearing of eligible debris from ROW and critical Authorized User-owned infrastructure. Limited to 70 hours unless extended by Authorized User.	\$ Per Hour
(per clearance crew)	\$ 235.00
2. ROW Vegetative Debris Removal (Collect & Haul) Work consists of all labor, equipment, fuel, traffic control and associated costs necessary for the collection and transportation of eligible vegetative debris on the ROW and Authorized User-owned property to an approved DMS or other designated disposal facility.	\$ Per Cubic Yard
0 to 15 miles	\$ 9.15
15.1 to 30 miles	\$ 9.45
30.1 to 60 miles	\$ 9.95
60.1 miles and over	\$ 10.50
3. ROW C&D Debris Removal (Collect & Haul) Work consists of all labor, equipment, fuel, traffic control and associated costs necessary for the collection and transportation of eligible C&D debris on the ROW and Authorized User-owned property to an approved disposal facility.	\$ Per Cubic Yard
0 to 15 miles	\$ 9.65
15.1 to 30 miles	\$ 10.45
30.1 to 60 miles	\$ 10.95
60.1 miles and over	\$ 11.95
4. Private Property Vegetative Debris Removal Work consists of all labor, equipment, fuel, traffic control and associated costs necessary for the collection and transportation of eligible vegetative debris on private property to an approved DMS or other designated disposal facility. Only activated if authorized by FEMA.	\$ Per Cubic Yard
0 to 15 miles	\$ 11.40
15.1 to 30 miles	\$ 11.70
30.1 to 60 miles	\$ 12.20
60.1 miles and over	\$ 12.75
5. Private Property C&D Debris Removal Work consists of all labor, equipment, fuel, traffic control and associated costs necessary for the collection and transportation of eligible C&D debris on private property to an approved disposal facility. Only activated if authorized by FEMA.	\$ Per Cubic Yard
0 to 15 miles	\$ 11.90
15.1 to 30 miles	\$ 12.70
30.1 to 60 miles	\$ 13.20
60.1 miles and over	\$ 14.20
6. Demolition, Removal, Transport, and Demolition of Eligible Non-RACM Structures Work consists of all labor, equipment, fuel, and associated costs necessary to demolish, remove, transport, and dispose of eligible non-RACM structures on private property.	\$ Per Cubic Yard
0 to 15 miles	\$ 17.15
15.1 to 30 miles	\$ 17.95
30.1 to 60 miles	\$ 19.50
60.1 miles and over	\$ 21.50
7. Demolition, Removal, Transport, and Demolition of Eligible RACM Structures Work consists of all labor, equipment, fuel, and associated costs necessary to demolish, remove, transport, and dispose of eligible RACM structures on private property.	\$ Per Cubic Yard
0 to 15 miles	\$ 28.14
15.1 to 30 miles	\$ 28.99
30.1 to 60 miles	\$ 30.69
60.1 miles and over	\$ 32.39
8. DMS Management and Operations Work consists of all labor, equipment, fuel, and associated costs necessary for the construction, management, operation and remediation of DMS for acceptance, management, segregation, and staging of disaster related debris.	\$ Per Cubic Yard
	\$ 1.94

9. Reduction of Debris Through Grinding Work consists of all labor, equipment, fuel, and miscellaneous costs necessary to reduce disaster generated debris through grinding.	\$ Per Cubic Yard
	\$ 2.75
10. Reduction of Debris Through Air Curtain Incineration Work consists of all labor, equipment, fuel, and miscellaneous costs necessary to reduce disaster generated debris through air curtain incineration.	\$ Per Cubic Yard
	\$ 1.45
11. Reduction of Debris Through Open Burn Work consists of all labor, equipment, fuel, and miscellaneous costs necessary to reduce disaster generated debris through open burn.	\$ Per Cubic Yard
	\$ 0.44
12. Haul-out of Reduced Debris to Final Disposal Site Work consists of all labor, equipment, fuel, and associated costs necessary for loading and transporting reduced debris at an approved DMS to a final disposal facility. Includes both residual ash from incineration or burn operations and residual mulch from grinding operations.	\$ Per Cubic Yard
0 to 15 miles	\$ 3.49
15.1 to 30 miles	\$ 4.13
30.1 to 60 miles	\$ 5.41
60.1 miles and over	\$ 6.69
13. Removal of Eligible Hazardous Leaning Trees and Hanging Limbs Work consists of all labor, equipment, fuel, traffic control and associated costs necessary for the removal of eligible hazardous leaning or hanging limbs and placement of them on the ROW for haul-off.	\$ Per Tree
6 inch to 12 inch diameter measured 4.5 feet above the ground	\$ 68.00
13 inch to 24 inch diameter measured 4.5 feet above the ground	\$ 118.00
25 inch to 36 inch diameter measured 4.5 feet above the ground	\$ 168.00
37 inch to 48 inch diameter measured 4.5 feet above the ground	\$ 198.00
49 inch and larger diameter measured 4.5 feet above the ground	\$ 248.00
Hanger Removal (2" or greater at the break and price per Tree)	\$ 78.00
14. Removal of Eligible Hazardous Stumps Work consists of all labor, equipment, backfill, fuel, traffic control and associated costs necessary for the removal of eligible hazardous stumps and transportation to an approved DMS or other designated disposal facility.	\$ Per Stump
24 inch to 36 inch diameter measured 24 inches above the ground	\$ 145.00
37 inch to 48 inch diameter measured 24 inches above the ground	\$ 195.00
49 inch and larger diameter measured 24 inches above the ground	\$ 245.00
15. Removal of Eligible Hazardous Leaning Trees and Hanging Limbs from Private Property Work consists of all labor, equipment, fuel, and associated costs necessary for the removal of eligible hazardous leaning or hanging limbs on private property and hauled under Line Item No. 4. Only activated if authorized by FEMA.	\$ Per Tree
6 inch to 12 inch diameter measured 4.5 feet above the ground	\$ 88.00
13 inch to 24 inch diameter measured 4.5 feet above the ground	\$ 138.00
25 inch to 36 inch diameter measured 4.5 feet above the ground	\$ 188.00
37 inch to 48 inch diameter measured 4.5 feet above the ground	\$ 218.00
49 inch and larger diameter measured 4.5 feet above the ground	\$ 268.00
Hanger Removal (2" or greater at the break and price per Tree)	\$ 94.00
16. Removal of Eligible Hazardous Stumps from Private Property Work consists of all labor, equipment, backfill, fuel, and associated costs necessary for the removal of eligible hazardous stumps on private property and transportation to an approved DMS or other designated disposal facility. Only activated if authorized by FEMA.	\$ Per Stump
24 inch to 36 inch diameter measured 24 inches above the ground	\$ 215.00
37 inch to 48 inch diameter measured 24 inches above the ground	\$ 265.00
49 inch and larger diameter measured 24 inches above the ground	\$ 315.00

17. Removal of Eligible White Goods Work consists of all labor, equipment, fuel, traffic control and associated costs necessary for the collection of eligible white goods, removal of refrigerants, transportation to an approved DMS, decontamination, and transportation to an approved final disposal facility.	\$ Per Each
Without Freon recovery	\$ 35.00
With Freon recovery	\$ 64.00
18. Removal of Eligible Used Electronics Work consists of all labor, equipment, fuel, traffic control and associated costs necessary for the collection of eligible used electronics and transportation to an approved final disposal facility.	\$ Per Each
	\$ 24.00
19. Removal of Hazardous Household Waste Work consists of all labor, equipment, fuel, traffic control and associated costs necessary for the removal of eligible HHW and transportation to an approved final disposal facility.	\$ Per Pound
	\$ 5.44
20. Removal of Abandoned Eligible Vessel Work consists of all labor, equipment, fuel, traffic control and associated costs necessary for the removal of eligible abandoned vessels and transportation to an approved staging area.	\$ Per Linear Foot
Land-based removal of sunken vessels with keeled hulls	\$ 61.25
Marine-based removal of sunken vessels with keeled hulls	\$ 97.50
Abandoned vessels on ROW or public property with keeled hulls	\$ 45.50
Land-based removal of sunken vessels with flat or v-hulls	\$ 55.50
Marine-based removal of sunken vessels with flat or v-hulls	\$ 87.50
Abandoned vessels on ROW or public property with flat or v-hulls	\$ 39.75
21. Removal Abandoned Eligible Vehicle Work consists of all labor, equipment, fuel, traffic control and associated costs necessary for the removal of eligible abandoned vehicles and transportation to an approved staging area.	\$ Per Each
Removal of abandoned vehicles on ROW or public property	\$ 165.00
Operation of vehicle and vessel storage site each day	\$ 750.00
22. Removal and Disposal of Putrescent Waste Work consists of all labor, equipment, fuel, traffic control and associated costs necessary for the removal of putrescent waste and transportation to an approved final disposal facility.	\$ Per Pound
	\$ 7.19
23. Removal of Eligible Tires Work consists of all labor, equipment, fuel, traffic control and associated costs necessary for the removal of eligible tires and transportation to an approved final disposal facility.	\$ Per Each
	\$ 19.00
24. Removal of Eligible Gasoline Powered Tools Work consists of all labor, equipment, fuel, traffic control and associated costs necessary for the removal of eligible gasoline powered tools and transportation to an approved final disposal facility.	\$ Per Each
	\$ 68.00
25. Removal of Silt and Mud Work consists of all labor, equipment, fuel, traffic control and associated costs necessary for the collection and transportation of eligible silt and mud on ROW and Authorized User-owned property to an approved DMS or other designated disposal facility.	\$ Per Cubic Yard
0 to 15 miles	\$ 9.43
15.1 to 30 miles	\$ 10.01
30.1 to 60 miles	\$ 11.67
60.1 miles and over	\$ 12.83
26. Collection, Staging and Screening of Sand Work consists of all labor, equipment, fuel, traffic control and associated costs necessary for the removal, staging and screening of eligible sand deposited on ROW or Authorized User-owned property and return of clean sand to location designated by Authorized User.	\$ Per Cubic Yard
	\$ 14.25

Notes:
1. Line Items No. 2, 3, 4, 5, 6, 7, 8, 9, 10 and 11 are based on incoming debris to DMS or final disposal.
2. Line Item No. 12 is based on outgoing debris from DMS.
3. The Contractor will pay Tipping Fee at Final Disposal Site(s) and invoice the County at direct cost with no markup. Disposal costs are treated as a pass-through expense and are not included in the proposed unit rates above.



CONFLICT OF INTEREST QUESTIONNAIRE

FORM CIQ

For vendor doing business with local governmental entity

OFFICE USE ONLY

Date Received

This questionnaire reflects changes made to the law by H.B. 23, 84th Leg., Regular Session.

This questionnaire is being filed in accordance with Chapter 176, Local Government Code, by a vendor who has a business relationship as defined by Section 176.001(1-a) with a local governmental entity and the vendor meets requirements under Section 176.006(a).

By law this questionnaire must be filed with the records administrator of the local governmental entity not later than the 7th business day after the date the vendor becomes aware of facts that require the statement to be filed. See Section 176.006(a-1), Local Government Code.

A vendor commits an offense if the vendor knowingly violates Section 176.006, Local Government Code. An offense under this section is a misdemeanor.

1 Name of vendor who has a business relationship with local governmental entity.

N/A

2 Check this box if you are filing an update to a previously filed questionnaire. (The law requires that you file an updated completed questionnaire with the appropriate filing authority not later than the 7th business day after the date on which you became aware that the originally filed questionnaire was incomplete or inaccurate.)

3 Name of local government officer about whom the information is being disclosed.

N/A

Name of Officer

4 Describe each employment or other business relationship with the local government officer, or a family member of the officer, as described by Section 176.003(a)(2)(A). Also describe any family relationship with the local government officer. Complete subparts A and B for each employment or business relationship described. Attach additional pages to this Form CIQ as necessary.

A. Is the local government officer or a family member of the officer receiving or likely to receive taxable income, other than investment income, from the vendor?

Yes No

B. Is the vendor receiving or likely to receive taxable income, other than investment income, from or at the direction of the local government officer or a family member of the officer AND the taxable income is not received from the local governmental entity?

Yes No

5 Describe each employment or business relationship that the vendor named in Section 1 maintains with a corporation or other business entity with respect to which the local government officer serves as an officer or director, or holds an ownership interest of one percent or more.

6 Check this box if the vendor has given the local government officer or a family member of the officer one or more gifts as described in Section 176.003(a)(2)(B), excluding gifts described in Section 176.003(a-1).

7


Signature of vendor doing business with the governmental entity

7/5/2023

Date

CONFLICT OF INTEREST QUESTIONNAIRE For vendor doing business with local governmental entity

A complete copy of Chapter 176 of the Local Government Code may be found at <http://www.statutes.legis.state.tx.us/Docs/LG/htm/LG.176.htm>. For easy reference, below are some of the sections cited on this form.

Local Government Code § 176.001(1-a): "Business relationship" means a connection between two or more parties based on commercial activity of one of the parties. The term does not include a connection based on:

- (A) a transaction that is subject to rate or fee regulation by a federal, state, or local governmental entity or an agency of a federal, state, or local governmental entity;
- (B) a transaction conducted at a price and subject to terms available to the public; or
- (C) a purchase or lease of goods or services from a person that is chartered by a state or federal agency and that is subject to regular examination by, and reporting to, that agency.

Local Government Code § 176.003(a)(2)(A) and (B):

(a) A local government officer shall file a conflicts disclosure statement with respect to a vendor if:

(2) the vendor:

(A) has an employment or other business relationship with the local government officer or a family member of the officer that results in the officer or family member receiving taxable income, other than investment income, that exceeds \$2,500 during the 12-month period preceding the date that the officer becomes aware that

- (i) a contract between the local governmental entity and vendor has been executed;
- or
- (ii) the local governmental entity is considering entering into a contract with the vendor;

(B) has given to the local government officer or a family member of the officer one or more gifts that have an aggregate value of more than \$100 in the 12-month period preceding the date the officer becomes aware that:

- (i) a contract between the local governmental entity and vendor has been executed; or
- (ii) the local governmental entity is considering entering into a contract with the vendor.

Local Government Code § 176.006(a) and (a-1)

(a) A vendor shall file a completed conflict of interest questionnaire if the vendor has a business relationship with a local governmental entity and:

(1) has an employment or other business relationship with a local government officer of that local governmental entity, or a family member of the officer, described by Section 176.003(a)(2)(A);

(2) has given a local government officer of that local governmental entity, or a family member of the officer, one or more gifts with the aggregate value specified by Section 176.003(a)(2)(B), excluding any gift described by Section 176.003(a-1); or

(3) has a family relationship with a local government officer of that local governmental entity.

(a-1) The completed conflict of interest questionnaire must be filed with the appropriate records administrator not later than the seventh business day after the later of:

(1) the date that the vendor:

(A) begins discussions or negotiations to enter into a contract with the local governmental entity; or

(B) submits to the local governmental entity an application, response to a request for proposals or bids, correspondence, or another writing related to a potential contract with the local governmental entity; or

(2) the date the vendor becomes aware:

(A) of an employment or other business relationship with a local government officer, or a family member of the officer, described by Subsection (a);

(B) that the vendor has given one or more gifts described by Subsection (a); or

(C) of a family relationship with a local government officer.



RFP #22-002P
Debris Management and
Removal Services

BIDDER CERTIFICATION AND ADDENDA ACKNOWLEDGEMENT

By signature affixed, the bidder certifies that neither the bidder nor the firm, corporation, partnership, or institution represented by the bidder, or anyone acting for such firm, corporation, or institution has violated the anti-trust laws of this State, codified in Section 15.01, et seq., Texas Business and Commerce Code, or the Federal antitrust laws, nor communicated directly or indirectly the bid made to any competitor or any other person engaged in such fine of business.

Bidder has examined the specifications and has fully informed themselves as to all terms and conditions. Any discrepancies or omissions from the specifications or other documents have been clarified with City representatives and noted on the bid submitted.

Bidder guarantees product offered will meet or exceed specifications identified in this RFP.

Bidder must initial next to each addendum received in order to verify receipt:

Addendum #1 TL Addendum #2 TL Addendum #3 _____
Addendum #4 _____ Addendum #5 _____ Addendum #6 _____

Bidder Must Fill in and Sign:

NAME OF FIRM/COMPANY: Ceres Environmental Services, Inc.
REPRESENTATIVE's NAME: Tia Laurie
REPRESENTATIVE's TITLE: Corporate Secretary
MAILING ADDRESS: 9625 Windfern Road
CITY, STATE, ZIP: Houston, Texas 77064
PHONE & FAX NUMBERS: P: (800) 218-4424 - F: (866) 228-5636
E-MAIL ADDRESS: tia.laurie@ceresenv.com
AUTHORIZED SIGNATURE: 
DATE: 6/5/2023



Original
Debris Removal Contract

Proposal for: RFP# 22-002P

City of Richwood
— TEXAS —

City of Richwood
1800 Brazosport Blvd.
Richwood, TX 77531

Thursday June 6 2023 2:30 P.M.

Contact Information:
Greg Gathers
6021 SW 29th St. PMB #130
Topeka, KS 66614
(785) 478-9805 – Office
(785) 478-4195 – Fax
ggathers@ctcdisaster.com
www.ctcdisaster.com
(Office locations in Kansas, Alabama, Florida & Texas)



TABLE OF CONTENTS

Management Summary TAB A..... 3
Transmittal Letter..... 3
Project Approach TAB B..... 4
Pre-Event Preparation..... 4
Pre-Event Coordination Response Time..... 8
Technical Approach Post Disaster..... 10
Temporary Debris Site (TDS) Plan..... 14
Vehicle Inspection Tower Info..... 16
Debris Removal Guidelines..... 18
Reimbursement Knowledge and Experience..... 20
Owned and Leased Equipment..... 21
Corporate Experience and Capacity TAB C..... 23
Summary..... 23
Bonding Letter..... 24
Subcontracting Plan..... 25
Local and Minority Participation..... 27
Affirmative Action Plan..... 28
Qualifications TAB D..... 31
Training and Certifications..... 31
Resumes..... 33
Industry Association Memberships..... 37
Insurance & W-9..... 39
Past Performance & References TAB E..... 42
References..... 52
Letters of Recommendation..... 54
Pricing TAB F..... 65
Conflict of Interest TAB G..... 66
Certification TAB H..... 67



MANAGEMENT SUMMARY TAB A

TRANSMITTAL LETTER

City of Richwood
Attn. City Secretary
1800 Brazosport Blvd.
Richwood, TX 77531

June 6, 2023

RE: RFP#23-003P Debris Management and Removal Services

To Whom it may concern,

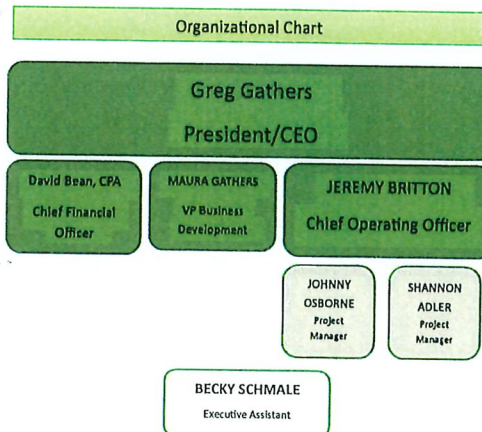
CTC Disaster Response, Inc. (CTC), formerly known as Custom Tree Care, Inc., is pleased to submit our proposal for the RFP#23-003P Debris Management and Removal Services. CTC has been in business for over 24 years and has completed over \$200,000,000 in Debris Removal Operations, with a combined Executive and Management team experience of over 70 years. CTC has operated as prime contractor in the recovery of over 150 major catastrophic events in 27 states performing ROW Debris Removal, Tree Trimming and Removal, PPDR, Waterway and Marine Debris Removal, TDS Reduction and Management, and other specialty types of debris removal. We meet or exceed all requirements of this RFP.

With our experience, we can streamline the recovery process, while maintaining our 100% safety record. We have also been able to develop and streamline debris removal, reduction, and disposal to ensure that our teaming partners and the community receive the best benefits of our experience.

Respectfully,

Handwritten signature of Greg Gathers

Greg Gathers
President/CEO
MW-4172A





PROJECT APPROACH TAB B

PRE-EVENT PREPERATION

Through our years of experience in responding to disaster debris-generating events across the nation, we at CTC have developed and refined a strategy to include both pre-event planning and post-event operations. This strategy is founded on the concept that we, both the agency’s staff and the CTC staff, can best do the majority of our critical thinking on a “blue sky day” when time is available to carefully and thoroughly research alternatives to various scenarios. In essence, we can develop a “Project Checklist” to guide us through those first days following the “black sky day.”

Pre-Event Planning:

- Identify and introduce, in person, the CTC Project Team to your staff so that when we are required to work together, we have already established our professional relationship and rapport.
- Review with your staff, in detail, the most recent update of the Debris Management Plan to ensure that we understand completely your plan of attack and have those base maps first required in current order.
- Ride those roadways listed as having priority to conceptualize the volumes and types of debris that may be encountered during emergency clearance operations.
- Review with your staff the identified Temporary Debris Staging and Reduction Sites and the preliminary design established.
- Review both your and our Communications Plan to ensure they are compatible and afford interoperability.
- Conduct and/or participate in tabletop and functional exercises focused on managing the volumes of documentation required for reimbursement of eligible damage costs.
- Participate in all other training and exercises as you may direct.
- Conduct on-site classroom training utilizing the FEMA Emergency Management Institute Independent Study Programs for Debris Management, National Incident Management System/Incident Command System (NIMS/ICS), the Public Assistance Program and all updates/new policies and procedures.
- Applicants with a FEMA-accepted Debris Management Plan at the time of an event can increase the effectiveness of its debris management operations. Specifically, a Debris Management Plan should improve an Applicant's ability to complete debris removal within the timelines associated with the sliding scale. Applicants may request a one-time, 2% increased Federal cost share incentive.
- FEMA's requirements to receive this incentive are that the Applicant must:
 - Have a FEMA-accepted Debris Management Plan.
 - Have a pre-qualified debris removal contractor.
- Debris Management Plan should include the following:
 - Debris Management Overview
 - Incidents and Assumptions
 - Debris Collection and Removal Plan
 - Debris Removal from Private Property
 - Public Information
 - Health and Safety Requirements
 - Environmental Considerations and other Regulatory Requirements



- Temporary Debris Management Sites and Disposal Locations
- Force Account or Contract Resources and Procurement
- Monitoring of Debris Operations

Alert Stage:

- As a potential debris-generating weather event approaches, CTC will be in communication with your staff to ensure that our Communication Plans are in current order, and we will begin to alert our Project Team, local area subcontractors, and out-of-area subcontractors that their services may be required in the near future.
- As the weather event track is established and the real potential for landfall in an area that may damage your area is established, and at your direction, CTC will mobilize our Project Manager and emergency road clearance crews and equipment to pre-stage at the Operations Base Camp. This will allow for and ensure an immediate damage assessment and mobilization of crews and equipment to those areas previously identified for emergency road clearance operations.

Post-Event Operations:

The Preliminary Damage Assessment and Emergency Road Clearance operations will begin as soon as wind speeds fall below gale force. Depending upon the severity of damage, additional crews and equipment will be pre-staged just beyond the anticipated damage zone and will be mobilized. It is expected that the majority of the emergency road clearance crews and equipment will be CTC’s own and those available from local area subcontractors.

- Emergency Road Clearance will start along the primary transportation routes
- Temporary Debris Sites, crew and equipment check-in locations, and the availability of housing and camping areas will be inspected to ascertain their availability for immediate/near future use. This information will then be relayed to our Logistics Manager.
- During this phase, our crews will be available, at a minimum from sun-up to sun-down. If required, work will continue after dark if it can be performed safely.
- Documentation for work performed will be kept on a time and materials basis, utilizing the hourly rates schedules included in the contract. Each morning, a report of the previous days’ work will be made to Your Project Manager and include: all labor hours broken down by category; all equipment hours broken down by type and category; and the road segments that have been opened to a minimum of one lane of traffic in each direction. Cumulative summary reports will be made as requested.
- As the volume of debris to be managed is estimated, mobilization will begin of additional crews and equipment required during the initial stages of removal. These crews and equipment will stage in close proximity to be ready for immediate deployment upon completion of the road clearance, and as directed by your POC.
- Estimated Time Frame: 70 Hours (maximum)

Post-Event Operations: Debris Removal, Reduction and Disposal:

- During the initial stages of debris removal operations, your staff and CTC will determine what zones and sectors are to be cleared in a prioritized order. This establishment of priorities is important in that it allows you, the



Monitors, and our crews and equipment to arrive on-scene in a scheduled manner. This is the “ramp up” stage of operations.

- As crews, equipment and monitors are being assigned to debris removal work areas, the CTC Project Team members will continue to work with Your staff to inspect the damages areas for hazardous waste materials; critical drainage ways and navigable waterways that require immediate attention to mitigate further damages; the presence of abandoned automobiles and watercraft that may impede debris operations; In some instances, the of beach sand that has been washed onto private property and roads; and any other elements of destruction that will/may impact or disrupt debris removal operations.
- The CTC Project Team and your staff will also be reviewing the need for identification card badges for each crew member that will be working.
- The CTC Project Team will also be working closely with the local area landfills to construct additional entrances at the landfills to support the extremely high volume of traffic above that normally experienced. Without these additional infrastructure elements, long wait times will be encountered and severely disrupt the timeliness of debris removal operations.
- If a part of the contract language, **vehicles** and **vessels** that are abandoned or displaced will each be recovered, moved to a staging/salvage yard, the owner identified and notification made, inspected by their respective owners’ insurance agent prior to final disposal methods being determined.
- **White goods** will be segregated from other debris and taken to a staging area at the TDS, where they will be first inspected for the presence of Freon or other coolants, gases, oils and putrefied foods. These potentially hazardous materials will be recovered by an appropriately licensed subcontractor prior to disposal at a recycling facility.
- **Household hazardous wastes (HHW)** will be segregated at the pick-up point prior to removal by a separate crew. This waste will then be disposed of at an appropriately licensed landfill. A separate, bermed, lined and covered temporary staging area will be constructed at each TDSRS for segregation of HHW that is inadvertently delivered. Removal and disposal will be on an as-needed basis.
- **Construction and Demolition (C&D) debris** will be segregated as much as practicable at the pick-up point, prior to loading for hauling to the appropriately licensed landfill for final disposal.
- **Hazardous limbs, hazardous trees and hazardous stumps** require proper identification and documentation. This information and documentation is required by FEMA for maximum reimbursement of eligible costs and will be accomplished by the Monitor. Once this data is gathered, and hazardous limbs, trees and stumps are authorized for removal, CTC crews will cut, remove, and load for hauling to the TDSRS for volume reduction.
- **Vegetative debris** will be loaded from the public rights-of-way, hauled to the TDS where volume reduction will be accomplished by mulching/grinding and/or burning/incineration. By-products from the reduction process may be used by the Your, gated communities, golf courses, or general recreation areas for landscape purposes, sold to an area paper products company or general manufacturing plant for use as boiler or “hog” fuel, or as the last resort sent to a lawfully permitted local landfill for use as daily cover.
- **Documentation** of debris removal, reduction, recycling, and disposal operations will be primarily by load tickets and based on the cubic yard method of measurement. Daily, cumulative, and summary reports will be made to you. Additional reports detailing completion of passes; numbers of vehicles and/or vessels removed; numbers of white goods managed; and numbers of leaning trees removed, hanging hazardous limbs cut, hazardous stumps removed; and volume of household hazardous waste removed will be generated and provided as you request.



Resources:

In the case of a major catastrophic event, CTC is on ready and standby for immediate call and can be mobilized within 24 hours following a Notice to Proceed. In addition, CTC maintains an active database of subcontractors from across the nation, the majority of whom have worked with our Project Teams on past debris removal operations. This database contains subcontractors who assist us with trucks and trailers of varying sizes, heavy equipment, CDL drivers, heavy equipment operators, mechanics, skilled and unskilled labor, administrative assistants, clerical staff, contract specialists, on-site fuel delivery, generators, temporary housing, laundry and catering services, hazardous waste specialists, water-borne debris removal specialists, and arborist services.



PRE-EVENT COORDINATION RESPONSE TIME

Due to our experience with rapid mobilization and the need for communication with our contracting partners, CTC has developed procedures to minimize the time necessary to respond to a disaster. We can mobilize the required number of crews and personnel within 24 hours of a Notice to Proceed. In the instance of hurricanes, especially for preposition contracts, response time is even faster.

During hurricane season, CTC, Inc. closely watches the buildup of potential tropical storms or hurricanes. As a storm approaches a location for which we have a preposition contract, we will begin placing staff on alert and pre-positioning both staff and equipment. The Regional Manager nearest that location will be responsible for coordinating those efforts.

The pre-positioned resources will

:

- Be located as close to the potential impact area as possible without putting them in harm's way.
- Have recovery equipment immediately accessible to our contracting partners. We take into consideration that damaged by the storm obviously affects the timely response capability.
- Provide local experienced subcontractors who are on standby and alert and will provide details on their resources that can be deployed immediately upon request.

As the storm nears landfall, and the potential impact on the area becomes more refined, Our Management Team and specialists will:

- Make an initial assessment of the size of the potential debris issues.
- Decide what additional resources may be needed, based on that previous assessment.
- Determine how those resources will be deployed.
- Transmit information to potential subcontractors. In most catastrophic events, our prime subcontractors are familiar with the procedure and headed to the affected areas.
- Provide a buildup of resources over a short period of time as needed. Until the immediate response agencies (law enforcement, fire departments, etc.) provide approval, there will be a limitation on the amount of debris removal equipment that can be moved into an area and what operations can be initiated.

Immediate Debris Operations:

We have in-house resources to begin debris operations almost immediately, especially emergency debris clearance (moving debris to the sides of the roads and streets to allow access of emergency vehicles). As the information regarding the extent of the debris impact areas becomes more exact, the amount and type(s) of equipment required to conduct an efficient operation will become more refined.

This general procedure ensures that, in the event of a hurricane (or other disaster that provides some warning), we can have trained, experienced personnel with appropriate equipment on site and working in a minimum amount of time – regardless of the location of that disaster.



In the immediate aftermath of a disaster for which there was no warning (tornado, earthquake, bombing), the deployment procedures developed and used by us still minimize the time required to adequately respond. All equipment is maintained in a ready-to-deploy condition. Personnel are accustomed to short notice, and the internal communications system used by us ensures that key personnel are readily available. In most instances, we can be operational on-site within 24 hours, often before access is permitted to portions of the damaged area. Frequently, that time is much less than 24 hours after receipt of a Notice to Proceed.

We understand the necessity to begin debris operations quickly and conduct them efficiently.



TECHNICAL APPROACH POST DISASTER

Mobilization Plan:

This Mobilization Plan outlines the approach strategy that CTC, Inc. uses after a state of disaster. We fully recognize and comprehend that it is our pre-emptive duty to ensure sure that this plan is carried out in a time of emergency when you may have no way to communicate with us. Therefore, we assume the responsibility of being able to move into the impacted area and carry out our assigned mission, with full capability, no matter how severe the damage may be. Our years of experience tell us that when equipment is brought in from multiple different directions, including right here in your community, we can provide a more expedient mobilization. With a pre-event contract in place, we can plan in advance to call resources in from numerous different locations, and via numerous different routes of entry. Our subcontractors, who are local to your area, are experienced and aware of the needs of CTC, Inc. They become integral members of our advance planning team. Their input and area knowledge are called up during both advance planning, and post-event response operations.

For those events that impact is forecast (hurricanes, tropical storms, ice storms, and floods) there is advance warning and an ability to monitor and track the developing weather pattern. For these predictable events, sufficient time is allowed for confirmation of situation-specific pre-planning efforts and preparation which ultimately allows for a more rapid and coordinated mobilization. With these forecast events, CTC, Inc. will identify several staging areas within a 50 -100 mile radius of the forecast impact zone and mobilize the equipment and manpower needed for the immediate push. Through this advance planning, we can guarantee an immediate response to the emergency clearance of debris from the roadways phase of operations. CTC, Inc. will pre-position personnel and equipment in your community when directed. We will identify several points and paths of entry into your community/damage zone can be made. The number and use of these areas will depend largely on the size and destructive force of the event that is being responded to. In addition, multiple points-of-entry or paths into critical response zones will be identified.

The CTC, Inc. Project Manager will be in close contact with your designed POC, as the event impact draws closer. If required, we will arrive with our advance team and position ourselves in your Emergency Operations Center (EOC) or other suitable Debris Command Center prior to the landfall of a storm, regardless of anticipated storm category. Coordination can then be affected regarding the entry of response entry into the damage zone.

The Mobile Command Center will normally be in place within 24 hours, if required, after the Notice to Proceed and provide the communication link between all agencies and provide a field site for daily briefings and coordination. This Command Center enables CTC, Inc. to have unlimited access, via satellite, that will provide phone, fax and broadband internet connection regardless of damage to cable and local wireless infrastructure.

CTC, Inc. has established the following schedules of crew deployment for your community. The quantity and make-up of crews required will be made during the Initial Damage Assessment (IDA) stage, immediately following the event. Categories of hurricanes have been selected as representative indicators of the damage likely to occur. These only represent a baseline on which to illustrate our mobilization schedule for you.



- *Tropical Storms, Category 1-2 Hurricanes. Minor or Moderate Ice Storm, Flood or Wind Event.*
- *80% of crews within 24 hours of NTP*
- *100% of crews within 48 hours of NTP*
- *100% of crews within 72 hours of NTP*
- *Category 3,4 & 5 Hurricanes or Significant/Catastrophic Ice Storm, Flood or Wind Event*
- *25% of crews within 24 Hours of NTP*
- *40% of crews within 48 hours of NTP*
- *60% of crews within 72 hours of NTP*
- *100% of crews with 96 Hours of NTP*

CTC, Inc. is familiar with catastrophic events of all scope and sizes. CTC will also monitor its performance daily, and after consultation with you, will bring more resources as necessary to meet your developing schedule for work output.

Operations and Management Plan:

In general terms, following a written Notice to Proceed, CTC, Inc. debris management work will typically consist of the following, as listed in chronological (though often overlapping or concurrent) order. Each of these work tasks will be closely coordinated with and as directed by City or County staff.

- 1) Pushing and clearing debris from primary arterial highways that serve previously identified critical facilities. No attempt to remove debris is made at this time. The objective of this “cut and toss” effort is to open roadways to emergency response vehicular traffic. This work is conducted during the “emergency period” immediately following the event with FEMA guidelines limiting it to the first 70 work hours and may include working between sundown and sunup. A great emphasis is placed on safety during this time as downed power line present a true hazard to the health and safety of response crews. Close coordination with the local electrical company will be conducted throughout this period.
- 2) During this timeframe, debris removal equipment and personnel will begin to be “checked in” with all necessary documentation gathered, and trucks and trailers measured (CY) for maximum load carrying capacity and identification placards installed. Also, during this time, the Temporary Debris Sites (TDS) will be located, regulatory approval gained for, and construction for operations begun.
- 3) As soon as the TDS is ready to receive debris (interior haul roads established and traffic control patterns formulated; site does not need to be ready for reduction/recycling efforts at this time), debris removal crews will be dispatched to begin gathering, loading and hauling debris to its designated site (vegetative debris will be taken



to the TDS and Construction and Demolition (C&D) debris will be taking to a local, lawfully permitted landfill or other site as may be specified.

- 4) As the number of crews and equipment increases (called the “ramp up” period), so does the need for qualified monitors to be assigned to each crew, or zone. These monitors will issue load tickets for each load of debris managed and certify to reimbursement agencies its “eligibility.” Our crews are generally kept in the same zone and sector throughout the clean-up. This helps to identify responsible parties when damage to private property is reported, investigated, and resolved.
- 5) Citizen drop-off points may be established in the community. This gives those citizens who wish to remove debris from their private property as place to bring it, and greatly reduces the number of illegal dumping complaints that will be received. CTC, Inc. will provide the necessary equipment and manpower to safely operate these sites and clean them of all debris at the end of each day.
- 6) As debris removal operations progress, and the TDS is made ready for reduction/recycling operations (including baseline environmental (soil and groundwater sampling when required), debris removal crews will continue on a daily, uninterrupted basis, to haul vegetative debris and recyclables to the TDS. C&D debris will continue to be hauled to a local, lawfully permitted landfill. Additional crews will be brought in to conduct all tree trimming and stump removal operations.
- 7) Debris removal crews will normally make three scheduled passes in each zone and sector. Approximately 60% of all debris managed is removed from the right-of-way during the first pass. Once the majority of vegetative and C&D debris have been removed, White Goods (washers, dryers, refrigerators, freezers, air conditioning units, stoves, water heaters, and dishwashers) will be loaded and hauled to either the TDS for recycling, or to a local, lawfully permitted landfill as directed.
- 8) Multiple scheduled passes will be made until debris removal operations are completed, as determined by the government contracting agency.
- 9) As debris operations begin to come to a close (the “ramp down” period), crews and equipment that are no longer required will be released from duty.
- 10) Once all activities are completed at the TDS, site closure will begin. This includes, but is not limited to the following:
 - Removal of all debris reduction by-products.
 - Removal of all equipment, office trailers, inspection towers, and portable toilets and wash stations.
 - Removal of all stone utilized to create points of ingress and egress, interior haul roads, and parking areas.
 - Removal of all site features (fencing and erosion control) that may have been constructed.
 - End-of-Job environmental samples are taken, tested, and compared to baseline samples.
 - CTC, Inc. will then request a final inspection from the appropriate government official. A “punch list” of items to be corrected is developed and final closure action taken. Only upon mutual, written agreement between the property owner, government official, and CTC, Inc. Project/Operations Manager is a site considered closed.

Debris removal, reduction and disposal work hours are generally defined as from sun-up to sundown, seven (7) days/week, including holidays. This schedule will be coordinated with, and approval gained from local officials.



This chronology of debris operations is defined in general terms only. Additional specific items of work may be directed by the local officials and work performed by CTC, Inc. All work will be performed so as to not interfere, to the greatest extent possible, with all other emergency response agencies, including but not limited to: utility companies, government agencies, volunteers and local government forces.

Debris Volume Estimation:

Estimating the volume of debris generated following an event is not an exact science. At CTC, Inc. we utilize several different methodologies to make “an educated estimation.” These include utilization of the US Army Corps of Engineers Hurricane Debris Volume Estimation Model; a per household times the total number of households method; a per mile of roadway times the total miles of roadway method; and other data as may be available. Each of these methodologies and estimates is led by an experienced CTC, Inc. team member who has a significant history in making just these type estimates of material on the ground.

Billing/Invoices:

At the conclusion of each day’s work activities, daily reports and load tickets are collected from all CTC, Inc. supervisory personnel. Then are then reviewed for completeness and correctness and entered into our proprietary database. This data entry is normally accomplished at our headquarters office where will maintain workstations for this purpose. This data entry normally follows the work effort by just one day, meaning that the City will have nearly real-time data throughout the project. Invoices are normally generated on a bi-weekly or monthly basis, dependent upon the schedule mutually agreed upon. Our records are maintained for a minimum of ten (10) years to ensure that we can support whatever request the City may have, particularly during the audit that will be performed by DHS/FEMA.

Authorized Persons:

Greg Gathers

Jeremy Britton

Maura Gathers

Johnny Osborne

With office locations in Kansas, Alabama, Texas and Florida, Custom Tree Care can strategically and immediately respond to any event in any location in the continental United States.



TEMPORARY DEBRIS SITE (TDS) PLAN

In conjunction with your local government representative, CTC will develop a site-specific plan for each Temporary Debris Site (TDS) we are tasked with operating. The Plan will address the following items, as appropriate, with additional subjects as may be required:

1. Site Management Organization and Responsibilities

This will provide all involved parties a clear delineation of the organization at the site, and the responsibilities assigned to each. It also facilitates quality control at the site.

2. Startup Check List

This list is developed to ensure that all of the work tasks involved in the clearing and preparation of a site are addressed and can be “checked off” the list as they are completed.

3. Ingress/Egress

Initially, these stabilized roads will be constructed to bring in the equipment necessary to prepare the site for operations. They will then be used by haul trucks to bring debris into the site for proper handling. The roads will be maintained throughout the entire operation.

4. Site Preparation

This includes clearing, grading, establishment of erosion control and baseline testing for soil and groundwater. The site must be carefully cleared and graded to ensure proper drainage, while minimizing erosion. All environmental concerns related to buffer zones, runoff, and potential impacts to nearby streams, air, and groundwater will be addressed.

5. Traffic Control Procedures

Depending upon the extent of traffic control required this may require an appendix entitled “Maintenance of Traffic”. It will address the movement of vehicles into and out of the site and include provisions for keeping the streets or roads free of debris.

6. Safety

There are many activities within a TDS, including the diverse array of heavy equipment operating; large volumes of debris hauling trucks dumping their loads; potentially hazardous debris; maintenance activities; tub grinders and air curtain incinerators being operated; and large numbers of personnel. A diligent and concentrated focus on safety must be of paramount importance to everyone at the site. Safety is a part of every plan written by CTC personnel and is continually emphasized.

7. Segregation of Debris

In order to be properly managed throughout the reduction/recycling and disposal processes, all incoming debris must be segregated into various categories, including Household Hazardous Waste (HHW), Vegetative Debris, Construction and Demolition (C&D) Debris, White Goods, Small Engine Equipment and Electronic Waste.



8. Site Plan

A Site Plan will be drawn to identify the location of all activities, and include traffic control, Inspection Tower location, and dumping, grinding, burning, ash storage, HHW storage, temporary office, “Clear Zones” and portable toilet and hand wash station locations.

9. Reporting Requirements

CTC maintains an extensive record of the activities that occur at a Temporary Debris Site, including the number and identification of trucks, volume of debris entering the site, types of debris, etc. CTC, INC. can provide a wide range of reports. The types and schedules for preparing and submitting reports required by the COR will be contained in the plan.

10. Site Closure

A site closure plan will be developed and address the removal of all debris and debris reduction by-products, haul roads and dump pads, security fencing, office trailers, portable toilets and hand wash stations, Inspection Towers. Sampling of soil and groundwater will be taken as required and compared to the baseline data gathered. Each site will be returned to its original condition, or as may be desired, and approved by, the property owner and your local government representative.

CTC Disaster Response, Inc. will meet all program standards as provided in the City of Richwood’s Debris Management Plan.



VEHICLE INSPECTION TOWER INFO

Inspection towers are provided as per contract guidelines. The cost of these towers is a part of our proposal and costs to be absorbed by the company. Towers are built and provided at the various selected temporary debris sites/locations designated by the Site-Specific Management Plan (SSSP).

Tower construction is as follows:

- The frame and body of the inspection tower is constructed with pressure treated wood.
- The floor is an 8"x 8" area, elevated 10 feet above a leveled ground area.
- All towers are constructed of 2"x 8" joists, 16" O.C. with ¾ inch plywood supported by 6"x 6" posts. A 4-foot-high wall constructed of 2"x 4" studs, and ½ inch plywood protects the perimeter of the floor area.
- The floor shall be covered with a solid roof. The roof will provide 7 feet of headroom below the support beams. The tower will be adequately anchored and wooden steps with handrails will be constructed to provide access.
- A worktable, 4' x 2 ½' x ¾ inch plywood supported at all four corners will also be built.
- A temporary mechanical lift may be used until a fixed inspection tower is constructed.







DEBRIS REMOVAL GUIDELINES

Separating Your Debris

Debris should be placed curbside, without blocking the roadway or storm drains.

NO PICKUP ZONE
Any debris placed from the sidewalk toward your property will not be picked up.

DEBRIS SEPARATION

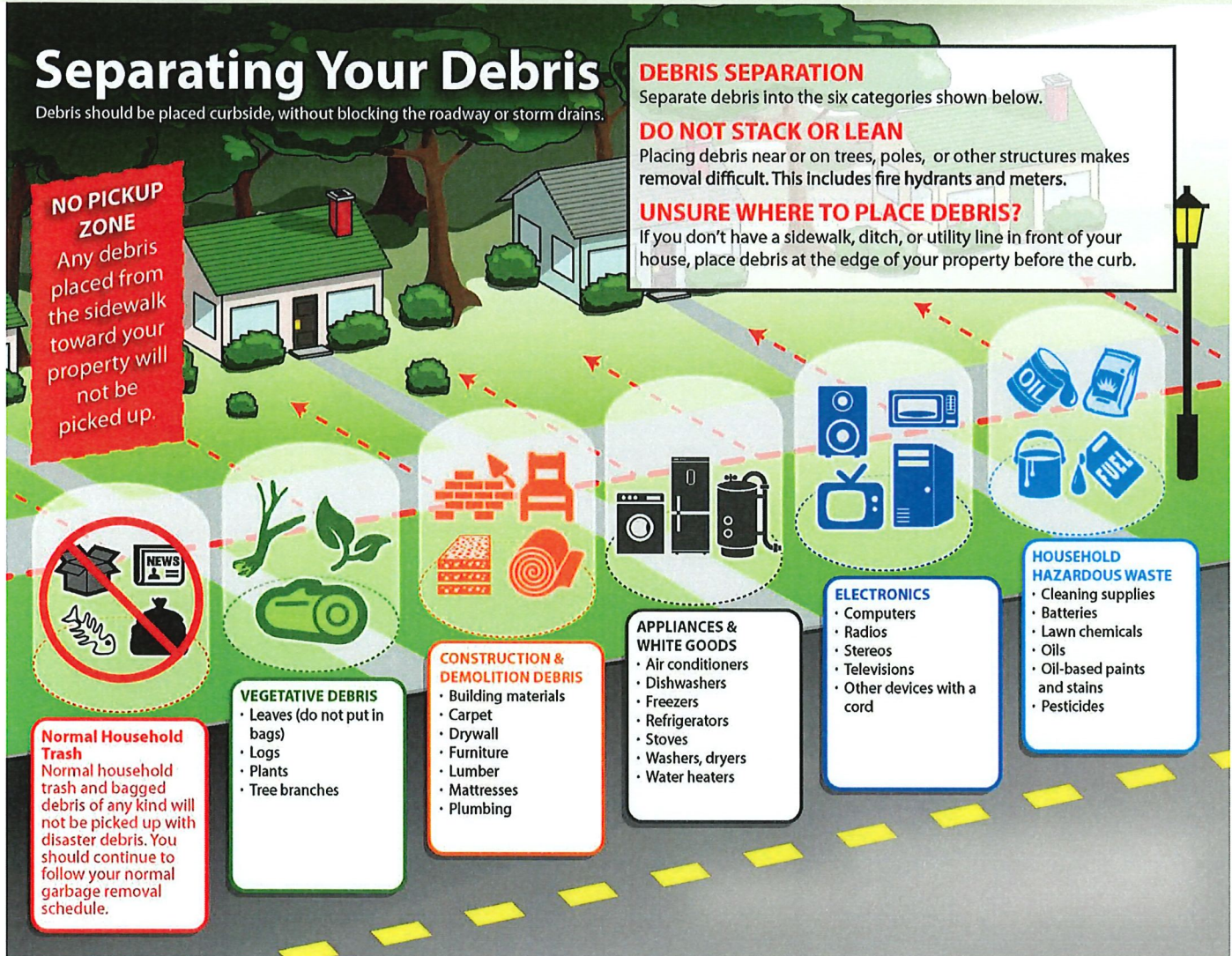
Separate debris into the six categories shown below.

DO NOT STACK OR LEAN

Placing debris near or on trees, poles, or other structures makes removal difficult. This includes fire hydrants and meters.

UNSURE WHERE TO PLACE DEBRIS?

If you don't have a sidewalk, ditch, or utility line in front of your house, place debris at the edge of your property before the curb.





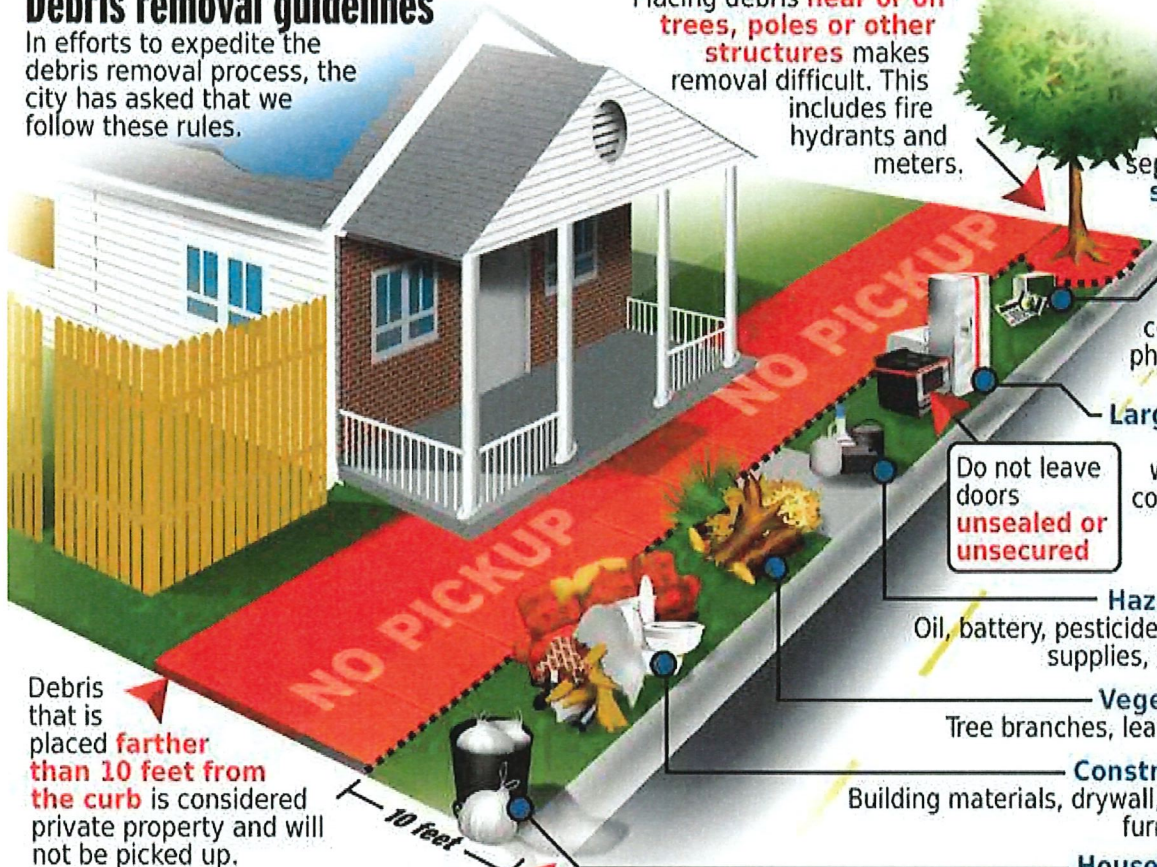
Debris removal guidelines

In efforts to expedite the debris removal process, the city has asked that we follow these rules.

Placing debris **near or on trees, poles or other structures** makes removal difficult. This includes fire hydrants and meters.

Debris separation

The city has asked that debris be separated into the **six categories**, shown below.



Debris that is placed **farther than 10 feet from the curb** is considered private property and will not be picked up.

Debris should not **block roadway**

Electronics:
Television, computer, stereo, phone, DVD player

Large appliances:
Refrigerator, washer/dryer, air conditioner, stove, water heater, dishwasher

Hazardous waste:
Oil, battery, pesticide, paint, cleaning supplies, compressed gas

Vegetative debris:
Tree branches, leaves, logs, plants

Construction debris:
Building materials, drywall, lumber, carpet, furniture, plumbing

Household garbage:
Bagged garbage, discarded food, paper, packaging.

Do not leave doors **unsealed or unsecured**



REIMBURSEMENT KNOWLEDGE AND EXPERIENCE

CTC’s team has worked with many states, counties, cities, and monitoring firms to ensure the maximum reimbursement possible. Guidelines for debris removal procedures are clearly defined in the FEMA 325 manual, and each member of our team has familiarized themselves with those guidelines. In most large disaster reimbursement related situations, the municipality will enter into a contract with a debris monitoring firm.

However, they have the option to monitor the project themselves, in which they will be assisted by our qualified FEMA specialists. If the City of Florida City chooses to monitor the project themselves, CTC will provide:

- Training in FEMA’s Debris Management Guide
- Training in FEMA’s Public Assistance Program and Policy Guide (PAPPG)
- Placards for Equipment
- Seven Piece Carbon Copy Load Tickets
- Truck Certification Forms
- Force Account and Equipment Forms
- Proper Personal Protective Equipment
- Global Positioning Systems
- Digital Cameras
- Daily Reports
- Adequate personnel for data entry/documentation

With CTC’s experience on 150+ FEMA reimbursed projects our process and procedures are implemented in a way that the Applicant’s federal reimbursement is maximized. CTC understands the rules, regulations and policies required to meet FEMA guidelines.



OWNED AND LEASED EQUIPMENT

Description	Quantity
30' Barge Flat Deck	2
30,000# Track Excavator	6
35,000# Bulldozer	18
40' + Barge with Crane	4
45,000# Track Excavator	12
50,000# Bulldozer	10
55 Ft Bucket Truck	63
65,000# Track Excavator	18
AG Tractor with Attachment	9
Air Curtain Destructor	1
Bandit 4680 Horizontal Grinder	2
Beach Sand Screen	1
Chipper	1
Command Center	1
Debris Trailer	2
Dump Trucks	51
Fecon Mulcher	1
Feller Bunchers	9
Flatbed Trailer	6
GN Trailer	1
Grapple Attachment	2
Grinder	1
Horizontal Grinder	6
Jarraf Tree Trimmer	5
Loader Tractor	1
Log Skidder	13
Lowboy Trailer	1
Merlo Tree Removal Machine	1
Mini Skid Loader	1
Mixer Truck	5
Mulching Head	1
Off Road Truck	2
Pallet Forks	1
Pickup	8
Pumper Truck	1



RGN Lowboys	14
Description	Quantity
Road Grader	1
Road Tractor	40
Rollout Bucket	1
Rotary Mower	1
Self-Loading Truck	204
Semi-Truck	2
Skid Steer	36
Step Deck Trailer	3
Stump Grinder	6
Support Boat	4
Support Vehicle	37
Trailer Mount Loader with Saw Bucks	3
Travel Trailer	1
Tub Grinder	2
UTV	2
Versa Handler	6
Walking Floor Trailer	31
Water Truck	6
Wheel Loader	19
Whole Tree Chipper	2
Wood Screw	1



CORPORATE EXPERIENCE AND CAPACITY TAB C

SUMMARY

CTC Disaster Response, Inc. is experienced in all aspects of debris response, recovery, and management.

- Founded in 1999
- Incorporated in Kansas in 2001
- FEIN: 48-1245968
- DUNS: 141755772
- E-Verify: 588603
- Cage Code: 30CP1
- Within the last 5 years CTC has not been involved in any litigation as a defendant pertaining to debris removal.
- CTC has had no license sanctions.
- CTC has not ever filed for bankruptcy.
- CTC is not currently, nor has ever been disbarred from debris removal operations.
- CTC has never defaulted on a contract, been terminated, or failed to complete any work awarded.

- CTC has never failed to complete a project and has never defaulted on any contract. We hold ourselves to the highest standards of quality and professionalism. Our past performance is excellent, and we will strictly adhere to all requirements of this project including program standards as provided in FEMA’s “Debris Management Guide.” CTC is registered to do business in the State of Georgia and has completed several contracts of this nature in the past for DOT's, School Districts, Municipalities (cities and towns), counties, states, and the federal government.
- CTC has the resources to manage all disaster debris operations for all entities we are contracted with.
- Our staff is trained in USACE, OSHA, ANSI and FEMA standards and all work practices will conform to these standards. We adhere to FEMA requirements for reimbursement documentation. If awarded, we will provide all additional documentation required. We look forward to the opportunity to serve your needs



RFP #23-003P
Debris Management and
Removal Services

CONTRACTOR'S CAPACITY TO PERFORM

Based on the provider's response to this solicitation, please identify dedicated resources available for contract fulfillment (use extra pages as necessary):

1. Availability See attached bid packet page 8-13 to perform:

(Include any additional personnel or equipment/assets contractor will acquire to complete contract performance)

2. Equipment and operational items: See attached bid packet page 21

(Identify by quantity and type any equipment/assets allocated to contract performance)

3. Personnel: See attached bid packet page 31

(Identify by quantity and category any personnel assigned to contract performance)

4. Other Resources:

Page 7 (Identify any other resources to be allocated to complete contract performance)



BONDING LETTER



FINANCIAL SURETY UNDERWRITERS, LLC

January 3, 2023

To Whom It May Concern

RE: CTC Disaster Response, Inc..

CTC Disaster Response, Inc. (CTC) has current potential bonding capacity with surety Atlantic Specialty Insurance Company (Atlantic Specialty) of up to \$20,000,000. Atlantic Specialty strongly recommends CTC for any project based on its knowledge of and experience with the company. This surety is rated A+ by A.M. Best. Bonding support for all Atlantic Specialty clients is conditioned on acceptable terms and conditions of contracts and bond forms and those clients continuing to meet annual underwriting parameters. Any arrangement for bonding is ultimately a matter between the Atlantic Specialty and CTC and we assume no liability to third parties if for any reason any bonds are not executed.

Sincerely,

Mike Gardner
Account Executive/Licensed Agent

4956 SUGAR PIKE ROAD
CANTON, GA 30115
678-297-5566 FAX 678-297-0179



SUBCONTRACTING PLAN

INTRODUCTION:

CTC maintains an extensive database of subcontractors with specialty equipment and varied resources which are fully committed to CTC. Many of these subcontractors have partnered with CTC in a variety of different projects over the past 17 years. CTC prides itself on its relationship with these hardworking companies and mutual trust exists between us.

CTC is an Equal Opportunity Employer. We strive to meet or exceed all subcontracting goals identified in your Request for Proposal. We identify all subcontractors regarding certifications as MWBE, SBE, 8A, or Hub zone. We have extensive databases for all areas throughout the U.S., so that we can actively identify the qualified ones for your proposal.

Additionally, CTC appreciates the input from our contracting partners on recommendations and referrals of qualified, licensed, insured contractors with the required experience for your event. The knowledge of the area, their relationship with your citizens is a plus to CTC and its mission.

SUBCONTRACTING PLAN AND UTILIZATION:

CTC will utilize a workforce comprised of in-house personnel and subcontractors specializing in various phases of debris management, disposal, and recycling. As stated previously, we will identify local subcontractors already in our network as well as hire as many contractors and laborers as available in an effort to allow members of disaster struck communities to take part in the reconstruction process, and to assist the community financially and economically. The majority of these subcontracts will fill positions for hauling of debris to TDS, hauling of debris to final disposal sites, hauling debris for recycling purposes.

Subcontractors will provide trucks and trailers that meet all USACE requirements for safety, licensing, permitting and registrations. Subcontractors will provide copies of all licenses upon request, and will stay with their assigned areas, completing the assigned task. These crews will work in a methodical manner until they have fulfilled their area's cleanup requirements.

CTC will seek local, qualified individuals for employment during the disaster cleanup and reconstruction phase, including placing advertisements in the local newspapers and visiting the local employment office. Positions for laborers, data entry, flaggers, monitors, and other personnel will assist CTC in our task. Temporary employment agencies may be used to provide manpower to complete the task, but only after the proper screening and submission of drug tests.

Unless otherwise stipulated in your contract, twenty-five percent (25%) of the total amount of work to be performed will be by CTC personnel and equipment. CTC will operate with our specialized and trained reduction personnel. CTC has commitment letters from contractors across all the continental United States.

SUBCONTRACTORS AGREEMENTS AND RESPONSIBILITY:

Subcontractors for CTC are committed contractually to complete their assignments as instructed, and must attend all safety meetings, follow the chain of command, and report to the CTC COR daily to keep projects moving forward. CTC is known for its open line of communications, and for the respect we have for our subcontractors.



All subcontractors are required to attend weekly tailgate meetings, sign CTC's drug-free workplace statement and to conform to all operating policies as set forth our project management team.

All CTC subcontractors are familiar with the proper use of ADMS electronic reporting procedures, the latest technologies in recording and monitoring procedures, and are trained in the proper documentation for the benefit of all concerned.

CTC subcontractors are aware of all charge back procedures for damages, provide daily reports to CTC site supervisors, and act as good-will diplomats to citizens, making the cleanup efforts as stress free as possible in an emergency situation.

A copy of our Subcontractor's agreement is either included in this proposal or may be accessed by contacting the corporate office. These agreements have been reviewed by attorneys for various states so that they meet the contracting laws of the particular state in which we are working.

PROPRIETARY INFORMATION:

A list of qualified, experienced, insured, prequalified subcontractors for your area is included in this proposal (If required in the proposal), or may be accessed at our corporate office upon request. This list is proprietary information and not to be shared with the public.



LOCAL AND MINORITY PARTICIPATION

CTC fully complies with guidelines regarding Local and Minority Participation. We have an established corporate policy regarding minority participation, which can be referenced in our Affirmative Action and M/WBE Policy at our offices unless otherwise requested.

One of the major strengths of CTC is our ability to recognize the importance of utilizing local, qualified contractors. Depending on the time frame, and whether this is a standby, pre-disaster contract or an emergency situation, CTC uses procedures necessary to ensure the use of local contractors and personnel. In a non-emergency situation, we can place ads in the local newspapers, check with temporary services or state employment services. We also rely heavily on recommendations from the County commissioners or City officials in all situations.

Emergency situations have prompted us to pull together with contracting agencies to recognize the strengths in their own communities. We appreciate the input provided by local officials in screening potential subcontractors and personnel. The ability of the commissioners or other local community officials to suggest or recommend those that meet all requirements for experience, equipment and insurance qualifications is a benefit in the successful operation and completion of projects of any size or scope.

Based upon the availability of qualified minority personnel in the area we strive to meet or exceed the normal requirements for this event. As an integral part of the contract, we establish contacts with several local, 8A and minority companies. We intend to use the services of qualified, local personnel to fill positions as needed and upon recommendation of the contracting agency.

All local and minority personnel will be screened to meet the requirements, including licensing and insurance requirements of CTC, Inc. We also include listings of Certified M/WBE Contractors as are available and which provides updated information for this project.

CTC has committed minority contractors who have performed on CTC contracts over the past several years. We use the recommended channels to further investigate the availability, the experience, and the reputation of each local and/or minority contractor to serve the best interest of the contracting agency.

Due to the nature of the business, CTC relies heavily on the utilization of state personnel agencies, local private placement agencies and temporary services. We also use the services of the local Small Business Administration (SBA) office when available and local trade organizations. Our goals as stated in our Affirmative Action Policy are traditionally greater than those of most contract requirements. Additionally, the types of personnel required and their interest in the project varies from location to location.



AFFIRMATIVE ACTION PLAN

Policy Statement

It is the policy of CTC that disadvantaged businesses, as defined by 49 CFR Part 26, Subpart D and implemented under Rule Chapter 14-78, F.A.C., shall have the opportunity to participate as subcontractors. Suppliers and other required personnel on all contracts awarded by our Contracting Partners

The requirements of Rule Chapter 14-78, F.A.C., shall apply to all contracts entered into between the contracting agency and CTC, Inc. unless otherwise designed in the signed contract. Subcontractors and/or suppliers to CTC, Inc. will also be bound by the requirements of Rule Chapter 14-78 F.A.C.

CTC, Inc. and its subcontractors shall take all necessary and reasonable steps in accordance with Chapter 14-78, F.A.C., to ensure that disadvantaged businesses have the opportunity to compete and perform work contracted.

CTC, Inc. and its subcontractors shall not discriminate on the basis of race, color, religion, national origin, disability, sex or in the administration of contracts.

CTC, Inc. has designated and appointed a Liaison Officer to develop, maintain and monitor the DBE Affirmative Action Plan implementation. The Liaison Officer will be responsible for disseminating this policy statement throughout CTC, Inc. and to disadvantaged controlled businesses. The statement is posted on notice boards of the company.

Greg Gathers, President

CTC Disaster Response, Inc.

6021 SW 29th St. PMB #130

Topeka, KS 66614

(785) 478-9805



I. DESIGNATION OF LIAISON OFFICER

CTC, Inc. will aggressively recruit disadvantaged businesses as subcontractors and suppliers for all contracts with the Florida Department of Transportation. A Liaison Officer has been appointed to develop and maintain this Affirmative Plan in accordance with the requirements of Rule Chapter 14-78, F.A.C.

The Liaison Officer will have primary responsibility for developing, maintaining, and monitoring CTC, Inc. the Company’s utilization of disadvantaged subcontractors in addition to the following specific duties:

- 1) The Liaison Officer shall aggressively solicit bids from disadvantaged business subcontractors for all governmental contracts.
- 2) The Liaison Officer will submit all records, reports, and documents required by the governmental agencies, and shall maintain such records for a period of not less than three years, or as directed by any specific contractual requirements of the individual governmental agencies.
- 3) The following individual has been designated Liaison Officer with responsibility for implementing CTC, Inc. affirmative action program in accordance with the requirements of local, state and Federal government agency contracts.

II. AFFIRMATIVE ACTION METHODS

In order to formulate a realistic Affirmative Action Plan, CTC, Inc. has first identified the following known barriers to participation by disadvantaged subcontractors. These barriers are:

- 1) Lack of qualified disadvantaged subcontractors in our specific geographical areas of work.
- 2) Lack of certified disadvantage subcontractors who seek to perform under specified contracts.
- 3) Lack of interest in performing under specified contracts.
- 4) Lack of response when requested to bid.
- 5) Limited knowledge of the specified governmental contracts plans and specifications to prepare a responsible bid.

In view of the barriers to disadvantaged businesses stated above, it shall be the policy of CTC, Inc. to provide opportunity by utilizing the following affirmative action methods to ensure participation on the contracts with the various and individual governmental contracts. CTC, Inc. will:

- 1) Provide written notice to all certified DBE subcontractors in the geographical area where the work is to be subcontracted;
- 2) Advertise in minority focused media concerning subcontract opportunities with the Company;
- 3) Select portions of the work to be performed by DBEs in order to increase the likelihood of meeting contract goals (including, where appropriate, breaking down contracts into economically feasible units to facilitate DBE participation);



- 4) Provide adequate information about the plans, specifications, and requirements of the contract, not rejecting subcontractors without sound reasons based on a thorough investigation of their capabilities;
- 5) Waive requirements of performance bonds where it is practical to do so;
- 6) Attend pre-bid meetings held by the governmental contracting agency to apprise disadvantaged subcontractors of opportunities with the Company;
- 7) Follow up on initial solicitations of interest to DBE subcontractors to determine with certainty whether the company is interested in the subcontract opportunity.

CTC, Inc. understands that this list of affirmative action methods is not exhaustive and will include additional approaches after having established familiarity with the disadvantaged subcontracting community and/or determined the stated approaches to be ineffective.

III. IMPLEMENTATION

On contracts with specific DBE goals, CTC, Inc. will make every effort to meet contract goals as stated by utilizing its affirmative action methods. On projects with no specific goals, CTC will as an expression of good faith, seek to utilize DBE subcontractors where work is to be subcontracted.

IV. REPORTING

- 1) CTC, Inc. shall keep and maintain such records as are necessary to illustrate and demonstrate compliance with its' DBE Affirmative Action Plan.
- 2) CTC, Inc. will design its record keeping system to indicate:
- 3) The number of DBE subcontractors and suppliers used, including items of work, materials and services provided;
- 4) The efforts and progress being made in obtaining DBE subcontractors through local and community sources;
- 5) Documentation of all contracts, to include correspondence, telephone calls, newspaper advertisements, etc., to obtain DBE participation on all governmental agencies' projects;
- 6) CTC, Inc. shall comply with any governmental agencies requirements regarding payments to subcontractors including DBE's for each month (estimate period) in which the companies have worked.

V. DBE DIRECTORIES

CTC, Inc. will utilize the DBE Directory published by each governmental agency for that specific city, state, county and/or region, including agencies such as Natural Resources Conservation Service, State Departments of Transportation, and other required agencies.

CTC, Inc. will distribute Form Number 275-030-01, Schedule A Certification Form Number 1, to potential DBE contractors and assist in their completion.



QUALIFICATIONS TAB D

TRAINING AND CERTIFICATIONS

- ISA Certified Arborist – Greg Gathers, Shannon Adler
- FDOT Intermediate Maintenance of Traffic Control Certificate – Greg Gathers, Jeremy Britton
- OSHA 30 Hour Safety – Greg Gathers, Jeremy Britton, Shannon Adler
- CPR & First Aid Certified – Greg Gathers, Jeremy Britton, Maura Gathers, Shannon Adler, Johnny Osborne
- Debris Management Training at NHC – Greg Gathers, Jeremy Britton
- EMI Debris Management Course – Greg Gathers, Jeremy Britton
- USACE Certificate, Construction Quality Management for Contractors – Johnny Osborne
- US Homeland Security TWIC Certificate – Johnny Osborne
- TEEX, Disaster Preparedness & Management, Operations and Planning for all-Hazard Events Cert. – Johnny Osborne
- IS-100 – Maura Gathers, Johnny Osborne
- IS-125 – Greg Gathers, Jeremy Britton,
- IS-200 – Greg Gathers, Jeremy Britton, Maura Gathers,
- IS-253 – Greg Gathers, Jeremy Britton, Maura Gathers,
- IS-632 – Intro to Debris Operations – Greg Gathers, Jeremy Britton, Maura Gathers, Johnny Osborne, Jack Cohagen
- IS-633 – Johnny Osborne
- IS-634 – Intro into FEMA’s Public Assistance – Greg Gathers, Jeremy Britton, Maura Gathers, Jack Cohagen
- IS-700 – NIMS – Greg Gathers, Jeremy Britton, Maura Gathers, Johnny Osborne
- IS-800 – Greg Gathers, Jeremy Britton, Maura Gathers, Johnny Osborne

Greg Gathers

- President/Chief Executive Officer since 1999
- BS in Agriculture Technology Management, Kansas State University
- 21 years’ experience as an arborist
- Supervised crews on over 100 government contracts

Jeremy Britton

- Chief Operating Officer
- Supervised crews on over 100 government contracts

Sean Kennedy, CPA

- Chief Financial Officer
- Certified Public Accountant
- Financial Statement Preparation, Compilation & Review
- Payroll Processing & Payroll Tax Return
- Tax Return Preparation



- Internal Controls

Maura Gathers

- Vice President of Business Development
- Public Relations
- Marketing & Branding
- Community Outreach and Volunteer Coordinator
- 10+ years' managerial experience
- 13+ years' experience in sales and client relations
- Directions in Organizational Leadership Certification (Washburn University School of Business)

Johnny Osborne

- Project Manager
- 15 years' experience in the debris management industry
- Business Administration, University of South Alabama
- SC Law Enforcement Division SLED Level 1, 2 & 3

Shannon Adler

- Project Manager
- Associate of Business, Lone Star College
- 15 years' experience in debris management / monitoring industry
- 20+ years managerial experience



RESUMES

GREG GATHERS

President/Owner

PROFILE

- 24 Years' experience Tree Care and Disaster Response
- Managed over 150 disaster events in 27 states as a prime contractor.
- Committed to providing debris management services following FEMA regulations to ensure client reimbursement is to the maximum allowed.
- Knowledgeable in all aspects of debris response and recovery operations

CONTACT

PHONE:
785-221-7550

ADDRESS:
3722 SW Spring Creek Ln.
Topeka, KS 66610

EMAIL:
ggathers@ctcdiaster.com

EDUCATION

Kansas State University – Bachelor of Science in Agriculture

International Society of Arboriculture – Certified Arborist

EMI Debris Management Certification

NIMS Certification

OSHA Certification

WORK EXPERIENCE

CTC Disaster Response, Inc. - President/Owner
1999–Present

- Oversees all company operations.
- Provides strategic direction to the business.
- Manage senior staff.
- Debris management planning and training
- Client liaison before, during and after disaster events

SKILLS

Project Manager
Skilled Communicator
Organization Skills



JEREMY BRITTON

Chief Operating Officer

PROFILE

- 20 Years' experience as COO
- Managed over 150 disaster events in 27 states as a prime contractor.
- Committed to providing debris management services following FEMA regulations to ensure client reimbursement is to the maximum allowed.
- Knowledgeable in all aspects of debris response and recovery operations
- Extensive experience in project management with emphasis on Temporary Debris Site (TDS) operations

CONTACT

PHONE:
256-749-4886

ADDRESS:
1880 Radio Road
Alexander City, AL 35010

EMAIL:
jbritton@ctcdiaster.com

EDUCATION

Central Alabama Community College – Associate Degree in Business

EMI Debris Management Certification

NIMS Certification

OSHA Certification

WORK EXPERIENCE

CTC Disaster Response, Inc. Chief Operating Officer (COO)

2018–Present

- Responsible for day-to-day operations
- Debris management planning and training
- Client liaison before, during and after disaster events
- Manages subcontractors during disaster events.

AAA General Contractors, Inc. Owner

1992–Present

- Oversee company operations.
- Resource management
- Quality Control

SKILLS

Project Manager
Skilled Communicator
Strong Managerial Skills
Heavy Equipment Operator
Licensed General Contractor in Alabama



JOHNNY OSBORNE

Project Manager

PROFILE

- 15 Years' experience in debris management & disaster response
- Committed to providing debris management services following FEMA regulations to ensure client reimbursement is to the maximum allowed.
- Knowledgeable in all aspects of debris response and recovery operations

CONTACT

PHONE:
785-221-7550

ADDRESS:
3722 SW Spring Creek Ln.
Topeka, KS 66610

EMAIL:
josborne@ctcdiaster.com

EDUCATION

University of South Alabama – Criminal Justice

NIMS Certification

OSHA Certification

FEMA Certification

U.S. Homeland Security TWIC

WORK EXPERIENCE

CTC Disaster Response, Inc. – Project Manager

2022-Present

- Oversees project operations.
- Debris site management
- Assigns operational personnel, including subcontractors
- Debris management planning and training
- Client relations

Rostan Solutions, LLC. – Project Manager / Client Service Manager

2019-2022

- Oversees project operations.
- Debris site management
- Assigns operational personnel, including subcontractors
- Debris management planning and training
- New business development

Ashbritt Inc. – Project Manager

2013-2019

- Oversees project operations.
- Debris site management
- Assigns operational personnel, including subcontractors
- Debris management planning and training

SKILLS

Quality Control
CPR, First Aid & AED certified



SHANNON ADLER

Project Manager

PROFILE

- 15 Years' experience in debris management, debris monitoring & disaster response.
- Committed to providing debris management services following FEMA regulations to ensure client reimbursement is to the maximum allowed.
- Knowledgeable in all aspects of debris response and recovery operations

CONTACT

PHONE:
210-305-2790

ADDRESS:
7007 Genesis Cove Ct
Spring, TX 77379

EMAIL:
sadler@ctcdiaster.com

EDUCATION

Lonestar College – Associate Business Degree

Certified Arborist

NIMS Certification

OSHA Certification

WORK EXPERIENCE

CTC Disaster Response, Inc. – Project Manager
2022-Present

- Oversees project operations.
- Debris site management
- Assigns operational personnel, including subcontractors
- Debris management planning and training
- Client relations

Arbor Masters – Project Manager
2019-2022

- Oversee project operations.
- Debris site management
- Assign operational personnel, including subcontractors.
- Debris management planning and training

Tetra Tech, Inc. – Project Manager
2008-2018

- Oversee project operations.
- Client relations
- Debris monitoring management.
- Assigns operational personnel.
- Debris management planning and training

SKILLS

Quality Control
CPR, First Aid & AED certified



INDUSTRY ASSOCIATION MEMBERSHIPS

Current Industry Association Memberships

Arkansas Emergency Management Association
<http://www.arkansas-ema.org>

Better Business Bureau
<http://www.bbb.org>

Emergency Management Association of Texas
<http://www.emat-tx.org>

Florida Emergency Preparedness Association
<http://www.fepabeta.org>

International Association of Emergency Managers
<http://iaem.com>

International Society of Arboriculture
<http://www.isa-arbor.com>

Iowa Emergency Management Association
<http://iowaema.com>

Kansas Emergency Management Association
<http://www.kema.org>

Louisiana Emergency Preparedness Association
<http://lepa.org>

Missouri Emergency Management Association
<http://www.mo-ema.org>

National Emergency Management Association
<http://www.nemaweb.org>

North Carolina Emergency Management Association
<http://www.ncema.net>

Oklahoma Emergency Management Association
<http://www.oema.us>

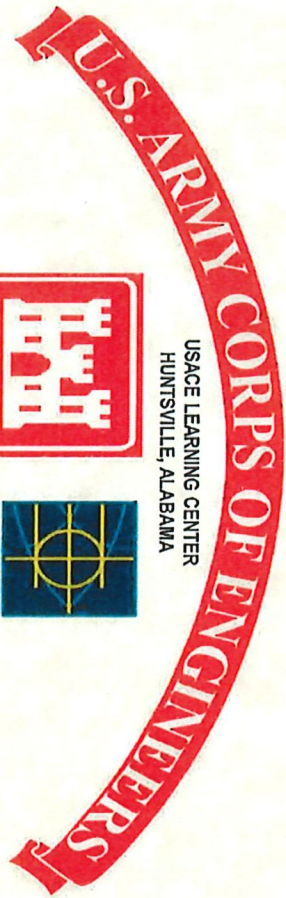
South Carolina Emergency Management Association
<http://www.scemaonline.org>

Tree Care Industry Association
<http://tcia.org>

Virginia Emergency Management Association
<http://www.vemaweb.org>



USACE CERTIFICATE



Greg L. Gathers
NAVC-06-18-0026

has completed the Corps of Engineers and Naval Facility Engineering Command Training Course

CONSTRUCTION QUALITY MANAGEMENT FOR CONTRACTORS - #784

Kansas City 26 April 2018 USACE
Location Training Date(s) Instructional District/ NAVFAC
Bryan Cates Brian.E.Cates@usace.army.mil 816-389-3487
Facilitator/Instructor Email Telephone

THIS CERTIFICATE EXPIRES FIVE YEARS FROM DATE OF ISSUE
CQM-C Recertification online course: <https://www.mvuln.net>

BESTGENDALEA, Eugene Eugene BESTGENDALEA, 11/13/2012
1231257302 ESR, 11/15/2013
COM-C Manager
CATES BRIAN EUGEN, Brian Eugene Cates, 11/13/2012
ESR, 11/15/2013 ESR, 11/15/2013
Facilitator/Instructor Signature
Chief, USACE Learning Center
Jeffrey D. Dziedzic



INSURANCE & W-9



CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)
2/13/2023

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 Best Insurance Group Inc. P.O. Box 67 Trussville AL 35173	CONTACT NAME: Deborah Connell PHONE (A/C, No. Ext): 205-655-2128 FAX (A/C, No): 205-655-4895 E-MAIL ADDRESS: dconnell@bestinsgrp.com
	INSURER(S) AFFORDING COVERAGE INSURER A: American Interstate Insurance Company INSURER B: INSURER C: INSURER D: INSURER E: INSURER F:
INSURED CTC Disaster Response, Inc. 3722 Southwest Spring Creek Lane Topeka KS 66610-1221	NAIC # 31895

COVERAGES CERTIFICATE NUMBER: 305039415 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	ADD'L RUBR INSD. WVD.	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
	COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input type="checkbox"/> OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC OTHER:					EACH OCCURRENCE \$ DAMAGE TO RENTED PREMISES (Ea occurrence) \$ MED EXP (Any one person) \$ PERSONAL & ADV INJURY \$ GENERAL AGGREGATE \$ PRODUCTS - COMP/OP AGG \$ \$
	AUTOMOBILE LIABILITY <input 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					COMBINED SINGLE LIMIT (Ea accident) \$ BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$
	UMBRELLA LIAB <input type="checkbox"/> EXCESS LIAB <input type="checkbox"/> OCCUR <input type="checkbox"/> DED <input type="checkbox"/> RETENTION \$					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 Y N/A	AVWCK3157022023 AVWCK3157022023	2/12/2023 2/12/2023	2/12/2024 2/12/2024	X PER STATUTE OTH-ER E.L. EACH ACCIDENT \$ 1,000,000 E.L. DISEASE - EA EMPLOYEE \$ 1,000,000 E.L. DISEASE - POLICY LIMIT \$ 1,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)
 Officer/Members excluded from Work Comp: Maura Gathers
 Work Comp - Florida, Mississippi, Oklahoma, Oregon, Kansas, Georgia, North Carolina, Texas, Indiana.

CERTIFICATE HOLDER EVIDENCE OF INSURANCE FOR BIDDING PURPOSES ONLY. CTC DISASTER RESPONSE INC.	CANCELLATION SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS. AUTHORIZED REPRESENTATIVE
---	--

ACORD 25 (2016/03) The ACORD name and logo are registered marks of ACORD © 1988-2015 ACORD CORPORATION. All rights reserved.



CUSTTRE-03

DROWE

CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)
2/15/2023

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 Peoples Insurance Group 1415 SW Topeka Blvd Topeka, KS 66612		CONTACT Derek Rowe NAME: PHONE (A/C, No, Ext): (785) 271-8097 FAX (A/C, No): E-MAIL ADDRESS: drowe@peoplesinsure.com	
INSURED CTC Disaster Response, Inc. 6021 SW 29th St. PMB #130 Topeka, KS 66614		INSURER(S) AFFORDING COVERAGE NAIC # INSURER A: Cincinnati Specialty Underwriters Ins Co 13037 INSURER B: Cincinnati Insurance Company 10677 INSURER C: Evanston Insurance Company 35378 INSURER D: INSURER E: INSURER F:	

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

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

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input checked="" type="checkbox"/> PRO <input type="checkbox"/> LOC <input type="checkbox"/> OTHER:			CSU 0203789	2/14/2023	2/14/2024	EACH OCCURRENCE \$ 1,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 100,000 MED EXP (Any one person) \$ 5,000 PERSONAL & ADV INJURY \$ 1,000,000 GENERAL AGGREGATE \$ 2,000,000 PRODUCTS - COMP/OP AGG \$ 2,000,000
B	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			EBA 0677479	2/14/2023	2/14/2024	COMBINED SINGLE LIMIT (Ea accident) \$ 1,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$
B	<input checked="" type="checkbox"/> UMBRELLA LIAB <input checked="" type="checkbox"/> OCCUR <input type="checkbox"/> EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE DED \$ RETENTION \$			ENP 0677479	2/14/2023	2/14/2024	EACH OCCURRENCE \$ 5,000,000 AGGREGATE \$ 5,000,000
	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? <input type="checkbox"/> Y <input checked="" type="checkbox"/> N If yes, describe under DESCRIPTION OF OPERATIONS below		N/A				PER STATUTE OTH-ER E.L. EACH ACCIDENT \$ E.L. DISEASE - EA EMPLOYEE \$ E.L. DISEASE - POLICY LIMIT \$
A	Excise Liability-GL			CSU 0203791	2/14/2023	2/14/2024	Limit 5,000,000
C	Pollution Liability			CPLMOL115336	2/14/2023	2/14/2024	Limit 2,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)
L/R Equipment Coverage - \$420,000

<p>CERTIFICATE HOLDER</p> <p>Insured Copy For Informational Purposes Only</p>	<p>CANCELLATION</p> <p>SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.</p> <p>AUTHORIZED REPRESENTATIVE <i>D. Rowe</i></p>
--	--



Form **W-9**
(Rev. October 2018)
Department of the Treasury
Internal Revenue Service

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.
Custom Tree Care, Inc.

2 Business name/disregarded entity name, if different from above
CTC Disaster Response, Inc.

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.
6021 SW 29th St. PMB#130

6 City, state, and ZIP code
Topeka, KS 66614

7 List account number(s) here (optional)

Requester's name and address (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

4	8	-	1	2	4	5	9	6	8
---	---	---	---	---	---	---	---	---	---

Part II Certification

Under penalties of perjury, I certify that:

- 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
- 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
- I am a U.S. citizen or other U.S. person (defined below); and
- 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 ▶ 1/20/2023

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.



PAST PERFORMANCE & REFERENCES TABLE

STATE	CLIENT	CONTRACT	DISASTER	CY/ TONS	DATE	CONTRACT AMOUNT	CONTACT
IN	Board of Park Commissioners of City of Fort Wayne	152 Trees and Stump Removal	City Three Quadrant Tree and Stump Removal	NA	4/25/2023	161,922	Derek Veit 1900 N Clinton St. Fort Wayne, IN 46805 (260) 427-6400 Derek.veit@cityoffortwayne.org
TX	City of Taylor	Debris Removal	Ice Storm	765,717	3/25/2023	4,794,881	Jim Gray 1424 N Main St. Taylor, TX 76574 (512) 352-5818 Jim.gray@taylor.tx.gov
FL	Seminole County Public Schools	Vegetative Debris Removal and Disposal	Hurricane Ian		9/20/2022	\$2,944,410	Chris Breeze 400 E Lake Mary Blvd. Sanford, FL 32773 (407) 320-7453 breexecz@scps.k12.fl.us
FL	FLDOT	Initial Road Push	Hurricane Ian and Nicole DR-4673 / D-4630		9/2/2022 11/20/2022	\$341,715	Steven Kelly 801 N Broadway Ave. Bartow, FL 33803 (863)519-2762 stevenkelly@dot.st.fl.us
TN	Humphreys County	Flood Related Debris Removal	Flood	3,334 Tons	05/11/22	\$296,753	Jessie Wallace 102 Thompson St. Waverly, TN 37185 (931) 296-7795 jwallace@humphreystn.com
TN	City of Waverly	Storm Debris Removal	Flood	17,000 Tons	05/05/22	\$1,351,500	Corey Burket 210 Pearson Ave. Waverly, TN 66871 (931) 296-2101 csburket@yahoo.com
LA	New Orleans Park IMP. ASSN.	Debris Removal	Hurricane Ida DR-4611		09/19/21	\$775,774	Keith Hemel 1 Palm Dr. New Orleans, LA 70124 (504) 483-9492 khemel@nocp.org



MS	Warren County	Debris Removal and Disposal	Sever Winter Storm	19,777 CY	04/12/21	\$317,047	John Elfer 913 Jackson St. Vicksburg, MS 39183 (601) 636-1544 johne@co.warren.ms.us
MS	City of Waveland	Emergency Debris Disposal	Hurricane Zeta DR-4576	216,689 CY	03/20/21	\$1,864,747	Mickey Lagasse 301 Coleman Ave. Waveland, MS 39576 (228) 467-4134 mickey.lagasse1990@outlook.com
OK	City of Oklahoma City - Public Works	Emergency Street Access Tree & Debris Removal	Severe Winter Storm DR-4575	13,799 Tons	02/14/21	\$1,220,524	Derek Johnson 1621 S Portland Ave. Oklahoma City, OK 73108 (405)297-1517 derek.johnson@okc.gov
OK	City of Oklahoma City - Utilities	Debris Removal	Severe Winter Storm DR-4575	56,827 Tons	02/13/21	\$5,026,386	Don Maisch 420 W Main St. Ste. 5 Oklahoma City, OK 73102 (405)297-3140 don.maisch@okc.gov
OK	City of the Village	Debris Removal	Severe Winter Storm DR-4575	33,227 CY	12/15/20	\$262,511	Bruce Stone 2304 Manchester Dr. The Village, OK 73120 (405)529-0000, bruce_stone@thevillageok.org
CO	City of Boulder	Post Disaster Debris Collection	September Snowstorm Non declared	52,331 CY	11/25/20	\$752,659	Jeff Haley 1777 Broadway Boulder, CO 80302 (303) 413-7233 haleyj@bouldercolorado.gov
LA	New Orleans Park IMP. ASSN.	Debris Removal	Tropical Storm Zeta EM-3549		11/09/20	\$208,768	Keith Hemel 1 Palm Dr. New Orleans, LA 70124 (504) 483-9492 khemel@nocp.org



FL	University of West Florida	Disaster Debris Removal	Hurricane Sally DR-4564	8,245 CY	10/26/20	\$555,335	Phillip Etheridge 11000 University Pkwy. Pensacola, FL 32514 (850) 390-3935 petheridge@uwf.edu
IA	City of Bertram	Vegetative Debris Removal & Disposal	Derecho DR-4557	20,399 CY	10/20/20	\$222,274	Dave Hunt (563) 920-2870 Dhunt2003@gamil.com
IA	City of Madrid	Debris Removal & Disposal	Derecho DR-4557	1,785 CY	10/17/20	\$36,063	Tom Brown 304 S Water St. Madrid, IA 50156 (515) 795-3930, mayor@madridiowa.org
IA	Tama County Conservation Board	Debris Removal, Reduction & Disposal	Derecho DR-4557	2,565 CY	10/10/20	\$109,804	Stephen Mayne 2283 Park Rd. Toledo, IA 52342 (641) 484-2231 tccb@tamacounty.org
IA	City of Toledo	Debris Removal, Reduction & Disposal	Derecho DR-4557	45,312 CY	10/04/20	\$468,016	Brian Sokol 1007 S Prospect Dr. Toledo, IA 52342 (641) 484-2160 mayor@toledoia.gov
IA	City of Gladbrook	Debris Removal, Reduction & Disposal	Derecho DR-4557	15,521 CY	10/03/20	\$185,571	319 2 nd St. Gladbrook, IA 50635 (641) 473-2582
IA	City of Tama	Debris Removal, Reduction & Disposal	Derecho DR-4557	169,609 CY	09/29/20	\$1,447,556	Alyssa Hoskey 305 Siegel St. Tama, IA 52339 (641) 484-3822



TX	Willacy County	Debris Removal	Hurricane Hanna EM-3530	2,006 CY	09/15/20	\$13,641	Frank Tomes (956) 689-5456 willems@prontonet.net
TX	City of Raymondville	Debris Removal	Hurricane Hanna EM-3530	42,327 CY	09/15/20	\$262,831	Gilbert Gonzales 142 S 7 th St. Raymondville, TX 78580 (956) 689-2443 ext 1408 mayor@raymondvilletx.us
MS	City of Corinth	Storm Debris Removal & Disposal		181,461 CY	06/19/20	\$1,955,762	Clayton Mills (662) 415-0855 cm_@bellsouth.net
MS	Lee County	Debris Removal	Tropical Storm Olga	138,770 CY	06/01/20	\$2,850,608	Lee Bowdry P.O. Box 1785 Tupelo, MS 38802 (662) 432-2950, lbowdry@co.lee.ms.us
TN	Wilson County	Debris Clearance, Removal & Disposal	Tornado	35,400 CY	06/01/20	\$650,971	Aaron Maynard 228 E Main St. Lebanon, TN 37087 (615) 443-2630 maynarda@wilsoncountyttn.gov
TN	Putnam County	Debris Clearance, Removal & Disposal	Tornado	76,521 CY	05/01/20	\$728,690	Randy Porter 300 E Spring St. Cookeville, TN 38501 (931) 526-2161 randy.porter@putnamcountyttn.gov
TN	City of Cookeville	Debris Clearance, Removal & Disposal	Tornado	45,606 CY	05/01/20	\$446,716	James Mills 45 E Broad St. Cookeville, TN 38501 (931) 520-5241 jam@cookeville-tn.gov



TN	City of Waverly	Debris Removal	Tropical Storm Olga	22,558 CY	04/03/20	\$200,631	Corey Burket 210 Pearson Ave. Waverly, TN 66871 (931) 296-2101 csburket@yahoo.com
KS	Douglas County Public Works	Tornado Disaster Debris Removal			09/01/19	\$144,997	Chad Voigt 3755 E 25 th St. Lawrence, KS 66046 (785) 832-5293 cvoigt@douglascountyks.org
KS	City of Shawnee, KS	Tree Trimming & Emergency Tree Debris Removal			06/01/19	Varies	Michelle Distler / Steve Bialek 11110 Johnson Dr. Shawnee, KS 66203 (913) 634-5883 mdistle@cityofshawnee.org
NC	Carteret County	Vegetative & C&D Debris Removal	Hurricane Florence DR-4393	49,861 CY	03/13/19	\$353,340	Randy Cantor 3820 Bridges St. Ste. D Morehead City, NC 28557 (252) 728-8545 randy.cantor@carteretcountync.gov
NC	Pamlico County	Vegetative & C&D Debris Removal	Hurricane Florence DR-4393	98,278 CY	02/25/19	\$847,214	Tim Buck 302 Main St. Bayboro, NC 28515 (252) 745-3133 tim.buck@pamlicocounty.org
NC	Town of Hope Mills	Vegetative & C&D Debris Removal	Hurricane Florence DR-4393	8,479 CY	02/05/19	\$65,288	Don Sisko 5770 Rockfish Rd. Hope Mills, NC 28348 (910) 429-3384 dsisko@townofhopemills.com
NC	Town of Belville	Vegetative & C&D Debris Removal	Hurricane Florence DR-4393	47,735 CY	12/11/18	\$345,365	Athina Williams 63 River Rd. Belville, NC 28451 (910) 371-2456 townadministrator@townofbelville.com



FL	Broward County Schools	Debris Removal & Disposal			11/30/18	\$1,491,665	Mary C Coker 600 SE Third Ave. Ft. Lauderdale, FL 33301 (754) 321-0505 mary.coker@browardschools.com
NC	Town of Cape Carteret	Vegetative & C&D Debris Removal	Hurricane Florence DR-4393	87,698 CY	11/19/18	\$566,344	Zach Steffey 102 Dolphin St. Cape Carteret, NC 28584 (252) 393-8483 zsteffey@capecarteret.org
NC	Town of Carolina Beach	Vegetative & C&D Debris Removal	Hurricane Florence DR-4393	60,598 CY	11/15/18	\$339,387	Brian Stanberry 1121 N Lake Park Blvd. Carolina Beach, NC 28428 (910) 458-8291 brian.stanberry@carolinabeach.org
NC	Wayne County	Debris Removal	Hurricane Florence DR-4393	49 CY	11/13/18	\$3,624	Noelle Woods 224 E Walnut St. Goldsboro, NC 27530 (919) 705-1714 noelle.woods@waynegov.com
NC	Town of Beaufort	Vegetative & C&D Debris Removal	Hurricane Florence DR-4393	48,470 CY	11/05/18	\$372,332	Mark Eakes 701 Front St. Beaufort, NC 28516 (252) 904-6477 m.eakes@beaufortnc.org
NC	Town of Cedar Point	Vegetative & C&D Debris Removal	Hurricane Florence DR-4393	46,007 CY	11/01/18	\$287,926	Jayne Calhoun 427 Sherwood Ave. Cedar Point, NC 28584 (252) 393-7898 jcalhoun@cedarpointnc.org
NC	Town of Wrightsville Beach	Vegetative & C&D Debris Removal	Hurricane Florence DR-4393	9,895 CY	10/26/18	\$121,579	Tim Owens 321 Causeway Dr. Wrightsville Beach, NC 28480 (910) 239-1700 towens@towb.org



TN	City of Memphis	Emergency Storm Debris Removal			06/30/18	\$136,632	Barry Levine (901) 237-2805
FL	South Broward Drainage District	Debris Removal & Disposal	Hurricane Irma DR-4337	1,110 CY	03/15/18	\$193,442	Kevin Hart 6591 SW 160 Ave. Southwest Ranches, FL 33331 (954) 680-3337 x208 kevin@sbdd.org
FL	Town of Bay Harbor Islands	Debris Removal & Disposal	Hurricane Irma DR-4337	7,769 CY	10/19/17	\$167,467	Jordan Leonard 9665 Bay Harbor Islands Bay Harbor Islands, FL 33154 (305) 206-8497 jwlmiami@yahoo.com
FL	City of West Park	Debris Removal & Disposal	Hurricane Irma DR-4337	3,207 CY	09/16/17	\$30,000	Dan Millien 1965 S State Rd. 7 West Park, FL 33023 (954) 964-0824 dmillien@cityofwestpark.org
NC	Wayne County	Debris Removal & Disposal	Hurricane Matthew DR-4285		11/14/16	\$28,072	Noelle Woods 224 E Walnut St. Goldsboro, NC 27530 (919) 705-1714 noelle.woods@waynegov.com
KS	Shawnee County	Line Clearance, Tree Trimming, Stump Removal & Emergency Services			09/22/16	\$225,439	Tom Hammer 200 SE 7 th St. Topeka, KS 66603 (785) 251-2663
NC	City of Goldsboro	Vegetative Debris Removal	Hurricane Matthew DR-4285		08/04/16	\$112,576	Tracy Barber (919) 580-4393



CO	City of Boulder	Emergency Tree & Debris Removal		05/31/16	\$420,710	1777 Broadway Boulder, CO 80302 (303) 441-3230 purchasing@bouldercolorado.gov	
IL	City of Quincy	Storm Damaged Tree Removal & Trimming		10/01/15	\$275,400	Jon Vrandenburg 730 Maine St. Quincy, IL 62301 (217) 257-9380	
TN	City of Cookeville	Grinding & Disposal of Vegetative Debris	Winter Storm Pandora DR-4211	45,000 CY	7/2015	\$132,500	Greg Brown 1115 E. Spring St. Cookeville, TN 38501 (931) 520-5247
TN	White County	Load & Haul Vegetative Debris Reduction by Grinding TDSRS Management	Winter Storm Pandora DR-4211	135,000C Y	5/2015	\$1,500,000	Clay Parker 268 Medic Dr. Sparta, TN 38583 (931) 837-2110
TN	Fentress County	Load & Haul Vegetative Debris Reduction by Grinding TDSRS Management	Winter Storm Pandora DR-4211	85,000 CY	4/2015	\$2,300,000	Michael J. Cross P.O. Box 1128 Jamestown, TN 38556 (931) 879-7713
GA	Jenkins County	Load & Haul Vegetative Debris Reduction by Grinding TDSRS Management	Winter Storm Pax DR-4165	54,000 CY	7/2014	\$825,000	Grady Lane P.O. Box 797 Millen, GA 30442 (478) 982-2563
SC	DOT	Lean & Hanger Load & Haul Vegetative Debris Reduction by Grinding	Winter Storm Pax DR-4166	107,859 CY	2/2014	\$1,050,000	Henry Scharber Carolina Contracting Solutions 1318 SC-61 Ridgeville, SC 29472 (843) 821-4496



SC	Dorchester County	Lean & Hanger Load & Haul Vegetative Debris	Winter Storm Pax DR-4166	7,200 Trees	2/2014	\$275,000	Crowder Gulf 5436 Business Parkway Theodore, AL 36582 (800) 992-6207
SC	Barnwell County	Initial Push Road Clearance	Winter Storm Pax DR-4166	N/A	2/2014	\$18,000	Curtis Hogg Public Works 48 Ammie Ave. Barnwell, SC 29812 (803) 541-1110
SC	Aiken County	Initial Push Road Clearance	Winter Storm Pax DR-4166	N/A	2/2014	\$8,000	
OK	City of Moore	Load & Haul Vegetative & C&D Debris White Goods Segregation	Tornado DR-4117	14,059 Tons	5/2013		Steve Shaun Silverstar Construction 2401 S. Broadway St. Moore, OK 73160 (405) 793-1725
NJ	Township of Seaside US Army Corp of Engineers	Load & Haul Vegetative & C&D Debris	Hurricane Sandy DR-4086	105,000 CY	10/2012	\$1,200,000	Jack Smith Eagle Environmental 18369 Petroleum Dr. Baton Rouge, LA 70809 (985) 518-7480
NJ	Township of Brick US Army Corp of Engineers	Load & Haul Vegetative & C&D Debris	Hurricane Sandy DR-4086	75,000 CY	10/2012	\$900,000	Jack Smith Eagle Environmental 18369 Petroleum Dr. Baton Rouge, LA 70809 (985) 518-7480
NJ	Township of Lakewood US Army Corp of Engineers	Load & Haul Vegetative & C&D Debris	Hurricane Sandy DR-4086	65,000 CY	10/2012	\$785,000	Jack Smith Eagle Environmental 18369 Petroleum Dr. Baton Rouge, LA 70809 (985) 518-7480



NJ	Township of Toms River US Army Corp of Engineers	Load & Haul Vegetative & C&D Debris	Hurricane Sandy DR-4086	85,000 CY	10/2012	\$1,015,000	Jack Smith Eagle Environmental 18369 Petroleum Dr. Baton Rouge, LA 70809 (985) 518-7480
NY	Rockaway US Army Corp of Engineers	Long Haul Trucking	Hurricane Sandy DR-4085	42,000 Tons	10/2012	\$1,425,000	Louis Perez Environmental Chemical Corporation 1240 Bayshore Hwy. Burlingame, CA 94010 (650) 347-1555
NY	Long Island US Army Corp of Engineers	Long Haul Trucking	Hurricane Sandy DR-4085	33,000 Tons	10/2012	\$1,100,000	Louis Perez Environmental Chemical Corporation 1240 Bayshore Hwy. Burlingame, CA 94010 (650) 347-1555
LA	City of New Orleans East US Army Corp of Engineers	Removal of Vegetative Debris from L1011 Levee System	Hurricane Isaac DR-4080	120,000 CY	9/2012	\$1,600,000	Jeremiah Stockwell Environmental Chemical Corporation 1240 Bayshore Hwy. Burlingame, CA 94010 (650) 347-1555
AL	Tallapoosa County US Army Corp of Engineers	Load & Haul Vegetative & C&D Debris White Goods HHW - Segregation Stump Extraction Reduction by Grinding	Tornado DR-1971	115,000 CY	4/2011	\$1,200,000	Phillips & Jordan



REFERENCES

Client	Disaster Description	Contact
City of The Village	Ice Storm	Bruce Stone
2304 Manchester Dr.	Debris Removal	(405) 751-8861
The Villages, OK 73120		bruce_stone@thevillageok.org
Wilson County, TN	Tornado	Aaron Mayard
228 East Main St.	Debris Clearance, Removal &	(615) 443-2630
Lebanon, TN 37088	Disposal	maynarda@wilsoncountyttn.gov
City of Waverly, TN	Hurricane	Corey Burket
101 East Main St.	Debris Clearance & Removal	(931) 296-2101
Waverly, TN 37105		csburket@yahoo.com
Lee County, MS	Hurricane	Lee Bowdry
200 West Jefferson Street	Debris Removal	(662) 432-2950
Tupelo, MS 38802		lbowdry@co.lee.ms.us
Putnam County, TN	Tornado	Randy Porter
300 E Spring St.	Debris Clearance, Removal &	(931) 526-2161
Cookeville, TN 38501	Disposal	randy.porter@putnamcountyttn.gov
City of Cookeville, TN	Tornado	James Mills
1115 E Spring St.	Debris Clearance, Removal &	(931) 520-5241
Cookeville, TN 38501	Disposal	jam@cookeville-tn.gov
City Corinth, MS	Debris Removal & Disposal	Clayton Mills
300 Childs Street		(662) 415-0855
Corinth, MS 38834		cm_@bellsouth.net
Douglas County, KS	Debris Removal	Keith Browning
3755 E 25th St.		(785) 832-5293
Lawrence, KS 66046		kbrowning@douglascountyks.org
Town of Cape Carteret, NC	Hurricane	Zach Steffey
102 Dolphin St.	Debris Clearing & Removal	(252) 393-8483
Cape Carteret, NC 28584		zsteffey@capecarteret.org



Client	Disaster Description	Contact
Town of Cedar Point, NC	Hurricane	Jayne Calhoun
427 Sherwood Avenue	Debris Clearing & Removal	(252) 393-7898
Cedar Point, NC 28584		jcalhoun@cedarpointnc.org
Client	Disaster Description	Contact
Carteret County, NC	Hurricane	Randy Carter
302 Courthouse Square	Debris Clearing & Removal	(252) 728-8545
Beaufort, NC 28516		randy.cantor@carteretcountync.gov
Pamlico County, NC	Hurricane	Tim Buck
302 Main St.	Debris Clearing & Removal	(252) 745-3133
Bayboro, NC 28515		tim.buck@pamlicocounty.org
South Broward Fl Drainage District	Hurricane	Kevin Hart
6591 SW 160th Avenue	Debris Clearing & Removal	(954) 680-3337 x206
Southwest Ranches, FL 33331		kevin@sbdd.org
City of West Park, FL	Hurricane	Dan Mililen
1965 S. State Rd 7	Debris Clearing & Removal	(954) 889-4162
West Park, FL 33023		dmillien@cityofwestpark.org
Town of Bay Harbor Island, FL	Hurricane	Jordan Leonard
9665 Bay Harbor Terrace	Debris Clearing & Removal	(305) 206-8497
Bay Harbor Islands, FL 33154		jleonard@bayharborislands-fl.gov
School Board of Broward County, FL	Hurricane	Ron Eggenberger
7720 West Oakland Park Blvd	Debris Clearing & Removal	(754) 321-4317
Sunrise, FL 33351		ronald.eggerberger@browardschools.com
City of Lawrence, KS	Tree Trimming, Tree & Debris Removal	Crystal Miles
6 East 6th Street		(785) 832-7970
Lawrence, KS 66044		cmiles@lawrenceks.org
City of Shawnee, KS	Tree Trimming, Tree & Debris Removal	Kevin Taylor
1110 Johnson Drive		(913) 631-2500
Shawnee, KS 66203		ktaylor@cityofshawnee.org
City of North Kansas City, MO	Tree Trimming, Tree & Debris Removal	Chris Cooper
2010 Howell St.		(816) 274-6004
North Kansas City, MO 64116		ccooper@nkc.org



LETTERS OF RECOMMENDATION



CITY OF THE VILLAGE

2304 MANCHESTER DR.
THE VILLAGE, OK 73120-3729
PHONE (405) 751-8861 V/TDD
FAX 748-7352 - EMAIL city_hall@thevillageok.org

OFFICE OF THE CITY MANAGER
BRUCE K. STONE

March 18, 2021

Lisa Johnson
Custom Tree Care, Inc.
6021 SW 29th Street, PMB 130
Topeka, KS 66614

Re: Letter of Recommendation

Dear Ms. Johnson:

It is my pleasure to offer this letter of recommendation for your company. Custom Tree Care performed storm debris removal services for the City of The Village after a devastating ice storm in October 2020. Your crews were extremely knowledgeable of FEMA requirements, had excellent equipment and did a professional job. Although we certainly would not be excited about cleaning up after another disaster, we would not hesitate to hire your company to get the job done.

Sincerely,
[Bruce K. Stone signature]
Bruce K. Stone,
City Manager



TOWN OF CEDAR POINT

*Mayor
Scott Hatsell*

*Mayor Pro-Tem
Pam Castellano*

*Board of Commissioners
John M. Nash
Pam Castellano
David Winberry
Frankie Winberry*



*Town Administrator
Christopher D. Seaberg*

*Mailing Address
PO Box 1687
427 Sherwood Avenue
Swansboro, NC 28584
Phone: 252-393-7898*

www.cedarpointnc.org

December 3, 2018

Mr. Greg Gathers
Custom Tree Care, Inc.
3722 SW Spring Creek Lane
Topeka, KS 66610

Dear Mr. Gathers

Hurricane Florence left the Town of Cedar Point considerably damaged, with significant amounts of debris, both vegetative and construction. Custom Tree Care, Inc. did a great job not only getting the debris cleaned up and hauled off, but in an orderly fashion.

We appreciate the dedication and professional service that the staff of Custom Tree Care provided to the Town of Cedar Point.

Sincerely,

Jayne Calhoun
Town Clerk



Mayor David Fowler
Commissioner Steve Martin
Commissioner Mike King
Commissioner Charlie Evans



102 Dolphin Street
Cape Carteret, NC 28584

Mayor Pro Tem Minnie Truax
Commissioner Don Miller
Town Manager Zachary Steffey
Attorney Brett DeSelms

February 18, 2019

To Whom It May Concern:

Custom Tree Care was mobilized to the Town of Cape Carteret following Hurricane Florence to provide vegetative and C&D debris removal. We were pleased with the speed at which Custom Tree Care mobilized and their willingness to work with the Town to get the debris removed in an expeditious manner. Custom Tree Care demonstrated a commitment to making sure that the Town and our citizens were pleased with the debris removal process and they addressed all issues in a timely manner. We would recommend Custom Tree Care to any client looking for prompt and professional debris removal services.


Zachary Steffey
Town Manager



William Blair, III
Mayor

Elizabeth King
Alderman

Ken Dull
Alderman



Darryl Mills
Mayor Pro Tem

Hank Miller
Alderman

Tim Owens
Town Manager

TOWN OF WRIGHTSVILLE BEACH

Post Office Box 626
321 Causeway Drive
Wrightsville Beach, North Carolina 28480
(910)239-1700
FAX (910)256-7910

January 30, 2019

Greg Gathers
Custom Tree Care
6021 SW 29th Street, PMB 130
Topeka, Kansas PMB 130

Dear Mr. Gathers,

Custom Tree Care, Inc. did an outstanding job of clearing the Town of debris associated with Hurricane Florence. The response time was extremely fast and the work was completed quickly. Custom Tree Care Staff were accessible and easy to work with even during the busiest of times. All of the sub-contractors that worked on the job did a remarkable job given the limited space allowed to get the work done.

In addition, the Town originally thought that the services of Custom Tree Care, Inc. would be needed for assistance with the initial clearing of debris from roads. When called, Custom Tree Care, Inc. was prepared to respond quickly. I appreciate all of the hard work by Custom Tree Care, Inc. that allowed us to begin the recovery process. If needed, I would recommend Custom Tree Care, Inc. to other governmental entities for disaster recovery work.

Sincerely,

Timothy W. Owens
Town Manager



TOWN of BELVILLE

Incorporated 1977

63 River Road
Belville, NC 28451

Telephone (910) 371-2456
Fax (910) 371-2474

FEBRUARY 20, 2019

TO WHOM IT MAY CONCERN:

THE TOWN OF BELVILLE RECOMMENDS CUSTOM TREE CARE AS A REPUTABLE COMPANY THAT PERFORMS WITH EXCELLENCE. CUSTOM TREE CARE HAS CONDUCTED DEBRIS REMOVAL OPERATIONS FOR THE TOWN AFTER STORM EVENTS AND THEIR CREWS CONTINUE TO IMPRESS OUR STAFF WITH THEIR HIGH REGARD FOR SAFETY AND ACCOUNTABILITY WHILE COMPLETING THE TASKS THAT ARE ASSIGNED.

WE LOOK FORWARD TO A CONTINUED PARTNERSHIP WITH THEIR COMPANY TO ASSIST THE TOWN WITH THE RESPONSE AND RECOVERY PHASE OF NATURAL DISASTERS.

SINCERELY,

A handwritten signature in black ink, appearing to be 'Athina Williams', written over a horizontal line.

ATHINA WILLIAMS, TOWN ADMINISTRATOR

AW



WAYNE COUNTY
NORTH CAROLINA
Phone: (919) 731-1417
Fax (919) 731-1308

March 14, 2019

To Whom It May Concern:

It is my privilege to write this letter of reference for Custom Tree Care. We starting doing business with Custom Tree Care in 2016 and have been working with them ever since. I learned very quickly that the employees with Custom Tree Care are thoughtful, highly regarded and very good at what they do. They have earned the admiration of people that were fortunate enough to work with them.

I would recommend them for any debris removal project.

Sincerely,

Noelle Woods
Purchasing Manager
County of Wayne

THE GOOD LIFE. GROWN HERE.

WAYNE COUNTY FINANCE OFFICE
PO BOX 227
GOLDSBORO, NC 27533



City of Goldsboro
1601 Clingman Street
Goldsboro, NC 27533
919.734.8674
www.goldsboronc.gov

"Getting DIRTY so the City Can Shine!"



Letter of Reference

Greg,

I just wanted to pass on our thanks and appreciation for working with us and the citizens of Goldsboro during our recovery efforts after hurricane Matthew. Your staff was extremely accommodating and willing to work with us at every level to ensure debris was collected and removed as expediently as possible from within our City.

Your flexibility and willingness to continue to haul vegetative debris, even weeks after being awarded a separate contract to haul C & D debris, allowed us time to ensure all vegetative debris was collected and hauled away.

It was a pleasure doing business with you I would definitely recommend Custom Tree Care for future services.

Respectfully,

Richard E.A. Fletcher III
Interim Public Works Director
City of Goldsboro, NC



November 28, 2017

RE: Recommendation Letter for Custom Tree Care, Inc.

Town Council

Jordan W. Leonard
Mayor

Stephanie Bruder
Vice Mayor

Joshua D. Fuller
Council Member

Kelly Reid
Council Member

Isaac Salver
Council Member

Elizabeth Tricoche
Council Member

Robert Yaffe
Council Member

Town Officials

Ronald J. Wasson
Town Manager

Marlene M. Siegel
Town Clerk

Craig B. Sherman
Town Attorney

To whom it may concern:

It is with great pleasure that I write this letter of recommendation for Custom Tree Care, Inc. (CTC).


The Town contracted with CTC for Disaster Debris Management Services in June of this year at the beginning of Hurricane Season. Three months later, Hurricane Irma came through South Florida and the Town quickly called upon CTC for help. CTC arrived on site prior to the hurricane and remained on site until the cleanup was complete. Their crews began cutting up and cleaning up debris immediately following the storm and did not stop until the cleanup efforts were completed in less than 3 weeks. The debris was then grinded down and hauled off to the landfill, with the final load being hauled on October 17, 2017. Needless to say, CTC was remarkably responsive and thorough in completing post hurricane cleanup operations.

In addition to their incredible cleanup efforts, CTC and their staff are extremely knowledgeable with the FEMA guidelines and required documentation. They provided the Town with all of the documents required for federal assistance in a neat and orderly manner. During their first field visit, the FEMA representative received all of the information required and our request for reimbursement is currently being processed.

Greg and his crew at CTC are extremely professional, competent, courteous and are truly a pleasure to work with. Hiring CTC is, without question, the best decision that I have ever made.

If you need any additional information, please do not hesitate to contact me at 305-866-6241 or at jjjimenez@bayharborislands-fl.gov.

Sincerely,


J.C. Jimenez
Assistant Town Manager

MAYOR JOSEPH J. GARDNER GOVERNMENT CENTER

9665 Bay Harbor Terrace • Bay Harbor Islands, FL 33154 • Tel: (305) 866-6241 • Fax: (305) 866-4863 • www.bayharborislands-fl.gov



SOUTH BROWARD DRAINAGE DISTRICT

March 19, 2018

To Whom It May Concern

RE: LETTER OF REFERENCE FOR CUSTOM TREE CARE, INC.

To Whom It May Concern:

Please be advised that Custom Tree Care, Inc. provided contract services to South Broward Drainage District (SBDD) for Hurricane Irma debris removal and disposal.

Custom Tree Care, Inc. assisted SBDD in the removal of Hurricane Irma debris (trees and vegetation) from within water bodies at approximately 100 locations throughout SBDD's jurisdictional boundaries. In addition, Custom Tree Care, Inc. loaded and hauled 1,110 Cubic Yards (CY) of stockpiled debris from SBDD's Disaster Debris Management Site (DDMS) to the Broward County landfill approximately 30 miles away.

Custom Tree Care, Inc. performed all of its work in accordance with the terms and conditions of the contract with SBDD.

If you have any questions or require any additional information regarding this letter of reference, please call.

Sincerely,

SOUTH BROWARD DRAINAGE DISTRICT

Kevin M. Hart, P.E., CFM
District Director

6591 Southwest 160 Avenue • Southwest Ranches, Florida 33331 • Telephone: 954-680-3337 • Fax: 954-680-3339



City of West Park
1965 South State Road 7
West Park, FL 33023
Phone: 954-989-2688
Fax: 954-989-2684

www.cityofwestpark.org

Eric H. Jones, Jr.
Mayor

...

Brian C. Johnson
Vice-Mayor

...

Felicia M. Brunson
Commissioner

...

Thomas W. Dorsett
Commissioner

...

Kristine Judeikis
Commissioner

...

W. Ajibola Balogun
Administrator

...

Alexandra Grant
Clerk

March 27, 2018

Subject: Custom Tree Care, Letter of Reference

To whom it may concern:

The subject vendor is currently one (1) of our contracted emergency debris collectors/haulers and played an instrumental part with our recovery during the Hurricane Irma event, here in Broward County, during fall of 2017. Their staff is responsive to our needs and professional while performing contracted duties. We hold no reservation as to recommending C.T.C. to fellow colleagues and plan to utilize their expertise in the near future.

If you have any question and/or concerns please contact me at 954-964-0284.

Sincerely,

Daniel Millien
Public Works Operations Manager



WITT|O'BRIEN'S
a SEACOR company

TO WHOM IT MAY CONCERN:

Please accept this letter of recommendation for Custom Tree Care, Inc.

Witt O'Briens had the pleasure of working alongside Custom Tree Care, Inc. during between (date) to (date). During that time, our prime responsibility was to monitor, document and validate all debris activities performed by the contractors.

We found Custom Tree Care, Inc to be the most professional, and safety- minded contractor we have ever worked with.

They performed all required duties in a timely manner, utilizing the best maintained equipment for the purpose.

The required documentation provided to us exceeded what we have experienced in the past. Thereby, allowing the contracting agency to receiving federal, state and other compensation in a most expedient manner.

We feel that, although Custom Tree Care, Inc. may not be the largest or the oldest in the emergency recovery business they are by far one of the best in the business.

Therefore, we are happy to give a full recommendation on their services.

Please contact Ryan Booth at 251-509-6923 or rbooth@wittobriens.com for further information.

Sincerely,

Ryan Booth
Debris Operations Specialist
Witt O'Briens

818 Town & Country, Suite 200, Houston, TX 77024 20005 | t. +1 (281) 320-9796 f. +1 (281) 320-9700 | www.wittobriens.com



PRICING TAB F

Phase I - Cut and Toss of Debris from Roadway - CTC Disaster Response, Inc.

Description	Units	Criteria	Unit Price
Four man crew- -Two Chainsaw Operators with Chainsaws -Appropriate Rubber Tire Equipment (including operator) -Supervisor with vehicle	Per Hour (PH)	N/A	\$395.00

Phase II - Collection, Hauling to Staging Site and Reduction

Description	Units	Criteria	Unit Price
Loading and Hauling Vegetative Debris to DMS	Cubic Yar (CY)	N/A	\$6.92
Debris Management Site (DMS) Management (to include preparation; management; segregation at site and restoration of site)	CY of debris hauled into the DMS	N/A	\$1.00
Reduction of Vegetative Debris	CY	Grinding	\$2.60
		Air Curtain Incineration	\$1.88
		Open Burning	\$1.25
Stump Removal (to include backfilling)	Each Stump	24"-48"	\$175.00
		>48"	\$295.00
Removal of eligible hanging limbs	Tree	>2"	\$88.00
Removal of Leaning Trees @ 4.5' above the ground	Tree	6"-< 12"	\$68.00
		12"-< 24"	\$148.00
		24"-< 36"	\$298.00
		>36"	\$398.00
Loading and Hauling C&D Debris to DMS	Cubic Yard	From ROW	\$6.92
Loading and Hauling C&D Debris to DMS	Ton	From ROW	\$79.00
Loading and Hauling C&D Debris to a final disposal site	Ton	From ROW	\$89.00
		From DMS	\$70.00
Sweeping Curb and Gutter	Curb Mile	N/A	\$400.00
Vacuum Inlets	Each	N/A	\$400.00
White Good Hauling and Final Recycling/Disposal	Each	From ROW	\$30.00
Removal and Disposal of oxygen depleting freon/refrigerants; mercury or compressor oils from White Good	Each		\$35.00
Hazardous Household Waste (HHW) removal and disposal	Pound	From ROW	\$5.00
Removal of Electronic Waste	Each	N/A	\$28.00
Removal of trailers and vehicles (to include handling, hauling, storage and disposal)	Each Vehicle	N/A	\$175.00
Removal of Vessels (to include handling, hauling, storage and disposal)	Per Linear Foot	Land based	\$28.00
		Marine based	\$58.00
Removal of Putrescent Debris, debris that will decompose or rot (animal carcasses and organic fleshy matter)	Per Pound	N/A	\$2.00
Loading and Hauling Sand, Soil, Silt and Sediment to Final Site	CY	From ROW	\$12.00

Any tipping fees to be paid directly by the City or County, or paid by the Contractor and invoiced as a pass through with no mark up.

Phase III - Loading of Reduced Material and Final Disposal

Description	Units	Criteria	Unit Price
Loading and Hauling Reduced Vegetative Debris from DMS to Final Site	CY	N/A	\$4.95

Phase V - Additional Services

Description	Unit	Unit Price
-------------	------	------------

Storm Sewer Cleaning	Linear Foot	\$30.00
Emergency Road Clearance		
Personnel & Equipment (Operator, delivery, fuel, maintenance included)		Hourly Rate
Small Loader or Lrg. Skid-steer		\$135.00
Knuckleboom Loader Truck		\$195.00
Wheel Loader 2.5-3.0 CY		\$145.00
Dump Truck		\$110.00
Supervisor with Tuck (1 man, will assist toss operations)		\$70.00
Operators with Chainsaw		\$50.00
Laborer with Tools (1 man, toss)		\$45.00
Traffic Control/Safety Personnel		\$45.00
Project Manager		\$85.00
Heavy Equipment (Operator, delivery, fuel, maintenance included)		Hourly Rate
Skid-Steer Loader		\$135.00
Extend-a-boom Forklift w/ debris grapple		\$100.00
Backhoe, Wheel Loader		\$100.00
Wheel Loader		\$145.00
Tracked Loader		\$135.00
Towed Loader w/ Tractor		\$185.00
Knuckleboom Loader Truck, 50 YD Plus		\$195.00
Dozer, Tracked		\$130.00
Hydraulic Excavators W/Thumb		\$145.00
Hydraulic Excavators		\$145.00
Excavator/Trackhoe, Rubber Tire		\$145.00
Tractor w/ Box Blade		\$75.00
Motor Grader		\$100.00
Off Road Truck		\$100.00
30 Ton Crane		\$300.00
50 Ton Crane		\$395.00
100 Ton Crane (8 hr. minimum)		\$500.00
Bucket Truck (up to 50' reach)		\$135.00
Bucket Truck (50'-75' reach)		\$195.00
Trash Transfer Trailer w/ Tractor		\$120.00
Mechanized Broom		\$90.00
Water Truck		\$75.00
Service/Fuel Truck		\$75.00
Diesel Forklift, 5K		\$35.00
Chipper w/2 man crew		\$185.00
Stump Grinder		\$100.00
Horizontal Grinder		\$545.00
Air Curtain Pit Burner		\$50.00
Air Curtain Refractory Incinerator		\$75.00
Lowboy Trailer (Equip. Transport w/ Tractor)12T		\$120.00
Truck Mounted Winch		\$95.00
Log Skidder		\$100.00
Waste Collection Rear Loader Truck		\$110.00
Vacuum Truck/Jetter		\$295.00
Crash Truck w/ Impact Attenuator		\$100.00
Power Screen		\$100.00
Refueler Truck		\$125.00
Stacking Conveyor		\$25.00

Hauling Vehicles (Operator, fuel, maintenance included)	Hourly Rate
Dump Truck, 5-15 CY	\$95.00
Dump Truck, 16-24 CY	\$110.00
Dump Truck, 25-34 CY	\$110.00
Dump Truck (Trailer Dump w/ Tractor), 35-44 CY	\$110.00
Dump Truck (Trailer Dump w/ Tractor), 45-54 CY	\$120.00
Dump Truck (Trailer Dump w/ Tractor), 55-64 CY	\$120.00
Dump Truck (Trailer Dump w/ Tractor), 65-74 CY	\$120.00
Dump Truck (Trailer Dump w/ Tractor), >75 CY	\$120.00
Walking Floor Trailer w/ Tractor, 100 CY	\$120.00
Tractor w/ 42' Flatbed Trailer (without driver)	\$80.00
Tractor w/ 42' Flatbed Trailer (with driver)	\$120.00
Flatbed Trailer Straight Truck (without driver)	\$35.00
Flatbed Trailer Straight Truck (with driver)	\$85.00

Personnel/Equipment	Hourly Rate
Project Operations Manager	\$75.00
Superintendent with Cell/Truck	\$60.00
Supervisor with Cell/Truck	\$60.00
Foreman with Cell/Truck	\$60.00
Inspector with Cell/Vehicle	\$50.00
Health/Safety or QC Manager with Truck	\$60.00
Safety Superintendent	\$50.00
Mechanic with Truck and Tools	\$65.00
Climber with Gear	\$70.00
Labor/Operator with Chainsaw/Tools/Cell	\$45.00
Laborer with Tools/Cell	\$40.00
Traffic Control Personnel with Radio	\$40.00
Survey Personnel with Vehicle	\$40.00
Project Engineer	\$90.00
Equipment Operator	\$55.00
Truck Driver with Cell/Radio	\$55.00
Security Person (Unarmed) with Cell/Radio	\$65.00
Security Person (Armed) with Cell/Radio	\$90.00
Administrative Assistant	\$40.00
Clerical	\$35.00



CONFLICT OF INTEREST TAB G

CERTIFICATE OF INTERESTED PARTIES

Section VII, Item D.

1 of 1

Complete Nos. 1 - 4 and 6 if there are interested parties.
Complete Nos. 1, 2, 3, 5, and 6 if there are no interested parties.

OFFICE USE ONLY CERTIFICATION OF FILING

Certificate Number:
2023-1038636

Date Filed:
06/26/2023

Date Acknowledged:

1 Name of business entity filing form, and the city, state and country of the business entity's place of business.

CTC Disaster Response, Inc.
Topeka, KS United States

2 Name of governmental entity or state agency that is a party to the contract for which the form is being filed.

City of Richwood

3 Provide the identification number used by the governmental entity or state agency to track or identify the contract, and provide a description of the services, goods, or other property to be provided under the contract.

RFP 22-002P
Debris Management and Removal Services

4	Name of Interested Party	City, State, Country (place of business)	Nature of interest (check applicable)	
			Controlling	Intermediary

5 Check only if there is NO Interested Party.

6 UNSWORN DECLARATION

My name is Greg Gathers, and my date of birth is 3/11/1978.

My address is 3722 SW Spring Creek Ln., Topeka, KS, 66614, USA.
(street) (city) (state) (zip code) (country)

I declare under penalty of perjury that the foregoing is true and correct.

Executed in Shawnee County, State of Kansas, on the 26th day of June, 2023.
(month) (year)


Signature of authorized agent of contracting business entity
(Declarant)



CERTIFICATION TAB H



RFP #22-002P
Debris Management and
Removal Services

BIDDER CERTIFICATION AND ADDENDA ACKNOWLEDGEMENT

By signature affixed, the bidder certifies that neither the bidder nor the firm, corporation, partnership, or institution represented by the bidder, or anyone acting for such firm, corporation, or institution has violated the anti-trust laws of this State, codified in Section 15.01, et seq., Texas Business and Commerce Code, or the Federal antitrust laws, nor communicated directly or indirectly the bid made to any competitor or any other person engaged in such fine of business.

Bidder has examined the specifications and has fully informed themselves as to all terms and conditions. Any discrepancies or omissions from the specifications or other documents have been clarified with City representatives and noted on the bid submitted.

Bidder guarantees product offered will meet or exceed specifications identified in this RFP.

Bidder must initial next to each addendum received in order to verify receipt:

Addendum #1 ✓ 6-26-23 Addendum #2 _____ Addendum #3 _____
Addendum #4 _____ Addendum #5 _____ Addendum #6 _____

Bidder Must Fill in and Sign:

NAME OF FIRM/COMPANY: CTC Disaster Response, Inc.
REPRESENTATIVE's NAME: Greg Gathers
REPRESENTATIVE's TITLE: President
MAILING ADDRESS: 6021 SW 29th St. PMB #130
CITY, STATE, ZIP: Topeka, KS 66614
PHONE & FAX NUMBERS: 785-478-9805 785-478-4195
E-MAIL ADDRESS: ggathers@ctcdisaster.com
AUTHORIZED SIGNATURE: 
DATE: 6/20/2023

POLICY AND PROCEDURE MANUAL

Section: Standards & Conduct for Employees
Policy: Use of City Vehicles
Policy #: 1105
Effective: April 2014
Revised: March 2015

USE OF CITY VEHICLES

Use of City owned vehicles is limited to City business and is subject to the following rules:

- (1) Accidents involving city vehicles must be reported immediately to the local police jurisdiction in which the accident occurs and to the Department Head of the person responsible for the operation of the vehicle.
- (2) No City vehicle will be operated by an Employee who does not have a proper license to operate the vehicle, and the said Employees are required to maintain a proper license.
- (3) No riders or occupants are permitted in City vehicles except those authorized by the Employee's Department Head and no rider will be authorized by any Department Head except if the rider or occupant is in the furtherance or performance of City business.
- (4) It is the operating Employee's responsibility to operate the assigned vehicle in a safe and courteous manner and obey all traffic laws.

It is understood that City vehicles are constantly under observation by the general public and must be operated in a safe manner.

- (5) The Take Home Vehicle Policy is as follows:
 - (a) Only vehicles approved by the City Manager and Department Head will be allowed to be taken home.
 - (b) Moderate personal use will be allowed, provided the use is within the greater Brazosport area and all personal miles are tracked using a monthly mileage report to the City Manager, Department Head, and Finance Director.
 - (c) Civilian riders/passengers will only be allowed in unmarked vehicles. No civilian riders/passengers will be allowed in marked police units unless providing a courtesy transport or motorist assist as part of regular duty to assist the public.
 - (d) Take home vehicle privileges can be removed at any time without appeal.

The only exceptions or deviations to this policy will be specialized programs or job assignments at which time the distance exception will be agreed upon between the Department Head and the City Manager. Final approval shall be made by the City Manager.

City of Richwood — TEXAS —

AGENDA MEMORANDUM

CONTACT: ERIC FOERSTER- CITY MANAGER

SUBJECT: REVIEW AND POSSIBLE AMENDMENT TO POLICY #1105 USE OF CITY VEHICLES

SUMMARY: Review and possible amendment to Policy #1105, Use of City vehicles, as per previous discussion with council.

BACKGROUND INFORMATION: Staff was requested to bring a suggested policy change to council regarding the use of city vehicles.

FISCAL IMPACT: None at this time

RECOMMENDATION: Review and discuss possible changes to the policy.