TECHNICAL PROPOSAL

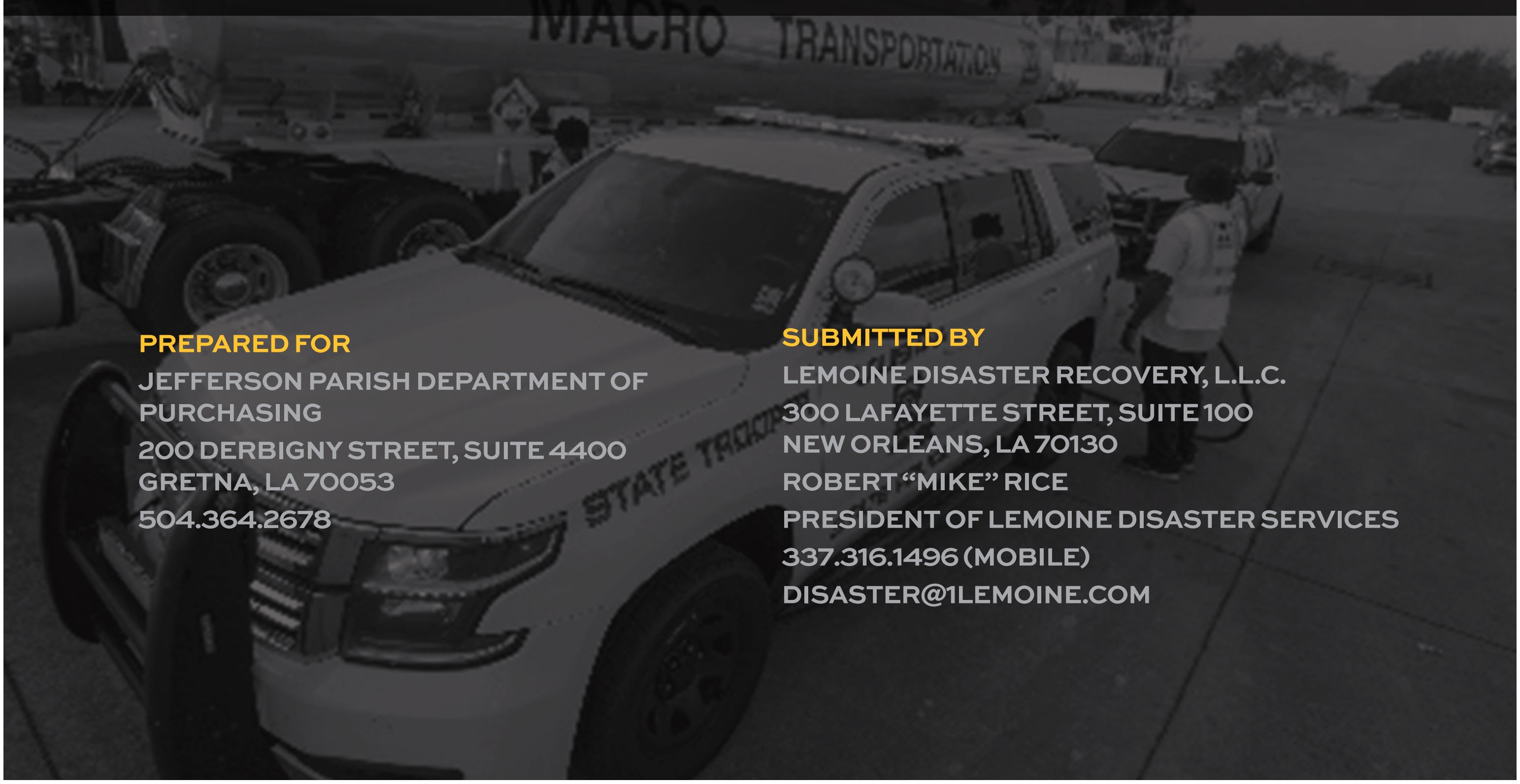
JEFFERSON PARISH GOVERNMENT

To Provide Remediation Services for Various Jefferson Parish Departments

RFP # 0487

OCTOBER 4, 2024, 3:30PM

LEMOINE



PREPARED FOR

JEFFERSON PARISH DEPARTMENT OF PURCHASING
200 DERBIGNY STREET, SUITE 4400
GRETNA, LA 70053
504.364.2678

SUBMITTED BY

LEMOINE DISASTER RECOVERY, L.L.C.
300 LAFAYETTE STREET, SUITE 100
NEW ORLEANS, LA 70130
ROBERT "MIKE" RICE
PRESIDENT OF LEMOINE DISASTER SERVICES
337.316.1496 (MOBILE)
DISASTER@1LEMOINE.COM

LEMOINE®

One mission. Yours.™

50 years of construction experience, industry resources, and superior talent form the bedrock of the ONE LEMOINE philosophy. Our service lines deliberately connect to support the full building lifecycle, leveraging our expertise every step of the way.

LEMOINE's success is cultivated by our philosophy of building authentic, lasting relationships. Strategic partnerships are the key to delivering the results you expect.

LEMOINE provides a full suite of services, from Infrastructure to Building Construction, Disaster Response and Recovery, and comprehensive Project and Program Services, all with one call. We are uniquely qualified to be your partner through every stage of any project.

Your goals are our goals. Your success is our success.

Together, we are ONE LEMOINE. We're committed to ONE MISSION. YOURS.SM

Building Construction

Preconstruction Services
Construction Management
General Contracting
Virtual Design + Construction
Design + Build
Self-Performed Work
Scheduling
Lean

Program Services

Advisory
Audit + Controls
Dispute Resolution
Energy + Sustainability
Facilities Consulting
Preconstruction Services
Program Management
Transition Planning

Disaster Services

Restoration + Remediation
Logistics + Base Camps
Emergency Power + Fuel + Potable Water
FEMA Program Management
Debris Management
CDBG-DR Program Management
CDBG-DR Construction Management
Disaster Management

Infrastructure

Preconstruction
Design + Construction
Planning
Innovative Execution
Management
Owner's Representation

A

COVER LETTER + CERTIFICATE OF AUTHORITY

LEMOINE

October 4, 2024

Jefferson Parish Government
Purchasing Department
200 Derbigny Street, Suite 4400
Gretna, LA 70053

Dear Evaluation Committee Members,

Lemoine Disaster Recovery, L.L.C. (LEMOINE) is pleased to submit our statement of qualifications for RFP No. 0487 – To Provide Remediation Services for Various Jefferson Parish Departments. We are primed and ready to join the Parish's team and serve as the Parish's emergency remediation contractor; adding value as your partner by employing our experience with education and restoration projects, in conjunction with our best practices, to deliver first-in-class services. LEMOINE has partnered with various entities in recent years, including multiple education institutions and government entities; guiding our Clients through the recovery lifecycle to achieve project success. The LEMOINE Team brings the following unique strengths to this project:

- **LEMOINE has more in-house capabilities to deliver a more efficient project to the Parish.** LEMOINE leverages nearly 50 years of construction and 40 years of response and recovery experience, industry resources, and top-notch talent.
- **The LEMOINE team has managed over $6 billion in FEMA reimbursement and assisted over 46 school systems with recovery.** We have recently handled remediation services for four school districts: Lee County Schools, St. John the Baptist Schools, Lafourche Parish Schools, and the Diocese of Lake Charles. We provided remediation services, power generation services, program management, and construction management services. Additionally, DCMC has assisted over 15 school districts with FEMA Public Assistance (PA) technical assistance and FEMA reimbursement.
- **LEMOINE has significant experience in conducting emergency remediation and disaster recovery measures for multiple facilities throughout the state at one time.** After Hurricane Ida, LEMOINE simultaneously responded to over 20 clients. One of these clients was Dillard University, where we assisted in the assessment of all campus facilities on their 50-acre campus and remediation of 12 facilities. We completed $120 million of remediation work across 20 different school systems, hospital campuses, and government buildings within 70 days after Hurricane Ida made landfall.
- **LEMOINE has expert knowledge and proven experience executing complicated projects on tight timelines on active campuses.** Our team is fully prepared to respond to any damages resulting from fire, water, wind, smoke, contamination, corrosion, and any other natural or man-made disaster or related event in accordance with all safety, quality, budget, and schedule expectations. We will drive the project to success through transparent communication and coordination. LEMOINE's vast Trade Partner relationships allow for adequate resources and the flexibility needed to make sure we always stay on budget and finish on schedule.

LEMOINE has read and understands the RFP and we are able to provide the services requested in both the RFP documents as well as all published addendum. We acknowledge full responsibility for completion of the entire scope of work assigned to LEMOINE. I, Robert "Mike" Rice, am the primary point of contact for this proposal and authorized to submit on behalf of LEMOINE.

We appreciate the opportunity to provide our qualifications on this partnership with the Parish. We stand ready to tackle the challenges of this project and provide innovative ideas to meet the entire team's goals. We humbly ask that you choose LEMOINE as your partner.

Sincerely,

Robert "Mike" Rice
President of LEMOINE Disaster Services
300 Lafayette Street, Suite 100, New Orleans, LA 70130
225.383.3710 // 337.316.1496 (Mobile) // Disaster@1lemoine.com

DELEGATION AND CERTIFICATE OF AUTHORITY BY CERTIFYING OFFICIALS OF

LEMOINE DISASTER RECOVERY, L.L.C.

The undersigned, being all of the managers of Lemoine Disaster Recovery, L.L.C., a Texas limited liability company (the "Company"), acting by written consent pursuant to Section 4 of the Second Amended and Restated Operating Agreement of Lemoine Disaster Recovery, L.L.C. dated as of August 3, 2021, as amended on June 8, 2022, does hereby consent to the adoption of the following:

Robert M. Rice shall have the authority to prepare, execute and submit on behalf of the Company bid proposals, containing such terms and provisions as he may in his sole discretion deem advisable, in response to the Jefferson Parish Government's Request for Proposals entitled *RFP #0487 Provide Remediation Services for Various Jefferson Parish Departments* (the "Project") and shall have authority to execute, deliver, acknowledge, file and record all documents and take all other actions which he may deem necessary or advisable in order to carry out the obligations of the Company as set forth in such bid proposals for the Project.

THUS, DONE AND SIGNED ON THIS 20th day of September, 2024 in Baton Rouge, Louisiana.

____

Leonard K. Lemoine
Manager
Lemoine Disaster Recovery, LLC

____

William McCulloch
Manager
Lemoine Disaster Recovery, LLC

____

Seth Lemoine
Manager
Lemoine Disaster Recovery, LLC

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LOCALLY OWNED, NATIONALLY RECOGNIZED

LEMOINE has tremendous pride in its Acadiana roots, and is a proud flag-bearer of our region as we claim national recognition for our Great Place to Work® culture, complex projects delivered, and revenue results achieved.

Our organization is nationally recognized by Engineering News Record as a Top 400 Contractor in the nation.

LEMOINE
#255 Nationwide

ENR TOP 400 CONTRACTORS

FIRM HISTORY HIGHLIGHTS

Throughout the years, our purpose has remained the same:
Achieve excellence while enhancing the lives of all involved.

ENR Top 400 Contractors Nationwide List

#186	#223	#255
2022	2023	2024

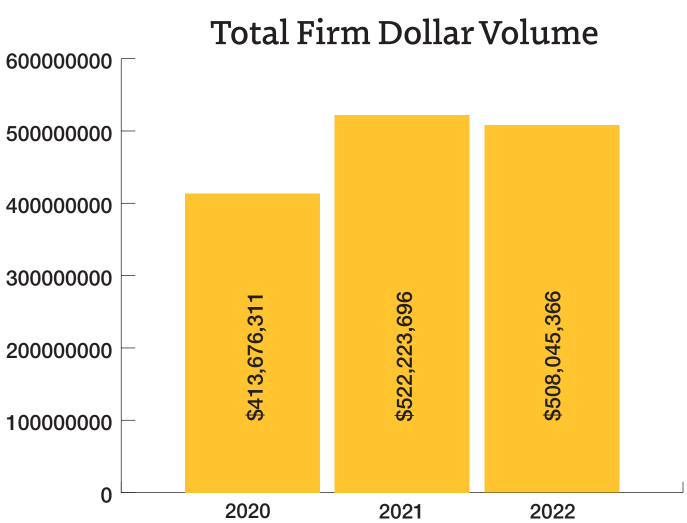
ENR Louisiana | Texas

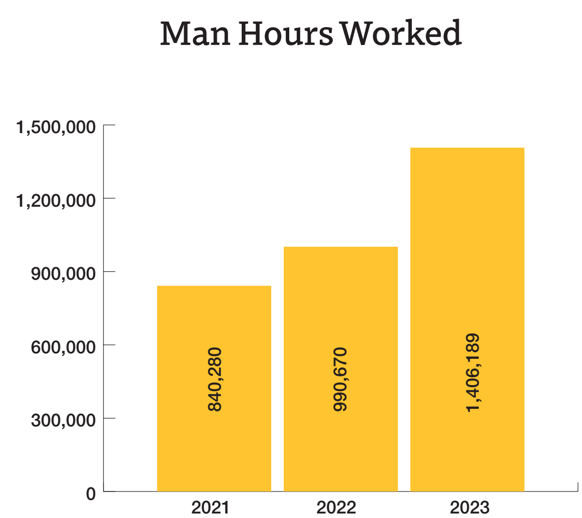
#1
General Contractor

Great Place To Work®
Certified 2024 USA™

Since February of 2022, LEMOINE has been honored to be certified as a Great Place to Work®.

Great Place to Work®, the global authority on workplace culture, leads the industry with the most rigorous, data-based model for quantifying employee experience: The Great Place to Work Trust Model™. Since 1992, they have surveyed more than 100 million employees around the world and used those authentic insights to define what makes a great workplace: **trust.**





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TECHNICAL PROPOSAL ELEMENTS

LEMOINE

Understanding of the Scope

Parish is seeking a contractor for a Standby Contract for Disaster Remediation Services. LEMOINE understands the scope of this project and can provide full and immediate emergency response, recovery services, and mitigation of loss within and around the affected buildings and property, including but not limited to the following services:

- Water removal
- Repair, replacement, and/or assembly of fences and roofs
- Troubleshooting and replacement of plumbing and electrical systems as needed
- Temporary HVAC systems
- Decontamination
- Disinfecting/Scrubbing/Washing/Drying/Vacuuming
- Removing interior debris
- Dehumidifying
- Complete moisture removal
- Removal of trash
- Documentation of completed work and work in progress
- Heating/Cooling
- Restoration
- Inspection
- Cleaning
- Full amelioration
- Restoration of pre-emergency conditions and/or necessary post-work clean up
- Maintenance/Troubleshooting
- Inspection
- Repair, replacement, and reassembly of site materials
- Reduction of vegetative debris

Objectives

Based on the need to respond to emergency work, LEMOINE proposes the following objectives:

- **Pre-loss Assessments**: Conduct pre-loss assessments to identify vulnerabilities and develop proactive mitigation strategies to minimize potential damages and streamline recovery efforts.
- **Prioritization of Buildings**: Develop a prioritization plan for buildings and infrastructure in case of widespread system damage, ensuring critical facilities receive immediate attention and resources.
- **Efficient Disaster Response**: Ensure timely and effective response to any manmade or natural disaster within the Parish District by providing 24/7 standby services.
- **Comprehensive Damage Assessment**: Perform thorough physical surveys and inspections to evaluate damages to structures and contents, including but not limited to odor, water, soot, ash, and fire elements.
- **Documentation and Reporting**: Document all damages with digital photos/videos and provide detailed written/electronic reports, including itemized estimates and comprehensive final reports to satisfy FEMA and insurance company requirements.
- **Effective Communication**: Host meetings with Parish to communicate work progress, discuss findings, and address any concerns or changes in scope.
- **Cost-Effective Restoration**: Provide cost-effective restoration solutions by evaluating the feasibility of restoring versus replacing damaged items, and providing itemized invoices of all charges.

- **Environmental Control**: Stabilize environments to prevent the growth of mold and mildew, take immediate action to remove standing water, and control moisture and dampness.
- **Security Measures**: Provide security for disaster sites to prevent pilfering, theft, or vandalism during the restoration process.
- **Specialized Services**: Offer a range of specialized services including fire, smoke, and water damage recovery, microbial remediation, telecommunications recovery, HVAC repair/replacement, electrical system restoration, media/documents recovery, equipment recovery, biohazard incident response, and structural cleaning/restoration.
- **Project Management**: Efficiently manage all aspects of the restoration projects, including monitoring services, coordinating subcontractors, and ensuring compliance with all applicable laws and regulations.
- **Quality Assurance**: Ensure quality assurance throughout the restoration process, including content cleaning, decontamination, floor/carpet cleaning or replacement, and structural drying to prevent further damage and ensure safe and habitable environments for Parish.

Methodology

LEMOINE's experience with complex public projects within active campus' is second to none. Our team understands the requirements to manage these complex projects on an active school campus, airport, neighborhood, or medical campus. Working in these type of environments brings unique challenges, including surrounding public/student safety, higher level of accountability with noise control, lighting control, dust control, COVID-19 sanitation, accessibility standards, traffic control, and work force flow control, among others. This team will manage these challenges through unwavering pre-planning, constant communication/collaboration amongst all stakeholders, and a proactive management approach to guarantee success.

LEMOINE is prepared to remediate damages to buildings and/or contents resulting from water, wind, mold contamination, and other natural or man-made disasters in Parish-owned buildings. Upon award and contract execution, LEMOINE will conduct pre-loss assessments of all Parish buildings. This will include uploading all necessary documentation, hosting meetings, and developing an implementation plan to conduct all necessary restoration services. Upon notification of a loss, our team will immediately deploy resources to assess all damages and begin creating and implementing a recovery plan. For each project, our team will assist Parish in determining the best way of efficiently stabilizing the building and quickly returning to a functional building.

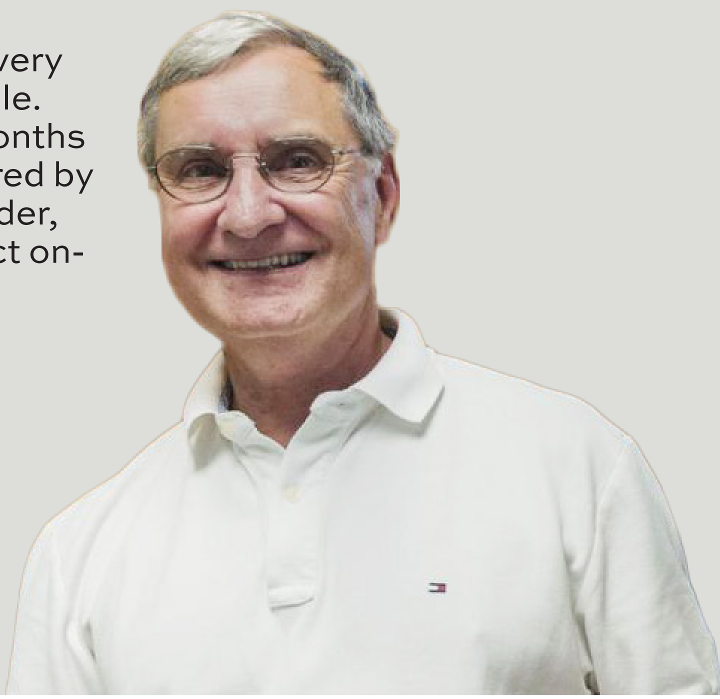
Our overall management plan is built on training, dedication to quality and safety, and commitment to complete every project on schedule and budget while maximizing available funds. LEMOINE's approach is based on comprehensive remediation and project management services performed for dozens of clients throughout the Gulf Coast. LEMOINE will provide the scope and breadth of services responsive to present and future needs, ensuring projects eligible for financial assistance are accomplished on time, on budget, and in compliance with all applicable laws and requirements.

LEMOINE has captured best practices in both disaster and construction management in our internal process flows and Standard Operating Procedures, including our disaster recovery plan described below. Our Policies and

The project is especially noteworthy given the very aggressive 16-month construction time schedule. The building was under construction for five months before all construction documents were delivered by the architect. The team approach between builder, architect, and owner delivered a finished project on-time and on-budget.

DR. DONALD AGUILLARD
Superintendent, Retired
Lafayette Parish School System

LAFAYETTE
PARISH SCHOOL SYSTEM



Procedures set the foundation for success and ensure an institutionalized dedication to excellence, compliance, production, and progressiveness.

LEMOINE's Restoration Standard Operating Procedure (SOP) defines the processes that LEMOINE personnel and their respective resources will execute in the service of its customers and established client base. These procedures are designed and sequenced to ensure consistency across the entire spectrum of project execution. Moreover, the procedures defined herein conform to applicable regulatory requirements, industry standards and unique customer expectations.

Through the application of the SOP, "Process Consistency" translates directly to efficient cost management and profit maximization. In terms of risk management, "process consistency" effectively minimizes uncertainty and replaces it with a confidence and "esprit" that ensures both quality and market-wide serviceability.

LEMOINE's process execution is governed by:

- **SOP** – Defines the processes LEMOINE will implement when executing recovery efforts.
- **LEMOINE Disaster Recovery Safety Manual** – documents the policies, procedures, and processes of the Safety program LEMOINE personnel are required to work under to ensure that all tasks performed in the course of conducting disaster recovery are completed safely and with due regard to individual integrity and well-being.
- **IICRC S500** – "Standard and Reference Guide for Professional Water Damage Restoration." This industry standard has been established by the Institute of Inspection Cleaning and Restoration Certification (IICRC) and is an "Approved American National Standard" (ANSI).
- **IICRC S520** - "Standard and Reference Guide for Professional Mold Remediation". This industry standard has been established by IICRC and ANSI as it pertains to mold remediation efforts.
- **"Guidelines for Fire and Smoke Damage Repair"** -- Established by the Restoration Industry Association, this document serves as a guideline for the treatment of fire and smoke related losses. It is a respected standard in the industry for property restoration. Both the LEMOINE Disaster Recovery Operations and Business Development staffs are responsible for establishing, maintaining, and implementing the procedures that lie herein.

The implementation of the SOP is mandatory on every project. It is applicable not only to LEMOINE personnel, but also any contractor enjoined by LEMOINE. While the SOP specifically refers to individual losses and incidents, it also applies to pre-event planning, assessment, and evaluation. With respect to the performance of "large scale recovery efforts" (e.g., natural disaster catastrophes), this SOP will be used in part or whole. The LEMOINE SOP (Catastrophe) defines those actions and processes unique to significant area wide disasters.

Strategic Partnership: We envision a joint team working together towards common goals. LEMOINE maintains the personnel, equipment, systems, and tools to effectively manage the multiple layers of large projects.

Project Transparency: LEMOINE's Reporting and Document Management System will be invaluable in aggregating project data and reporting key performance indicators (KPIs) to assist in making critical decisions using accurate, up-to-date information. It will also allow for efficient electronic document review, transfer, and storage.

Integrated Lessons Learned: An active process to leverage and incorporate staff experience and project lessons learned will be incorporated.

Resource Flexibility: The LEMOINE Team maintains the capability to immediately respond to disasters via a network of management and field staff ready to deploy 24/7/365, including equipment that is always mission capable. LEMOINE is prepared to provide a scalable multi-discipline project team ready to provide expertise in support of a single opportunity or multiple projects concurrently.

Technical Expertise: Our team includes specific restoration experience including projects for the St. John the Baptist Parish Schools, Lafourche Parish School District, Calcasieu Parish School District, Dillard University, Tulane University, University of Houston, Lee County Schools, LSU, and the Catholic Diocese of Lake Charles.

Assets (Resources, Systems, and Technologies)

LEMOINE uses our proprietary information management systems, LDMS, to manage our projects. LEMOINE's vast knowledge of the disaster lifecycle has allowed us to pioneer modified databases that focus on process and reporting efficiency, customization, mobility, and ease of execution. Scheduling inspections and appointments can be done with the click of a button, and workflow notifications can be automated to alert project team members of pending tasks, next steps, or project milestones. We can provide customization based upon the varying program specifications and the varying documents needed to begin recovery.

Another added benefit to our system is its streamlined reporting capabilities. All reports can be automated for scheduled submission or manually submitted by LEMOINE staff. These automations can also include notifications, such as milestone completions, deadlines, or limit approach warnings for budget limits, man-hour limits or equipment usage limits. The LDMS system can also be utilized to build estimates that include the amount of time, equipment, and budget required to dry and dehumidify wet sites, as well as remove and replace damaged materials. **Our customized reporting allows for full project visibility and up to date, real-time reporting for every hour, day, or week in the project timeline.**

Our database can see which steps in the program are becoming bottlenecks, or which steps are taking much longer or shorter than estimated. With this information, our project managers can troubleshoot the problem, deploy resources, and successfully get the project back on track. LDMS features include:

- Quickly scan and log in laborers to capture job clock in and out time
- Calculate labor hours and trade rates for overtime and holiday time for reporting and invoicing.
- Track and manage inventory consumables and track equipment usage and rates.
- Track and manage fuel and water usage and rates

LEMOINE uses digital mapping programs, such as Matterport, and drones to greatly enhance the initial damage assessments and pre-loss assessments for restoration work. These technologies provide accurate and efficient data collection, visualization, and analysis capabilities, allowing for a more comprehensive understanding of the restoration needs and enabling informed decision-making.

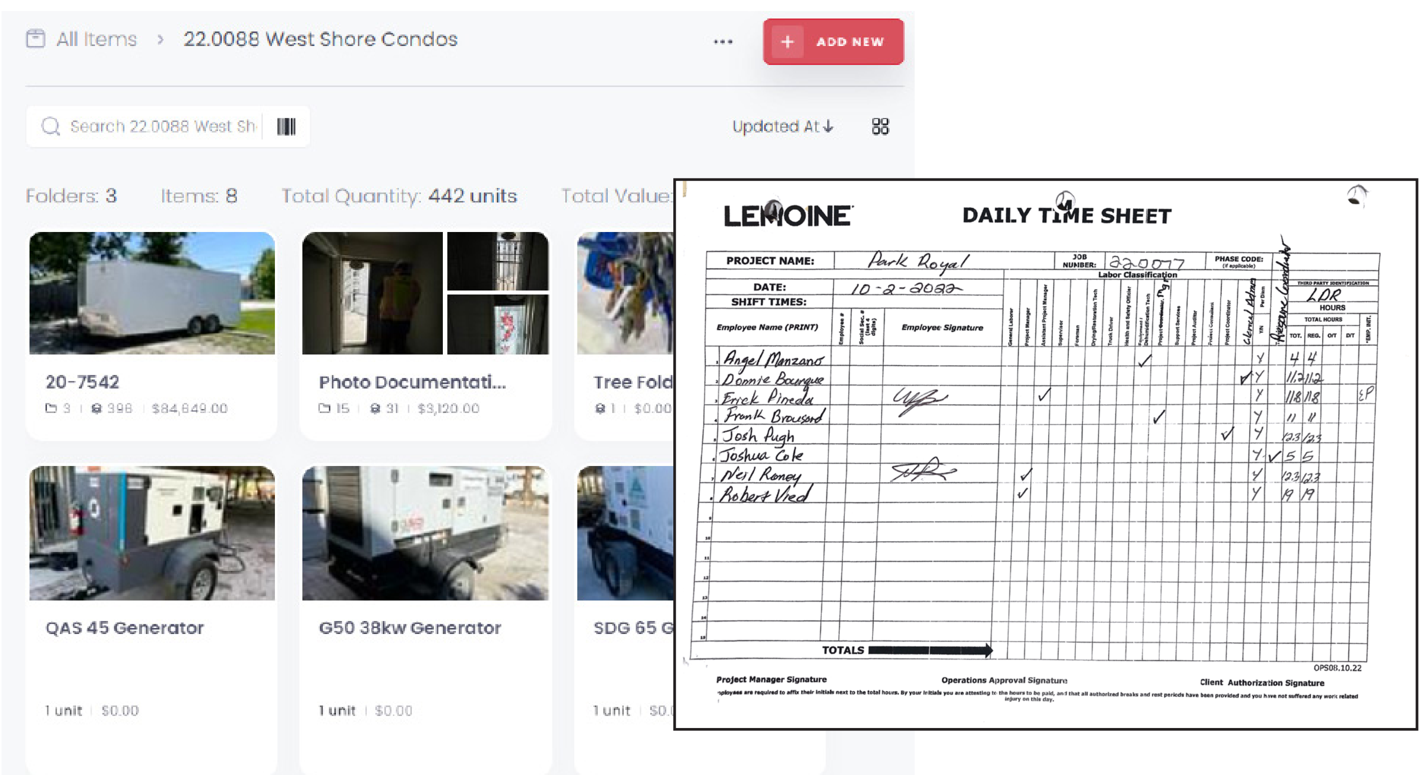
Operational Capacity

Our effectiveness in disaster response operations in recent deployments has highlighted the crucial factors of adaptability, creativity, and cooperation among all involved stakeholders. LEMOINE strategically stores equipment throughout the state, which enable us to respond quickly following a notice to proceed (NTP). Our team also possesses transportation assets to mobilize equipment and supplies in advance of storm for pre-staging, or have it loaded ready for transport when the storm clears.

LEMOINE can provide over 100 personnel within 72 hours anywhere in the continental United States and can scale to over 500. Using our full-time staff and surge staffing capacity, we can rapidly scale up to accommodate a NIMS Type 5 incident. **With more than 700 employees, a $350 million dedicated equipment inventory, and a rental equipment database of $2 billion, our team is built to ensure efficiency, effectiveness, and excellence.** Our experience, coupled with our capacity and systems, make LEMOINE an ideal solution to successfully deliver restoration services.

Maintaining Labor + Equipment

LEMOINE has a large workforce of over 700 skilled laborers who are trained and experienced in disaster recovery services in addition to a database of over 2,000 licensed and experienced project personnel to pull from during a time of



need. In addition to our in-house staff, LEMOINE has access to over 4,700 trade partner resources. Additional resources will be sourced on an as-needed basis depending on project scope. LEMOINE has an extensive inventory of company-owned equipment maintained at our local warehouse.

Portable Drying Equipment

- Dehumidifiers – 997
- Air Movers – 1487
- HEPA Air Scrubbers – 857 (550/2000)
- 5000 CFM Desiccants – 10

Trucks, Trailers, Forklifts

- Kenworth Tractors – 2
- 53ft Dry Vans – 15
- 48ft Flatbeds – 2
- 26ft Box Trucks w/liftgates – 6
- 16ft Box Trucks – Extraction Units
- 30ft gooseneck – 2
- 20ft Enclosed trailer – 6
- Telehandlers – 3

Additional Specialized Equipment

- Industrial Hot Power Wash Trailer – 2
- Ride-On Floor Scraper – 2 (18ft floor scraping trailer)
- 25KW Gen W/ Power Distro & Spider Boxes – 10
- 125KW Gen W/ Power Distro & Spider Boxes – 15
- 150KW Gen W/ Power Distro & Spider Boxes – 15
- 200KW Gen W/ Power Distro & Spider Boxes – 10

Fueling Assets

- Smaller Fueling Assets Capable of Airlift
  - Military Grade Humvee with Tank, pump and hoses
  - Military Grade 5-ton and 7-ton all-terrain truck with 1,000 gallon tank, pump and hoses
  - Bobtail tanker with multi compartment tank with 1,000 gallon capacity
  - Variable sized stainless steel tote tanks with pumps and hoses
- Larger Fueling Assets
  - Bobtail multi-compartment tanker with 2,500 – 3,500 gallon total capacity
  - Transport multi-compartment tanker with 8,000 gallon total capacity

Potable Water Assets

- Potable water storage tanks – 3,000 gallon
- Semi-truck with water trailer - 6,000 gallon
- Potable water pumps and hoses
- Reverse Osmosis systems for creating potable water (several sizes available)

LEMOINE performs all associated digital mapping and drone scopes in-house with our equipment and trained personnel.

Drones

- DJI, PHANTOM 3 PRO
- DJI, MAVIC 2 PRO
- DJI, Air 2S
- DJI, MAVIC 2 PRO
- DJI, MAVIC 2 PRO
- DJI, INSPIRE 2 Zenmuse X7

Laser Scanners

- Trimble X7
- Leica BLK
- Matterport (x3)
- Trimble RTS (Robotic Total Stations) (x3)

Software

- Trimble Realworks
- Trimble Fieldlink
- Drone Deploy
- Matterport
- ReCap
- Aloft (For LAANC Air Space Approval)
- Autodesk Construction Cloud
- AutoCAD
- Revit
- Navisworks
- Bluebeam

> Personally, I have worked with no other contractor who goes further to meet the needs of a client from estimating to close-out and punch list. Mr. Simcoe and Mr. Spillman were great partners and always arrived at our meetings with solutions instead of problems. At every turn, it was a pleasure working with the LEMOINE team and I look forward to our next project together.

SARAH TURNER
CEO and Founder of New School Facility Partners

NEW SCHOOLS for BATON ROUGE

Communication

LEMOINE employs a diverse range of channels to facilitate effective communication. These include traditional methods such as face-to-face meetings, phone calls, and written correspondence. Additionally, digital platforms like email, social media, instant messaging, and video conferencing are utilized for remote and real-time communication.

LEMOINE's intranet serves as a hub for sharing important announcements, documents, and updates. Social media platforms further enable engagement with clients and stakeholders. Through this comprehensive approach, LEMOINE ensures seamless communication both within its internal teams and with external parties.

Emergency Response Protocols

LEMOINE will establish a communication plan and process with Parish staff prior to any disaster event to ensure a smooth and coordinated response. The plan will include designated points of contact on both sides and a clear understanding of roles and responsibilities.

In the event of a disaster, LEMOINE will reach out to Parish staff with their current resources and abilities to provide the required services they may experience during that disaster.

After the disaster has passed, a service call will be initiated by Parish staff via:

- Call to **LEMOINE 24-hour Emergency Response Number** (833.999.9110)
- Call or email **Andrew Sexton** - Vice President (337.316.9353 // andrew.sexton@1lemoine.com)
- Call or email to **Joshua Pugh** - Senior Project Manager (228.229.2396 // joshua.pugh@1lemoine.com)

The Operations team will acknowledge receipt of the service call and contact Parish's POC **within 30 minutes** and gather the pertinent information for the loss event; such as:

1. Type of event and severity level
2. Location of the affected area(s)
3. Access information for the affected area(s)
4. Contact information for Parish personnel who will be on-site during the response

LEMOINE will then coordinate with Parish to determine the most efficient and effective response plan. Regular communication will be maintained throughout the response and restoration process to ensure that Parish is kept up-to-date on progress and any issues that arise.

Response Time

On an incident-basis, Parish staff will initiate a service call to LEMOINE requesting services. Calls made during business hours (8am-5pm, Monday-Friday) will receive response within 30 minutes. We guarantee this initial response time and a 1-hour response time during non-business hours.

With LEMOINE's internal staff, subsidiaries, and strategic partnerships, our team brings a wealth of value to remediate, reconstruct, and mitigate damages ensued by Parish. Our best-in-class team, experience, successful past projects, local presence, and financial position provide us the ability to exceed all desired qualifications described in the RFP and demonstrate our commitment to this project and Parish.

LEMOINE confirms we will respond to evaluate conditions of the damaged facility within one (1) hour of requests to evaluate conditions, except for properties in Grand Isle, where we will respond to assess properties within three (3) hours of requests. LEMOINE will provide a detailed list of labor materials, and equipment needed to properly start remediation efforts within 2 hours of receiving a request. LEMOINE will also review all pricing procedures with Parish for approval of work within 24 hours of receiving NTP. All work shall be approved by Parish before any work is started. All work will be scheduled and recovery procedures will start within 24 hours of approval.

Disaster Pre-Activation

LEMOINE Team members can work with Parish to prepare pre-event plans for a wide range of emergencies and disasters, including, but not limited to:

- Pandemic
- Flood
- Tropical Cyclones
- Severe Storms
- Fire
- Erosion
- Drought
- Extreme Heat
- Geological
- Winter Storm

In the event Parish falls in the path of a predicted storm, LEMOINE staff will reach out to Parish to address possible needs and start a mobilization plan. LEMOINE Management staff will be ready to respond to any emergency phone calls 24/7 and will be ready to participate in any conference calls and meetings to review potential roles, needed equipment lists, and mission priorities and services.

Disaster Activation

Disasters are as complex as they are destructive. Complicated issues inevitably surface, and an understanding of guidelines and policies are necessary to provide rapid support. The value gained in engaging LEMOINE is an understanding of these challenges, the implementation of proactive solutions, and the ability to produce successful results. LEMOINE knows the right questions to ask early on to determine how specific federal and state guidance should be applied for a particular disaster. LEMOINE will immediately activate our restoration team and deploy the various tools, templates, and policies needed to respond, operate, and closeout all Parish projects correctly and successfully from the start.

Mobilization

Our mobilization and readiness plan of action is based on a timeline of triggering events. Our storm readiness plan mirrors the H-Timeline. Our plan is activated by the naming of a storm system and progresses as the storm advances toward landfall. One-off events, such as man-made disasters will require a separate timeline dictated by events that would modify any readiness plan to be expedited for immediate mobilization. Though detailed communication and mobilization schedules are clearly laid out in our mobilization plan, our framework includes the following triggers and actions.

EVENT NUMBER	EVENT TRIGGER	ACTION TAKEN
1	Storm Named	Monitoring and commencement of communication with Parish's designated point of contact
2	Storm Enters Gulf of Mexico	Ablution equipment mobilized, site assessment, staging area determined, point of contact established
3	Cone of Probability	Assets proceed to load out, personnel on standby, consumables staged
4	48 Hours Prior to Landfall	Additional communication with Parish, monitor event, personnel positioned
5	24 Hours Prior to Landfall	Communication with Parish, assets, personnel, and consumables mobilized to staging area, communicate with local authorities for access to site
6	Post Landfall	Mobilization from staging area to site, commence operations
7	48 Hours Post Landfall	Turnkey operations

LEMOINE maintains an effective critical watch center that monitors events. This creates awareness of any impending weather issues long in advance of the possibility of landfall. This allows for the implementation of a specific chain of action as certain triggers and criteria are met. Those triggers are any named weather event, any storm entering the Gulf of Mexico, any assigned locations in the projected cone of the path of the storm, 48 hours prior to landfall, 24 hours prior to landfall, and post-landfall.

1 | Named Storm

When the National Weather Service names a tropical storm or hurricane, LEMOINE will activate the critical watch center to monitor events as they unfold. Project managers and other critical restoration personnel will be put on notification and be made available. Vendors will be put on notice and required assets will be sourced. Consumables will be sourced and arrangements will be made for their availability.

2 | Storm Enters Gulf of Mexico

When a storm enters or is reasonably projected to enter the Gulf of Mexico, LEMOINE will contact Parish in continued preparation for the event. Restoration equipment and ancillary support personnel will be deployed as per Parish's requirements. A restoration staging area will be determined that will allow for the mobilization of equipment, personnel, and consumables to an area outside of the affected area but close enough to allow for a rapid deployment to the affected facilities. This will allow for the quickest and most effective deployment, as well as allow for an assessment and inventory of assets, personnel, and consumables.

Vendors will be contacted and critical assets will be secured. All critical personnel will be recalled from any leave or vacations to ensure availability and made to report to their place of work. Consumables will be confirmed.

3 | Cone of Probability

Once Parish's facilities are determined to be within the cone of probability of a storm, confirmation with Parish of the needs and use of services will be obtained. All assets will proceed to load out at their originating destinations. All personnel will be notified of their requirements and made ready to report for the event. Consumables will be staged at their originating destinations to ensure availability.

4 | 48 Hours Prior to Landfall

Continued monitoring of the storm and its progression will occur. Constant communication with Parish will allow for all needs of the business continuity plan implemented by Parish.

5 | 24 Hours Prior to Landfall

A LEMOINE Senior Manager will be present in Parish's designated location to quickly respond to any needs that may arise. After communicating with Parish, all assets, personnel, and consumables will be mobilized. Continued monitoring of the storm will occur and communication with local authorities will commence. An outline of the mobilization plan will be presented to local authorities and all requirements will be filled to allow for immediate travel and access to Parish's facilities once it has been determined safe to do so.

6 | Post Landfall

Once the storm has passed and the local authorities have given the all-clear for access, actual mobilization to Parish's sites will commence. Emergency response services, including but not limited to facility stabilization, temporary power, drying, emergency repairs, and restoration will commence.

7 | 48 Hours Post Landfall

Reconstruction and turnkey operations will commence immediately upon completion of the emergency response and stabilization phase.

Demobilization

As the project comes to its conclusion, demobilization of the entirety of the project will commence. LEMOINE's entire demobilization process will take no longer than 48 hours after the final notification of service has been received.

EOC Collaboration

LEMOINE will provide Parish with all the necessary and required knowledge, experience, and staff to support all EOC activations and operations. Some of our team members are former Louisiana GOHSEP employees who are well versed in all aspects of EOCs and the ESFs that support the operational response. LEMOINE has personnel with experience at the local, state, tribal, federal, and NGO/ VOAD response levels. This allows us to anticipate projected problems and provide sustainable solutions.

FEMA Claims

LEMOINE has a long history of working with applicants to obtain the necessary backup documentation and costs that federal agencies like FEMA require to access federal funds. We not only know what must be included in supporting documentation, but how to package the information as projects are developed revised and submitted to FEMA and other federal agencies for approval. To ensure prompt approval of projects, LEMOINE plans to work side-by-side with Parish staff to obtain necessary information while also providing the technological solution that will keep Direct Administrative Cost (DAC) costs low and allowable. Having worked with FDEM, GLO, GOHSEP, and FEMA for many years, LEMOINE knows how to move projects through the process from initial damage assessment through approval and obligation. We know for units of government that cash flow is particularly critical after an event, and we track and closely monitor reimbursement requests so that cash flow comes back to Parish in a timely manner. LEMOINE knows that versioning and scope refinements are part of the PW process and that based on the type of damage a Public Assistance Alternative Procedures (PAAP) may be preferred to a large project destination. Also, for large projects, advances may need to be requested and obtained. While for small projects, reimbursements are requested and flow quickly to Parish.

Our experience includes involvement in nearly every significant disaster in the U.S. and internationally since the early 1990s, including many of the largest and most complex disasters in U.S. history, including hurricanes Katrina, Rita, Gustav, and Ike (the latter working with the City of Galveston, City of Houston, the University of Texas Medical Branch-Galveston); the BP Oil Spill; Superstorm Sandy; the Great Midwest Floods of 2008; and many others. During the active 2017 hurricane season, LEMOINE Disaster Services assisted jurisdictions and schools in Florida after Hurricane Irma, in Texas after Hurricane Harvey, and provided technical assistance to the government of Puerto Rico after Hurricanes

Sample Restoration Timeline. *Developed based on a hypothetical notification date; however, shows the major tasks and subtasks that will be completed and the time it will take to accomplish each.*

Task	Assigned to	Start	End	Day 1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21
Low Priority Items																								
Determine Low Priority Items	Project Manager	7/1/22	7/1/22																					
Disconnect Low Priority Items	Maintenance Manager	7/2/22	7/2/22																					
Demobilize Low Priority Items	Resource Manager	7/2/22	7/2/22																					
Notification																								
Receive Notification of Discontinuation of Services	Project Manager	7/17/22	7/17/22																					
Disconnect																								
Empty All Ablution Containers	Maintenance Manager	7/18/22	7/18/22																					
Disconnect Electrical	Maintenance Manager	7/18/22	7/18/22																					
Disconnect HVAC	Maintenance Manager	7/18/22	7/18/22																					
Disconnect Plumbing and Ablution	Maintenance Manager	7/18/22	7/18/22																					
Removal of Ancillary Items																								
Demobilize All Ancillary Items	Project Manager	7/18/22	7/18/22																					
Demobilization																								
Remove All Hard Assets	Project Manager	7/19/22	7/20/22																					
Site Clean Up																								
Clean Site and Prepare for Reclamation	Maintenance Manager	7/20/22	7/20/22																					

Irma and Maria. Most recently, DCMC has assisted Electric Cooperatives devastated by Hurricane Michael, Utility Districts in Nebraska after the spring floods in 2019, and multiple clients in response to the COVID-19 Pandemic in 2020. In all, our teams are responsible for helping its clients justify, secure, manage, and retain well over $30 billion in FEMA funding (from both the PA and HM).

LEMOINE's staff uses its extensive experience with federal recovery programs to help clients navigate these types of challenging situations. Our experts not only have intimate familiarity with the laws, but also how regulations have changed, been implemented, and been enforced over the years. Many of our staff are former state and federal policy makers who have helped shape recovery programs and regulations. We maintain trusted working relationships with states, FEMA, and other federal agencies to discuss issues of regulatory compliance. By leveraging their experience and knowledge of best practices and past precedent, LEMOINE has helped clients accelerate their recovery process, resolve potential disputes with FEMA and other federal agencies, and maximize and retain the amount of financial assistance available.

Our team has direct experience advising and managing FEMA PA programs from project execution through closeout for multiple clients, no matter how complex or unique. We have prepared and submitted more than 35,000 PA Project Worksheets (PWs) for more than 1,500 applicants. The breadth of experience, quality of people, and commitment to partnership with clients ensures that they can address virtually every recovery need you may have.

The LEMOINE team offers:

- In-depth understanding of FEMA regulations and compliance
- Grants portal and grant management experience
- Preliminary damage assessments
- Ability to ramp up quickly
- Automated tracking and software solutions
- Vast private and government experience
- Desire to provide the best solutions and service

Remediation Service Specialties

LEMOINE specializes in providing a range of remediation services to help mitigate the effects of disasters and restore properties to their pre-loss condition.

One of our key remediation specialties is **mold remediation**. We have trained and certified mold remediation specialists who are experienced in identifying and assessing mold damage and implementing effective remediation strategies to remove mold and prevent its return.

LEMOINE also specializes in **biohazard remediation**, including the cleanup and disposal of hazardous materials such as blood and bodily fluids, chemical spills, and other hazardous waste. We have the expertise and equipment to safely and efficiently remove and dispose of these materials in compliance with all applicable regulations.

Another area of expertise for LEMOINE is **fire and smoke damage remediation**. We have extensive experience in assessing and mitigating the effects of fire and smoke damage, including the removal of soot, smoke odor, and other contaminants.

LEMOINE also provides **content restoration services**, including the cleaning and restoration of personal belongings and other items affected by disasters. We use specialized cleaning techniques and equipment to restore items to their pre-loss condition whenever possible.

Safety Management Plan

LEMOINE is well versed with the exacting building codes as stipulated by the state of Louisiana. LEMOINE has completed multiple complex construction projects in support of the state as well as several higher education institutes and numerous commercial entities.

LEMOINE understands the inherent risks associated with occupational safety of workers performing the scope of services. Accordingly, LEMOINE's Safety Manager will ensure proper equipment and PPE is used at all times throughout the assessment and construction phases of the projects. This will be done in accordance with OSHA standards and requirements.

LEMOINE has extensive experience in safety coordination and leadership including project planning, quality control, and supervision of various trade contractor contracts. He has broad exposure to OSHA and environmental regulations, monitoring trade contractor safety, and conducting safety training classes. LIFE®, "LEMOINE's Injury Free Environment" is implemented throughout LEMOINE's office and project locations. Our certifications include National Safety Council Advanced Safety Certificate consisting of courses in:

- Principles of Occupational Safety and Health, Safety Training Methods
- Safety Inspections, Job Safety Analysis, Team Safety
- Incident Investigation: Root Cause Analysis
- Approved OSHA Outreach Trainer, OSHA 10 & 30 Hour for Construction
- Medic First Aid Trainer – CPR, AED for Adults
- National Safety Council Defensive Driving – DDC4 Instructor Course
- Material Handling Safety Inc. - Comprehensive Forklift Trainer – Class 3,4,5, and 7 Straight Mast and Class 7 Rough Terrain
- Material Handling Safety Inc. – Comprehensive Rigging and Signal Person Training Course
- OSHA 6000 Standards for the Federal Government
- Basic Instructor Training, Department of Energy MIT-111
- PHY 130 – Basic Survey Training, Department of Energy
- Advanced Root Cause Analysis Training

LEMOINE's Safety Mission: Send everyone home at the end of each day. Safety is LEMOINE's first Core Value. LEMOINE is committed to a strong safety culture where measurable progress is made towards an injury free environment for everyone. We educate and train our people in all aspects of safety. We pledge to never compromise safety for the sake of schedule or cost.

LIFE®, LEMOINE's Injury Free Environment, ensures that safety is first in all that we do. LIFE® requires a greater involvement in project-site safety, from the boardroom to the field. We accomplish this by creating a greater awareness of the importance of safety through:

- Planning, orientation, and ongoing training.
- Establishing and adhering to employee hiring qualifiers.
- Providing a safe environment, equipment, and protective gear.
- Maintaining a culture of personal accountability.
- Identifying appropriate performance metrics.
- Ensuring ongoing evaluation against benchmarks.

Nothing is more important than ensuring the safety of our employees, clients, subcontractors, and the general public. We are committed to providing an industry-leading health, safety and environmental (HSE) program and the leadership necessary to foster a strong and encompassing safety culture throughout the organization. The promotion of LIFE® and HSE policies, practices, and initiatives is a primary objective of management and employees at all levels.

LEMOINE recognizes its safety responsibility and is committed as a federal contractor to comply with safety procedures as required by OSHA, the Federal Acquisition Regulation (FAR), Unified Facilities Guide Specifications (UFGS), U.S. Army Corps of Engineers Safety and Health Requirements Manual EM 385-1-1, and/or other federal safety requirements as appropriate and/or applicable and limited to the executive agency with whom the contract is executed and where work is performed.

Project specific safety planning is a fundamental component of LEMOINE's project planning procedure. This planning process includes the on-site Superintendent, Project Manager, Safety Manager, and Foreman. LEMOINE's safety efforts are a continuous planning process and continue with daily pre-task meetings and Job Site Analysis (JSA), which assist with the identification, assessment, and elimination or control of potential hazards in advance of the task.

In addition to promoting LIFE® and HSE at all levels of the organization, LEMOINE and its employees will adhere to all obligations and do all that is reasonable and practical to prevent personal injury and property damage and protect people from foreseeable work hazards. LEMOINE actively pursues excellence in Construction Safety and maintains an outstanding record continuously surpassing national safety standards. Our organization has received multiple safety awards and recognition, including the prestigious Associated Builders and Contractors (ABC) Safety Training and Evaluation Process (STEP) Platinum and Gold Awards.

When incidents occur, we approach accountability in a way that benefits both the individual(s) and LEMOINE as a whole. A thorough evaluation of the incident is completed, and preventative measures are enacted to avoid similar safety incidents. The event is recorded and disseminated throughout our entire organization, aiding in our culture of constant communication and progressive efforts.

LEMOINE team members also have extensive experience on previous federal projects where lead-based paint remediation, asbestos removal, and environmental mitigation were conducted. Our active construction participants are trained and certified in proper techniques to meet state, OSHA, and EPA regulations.

In compliance with HUD environmental guidelines, our preconstruction team will ensure the site clearances, licenses, permits, notifications, and required communications are in place to meet every federal, state, parish and program regulation before any choice limiting actions are conducted by a member of our team. Our job sites are monitored for safety compliance that adhere to OSHA 29 CFR 1926 Standards for Construction. We also subscribe to the OSHA Recommended Practices for Safety & Health Programs in Construction. We will assist applicants who may require help in vacating their damaged property, use materials of average or better-quality new construction, in accordance with 44 CFR § 206.117(b) (4)(iii), and take into account the accessibility needs of the occupant. LEMOINE will perform repairs to accessibility features and accessible routes guided by the Americans with Disabilities Act Accessibility Guidelines (ADAAG) and HUD Design Details for Accessible Disaster Relief Housing. Our commitment is to achieve and exceed all standards as defined by the program, as well as our own.

LEMOINE will ensure all work is performed promptly and in accordance with programmatic, statutory, and regulatory requirements, including all applicable DEQ and EPA regulations. We will regularly monitor compliance with all local, state, and federal laws and regulation and policies pertaining to the activities under the Program. **Additionally, LEMOINE follows the IICRC Standards and Guidelines.**

Pre-loss Preparation + Loss Assessment / Risk Analysis Services

LEMOINE's pre-loss preparation services include the development of customized emergency response plans, identification of potential hazards, establishment of communication protocols, and training and education for staff and stakeholders.

LEMOINE's loss assessment/risk analysis services include conducting comprehensive assessments of damages and losses, identifying potential sources of liability, determining the extent of the interruption or damage, and providing cost estimates for recovery and restoration efforts.

LEMOINE also offers assistance in the selection and management of contractors and vendors, as well as the coordination and documentation of recovery efforts to help organizations like Parish to rapidly and efficiently recover from disasters.

Process for Conducting Holistic Assessments of Parish Facilities

LEMOINE's process for conducting holistic assessments for Parish campus location and facilities will involve a comprehensive review of the physical and operational aspects of the campus to provide a composite overview as related to pre-event planning. The process typically involves the following steps:

1. **Site Visit:** LEMOINE's Team will conduct an on-site visit to assess the facilities and campus location. This includes identifying potential hazards, evaluating the condition of buildings and infrastructure, and reviewing emergency response plans and protocols.
2. **Data Collection:** The team will collect data on a wide range of factors that could impact the pre-event planning process, such as geographical location, weather patterns, and potential risks posed by natural or man-made disasters.
3. **Risk Assessment:** Using the data collected, LEMOINE's Team will conduct a comprehensive risk assessment to identify potential vulnerabilities and hazards that could impact the campus.
4. **Recommendations:** Based on the results of the risk assessment, the team will provide recommendations for pre-event planning, including measures to mitigate risks, improve emergency response protocols, and enhance overall preparedness.
5. **Report:** A final report will be provided to the Parish campus, which will include a summary of the assessment findings, recommendations, and a comprehensive overview of the campus location and facilities. This report can serve as a valuable resource for pre-event planning and disaster response efforts.

Overall, LEMOINE's process for conducting holistic assessments of Parish facilities provides a thorough understanding of potential risks and vulnerabilities, allowing for more effective pre-event planning and disaster response.

LEMOINE understands the importance of pre-loss planning and strive to provide cost-effective and efficient solutions to help minimize losses and damages caused by natural or man-made disasters. Our pre-loss assessment services will help Parish prioritize risk mitigation strategies and prepare for potential risks and hazards, ultimately reducing the risk of loss or damage to buildings and property.

“ The CCSS initially planned to conduct major interior renovations at Central High School over the summer months when students were not in school. When **LEMOINE** came into the CMaR interviews, they had already sketched out a phasing plan that allowed the renovations to occur while school was in session. That is exactly what is happening. From day one, **LEMOINE** has worked extremely close with school administrators to define and construct temporary classrooms, and generally allow us to conduct school in the middle of the renovation. This innovative approach to the renovation process has made all of the difference in this project. **LEMOINE** is currently renovating a major section of Central High School, and yet we are able to fully function as a 1,400-student high school. I cannot overstate the value **LEMOINE**’s phasing approach has brought to the project.

JASON FOUNTAIN
Superintendent
Central Community School System

Use of Psychometrics + Equipment to Measure + Quantify Drying

LEMOINE has extensive capabilities in the area of psychometrics and equipment placement to measure and quantify the drying process during water damage mitigation. They use specialized equipment and techniques to monitor the moisture levels of affected materials and ensure that they are properly dried before removing dehumidification equipment.

To measure and monitor moisture levels, LEMOINE uses advanced psychometric equipment, including moisture meters, hygrometers, and thermal imaging cameras. These tools allow us to accurately measure the moisture content of affected materials and track the progress of the drying process over time.

LEMOINE also uses specialized equipment placement strategies to ensure that dehumidification equipment is positioned in the most effective locations for maximum drying efficiency. We carefully assess the affected area and develop a customized drying plan that includes the optimal placement of dehumidifiers and air movers to ensure that all affected materials are properly dried.

Throughout the drying process, LEMOINE continues to monitor moisture levels and adjust the equipment placement as needed to ensure that the drying process is as efficient and effective as possible. We use our expertise and experience to ensure that materials are properly dried to normal moisture levels before removing dehumidification equipment, reducing the risk of mold growth and other secondary damage.

Mold Contamination + Remediation

LEMOINE has a comprehensive approach to mold contamination and remediation, designed to effectively and safely remove mold and restore affected areas to a clean and healthy condition. When dealing with mold contamination, LEMOINE first sets up a containment area to prevent the spread of mold spores to unaffected areas. This containment area includes the use of specialized barriers and negative air machines to create negative air pressure in the affected area, ensuring that mold spores are contained and do not spread to other areas of the building.

Once the containment area has been established, LEMOINE sets up specialized remediation equipment, including air scrubbers, HEPA vacuums, and specialized cleaning agents, to remove mold and clean affected surfaces. The team carefully follows established protocols for mold remediation to ensure that all mold is safely and effectively removed.

During the remediation process, LEMOINE uses specialized equipment and techniques to clean and sanitize affected areas. This includes the use of HEPA vacuums to remove mold spores and specialized cleaning agents to disinfect surfaces and prevent the growth of new mold colonies.

Once the mold has been safely and effectively removed, LEMOINE takes steps to prevent future mold growth, including repairing any moisture or water damage that may have contributed to the mold growth in the first place. We also use advanced monitoring equipment to ensure that the area is completely dry and that there is no risk of future mold growth.

Fire + Smoke + Soot + Restoration

LEMOINE's approach to fire, smoke, and soot cleanup and restoration begins with a thorough assessment of the affected area to determine the source of the fire, smoke, or soot. The team then identifies the areas that have been affected and provides board-up services as necessary. They also evaluate the restorability of contents, inventory them, and facilitate their removal and cleaning if necessary.

For structural and contents cleaning, LEMOINE uses a combination of dry and wet cleaning techniques, including specialized equipment and products designed to remove smoke, soot, and other contaminants. Deodorization is also a critical aspect of the restoration process, and LEMOINE uses various techniques, such as thermal fogging and ozone treatments, to remove odors from affected areas.

Window cleaning is another important aspect of the restoration process, and LEMOINE provides professional cleaning services to remove soot and other debris from windows and other glass surfaces. Finally, LEMOINE ensures proper preparation of the structure for restoration or reconstruction services, ensuring that the area is fully restored to its pre-loss condition.

Innovative Concepts

Based on our extensive experience in disaster preparation, mitigation, and restoration services, LEMOINE suggests the following additions, enhancements, or alternative approaches to services that may be beneficial to Parish:

- **Advanced Water Removal and Drying Techniques:**
  - **High-Efficiency Water Extraction:** Utilizing advanced water extraction equipment, including powerful pumps and vacuums, to swiftly remove standing water from affected areas. This minimizes water damage and accelerates the drying process.
  - **Thermal Imaging Technology:** Implementing thermal imaging cameras to identify hidden pockets of moisture within walls, ceilings, and floors. This enables targeted drying and prevents the formation of mold and structural damage.
  - **Desiccant Dehumidification Systems:** Deploying state-of-the-art desiccant dehumidifiers that effectively extract moisture from the air, accelerating the drying process and preventing secondary damage.

- **Sustainable Cleaning and Decontamination:**
  - **Eco-Friendly Cleaning Agents:** Utilizing environmentally friendly and non-toxic cleaning agents. This ensures the safety of students, staff, and the surrounding environment.
  - **Ultraviolet (UV) Disinfection:** Incorporating UV disinfection technology to eliminate harmful pathogens and bacteria. This is especially useful for disinfecting water-damaged surfaces and preventing potential health risks.
  - **Ozone Treatment:** Implementing ozone generators to neutralize unpleasant odors caused by water intrusion events. Ozone treatment effectively eliminates odors at their source, providing a fresh and clean environment.
- **Temporary Climate Control Solutions:**
  - **Mobile Climate Control Units:** Providing temporary climate control units to regulate temperature and humidity levels during the restoration process. This ensures optimal drying conditions and prevents further damage or mold growth.
  - **Intelligent HVAC Systems:** Installing smart HVAC systems that can monitor and adjust environmental conditions automatically. These systems optimize energy usage, improve indoor air quality, and provide comfort to occupants.
- **Innovative Mold Remediation Techniques:**
  - **Air Scrubbing Technology:** Utilizing high-efficiency air scrubbers equipped with HEPA filters to capture and remove mold spores from the air.
  - **Encapsulation and Antimicrobial Treatments:** Applying advanced encapsulation techniques and antimicrobial treatments to prevent the spread of mold and inhibit future growth. These measures contribute to long-term mold prevention.
- **Efficient Debris Management and Removal:**
  - **Robotics and Drones:** Implementing robotics and drones for efficient debris management and removal, especially in hard-to-reach areas or hazardous conditions. This expedites the cleanup process and ensures the safety of workers.
  - **Recycling and Waste Management:** Prioritizing sustainable waste management practices by segregating materials for recycling and disposal. This reduces environmental impact and supports the circular economy.
- **Temporary Board-Up and Security Measures:**
  - **Advanced Security Systems:** Installing temporary security measures, including smart cameras, motion sensors, and alarm systems, to prevent unauthorized access during restoration.
  - **Secure Board-Up Solutions:** Employing innovative board-up techniques and materials to secure the building against further damage, vandalism, or theft. This preserves the integrity of the property until permanent repairs are completed.
- **Business Continuity Planning:** In addition to disaster response and recovery efforts, LEMOINE may recommend reviewing and making additions to Parish' comprehensive business continuity plan. This plan would identify critical business functions and provide strategies for maintaining those functions during and after a disaster.
- **Cybersecurity Assessment:** LEMOINE suggests performing a cybersecurity assessment of Parish' systems and networks to identify potential vulnerabilities and risks. This would help prevent or mitigate the effects of a cyberattack that could disrupt campus operations.
- **Training for Key Personnel:** LEMOINE recommends providing specialized training to key personnel such as building managers, emergency response teams, and IT staff. This would help ensure that these individuals are prepared to handle disaster situations and can respond effectively to minimize the impact of the disaster.
- **Partnerships with Local Agencies:** LEMOINE suggests partnering with local agencies, such as local emergency management agencies, GOHSEP, and first responders, to enhance disaster planning and response efforts. These partnerships will help ensure a coordinated response and a faster recovery process.
- **Pre-Loss Planning for Critical Infrastructure:** LEMOINE recommends performing pre-loss planning for critical infrastructure on campus such as power and water systems. This will help identify potential risks and vulnerabilities and provide strategies for maintaining these systems during and after a disaster.

LEMOINE is committed to providing innovative and comprehensive disaster preparation, mitigation, and restoration services to Parish. Our suggestions are based on our extensive experience and will help ensure that Parish is prepared to handle any potential disasters.

Cost Development Process

LEMOINE uses a detailed cost development process to determine the pricing for our services. We begin by conducting a comprehensive assessment of the job site, which includes a thorough evaluation of the damage and a determination of the services needed to complete the job. Based on this assessment, we develop a detailed cost estimate, which takes into account the labor, equipment, and materials needed for the restoration work.

LEMOINE also offers locked-in or guaranteed pricing agreements for our services, which can provide cost certainty for our clients. This means that the price of our services will not change, even if unexpected issues or complications arise during the restoration process. This can be particularly beneficial for large-scale restoration projects that may take an extended period of time to complete. LEMOINE's pricing approach is designed to provide transparency and predictability, helping to ensure that Parish is able to effectively plan and budget restoration needs.

Once a Master Service Agreement (MSA) has been signed, a rate schedule will be proposed to Parish for approval. The rate schedule will list each and every item required for a recovery response. Once the rate schedule has been approved by Parish, it will contain each of the items and the associated agreed-upon pricing. This information is used to develop the Rough Order of Magnitude (ROM). The ROM is developed using the project scope of work (SOW) and lists items required to restore the priority areas previously identified along with their cost. The ROM has a 5 to 10% margin of error which decreases significantly as the project moves to completion. Along with the cost included in the ROM, both daily timesheets as well as material and equipment sheets will be submitted to Parish' POC daily for approval and signature. These documents and their associated costs are then factored into the final invoice for the project.

LEMOINE's operational plan and cash flow projections for the expenses of our projects and assistance payments include controls for Anti-Fraud, Waste and Abuse (AFWA) to eliminate duplication of benefits from the processes utilized by insurance companies, Small Business Administration (SBA) (as applicable), FEMA, HUD, etc. This includes reimbursement assessments, determining repair scope of work and methods for ensuring ownership of property (tax assessor information) as well as titles being free and clear (if required by the Program), and reviewing legal agreements. All procedures and systems shall be in accordance with federal and state policies and regulations.

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PROPOSER QUALIFICATIONS + EXPERIENCE

PROPOSER QUALIFICATIONS + EXPERIENCE

D

1935 — Lewis L. "Hoss" Lemoine founds The Cottonport Lumber Company in rural Cottonport, LA

1975 — Lemoine brothers Tim & Lenny relocate to Lafayette & transition company to General Contracting/ Construction Management firm

1989 — After 159 in-state projects, LEMOINE completes first project outside of Louisiana

1998 — Second full-service office opens in Baton Rouge, LA

2002 — Heavy civil/ municipal subsidiary Matrix Building Systems founded

2010 — LEMOINE surpasses $150 million annual revenue; milestone 650 projects successfully delivered

2017 — LEMOINE Disaster Services founded; opens fourth full-service office in Houston, TX

2018 — LEMOINE surpasses $3.75 billion constructed, delivering over 960 individual projects

2019 — Major investment by Bernhard Capital Partners; milestone 1,000 individual projects delivered

2020 — LEMOINE achieves $400+ million annual revenue; significant investment in offices in Alexandria, VA + San Juan, PR

2021 — ONE LEMOINE Philosophy adopted; LEMOINE Program Services founded; announcement of significant investment in Workforce Group; expansion of offices to Birmingham, AL

2023 — Acquisition of Macro Companies; Expanded full-coverage emergency preparedness and disaster recovery services

Description

50 years of industry experience, resources, and superior talent form the bedrock of the ONE LEMOINE philosophy. LEMOINE's success is cultivated by our philosophy of building authentic, lasting relationships. Strategic partnerships are the key to delivering the results our clients expect.

We anticipate challenges, recommend informed solutions, and guarantee outcomes. Because stormy seas reveal what calm seas do not, we inspire and engage in crucial conversations to understand every aspect of each project. We equip our clients with the information they need to minimize risk and make the right decisions. Safety, integrity, attention to detail, work ethic, innovation, and relationships – these are the values that drive the LEMOINE process.

LEMOINE specializes in **project management, emergency response, restoration, disaster recovery coordination, and recovery-related construction management services**. Our staff has extensive experience in disaster remediation and restoration, construction management, Construction Manager at Risk (CMaR), and federal recovery programs, including for projects funded through FEMA Public Assistance (PA), Hazard Mitigation (HM), and Individual Assistance (IA); temporary housing; HUD Community Development Block Grant – Disaster Recovery (CDBG-DR); and direct housing missions. We provide commercial, non-profit, and residential project management and construction services. We also specialize in **quickly mobilizing teams, managing large scale logistics, and meeting condensed program timelines to minimize potential further damage to properties**. LEMOINE has provided FEMA recovery program support to clients in Louisiana, Texas, Florida, Puerto Rico, and North Carolina, demonstrating its significant operational reach and logistical capability. We also have extensive experience in volunteer management, public-private sector relationships, and non-profit coordination. We use this experience to locate **cost-sharing opportunities** to save state and local government money.

Our service lines deliberately connect to support the full building life cycle, leveraging our expertise every step of the way.

Key Information

Point of Contact	Robert "Mike" Rice President of LEMOINE Disaster Services 337.316.1496 (mobile) mike.rice@1lemoine.com
Legal Name	Lemoine Disaster Recovery, L.L.C.
Office Locations	LA: Baton Rouge, Lafayette, Broussard, New Orleans, Lake Charles // FL: DeLand // AL: Birmingham // TX: Houston // PR: San Juan, Guaynabo // VA: Alexandria
Corporate Structure	Limited Liability Company (LLC)
Years in Business	7
Size of Firm + Total Number of Employees	$750 MM Annual Revenue (2023 est) 735 Employees Trade Partner Resources: 4,900

LEMOINE provides a full suite of services, from Infrastructure to Building Construction, Disaster Response and Recovery, and comprehensive Project and Program Services, all with one call. We are uniquely qualified to partner through every stage of any project.

Together, we are ONE LEMOINE. We're committed to ONE MISSION. YOURS.℠

LEMOINE®
One mission. Yours.™

Brief History

LEMOINE **Disaster Services**, a service line of ONE LEMOINE, is a fully integrated disaster response company that has capabilities across the entire disaster lifecycle Together, the LEMOINE Disaster Services team has more than 400 years of experience providing emergency response and disaster recovery services on a national and international level, we have rebuilt communities following **nearly every federally declared disaster since 2005**. We provide effective resolutions to any situation our clients may encounter, including everyday incidents, hazardous material spills, biological and chemical remediation, acts of terrorism, and catastrophic weather events. Our years of experience leading education; healthcare; retail; hospitality; manufacturing; oil and gas; and local and state entities position us to serve clients in a variety of markets.

LEMOINE's umbrella of companies serves local and state governments in many recovery capacities, including disaster housing; **restoration and mitigation services**; man-camps; logistics and turnaround services; debris monitoring; CDBG-DR construction; managing direct housing missions; program management; construction management; public assistance; planning; engineering; utilities; grant management; hazard mitigation; staffing; training; emergency power, fuel and water; and more, giving us perspective and insight that most firms cannot offer. Our Team brings a unique perspective, holistic planning and management, and insight that the Parish will not find with any other vendor.

Qualifications

The LEMOINE Team maintains the capability to immediately respond to urgent requirements via management staff networked to disaster responders and planners, field staff ready to deploy 24/7/365, and equipment that is always mission capable and verified through regular operational testing.

Our asset readiness plan is based on a timeline of triggering events. The plan is activated by the naming of a storm and progresses as the storm advances to landfall. Man-made disasters will require a separate timeline dictated by events that would modify any readiness plan to be expedited for immediate mobilization.

LEMOINE has extensive experience with disaster restoration and recovery services. LEMOINE has performed multiple remediation services for sudden and accidental loss and catastrophic natural events. This year alone, we have responded to over 20 emergency projects with LSU. We have assisted **over 46 school systems** with disaster recovery efforts and have recently handled remediation services for four school districts: Lee County Schools, St. John the Baptist Schools, Lafourche Parish Schools, and the Diocese of Lake Charles. We provided remediation services, power generation services, as well as program management and construction management services.

Capacity to Handle Catastrophic Damages + Multiple Facilities

LEMOINE has significant experience in conducting emergency remediation and disaster recovery measures for multiple facilities throughout the state at one time.

After Hurricane Ida, LEMOINE simultaneously responded to over 20 clients. One of these clients was Dillard University where we assisted in the assessment of all campus facilities on their 50-acre campus and remediation of 12 facilities. We completed $120 million of remediation work across 20 different school systems, hospital campuses, and government buildings after Hurricane Ida made landfall.

Most recently when Hurricane Ian hit Florida, LEMOINE performed restoration work for six schools in Lee County, five of which resumed occupation within three weeks. LEMOINE also responded to Typhoon Mawar and performed restoration and remediation of multiple naval facilities in Guam.

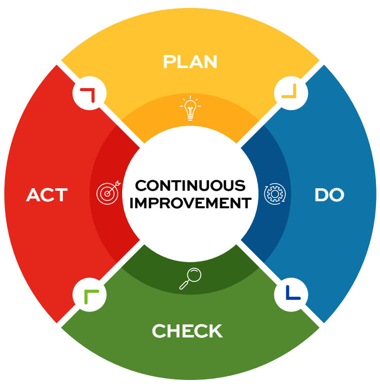
What Distinguishes LEMOINE from Competitors?

LEMOINE has more in-house capabilities to deliver a more efficient project. LEMOINE has worked directly with FEMA, state, and local governments, school systems, and private companies in support of **over 200 disasters and emergency events**. From humble beginnings, LEMOINE's success has been cultivated by our unique philosophy of building authentic, lasting relationships. We value safety, integrity, attention to detail, work ethic, and innovation, and these are the values we live by and how we deliver for our clients.

- **Safety** - Our record and emphasis on ZERO incidents is unparalleled in the construction industry. Sending everyone home safely every day is our priority.
- **Predictable Schedule** - We have a proven track record of timely completion. We identify and execute early activities to deliver an accurate and predictable schedule.
- **Education Building Experience** - Fueled by a passion for developing young minds and building spaces that drive our future, LEMOINE has constructed over a billion dollars in the education sector. Our history of successful

building partnerships for Louisiana's K-12, higher education, and trade school projects is unsurpassed.

- **Quality Control** - LEMOINE maintains a rigorous quality control program to ensure our services meet or exceed industry standards.
- **Technology** - LEMOINE utilizes the latest technology and equipment to provide the most efficient and effective restoration services. We use specialized software to manage projects, track progress, and provide real-time updates to clients.
- **Continuous Process Improvement** - LEMOINE is committed to continuously improving our processes and procedures to provide the best possible service to clients. We conduct regular reviews of our services to identify areas for improvement and implement changes.



- **Sustainability + Environmentally-Friendly Practices** - LEMOINE utilizes eco-friendly cleaning products and recycling materials whenever possible.
- **Brand Promise** - Our in-house team of trained and certified technicians allows for a more efficient and streamlined process for disaster response and restoration services. We want to serve you for many years to come and we commit our Brand Promise to you: The right people. The right solutions. Building peace of mind.

Brand Promise

The right people.
The right solutions.
Building peace of mind.

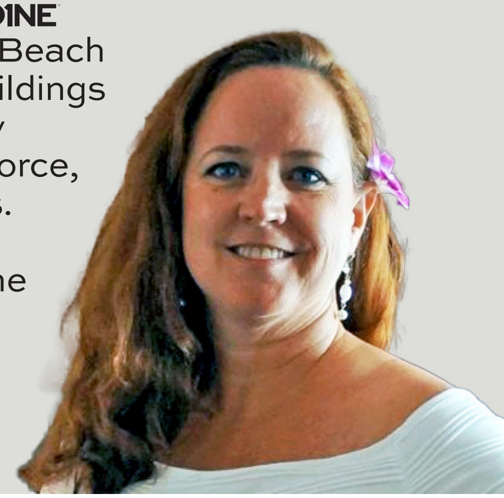
Project Descriptions

LEMOINE has extensive experience with disaster restoration and recovery services. We have assisted **over 46 school systems** with disaster recovery efforts and have recently handled remediation services for four school districts: Lee County Schools, St. John the Baptist Schools, Lafourche Parish Schools, and the Diocese of Lake Charles. We provided remediation services, power generation services, as well as program management and construction management services.

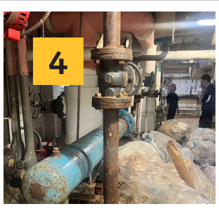
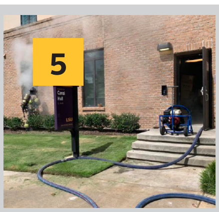
We also conducted remediation work directly for the State of Louisiana while working on the Louisiana Shelter at Home Program. LEMOINE successfully completed **over 1,100 home rehabilitations over a four-month period**. This project provided LEMOINE an excess of **$10 million** with an average rehab completion time of **nine days per unit**. LEMOINE also recently provided rehabilitation services for the Texas GLO Residential Construction Repair Services for disaster recovery projects in excess of **$17 million**.

LEMOINE will deliver successful restoration services and emergency facility stabilization measures that prevent existing damage from occurring, mitigates future damages, and reduces health and safety threats, while ensuring that operations within the Parish's facilities are maintained, and critical infrastructure repair or mitigation is performed. We will implement policies and procedures and design service delivery to protect the Parish's resources, safeguard workers, and ensure contract compliance, while maintaining quality control and oversight to achieve project goals.

LEMOINE responded immediately to the District's request for remediation services, and was on the ground within a day of contract signing. **LEMOINE** remediated and stabilized 5 campuses, including Fort Myers Beach Elementary, which includes a historic building and several buildings that were flooded more than 10 feet. As the scope of recovery needs changed, **LEMOINE** was flexible in adjusting the work force, and cooperative when negotiating changes to contract terms. **LEMOINE** was a major contributor to our recovery, and we would not hesitate to reach out for remediation support in the future, should the District need support again.



SUSAN MALAY
Executive Director, Business Services

Project Title + Client + Timeline + Value	Scope of Work
 **St. John the Baptist Schools *Water Damage Restoration*** 2021 – 2022 $11.7 million	In August of 2021, when Hurricane Ida made landfall on the Louisiana coastline it brought heavy winds and record breaking rainfall along with it. St. John the Baptist school system was heavily damaged due to this storm. East St. John Preparatory Academy, Lake Pontchartrain Elementary, St. John STEM Magnet High School, Garyville/Mt. Airy Math and Science Magnet School, and East St. John High (Including STEM and Stadium) were the five schools in need of restoration work. At least one foot of standing water affected many areas of these campuses including the weight rooms, gyms, locker rooms, cafeterias and classrooms. St. John the Baptist Parish School Board reached out for assistance in repairing the damages caused by Hurricane Ida. LEMOINE responded within 12 hours of the flood waters receding. In under 24 hours, LEMOINE mobilized all labor and equipment. LEMOINE provided 108 team members per school, working 7 days a week to extract water and dehumidify the schools. All buildings were stabilized within 45 days from activation. **20 Buildings // 5 Campuses**
 **Lee County Schools *Hurricane Ian Repairs*** Sept 2022 – Dec 2022 $2.5 million	Six schools in Lee County received damage from Hurricane Ian. Lee County Schools proceeded with emergency procurement of a restoration contractor. LEMOINE was onsite conducting mitigation activities within an hour of being awarded the contract. LEMOINE conducted emergency response and mitigation activities across six school locations. LEMOINE provided project management, supervision, technicians, general labor, water restoration equipment, and power generation. Four of the six schools were turned over to the school district for occupancy within three weeks. LEMOINE works directly with the school district as a team to prioritize efforts and provides transparent project information to the district to enable them to make informed decisions. **9 Buildings// 6 Campuses**
 **Louisiana State University (LSU)** ***Disaster Response + Restoration Services*** December 2023 – Present $1.6 million	LEMOINE has responded to over 20 emergencies, including busted pipes, water damage, fire restoration, asbestos abatement, and mold remediation. LEMOINE serves as LSU's disaster preparation, response, mitigation, and restoration supplier. LEMOINE conducted pre-loss assessments on strategic buildings throughout LSU's campuses based on outcomes of our integrated tabletop meetings with LSU Risk Managers, ahead of storm season. We work with the emergency management department to develop emergency energy plans and packages to create fast and reliable responses to loss of power. LEMOINE responds to any needs on any of LSU's eight campuses with more than 50,000 students and over 5,000 faculty. Their main campus has over 440 buildings on 650-acres. Outside of the responses we make sure to communicate and participate in any and all planning sessions. **440+ Buildings // 8 Campuses**
 **University of Houston** ***Disaster Restoration and Recovery Services*** May 2023 – Present $15 thousand	LEMOINE serves as the University of Houston System's disaster restoration and emergency recovery services provider. We have responded to multiple activations for asbestos abatement and environmental cleanup projects over the last year. PROJECT HIGHLIGHT: Asbestos Abatement work in Laboratory 39 of the Flemming Building. LEMOINE removed approximately 95 linear feet of ACM, adhering to State and Federal regulations concerning the removal of the Thermal system insulation of building materials. LEMOINE also prepped pipes using the glove bag method, covering above stated areas of approximately 95 linear feet, and disposed of all building materials into approved asbestos waste bags. We removed waste bags from the premises and delivered waste to an asbestos landfill appropriately. **150+ Buildings // 6 Campuses**
 **LSU *Emergency Fire Response at LSU Canal Hall/Nicholson Gateway Apartments*** July 2022 - Aug 2022 $450,000	On July 20, 2022, Canal Hall, part of the on-campus Nicholson Gateway Apartments Complex at LSU, caught fire, causing an estimated $1.2 million in damages. Upon arrival, firefighters saw smoke coming from a side door and workers standing outside. Once they made entry into the building, they noticed that the sprinkler system was activated and heavy smoke was coming from the kitchen area of a unit on the first floor. LEMOINE was able to respond immediately and start the process for water extraction and drying to mitigate any additional damages. LEMOINE kept the complex under negative pressure, as the immediate goal was for students to reoccupy the complex. One of the largest challenges was mitigating additional damages. Due to the ongoing investigation into the cause of the fire, LEMOINE proceeded to build containment around the area and proceeded with fully mitigating the remainder of the building. Once we mitigated the possibility of additional damages, we remediated the entire building. This led to students being able to reoccupy the complex as scheduled. **1 Building // 1 Campus**

Resumes

LEMOINE is pleased to propose a team of highly experienced and knowledgeable experts on the management and administration of disaster programs. **LEMOINE will use “right-leveling” to ensure that each task receives exactly the right level of expertise to get the job done**. This right-leveling approach lowers costs without sacrificing the high level of quality that the Parish deserves.

The proposed LEMOINE Team will be led by **Account Manager Andrew Sexton** and **Senior Project Manager Joshua Pugh**. All project staff will report to Andrew. Executive support will be available from Mike Rice, President of LEMOINE Disaster Services.

As President of LEMOINE Disaster Services, Mike Rice provides overall guidance of all contracts and personnel. His responsibilities include company leadership, staffing and performance management, planning, budgeting, financial modeling, project management process administration, operational excellence, and finance and risk management, and business development.

Mike has **over 22 years of experience in the construction industry** and has been leading our Disaster Services team for the last five years. Under his leadership, we have successfully completed over 106 projects valued at over $280 million providing disaster response and recovery services to private, local, state, and federal clients. His strict attention to detail combined with excellent communication skills, proven leadership skills and the ability to motivate the entire project team ensures owners / client satisfaction to the highest level of client satisfaction and quality.

As Vice President of Disaster Recovery, **Andrew Sexton** provides overall guidance of the Construction Manager, Project Manager, and Superintendent. His responsibilities include the management, operations and profitability of all construction projects within his assigned sector. This position ensures that projects are delivered safely, on schedule and to the satisfaction of our customers.

Andrew has **over 22 years of experience in the construction industry**. His ability to comprehend architectural and structural details through interpretation of the contract drawings and specifications is one of his greatest strengths. His strict attention to detail combined with excellent communication skills, proven leadership skills and the ability to motivate the entire project team ensures owners / client satisfaction to the highest level of client satisfaction and quality.

Joshua Pugh is a Senior Project Manager with **over 13 years of industry experience** and a retired United States Marine Corps Corporal. He has experience driving all phases of large loss physical restoration projects from project planning to delivery. Josh is known for his ability to exceed timeline and budgetary targets with no safety incidents and motivate and instruct junior personnel to achieve excellence in meeting quality standards and timeline requirements. Josh has played a vital role in recovery and restoration projects throughout the Gulf region including projects for the Lee County Schools, FL, St. John the Baptist Parish Schools, Lafourche Parish School District, Calcasieu Parish School District, Louisiana State University, and the Catholic Diocese of Lake Charles, LA.

Name	Role	Education + Certifications	Years of Experience
Mike Rice	President	B.S., Building Construction, A.S., Business Administration	22
Ben Diebold	Executive Vice President	B.S., Advertising and Public Relations	19
Andrew Sexton	Vice President	B.S., Construction Management	28
Joshua Pugh	Senior Project Manager	Military Service, Mold Remediation Specialist (MRS), Water Damage Restoration	13
Tyler O'Donoghue	Assistant Project Manager	B.S., Business Administration, Ongoing, Construction Management, Mold Remediation Specialist (MRS)	4
Jamal Clay	Assistant Project Manager	B.S., Construction Management	12
Connor Maples	Emergency Responder	B.A., Exercise Science	4
Tyler Jones	Skilled Labor	B.S., Construction Science and Management Minor, Business Administration	9
Juan Alvarado	General Labor	High School Diploma	15
Donnie Burke	Equipment Technician	A.S. Computer Science	8
Alexandra Pallis	Project Coordinator	High School Diploma	4
Al Rocha	Quality Control/Safety Manager	High School Diploma	16
Ashley Collette	Administrative + Reporting Manager	B.S. in Accounting, M.B.A.	17
Connor Maples	Restoration Project Manager	B.A., Exercise Science	4
Eric Judice	Restoration Project Manager	High School Diploma, Water Damage Restoration	4
Will Patton	Restoration Project Manager	High School Diploma	4
Aaron Brooks	Restoration Project Manager	High School Diploma	13
Jason Davis	Restoration Project Manager	High School Diploma, Water Damage Restoration, Applied Microbial Remediation, Applied Structural Drying	6
Conley Pellerin	Restoration Project Manager	High School Diploma	2
Peyton Kennedy	Restoration Project Manager	B.A., Business Administration, B.S., Supply Chain Management (Graduates Dec '24), Water Damage Restoration, Order Control, Fire and Smoke, Applied Structural Drying, Mold Remediation, Trauma/Crime Scene Remediation, Pesticide Application	6
Trevor Andre	Restoration Project Manager	B.S., Emergency Management and Disaster Preparedness (Graduates May '25)	5
Josh Kimble	Restoration Project Manager	High School Diploma, Water Damage Restoration, Applied Structural Drying	7
Brandon Dalon	Restoration Project Manager	High School Diploma	6
Colin Simmons	Restoration Project Manager	High School Diploma	2
Tayler Lanoue	Restoration Project Manager	High School Diploma	13

ROBERT “MIKE” RICE

DISASTER SERVICES

PRESIDENT + EXECUTIVE SUPPORT

Education

- B.S. in Building Construction, University of Florida, 2003
- A.S. in Business Administration, Delgado Community College, 1999

Experience

Years in Industry: 22 // Years at LEMOINE: 22

Project Role + Responsibilities

- Company Leadership
- Staffing and Performance Management
- Planning, Budgeting, and Financial Modeling
- Project Management Process Administration, Operational Excellence, and Finance and Risk Management (In the field with teams)
- Farming New and Existing Relationships / Business Development / Proposal

Areas Of Expertise

- Housing Construction & Rehabilitation
- Emergency Sheltering & Housing
- Emergency Response
- Scoping & Estimating
- Construction Management
- Material and Equipment Management

Training and Certifications

- OSHA 10 & 30, First Aid and CPR
- Harvard Financial Accounting Online
- Uncommon Leadership Academy, Human Dynamics Inc., 2006
- Leadership Louisiana, 2018

Professional Registrations + Memberships

- National Emergency Management Association (NEMA)
- International Association of Emergency Managers (IAEM)
- Disaster Recovery Coalition of America (DRCA)

Employment History

- LEMOINE, 2003-Present

LEMOINE

Relevant Project Experience

December 2023 – Present | Disaster Response, Mitigation, and Restoration Services

Executive Support, Louisiana State University (LSU), Statewide, LA

- LEMOINE serves as LSU’s disaster preparation, response, mitigation, and restoration supplier. We respond to any needs on any of LSU's eight campuses with more than 50,000 students and over 5,000 faculty. Their main campus has over 440 buildings on 650-acres.
- LEMOINE has responded to over 20 emergencies, including busted pipes, water damage, fire restoration, asbestos abatement, and mold remediation.
- LEMOINE has also conducted pre-loss assessments on strategic buildings throughout LSU's campuses based on outcomes of our integrated table top meetings with LSU Risk Managers, ahead of storm season.

May 2023 – Present | Typhoon Mawar Emergency Response and Restoration

President, FEMA, AECOM, Guam, $10.6 million

- LEMOINE responded to meet the immediate needs of individuals, families, and communities in and around Joint Region Marianas (JRM), including Naval Base Guam (NBG), Andersen Air Force Base (AAFB), and Marine Corps Base Camp Blaz (MCB-CB).
- LEMOINE continues to provide restoration, mold remediation, demolition, duct cleaning, and repair to facilities across the DOD holdings on Guam.
- As ongoing relief efforts continue, LEMOINE anticipates remaining in Guam a minimum of 8 to 12 months to assist with these cleanup and restoration efforts and work to restore steady state to U.S. bases.
- The LEMOINE team has expanded throughout the operation to meet the needs of the DOD and ensure that the client has the means to provide their vital services for the country.

September 2022 – December 2022 | Hurricane Ian Restoration

Executive Support, Lee County Schools, Fort Myers, FL, $1.7 million

- Lee County Schools contracted LEMOINE as a restoration contractor in response to damage sustained to six schools during Hurricane Ian. LEMOINE personnel were on-site beginning emergency response and mitigation activities within an hour of contract award. For each site, LEMOINE provided project management and supervision, technicians, general labor, water restoration equipment, and power generation. Four of the six damaged schools were safe to resume operations within three weeks, while the remaining two suffered catastrophic damage and could not be repaired. Throughout the course of this project, the LEMOINE team learned better ways to work directly with the school district in order to prioritize operations as well as more efficiently provide necessary information for the district to make decisions.

2022 – 2022 | Park Royal Hospital Hurricane Ian Restoration

President, Park Royal Hospital, Fort Myers, FL, $1 million

- Our team provided emergency response services, including remediation, drying, and power generation in response to Hurricane Ian.

July 2022 – August 2022 | Emergency Fire Response and Restoration at LSU Canal Hall/Nicholson Gateway Apartments

Executive Support, LSU, Baton Rouge, LA, $450,000

- LEMOINE provided immediate response to a fire in the Nicholson Gateway Apartments complex on LSU's campus. LEMOINE performed water extraction and drying to mitigate any additional damages. LEMOINE kept the complex under negative pressure, as the immediate goal was for students to reoccupy the complex. Due to the ongoing investigation into the cause of the fire, LEMOINE was not able to fully mitigate the area. We proceeded to build containment around the investigation area and proceeded with fully mitigating the remainder of the building. This led to students being able to reoccupy the complex as scheduled. Despite the insurance inspector's estimate of $1.2 billion in damages, our prompt response enabled LEMOINE to accomplish the repairs at half the projected cost.

2021 – 2022 | Emergency Response and Recovery Services

President, St. John the Baptist Schools, Reserve, LA, $11.7 million

- In August of 2021, several schools in the St. John the Baptist school district were heavily damaged, the worst damage being sustained by East St. John Preparatory Academy, Lake Pontchartrain Elementary, St. John STEM Magnet High School, Garyville/Mt. Airy Math and Science Magnet School, and East St. John High. LEMOINE performed emergency response, including providing emergency power; mold remediation, assessments, and repairs; HVAC assessments and repairs; interior demolition; cleaning; and disinfecting of 20 buildings across five campuses. LEMOINE's Disaster Recovery team responded within 12 hours of the flood waters receding. In under 24 hours, LEMOINE mobilized all labor and equipment. LEMOINE provided 108 team members per school, working seven days a week to extract water and dehumidify the schools. All buildings were stabilized within 45 days from activation.

October 2021 – February 2022 | Hurricane Ida Temporary Sheltering Solutions

Louisiana Governor's Office of Homeland Security and Emergency Preparedness (GOHSEP), Statewide, LA, $26 million

- In response to extensive damages caused by Hurricane Ida in Louisiana, GOHSEP explored options for Temporary Housing Solutions to provide Non-Congregate Sheltering to secure appropriate and immediate sheltering for survivors until FEMA's Direct Housing Program could be implemented. LEMOINE Disaster Recovery provided 574 self-contained travel trailers as a temporary sheltering solution for Louisiana residents.

December 2019 – Present | Puerto Rico CDBG-DR Home Repair, Reconstruction, or Relocation (R3) Program

Puerto Rico Department of Housing (PRDOH), Puerto Rico, $112 thousand

- LEMOINE was selected to be a Construction Manger under the R3 Program in Puerto Rico following the destruction of hurricanes Irma and Maria. LEMOINE functions as General Contractor to coordinate design, permitting, demolition, abatement, repair, and construction of new single-family housing stock. The overall goal of the program is returning displaced households, reconstructing housing to higher resilience standards, revitalizing weak and aging housing stock, and moving households out of unsafe conditions.

Reference: Jonathan Krebs, Partner, Horne LLP, 601.466.0056, Jonathan.Krebs@HORNELLP.com

November 2018 – Present | Texas GLO CDBG-DR Program

Texas General Land Office (GLO), Statewide, TX, $60 million

- Responsible for the planning, coordination, and management of all rehabilitation and reconstruction projects for the program. Tasks include supervision of the project teams ranging from Preconstruction to Close Out, ensuring that preconstruction activities align with the program requirements prior to program submission. This includes coordinating the design and development of engineering documents with the design team; management and coordination of all trade partners to ensure construction momentum is maintained and progress continues unimpeded; implementation of a comprehensive QA/QC plan to identify potential deficiencies; conducting all program inspections, including preconstruction inspections, hazard mitigation inspections, progress inspections, and final inspections; reviewing change orders for reasonableness and accuracy for subsequent revision or approval; monitoring project milestones and reporting directly to the state-appointed Program Manager; and conducting all operational and financial reporting to ensure the projects are delivered on time and within budget.

Reference: Jerry Rahm, Texas GLO, 1700 North Congress Avenue, Austin, TX 78701, Jerry.Rahm@GLO.Texas.gov

February 2019 – March 2019 | North Carolina Sheltering and Temporary Essential Power Program Construction Management – Hurricane Florence

North Carolina Department of Public Safety, Division of Emergency Management (NDEM), Statewide, NC, $2 million

- LEMOINE Disaster Recovery provided direct assistance to Pender County, North Carolina following Hurricane Florence. In the STEP Program, LEMOINE Disaster Recovery performed temporary emergency repairs under the approved Shelter and Temporary Essential Power program for single-family residential structures. LEMOINE Disaster Recovery completed a total of 157 homes within a two-month period, including all initial inspections, permitting, and closeout. Services included demolition, abatement, repair, and construction. This project spanned over the entirety of Pender County, which influenced LEMOINE to utilize a Geographically Dense Assignment Method. This allowed working trades to minimize travel between assignments and maximize efficiency.

Reference: Danny Permar, AECOM (Program Manager), 1600 Perimeter Park Drive, Suite 400, Morrisville, NC 27560 352.322.1156, Danny.Permar@AECOM.com

November 2018 | Texas GLO DAHLER Program

Texas GLO, City of Houston, Houston, TX, $1 million

- Responsible for the planning, coordination, and management of all rehabilitation and reconstruction projects for the program. Tasks include supervision of the project teams ranging from Preconstruction to Close Out, ensuring that preconstruction activities align with the program requirements prior to program submission. This includes coordinating the design and development of engineering documents with the design team; management and coordination of all trade partners to ensure construction momentum is maintained and progress continues unimpeded; implementation of a comprehensive QA/QC plan to identify potential deficiencies; conducting all program inspections, including preconstruction inspections, hazard mitigation inspections, progress inspections, and final inspections; reviewing change orders for reasonableness and accuracy for subsequent revision or approval; monitoring project milestones and reporting directly to the state-appointed Program Manager; and conducting all operational and financial reporting to ensure the projects are delivered on time and within budget.
- LEMOINE provided direct assistance for Limited Home Repair. The City of Houston contracted APTIM to administer the program, which consisted of partial permanent repairs to homes. LEMOINE completed 25 homes in this program working with CTEH, the program's administrator. Services included demolition, abatement, repair, and construction. Our schedule reduction method in this program was to have an up front planning meeting with the municipality to set a clear understanding. This eliminates stop work gaps during the work.

Reference: Jerry Rahm, Texas GLO, 1700 North Congress Avenue, Austin, TX 78701, Jerry.Rahm@GLO.Texas.gov

December 2017 – July 2018 | Texas Partial Repair & Essential Power for Sheltering (PREPS) Program
Texas GLO, Statewide, TX, $17 million (of $230 million total program cost)

- Under the PREPS program, Texas provided partial repairs to survivors' homes who were displaced due to the extensive flooding caused by Hurricane Harvey. The purpose of the PREPS Program was to provide a way for homeowners to return to their own homes and shelter in place until permanent repairs could be completed. The most important goal of the program was to relieve the financial burden of both homeowners and government agencies for thousands of families to reside for extended periods of time in shelters, hotels, or rentals. LEMOINE renovated a total of 1,435 homes in the Houston area. The overall program value exceeded $230 million, of which LEMOINE completed $16.5 million worth of work put in place. This rapid residential repair work of 1,435 homes was based on a checklist of eligible statement work under the STEP Program under Section 403 Category 8 (Emergency Protective Measures).

Reference: Molly Keller, Program Manager, Texas GLO, 1700 North Congress Avenue, Austin, TX 78701, 512.917.4514, Molly.Keller.GLO@Recovery.Texas.gov

September 2016 – March 2017 | Louisiana Shelter at Home Program (SaHP)
GOHSEP, Statewide, LA, $12.5 million (of $168 million total program cost)

- The August 2016 Historic Flood Event affected approximately 100,000 residential dwellings in the Baton Rouge area. Many of these homes sustained significant flood-related damage and went for months without power, air conditioning, hot water, or necessary repairs required to make them safe for residents. The flooding ranged from several inches of water to homes being complete submerged. While a portion of the property owners had the resources to make temporary or permanent repairs to their properties, many residents did not have the means to do so. This left thousands of Louisiana residents displaced from their residences. GOHSEP and the Program Manager, AECOM, developed the SaHP. The program enabled single-family owner-occupied residential properties to be habitable quickly to allow residents to shelter in place. Of this $168,000,000 program, LEMOINE delivered $12,500,000 of STEP repairs. The average completion time of each rehab unit was nine days.

Reference: James Waskom, 225.925.7334

ANDREW SEXTON

DISASTER SERVICES

RESPONSE DIRECTOR (RD)

Education

- B.S. in Construction Management, Louisiana State University, 2002

Experience

Years in Industry: 28 // Years at LEMOINE: 22

Project Role + Responsibilities

- Provide leadership and direction to field and project teams
- Drive timely project deliverables
- Staffing and Performance Management
- Planning, Budgeting, and Financial Modeling

Areas of Expertise

- Housing Construction & Rehabilitation
- Emergency Sheltering & Housing
- Emergency Response
- Quality Assurance/ Quality Control
- Scoping & Estimating
- Construction Management
- Cost Management
- Schedule Management
- Material and Equipment Management

Training + Certifications

- Spanish Proficiency, Upper Intermediate
- OSHA 10 & 30
- Xactimate Level 1

Employment History

- LEMOINE, 2002-Present
- Sexton Cabinets, 1996-2000

LEMOINE

Relevant Project Experience

December 2023 – Present | Disaster Response, Mitigation, and Restoration Services

Executive Support, Louisiana State University (LSU), Statewide, LA

- LEMOINE serves as LSU's disaster preparation, response, mitigation, and restoration supplier. We respond to any needs on any of LSU's eight campuses with more than 50,000 students and over 5,000 faculty. Their main campus has over 440 buildings on 650-acres.
- LEMOINE has responded to over 20 emergencies, including busted pipes, water damage, fire restoration, asbestos abatement, and mold remediation.
- LEMOINE has also conducted pre-loss assessments on strategic buildings throughout LSU's campuses based on outcomes of our integrated table top meetings with LSU Risk Managers, ahead of storm season.

May 2023 – Present | Typhoon Mawar Emergency Response and Restoration

Executive Support, FEMA, AECOM, Guam, $10.6 million

- LEMOINE responded to meet the immediate needs of individuals, families, and communities in and around Joint Region Marianas (JRM), including Naval Base Guam (NBG), Andersen Air Force Base (AAFB), and Marine Corps Base Camp Blaz (MCB-CB).
- LEMOINE continues to provide restoration, mold remediation, demolition, duct cleaning, and repair to facilities across the DOD holdings on Guam.
- As ongoing relief efforts continue, LEMOINE anticipates remaining in Guam a minimum of 8 to 12 months to assist with these cleanup and restoration efforts and work to restore steady state to U.S. bases.
- The LEMOINE team has expanded throughout the operation to meet the needs of the DOD and ensure that the client has the means to provide their vital services for the country.

2022 – 2022 | Park Royal Hospital Hurricane Ian Restoration

Executive Support, Park Royal Hospital, Fort Myers, FL, $1 million

- Our team provided emergency response services, including remediation, drying, and power generation in response to Hurricane Ian.

September 2022 – December 2022 | Hurricane Ian Restoration

Executive Support, Lee County Schools, Fort Myers, FL, $1.7 million

- Lee County Schools contracted LEMOINE as a restoration contractor in response to damage sustained to six schools during Hurricane Ian. LEMOINE personnel were on-site beginning emergency response and mitigation activities within an hour of contract award. For each site, LEMOINE provided project management and supervision, technicians, general labor, water restoration equipment, and power generation. Four of the six damaged schools were safe to resume operations within three weeks, while the remaining two suffered catastrophic damage and could not be repaired. Throughout the course of this project, the LEMOINE team learned better ways to work directly with the school district in order to prioritize operations as well as more efficiently provide necessary information for the district to make decisions.

July 2022 – August 2022 | Emergency Fire Response and Restoration at LSU Canal Hall/Nicholson Gateway Apartments

Executive Support, LSU, Baton Rouge, LA, $450,000

- LEMOINE provided immediate response to a fire in the Nicholson Gateway Apartments complex on LSU's campus. LEMOINE performed water extraction and drying to mitigate any additional damages. LEMOINE kept the complex under negative pressure, as the immediate goal was for students to reoccupy the complex. Due to the ongoing investigation into the cause of the fire, LEMOINE was not able to fully mitigate the area. We proceeded to build containment around the investigation area and proceeded with fully mitigating the remainder of the building. This led to students being able to reoccupy the complex as scheduled. Despite the insurance inspector's estimate of $1.2 billion in damages, our prompt response enabled LEMOINE to accomplish the repairs at half the projected cost.

2021 – 2022 | Emergency Response and Recovery Services

Executive Support, St. John the Baptist Schools, Reserve, LA, $11.7 million

- In August of 2021, several schools in the St. John the Baptist school district were heavily damaged, the worst damage being sustained by East St. John Preparatory Academy, Lake Pontchartrain Elementary, St. John STEM Magnet High School, Garyville/Mt. Airy Math and Science Magnet School, and East St. John High. LEMOINE performed emergency response, including providing emergency power; mold remediation, assessments, and repairs; HVAC assessments and repairs; interior demolition; cleaning; and disinfecting of 20 buildings across five campuses. LEMOINE's Disaster Recovery team responded within 12 hours of the flood waters receding. In under 24 hours, LEMOINE mobilized all labor and equipment. LEMOINE provided 108 team members per school, working seven days a week to extract water and dehumidify the schools. All buildings were stabilized within 45 days from activation.

December 2019 – Present | Puerto Rico CDBG-DR Home Repair, Reconstruction, or Relocation (R3) Program

Puerto Rico Department of Housing (PRDOH), Puerto Rico, $112 thousand

- LEMOINE was selected to be a Construction Manger under the R3 Program in Puerto Rico following the destruction of hurricanes Irma and Maria. LEMOINE functions as General Contractor to coordinate design, permitting, demolition, abatement, repair, and construction of new single-family housing stock. The overall goal of the program is returning displaced households, reconstructing housing to higher resilience standards, revitalizing weak and aging housing stock, and moving households out of unsafe conditions.

Reference: Jonathan Krebs, Partner, Horne LLP, 601.466.0056, Jonathan.Krebs@HORNELLP.com

November 2018 – Present | Texas GLO CDBG-DR Program

Texas General Land Office (GLO), Statewide, TX, $60 million

- Responsible for the planning, coordination, and management of all rehabilitation and reconstruction projects for the program. Tasks include supervision of the project teams ranging from Preconstruction to Close Out, ensuring that preconstruction activities align with the program requirements prior to program submission. This includes coordinating the design and development of engineering documents with the design team; management and coordination of all trade partners to ensure construction momentum is maintained and progress continues unimpeded; implementation of a comprehensive QA/QC plan to identify potential deficiencies; conducting all program inspections, including preconstruction inspections, hazard mitigation inspections, progress inspections, and final inspections; reviewing change orders for reasonableness and accuracy for subsequent revision or approval; monitoring project milestones and reporting directly to the state-appointed Program Manager; and conducting all operational and financial reporting to ensure the projects are delivered on time and within budget.

Reference: Jerry Rahm, Texas GLO, 1700 North Congress Avenue, Austin, TX 78701, Jerry.Rahm@GLO.Texas.gov

February 2019 – March 2019 | North Carolina Sheltering and Temporary Essential Power Program Construction Management – Hurricane Florence

North Carolina Department of Public Safety, Division of Emergency Management (NDEM), Statewide, NC, $2 million

- LEMOINE Disaster Recovery provided direct assistance to Pender County in North Carolina following Hurricane Florence. In the STEP Program LEMOINE Disaster Recovery performed temporary emergency repairs under the approved Shelter and Temporary Essential Power program for single-family residential structures. LEMOINE Disaster Recovery completed a total of 157 homes within a 2 month period including all initial inspections, permitting and closeout. Services included demolition, abatement, repair, and construction. This project spanned over the entire county of Pender County North Carolina. Therefore LEMOINE utilized a Geographically Dense Assignment Method. This allowed working trades to minimize travel between assignments to maximize efficiency.

Reference: Danny Permar, AECOM (Program Manager), 1600 Perimeter Park Dr, Ste 400, Morrisville, NC 27560 352.322.1156, Danny.Permar@aecom.com

December 2017 – July 2018 | Texas Partial Repair & Essential Power for Sheltering (PREPS) Program

Texas GLO, Statewide, TX, $17 million (of $230 million total program cost)

- Under the PREPS program, Texas provided partial repairs to survivors' homes who were displaced due to the extensive flooding caused by Hurricane Harvey. The purpose of the PREPS Program was to provide a way for homeowners to return to their own homes and shelter in place until permanent repairs could be completed. The most important goal of the program was to relieve the financial burden of both homeowners and government agencies for thousands of families to reside for extended periods of time in shelters, hotels, or rentals. LEMOINE renovated a total of 1,435 homes in the Houston area. The overall program value exceeded $230 million, of which LEMOINE completed $16.5 million worth of work put in place. This rapid residential repair work of 1,435 homes was based on a checklist of eligible statement work under the STEP Program under Section 403 Category 8 (Emergency Protective Measures).

Reference: Molly Keller, Program Manager, Texas GLO, 1700 North Congress Avenue, Austin, TX 78701, 512.917.4514, Molly.Keller.GLO@Recovery.Texas.gov

November 2018 | Texas GLO DAHLER Program

Texas GLO, City of Houston, Houston, TX, $1 million

- Responsible for the planning, coordination, and management of all rehabilitation and reconstruction projects for the program. Tasks include supervision of the project teams ranging from Preconstruction to Close Out, ensuring that preconstruction activities align with the program requirements prior to program submission. This includes coordinating the design and development of engineering documents with the design team; management and coordination of all trade partners to ensure construction momentum is maintained and progress continues unimpeded; implementation of a comprehensive QA/QC plan to identify potential deficiencies; conducting all program inspections, including preconstruction inspections, hazard mitigation inspections, progress inspections, and final inspections; reviewing change orders for reasonableness and accuracy for subsequent revision or approval; monitoring project milestones and reporting directly to the state-appointed Program Manager; and conducting all operational and financial reporting to ensure the projects are delivered on time and within budget.
- LEMOINE provided direct assistance for Limited Home Repair. The City of Houston contracted APTIM to administer the program, which consisted of partial permanent repairs to homes. LEMOINE completed 25 homes in this program working with CTEH, the program's administrator. Services included demolition, abatement, repair, and construction. Our schedule reduction method in this program was to have an up front planning meeting with the municipality to set a clear understanding. This eliminates stop work gaps during the work.

Reference: Jerry Rahm, Texas GLO, 1700 North Congress Avenue, Austin, TX 78701, Jerry.Rahm@GLO.Texas.gov

September 2016 – March 2017 | Louisiana Shelter at Home Program (SaHP)

GOHSEP, Statewide, LA, $12.5 million (of $168 million total program cost)

- The August 2016 Historic Flood Event affected approximately 100,000 residential dwellings in the Baton Rouge area. Many of these homes sustained significant flood-related damage and went for months without power, air conditioning, hot water, or necessary repairs required to make them safe for residents. The flooding ranged from several inches of water to homes being complete submerged. While a portion of the property owners had the resources to make temporary or permanent repairs to their properties, many residents did not have the means to do so. This left thousands of Louisiana residents displaced from their residences. GOHSEP and the Program Manager, AECOM, developed the SaHP. The program enabled single-family owner-occupied residential properties to be habitable quickly to allow residents to shelter in place. Of this $168,000,000 program, LEMOINE delivered $12,500,000 of STEP repairs. The average completion time of each rehab unit was nine days.

Reference: James Waskom, 225.925.7334

JOSHUA PUGH

DISASTER SERVICES

SENIOR PROJECT MANAGER

Education

- Military Service

Experience

Years in Industry: 13 // Years at LEMOINE: 3

Project Role + Responsibilities

- Ensure project is completed safely, on schedule, within budget, and to the highest standard of quality
- Thorough review, understanding, and execution of contract drawings and specifications
- Quality Control Plan; Photo Documentation
- Establish policies and procedures and coordinate staffing and equipment resources
- Jobsite safety planning and execution utilizing LEMOINE's LIFE Program,State, and Federal regulations

Areas Of Expertise

- Mold and Asbestos Remediation
- Quality Assurance / Quality Control
- Design, Procurement, and Field Processes
- Safe Project Planning and Execution
- Schedule and Budget Management

Training and Certifications

- Military Service
- Corporal, United States Marine Corps
- Weapons Based Instructor for the Navy Seabees
- NAMP

Employment History

- LEMOINE, 2021-Present
- PAL Environmental Service Corps, 2017-2020
- NorthStar Recovery Services, 2011–2017

LEMOINE

Professional Profile

- Drives all phases of large loss physical restoration projects from project planning to delivery; known for ability to exceed timeline and budgetary targets with no safety incidents.
- Motivates and instructs junior personnel in company SOPs and Industry standards; continues education in industry SOPs to stay current with the evolving science of the construction industry as it relates to environmental standards.

Relevant Project Experience

December 2023 – Present | Disaster Response, Mitigation, and Restoration Services

Project Manager, Louisiana State University (LSU), Statewide, LA

- LEMOINE serves as LSU's disaster preparation, response, mitigation, and restoration supplier. We respond to any needs on any of LSU's eight campuses with more than 50,000 students and over 5,000 faculty. Their main campus has over 440 buildings on 650-acres.
- LEMOINE has responded to over 20 emergencies, including busted pipes, water damage, fire restoration, asbestos abatement, and mold remediation.
- LEMOINE has also conducted pre-loss assessments on strategic buildings throughout LSU's campuses based on outcomes of our integrated table top meetings with LSU Risk Managers, ahead of storm season.

May 2023 – Present | Typhoon Mawar Emergency Response and Restoration

Project Manager, FEMA, AECOM, Guam, $10.6 million

- LEMOINE responded to meet the immediate needs of individuals, families, and communities in and around Joint Region Marianas (JRM), including Naval Base Guam (NBG), Andersen Air Force Base (AAFB), and Marine Corps Base Camp Blaz (MCB-CB).
- LEMOINE continues to provide restoration, mold remediation,

demolition, duct cleaning, and repair to facilities across the DOD holdings on Guam.
- As ongoing relief efforts continue, LEMOINE anticipates remaining in Guam a minimum of 8 to 12 months to assist with these cleanup and restoration efforts and work to restore steady state to U.S. bases.
- The LEMOINE team has expanded throughout the operation to meet the needs of the DOD and ensure that the client has the means to provide their vital services for the country.

September 2022 – December 2022 | Hurricane Ian Restoration
Project Manager, Lee County Schools, Fort Myers, FL, $2.5 million
- Lee County Schools contracted LEMOINE as a restoration contractor in response to damage sustained to six schools during Hurricane Ian. LEMOINE personnel were on-site beginning emergency response and mitigation activities within an hour of contract award. For each site, LEMOINE provided project management and supervision, technicians, general labor, water restoration equipment, and power generation. Four of the six damaged schools were safe to resume operations within three weeks, while the remaining two suffered catastrophic damage and could not be repaired. Throughout the course of this project, the LEMOINE team learned better ways to work directly with the school district in order to prioritize operations as well as more efficiently provide necessary information for the district to make decisions.

2022 – 2022 | Park Royal Hospital Hurricane Ian Restoration
Project Manager, Park Royal Hospital, Fort Myers, FL, $1 million
- Our team provided emergency response services, including remediation, drying, and power generation in response to Hurricane Ian.

July 2022 – August 2022 | Emergency Fire Response and Restoration at LSU Canal Hall/Nicholson Gateway Apartments
Project Manager, LSU, Baton Rouge, LA, $450,000
- LEMOINE provided immediate response to a fire in the Nicholson Gateway Apartments complex on LSU's campus. LEMOINE performed water extraction and drying to mitigate any additional damages. LEMOINE kept the complex under negative pressure, as the immediate goal was for students to reoccupy the complex. Due to the ongoing investigation into the cause of the fire, LEMOINE was not able to fully mitigate the area. We proceeded to build containment around the investigation area and proceeded with fully mitigating the remainder of the building. This led to students being able to reoccupy the complex as scheduled. Despite the insurance inspector's estimate of $1.2 billion in damages, our prompt response enabled LEMOINE to accomplish the repairs at half the projected cost.

2021 – 2022 | Emergency Response and Recovery Services
Project Manager, St. John the Baptist Schools, Reserve, LA, $11.7 million
- In August of 2021, several schools in the St. John the Baptist school district were heavily damaged, the worst damage being sustained by East St. John Preparatory Academy, Lake Pontchartrain Elementary, St. John STEM Magnet High School, Garyville/Mt. Airy Math and Science Magnet School, and East St. John High. LEMOINE performed emergency response, including providing emergency power; mold remediation, assessments, and repairs; HVAC assessments and repairs; interior demolition; cleaning; and disinfecting of 20 buildings across five campuses. LEMOINE's Disaster Recovery team responded within 12 hours of the flood waters receding. In under 24 hours, LEMOINE mobilized all labor and equipment. LEMOINE provided 108 team members per school, working seven days a week to extract water and dehumidify the schools. All buildings were stabilized within 45 days from activation.

2021 – 2022 | Construction/Renovations/COVID-19 Surge Support
Project Manager, Ochsner Health Systems, New Orleans, LA, $13.3 million
- Our team provided emergency stabilization, remediation, temporary power, and reconstruction of hospitals and provided an emergency water supply for various buildings making up the Ochsner Clinic Foundation.

2016 – 2017 | LSU August 2016 Flood Response
Senior Project Manager/Field Account Manager, LSU, Baton Rouge, LA
- Successfully responded to and mitigated damages to approximately 12 impacted structures as a result of the 2016 floods at LSU.
- The impacted buildings included: Grace King Hall, Choppin Hall 2, Choppin Hall 3, Middleton Library, the Student Health Center Basement, FETI Building 5, LSU FETI SCBA, FETI Building 6 Hazmat, FETI Maintenance Shop, FETI Fire Extinguisher Building, and FETI Dormitory.

2016 – 2017 | LSU Disaster Response, Mitigation and Restoration Services
Senior Project Manager/Field Account Manager, LSU, Baton Rouge, LA
- Oversaw all losses on LSU's campus during this time period, including responding to the historical August 2016 floods.

2016 | LSU Student Health Center Fire Loss
Senior Project Manager/Field Account Manager, LSU, Baton Rouge, LA, $800,000
- Delivered the restoration of the Student Health Center on LSU's campus after a fire loss with outstanding results.

2011 – 2017 | Wildfire Response
Supervisor - Project Manager, Winnipeg, Canada
- Managed the restoration of a $60 million fire loss in Winnipeg, Canada.
- Scheduled personnel daily to include up to 400 laborers on-site under multiple trades and 45 different sub-contractors.

TYLER O'DONOGHUE

DISASTER SERVICES

ASSISTANT PROJECT MANAGER

Education

B.S. in Business Administration, Northwestern State University, 2019

Experience

Years in Industry: 4 // Years at LEMOINE: 4

Role + Responsibilities

- Ensure project is completed safely, on schedule, within budget, and to the highest standard of quality
- Prequalification packages; assist in buyout and purchasing, cost management, submittal process, and closeout documents
- Assist in coordination of all Trade Partners
- Assist in thorough review, understanding, and execution of contract drawings and specifications
- Administration and distribution of meeting minutes and Friday Packages
- Assist in jobsite safety planning and execution utilizing LEMOINE's LIFE Program,State, and Federal regulations

Areas of Expertise

- Customer Satisfaction
- Coordination and Communication Skills
- Strict Attention to Detail
- Quality Assurance / Quality Control
- Schedule and Budget Management
- Design, Procurement, and Field Processes
- Safe Project Planning and Execution

Training and Certifications

- OSHA 10
- First Aid & CPR

Employment History

- LEMOINE, 2020-Present

LEMOINE

Relevant Project Experience

•LSU Greenhouse District Phase III, $59 million
250,000 SF of Two New Student Housing Facilities, CMaR
Baton Rouge, Louisiana

December 2023 – Present | Disaster Response, Mitigation, and Restoration Services
Project Manager, Louisiana State University (LSU), Statewide, LA

- LEMOINE serves as LSU's disaster preparation, response, mitigation, and restoration supplier. We respond to any needs on any of LSU's eight campuses with more than 50,000 students and over 5,000 faculty. Their main campus has over 440 buildings on 650-acres.
- LEMOINE has responded to over 20 emergencies, including busted pipes, water damage, fire restoration, asbestos abatement, and mold remediation.
- LEMOINE has also conducted pre-loss assessments on strategic buildings throughout LSU's campuses based on outcomes of our integrated table top meetings with LSU Risk Managers, ahead of storm season.

Construction Management at Risk
Design Build
Design Assist
Green Building
Project In Progress

May 2023 – Present | Typhoon Mawar Emergency Response and Restoration
Assistant Project Manager, FEMA, AECOM, Guam,
$10.6 million

- LEMOINE responded to meet the immediate needs of individuals, families, and communities in and around Joint Region Marianas (JRM), including Naval Base Guam (NBG), Andersen Air Force Base (AAFB), and Marine Corps Base Camp Blaz (MCB-CB).
- LEMOINE continues to provide restoration, mold remediation, demolition, duct cleaning, and repair to facilities across the DOD holdings on Guam.
- As ongoing relief efforts continue, LEMOINE anticipates remaining in Guam a minimum of 8 to 12 months to assist with these cleanup and restoration efforts and work to restore steady state to U.S. bases.
- The LEMOINE team has expanded throughout the operation to meet the needs of the DOD and ensure that the client has the means to provide their vital services for the country.

JAMAL CLAY

DISASTER SERVICES

ASSISTANT PROJECT MANAGER

Education

B.S. in Construction Management, UL at Monroe, 2013

Experience

Years in Industry: 12 // Years at LEMOINE: 7

Role + Responsibilities

- Flag-bearer of Lemoine's LIFE Program, ensuring safety of all employees, Trade Partners, and the general public
- Lead jobsite execution including organization, work methods, scheduling, cost management, and quality
- Site Utilization Plan; Site Logistics Plan; setup and utilization of temporary facilities
- Conformance with contract drawings and specifications
- Materials and equipment management
- Leadership of Preliminary Scheduling and Sequencing Plan; Project Execution Plan
- Support Project Management Team in achieving all profit, time, and quality objectives

Areas of Expertise

- Customer Satisfaction
- Jobsite Safety
- Schedule Management and Adherence
- Quality Assurance/ Quality Control
- Cost Management
- Contract Drawings & Specifications
- Subcontractor and Supplier Relationship Management

Training and Certifications

- OSHA 30 Hour
- Forklift Certified
- Scissor Lift Certified
- Crane Operator Certified
- PEC Card Certified
- TWIC Card Certified
- CPR Certified
- Xactimate
- Renovator Initial

LEMOINE

Relevant Project Experience

December 2023 – Present | Disaster Response, Mitigation, and Restoration Services

Project Manager, Louisiana State University (LSU), Statewide, LA

- LEMOINE serves as LSU's disaster preparation, response, mitigation, and restoration supplier. We respond to any needs on any of LSU's eight campuses with more than 50,000 students and over 5,000 faculty. Their main campus has over 440 buildings on 650-acres.
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- LEMOINE has also conducted pre-loss assessments on strategic buildings throughout LSU's campuses based on outcomes of our integrated table top meetings with LSU Risk Managers, ahead of storm season.

November 2018 – Present | Texas GLO CDBG-DR Program

Texas General Land Office (GLO), Statewide, TX, $60 million

- Responsible for the planning, coordination, and management of all rehabilitation and reconstruction projects for the program. Tasks include supervision of the project teams ranging from Preconstruction to Close Out, ensuring that preconstruction activities align with the program requirements prior to program submission. This includes coordinating the design and development of engineering documents with the design team; management and coordination of all trade partners to ensure construction momentum is maintained and progress continues unimpeded; implementation of a comprehensive QA/QC plan to identify potential deficiencies; conducting all program inspections, including preconstruction inspections, hazard mitigation inspections, progress inspections, and final inspections; reviewing change orders for reasonableness and accuracy for subsequent revision or approval; monitoring project milestones and reporting directly to the state-appointed Program Manager; and conducting all operational and financial reporting to ensure the projects are delivered on time and within budget.

Reference: Jerry Rahm, Texas GLO, 1700 North Congress Avenue. Austin, TX 78701, Jerry.Rahm@GLO.Texas.gov

December 2017 – July 2018 | Texas Partial Repair & Essential Power for Sheltering (PREPS) Program
Texas GLO, Statewide, TX, $17 million (of $230 million total program cost)

- Under the PREPS program, Texas provided partial repairs to survivors' homes who were displaced due to the extensive flooding caused by Hurricane Harvey. The purpose of the PREPS Program was to provide a way for homeowners to return to their own homes and shelter in place until permanent repairs could be completed. The primary goal of the program was to relieve the financial burden on homeowners and government agencies for thousands of families to reside for extended periods of time in shelters, hotels, or rentals. LEMOINE renovated a total of 1,435 homes in the Houston area. The overall program value exceeded $230 million, of which LEMOINE completed $16.5 million worth of work. This rapid residential repair work of 1,435 homes was based on a checklist of eligible statement work under the STEP Program, Section 403 Category 8 (Emergency Protective Measures).

Reference: Molly Keller, Program Manager, Texas GLO, 1700 N. Congress Ave., Austin, TX 78701, 512.917.4514, Molly.Keller.GLO@Recovery.Texas.gov

Nicholson Gateway Development, $187 million
24 Acre, 1 MM+ SF Student Housing Development, CMaR
Baton Rouge, Louisiana

University of Louisiana at Lafayette Student Housing Phase II, $40.7 million
281,906 SF New Campus Housing; 13,341 SF Retail
Lafayette, Louisiana

Texas Partial Repair for Essential Power (PREPS), $17.1 million
Demolition, Abatement, Repair, and Construction
Various Locations, Texas

Texas CDBG, $6.7 million
Demolition, Abatement, Repair, and Construction
Various Locations, Texas

RESTORE Louisiana, $4.3 million
Demolition, Abatement, Repair, and Construction
Various Locations, Louisiana

University of Louisiana at Lafayette Ragin' Cajuns Facilities Summer Maintenance, $1.8 million
Lafayette, Louisiana

CONNOR MAPLES

DISASTER SERVICES

PROJECT MANAGER

Education

B.A. in Exercise Science, Louisiana College, Pineville, LA, 2021

Experience

Years in Industry: 4 // Years at LEMOINE: 1

Employment History

- LEMOINE, 2023-Present
- Rocket Restorations, LLC, 2021-2023

Relevant Project Experience

December 2023 – Present | Disaster Response, Mitigation, and Restoration Services

Project Manager, Louisiana State University (LSU), Statewide, LA

- LEMOINE serves as LSU’s disaster preparation, response, mitigation, and restoration supplier. We respond to any needs on any of LSU's eight campuses with more than 50,000 students and over 5,000 faculty. Their main campus has over 440 buildings on 650-acres.
- LEMOINE has responded to over 20 emergencies, including busted pipes, water damage, fire restoration, asbestos abatement, and mold remediation.
- LEMOINE has also conducted pre-loss assessments on strategic buildings throughout LSU's campuses based on outcomes of our integrated table top meetings with LSU Risk Managers, ahead of storm season.

May 2023 - Present | Typhoon Mawar Emergency Response and Restoration

Project Manager, FEMA, AECOM, Guam, $10.6 million

- LEMOINE responded to meet the immediate disaster-caused needs of individuals, families and communities primarily to Joint Region Marianas (JRM) that include Naval Base Guam (NBG), Andersen Air Force Base (AAFB), and Marine Corps. Base Camp Blaz (MCB-CB).
- LEMOINE continues to provide restoration, mold remediation, demolition, duct cleaning, and repair to facilities across the DOD holdings on Guam.
- As ongoing relief efforts continue, LEMOINE anticipates remaining in Guam a minimum of 8-12 months to assist with these cleanup and restoration efforts and work to restore steady state to U.S. bases.
- The LEMOINE team has expanded throughout the operation to meet the needs of the DOD and ensure that the client has the means to provide their vital services for the country.

August 2021 - May 2023 | Response and Restoration

Project Manager, Rocket Restorations LLC

- Scheduled jobs, ordered materials, wrote estimates, consulted with sales associates and customers.
- Ensured jobs were completed by manufacturer specifications, company standards and building codes.
- Solved problems that arose during jobs and made sure each job stayed within budget.

LEMOINE

WILL PATTON

DISASTER SERVICES

SAFETY COORDINATOR/ASSISTANT

Experience

Years in Industry: 4 // Years at LEMOINE: 1

Areas Of Expertise

- Safety
- Job Site Assessments
- Controlled Demolition
- Equipment Maintenance
- Containment Setup
- Customer Satisfaction
- Problem Solving
- Detailed Cleaning

Employment History

- LEMOINE, 2022-Present
- Servpro, 2018-2022
- PAL Environmental Services, 2018

LEMOINE

Relevant Project Experience

December 2023 – Present | Disaster Response, Mitigation, and Restoration Services

Project Manager, Louisiana State University (LSU), Statewide, LA

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September 2022 – December 2022 | Hurricane Ian Restoration

Project Manager, Lee County Schools, Fort Myers, FL, $2.5 million

- Lee County Schools contracted LEMOINE as a restoration contractor in response to damage sustained to six schools during Hurricane Ian. LEMOINE personnel were on-site beginning emergency response and mitigation activities within an hour of contract award. For each site, LEMOINE provided project management and supervision, technicians, general labor, water restoration equipment, and power generation. Four of the six damaged schools were safe to resume operations within three weeks, while the remaining two suffered catastrophic damage and could not be repaired. Throughout the course of this project, the LEMOINE team learned better ways to work directly with the school district in order to prioritize operations as well as more efficiently provide necessary information for the district to make decisions.

2022 – 2022 | Park Royal Hospital Hurricane Ian Restoration

Project Manager, Park Royal Hospital, Fort Myers, FL, $1 million

- Our team provided emergency response services, including remediation, drying, and power generation in response to Hurricane Ian.

July 2022 – August 2022 | Emergency Fire Response and Restoration at LSU Canal Hall/Nicholson Gateway Apartments

Project Manager, LSU, Baton Rouge, LA, $450,000

- LEMOINE provided immediate response to a fire in the Nicholson Gateway Apartments complex on LSU’s campus.

LEMOINE performed water extraction and drying to mitigate any additional damages. LEMOINE kept the complex under negative pressure, as the immediate goal was for students to reoccupy the complex. Due to the ongoing investigation into the cause of the fire, LEMOINE was not able to fully mitigate the area. We proceeded to build containment around the investigation area and proceeded with fully mitigating the remainder of the building. This led to students being able to reoccupy the complex as scheduled. Despite the insurance inspector's estimate of $1.2 billion in damages, our prompt response enabled LEMOINE to accomplish the repairs at half the projected cost.

October 2022 – Present
Project Manager, Baton Rouge, LA
- Identifies gaps across projects and strategies and recommended resolution methods.
- Provides clear direction to internal teams, setting expectations and due dates for deliverables.
- Travels to customer sites to keep projects on schedule while maintaining high quality.

December 2018 – October 2022
Manager, Servpro, Carthage, MO
- Managed water losses from beginning to end.
- Contact with customers and insurance agents/adjusters to ensure everyone is on board with plans for remediation.
- Managed job files with documentation, readings, and daily updates.
- Performed demolition when required including some plumbing and electrical.
- Skills in running water losses and leading on mold remediation.

October 2018 – December 2018
Moisture Mapper/Crew Supervisor, PAL Environmental Services, Panama City, FL
- After Hurricane Michael impacted Panama City I responded with PAL.
- Completed moisture mapping of commercial buildings affected and supervised crews performing demolition.
- I worked with PAL until the end of our contract with Tyndall Banks and Air Force Base.

AL ROCHA

LEMOINE DISASTER SERVICES

QUALITY CONTROL/ SAFETY MANAGER

Education

B.S. in Psychology, Southern University, 1993

Experience

Years in Industry: 15 // Years at LEMOINE: 1

Role + Responsibilities

- Flag-bearer of LEMOINE's LIFE Program, ensuring safety of all employees, Trade Partners, and the general public
- Update and distribution of LEMOINE's Health, Safety, and Environmental Manual as required
- Development and implementation of project specific Safety and Health Programs; Pre-Job Safety Plan
- Works in conjunction with Project Manager(s) and Superintendent to execute jobsite Emergency Preparedness Plan
- Oversees organizational usage of SafetyNet, Predictive Solutions / DBO2 Software
- OSHA / Governmental Reporting
- Company-wide Safety Training and Education

Areas of Expertise

- Safety Planning and Execution
- Emergency Preparedness / Crisis Response
- Leadership and Communication Skills
- Strict Attention to Detail
- Compliance and Reporting
- Comprehensive Understanding of All Construction Disciplines

Training and Certifications

- Construction Health and Safety Technician (CHST)
- Construction Risk and Insurance Specialist (CRIS)
- American Society of Safety Professionals : Safety Management I, II, + Corporate
- Rigging Safety
- Confined Space
- Excavator Operator / Rough Terrain Operator / Aerial Work Platform Operator / Backhoe Operator / Skid-steer Operator

LEMOINE

Professional Bio

Al Rocha is a dedicated and results-oriented safety professional with a proven track record of success in enhancing workplace safety cultures. Most recently serving as the Director of Safety at Gonzalez and Sons Equipment, Inc. in Miami, FL, where he has successfully revamped the entire safety program to surpass OSHA and FRA standards. In his role, he has trained field personnel in crucial safety practices, certified equipment operators, and elevated the proficiency of his safety department through mentoring and certifications. With a history of progressive roles, including Senior Safety Manager and Safety Director at large construction companies, he has managed large-scale projects, implemented comprehensive safety programs, and achieved significant reductions in EMR. Armed with certifications such as CHST and CRIS, Al brings extensive expertise in safety management, risk reduction, and regulatory compliance. His commitment to excellence is reflected in achievements, including a notable reduction in EMR from 1.49 to 0.73 in under three years.

Seminole Hard Rock Hotel and Casino Hollywood,

$1.5 billion, Suffolk Construction Co. Inc.

- Managed team of 30 on project with an average daily man count of 2,000 and over 7 million man-hours worked.

• Construction Management at Risk
• Design Build
• Design Assist
• Green Building
Grey Text = Project In Progress

ASHLEY COLLETTE

LEMOINE DISASTER SERVICES

ADMINISTRATIVE + REPORTING MANAGER

Education

B.S. in Accounting, Louisiana State University, 2007
M.B.A., University of Louisiana-Lafayette, 2008

Experience

Years in Industry: 17 // Years at LEMOINE: 2

Areas of Expertise

- Financial Reporting
- Cost Tracking and Control

Memberships + Certifications

- Louisiana State Board of CPAs, Certified Public Accountant, Licensed in 2014
- Construction Financial Management Association (CFMA) – Member, 2016 to Present
- CFMA Peer Group Participant – 2017 to Present
- Society of Louisiana CPAs – Member, 2015 to Present
- American Payroll Association – Member, 2018 to Present
- SCI&A Leadership Development Academy Graduate – Class of 2015
- Emergent Method “Next Wave” Leadership Development Program - 2017

Employment History

- LEMOINE, 2021-Present
- Sunland Construction, Inc. & Affiliates, 2012-2021
- Weatherford International, 2011-2012
- Supplemental Services, Inc., 2008-2011

Professional Profile

- Progressive, full-scale accounting leadership experience in private industry, including 7+ years as a Controller in the construction industry. 4+ years serving as Board Appointed Company Officer.
- Experience with financial reports preparation for presentation to outside CPA firm, field & senior management

LEMOINE

Relevant Project Experience

October 2021 – Present | LEMOINE

Controller, Louisiana

- Develops and maintains financial reporting systems to provide accurate and timely financial information to senior management, ensuring compliance with regulatory requirements.
- Oversight of all accounting services including payroll accounts payable, accounts receivable, job costing, and general ledger.
- Implemented and monitored internal controls and accounting procedures to safeguard company assets and ensure accurate financial reporting.
- Prepared financial presentations and reports for board meetings, executive presentations, and investor relations activities.
- Preparation of Federal and State Income Tax.
- Implemented cost-saving initiatives and process improvements to optimize efficiency and streamline financial operations.

June 2011 – October 2021 | Sunland Construction, Inc & Affiliates

Controller, Louisiana

- Responsible for the creation, review & analysis of various accounting entries and functions related to the General Ledger for six operating entities.
- Assisted the CFO & executive team in the creation and implementation of accounting policies and procedures to ensure effective internal control and compliance with GAAP.
- Managed corporate accounts payable and payroll departments.
- Worked closely with CFO to manage monthly, quarterly and year-end close, reviews journal entries and financial statements for accuracy and timeliness.
- Management of all tax accounts for 6 operating entities operating all across the U.S.
- Assist, coordinate and support year-end audit activities.
- Direct supervisor to AP & Payroll Manager, Accounting Manager & Staff Accountants.
- Generated ad-hoc reports as required by senior management.
- Assisted the CFO & Executive Management team with various special projects as needed.

ASHLEY COLLETTE

October 2021 – Present | Financial Coordinator/Buyer II

Role, Client, Project Location (i.e., City, State), Contract Value

- Directly responsible for all financial reporting requirements for the branch.
- Responsible for timely planning, scheduling of receipts and inventory control of the products and services as assigned and monitored the movement of material through the production cycle.
- Secured and analyzed quotations and recommended suppliers with respect to cost, quality and delivery competitiveness for assigned responsibilities.
- Responsible for source selection and procurement functions associated with the company's needs for indirect materials and services and select production materials and services.
- Reviewed and accounted for work order variances, as required for corporate reporting requirements.

References

LEMOINE is pleased to provide the following public agency/higher education references, for whom we have provided services similar to the ones requested by the Parish. **We strongly encourage you to check with our references.**

Point of Contact	Brief Description of Service(s) + Special Requirements	Dates of Service	Contract Value
Ochsner Health Systems James P. Britsch, A.I.A. // Vice President Facilities // 1450 Poydras Street, Suite 300, New Orleans, LA 70112 // 225.752.2470 // jbritsch@ochsner.org	LEMOINE provided emergency response and recovery services, including temporary power, temporary water, drying, stabilization, remediation, and facility renovations.	August 2021 – December 2021	$13.3 million
LSU Facility Services Gerald Sansoni, Jr. // Assistant Director – Facility Services // 236 Tower Drive, Baton Rouge, LA 70803 // 225.578.7489 // GSansoni1@LSU.edu	**Disaster Response + Mitigation + Restoration Services** **Emergency Fire Response and Restoration at LSU Canal Hall/Nicholson Gateway Apartments; Baton Rouge, LA** **Nicholson Gateway Development at LSU; Baton Rouge, LA**	December 2023 – Present July 2022 – August 2022 October 2016 – June 2018	$1.6 million $450,000 $188.25 million
Lee County Schools Scott Reichenbacher // Director - Construction Projects Management // 3308 Canal St. Fort Myers, FL 33916 // 239.479.4201 // scottcr@leeschools.net	**Hurricane Ian Repairs** Restoration, Power Generation, Water Extraction, Dehumidification, Stabilization	September 2022 – December 2022	$2.5 million
University of Houston System Mario Carrera // Director of Lab and General Maintenance Services Facilities Services // Cullen College of Engineering Building 1, 4226 Martin Luther King Blvd Room N 207, Houston, TX 77004 // 713.743.6410 // mcarrer3@Central.UH.EDU	**Disaster Restoration and Emergency Recovery Services**	May 2023 – Present	$15,000

E

INNOVATIVE CONCEPTS

LEMOINE

Innovative Concepts

Based on our extensive experience in disaster preparation, mitigation, and restoration services, LEMOINE suggests the following additions, enhancements, or alternative approaches to services that may be beneficial to Parish:

- **Advanced Water Removal and Drying Techniques:**
  - **High-Efficiency Water Extraction:** Utilizing advanced water extraction equipment, including powerful pumps and vacuums, to swiftly remove standing water from affected areas. This minimizes water damage and accelerates the drying process.
  - **Thermal Imaging Technology:** Implementing thermal imaging cameras to identify hidden pockets of moisture within walls, ceilings, and floors. This enables targeted drying and prevents the formation of mold and structural damage.
  - **Desiccant Dehumidification Systems:** Deploying state-of-the-art desiccant dehumidifiers that effectively extract moisture from the air, accelerating the drying process and preventing secondary damage.
- **Sustainable Cleaning and Decontamination:**
  - **Eco-Friendly Cleaning Agents:** Utilizing environmentally friendly and non-toxic cleaning agents. This ensures the safety of students, staff, and the surrounding environment.
  - **Ultraviolet (UV) Disinfection:** Incorporating UV disinfection technology to eliminate harmful pathogens and bacteria. This is especially useful for disinfecting water-damaged surfaces and preventing potential health risks.
  - **Ozone Treatment:** Implementing ozone generators to neutralize unpleasant odors caused by water intrusion events. Ozone treatment effectively eliminates odors at their source, providing a fresh and clean environment.
- **Temporary Climate Control Solutions:**
  - **Mobile Climate Control Units:** Providing temporary climate control units to regulate temperature and humidity levels during the restoration process. This ensures optimal drying conditions and prevents further damage or mold growth.
  - **Intelligent HVAC Systems:** Installing smart HVAC systems that can monitor and adjust environmental conditions automatically. These systems optimize energy usage, improve indoor air quality, and provide comfort to occupants.
- **Innovative Mold Remediation Techniques:**
  - **Air Scrubbing Technology:** Utilizing high-efficiency air scrubbers equipped with HEPA filters to capture and remove mold spores from the air.
  - **Encapsulation and Antimicrobial Treatments:** Applying advanced encapsulation techniques and antimicrobial treatments to prevent the spread of mold and inhibit future growth. These measures contribute to long-term mold prevention.
- **Efficient Debris Management and Removal:**
  - **Robotics and Drones:** Implementing robotics and drones for efficient debris management and removal, especially in hard-to-reach areas or hazardous conditions. This expedites the cleanup process and ensures the safety of workers.
  - **Recycling and Waste Management:** Prioritizing sustainable waste management practices by segregating materials for recycling and disposal. This reduces environmental impact and supports the circular economy.
- **Temporary Board-Up and Security Measures:**
  - **Advanced Security Systems:** Installing temporary security measures, including smart cameras, motion sensors, and alarm systems, to prevent unauthorized access during restoration.
  - **Secure Board-Up Solutions:** Employing innovative board-up techniques and materials to secure the building against further damage, vandalism, or theft. This preserves the integrity of the property until permanent repairs are completed.
- **Business Continuity Planning:** In addition to disaster response and recovery efforts, LEMOINE may recommend reviewing and making additions to Parish' comprehensive business continuity plan. This plan would identify critical business functions and provide strategies for maintaining those functions during and after a disaster.
- **Cybersecurity Assessment:** LEMOINE suggests performing a cybersecurity assessment of Parish' systems and networks to identify potential vulnerabilities and risks. This would help prevent or mitigate the effects of a cyberattack that could disrupt campus operations.
- **Training for Key Personnel:** LEMOINE recommends providing specialized training to key personnel such as building managers, emergency response teams, and IT staff. This would help ensure that these individuals are prepared to handle disaster situations and can respond effectively to minimize the impact of the disaster.
- **Partnerships with Local Agencies:** LEMOINE suggests partnering with local agencies, such as local emergency management agencies, GOHSEP, and first responders, to enhance disaster planning and response efforts. These partnerships will help ensure a coordinated response and a faster recovery process.
- **Pre-Loss Planning for Critical Infrastructure:** LEMOINE recommends performing pre-loss planning for critical infrastructure on campus such as power and water systems. This will help identify potential risks and vulnerabilities and provide strategies for maintaining these systems during and after a disaster.

LEMOINE is committed to providing innovative and comprehensive disaster preparation, mitigation, and restoration services to Parish. Our suggestions are based on our extensive experience and will help ensure that Parish is prepared to handle any potential disasters.


F
PROJECT SCHEDULE
LEMOINE

Overall Contract Schedule

Included is a rough timeline of expected project activities. A more detailed timeline will be developed at the time of the kickoff meeting and throughout the mission assignments as needs change and/or develop.

Start Date/End Date	Activity
Within two weeks of contract execution/TBD LEMOINE proposes that the first meeting occur within two weeks of the award of contract with personnel that Parish feels necessary.	Kickoff Meeting/ Deliverable and Priority Determinations
TBD/TBD Once the deliverables are established and priorities are understood, LEMOINE will begin building preassessments to be completed within the terms of the contract. (Approximately 4 weeks total)	Pre-Assessment
TBD/TBD (Based on Parish prioritization; determined on a case-by-case basis)	Projects/Jobs

Project Schedule

LEMOINE guarantees an initial response time within **2 hours** of notification from Parish.

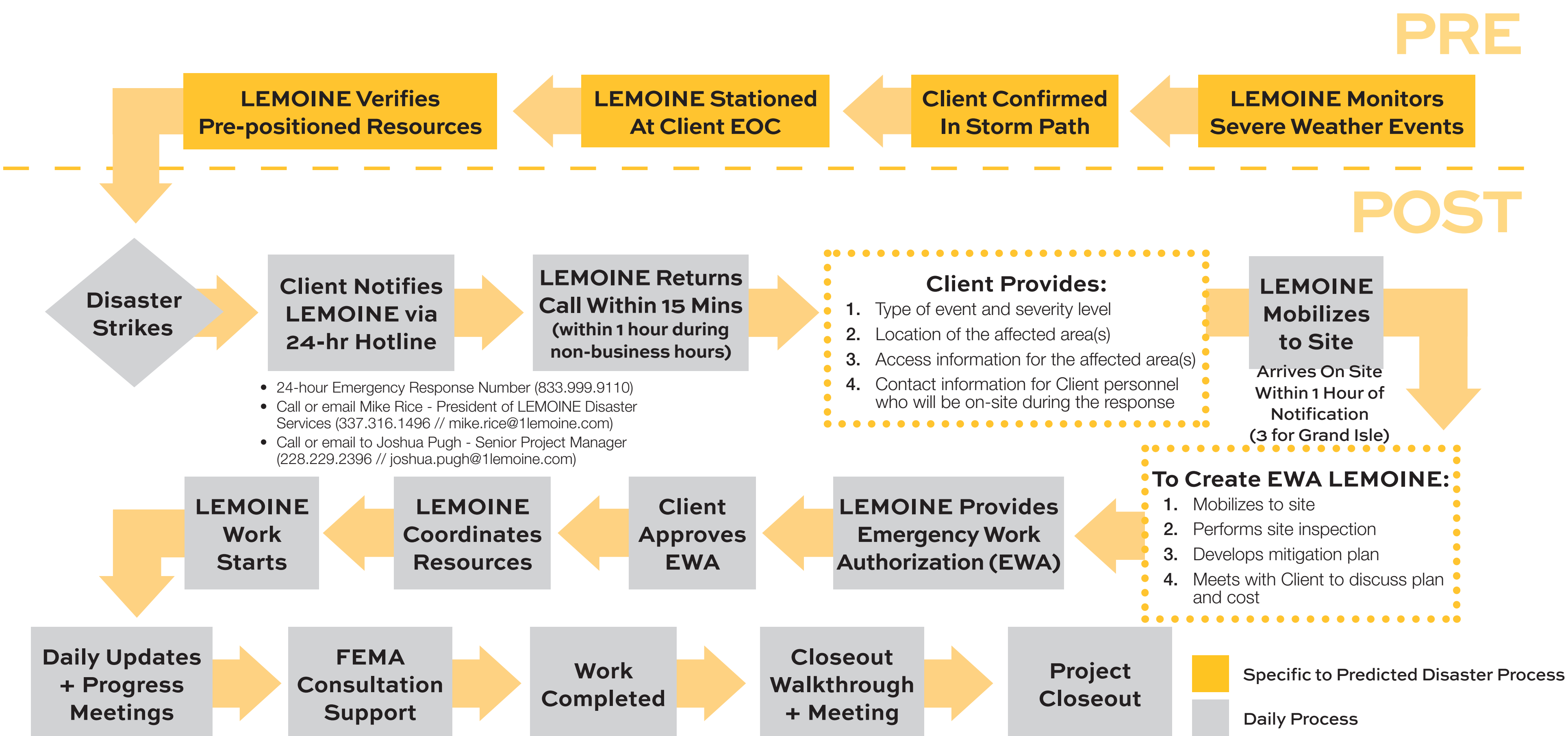
Start Date/End Date	Activity
Day 0 Parish contacts LEMOINE and requests assistance	Disaster Hits
Within 1 Hour of Request LEMOINE evaluates condition of the damaged facility and provide a detailed list of labor, materials, and equipment needed to properly remediate.	Evaluation
Within 12 Hours of NTP LEMOINE reviews all pricing procedures with Parish for approval of work	Pricing Procedures
TBD/TBD (Based on Parish prioritization; determined on a case-by-case basis)	Work Approved by Parish
Day 1 (Within 24 Hours of NTP)	Work Scheduled and Recovery Procedures Begin.

OUR PREPAREDNESS PROCESS

1. Implementation Meeting
2. Pre-Loss Assessments
3. Shared documents in LEMOINE Disaster Management System
4. Prioritization of buildings in case of wide system damage
5. Pre-position Resources
6. Ready to deploy 24/7/365

PRE

OUR RESPONSE + RECOVERY PROCESS




G
FINANCIAL PROFILE
LEMOINE

G

FINANCIAL PROFILE

The following documents have been included in this section:

- Sample Certificate of Insurance
- Bonding Letter
- Financial Statements

CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY): 8/28/2024

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

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

PRODUCER
Cadence Insurance
4041 Essen Lane, Suite 400
Baton Rouge LA 70809
License#: PC-1092395

CONTACT NAME: Sharon Elgin
PHONE (A/C, No, Ext): 225-336-3284 **FAX (A/C, No):**
E-MAIL ADDRESS: Sharon_Elgin@ajg.com

INSURED LEMODIS-01
LEMOINE DISASTER RECOVERY, LLC
1906 Eraste Landry Road, Suite 200
Lafayette LA 70506

INSURER(S) AFFORDING COVERAGE	NAIC #
INSURER A : National Union Fire Ins Co Pittsburgh PA	19445
INSURER B : New Hampshire Insurance Co.	23841
INSURER C : Associated Industries Insurance Co., Inc.	23140
INSURER D : Gotham Insurance Company	25569
INSURER E : SiriusPoint Specialty Insurance Corporation	16820
INSURER F :	

COVERAGES **CERTIFICATE NUMBER:** 1957757428 **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	
C	X COMMERCIAL GENERAL LIABILITY; CLAIMS-MADE; X OCCUR; GEN'L AGGREGATE LIMIT APPLIES PER: POLICY; X PRO-JECT; LOC; OTHER:			AES123224101	9/1/2024	9/1/2025	EACH OCCURRENCE	$ 1,000,000
							DAMAGE TO RENTED PREMISES (Ea occurrence)	$ 100,000
							MED EXP (Any one person)	$ Excluded
							PERSONAL & ADV INJURY	$ 1,000,000
							GENERAL AGGREGATE	$ 2,000,000
							PRODUCTS - COMP/OP AGG	$ 2,000,000
								$
A	AUTOMOBILE LIABILITY; X ANY AUTO; OWNED AUTOS ONLY; SCHEDULED AUTOS; X HIRED AUTOS ONLY; X NON-OWNED AUTOS ONLY			CA4544741	9/1/2024	9/1/2025	COMBINED SINGLE LIMIT (Ea accident)	$ 2,000,000
							BODILY INJURY (Per person)	$
							BODILY INJURY (Per accident)	$
							PROPERTY DAMAGE (Per accident)	$
								$
C D	UMBRELLA LIAB; X OCCUR; X EXCESS LIAB; CLAIMS-MADE; DED; RETENTION $			EXA123276601 EX202400003307	9/1/2024 9/1/2024	9/1/2025 9/1/2025	EACH OCCURRENCE	$ 5,000,000
							AGGREGATE	$ 5,000,000
							$5,000,000 Occurrence	$ $5,000,000 Agg
B A	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY Y / N; ANYPROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBEREXCLUDED? N; (Mandatory in NH); If yes, describe under DESCRIPTION OF OPERATIONS below	N / A		WC022298353 WC13265816	9/1/2024 9/1/2024	9/1/2025 9/1/2025	X PER STATUTE; OTH-ER	
							E.L. EACH ACCIDENT	$ 2,000,000
							E.L. DISEASE - EA EMPLOYEE	$ 2,000,000
							E.L. DISEASE - POLICY LIMIT	$ 2,000,000
E	Professional/Pollution Equipment			CPPLD000112601	9/1/2024	9/1/2025	$10,000,000 Occurence See Remarks	$10,000,000 Agg See Remarks

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)
Subject to policy terms, conditions and exclusions: the Certificate Holder shall be considered an Additional Insured on a Primary and Non-Contributory basis on General Liability, Automobile Liability and Excess policies with a Waiver of Subrogation on General Liability, Automobile Liability, Excess and Workers' Compensation policies in their favor when required by written contract, but only to the extent of the Named Insured's obligation to indemnify, defend and/or hold harmless the certificate holder as required by written contract. Blanket Alternate Employer applies on the Workers Compensation policy when required by written contract. Thirty Day (30) Notice of Cancellation shall be given when required by written contract. Additional Insured applies on the Pollution policy when required by written contract. Waiver of Subrogation applies on the Pollution and Professional policies when required by written contract.

Equipment:
See Attached...

CERTIFICATE HOLDER

SAMPLE

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

AGENCY CUSTOMER ID: LEMODIS-01

LOC #:

ADDITIONAL REMARKS SCHEDULE

AGENCY	NAMED INSURED
Cadence Insurance	LEMOINE DISASTER RECOVERY, LLC 1906 Eraste Landry Road, Suite 200 Lafayette LA 70506
POLICY NUMBER	
CARRIER / NAIC CODE	EFFECTIVE DATE:

ADDITIONAL REMARKS

THIS ADDITIONAL REMARKS FORM IS A SCHEDULE TO ACORD FORM,

FORM NUMBER: 25 **FORM TITLE:** CERTIFICATE OF LIABILITY INSURANCE

Issuing Company: XL Insurance America, Inc. NAIC #24554
Policy #: UM00052499MA24A
Policy Dates: 9/1/2024 - 9/1/2025

Equipment Coverage: Leased/Rented: Limit $1,600,000 per item / $3,000,000 per occurrence.

Certificate Holder shown is Additional Insured and Loss Payee with respects to leased/rented equipment when required by written contract. Subject to policy terms and conditions, Loss Payee shall receive the amount the Insured is obligated to pay for direct physical loss or damage to contractor's equipment by reason of their assumption of liability in a written contract or written agreement executed prior to the loss or damage for contractor's equipment that you lease or rent.

Cyber Liability:
Issuing Company: Underwriter at Lloyds London
Policy #: W33518230301
Policy Dates: 9/1/2024 - 9/1/2025
Limits: $5,000,000 Occurrence / $5,000,000 Policy Aggregate

WillisTowersWatson

Telephone: 704-344-4860
Website: www.willistowerswatson.com

October 4, 2024

Jefferson Parish Government
Attn: Shanna Folse
200 Derbigny St., Suite 4400
Gretna, LA 70053

Re: LEMOINE Disaster Recovery, L.L.C.
RFP 0487 – Provide Remediation Services for Various Jefferson Parish Departments

Dear Shanna Folse,

It is a pleasure to share with you our association and surety credit relationship with LEMOINE Disaster Recovery, L.L.C.

The following Sureties have the privilege of providing surety credit on behalf of LEMOINE Disaster Recovery, L.L.C.:

- Nationwide Mutual Insurance Company – Rated “A+” FSC “XV” by A.M. Best
- The Gray Surety & Casualty Company – Rated “A-“ FSC “VIII” by A.M. Best
- The Gray Insurance Company – Rated “A-“ FSC “VIII” by A.M. Best

Each of the above Sureties is licensed to transact business in all fifty states and is listed on the U.S. Treasury Circular 570.

LEMOINE Disaster Recovery, L.L.C. maintains a surety facility that provides bonding support for single projects up to $200MM and aggregate programs up to $700MM. They have an outstanding reputation that has been built by their successful completion of projects.

If LEMOINE Disaster Recovery, L.L.C. is awarded a contract for the referenced project, we will be prepared to execute the bonds, subject to our acceptable review of the contract terms and conditions, bond forms, appropriate contract funding and any other underwriting considerations at the time of the request.

If you have any questions or need any additional information, please do not hesitate to contact me.

Sincerely,

Bryan M Caneschi, Attorney-in-Fact

WTW
1120 S. Tryon Street, Suite 650
Charlotte, NC 28203

Power of Attorney

KNOW ALL MEN BY THESE PRESENTS THAT:

Nationwide Mutual Insurance Company, an Ohio corporation

hereinafter referred to severally as the "Company" and collectively as "the Companies" does hereby make, constitute and appoint:

AMY R WAUGH; BRYAN M CANESCHI; CATHERINE THOMPSON; JYNELL MARIE WHITEHEAD; NOAH PIERCE;

each in their individual capacity, its true and lawful attorney-in-fact, with full power and authority to sign, seal, and execute on its behalf any and all bonds and undertakings, and other obligatory instruments of similar nature, in penalties not exceeding the sum of

UNLIMITED

and to bind the Company thereby, as fully and to the same extent as if such instruments were signed by the duly authorized officers of the Company; and all acts of said Attorney pursuant to the authority given are hereby ratified and confirmed.

This power of attorney is made and executed pursuant to and by authority of the following resolution duly adopted by the board of directors of the Company:

"RESOLVED, that the president, or any vice president be, and each hereby is, authorized and empowered to appoint attorneys-in-fact of the Company, and to authorize them to execute and deliver on behalf of the Company any and all bonds, forms, applications, memorandums, undertakings, recognizances, transfers, contracts of indemnity, policies, contracts guaranteeing the fidelity of persons holding positions of public or private trust, and other writings obligatory in nature that the business of the Company may require; and to modify or revoke, with or without cause, any such appointment or authority; provided, however, that the authority granted hereby shall in no way limit the authority of other duly authorized agents to sign and countersign any of said documents on behalf of the Company."

"RESOLVED FURTHER, that such attorneys-in-fact shall have full power and authority to execute and deliver any and all such documents and to bind the Company subject to the terms and limitations of the power of attorney issued to them, and to affix the seal of the Company thereto; provided, however, that said seal shall not be necessary for the validity of any such documents."

This power of attorney is signed and sealed under and by the following bylaws duly adopted by the board of directors of the Company.

Execution of Instruments. Any vice president, any assistant secretary or any assistant treasurer shall have the power and authority to sign or attest all approved documents, instruments, contracts, or other papers in connection with the operation of the business of the company in addition to the chairman of the board, the chief executive officer, president, treasurer or secretary; provided, however, the signature of any of them may be printed, engraved, or stamped on any approved document, contract, instrument, or other papers of the Company.

IN WITNESS WHEREOF, the Company has caused this instrument to be sealed and duly attested by the signature of its officer the 20th day of August, 2021.

Antonio C. Albanese, **Vice President** of Nationwide Mutual Insurance Company

NATIONWIDE MUTUAL INSURANCE COMPANY SEAL SURETY USE ONLY COLUMBUS, OH

ACKNOWLEDGMENT

STATE OF NEW YORK COUNTY OF NEW YORK: ss

On this 20th day of August, 2021, before me came the above-named officer for the Company aforesaid, to me personally known to be the officer described in and who executed the preceding instrument, and he acknowledged the execution of the same, and being by me duly sworn, deposes and says, that he is the officer of the Company aforesaid, that the seal affixed hereto is the corporate seal of said Company, and the said corporate seal and his signature were duly affixed and subscribed to said instrument by the authority and direction of said Company.

Stephanie Rubino McArthur
Notary Public, State of New York
No. 02MC6270117
Qualified in New York County
Commission Expires October 19, 2024

Stephanie Rubino McArthur

Notary Public
My Commission Expires
October 19, 2024

CERTIFICATE

I, Laura B. Guy, Assistant Secretary of the Company, do hereby certify that the foregoing is a full, true and correct copy of the original power of attorney issued by the Company; that the resolution included therein is a true and correct transcript from the minutes of the meetings of the boards of directors and the same has not been revoked or amended in any manner; that said Antonio C. Albanese was on the date of the execution of the foregoing power of attorney the duly elected officer of the Company, and the corporate seal and his signature as officer were duly affixed and subscribed to the said instrument by the authority of said board of directors; and the foregoing power of attorney is still in full force and effect.

IN WITNESS WHEREOF, I have hereunto subscribed my name as Assistant Secretary, and affixed the corporate seal of said Company this 4th day of October, 2024.

Laura B. Guy

Assistant Secretary

BDJ 1(08-21)00

THE GRAY INSURANCE COMPANY
THE GRAY CASUALTY & SURETY COMPANY

GENERAL POWER OF ATTORNEY

Bond Number: GGL **Principal:** Lemoine Disaster Recovery, L.L.C.

Project: RFP 0487-Provide Remediation Services for Various Jefferson Parish Departments

KNOW ALL BY THESE PRESENTS, THAT The Gray Insurance Company and The Gray Casualty & Surety Company, corporations duly organized and existing under the laws of Louisiana, and having their principal offices in Metairie, Louisiana, do hereby make, constitute, and appoint: **Michael Joshua McDaniel, Lisa A. Pless, Chaun M. Wilson, Ann Hamby, Bryan M. Caneschi, Amy R. Waugh, Jynell Marie Whitehead, Noah William Pierce, Catherine Thompson, Autumn Schneider, Danielle D. Johnson, and Tina Foster of Birmingham, Alabama jointly and severally** on behalf of each of the Companies named above its true and lawful Attorney(s)-in-Fact, to make, execute, seal and deliver, for and on its behalf and as its deed, bonds, or other writings obligatory in the nature of a bond, as surety, contracts of suretyship as are or may be required or permitted by law, regulation, contract or otherwise, provided that no bond or undertaking or contract of suretyship executed under this authority shall exceed the amount of $25,000,000.00.

This Power of Attorney is granted and is signed by facsimile under and by the authority of the following Resolutions adopted by the Boards of Directors of both The Gray Insurance Company and The Gray Casualty & Surety Company at meetings duly called and held on the 26th day of June, 2003.

"RESOLVED, that the President, Executive Vice President, any Vice President, or the Secretary be and each or any of them hereby is authorized to execute a power of Attorney qualifying the attorney named in the given Power of Attorney to execute on behalf of the Company bonds, undertakings, and all contracts of surety, and that each or any of them is hereby authorized to attest to the execution of such Power of Attorney, and to attach the seal of the Company; and it is

FURTHER RESOLVED, that the signature of such officers and the seal of the Company may be affixed to any such Power of Attorney or to any certificate relating thereto by facsimile, and any such Power of Attorney or certificate bearing such facsimile signature or facsimile seal shall be binding upon the Company now and in the future when so affixed with regard to any bond, undertaking or contract of surety to which it is attached.

IN WITNESS WHEREOF, The Gray Insurance Company and The Gray Casualty & Surety Company have caused their official seals to be hereinto affixed, and these presents to be signed by their authorized officers this 4th day of November, 2022.

THE GRAY INSURANCE COMPANY SEAL

By: Michael T. Gray

Michael T. Gray
President
The Gray Insurance Company

Cullen S. Piske
President
The Gray Casualty & Surety Company

THE GRAY CASUALTY & SURETY COMPANY SEAL

State of Louisiana
ss:
Parish of Jefferson

On this 4th day of November, 2022, before me, a Notary Public, personally appeared Michael T. Gray, President of The Gray Insurance Company, and Cullen S. Piske, President of The Gray Casualty & Surety Company, personally known to me, being duly sworn, acknowledged that they signed the above Power of Attorney and affixed the seals of the companies as officers of, and acknowledged said instrument to be the voluntary act and deed, of their companies.

Leigh Anne Henican
Notary Public
Notary ID No. 92653
Orleans Parish, Louisiana

Leigh Anne Henican

Leigh Anne Henican
Notary Public, Parish of Orleans State of Louisiana
My Commission is for Life

I, Mark S. Manguno, Secretary of The Gray Insurance Company, do hereby certify that the above and forgoing is a true and correct copy of a Power of Attorney given by the companies, which is still in full force and effect. IN WITNESS WHEREOF, I have set my hand and affixed the seals of the Company this 4th day of October, 2024.

Mark S. Manguno

I, Leigh Anne Henican, Secretary of The Gray Casualty & Surety Company , do hereby certify that the above and forgoing is a true and correct copy of a Power of Attorney given by the companies, which is still in full force and effect. IN WITNESS WHEREOF, I have set my hand and affixed the seals of the Company this 4th day of October, 2024.

Leigh Anne Henican

THE GRAY INSURANCE COMPANY SEAL

THE GRAY CASUALTY & SURETY COMPANY SEAL

CONFIDENTIAL

Financial Report

ENCLOSURE:
Lemoine Disaster Recovery, LLC Unaudited Internal Consolidated Financial Report the periods:

January 1, 2021 to December 31, 2021

January 1, 2022 to December 31, 2022

January 1, 2023 to December 31, 2023

The combined reports reflect a full twelve month period of unaudited financial statements for Lemoine Disaster Recovery, LLC. 1 Copy

Confidential & Proprietary Information
Attached is a single copy of our firm's Unaudited Internal Consolidated Financial Report. These documents have been prepared by and shall remain the sole property of Lemoine Disaster Recovery, LLC ("LEMOINE"). The enclosed documents contain materials that are confidential and proprietary to LEMOINE or its members, and are to be used for the sole purpose of evaluating our team's qualifications. No portion of this document may be copied without express written permission. Financial information is submitted with the understanding it will be returned to us at the conclusion of the selection process.

Please note that each of the propriety documents have been password protected for security and confidentiality purposes.
Please contact Erika Fortenberry at 337.456.1306 for that access code.

LEMOINE

Lemoine Disaster Recovery, LLC

Unaudited Internal Consolidated Financial Statements as of and for the years ended December 31, 2022 and 2021

LEMOINE DISASTER RECOVERY, LLC

TABLE OF CONTENTS

LEMOINE DISASTER RECOVERY, LLC
CONSOLIDATED BALANCE SHEETS

	12/31/2022	12/31/2021
ASSETS		
CURRENT ASSETS		
Cash	$ 10,000,135	$ 14,680,121
Accounts Receivable - Current	23,544,972	50,436,275
Accounts Receivable - Retainage	1,090,898	2,503,487
Prepaid Expenses	30,539	335,305
Other Receivables	1,576	1,576
Costs and Earnings in Excess of Billings	4,933,293	14,016,821
Total Current Assets	39,601,412	81,973,585
MACHINERY AND EQUIPMENT, COMPUTER SOFTWARE AND LEASEHOLD IMPROVEMENTS		
Machinery and Equipment, Computer Software and Leasehold Improvements Net of Accumulated Depreciation	1,859	3,836
TOTAL ASSETS	$ 39,603,271	$ 81,977,421
LIABILITIES AND MEMBERS' EQUITY		
CURRENT LIABILITIES		
Accounts Payable - Current	$ 7,156,495	$ 17,337,005
Accounts Payable - Retainage	2,531,052	3,404,848
Accrued Reserves	547	1,237
Accrued Other Expenses	280,848	1,488,337
Other Contract Liabilities	727,939	2,448,056
Billings in Excess of Costs and Earnings	6,560,668	5,058,762
Total Current Liabilities	17,257,549	29,738,246
LONG-TERM LIABILITIES		
Due to Parent Company	165,546	25,513,757
TOTAL LIABILITIES	17,423,095	55,252,003
TOTAL MEMBERS' EQUITY	22,180,175	26,725,418
TOTAL LIABILITIES & MEMBERS' EQUITY	$ 39,603,271	$ 81,977,421

See notes to the unaudited internal consolidated financial statements.

LEMOINE DISASTER RECOVERY, LLC

CONSOLIDATED INCOME STATEMENTS

	TWELVE MONTHS ENDED	
	12/31/2022	12/31/2021
Contract Income	$ 55,594,155	$ 120,452,380
Job Costs	57,217,317	102,811,815
Gross Profit	(1,623,162)	17,640,565
Operating Expenses	2,925,038	1,518,621
Income from Operations	(4,548,199)	16,121,944
Other Income and Expenses:		
Interest Income (Expense), Net	4,418	10
Depreciation & Amortization Expense	(1,977)	(1,977)
Other Income and Expense, Net	516	8,881
Total Other Income and Expense	2,956	6,914
Net Income	$ (4,545,243)	$ 16,128,857
Key Metrics:		
Gross Margin %	-2.92%	14.65%
Operating Expense %	5.26%	1.26%
Operating Income %	-8.18%	13.38%

See notes to the unaudited internal consolidated financial statements.

LEMOINE DISASTER RECOVERY, LLC

CONSOLDIATED STATEMENT OF EQUITY

Balance - December 31, 2021	$	26,725,418
Net income	$	(4,545,243)
Contributed Capital	$	-
Distributions to Parent	$	-
Balance - December 31, 2022	$	22,180,175

See notes to the unaudited internal consolidated financial statements.

LEMOINE DISASTER RECOVERY, LLC				
CONSOLIDATED STATEMENT OF CASH FLOWS				
		TWELVE MONTHS ENDED		
		12/31/2022		12/31/2021
Cash Flows from Operating Activities:				
Consolidated net income	$	(4,545,243)	$	16,128,857
Adjustments to reconcile net income (loss) to net cash provided (used) by operating activities:				
Loss provision on contracts		727,939		2,448,056
Depreciation & amortization expense		1,977		1,977
Contract receivables		26,891,303		(43,588,043)
Contract assets		10,496,117		(6,883,296)
Prepaid expenses and other current assets		304,766		105,445
Accounts payable		(11,054,306)		15,443,864
Contract liabilities		(946,150)		6,563,663
Accrued expenses		(1,208,179)		(6,069)
Total Adjustments		25,213,468		(25,914,401)
Net Cash Provided (Used) by Operating Activities	$	20,668,225	$	(9,785,544)
Cash Flows Used In Investing Activities:				
Purchase of Fixed Assets		-		-
Net Cash Flows from Investing Activities	$	-	$	-
Cash Flows from Financing Activities				
Advances from Parent Company		(25,348,211)		21,941,401
Distributions to Limited Partners		-		(705,721)
Net Cash Flows from Financing Activities	$	(25,348,211)	$	21,235,680
NET INCREASE (DECREASE) IN CASH		(4,679,986)		11,450,136
CASH AT BEGINNING OF YEAR		14,680,121		3,229,985
CASH AT END OF YEAR	$	10,000,135	$	14,680,121

See notes to the unaudited internal consolidated financial statements.

LEMOINE DISASTER RECOVERY, LLC

NOTES TO UNAUDITED INTENRAL CONSOLIDATED FINANCIAL STATEMENTS AS OF AND FOR THE YEARS ENDED DECEMBER 31, 2022 AND 2021

1. ORGANIZATION AND SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

Basis of Presentation—The accompanying consolidated financial statements have been prepared in compliance with accounting principles generally accepted in the United States ("GAAP") as codified in the Financial Accounting Standards Board's ("FASB") Accounting Standards Codification ("ASC").

Description of Business —The Company was organized as a Texas limited liability company on October 4, 2017 and is a wholly owned subsidiary of The Lemoine Company, LLC (the "Parent"). This Company is primarily involved with response, recovery, and rehabilitation efforts related to national- and state-declared disasters mainly in the southeastern United States. The duration of contracts varies, but is typically between 6 and 24 months, although some larger contracts may extend beyond 24 months.

Operating Cycle—The length of time to perform the Company's construction contracts varies but is often longer than one year in duration. Consistent with industry practice, assets and liabilities have been classified as current under the operating cycle concept, whereby all contract-related items are regarded as current regardless of whether cash will be received or paid within a 12-month period. Assets and liabilities classified as current, which may not be paid or received in cash within the next 12 months include contract assets and liabilities which includes retainage receivable, retainage payable, advance billings, and billings in excess of costs and estimated earnings on uncompleted contracts.

Use of Estimates—The preparation of financial statements in accordance with GAAP requires management to make estimates and assumptions that affect reported amounts. These estimates are based on information available through the date of the issuance of the financial statements; therefore, actual results could differ from those estimates.

Revenue Recognition

Revenue Recognition Policy—The Company derives revenue from long-term construction contracts with public and private customers. The Company's construction contracts are generally accounted for as a single unit of account (i.e., as a single performance obligation).

Throughout the execution of construction contracts, the Company recognizes revenue with the continuous transfer of control to the customer. The customer typically controls the asset under construction by either contractual termination clauses or by the Company's rights to payment for work already performed on the asset under construction that does not have an alternative use for the Company.

Because control transfers over time, revenue is recognized to the extent of progress towards completion of the performance obligations. The selection of the method to measure progress towards completion requires judgment and is based on the nature of the products or services provided. The Company generally uses an input model based upon the ratio of costs incurred to date to the total estimated costs at completion for the respective performance obligation. Incurred cost represents work performed, which corresponds with, and thereby best depicts, the transfer of control to the customer. Revenue, including estimated fees or profits, is recorded proportionately as costs are incurred. Cost of operations includes labor, materials, subcontractor costs, equipment, and other direct and indirect costs.

Due to the nature of the work required to be performed on many of the Company's performance obligations, estimating total revenue and cost at completion is complex, subject to many variables and requires significant judgment. Assumptions as to the occurrence of future events and the likelihood and amount of variable consideration, including the impact of change orders, claims, contract disputes and the achievement of contractual performance criteria, and award or other incentive fees are made during the contract performance period. The Company estimates variable consideration at the most likely amount it expects to receive. The Company includes estimated amounts in the transaction price to the extent it is probable that a significant reversal of cumulative revenue recognized will not occur when the uncertainty associated with the variable consideration is resolved. Estimates of variable consideration and determination of whether to include estimated amounts in the transaction price are based largely on an assessment of anticipated performance and all information (historical, current, and forecasted) that is reasonably available to management.

Changes in Estimates on Construction Contracts—The Company's estimates of contract revenue and cost are highly detailed, and many factors change during a contract performance period that result in a change to contract profitability. These factors include, but are not limited to, differing site conditions; availability of skilled contract labor; performance of major material suppliers and subcontractors; ongoing subcontractor negotiations and buyout provisions; unusual weather conditions; changes in the timing of scheduled work; change orders; accuracy of the original bid estimate; changes in estimated labor productivity and costs based on experience to date; achievement of incentive-based income targets; and the expected, or actual, resolution terms for claims, if any. The factors that cause changes in estimates vary depending on the maturation of the project within its life cycle. For example, in the ramp-up phase, these factors typically consist of revisions in anticipated project costs and during the peak and closeout phases, these factors include the impact of change orders and claims, as well as additional revisions in remaining anticipated project costs. Generally, if the contract is at an early stage of completion, the current period impact is smaller than if the same change in estimate is made to the contract at a later stage of completion. Management evaluates changes in estimates on a contract-by-contract basis and discloses material changes in the notes to the consolidated financial statements.

Depreciation of Property and Equipment and Amortization of Long-Lived Intangible Assets—Property and equipment and long-lived intangible assets are generally depreciated or amortized on a straight-line basis over their estimated useful lives ranging from 3 to 15 years. Maintenance, repairs, and minor replacements are expensed as incurred.

Recoverability of Long-Lived Assets—Long-lived assets are reviewed for impairment whenever circumstances indicate that the future cash flows generated by the assets might be less than the assets' net carrying value. In such circumstances, an impairment loss will be recognized by the amount the assets' net carrying value exceeds their fair value. For the year ended December 31, 2022 and 2021, there was no impairment of long-lived assets.

Income Taxes—The Company is designated as a disregarded entity for federal income tax purposes and certain state tax purposes. The taxable income or loss from the Company is a pass-through to its Parent and ultimately the members of the Parent.

Cash and Cash Equivalents—Cash equivalents include short-term, highly liquid investments with maturities of three months or less when acquired. Cash and cash equivalents consist of amounts available for the Company's general purposes.

Contract Receivables—Contract receivables represent our unconditional right to consideration under the contract and include amounts billed and currently due from customers. The amounts are stated at their net estimated realizable value. On a periodic basis, the Company monitors both the contract receivables and accounts receivable-retainage from its customers for collectability issues. The allowance for doubtful accounts is established based on reviews of individual customer accounts, recent loss experience, current economic conditions, and other pertinent factors. As of December 31, 2022 and 2021, no allowances were recorded for accounts receivable current and retainage.

Concentrations of Risk—Concentrations that subject us to credit risk consist primarily of contract receivables, which are due on contracts with construction customers concentrated in the southeast. Management monitors risk associated with customers, geographic regions, and industries and believes the concentrations subject us to minimal risk. The nature of our construction contracting business activities requires that we routinely enter into contracts with customers in a variety of industries and government sectors and some contracts may be significant to our annual revenues. Although a significant portion of our annual revenues may be from a limited number of customers, management does not believe concentrations exist such that the loss of any customer would have a significant disruptive effect on our business or financial condition. In addition, the Company maintains several interest-bearing accounts at a local financial institution. The balances, at times, may exceed the Federal Deposit Insurance Corporation insured limits. Management believes the credit risk associated with these deposits is minimal. Additionally, management regularly monitors concentrations of credit risk associated with its deposits.

Fair Value Measurements—The fair value of certain financial instruments, including cash, cash equivalents, prepaid expenses and other current assets, contract receivables, accounts payable, contract liabilities, and accrued expenses, is carried at historical cost basis, which approximates their fair values because of the short-term nature of these instruments. The Company also remeasures the fair value of earnout liabilities associated with acquisitions which typically have an earnout period of three years beyond the acquisition date.

2. CONTRACT ASSETS AND LIABILITIES

Contract assets include amounts due under retainage provisions, costs and estimated earnings in excess of billings, and capitalized contract costs. The amounts as included in the consolidated balance sheets at December 31, 2022 and 2021, follows:

	12/31/2022	12/31/2021
Accounts Receivable - Retainage	$ 1,090,898	$ 2,503,487
Costs and Earnings in Excess of Billings	4,933,293	14,016,821
Total	$ 6,024,191	$ 16,520,308

Retainage receivable represents amounts invoiced to customers where payments have been partially withheld pending the completion of certain milestones, satisfaction of other contractual conditions, or the completion of the project. Retainage agreements vary from project to project and balances could be outstanding for several months or years depending on a number of circumstances, such as contract-specific terms, project performance, and other variables that may arise as the Company makes progress towards completion.

Costs and estimated earnings in excess of billings represent the excess of contract costs and profits (or contract revenue) over the amount of contract billings to date and are classified as a current asset.

Claims occur when there is a dispute regarding both a change in the scope of work and the price associated with that change.

Unapproved change orders occur when a change in the scope of work results in additional work being performed before the parties have agreed on the corresponding change in the contract price. The Company routinely estimates recovery related to claims and unapproved change orders as a form of variable consideration at the most likely amount it expects to receive and to the extent it is probable that a significant reversal of cumulative revenue recognized will not occur when the uncertainty associated with the variable consideration is resolved. Claims and unapproved change orders are billable upon the agreement and resolution between the contractual parties and after the execution of contractual amendments. Increases in claims and unapproved change orders typically result from costs being incurred against existing or new positions, while decreases normally result from resolutions and subsequent billings. As discussed in Note 9, the resolution of these claims and unapproved change orders may require litigation or other forms of dispute resolution proceedings. Unbilled revenue reflects unbilled costs and profits which are billable in accordance with the billing terms of each of the existing contractual arrangements and, as such, the timing of contract billing cycles can cause fluctuations in the balance of unbilled costs and profits. Ultimate resolution of other unbilled costs and profits typically involves incremental progress toward contractual requirements or milestones.

Capitalized contract costs primarily represent costs to fulfill a contract that (1) directly relate to an existing or anticipated contract, (2) generate or enhance resources that will be used in satisfying performance obligations in the future, and (3) are expected to be recovered through the contract, and are included in other current assets. Capitalized contract costs are generally expensed to the associated contract over the period of anticipated use on the project. As of December 31, 2022 and 2021, the Company had no capitalized contract costs associated with disaster recovery programs that have been awarded, but construction has not yet commenced but are scheduled to occur within the next year.

Contract liabilities include amounts owed under retainage provisions and billings in excess of costs and estimated earnings. The amounts as included in the consolidated balance sheets at December 31, 2022 and 2021, follows:

	12/31/2022	12/31/2021
Accounts Payable - Retainage	$ 2,531,052	$ 3,404,848
Other Contract Liabilities	727,939	2,448,056
Billings in Excess of Costs and Earnings	6,560,668	5,058,762
	$ 3,258,991	$ 5,852,904

Retainage payable represents amounts invoiced to the Company by subcontractors where payments have been partially withheld pending the completion of certain milestones, other contractual conditions, or upon the completion of the project. Generally, retainage payable is not remitted to subcontractors until the associated retainage receivable from customers is collected.

Billings in excess of costs and estimated earnings represent the excess of contract billings to date over the amount of contract costs and profits (or contract revenue) recognized to date. The balance may fluctuate depending on the timing of contract billings and the recognition of contract revenue.

For the year ended December 31, 2022, the Company revised its estimates related to total estimated cost of revenue at completion for one long-term project utilizing the cumulative catch-up method resulting in a total loss of $6.0 million which is included in cost of revenue for the year ended December

31, 2022 and a loss of $4.0 million included in cost of revenue for the year ended December 31, 2021. A loss provision on this long-term project of $727,939 and $2,448,056 was accrued as of December 31, 2022 and is included in Other Contract Liabilities. There can be no assurance that the Company will not experience further changes in circumstances or otherwise be required to revise our estimates in the future.

3. INCOME TAXES

The Company is designated as a disregarded entity for federal income tax purposes and certain state tax purposes. The taxable income or loss from the Company is a pass-through to its Parent and ultimately the members of the Parent. There were distributions to its Parent for Puerto Rico tax liabilities for the year ended December 31, 2021 of $705,721. No distributions were made for the year ended December 31, 2022.

4. PROPERTY AND EQUIPMENT—NET

Property and equipment are stated at cost. Depreciation is generally computed using the straight-line method over the stated useful lives of the assets. Depreciation expense related to property and equipment for the years ended December 31, 2022 and 2021, was $1,917 and $1,917, respectively, and are comprised of furniture and fixtures.

5. FINANCIAL COMMITMENTS

In June 2022, the Company has access to a secured line of credit in the amount of $85 million under its Parent's new credit facility with Iberia Bank/First Horizon ("New Credit Facility") for a five-year term expiring in April 2026.

The New Credit Facility is subject to a continuing guaranty agreement between Lemoine Services Operations, LLC as guarantor, the Company as borrower, and Iberia Bank as lender dated December 4, 2019, as amended, for which the $85 million line of credit is secured through a security interest in all deposit accounts and other property of the Company. The terms of the lines of credit include a variable interest rate of Wall Street Journal Prime Index. The line of credit can be used to fund working capital requirements for the operations of Lemoine Disaster Recovery, LLC and to secure letters of credit issued in connection with certain insurance programs.

6. COMMITMENTS AND CONTINGENCIES

Litigation—The Company and certain of its subsidiaries are involved in litigation and various forms of dispute resolution and are contingently liable for commitments and performance guarantees arising in the ordinary course of business. In addition, other activities inherent to the Company's business may result in litigation or dispute resolution proceedings when there is a disagreement regarding a change in the scope of work and/or the price associated with that change.

In accordance with ASC 606, the Company makes assessments of these types of disputes on a routine basis and estimates and records recovery related to these disputes at the most likely amount it expects to receive, as discussed further in Note 1 and Note 2. These assessments require judgments concerning matters, such as litigation developments and outcomes, the anticipated outcome of negotiations and the estimated cost of resolving such disputes. In addition, because most contingencies are resolved over long periods of time, assets and liabilities may change in the future due to various factors.

Management believes that, based on current information and discussions with the Company's legal counsel, the ultimate resolution of these matters is not expected to have a material adverse effect on the Company's consolidated financial position, results of operations, or cash flows.

Other—In the normal course of business, the Company enters into contractual agreements with customers for services to be performed which requires bonding by the Company's surety. Under its Parent's bonding program, the Parent has entered into a General Agreement of Indemnity dated June 12, 2019 which requires the Company and its affiliates or subsidiaries, including without limitation, to indemnify the surety in the event of a claim or loss. The surety may also file liens or security interests in its favor, and pursue any other surety rights allowed under law.

7. SUBSEQUENT EVENTS

Management has evaluated events through the date the financial statements were available to be issued, March 6, 2023, and determined that no additional disclosures were necessary.

* * * * * *

Lemoine Disaster Recovery, LLC

Unaudited Internal Consolidated Financial Statements as of and for the years ended December 31, 2023 and 2022

LEMOINE DISASTER RECOVERY, LLC

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LEMOINE DISASTER RECOVERY, LLC
CONSOLIDATED BALANCE SHEETS

		12/31/2023		12/31/2022
ASSETS				
CURRENT ASSETS				
Cash	$	601,925	$	10,000,135
Accounts Receivable - Current		20,934,030		23,544,972
Accounts Receivable - Retainage		1,047,349		1,090,898
Prepaid Expenses		(691,380)		30,539
Due from Parent		12,150,828		-
Other Receivables		8,675		1,576
Costs and Earnings in Excess of Billings		5,814,354		4,933,293
Total Current Assets		39,865,781		39,601,412
MACHINERY AND EQUIPMENT, COMPUTER SOFTWARE AND LEASEHOLD IMPROVEMENTS				
Machinery and Equipment, Computer Software and Leasehold Improvements Net of Accumulated Depreciation		-		1,859
TOTAL ASSETS	$	39,865,781	$	39,603,271
LIABILITIES AND MEMBERS' EQUITY				
CURRENT LIABILITIES				
Accounts Payable - Current	$	5,681,061	$	7,156,495
Accounts Payable - Retainage		571,765		2,531,052
Accrued Reserves		41,563		547
Accrued Other Expenses		995,286		280,848
Other Contract Liabilities		-		727,940
Billings in Excess of Costs and Earnings		1,120,405		6,560,668
Total Current Liabilities		8,410,080		17,257,550
LONG-TERM LIABILITIES				
Due to Parent Company		-		165,546
TOTAL LIABILITIES		8,410,080		17,423,096
TOTAL MEMBERS' EQUITY		31,455,701		22,180,175
TOTAL LIABILITIES & MEMBERS' EQUITY	$	39,865,781	$	39,603,271

See notes to the unaudited internal consolidated financial statements.

LEMOINE DISASTER RECOVERY, LLC

CONSOLIDATED INCOME STATEMENTS

	TWELVE MONTHS ENDED	
	12/31/2023	12/31/2022
Contract Income	$ 71,124,517	$ 55,594,155
Job Costs	59,794,834	57,217,317
Gross Profit	11,329,683	(1,623,162)
Operating Expenses	2,461,155	2,925,038
Income from Operations	8,868,528	(4,548,199)
Other Income and Expenses:		
Interest Income (Expense), Net	92	4,418
Depreciation & Amortization Expense	(1,859)	(1,977)
Other Income and Expense, Net	408,765	516
Total Other Income and Expense	406,998	2,956
Net Income	$ 9,275,526	$ (4,545,243)
Key Metrics:		
Gross Margin %	15.93%	14.65%
Operating Expense %	3.46%	1.26%
Operating Income %	12.47%	13.38%

See notes to the unaudited internal consolidated financial statements.

LEMOINE DISASTER RECOVERY, LLC

CONSOLIDATED STATEMENT OF EQUITY

Balance - December 31, 2022	$	22,180,175
Net income	$	9,275,526
Contributed Capital	$	-
Distributions to Parent	$	-
Balance - December 31, 2023	$	31,455,701

See notes to the unaudited internal consolidated financial statements.

LEMOINE DISASTER RECOVERY, LLC
CONSOLIDATED STATEMENT OF CASH FLOWS

		TWELVE MONTHS ENDED		
		12/31/2023		12/31/2022
Cash Flows from Operating Activities:				
Consolidated net income	$	9,275,526	$	(4,545,243)
Adjustments to reconcile net income (loss) to net cash provided (used) by operating activities:				
Loss provision on contracts		-		727,939
Depreciation & amortization expense		1,859		1,977
Contract receivables		2,610,942		26,891,303
Contract assets		(837,512)		10,496,117
Prepaid expenses and other current assets		7,099		304,766
Accounts payable		(3,434,721)		(11,054,306)
Contract liabilities		(6,168,203)		(946,150)
Accrued expenses		1,463,175		(1,208,178)
Total Adjustments		(6,357,362)		25,213,468
Net Cash Provided (Used) by Operating Activities	$	2,918,164	$	20,668,225
Cash Flows Used In Investing Activities:				
Purchase of Fixed Assets		-		-
Net Cash Flows from Investing Activities	$	-	$	-
Cash Flows from Financing Activities				
Advances (to) from Parent Company		(12,316,374)		(25,348,211)
Distributions to Limited Partners		-		-
Net Cash Flows from Financing Activities	$	(12,316,374)	$	(25,348,211)
NET INCREASE (DECREASE) IN CASH		(9,398,210)		(4,679,986)
CASH AT BEGINNING OF YEAR		10,000,135		14,680,121
CASH AT END OF YEAR	$	601,925	$	10,000,135

See notes to the unaudited internal consolidated financial statements.

1. ORGANIZATION AND SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

Basis of Presentation—The accompanying consolidated financial statements have been prepared in compliance with accounting principles generally accepted in the United States ("GAAP") as codified in the Financial Accounting Standards Board's ("FASB") Accounting Standards Codification ("ASC").

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Depreciation of Property and Equipment and Amortization of Long-Lived Intangible Assets—Property and equipment and long-lived intangible assets are generally depreciated or amortized on a straight-line basis over their estimated useful lives ranging from 3 to 15 years. Maintenance, repairs, and minor replacements are expensed as incurred.

Recoverability of Long-Lived Assets—Long-lived assets are reviewed for impairment whenever circumstances indicate that the future cash flows generated by the assets might be less than the assets' net carrying value. In such circumstances, an impairment loss will be recognized by the amount the assets' net carrying value exceeds their fair value. For the year ended December 31, 2023 and 2022, there was no impairment of long-lived assets.

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Cash and Cash Equivalents—Cash equivalents include short-term, highly liquid investments with maturities of three months or less when acquired. Cash and cash equivalents consist of amounts available for the Company's general purposes.

Contract Receivables—Contract receivables represent our unconditional right to consideration under the contract and include amounts billed and currently due from customers. The amounts are stated at their net estimated realizable value. On a periodic basis, the Company monitors both the contract receivables and accounts receivable-retainage from its customers for collectability issues. The allowance for doubtful accounts is established based on reviews of individual customer accounts, recent loss experience, current economic conditions, and other pertinent factors. As of December 31, 2023 and 2022, no allowances were recorded for accounts receivable current and retainage.

Concentrations of Risk—Concentrations that subject us to credit risk consist primarily of contract receivables, which are due on contracts with construction customers concentrated in the southeast. Management monitors risk associated with customers, geographic regions, and industries and believes the concentrations subject us to minimal risk. The nature of our construction contracting business activities requires that we routinely enter into contracts with customers in a variety of industries and government sectors and some contracts may be significant to our annual revenues. Although a significant portion of our annual revenues may be from a limited number of customers, management does not believe concentrations exist such that the loss of any customer would have a significant disruptive effect on our business or financial condition. In addition, the Company maintains several interest-bearing accounts at a local financial institution. The balances, at times, may exceed the Federal Deposit Insurance Corporation insured limits. Management believes the credit risk associated with these deposits is minimal. Additionally, management regularly monitors concentrations of credit risk associated with its deposits.

Fair Value Measurements—The fair value of certain financial instruments, including cash, cash equivalents, prepaid expenses and other current assets, contract receivables, accounts payable, contract liabilities, and accrued expenses, is carried at historical cost basis, which approximates their fair values because of the short-term nature of these instruments. The Company also remeasures the fair value of earnout liabilities associated with acquisitions which typically have an earnout period of three years beyond the acquisition date.

2. CONTRACT ASSETS AND LIABILITIES

Contract assets include amounts due under retainage provisions, costs and estimated earnings in excess of billings, and capitalized contract costs. The amounts as included in the consolidated balance sheets at December 31, 2023 and 2022, follows:

	12/31/2023	12/31/2022
Accounts Receivable - Retainage	$ 1,047,349	$ 1,090,898
Costs and Earnings in Excess of Billings	5,814,354	4,933,293
Total	$ 6,861,703	$ 6,024,191

Retainage receivable represents amounts invoiced to customers where payments have been partially withheld pending the completion of certain milestones, satisfaction of other contractual conditions, or the completion of the project. Retainage agreements vary from project to project and balances could be outstanding for several months or years depending on a number of circumstances, such as contract-specific terms, project performance, and other variables that may arise as the Company makes progress towards completion.

Costs and estimated earnings in excess of billings represent the excess of contract costs and profits (or contract revenue) over the amount of contract billings to date and are classified as a current asset.

Claims occur when there is a dispute regarding both a change in the scope of work and the price associated with that change.

Unapproved change orders occur when a change in the scope of work results in additional work being performed before the parties have agreed on the corresponding change in the contract price. The Company routinely estimates recovery related to claims and unapproved change orders as a form of variable consideration at the most likely amount it expects to receive and to the extent it is probable that a significant reversal of cumulative revenue recognized will not occur when the uncertainty associated with the variable consideration is resolved. Claims and unapproved change orders are billable upon the agreement and resolution between the contractual parties and after the execution of contractual amendments. Increases in claims and unapproved change orders typically result from costs being incurred against existing or new positions, while decreases normally result from resolutions and subsequent billings. As discussed in Note 9, the resolution of these claims and unapproved change orders may require litigation or other forms of dispute resolution proceedings. Unbilled revenue reflects unbilled costs and profits which are billable in accordance with the billing terms of each of the existing contractual arrangements and, as such, the timing of contract billing cycles can cause fluctuations in the balance of unbilled costs and profits. Ultimate resolution of other unbilled costs and profits typically involves incremental progress toward contractual requirements or milestones.

Capitalized contract costs primarily represent costs to fulfill a contract that (1) directly relate to an existing or anticipated contract, (2) generate or enhance resources that will be used in satisfying performance obligations in the future, and (3) are expected to be recovered through the contract, and are included in other current assets. Capitalized contract costs are generally expensed to the associated contract over the period of anticipated use on the project. As of December 31, 2022=3 and 2022, the Company had no capitalized contract costs associated with disaster recovery programs that have been awarded, but construction has not yet commenced but are scheduled to occur within the next year.

Contract liabilities include amounts owed under retainage provisions and billings in excess of costs and estimated earnings. The amounts as included in the consolidated balance sheets at December 31, 2023 and 2022, follows:

	12/31/2023	12/31/2022
Accounts Payable - Retainage	$ 571,765	$ 2,531,052
Other Contract Liabilities	-	727,940
Billings in Excess of Costs and Earnings	1,120,405	6,560,668
	$ 1,692,170	$ 9,819,660

Retainage payable represents amounts invoiced to the Company by subcontractors where payments have been partially withheld pending the completion of certain milestones, other contractual conditions, or upon the completion of the project. Generally, retainage payable is not remitted to subcontractors until the associated retainage receivable from customers is collected.

Billings in excess of costs and estimated earnings represent the excess of contract billings to date over the amount of contract costs and profits (or contract revenue) recognized to date. The balance may fluctuate depending on the timing of contract billings and the recognition of contract revenue.

For the year ended December 31, 2022, the Company revised its estimates related to total estimated cost of revenue at completion for one long-term project utilizing the cumulative catch-up method resulting in a total loss of $6.0 million which is included in cost of revenue for the year ended December

31, 2022. A loss provision on this long-term project of $728 thousand was accrued as of December 31, 2022. There was no loss provision recorded for the year ended December 31, 2023. There can be no assurance that the Company will not experience further changes in circumstances or otherwise be required to revise our estimates in the future.

3. INCOME TAXES

The Company is designated as a disregarded entity for federal income tax purposes and certain state tax purposes. The taxable income or loss from the Company is a pass-through to its Parent and ultimately the members of the Parent. There were distributions to its Parent for the year ended December 31, 2023 and 2022.

4. PROPERTY AND EQUIPMENT—NET

Property and equipment are stated at cost. Depreciation is generally computed using the straight-line method over the stated useful lives of the assets. Depreciation expense related to property and equipment for the years ended December 31, 2023 and 2022, was $1,859 and $1,917, respectively, and are comprised of furniture and fixtures.

5. FINANCIAL COMMITMENTS

In February 2023, the Company's Parent and its subsidiaries entered into a $150 million credit facility ("2023 Credit Facility") with First Horizon Bank and other lenders with First Horizon as sole lead arranger and bookrunner. This 2023 Credit Facility replaced the existing $85 million 2021 Credit Facility. In April and July 2023, the 2023 Credit Facility was increased by an additional $15 million for an aggregate increase of $30 million from additional lenders which resulted in a total 2023 Credit Facility of $180 million as of December 31, 2023.

The 2023 Credit Facility provides for customary covenants, including events of default if certain covenants are not maintained such as (i) maintaining minimum liquid assets of $30.0 million as of the end of any fiscal quarter, (ii) a maximum consolidated leverage ratio at each quarter end no greater than 3.0x, a minimum consolidated fixed charge ratio of 1.25x, and restrictions on the payment of dividends.

6. COMMITMENTS AND CONTINGENCIES

Litigation—The Company and certain of its subsidiaries are involved in litigation and various forms of dispute resolution and are contingently liable for commitments and performance guarantees arising in the ordinary course of business. In addition, other activities inherent to the Company's business may result in litigation or dispute resolution proceedings when there is a disagreement regarding a change in the scope of work and/or the price associated with that change.

In accordance with ASC 606, the Company makes assessments of these types of disputes on a routine basis and estimates and records recovery related to these disputes at the most likely amount it expects to receive, as discussed further in Note 1 and Note 2. These assessments require judgments concerning matters, such as litigation developments and outcomes, the anticipated outcome of negotiations and the estimated cost of resolving such disputes. In addition, because most contingencies are resolved over long periods of time, assets and liabilities may change in the future due to various factors.

Management believes that, based on current information and discussions with the Company's legal counsel, the ultimate resolution of these matters is not expected to have a material adverse effect on the Company's consolidated financial position, results of operations, or cash flows.

Other—In the normal course of business, the Company enters into contractual agreements with customers for services to be performed which requires bonding by the Company's sureties. Under its bonding programs, the Company has entered into a General Agreement of Indemnity dated September 12, 2019 and a General Agreement of Indemnity dated April 12, 2022, which requires the Company and its affiliates or subsidiaries, including without limitation, to indemnify the sureties in the event of a claim or loss. The sureties may also file liens or security interests in their favor and pursue any other surety rights allowed under law.

Due to the nature of the work of some of our contracts and certain warranties and indemnifications inherent in contracts we enter into, we may have additional exposure to claims and losses which are not yet known to management. We believe that any such exposures are mitigated by risk management processes, including commercial insurance coverage, and will not have a significant adverse impact on our financial position or operations.

7. SUBSEQUENT EVENTS

Management has evaluated events through the date the financial statements were available to be issued, February 29, 2024, and determined that no additional disclosures were necessary.

* * * * * *

CONFIDENTIAL

Financial Report

ENCLOSURE:
The Lemoine Company, LLC & Affiliates Combined Financial Report the periods:

January 1, 2021 to December 31, 2021

January 1, 2022 to December 31, 2022

January 1, 2023 to December 31, 2023

The combined reports reflect a full twelve month period of audited financial statements for The Lemoine Company, LLC and its subsidiaries. 1 Copy

Confidential & Proprietary Information
Attached is a single copy of our firm's combined financial report. These documents have been prepared by and shall remain the sole property of The Lemoine Company, LLC ("Lemoine"). The enclosed documents contain materials that are confidential and proprietary to Lemoine or its members, and are to be used for the sole purpose of evaluating our team's qualifications. No portion of this document may be copied without express written permission. Financial information is submitted with the understanding it will be returned to us at the conclusion of the selection process.

Please note that each of the propriety documents have been password protected for security and confidentiality purposes.
Please contact Erika Fortenberry, Vice President of Finance, at 337.456.1306 for that access code.

The Lemoine Company, LLC and Subsidiaries

Consolidated Financial Statements as of and for the years ended December 31, 2021 and 2020, and Independent Auditors' Report

THE LEMOINE COMPANY, LLC AND SUBSIDIARIES

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INDEPENDENT AUDITOR'S REPORT

To the Member
The Lemoine Company, LLC
1906 Eraste Landry Road, Suite 200
Lafayette, LA 70506

Opinion

We have audited the consolidated financial statements of The Lemoine Company, LLC and subsidiaries (the "Company"), which comprise the consolidated balance sheets as of December 31, 2021 and 2020, and the related consolidated statements of income, equity, and cash flows for the years then ended, and the related notes to the financial statements (collectively referred to as the “financial statements”).

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Company as of December 31, 2021 and 2020, and the results of its operations and its cash flows for the years then ended in accordance with accounting principles generally accepted in the United States of America.

Basis for Opinion

We conducted our audits in accordance with auditing standards generally accepted in the United States of America (GAAS). Our responsibilities under those standards are further described in the Auditor’s Responsibilities for the Audit of the Financial Statements section of our report. We are required to be independent of the Company and to meet our other ethical responsibilities, in accordance with the relevant ethical requirements relating to our audits. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Responsibilities of Management for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with accounting principles generally accepted in the United States of America, and for the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is required to evaluate whether there are conditions or events, considered in the aggregate, that raise substantial doubt about the Company’s ability to continue as a going concern for one year after the date that the financial statements are available to be issued.

Auditor’s Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor’s report that includes our opinion. Reasonable assurance is a high level of assurance but is not absolute assurance and therefore is not a guarantee that an audit conducted in accordance with GAAS will always detect a material misstatement when it exists. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

Misstatements are considered material if there is a substantial likelihood that, individually or in the aggregate, they would influence the judgment made by a reasonable user based on the financial statements.

In performing an audit in accordance with GAAS, we:

- Exercise professional judgment and maintain professional skepticism throughout the audit.
- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, and design and perform audit procedures responsive to those risks. Such procedures include examining, on a test basis, evidence regarding the amounts and disclosures in the financial statements.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Company's internal control. Accordingly, no such opinion is expressed.
- Evaluate the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluate the overall presentation of the financial statements.
- Conclude whether, in our judgment, there are conditions or events, considered in the aggregate, that raise substantial doubt about the Company's ability to continue as a going concern for a reasonable period of time.

We are required to communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit, significant audit findings, and certain internal control-related matters that we identified during the audit.

Deloitte & Touche LLP

May 23, 2022

THE LEMOINE COMPANY, LLC AND SUBSIARIES

CONSOLIDATED BALANCE SHEETS
AS OF DECEMBER 31, 2021 AND 2020

	2021	2020
ASSETS		
CURRENT ASSETS:		
Cash and cash equivalents	$ 45,405,274	$ 42,878,577
Contract receivables	118,148,675	54,206,435
Contract assets	43,872,532	36,136,005
Prepaid expenses and other current assets	10,707,726	4,128,862
Total current assets	218,134,207	137,349,879
PROPERTY AND EQUIPMENT—Net of accumulated depreciation	4,411,578	4,904,283
OTHER ASSETS:		
Goodwill	47,388,799	43,191,661
Other Intangibles—net of amortization	22,464,373	19,078,459
Other assets	63,900	63,900
Total other assets	69,917,072	62,334,020
TOTAL	$ 292,462,857	$ 204,588,182
LIABILITIES AND EQUITY		
CURRENT LIABILITIES:		
Accounts payable	$ 72,689,433	$ 55,914,592
Contract liabilities	52,895,462	33,466,010
Accrued expenses	20,431,712	13,192,069
Current portion of long-term debt	367,362	380,218
Deferred compensation—vested liability	1,456,528	1,262,896
Total current liabilities	147,840,497	104,215,785
LONG-TERM LIABILITIES:		
Long-term debt	21,989,835	1,021,818
Other long-term liabilities	4,786,350	6,355,258
Total liabilities	174,616,682	111,592,861
EQUITY:		
The Lemoine Company, LLC member's equity	116,808,172	91,861,985
Noncontrolling interest	1,038,003	1,133,336
Total equity	117,846,175	92,995,321
TOTAL LIABILITIES AND EQUITY	$ 292,462,857	$ 204,588,182

See notes to consolidated financial statements.

THE LEMOINE COMPANY, LLC

CONSOLIDATED STATEMENTS OF INCOME
FOR THE YEARS ENDED DECEMBER 31, 2021 AND 2020

	2021	2020
CONTRACT REVENUES	$ 530,963,077	$ 416,928,974
COST OF REVENUE	465,086,168	372,962,701
GROSS PROFIT	65,876,909	43,966,273
OPERATING EXPENSES	28,761,629	17,697,220
DEPRECIATION AND AMORTIZATION EXPENSE	3,721,235	4,082,035
INCOME FROM OPERATIONS	33,394,045	22,187,018
OTHER EXPENSES AND INCOME:		
Interest (expense) income—net	(120,797)	106,043
Other income and expense—net	2,656,401	1,391,410
Total other income	2,535,604	1,497,453
CONSOLIDATED NET INCOME	35,929,649	23,684,471
LESS—Net income attributable to noncontrolling interest	(504,667)	(603,497)
NET INCOME ATTRIBUTABLE TO THE LEMOINE COMPANY, LLC	$ 35,424,982	$ 23,080,974

See notes to consolidated financial statements.

THE LEMOINE COMPANY, LLC AND SUBSIDIARIES

CONSOLIDATED STATEMENTS OF EQUITY
FOR THE YEARS ENDED DECEMBER 31, 2021 AND 2020

	The Lemoine Company, LLC Member's Equity	Noncontrolling Interest	Total
BALANCE—January 1, 2020	$ 81,838,063	$ 529,839	$ 82,367,902
Capital contribution from member	2,040,000	-	2,040,000
Distributions to member	(15,097,052)	-	(15,097,052)
Net income	23,080,974	603,497	23,684,471
BALANCE—December 31, 2020	91,861,985	1,133,336	92,995,321
Capital contributions from member	8,474,000	-	8,474,000
Distributions to member	(18,952,795)	-	(18,952,795)
Distribution to joint venture partners	-	(600,000)	(600,000)
Net income	35,424,982	504,667	35,929,649
BALANCE—December 31, 2021	$ 116,808,172	$ 1,038,003	$ 117,846,175

See notes to consolidated financial statements.

THE LEMOINE COMPANY, LLC AND SUBSIDIARIES

CONSOLIDATED STATEMENTS OF CASH FLOWS
FOR THE YEARS ENDED DECEMBER 31, 2021 AND 2020

	2021	2020
CASH FLOWS FROM OPERATING ACTIVITIES:		
Consolidated net income	$ 35,929,649	$ 23,684,471
Adjustments to reconcile net income to net cash provided by operating activities:		
Depreciation and amortization expense	3,721,235	4,082,035
(Gain) loss on sale of asset	37,879	-
Fair value adjustment to earnout—DCMC Acquisition	(1,349,455)	-
Net changes in operating assets and liabilities—net of assets and liabilities assumed at acquisition:		
Contract receivables	(55,645,854)	(7,146,430)
Contract assets	(7,718,897)	(15,359,118)
Prepaid expenses and other current assets	(6,406,794)	(354,283)
Accounts payable	16,115,178	16,484,294
Contract liabilities	19,429,451	7,094,817
Accrued expenses	6,834,068	5,205,399
Deferred compensation—vested liability	193,632	85,764
Other assets and liabilities	(2,269,453)	655,253
Total adjustments	(27,059,010)	10,747,731
Net cash provided by operating activities	8,870,639	34,432,202
CASH FLOWS FROM INVESTING ACTIVITIES:		
Acquisition of business—net of cash acquired (Note 4)	(14,474,934)	(8,350,974)
Investment in joint venture	-	(4,900)
Purchase of property and equipment	(326,997)	(1,181,033)
Net cash used in investing activities	(14,801,931)	(9,536,907)
CASH FLOWS FROM FINANCING ACTIVITIES:		
Distributions to member	(18,952,795)	(15,097,052)
Distributions to joint venture partners	(600,000)	-
Capital contributions from member	6,974,000	-
Borrowing under line of credit facility	21,400,000	10,000,000
Repayment of borrowing under line of credit facility	-	(10,000,000)
Repayment of long-term debt	(363,216)	(371,550)
Net cash provided by (used in) financing activities	8,457,989	(15,468,602)
NET INCREASE IN CASH AND CASH EQUIVALENTS	2,526,697	9,426,693
CASH AND CASH EQUIVALENTS—Beginning of year	42,878,577	33,451,884
CASH AND CASH EQUIVALENTS—End of year	$ 45,405,274	$ 42,878,577

(Continued)

THE LEMOINE COMPANY, LLC AND SUBSIDIARIES

CONSOLIDATED STATEMENTS OF CASH FLOWS
FOR THE YEARS ENDED DECEMBER 31, 2021 AND 2020

	2021	2020
SUPPLEMENTAL DISCLOSURES OF NONCASH INVESTING AND FINANCING ACTIVITIES:		
Capital contribution from member—DCMC Acquisition	$ -	$ 2,040,000
Capital contribution from member—WFG Acquisition	$ 1,500,000	$ -
Earnout liability—DCMC Acquisition	$ -	$ 5,700,000
Earnout liability—WFG Acquisition	$ 2,050,000	$ -
SUPPLEMENTAL DISCLOSURE OF CASH FLOW INFORMATION—Cash paid for interest	$ 179,577	$ 69,687

See notes to consolidated financial statements.

(Concluded)

1. ORGANIZATION AND SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

Basis of Presentation—The accompanying consolidated financial statements have been prepared in compliance with accounting principles generally accepted in the United States ("GAAP") as codified in the Financial Accounting Standards Board's ("FASB") Accounting Standards Codification ("ASC").

BCP Transaction and Organization—On May 14, 2019, Bernhard Capital Partners Management, LP through its investment funds BCP Fund II, LP and BCP Fund II-A, LP (collectively, "BCP") acquired a 70% interest in The Lemoine Company, LLC (the "Company") under an Equity Purchase Agreement (the "Purchase Agreement") for a purchase price of $50,750,000 (the "BCP Transaction") subject to certain working capital and profit achievability thresholds. Lemoine Services Holdings, LP (the "Partnership") was formed to indirectly hold Lemoine. BCP contributed its acquired 70% in Lemoine to the Partnership. In connection with the BCP Transaction, existing Lemoine management contributed 30% of their member interest in Lemoine to the Partnership, which had a fair value of $21,750,000.

Description of Business—The Company was organized as a Louisiana limited liability company on August 18, 1997. The Company is principally engaged in building construction for public and private companies. The work is performed under guaranteed maximum price ("GMP"), cost- plus-fee contracts, fixed-price contracts, and fixed-price contracts modified by incentive and penalty provisions, mainly in Louisiana and surrounding states in the southeastern United States. The duration of contracts varies, but is typically between 6 and 24 months, although some larger contracts, particularly related to the Company's disaster response and recovery business, may extend beyond 24 months.

The Company also has five wholly owned subsidiaries, which have a year-end of December 31 and their financial operations are combined herein:

- ***Matrix Building Systems, LLC***—This company's operations include self-performance drywall, concrete, and civil work.
- ***Lemoine Disaster Recovery, LLC***—This company is primarily involved with response, recovery, and rehabilitation efforts related to national- and state-declared disasters.
- ***Lemoine Pipeline Services, LLC***—This company was organized in May 2019 and is primarily involved with the construction and maintenance of pipeline and compressor stations in the gas transmission business.
- ***DCMC, LLC***—This company was acquired in August 2020 with disaster related services to governmental entities and private companies including grant management and FEMA reimbursement.
- ***Workforce Group, LLC***—This company was acquired in April 2021 with disaster related services including CDBG/HMGP program management, claims management and inspections, and third-party administration and staffing solutions.

The Company is a member of Lemoine-Manhattan Joint Venture, LLC (“LMJV”), which began operations on October 14, 2017. The joint venture is engaged in the contracting and construction of a new Lafayette Airport Terminal and Supporting Infrastructure Project in Lafayette, Louisiana.

In January 2020, the Company entered into a contractual joint venture agreement with Ryan Gootee General Contractors, LLC (“RGGC”) to construct a boat to land casino in Lake Charles, Louisiana.

The Company also has several joint venture limited liability companies which have been organized for the purpose of pursuing construction projects and disaster programs. As of December 31, 2021 and 2020, the joint venture limited liability companies did not have any active projects.

Principles of Consolidation—The consolidated financial statements include the accounts of The Lemoine Company, LLC and its wholly owned subsidiaries (the “Company”) as described above.

As of and for the years ended December 31, 2021 and 2020, the Company had an investment in two active joint ventures, LMJV and RGGC. The Company assesses its joint ventures at inception to determine if they meet the qualifications of a variable interest entity (“VIE”) in accordance with ASC 810, Consolidation. If a joint venture is a VIE and the Company is the primary beneficiary, the joint venture is fully consolidated (see Note 11).

The Company accounts for noncontrolling interests in accordance with ASC 810. Among other things, ASC 810 requires that noncontrolling interests be reported as a component of equity in an entity’s financial statements and that net income (loss) attributable to each of the controlling interests and the noncontrolling interests be reported on the face of the income statement.

For construction joint ventures that do not need to be consolidated, the Company accounts for its interest in the joint ventures using the proportionate consolidation method, whereby the Company’s proportionate share of the joint ventures’ assets, liabilities, revenue, and cost of operations are included in the appropriate classifications in the Company’s consolidated financial statements.

Intercompany balances and transactions have been eliminated.

Operating Cycle—The length of time to perform the Company’s construction contracts varies but is often longer than one year in duration. Consistent with industry practice, assets and liabilities have been classified as current under the operating cycle concept, whereby all contract-related items are regarded as current regardless of whether cash will be received or paid within a 12-month period. Assets and liabilities classified as current, which may not be paid or received in cash within the next 12 months include contract assets and liabilities which includes retainage receivable, retainage payable, advance billings, and billings in excess of costs and estimated earnings on uncompleted contracts.

Use of Estimates—The preparation of financial statements in accordance with GAAP requires management to make estimates and assumptions that affect reported amounts. These estimates are based on information available through the date of the issuance of the financial statements; therefore, actual results could differ from those estimates.

Revenue Recognition

Revenue Recognition Policy—The Company derives revenue from long-term construction contracts with public and private customers primarily in Louisiana and the surrounding states in the southeastern United States. The Company’s construction contracts are generally accounted for as a single unit of account (i.e., as a single performance obligation).

Throughout the execution of construction contracts, the Company recognizes revenue with the continuous transfer of control to the customer. The customer typically controls the asset under construction by either contractual termination clauses or by the Company's rights to payment for work already performed on the asset under construction that does not have an alternative use for the Company.

Because control transfers over time, revenue is recognized to the extent of progress towards completion of the performance obligations. The selection of the method to measure progress towards completion requires judgment and is based on the nature of the products or services provided. The Company generally uses an input model based upon the ratio of costs incurred to date to the total estimated costs at completion for the respective performance obligation. Incurred cost represents work performed, which corresponds with, and thereby best depicts, the transfer of control to the customer. Revenue, including estimated fees or profits, is recorded proportionately as costs are incurred. Cost of operations includes labor, materials, subcontractor costs, equipment, and other direct and indirect costs.

Due to the nature of the work required to be performed on many of the Company's performance obligations, estimating total revenue and cost at completion is complex, subject to many variables and requires significant judgment. Assumptions as to the occurrence of future events and the likelihood and amount of variable consideration, including the impact of change orders, claims, contract disputes and the achievement of contractual performance criteria, and award or other incentive fees are made during the contract performance period. The Company estimates variable consideration at the most likely amount it expects to receive. The Company includes estimated amounts in the transaction price to the extent it is probable that a significant reversal of cumulative revenue recognized will not occur when the uncertainty associated with the variable consideration is resolved. Estimates of variable consideration and determination of whether to include estimated amounts in the transaction price are based largely on an assessment of anticipated performance and all information (historical, current, and forecasted) that is reasonably available to management.

Changes in Estimates on Construction Contracts—The Company's estimates of contract revenue and cost are highly detailed, and many factors change during a contract performance period that result in a change to contract profitability. These factors include, but are not limited to, differing site conditions; availability of skilled contract labor; performance of major material suppliers and subcontractors; ongoing subcontractor negotiations and buyout provisions; unusual weather conditions; changes in the timing of scheduled work; change orders; accuracy of the original bid estimate; changes in estimated labor productivity and costs based on experience to date; achievement of incentive-based income targets; and the expected, or actual, resolution terms for claims, if any. The factors that cause changes in estimates vary depending on the maturation of the project within its life cycle. For example, in the ramp-up phase, these factors typically consist of revisions in anticipated project costs and during the peak and closeout phases, these factors include the impact of change orders and claims, as well as additional revisions in remaining anticipated project costs. Generally, if the contract is at an early stage of completion, the current period impact is smaller than if the same change in estimate is made to the contract at a later stage of completion. Management evaluates changes in estimates on a contract-by-contract basis and discloses material changes in the notes to the consolidated financial statements.

Accounting for Business Combinations—GAAP requires that the purchase price paid for business combinations accounted for using the acquisition method be allocated to the assets and liabilities acquired based on their respective fair values. Determining the fair value of contract assets and liabilities acquired often requires estimates and judgments regarding, among other things, the estimated cost to complete such contracts. The Company must also make certain estimates and judgments relating to other assets and liabilities acquired as well as any identifiable intangible assets acquired.

Depreciation of Property and Equipment and Amortization of Long-Lived Intangible Assets—Property and equipment and long-lived intangible assets are generally depreciated or amortized on a straight-line basis over their estimated useful lives ranging from 3 to 15 years. Maintenance, repairs, and minor replacements are expensed as incurred.

Recoverability of Long-Lived Assets—Long-lived assets are reviewed for impairment whenever circumstances indicate that the future cash flows generated by the assets might be less than the assets' net carrying value. In such circumstances, an impairment loss will be recognized by the amount the assets' net carrying value exceeds their fair value. For the year ended December 31, 2021 and 2020, there was no impairment of long-lived assets.

Recoverability of Goodwill—The Company tests goodwill for impairment annually as of October 1 and between annual tests if events occur or circumstances change which suggest that goodwill should be reevaluated. Such events or circumstances include significant changes in legal factors and business climate, recent losses at a reporting unit, and industry trends, among other factors. The impairment assessment for goodwill requires a multistep approach, which is performed at a reporting unit level.

The Company also incorporates qualitative factors to determine the existence of events or circumstances that indicate a quantitative impairment test should be performed, which identifies potential impairments by comparing the fair value of a reporting unit to its carrying amount. If the fair value of a reporting unit is less than its carrying value, impairment losses are to be measured as the difference between the carrying amount of the reporting unit's goodwill and the fair value of that goodwill. The Company's management performed a qualitative assessment of goodwill as of October 1, 2021 and 2020, which indicated no events or circumstances that would result in goodwill impairment.

Income Taxes—The Company is designated as a partnership for federal and state income tax purposes. The taxable income or loss from the Company and its subsidiaries is a pass-through to the member of the Company.

Cash and Cash Equivalents—Cash equivalents include short-term, highly liquid investments with maturities of three months or less when acquired. Cash and cash equivalents consist of amounts available for the Company's general purposes and the Company's consolidated joint ventures of $6.1 million and $1.8 million as of December 31, 2021 and 2020, respectively. In both cases, cash held by joint ventures is available only for joint venture-related uses, including future distributions to joint venture partners.

Contract Receivables—Contract receivables represent our unconditional right to consideration under the contract and include amounts billed and currently due from customers. The amounts are stated at their net estimated realizable value. On a periodic basis, the Company monitors both the contract receivables and accounts receivable-retainage from its customers for collectability issues. The allowance for doubtful accounts is established based on reviews of individual customer accounts, recent loss experience, current economic conditions, and other pertinent factors. As of December 31, 2021 and 2020, no allowances were recorded for accounts receivable current and retainage.

Concentrations of Risk—Concentrations that subject us to credit risk consist primarily of contract receivables, which are due on contracts with construction customers concentrated in the southeast.

Management monitors risk associated with customers, geographic regions, and industries and believes the concentrations subject us to minimal risk. The nature of our construction contracting business activities requires that we routinely enter into contracts with customers in a variety of industries and government sectors and some contracts may be significant to our annual revenues. Although a significant portion of our annual revenues may be from a limited number of customers, management does not believe concentrations exist such that the loss of any customer would have a significant disruptive effect on our business or financial condition. In addition, the Company maintains several interest-bearing accounts at a local financial institution. The balances, at times, may exceed the Federal Deposit Insurance Corporation insured limits. Management believes the credit risk associated with these deposits is minimal. Additionally, management regularly monitors concentrations of credit risk associated with its deposits.

Insurance Liabilities—The Company typically utilizes third-party insurance coverage subject to varying deductible levels with aggregate caps on losses retained. The Company assumes the risk for the amount of the deductible portion of the losses and liabilities primarily associated with workers' compensation and general liability coverage. In addition, the Company assumes the risk for the amount of the deductible portion of losses that arise from any subcontractor defaults. Losses are accrued based upon the Company's estimates of the aggregate liability for claims incurred using historical experience and certain actuarial assumptions followed in the insurance industry. The Company has also elected to partially self-fund its health insurance program and has elected to fully fund provisions for claims based on actuarial evaluations of past experience. The Company has maximum stop-loss provisions in the plan to protect it from catastrophic claims. The estimate of insurance liability within the deductible limits includes an estimate of incurred but not reported claims of $0.07 million and $0.07 million within accrued expenses at December 31, 2021 and 2020, respectively.

Fair Value Measurements—The fair value of certain financial instruments, including cash, cash equivalents, prepaid expenses and other current assets, contract receivables, accounts payable, contract liabilities, and accrued expenses, is carried at historical cost basis, which approximates their fair values because of the short-term nature of these instruments. The Company also remeasures the fair value of earnout liabilities associated with acquisitions which typically have an earnout period of three years beyond the acquisition date.

Recent Accounting Pronouncements—The following recent accounting pronouncements are discussed below:

In March 2020, the FASB issued Accounting Standards Update ("ASU") No. 2020-04, *Reference Rate Reform (Topic 848): Facilitation of the Effects of Reference Rate Reform on Financial Reporting* ("ASU 2020-04"), which provides temporary optional expedients and exceptions to the GAAP guidance on contract modifications and hedge accounting to ease the financial reporting burdens related to the expected market transition from the London Interbank Offered Rate ("LIBOR") and other interbank offered rates to alternative reference rates. This ASU is effective for all entities beginning as of its date of effectiveness, March 12, 2020. The guidance is temporary and can be applied through December 31, 2022. In January 2021, the FASB issued ASU 2021-01, *Reference Rate Reform (Topic 848): Scope*, which clarified the scope of ASU 2020-04 indicating that certain optional expedients and exceptions included in ASU 2020-04 are applicable to derivative instruments affected by the market-wide change in interest rates used for discounting, margining, or contract price alignment. The Company is currently in the process of evaluating the amendments and anticipates they will facilitate the transition away from LIBOR.

In February 2016, the FASB issued ASU No. 2016-02, *Leases (Topic 842)*, as amended and supplemented by subsequent ASUs. ASU No. 2016-02 amends the existing guidance in ASC 840, Leases. This ASU requires, among other things, the recognition of lease right-of-use assets and lease liabilities by lessees for those leases currently classified as operating leases. ASU No. 2018-11, *Leases (Topic 842): Targeted Improvements*, allows companies to adopt the new standard by applying either a modified retrospective method to the beginning of the earliest period presented in the financial statements or an optional transition method to initially apply the standard on January 1, 2022, and recognize a cumulative-effect adjustment to the opening balance of equity in the period of adoption. The Company is in the process of assessing the impact of adoption of this standard and expects to change certain business processes, systems, and internal controls to support adoption of the new standard and the related disclosure requirements.

In June 2016, the FASB issued ASU No. 2016-13, *Financial Instruments—Credit Losses (Topic 326): Measurement of Credit Losses on Financial Instruments*. ASU No. 2016-13 replaces the incurred loss impairment methodology in current GAAP with a methodology that reflects expected credit losses, and it will be effective for nonpublic entities for the fiscal year beginning January 2023. Early adoption is permitted. The Company is evaluating the impact that adoption of this new accounting standard will have on the Company's consolidated financial statements.

2. REVENUE

Disaggregation of Revenue—The following tables disaggregate revenue by end market, customer type, and contract type, which the Company believes best depicts how the nature, amount, timing, and uncertainty of its revenue and cash flows are affected by economic factors for the years ended December 31, 2021 and 2020 (in thousands):

	2021	2020
Revenue by end market:		
Healthcare facilities	$ 139,302	$ 133,464
Dormitories and multi unit living facilities	21,732	47,112
Commercial facilities	104,853	66,249
Aviation	26,440	34,632
Municipal and government	17,959	39,625
Disaster resonse, recoery and repaire services	86,114	31,276
Disaster reimbursement and grant management	29,893	3,475
Educational facilities	65,509	24,338
Parking garages	17,866	17,190
Hospitality	21,214	4,571
Pipeline	-	3,084
Other	81	11,913
Total	$ 530,963	$ 416,929

	2021	2020
Revenue by customer type:		
Private owners and companies	$ 329,052	$ 280,908
State and local agencies	201,911	131,951
Other	-	4,070
Total revenue	$ 530,963	$ 416,929

Private Owners—The Company's private customers include real estate developers, health care companies, hospitality and gaming resort owners, public corporations, and private universities. Services are provided to private customers through negotiated contract arrangements, as well as through competitive bids.

State and Local Agencies—The Company's state and local government customers include cities, municipal agencies, school districts, and public universities. Services provided to state and local customers are primarily pursuant to contracts awarded through competitive bidding processes and more recently, under a Construction Manager at Risk program. Construction services for state and local government customers have included judicial and correctional facilities, schools, health care facilities, convention centers, parking structures municipal water and waste treatment plants, and other municipal buildings.

For some projects, the federal government may ultimately partially or fully fund our customers projects, such as the Federal Emergency Management Assistance, Department of Housing and Urban Development, as well as the U.S. Army Corps of Engineers. Services provided to state and local customers are required to comply with the requirements of federal agencies and are typically pursuant to competitively bid contracts for specific or multiyear assignments.

Most federal, state, and local government contracts contain provisions that permit the termination of contracts, in whole or in part, for the convenience of government customers, among other reasons.

The following tables disaggregate revenue by contract type for the years ended December 31, 2021 and 2020:

	2021	**2020**
Revenue by contract type:		
Guaranteed maximum price	$ 318,634	$ 295,404
Fixed price	54,231	67,505
Unit price	70,318	37,903
Cost plus fee	12,195	11,742
Time and material	75,585	3,475
Other	-	900
Total	$ 530,963	$ 416,929

GMP—GMP contracts provide for a cost-plus-fee arrangement up to a maximum agreed-upon price. These contracts place risks on the Company for amounts in excess of the GMP but may permit an opportunity for greater profits than under cost-plus-fee contracts through sharing agreements with the customer on any cost savings that may be realized. Our construction management services to various private customers are often performed under GMP contracts. Billings on GMP contracts typically occur on a monthly basis and are based on actual costs incurred plus a negotiated margin.

Fixed Price—Fixed price or lump-sum contracts are most commonly used for projects in our infrastructure business and in some cases, our commercial construction business.

Under fixed price, the Company is committed to provide all of the resources required to complete a project for a fixed sum. Usually, fixed-price contracts transfer more risk to the Company but offer the opportunity for greater profits. Billings on fixed-price contracts are typically based on estimated progress against predetermined contractual milestones.

Unit Price—Unit price contracts are most prevalent for projects in the infrastructure and disaster services businesses and generally commit the Company to provide an estimated or undetermined number of units or components that comprise a project at a fixed price per unit. This approach shifts the risk of estimating the quantity of units required to the project owner, but the risk of increased cost per unit is borne by the Company, unless otherwise allowed for in the contract. Billings on unit price contracts typically occur on a monthly basis and are based on actual quantity of work performed or completed during the billing period.

Cost Plus Fee—Cost-plus-fee contracts are used on a limited basis from time to time. Cost-plus-fee contracts include cost plus fixed fee contracts and cost plus award fee contracts. Cost plus fixed fee contracts provide for reimbursement of approved project costs, plus a fixed fee. Cost plus award fee contracts provide for reimbursement of the project costs, plus a base fee, as well as an incentive fee based on cost and/or schedule performance. Cost-plus-fee contracts serve to minimize the Company's financial risk but may also limit profits. Billings on cost-plus-fee contracts typically occur on a monthly basis based on actual costs incurred, plus a negotiated margin.

Time and Material Price—Time and material price contracts are most prevalent for projects in the disaster services business and generally commit the Company to provide an estimated or undetermined number of labor hours for delivery of programs or consulting services. Billings on time and material price contracts typically occur on a monthly basis and are based on actual quantity of work performed during the billing period.

Remaining Performance Obligations—Remaining performance obligations represent the transaction price of firm orders for which work has not been performed and exclude unexercised contract options. As of December 31, 2021 and 2020, the aggregate amounts of the transaction prices allocated to the remaining performance obligations of the Company's construction contracts is $443.4 million and $270.7 million, respectively. The Company typically recognizes revenue based on the stated contract terms, generally a period of nine months to three years particularly, and the Company typically recognizes revenue over a period of one to three years.

3. CONTRACT ASSETS AND LIABILITIES

Contract assets include amounts due under retainage provisions, costs and estimated earnings in excess of billings, and capitalized contract costs. The amounts as included in the consolidated balance sheets at December 31, 2021 and 2020, follows:

	2021	2020
Accounts receivable—retainage	$ 24,289	$ 25,201
Unbilled revenue	4,646	1,159
Cost and earnings in excess of billings	14,937	9,776
	$ 43,872	$ 36,136

Retainage receivable represents amounts invoiced to customers where payments have been partially withheld pending the completion of certain milestones, satisfaction of other contractual conditions, or the completion of the project. Retainage agreements vary from project to project and balances could be outstanding for several months or years depending on a number of circumstances, such as contract-specific terms, project performance, and other variables that may arise as the Company makes progress towards completion.

Costs and estimated earnings in excess of billings represent the excess of contract costs and profits (or contract revenue) over the amount of contract billings to date and are classified as a current asset. Claims occur when there is a dispute regarding both a change in the scope of work and the price associated with that change.

Unapproved change orders occur when a change in the scope of work results in additional work being performed before the parties have agreed on the corresponding change in the contract price. The

Company routinely estimates recovery related to claims and unapproved change orders as a form of variable consideration at the most likely amount it expects to receive and to the extent it is probable that a significant reversal of cumulative revenue recognized will not occur when the uncertainty associated with the variable consideration is resolved. Claims and unapproved change orders are billable upon the agreement and resolution between the contractual parties and after the execution of contractual amendments. Increases in claims and unapproved change orders typically result from costs being incurred against existing or new positions, while decreases normally result from resolutions and subsequent billings. As discussed in Note 9, the resolution of these claims and unapproved change orders may require litigation or other forms of dispute resolution proceedings. Unbilled revenue reflects unbilled costs and profits which are billable in accordance with the billing terms of each of the existing contractual arrangements and, as such, the timing of contract billing cycles can cause fluctuations in the balance of unbilled costs and profits. Ultimate resolution of other unbilled costs and profits typically involves incremental progress toward contractual requirements or milestones.

Capitalized contract costs primarily represent costs to fulfill a contract that (1) directly relate to an existing or anticipated contract, (2) generate or enhance resources that will be used in satisfying performance obligations in the future, and (3) are expected to be recovered through the contract and are included in other current assets. Capitalized contract costs are generally expensed to the associated contract over the period of anticipated use on the project. As of December 31, 2020, the Company had no capitalized contract costs associated with disaster recovery programs that have been awarded, but construction has not yet commenced but are scheduled to occur within the next year.

Contract liabilities include amounts owed under retainage provisions and billings in excess of costs and estimated earnings. The amounts as included in the consolidated balance sheets at December 31, 2021 and 2020, follows:

	2021	2020
Accounts payable- retainage	$ 25,138	$ 19,257
Billings in excess of cost and earnings	25,309	14,209
Loss provision on contract	2,448	-
	$ 52,895	$ 33,466

Retainage payable represents amounts invoiced to the Company by subcontractors where payments have been partially withheld pending the completion of certain milestones, other contractual conditions, or upon the completion of the project. Generally, retainage payable is not remitted to subcontractors until the associated retainage receivable from customers is collected.

Billings in excess of costs and estimated earnings represent the excess of contract billings to date over the amount of contract costs and profits (or contract revenue) recognized to date. The balance may fluctuate depending on the timing of contract billings and the recognition of contract revenue.

For the year ended December 31, 2021, the Company revised its estimates related to total estimated cost of revenue at completion for one long-term project utilizing the cumulative catch-up method resulting in a total loss of $4.0 million which is included in cost of revenue for the year ended December 31, 2021. A loss provision on this long-term project of $2.5 million was accrued as of December 31, 2021. There were no loss provisions on contracts for the year ended December 31, 2020. There can be no assurance that the Company will not experience further changes in circumstances or otherwise be required to revise our estimates in the future.

4. BUSINESS COMBINATIONS

DCMC, LLC Acquisition—On August 25, 2020, the Company under an Equity Purchase Agreement (the "Purchase Agreement"), purchased DCMC, LLC ("DCMC") for a purchase price of $10,200,000 (the "DCMC Transaction") subject to certain working capital and profit achievability thresholds over the next three years ("Earnout Period"). The initial base cash price was $8,160,000. In connection with the DCMC Transaction, existing DCMC management contributed 20% of their member interest in DCMC to the Company which had a fair value of $2,040,000 for which Class C units of Lemoine Services Holdings, LP were issued pursuant to the Partnership Agreement. In accordance with a final working capital adjustment calculation, an additional $0.4 million in purchase price was paid in December 2020.

The Purchase Agreement also provides for an annual earnout over a three-year period with increasing earnings thresholds of $2.9 million, $3.2 million and $3.5 million for each one-year period ending 1, 2 and 3 years after the transaction date each year. In the event EBITDA exceeds the threshold for a given period, the sellers are entitled to an earnout amount equal to the EBITDA over the threshold times 2, up to $6 million. In the event EBITDA for any period exceeds $10.0 million, the sellers are entitled to an additional earnout amount equal to the EBITDA over the $10.0 million times 0.25x. In the event the EBITDA for the three-year Earnout Period is less than $7.0 million, the Company is entitled to claw back the difference between the $7.0 million and the EBITDA for the three-year period. The earnout is contingent consideration and included in the total purchase price.

The following summarizes the estimated fair values of the assets acquired and liabilities assumed as of the acquisition date (in thousands):

	2020
Working capital—net, including cash	$ 1,130
Customer relationships	4,950
Tradenames	265
Goodwill	9,984
Total identifiable net assets	$ 16,329

Goodwill recognized results from an assembled workforce, which does not qualify for separate recognition, as well as expected future synergies from combining operations. Goodwill and other intangible assets allocated to the Partnership is expected to be deductible for tax purposes to the Class B members.

As of December 31, 2020, the Company has completed its final assessment of the fair values of purchased receivables, intangible assets, tax balances, contingent liabilities, or acquired contracts, and all balances are reflected in the table above.

Customer relationships and tradenames represent the fair value of those assets acquired at DCMC and have lives ranging from 7 to 10 years.

The acquisition method of accounting requires the assets acquired and liabilities assumed in an acquired business to be recorded at their estimated fair values on the date of acquisition. The difference between the purchase price amount and the net fair value of assets acquired and liabilities assumed is recognized as goodwill on the balance sheet. Estimated fair value measurements relating to the acquisition of DCMC are made using Level 3 inputs, including discounted cash flow techniques. Fair value is estimated using inputs primarily from the income approach, which include the use of both the multiple period excess earnings method and the relief from royalties method. The significant assumptions used in estimating fair value include (i) the estimated life the asset will contribute to cash flows, such as attrition rate of customers or remaining contractual terms; (ii) profitability; and (iii) the estimated discount rate that reflect the level of risk associated with receiving future cash flows.

The fair value of the contingent consideration was estimated utilizing the income approach, specifically, a real option methodology was employed that takes into account the potential cash payments discounted to arrive at a present value amount, based on the Company's expectation as to future EBITDA in the three subsequent annual periods following the Closing Date. The discount rate was based on the market interest rate and the market's view of the impact of the payment structure, leverage, and riskiness of the cash flows on the value of the Contingent Consideration. Increases or decreases in the fair values of the Contingent Consideration obligations may result from changes in discount periods and rates, changes in the timing and amount of earn-out criteria and changes in probability assumptions with respect to the likelihood of achieving the earn-out criteria. For the earnout period ended August 25, 2021, the earnout achieved in Year 1 was $2.3 million consisting of $1.8 million in cash and $0.5 million in equity which was accrued within other accrued expenses on the balance sheet as of December 31, 2021, and paid in January 2022. Additionally, a fair value adjustment to the earnout as of December 31, 2021, resulted in a reduction in the earnout liability of $1.4 million which is included in other income (expense) within the statement of income for the year ended December 31, 2021.

As of December 31, 2021 and 2020, the estimated fair value of the contingent consideration—earnout amounted to $2.0 million and $5.7 million, respectively, which is recorded in other long-term liabilities in the consolidated balance sheet.

The cash purchase price and related transaction expenses were funded through $8.9 million in cash on hand. Transaction costs associated with the DCMC acquisition in the accompanying consolidated statements of income for the year ended December 31, 2020 is $0.3 million.

Workforce Group, LLC Acquisition—On April 30, 2021, the Company under an Equity Purchase Agreement, purchased The Workforce Group, LLC ("WFG") for a purchase price of $13,500,000, subject to certain working capital and profit achievability thresholds over the next three years. The initial base cash price was $12,000,000. In connection with this transaction, existing WFG management contributed 11.1% of their member interest in WFG to The Lemoine Company, LLC, which had a fair value of $1,500,000, and exchanged for Class C units of Lemoine Services Holdings, LP under the Partnership Agreement. In accordance with a preliminary working capital adjustment calculation, an additional $3.5 million in purchase price was paid at the closing of the transaction.

The Purchase Agreement also provides for an annual earnout over a three-year period with earnings thresholds of $4.1 million for each one-year period ending 1, 2 and 3 years after the transaction date each year. In the event EBITDA exceeds the threshold for a given period, the sellers are entitled to an earnout amount equal to the EBITDA over the threshold, up to $2 million. In the event EBITDA for any period exceeds $8.6 million, the sellers are entitled to an additional earnout amount equal to the EBITDA over the $8.6 million times 0.50x up to $5.0 million in any given year.

The following summarizes the estimated fair values of the assets acquired and liabilities assumed as of the acquisition date (in thousands):

	2021
Working capital—net, including cash	$ 8,411
Property and equipment	202
Customer relationships	5,100
Tradenames	1,105
Goodwill	4,197
Total identifiable net assets	$ 19,015

Goodwill recognized results from an assembled workforce, which does not qualify for separate recognition, as well as expected future synergies from combining operations. Goodwill and other intangible assets allocated to the Partnership are non-deductible for tax purposes to the Class B members.

Customer relationships and tradenames represent the fair value of those assets acquired at WFG and have lives of 10 years.

As of December 31, 2021, the purchase price allocation was preliminary and is in the process of completing its final assessment of the fair values of purchased receivables, intangible assets, tax balances, contingent liabilities, or acquired contracts, and all balances are reflected in the table above.

The acquisition method of accounting requires the assets acquired and liabilities assumed in an acquired business to be recorded at their estimated fair values on the date of acquisition. The difference between the purchase price amount and the net fair value of assets acquired and liabilities assumed is recognized as goodwill on the balance sheet. Estimated fair value measurements relating to the acquisition of Workforce Group are made using Level 3 inputs, including discounted cash flow techniques. Fair value is estimated using inputs primarily from the income approach, which include the use of both the multiple period excess earnings method and the relief from royalties method. The significant assumptions used in estimating fair value include (i) the estimated life the asset will contribute to cash flows, such as attrition rate of customers or remaining contractual terms; (ii) profitability; and (iii) the estimated discount rate that reflect the level of risk associated with receiving future cash flows.

The fair value of the contingent consideration was estimated utilizing the income approach, specifically, a real option methodology was employed that takes into account the potential cash payments discounted to arrive at a present value amount, based on the Company's expectation as to future EBITDA in the three subsequent annual periods following the Closing Date. The discount rate was based on the market interest rate and the market's view of the impact of the payment structure, leverage, and riskiness of the cash flows on the value of the Contingent Consideration. Increases or decreases in the fair values of the Contingent Consideration obligations may result from changes in discount periods and rates, changes in the timing and amount of earn-out criteria and changes in probability assumptions with respect to the likelihood of achieving the earn-out criteria. As of December 31, 2021, the estimated fair value of the contingent consideration—earnout amounted to $2.0 million which is recorded in other long-term liabilities in the consolidated balance sheet.

The cash purchase price and related transaction expenses were funded through the issuance of 2,336,175 Class B units for $4.8 million, the issuance of 1,061,080 Class C units to the Limited Partners for $2.2 million, $5.4 million in borrowings under the line of credit facility, and $3.3 million in cash on hand. Transaction costs associated with The Workforce Group, LLC acquisition in the accompanying consolidated statements of income for the year ended December 31, 2021, is $0.3 million.

5. GOODWILL AND OTHER INTANGIBLE ASSETS

As of December 31, 2021 and 2020, the Company had $47.4 million and $43.2 million, respectively, in goodwill which reflected $33.2 million of goodwill recorded in connection with the BCP Transaction in May 2019, $10.0 million of goodwill recorded in connection with the DCMC Transaction in August 2020 and $4.2 million of goodwill recorded in connection with the Workforce Group Transaction in April 2021.

The following table sets forth the components of "Other intangibles—net of amortization" in the consolidated balance sheets as of December 31, 2021 and 2020 (dollars in thousands):

2021	**Estimated Useful Lives (Years)**	**Gross Amount**	**Accumulated Amortization**	**Net Amount**
Customer relationships	10–15	$ 21,592	$ 3,030	$ 18,562
Customer backlog	2	3,808	3,808	-
Trade name and trademarks	7–10	4,972	1,070	3,902
Non-compete agreements	2	154	154	-
Total intangible assets		$ 30,526	$ 8,062	$ 22,464

2020	**Estimated Useful Lives (Years)**	**Gross Amount**	**Accumulated Amortization**	**Net Amount**
Customer relationships	10–15	$ 16,492	$ 1,425	$ 15,067
Customer backlog	2	3,808	3,094	714
Trade name and trademarks	7–10	3,867	599	3,268
Non-compete agreements	2	154	125	29
Total intangible assets		$ 24,321	$ 5,243	$ 19,078

Amortization expense related to amortizable intangible assets was $2.8 million and $3.3 million the year ended December 31, 2021 and 2020, respectively. Amortization expense for each of the next five years and in total thereafter as of December 31, 2021, is as follows (dollars in thousands):

Year	Amortization Expense
2022	$ 2,283
2023	2,283
2024	2,283
2025	2,283
2026	2,283
Thereafter	11,049
Total	$ 22,464

The weighted-average amortization period for amortizable backlog, trade names, customer relationships, and noncompete agreements is 11 years.

6. INCOME TAXES

The Company is designated as a partnership for federal and state purposes and is not subject to income tax at the entity level. The Company's policy is to make distributions to its member sufficient to pay their respective pro rata share of federal and state income taxes due on the pass-through income from the Company. There were $19.0 million and $15.1 million distributions to its member for tax liabilities for the years ended December 31, 2021 and 2020, respectively.

7. PROPERTY AND EQUIPMENT—NET

Property and equipment are stated at cost. Depreciation is generally computed using the straight-line method over the stated useful lives of the assets. Depreciation and amortization expense related to property and equipment for the years ended December 31, 2021 and 2020, was $0.7 million and $0.2 million and $0.5 million, and $0.3 million, respectively. A summary of property and equipment and related accumulated depreciation and amortization expense as of December 31, 2021 and 2020, is shown below (in thousands):

	2021	2020
Machinery and equipment	$ 4,322	$ 4,193
Leasehold improvements	965	964
Computer software	419	419
Furniture and fixtures	320	234
Vehicles	50	120
Computer hardware	155	121
Total property and equipment	6,231	6,051
Less accumulated depreciation and amortization	(1,819)	(1,147)
Total	$ 4,412	$ 4,904

8. FINANCIAL COMMITMENTS

Long-Term Debt—Long-term debt at December 31, 2021 and 2020, respectively, consisted of the following (in thousands):

	2021	2020
Line of credit facilty	$ 21,400	$ -
Note payable to Komatsu Financial maturing on December 3, 2024	256	336
Note payable to Komatsu Financial maturing on December 23, 2024	220	288
Note payable to Komatsu Financial maturing on November 8, 2024	195	257
Note payable to Komatsu Financial maturing on November 8, 2023	143	217
Note payable to Komatsu Financial maturing on November 20, 2023	143	217
Various financed vehicles	-	87
Total debt	22,357	1,402
Less current portion of long-term debt	(367)	(380)
Total long-term debt	$ 21,990	$ 1,022

There were no unamortized issuance costs as of December 31, 2021 and 2020.

New Credit Facility—In June 2021, the Company entered into a new credit facility with Iberia Bank/First Horizon ("New Credit Facility") which includes a secured line of credit in the amount of $85 million for five-year term expiring in April 2026.

The New Credit Facility is subject to a continuing guaranty agreement between Lemoine Services Operations, LLC as guarantor, the Company as borrower, and Iberia Bank as lender dated December 4, 2019, as amended, for which the $85 million line of credit is secured through a security interest in all deposit accounts and other property of the Company. The terms of the lines of credit include a variable interest rate of Wall Street Journal Prime Index. The line of credit can be used to fund acquisitions, fund working capital requirements for the operations of Lemoine Disaster Recovery, LLC and to secure letters of credit issued in connection with certain insurance programs. As of December 31, 2021, the Company had $21.4 million in borrowings under the secured lines of credit.

The New Credit Facility provides for customary covenants, including events of default including maintaining minimum liquid assets of $15.0 million, a maximum debt leverage of no higher than 3.0x, a minimum fixed charge ratio of 1.25x, and restrictions on the payment of dividends.

As of December 31, 2021 and 2020, the Company was in compliance with the financial covenants.

Old Lines of Credit—Prior to the BCP Transaction, the Company entered into an unsecured line of credit in the amount of $15 million with a two-year term in January 2019, which had an original expiration date of January 23, 2021 which was extended through May 23, 2021 while the parties negotiate a new line of credit facility. The Company also secured restricted access to an additional $15 million secured line of credit upon approval by Iberia Bank and the appropriate Uniform Commercial Code filings filed under a security agreement.

Effective with the BCP Transaction, the two lines of credit became subject to a continuing guaranty agreement between Lemoine Services Operations, LLC as guarantor, Lemoine as borrower, and Iberia Bank as lender dated December 4, 2019, for which both $15 million lines of credit were secured through a security interest in all deposit accounts and other property of the Company such that the entire $30.0 million was available under the lines of credit at December 31, 2020. The terms of the lines of credit include a variable interest rate of Wall Street Journal Prime Index. The line of credit can be used to fund working capital requirements for the operations of Lemoine Disaster Recovery, LLC and to secure letters of credit issued in connection with certain insurance programs. During the year ended December 31, 2020, the Company had $10.0 million in borrowings under the secured lines of credit which was subsequently paid down in April 2020.

Letters of Credit—The Company secures any future casualty insurance obligations under the General Contractors Insurance, Ltd and Well Health insurance programs with an irrevocable standby letter of credit. As of December 31, 2021, the Company had two letters of credit issued and outstanding for $0.7 million and $0.2 million, respectively. As of December 31, 2020, the Company had two letters of credit issued and outstanding for $0.5 million and $0.2 million, respectively. No draws were made against the letter of credits for the year ended December 31, 2021 and 2020.

In addition to paying interest on outstanding principal under the lines of credit, the Company pays customary letter of credit fees. There are no fees for unutilized commitments thereunder.

Fleet Financing—Prior to April 2021, the Company had two vehicles under a fleet financing program. Obligations under the fleet program were initially for a period of 60 months through November 2024 and totaled $0.1 million as of December 31, 2020. In April 2021, the Company terminated the lease with no further obligations.

Interest Expense—Interest expense as reported in the consolidated statement of income was $0.2 million and $0.1 million for the year ended December 31, 2021 and 2020, respectively.

Leases—The Company leases office space under noncancelable operating leases, with future minimum rent payments as of December 31, 2021, as follows (in thousands):

Year	
2022	$ 1,250
2023	878
2024	679
2025	639
2026	361
Thereafter	694
Total	$ 4,501

Rental expense under operating leases of office space was $1.2 million and $0.8 million for the years ended December 31, 2021 and 2020, respectively.

9. COMMITMENTS AND CONTINGENCIES

Litigation—The Company and certain of its subsidiaries are involved in litigation and various forms of dispute resolution and are contingently liable for commitments and performance guarantees arising in the ordinary course of business. In addition, other activities inherent to the Company's business may result in litigation or dispute resolution proceedings when there is a disagreement regarding a change in the scope of work and/or the price associated with that change.

In accordance with ASC 606, the Company makes assessments of these types of disputes on a routine basis and estimates and records recovery related to these disputes at the most likely amount it expects to receive, as discussed further in Note 1 and Note 2. These assessments require judgments concerning matters, such as litigation developments and outcomes, the anticipated outcome of negotiations and the estimated cost of resolving such disputes. In addition, because most contingencies are resolved over long periods of time, assets and liabilities may change in the future due to various factors.

Management believes that, based on current information and discussions with the Company's legal counsel, the ultimate resolution of these matters is not expected to have a material adverse effect on the Company's consolidated financial position, results of operations, or cash flows.

Other—In the normal course of business, the Company enters into contractual agreements with customers for services to be performed which requires bonding by the Company's sureties. Under its bonding program, the Company has entered into a General Agreement of Indemnity dated June 12, 2019 and a General Agreement of Indemnity dated April 12, 2022, which require the Company and its affiliates or subsidiaries, including without limitation, to indemnify the sureties in the event of a claim or loss. The sureties may also file liens or security interests in their favor and pursue any other surety rights allowed under law.

Due to the nature of the work of some of our contracts and certain warranties and indemnifications inherent in contracts we enter into, we may have additional exposure to claims and losses which are not yet known to management. We believe that any such exposures are mitigated by risk management processes, including commercial insurance coverage, and will not have a significant adverse impact on our financial position or operations.

10. EMPLOYEE BENEFIT PLANS

Section 401(k) Plan—The Company has a contributory Section 401(k) plan that covers all eligible employees, subject to certain specified service requirements. The Company matches 100% of the first 3% contributed by an employee. The cost recognized by the Company for its 401(k) plan was $0.7 million and $0.5 million for the years ended December 31, 2021 and 2020, respectively. The Company's contribution is based on a nondiscretionary match of employees' contributions, as defined by the plan.

Deferred Compensation Plan—The Company maintains a nonqualified deferred compensation plan for certain key employees. Participants in this plan have the ability to defer a certain amount of their compensation, as defined in the agreement. The deferred compensation liability will be paid out either upon retirement or as requested based upon certain terms in the agreement and in accordance with Internal Revenue Code Section 409A. The Company made no contributions to the deferred compensation plan for the years ended December 31, 2021 and 2020. As of December 31, 2021, the deferred compensation asset and related liability was $1.1 million and $1.5 million, respectively. As of December 31, 2020, the deferred compensation asset and related liability was $1.1 million and $1.3 million, respectively.

Bonus Incentive Plan—The Company maintains an incentive compensation plan for its employees as well as standalone bonus plans for certain subsidiaries. The primary incentive plan provides for bonuses based on a specific percentage of adjusted operating profits based on the achievement of a combination of company-wide, business unit, and personal goals. For the years ended December 31, 2021 and 2020, $6.8 million and $4.2 million, respectively, in incentive compensation expense has been accrued.

11. VARIABLE INTEREST ENTITIES

The Company may form joint ventures or partnerships with third parties for the execution of single contracts or projects. In accordance with ASC 810, the Company assesses its partnerships and joint ventures at inception to determine if any meet the qualifications of a VIE. The Company considers a joint venture a VIE if either (a) the total equity investment is not sufficient to permit the entity to finance its activities without additional subordinated financial support, (b) characteristics of a controlling financial interest are missing (either the ability to make decisions through voting or other rights, the obligation to absorb the expected losses of the entity or the right to receive the expected residual returns of the entity), or (c) the voting rights of the equity holders are not proportional to their obligations to absorb the expected losses of the entity and/or their rights to receive the expected residual returns of the entity, and substantially all of the entity's activities either involve or are conducted on behalf of an investor that has disproportionately few voting rights. Upon the occurrence of certain events outlined in ASC 810, the Company reassesses its initial determination of whether the joint venture is a VIE.

ASC 810 also requires the Company to determine whether it is the primary beneficiary of the VIE. The Company concludes that it is the primary beneficiary and consolidates the VIE if the Company has both (a) the power to direct the economically significant activities of the VIE and (b) the obligation to absorb losses of, or the right to receive benefits from, the VIE that could potentially be significant to the VIE. The Company considers the contractual agreements that define the ownership structure, distribution of profits and losses, risks, responsibilities, indebtedness, voting rights, and board representation of the respective parties in determining if the Company is the primary beneficiary. The Company also considers all parties that have direct or implicit variable interests when determining whether it is the primary beneficiary. In accordance with ASC 810, management's assessment of whether the Company is the primary beneficiary of a VIE is performed continuously.

The consolidated VIE is a joint venture to construct a new airport terminal in Lafayette, Louisiana. The Company has a 60% interest in the joint venture with the remaining 40% held by Manhattan Construction. The joint venture was initially financed with contributions from the partners, and, per the terms of the joint venture agreement, the partners may be required to provide additional capital contributions in the future. The Company has determined that this joint venture is a VIE for which the Company is the primary beneficiary and consolidates the joint venture in its consolidated financial statements.

As of December 31, 2021 and 2020, the Company's consolidated balance sheet included current and noncurrent assets and liabilities of a consolidated joint venture as follows:

	2021	2020
Current and non-current assets	$9,759	$11,060
Current and non-current liabilities	7,164	8,227

Additionally, the Company entered into a contractual joint venture agreement with RGGC to construct a boat to land casino in Lake Charles, Louisiana. The Company has a 50% interest in the joint venture, RGGC the remaining 50% held by RGGC. The joint venture was initially financed with contributions from the partners, and, per the terms of the joint venture agreement, the partners may be required to provide additional capital contributions in the future. The Company has determined that this joint venture is a VIE; however, the Company is not the primary beneficiary as all decisions are managed by a management committee that is equally shared by both joint venture partners. The Company accounts for its investment in this joint venture using the proportionate consolidation method.

As of December 31, 2021 and 2020, the Company's consolidated balance sheet included current and noncurrent assets and liabilities of a consolidated joint venture as follows:

	2021	**2020**
Current and non-current assets	$9,340	$1,378
Current and non-current liabilities	8,728	1,282

For the year ended December 31, 2021, the Company paid cash distributions to joint venture partners of $0.6 million. No cash distributions were paid for the year ended December 31, 2020.

12. RELATED-PARTY TRANSACTIONS

The Company leases, at market rates, two facilities from entities owned by certain management including the Company's chief executive officer, president of commercial construction, and vice president of construction. Under these leases, the Company paid $0.5 million and $0.5 million for the year ended December 31, 2021 and 2020, respectively. In addition, the Company was hired to construct its corporate office's elevator tower and other leasehold improvements in 2019, for which $0.6 million was billed through 2020. There were no contract receivables at December 31, 2020.

For the years ended December 31, 2021 and 2020, the Company contracted with long-time subcontractors who became affiliates of the Company with the BCP Transaction in May 2019. The selection of these subcontractors was based on a competitive procurement process. For the year ended December 31, 2020, the Company paid $67.6 million, in subcontractor costs, which are included in the consolidated statement of income. Additionally, there was a total of $17.1 million in unpaid balances at December 31, 2020. The unpaid balances are included in accounts payable and contract liabilities in the consolidated balance sheet. On December 1, 2021, the affiliates were subsequently sold to an independent third-party and the subcontractors are no longer affiliates of the Company. From the period January 1, 2021 through the date of sale, the Company paid $46.2 million in subcontractor costs which are included in the consolidated statement of income.

For the years ended December 31, 2021 and 2020, the Company contracted with Gulf Coast Woodwork, LLC, which is 45% owned by the Company's chief executive officer, for millwork on projects. For the years ended December 31, 2021 and 2020, the Company paid $2.5 million and $0.9 million, respectively, in subcontractor costs, which are included in the consolidated statement of income. Additionally, there was a total of $0.7 million and $0.2 million in unpaid balances at December 31, 2021 and 2020, respectively. The unpaid balances are included in accounts payable and contract liabilities in the consolidated balance sheets.

Additionally, for the year ended December 31, 2021 and 2020, the Company reimbursed BCP for $11 thousand and $30 thousand, respectively, in expenses related to the administration and monitoring of its investment in the Company.

13. SUBSEQUENT EVENTS

Management has evaluated events through the date the financial statements were available to be issued, May 23, 2022, and determined that no additional disclosures were necessary.

* * * * * *

The Lemoine Company, LLC and Subsidiaries

Consolidated Financial Statements as of and for the years ended December 31, 2022 and 2021, and Independent Auditor's Report

THE LEMOINE COMPANY, LLC AND SUBSIDIARIES

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INDEPENDENT AUDITOR'S REPORT

To the Member of
The Lemoine Company, LLC

Opinion

We have audited the consolidated financial statements of The Lemoine Company, LLC and its subsidiaries (the "Company"), which comprise the consolidated balance sheets as of December 31, 2022 and 2021, and the related consolidated statements of income, equity, and cash flows for the years then ended, and the related notes to the consolidated financial statements (collectively referred to as the "financial statements").

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Company as of December 31, 2022 and 2021, and the results of its operations and its cash flows for the years then ended in accordance with accounting principles generally accepted in the United States of America.

Basis for Opinion

We conducted our audits in accordance with auditing standards generally accepted in the United States of America (GAAS). Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are required to be independent of the Company and to meet our other ethical responsibilities, in accordance with the relevant ethical requirements relating to our audits. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Responsibilities of Management for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with accounting principles generally accepted in the United States of America, and for the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is required to evaluate whether there are conditions or events, considered in the aggregate, that raise substantial doubt about the Company's ability to continue as a going concern for one year after the date that the financial statements are available to be issued.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not absolute assurance and therefore is not a guarantee that an audit conducted in accordance with GAAS will always detect a material misstatement when it exists. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control. Misstatements are considered material if there is a substantial likelihood that, individually or in the aggregate, they would influence the judgment made by a reasonable user based on the financial statements.

In performing an audit in accordance with GAAS, we:

- Exercise professional judgment and maintain professional skepticism throughout the audit.
- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, and design and perform audit procedures responsive to those risks. Such procedures include examining, on a test basis, evidence regarding the amounts and disclosures in the financial statements.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Company's internal control. Accordingly, no such opinion is expressed.

- Evaluate the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluate the overall presentation of the financial statements.

- Conclude whether, in our judgment, there are conditions or events, considered in the aggregate, that raise substantial doubt about the Company's ability to continue as a going concern for a reasonable period of time.

We are required to communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit, significant audit findings, and certain internal control-related matters that we identified during the audit.

Deloitte & Touche LLP

May 5, 2023

THE LEMOINE COMPANY, LLC AND SUBSIARIES

CONSOLIDATED BALANCE SHEETS
AS OF DECEMBER 31, 2022 AND 2021

	2022	2021
ASSETS		
CURRENT ASSETS:		
Cash and cash equivalents	$ 44,170,244	$ 45,405,274
Contract receivables	113,686,358	118,148,675
Contract assets	40,776,191	43,872,532
Prepaid expenses and other current assets	5,736,676	10,707,726
Total current assets	204,369,469	218,134,207
PROPERTY AND EQUIPMENT—Net of accumulated depreciation	5,084,444	4,411,578
OTHER ASSETS:		
Goodwill	47,388,798	47,388,799
Other Intangibles—net of amortization	20,181,335	22,464,373
Right of use assets	3,956,516	-
Other assets	115,634	63,900
Total other assets	71,642,283	69,917,072
TOTAL	$ 281,096,196	$ 292,462,857
LIABILITIES AND EQUITY		
CURRENT LIABILITIES:		
Accounts payable	$ 72,474,179	$ 72,689,433
Contract liabilities	52,333,295	52,895,462
Accrued expenses	19,468,741	20,431,712
Current portion of long-term debt	416,406	367,362
Deferred compensation—vested liability	1,292,500	1,456,528
Total current liabilities	145,985,121	147,840,497
LONG-TERM LIABILITIES:		
Long-term debt	16,462,656	21,989,835
Long-term lease liabilities	3,065,479	-
Other long-term liabilities	4,220,818	4,786,350
Total liabilities	169,734,074	174,616,682
EQUITY:		
The Lemoine Company, LLC member's equity	109,898,052	116,808,172
Noncontrolling interest	1,464,070	1,038,003
Total equity	111,362,122	117,846,175
TOTAL LIABILITIES AND EQUITY	$ 281,096,196	$ 292,462,857

See notes to consolidated financial statements.

THE LEMOINE COMPANY, LLC AND SUBSIDIARIES

CONSOLIDATED STATEMENTS OF INCOME
FOR THE YEARS ENDED DECEMBER 31, 2022 AND 2021

	2022	2021
CONTRACT REVENUES	$ 507,238,392	$ 530,963,077
COST OF REVENUE	451,318,185	465,086,168
GROSS PROFIT	55,920,207	65,876,909
OPERATING EXPENSES	32,480,008	28,761,629
DEPRECIATION AND AMORTIZATION EXPENSE	3,204,307	3,721,235
INCOME FROM OPERATIONS	20,235,892	33,394,045
OTHER EXPENSES AND INCOME:		
Interest expense—net	(682,566)	(120,797)
Other (expense) income —net	(4,565,487)	2,656,401
Total other (expense) income	(5,248,053)	2,535,604
CONSOLIDATED NET INCOME	14,987,839	35,929,649
LESS—Net income attributable to noncontrolling interest	(426,067)	(504,667)
NET INCOME ATTRIBUTABLE TO THE LEMOINE COMPANY, LLC	$ 14,561,772	$ 35,424,982

See notes to consolidated financial statements.

THE LEMOINE COMPANY, LLC AND SUBSIDIARIES

CONSOLIDATED STATEMENTS OF EQUITY
FOR THE YEARS ENDED DECEMBER 31, 2022 AND 2021

	The Lemoine Company, LLC Member's Equity	Noncontrolling Interest	Total
BALANCE—January 1, 2021	$ 91,861,985	$ 1,133,336	$ 92,995,321
Capital contributions from member	8,474,000	-	8,474,000
Distribution to member	(18,952,795)	-	(18,952,795)
Distribution to joint venture partner	-	(600,000)	(600,000)
Net income	35,424,982	504,667	35,929,649
BALANCE—December 31, 2021	116,808,172	1,038,003	117,846,175
Effective of adopting -ASC Topic 842	(283,305)	-	(283,305)
Capital contribution from member	676,863	-	676,863
Distribution to member	(21,865,450)	-	(21,865,450)
Net income	14,561,772	426,067	14,987,839
BALANCE—December 31, 2022	$ 109,898,052	$ 1,464,070	$ 111,362,122

See notes to consolidated financial statements.

THE LEMOINE COMPANY, LLC AND SUBSIDIARIES

CONSOLIDATED STATEMENTS OF CASH FLOWS
FOR THE YEARS ENDED DECEMBER 31, 2022 AND 2021

	2022	2021
CASH FLOWS FROM OPERATING ACTIVITIES:		
Consolidated net income	$ 14,987,839	$ 35,929,649
Adjustments to reconcile net income to net cash provided by operating activities:		
Depreciation and amortization expense	3,204,307	3,721,235
(Gain) loss on disposal of assets	(30,397)	37,879
Fair value adjustment to earnouts—DCMC and WFG Acquisitions	5,739,699	(1,349,455)
Net changes in operating assets and liabilities—net of assets and liabilities assumed at acquisition:		
Contract receivables	4,462,316	(55,645,854)
Contract assets	3,096,341	(7,718,897)
Prepaid expenses and other current assets	4,971,050	(6,406,794)
Accounts payable	29,533	16,115,178
Contract liabilities	(806,953)	19,429,451
Accrued expenses	(4,572,667)	6,834,068
Deferred compensation—vested liability	(164,029)	193,632
Other assets and liabilities	(507,819)	(2,269,453)
Total adjustments	15,421,381	(27,059,010)
Net cash provided by operating activities	30,409,220	8,870,639
CASH FLOWS FROM INVESTING ACTIVITIES:		
Acquisition of business—net of cash acquired (Note 4)	-	(14,474,934)
Purchase of property and equipment	(1,563,738)	(326,997)
Net cash used in investing activities	(1,563,738)	(14,801,931)
CASH FLOWS FROM FINANCING ACTIVITIES:		
Distributions to member	(21,865,450)	(18,952,795)
Distributions to joint-venture partner	-	(600,000)
Capital contribution from member	-	6,974,000
Earnout payments for acquisitions	(2,736,928)	-
Borrowing under line of credit facility	297,444	21,400,000
Repayment of borrowing under line of credit facility	(5,400,000)	-
Repayment of long-term debt	(375,578)	(363,216)
Net cash provided by (used in) financing activities	(30,080,512)	8,457,989
NET (DECREASE) INCREASE IN CASH AND CASH EQUIVALENTS	(1,235,030)	2,526,697
CASH AND CASH EQUIVALENTS—Beginning of year	45,405,274	42,878,577
CASH AND CASH EQUIVALENTS—End of year	$ 44,170,244	$ 45,405,274

(Continued)

LEMOINE SERVICES HOLDINGS, LP AND SUBSIDIARIES

CONSOLIDATED STATEMENTS OF CASH FLOWS
FOR THE YEARS ENDED DECEMBER 31, 2022 AND 2021

	2022	2021
SUPPLEMENTAL DISCLOSURES OF NONCASH INVESTING AND FINANCING ACTIVITIES:		
Capital contribution from member—DCMC Acquisition	$ 676,863	$ -
Capital contribution from member—WFG Acquisition	$ -	$ 1,500,000
Earnout liability—WFG Acquisition	$ -	$ 2,050,000
SUPPLEMENTAL DISCLOSURE OF CASH FLOW INFORMATION—Cash paid for interest	$ 806,066	$ 179,577

See notes to consolidated financial statements.

(Concluded)

1. ORGANIZATION AND SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

Basis of Presentation—The accompanying consolidated financial statements have been prepared in compliance with accounting principles generally accepted in the United States (“GAAP”) as codified in the Financial Accounting Standards Board’s (“FASB”) Accounting Standards Codification (“ASC”).

BCP Transaction and Organization—On May 14, 2019, Bernhard Capital Partners Management, LP through its investment funds BCP Fund II, LP and BCP Fund II-A, LP (collectively, “BCP”) acquired a 70% interest in The Lemoine Company, LLC (“the Company”) under an Equity Purchase Agreement (the “Purchase Agreement”) for a purchase price of $50,750,000 (the “BCP Transaction”) subject to certain working capital and profit achievability thresholds. Lemoine Services Holdings, LP (the “Partnership”) was formed to indirectly hold the Company. BCP contributed its acquired 70% in the Company to the Partnership. In connection with the BCP Transaction, existing Company management contributed 30% of their member interest in the Company to the Partnership, which had a fair value of $21,750,000.

Description of Business—The Company was organized as a Louisiana limited liability company on August 18, 1997. The Company is principally engaged in building construction for public and private companies. The work is performed under guaranteed maximum price (“GMP”), cost- plus-fee contracts, fixed-price contracts, and fixed-price contracts modified by incentive and penalty provisions, mainly in Louisiana and surrounding states in the southeastern United States. The duration of contracts varies, but is typically between 6 and 24 months, although some larger contracts, particularly related to Lemoine’s disaster response and recovery business, may extend beyond 24 months.

The Company has five wholly owned subsidiaries, which have a year-end of December 31 and their financial operations are combined herein:

- ***Matrix Building Systems, LLC***—This company’s operations include self-performance drywall, concrete, and civil work.
- ***Lemoine Disaster Recovery, LLC***—This company is primarily involved with response, recovery, and rehabilitation efforts related to national- and state-declared disasters.
- ***Lemoine Pipeline Services, LLC***—This company was organized in May 2019 and is primarily involved with the construction and maintenance of pipeline and compressor stations in the gas transmission business.
- ***DCMC, LLC***—This company was acquired in August 2020 with disaster related services to governmental entities and private companies including grant management and FEMA reimbursement.
- ***Workforce Group, LLC***—This company was acquired in April 2021 with disaster related services including CDBG/HMGP program management, claims management and inspections, and third-party administration and staffing solutions.

The Company is a member of Lemoine-Manhattan Joint Venture, LLC (“LMJV”), which began operations on October 14, 2017. The joint venture is engaged in the contracting and construction of a new Lafayette Airport Terminal and Supporting Infrastructure Project in Lafayette, Louisiana.

In January 2020, the Company entered into a contractual joint venture agreement with Ryan Gootee General Contractors, LLC (“RGGC”) to construct a boat to land casino in Lake Charles, Louisiana.

In June 2020, the Company entered into a joint venture with Frazier Investments, LLC dba Optimum Construction and is a 49% ownership member in Lemoine-Frazier JV, LLC (“LFJV”). Under a Mentor-Protégé Agreement (“MPA”) under SBA’s All Small Mentor Protege Program (“ASMPP”). The joint venture is pursuing construction contracts for the federal government. As of December 31, 2022, LFJV had been designated as a contractor on a federal construction project but operations have not yet commenced.

The Company also has several joint venture limited liability companies which have been organized for the purpose of pursuing construction projects and disaster programs. As of December 31, 2022 and 2021, the joint venture limited liability companies did not have any active projects.

Principles of Consolidation—The consolidated financial statements include the accounts of The Lemoine Company, LLC and its wholly owned subsidiaries (the “Company”) as described above.

As of and for the years ended December 31, 2022 and 2021, the Company had an investment in two active joint ventures, LMJV and RGGC. The Company assesses its joint ventures at inception to determine if they meet the qualifications of a variable interest entity (“VIE”) in accordance with ASC 810, *Consolidation*. If a joint venture is a VIE and the Company is the primary beneficiary, the joint venture is fully consolidated (see Note 12).

The Company accounts for noncontrolling interests in accordance with ASC 810. Among other things, ASC 810 requires that noncontrolling interests be reported as a component of equity in an entity’s financial statements and that net income (loss) attributable to each of the controlling interests and the noncontrolling interests be reported on the face of the income statement.

For construction joint ventures that do not need to be consolidated, the Company accounts for its interest in the joint ventures using the proportionate consolidation method, whereby the Company’s proportionate share of the joint ventures’ assets, liabilities, revenue, and cost of operations are included in the appropriate classifications in the Company’s consolidated financial statements.

Intercompany balances and transactions have been eliminated.

Operating Cycle—The length of time to perform the Company’s construction contracts varies but is often longer than one year in duration. Consistent with industry practice, assets and liabilities have been classified as current under the operating cycle concept, whereby all contract-related items are regarded as current regardless of whether cash will be received or paid within a 12-month period. Assets and liabilities classified as current, which may not be paid or received in cash within the next 12 months include contract assets and liabilities which includes retainage receivable, retainage payable, advance billings, and billings in excess of costs and estimated earnings on uncompleted contracts.

Use of Estimates—The preparation of consolidated financial statements in accordance with GAAP requires management to make estimates and assumptions that affect reported amounts. These estimates are based on information available through the date of the issuance of the consolidated financial statements; therefore, actual results could differ from those estimates.

Revenue Recognition

Revenue Recognition Policy—The Company derives revenue from long-term construction contracts with public and private customers primarily in Louisiana and the surrounding states in the southeastern United States. The Company's construction contracts are generally accounted for as a single unit of account (i.e., as a single performance obligation).

Throughout the execution of construction contracts, the Company recognizes revenue with the continuous transfer of control to the customer. The customer typically controls the asset under construction by either contractual termination clauses or by the Company's rights to payment for work already performed on the asset under construction that does not have an alternative use for the Company.

Because control transfers over time, revenue is recognized to the extent of progress towards completion of the performance obligations. The selection of the method to measure progress towards completion requires judgment and is based on the nature of the products or services provided. The Company generally uses an input model based upon the ratio of costs incurred to date to the total estimated costs at completion for the respective performance obligation. Incurred cost represents work performed, which corresponds with, and thereby best depicts, the transfer of control to the customer. Revenue, including estimated fees or profits, is recorded proportionately as costs are incurred. Cost of operations includes labor, materials, subcontractor costs, equipment, and other direct and indirect costs.

Due to the nature of the work required to be performed on many of the Company's performance obligations, estimating total revenue and cost at completion is complex, subject to many variables and requires significant judgment. Assumptions as to the occurrence of future events and the likelihood and amount of variable consideration, including the impact of change orders, claims, contract disputes and the achievement of contractual performance criteria, and award or other incentive fees are made during the contract performance period. The Company estimates variable consideration at the most likely amount it expects to receive. The Company includes estimated amounts in the transaction price to the extent it is probable that a significant reversal of cumulative revenue recognized will not occur when the uncertainty associated with the variable consideration is resolved. Estimates of variable consideration and determination of whether to include estimated amounts in the transaction price are based largely on an assessment of anticipated performance and all information (historical, current, and forecasted) that is reasonably available to management.

Changes in Estimates on Construction Contracts—The Company's estimates of contract revenue and cost are highly detailed, and many factors change during a contract performance period that result in a change to contract profitability. These factors include, but are not limited to, differing site conditions; availability of skilled contract labor; performance of major material suppliers and subcontractors; ongoing subcontractor negotiations and buyout provisions; unusual weather conditions; changes in the timing of scheduled work; change orders; accuracy of the original bid estimate; changes in estimated labor productivity and costs based on experience to date; achievement of incentive-based income targets; and the expected, or actual, resolution terms for claims, if any. The factors that cause changes in estimates vary depending on the maturation of the project within its life cycle. For example, in the ramp-up phase, these factors typically consist of revisions in anticipated project costs and during the peak and closeout phases, these factors include the impact of change orders and claims, as well as additional revisions in remaining anticipated project costs. Generally, if the contract is at an early stage of completion, the current period impact is smaller than if the same change in estimate is made to the contract at a later stage of completion. Management evaluates changes in estimates on a contract-by-contract basis and discloses material changes in the notes to the consolidated financial statements.

Accounting for Business Combinations—GAAP requires that the purchase price paid for business combinations accounted for using the acquisition method be allocated to the assets and liabilities acquired based on their respective fair values. Determining the fair value of contract assets and liabilities acquired often requires estimates and judgments regarding, among other things, the estimated cost to complete such contracts. The Company must also make certain estimates and judgments relating to other assets and liabilities acquired as well as any identifiable intangible assets acquired.

Depreciation of Property and Equipment and Amortization of Long-Lived Intangible Assets—Property and equipment and long-lived intangible assets are generally depreciated or amortized on a straight-line basis over their estimated useful lives ranging from 3 to 15 years. Maintenance, repairs, and minor replacements are expensed as incurred.

Recoverability of Long-Lived Assets—Long-lived assets are reviewed for impairment whenever circumstances indicate that the future cash flows generated by the assets might be less than the assets' net carrying value. In such circumstances, an impairment loss will be recognized by the amount the assets' net carrying value exceeds their fair value. For the years ended December 31, 2022 and 2021, there was no impairment of long-lived assets.

Recoverability of Goodwill—The Company tests goodwill for impairment annually as of October 1 and between annual tests if events occur or circumstances change which suggest that goodwill should be reevaluated. Such events or circumstances include significant changes in legal factors and business climate, recent losses at a reporting unit, and industry trends, among other factors. The impairment assessment for goodwill requires a multistep approach, which is performed at a reporting unit level.

The Company also incorporates qualitative factors to determine the existence of events or circumstances that indicate a quantitative impairment test should be performed, which identifies potential impairments by comparing the fair value of a reporting unit to its carrying amount. If the fair value of a reporting unit is less than its carrying value, impairment losses are to be measured as the difference between the carrying amount of the reporting unit's goodwill and the fair value of that goodwill. The Company's management performed a qualitative assessment of goodwill as of October 1, 2022 and 2021, which indicated no events or circumstances that would result in goodwill impairment.

Income Taxes—The Company is designated as a disregarded partnership for federal and state income tax purposes. As a partnership, the taxable income or loss from the Company and its subsidiaries is a pass-through to its member.

Cash and Cash Equivalents—Cash equivalents include short-term, highly liquid investments with maturities of three months or less when acquired. Cash and cash equivalents consist of amounts available for the Company's general purposes and the Company's consolidated joint ventures of \$8.2 million and \$6.1 million as of December 31, 2022 and 2021, respectively. In both cases, cash held by joint ventures is available only for joint venture-related uses, including future distributions to joint venture partners.

Contract Receivables—Contract receivables represent our unconditional right to consideration under the contract and include amounts billed and currently due from customers. The amounts are stated at their net estimated realizable value. On a periodic basis, the Company monitors both the contract receivables and accounts receivable-retainage from its customers for collectability issues. The allowance for doubtful accounts is established based on reviews of individual customer accounts, recent loss experience, current economic conditions, and other pertinent factors. As of December 31, 2022 and 2021, no allowances were recorded for accounts receivable current and retainage.

Concentrations of Risk—Concentrations that subject us to credit risk consist primarily of contract receivables, which are due on contracts with construction customers concentrated in the southeast. Management monitors risk associated with customers, geographic regions, and industries and believes the concentrations subject us to minimal risk. The nature of our construction contracting business activities requires that we routinely enter into contracts with customers in a variety of industries and government sectors and some contracts may be significant to our annual revenues. Although a significant portion of our annual revenues may be from a limited number of customers, management does not believe concentrations exist such that the loss of any customer would have a significant disruptive effect on our business or financial condition. In addition, the Company maintains several interest-bearing accounts at a local financial institution. The balances, at times, may exceed the Federal Deposit Insurance Corporation insured limits. Management believes the credit risk associated with these deposits is minimal. Additionally, management regularly monitors concentrations of credit risk associated with its deposits.

Insurance Liabilities—The Company typically utilizes third-party insurance coverage subject to varying deductible levels with aggregate caps on losses retained. The Company assumes the risk for the amount of the deductible portion of the losses and liabilities primarily associated with workers' compensation and general liability coverage. In addition, the Company assumes the risk for the amount of the deductible portion of losses that arise from any subcontractor defaults. Losses are accrued based upon the Company's estimates of the aggregate liability for claims incurred using historical experience and certain actuarial assumptions followed in the insurance industry. The Company has also elected to partially self-fund its health insurance program and has elected to fully fund provisions for claims based on actuarial evaluations of past experience. The Company has maximum stop-loss provisions in the plan to protect it from catastrophic claims. The estimate of insurance liability within the deductible limits includes an estimate of incurred but not reported claims of $0.3 million and $0.1 million within accrued expenses at December 31, 2022 and 2021, respectively.

Leases—The Company determines whether an arrangement contains a lease at contract inception based on the terms and conditions in the contract. A contract contains a lease if there is an identified asset and the Company has the right to control the asset. Leases are classified as either an operating or finance lease at lease commencement.

For operating leases, the Company records a lease liability, as of the lease commencement date, in an amount equal to the present value of future fixed payments over the lease term. Options to extend or terminate a lease are considered in the lease term to the extent that the option is reasonably certain of exercise. A right of use ("ROU") asset is recorded in an amount equal to the corresponding lease liability adjusted for prepayments, initial directs costs and lease incentives, if applicable. The Company has elected not to recognize ROU assets and lease liabilities for short-term leases with a lease term of 12 months or less and to recognize expense for such leases on a straight-line basis over the lease term.

The Company has adopted the accounting alternative under Accounting Standards Update (ASU) 2021-09, *Leases (Topic 842): Discount Rate for Lessees That Are Not Public Business Entities*, to use a risk-free discount rate for all classes of operating leases in determining the present value of future payments when the rate implicit in the lease is unknown.

Fixed lease payments on operating leases are recognized on a straight-line basis over the lease term, while variable payments are recognized in the period incurred. Variable lease payments include real estate taxes and charges for other non-lease services due to lessors that are not dependent on an index or rate.

Below table shows the classification of operating leases in the consolidated balance sheet:

Category	Operating leases
ROU asset	Right of use assets
Operating lease liabilities-	
current	Accrued expenses
non-current	Long-term lease liabilities

Fair Value Measurements—ASC Topic 820, *Fair Value Measurements and Disclosures*, defines fair value as the exchange price that would be received for an asset or paid to transfer a liability (an exit price) in the principal or most advantageous market for the asset or liability in an orderly transaction between market participants on the measurement date. ASC Topic 820 also establishes a fair value hierarchy which requires an entity to maximize the use of observable inputs and minimize the use of unobservable inputs when measuring fair value. ASC Topic 820 describes three levels of inputs that may be used to measure fair value:

Level 1 - Quoted prices in active markets for identical assets or liabilities.

Level 2 - Observable inputs other than Level 1 prices such as quoted prices for similar assets or liabilities; quoted prices in markets that are not active; or other inputs that are observable or can be corroborated by observable market data for substantially the full term of the assets or liabilities.

Level 3 - Unobservable inputs that are supported by little or no market activity and that are significant to the fair value of the assets or liabilities.

The Company utilizes the active market approach to measure fair value for its financial assets and liabilities. The Company reports separately each class of assets and liabilities measured at fair value on a recurring basis and include assets and liabilities that are disclosed but not recorded at fair value in the fair value hierarchy.

As of December 31, 2022 and 2021, the fair value of certain financial instruments, including cash, cash equivalents, prepaid expenses and other current assets, contract receivables, accounts payable, contract liabilities, and accrued expenses, is carried at historical cost basis, which approximates their fair values because of the short-term nature of these instruments. The Company also remeasures the fair value of earnout liabilities associated with acquisitions which typically have an earnout period of three years beyond the acquisition date.

Recent Accounting Pronouncements—The following recent accounting pronouncements are discussed below:

In February 2016, the Financial Accounting Standards Board (FASB) issued Accounting Standard Update (ASU) 2016-02, "Leases (ASC 842)", which supersedes "Leases (ASC 840)" and requires lessees to recognize on the balance sheet the assets and liabilities for the rights and obligations created by those leases. The new guidance also provides that the presentation and measurement in the financial statements depends on whether the lease is classified as a finance or operating lease.

The Company adopted the new standard as of January 1, 2022, using a modified retrospective transition approach, applying the new standard to all leases existing at the date of initial adoption. Under this approach, an entity may choose to use either (i) its effective date or (ii) the beginning of the earliest comparative period presented in the financial statement as its date of initial application. The Company has elected to apply the transition requirements at the January 1, 2022, effective date rather than at the beginning of the earliest comparative period presented (i.e., January 1, 2021). This approach allows for a cumulative effect adjustment in the period of adoption, and prior periods are not restated and continue to be reported in accordance with historic accounting under ASC 840.

In addition, at the date of adoption, the Company elected the package of practical expedients permitted under the transition guidance, which does not require reassessment of prior conclusions related to contracts containing a lease, lease classification and initial direct lease costs. The Company also elected not to separate lease and non-lease components for all classes of underlying assets and to exclude leases with an initial term of 12 months or less from the balance sheet.

At January 1, 2022, the Company recorded "Operating lease right-of-use assets" of $4.7 million and "Operating lease obligations" of $5.0 million on its Consolidated Balance Sheet, related to its existing operating leases. The adoption had an effect of $0.3 million on its consolidated statement of equity. The adoption did not have a material impact on the results of Company's consolidated statement of income and consolidated statement of cash flows.

In June 2016, the FASB issued ASU No. 2016-13, *Financial Instruments—Credit Losses (Topic 326): Measurement of Credit Losses on Financial Instruments*. ASU No. 2016-13 replaces the incurred loss impairment methodology in current GAAP with a methodology that reflects expected credit losses, and it will be effective for nonpublic entities for the fiscal year beginning January 2023. Early adoption is permitted. The Company is evaluating the impact that adoption of this new accounting standard will have on its consolidated financial statements.

2. REVENUE

Disaggregation of Revenue—The following tables disaggregate revenue by end market, customer type, and contract type, which the Company believes best depicts how the nature, amount, timing, and uncertainty of its revenue and cash flows are affected by economic factors for the years ended December 31, 2022 and 2021 (in thousands):

	2022	2021
Revenue by end market:		
Healthcare facilities	$ 96,315	$ 139,302
Dormitories and multi unit living facilities	3,524	21,732
Commercial facilities	96,074	104,853
Aviation	6,167	26,440
Municipal and government	34,405	17,959
Disaster resonse, recoery and repaire services	48,538	86,114
Disaster reimbursement and grant management	44,050	29,893
Educational facilities	125,117	65,509
Parking garages	7,882	17,866
Hospitality	42,683	21,214
Other	2,483	81
Total	$ 507,238	$ 530,963

	2022	2021
Revenue by customer type:		
Private owners and companies	$ 305,896	$ 329,052
State and local agencies	201,342	201,911
Other	-	-
Total revenue	$ 507,238	$ 530,963

Private Owners—The Company's private customers include real estate developers, health care companies, hospitality and gaming resort owners, public corporations, and private universities. Services are provided to private customers through negotiated contract arrangements, as well as through competitive bids.

State and Local Agencies—The Company's state and local government customers include cities, municipal agencies, school districts, and public universities. Services provided to state and local customers are primarily pursuant to contracts awarded through competitive bidding processes and more recently, under a Construction Manager at Risk program. Construction services for state and local government customers have included judicial and correctional facilities, schools, health care facilities, convention centers, parking structures municipal water and waste treatment plants, and other municipal buildings.

For some projects, the federal government may ultimately partially or fully fund our customers projects, such as the Federal Emergency Management Assistance, Department of Housing and Urban Development, as well as the U.S. Army Corps of Engineers. Services provided to state and local customers are required to comply with the requirements of federal agencies and are typically pursuant to competitively bid contracts for specific or multiyear assignments.

Most federal, state, and local government contracts contain provisions that permit the termination of contracts, in whole or in part, for the convenience of government customers, among other reasons.

The following tables disaggregate revenue by contract type for the years ended December 31, 2022 and 2021 (in thousands):

	2022	2021
Revenue by contract type:		
Guaranteed maximum price	$ 303,236	$ 318,634
Fixed price	92,525	54,231
Unit price	40,924	70,318
Cost plus fee	7,948	12,195
Time and material	62,605	75,585
Other	-	-
Total	$ 507,238	$ 530,963

GMP—GMP contracts provide for a cost-plus-fee arrangement up to a maximum agreed-upon price. These contracts place risks on the Company for amounts in excess of the GMP but may permit an opportunity for greater profits than under cost-plus-fee contracts through sharing agreements with the customer on any cost savings that may be realized. Our construction management services to various private customers are often performed under GMP contracts. Billings on GMP contracts typically occur on a monthly basis and are based on actual costs incurred plus a negotiated margin.

Fixed Price—Fixed price or lump-sum contracts are most commonly used for projects in our infrastructure business and in some cases, our commercial construction business.

Under fixed price, the Company is committed to provide all of the resources required to complete a project for a fixed sum. Usually, fixed-price contracts transfer more risk to the Company but offer the opportunity for greater profits. Billings on fixed-price contracts are typically based on estimated progress against predetermined contractual milestones.

Unit Price—Unit price contracts are most prevalent for projects in the infrastructure and disaster services businesses and generally commit the Company to provide an estimated or undetermined number of units or components that comprise a project at a fixed price per unit. This approach shifts the risk of estimating the quantity of units required to the project owner, but the risk of increased cost per unit is borne by the Company, unless otherwise allowed for in the contract. Billings on unit price contracts typically occur on a monthly basis and are based on actual quantity of work performed or completed during the billing period.

Cost Plus Fee—Cost-plus-fee contracts are used on a limited basis from time to time. Cost-plus-fee contracts include cost plus fixed fee contracts and cost plus award fee contracts. Cost plus fixed fee contracts provide for reimbursement of approved project costs, plus a fixed fee. Cost plus award fee contracts provide for reimbursement of the project costs, plus a base fee, as well as an incentive fee based on cost and/or schedule performance. Cost-plus-fee contracts serve to minimize the Company’s financial risk but may also limit profits. Billings on cost-plus-fee contracts typically occur on a monthly basis based on actual costs incurred, plus a negotiated margin.

Time and Material Price—Time and material price contracts are most prevalent for projects in the disaster services business and generally commit the Company to provide an estimated or undetermined number of labor hours for delivery of programs or consulting services. Billings on time and material price contracts typically occur on a monthly basis and are based on actual quantity of work performed during the billing period.

Remaining Performance Obligations—Remaining performance obligations represent the transaction price of firm orders for which work has not been performed and exclude unexercised contract options. As of December 31, 2022 and 2021, the aggregate amounts of the transaction prices allocated to the remaining performance obligations of the Company's construction contracts is $321.4 million and $443.4 million, respectively. The Company typically recognizes revenue based on the stated contract terms, generally a period of nine months to three years particularly, and the Company typically recognizes revenue over a period of one to three years.

3. CONTRACT ASSETS AND LIABILITIES

Contract assets include amounts due under retainage provisions, costs and estimated earnings in excess of billings, and capitalized contract costs. The amounts as included in the consolidated balance sheets at December 31, 2022 and 2021, follows (in thousands):

	2022	2021
Accounts receivable—retainage	$ 31,020	$ 24,289
Unbilled revenue	3,115	4,646
Cost and earnings in excess of billings	6,641	14,937
	$ 40,776	$ 43,872

Retainage receivable represents amounts invoiced to customers where payments have been partially withheld pending the completion of certain milestones, satisfaction of other contractual conditions, or the completion of the project. Retainage agreements vary from project to project and balances could be outstanding for several months or years depending on a number of circumstances, such as contract-specific terms, project performance, and other variables that may arise as the Company makes progress towards completion.

Costs and estimated earnings in excess of billings represent the excess of contract costs and profits (or contract revenue) over the amount of contract billings to date and are classified as a current asset. Claims occur when there is a dispute regarding both a change in the scope of work and the price associated with that change.

Unapproved change orders occur when a change in the scope of work results in additional work being performed before the parties have agreed on the corresponding change in the contract price. The Company routinely estimates recovery related to claims and unapproved change orders as a form of variable consideration at the most likely amount it expects to receive and to the extent it is probable that a significant reversal of cumulative revenue recognized will not occur when the uncertainty associated with the variable consideration is resolved. Claims and unapproved change orders are billable upon the agreement and resolution between the contractual parties and after the execution of contractual amendments. Increases in claims and unapproved change orders typically result from costs being incurred against existing or new positions, while decreases normally result from resolutions and subsequent billings. As discussed in Note 9, the resolution of these claims and unapproved change orders may require litigation or other forms of dispute resolution proceedings. Unbilled revenue reflects unbilled costs and profits which are billable in accordance with the billing terms of each of the existing contractual arrangements and, as such, the timing of contract billing cycles can cause fluctuations in the balance of unbilled costs and profits. Ultimate resolution of other unbilled costs and profits typically involves incremental progress toward contractual requirements or milestones.

Capitalized contract costs primarily represent costs to fulfill a contract that (1) directly relate to an existing or anticipated contract, (2) generate or enhance resources that will be used in satisfying performance obligations in the future, and (3) are expected to be recovered through the contract and are included in other current assets. Capitalized contract costs are generally expensed to the associated contract over the period of anticipated use on the project. As of December 31, 2020, the Company had no capitalized contract costs associated with disaster recovery programs that have been awarded, but construction has not yet commenced but are scheduled to occur within the next year.

Contract liabilities include amounts owed under retainage provisions and billings in excess of costs and estimated earnings. The amounts as included in the consolidated balance sheets at December 31, 2022 and 2021, follows (in thousands):

	2022	**2021**
Accounts payable- retainage	$ 25,383	$ 25,138
Billings in excess of cost and earnings	26,222	25,309
Loss provision on contract	728	2,448
	$ 52,333	$ 52,895

Retainage payable represents amounts invoiced to the Company by subcontractors where payments have been partially withheld pending the completion of certain milestones, other contractual conditions, or upon the completion of the project. Generally, retainage payable is not remitted to subcontractors until the associated retainage receivable from customers is collected.

Billings in excess of costs and estimated earnings represent the excess of contract billings to date over the amount of contract costs and profits (or contract revenue) recognized to date. The balance may fluctuate depending on the timing of contract billings and the recognition of contract revenue.

For the year ended December 31, 2022, the Company revised its estimates related to total estimated cost of revenue at completion for one long-term project utilizing the cumulative catch-up method resulting in a total loss of $6.0 million which is included in cost of revenue for the year ended December 31, 2022. A loss provision on this long-term project of $0.7 million was accrued as of December 31, 2022. For the year ended December 31, 2021, the Company revised its estimates related to total estimated cost of revenue at completion for one long-term project utilizing the cumulative catch-up method resulting in a total loss of $4.0 million which is included in cost of revenue for the year ended December 31, 2021. A loss provision on this long-term project of $2.5 million was accrued as of December 31, 2021. There can be no assurance that the Company will not experience further changes in circumstances or otherwise be required to revise our estimates in the future.

4. BUSINESS COMBINATIONS

DCMC, LLC Acquisition—On August 25, 2020, Lemoine, under an Equity Purchase Agreement (the “Purchase Agreement”), purchased DCMC, LLC (“DCMC”) for a purchase price of $10,200,000 (the “DCMC Transaction”) subject to certain working capital and profit achievability thresholds over the next three years (“Earnout Period”).

For the earnout period ended August 25, 2021, the earnout achieved in Year 1 was $2.3 million consisting of $1.8 million in cash and $0.5 million in equity which was accrued within other accrued expenses on the balance sheet as of December 31, 2021, and paid in January 2022. The Company issued 303,526 Class C units in connection with the equity component of the earnout. Additionally, a fair value adjustment to the earnout as of December 31, 2021, resulted in a reduction in the earnout liability of $1.4 million which is included in other income (expense) within the consolidated statement of income for the year ended December 31, 2021.

For the earnout period ended August 25, 2022, the earnout achieved in Year 2 was $4.6 million consisting of $3.7 million in cash and $0.9 million in equity which was accrued within other accrued expenses on the balance sheet as of December 31, 2022. The Company issued 264,697 Class C units in connection with the equity component of the earnout. Additionally, a fair value adjustment to the earnout as of December 31, 2022, resulted in an increase in the earnout liability of $7.0 million which is included in other income (expense) within the consolidated statement of income for the year ended December 31, 2022.

As of December 31, 2022 and 2021, the estimated fair value of the contingent consideration—earnout amounted to $3.4 million and $2.0 million, respectively, which is recorded in other long-term liabilities in the consolidated balance sheet.

Workforce Group, LLC Acquisition—On April 30, 2021, Lemoine, under an Equity Purchase Agreement, purchased The Workforce Group, LLC (“WFG”) for a purchase price of $13,500,000, subject to certain working capital and profit achievability thresholds over the next three years. The initial base cash price was $12,000,000. In connection with this transaction, existing WFG management contributed 11.1% of their member interest in WFG to The Lemoine Company, LLC, which had a fair value of $1,500,000, and exchanged for Class C units of Lemoine Services Holdings, LP under the Partnership Agreement. In accordance with a preliminary working capital adjustment calculation, an additional $3.5 million in purchase price was paid at the closing of the transaction.

The Purchase Agreement also provides for an annual earnout over a three-year period with earnings thresholds of $4.1 million for each one-year period ending 1, 2 and 3 years after the transaction date each year. In the event EBITDA exceeds the threshold for a given period, the sellers are entitled to an earnout amount equal to the EBITDA over the threshold, up to $2 million. In the event EBITDA for any period exceeds $8.6 million, the sellers are entitled to an additional earnout amount equal to the EBITDA over the $8.6 million times 0.50x up to $5.0 million in any given year.

The cash purchase price and related transaction expenses were funded through the issuance of 2,336,175 Class B units for $4.8 million, the issuance of 1,061,080 Class C units to the Limited Partners for $2.2 million, $5.4 million in borrowings under the line of credit facility, and $3.3 million in cash on hand. Transaction costs associated with The Workforce Group, LLC acquisition in the accompanying consolidated statements of income for the year ended December 31, 2021, is $0.3 million.

The following summarizes the estimated fair values of the assets acquired and liabilities assumed as of the acquisition date (in thousands):

	2021
Working capital—net, including cash	$ 8,411
Property and equipment	202
Customer relationships	5,100
Tradenames	1,105
Goodwill	4,197
Total identifiable net assets	$ 19,015

Goodwill recognized results from an assembled workforce, which does not qualify for separate recognition, as well as expected future synergies from combining operations. Goodwill and other intangible assets allocated to the Partnership are non-deductible for tax purposes to the Class B Limited Partners.

Customer relationships and tradenames represent the fair value of those assets acquired at WFG and have lives of 10 years.

As of December 31, 2022, the Company had completed the final purchase price allocation.

The acquisition method of accounting requires the assets acquired and liabilities assumed in an acquired business to be recorded at their estimated fair values on the date of acquisition. The difference between the purchase price amount and the net fair value of assets acquired and liabilities assumed is recognized as goodwill on the balance sheet. Estimated fair value measurements relating to the acquisition of Workforce Group are made using Level 3 inputs, including discounted cash flow techniques. Fair value is estimated using inputs primarily from the income approach, which include the use of both the multiple period excess earnings method and the relief from royalties method. The significant assumptions used in estimating fair value include (i) the estimated life the asset will contribute to cash flows, such as attrition rate of customers or remaining contractual terms; (ii) profitability; and (iii) the estimated discount rate that reflect the level of risk associated with receiving future cash flows.

The fair value of the contingent consideration was estimated utilizing the income approach, specifically, a Monte Carlo simulation using geometric Brownian Motion. This methodology takes into account the potential cash payments discounted to arrive at a present value amount, based on the Company's expectation as to future EBITDA in the three subsequent annual periods following the Closing Date which are considered to be significant Level 3 unobservable inputs at that time. The discount rate was based on the market interest rate and the market's view of the impact of the payment structure, leverage, and riskiness of the cash flows on the value of the Contingent Consideration. Increases or decreases in the fair values of the Contingent Consideration obligations may result from changes in discount periods and rates, changes in the timing and amount of earn-out criteria and changes in probability assumptions with respect to the likelihood of achieving the earn-out criteria.

For the earnout period ended April 30, 2022, there was no earnout achieved in Year 1. Additionally, a fair value adjustment to the earnout as of December 31, 2022, resulted in a reduction in the earnout liability of $1.3 million which is included in other income (expense) within the consolidated statement of income for the year ended December 31, 2022.

The following table sets forth the total contingent consideration—earnout liabilities, in thousands, measured using Level 3 inputs, related to both acquisitions for the years ended December 31, 2022 and 2021, which are recorded in other long-term liabilities in the consolidated balance sheets.

BALANCE - January 1, 2021	$	5,700
Addition - WFG Acquisition		2,050
Earnout liability settled - DCMC Acquisition		(2,300)
Change in fair value recognized in earnings		(1,350)
BALANCE - December 31, 2021		4,100
Earnout liabilty settled - DCMC Acquisition		(5,734)
Change in fair value recognized in earnings		5,739
BALANCE - December 31, 2022	$	4,105

5. GOODWILL AND OTHER INTANGIBLE ASSETS

As of December 31, 2022 and 2021, the Company had $47.4 million in goodwill which reflected $33.2 million of goodwill recorded in connection with the BCP Transaction in May 2019, $10.0 million of goodwill recorded in connection with the DCMC Transaction in August 2020 and $4.2 million of goodwill recorded in connection with the Workforce Group Transaction in April 2021. There were no accumulated impairment losses recorded as of December 31, 2022 and 2021.

The following table sets forth the components of “Other intangibles—net of amortization” in the consolidated balance sheets as of December 31, 2022 and 2021 (dollars in thousands):

2022	Estimated Useful Lives (Years)	Gross Amount	Accumulated Amortization	Net Amount
Customer relationships	10–15	$21,592	$ 4,804	$16,788
Customer backlog	2	3,808	3,808	-
Trade name and trademarks	7–10	4,972	1,579	3,393
Non-compete agreements	2	154	154	-
Total intangible assets		$30,526	$10,345	$20,181

2021	Estimated Useful Lives (Years)	Gross Amount	Accumulated Amortization	Net Amount
Customer relationships	10–15	$21,592	$ 3,030	$18,562
Customer backlog	2	3,808	3,808	-
Trade name and trademarks	7–10	4,972	1,070	3,902
Non-compete agreements	2	154	154	-
Total intangible assets		$30,526	$ 8,062	$22,464

Amortization expense related to amortizable intangible assets was $2.4 million and $2.8 million the year ended December 31, 2022 and 2021, respectively. Amortization expense for each of the next five years and in total thereafter as of December 31, 2022, is as follows (dollars in thousands):

Year	Amortization Expense
2023	$ 2,283
2024	2,283
2025	2,283
2026	2,283
2027	2,283
Thereafter	8,766
Total	$20,181

The weighted-average amortization period for amortizable backlog, trade names, customer relationships, and noncompete agreements is 11 years.

6. INCOME TAXES

The Company is designated as a disregarded partnership for federal and state purposes and is not subject to income tax at the entity level. The Company’s policy is to make distributions to its member sufficient to pay its respective pro rata share of federal and state income taxes due on the pass-through income from the Company except for one subsidiary which is taxed as a C-Corporation. There were

$21.9 million and $19.0 million distributions to the Company's member for tax liabilities for the years ended December 31, 2022 and 2021, respectively.

7. PROPERTY AND EQUIPMENT—NET

Property and equipment are stated at cost. Depreciation is generally computed using the straight-line method over the stated useful lives of the assets. Depreciation and amortization expense related to property and equipment for the years ended December 31, 2022 and 2021, was $0.9 million and $0.8 million and $0.7 million, and $0.2 million, respectively. A summary of property and equipment and related accumulated depreciation and amortization expense as of December 31, 2022 and 2021, is shown below (in thousands):

	2022	2021
Machinery and equipment	$ 4,824	$ 4,322
Leasehold improvements	1,789	965
Computer software	419	419
Furniture and fixtures	406	320
Vehicles	50	50
Computer hardware	155	155
Total property and equipment	7,643	6,231
Less accumulated depreciation and amortization	(2,559)	(1,819)
Total	$ 5,084	$ 4,412

8. FINANCIAL COMMITMENTS

Long-Term Debt—Long-term debt at December 31, 2022 and 2021, respectively, consisted of the following (in thousands):

	2022	2021
Line of credit facilty	$ 16,000	$ 21,400
Note payable to Komatsu Financial maturing on December 3, 2024	174	256
Note payable to Komatsu Financial maturing on December 23, 2024	149	220
Note payable to Komatsu Financial maturing on November 8, 2024	130	195
Note payable to Komatsu Financial maturing on November 8, 2023	69	143
Note payable to Komatsu Financial maturing on November 20, 2023	69	143
Note payable to First Horizon maturing on October 7,2027	288	-
Total debt	16,879	22,357
Less current portion of long-term debt	(416)	(367)
Total long-term debt	$ 16,463	$ 21,990

There were no unamortized issuance costs as of December 31, 2022 and 2021.

New Credit Facility—In June 2021, the Company entered into a new credit facility with Iberia Bank/First Horizon ("New Credit Facility") which includes a secured line of credit in the amount of $85 million for five-year term expiring in April 2026. The New Credit Facility was amended in October 2022 to allow for a $1 million sublimit for equipment financing.

The New Credit Facility is subject to a continuing guaranty agreement between Lemoine Services Operations, LLC as guarantor, Lemoine as borrower, and Iberia Bank as lender dated December 4, 2019, as amended, for which the $85 million line of credit is secured through a security interest in all deposit accounts and other property of the Company. The terms of the lines of credit include a variable interest rate of Wall Street Journal Prime Index. The line of credit can be used to fund acquisitions, fund working capital requirements for the operations of Lemoine Disaster Recovery, LLC and to secure letters of credit issued in connection with certain insurance programs. As of December 31, 2022 and 2021, the Company had $16.0 million and $21.4 million, respectively, in borrowings under the secured lines of credit.

The New Credit Facility provides for customary covenants, including events of default including maintaining minimum liquid assets of $15.0 million, a maximum debt leverage of no higher than 3.0x, a minimum fixed charge ratio of 1.25x, and restrictions on the payment of dividends.

As of December 31, 2022 and 2021, the Company was in compliance with the financial covenants.

Letters of Credit—The Company secures any future casualty insurance obligations under the General Contractors Insurance, Ltd and Well Health insurance programs with an irrevocable standby letter of credit. As of December 31, 2022, the Company had two letters of credit issued and outstanding for $0.9 million and $0.3 million, respectively. As of December 31, 2021, the Company had two letters of credit issued and outstanding for $0.7 million and $0.2 million, respectively. No draws were made against the letter of credits for the year ended December 31, 2022 and 2021.

In addition to paying interest on outstanding principal under the lines of credit, the Company pays customary letter of credit fees. There are no fees for unutilized commitments thereunder.

Interest Expense—Interest expense as reported in the consolidated statements of income was $0.8 million and $0.2 million for the year ended December 31, 2022 and 2021, respectively.

Leases— The Company leases certain office facilities under non-cancellable operating leases with remaining terms from one to seven years. The Company does not have any finance leases.

The components of lease cost for operating leases for the year ended December 31, 2022, were as follows (in thousands):

	2022
Operating lease cost	$ 1,417
Short-term lease cost	4,103
Total lease cost	$ 5,520

The following table presents aggregate maturities of lease liabilities as of December 31, 2022 (in thousands):

Year	
2023	$1,272
2024	1,034
2025	939
2026	928
2027	234
Thereafter	
Total lease payments	$4,407
Less: Impact of discounting	(124)
Total	$4,283

The following table presents the weighted average remaining lease term and discount rate used in determining the present value of lease payments:

Weighted-average remaining lease term (years) at December 31, 2022:

Operating leases	4.3 years

Weighted-average discount rate (%) at December 31, 2022:

Operating leases	1.53%

The following table presents supplemental information related to operating (in thousands):

Operating cash flows from operating leases	$ 1,220
Non-Cash Activity:	
Right of use assets in exchange for new operating lease liabilities	$ 392

Prior to the adoption of ASC 842, the Company's future minimum lease payments under noncancellable long-term lease agreement for premises as of December 31, 2021 were as follows (thousands):

Year	**Facility Leases**
2022	$ 1,250
2023	878
2024	679
2025	639
2026	361
Thereafter	694
Total	$ 4,501

In addition to these payments, the Company pays month to month basis for certain other premises. Total rental expense for facilities and equipment used in construction was $5.5 million for the year ended December 31, 2021.

9. COMMITMENTS AND CONTINGENCIES

Litigation—The Company and certain of its subsidiaries are involved in litigation and various forms of dispute resolution and are contingently liable for commitments and performance guarantees arising in the ordinary course of business. In addition, other activities inherent to the Company's business may result in litigation or dispute resolution proceedings when there is a disagreement regarding a change in the scope of work and/or the price associated with that change.

In accordance with ASC 606, the Company makes assessments of these types of disputes on a routine basis and estimates and records recovery related to these disputes at the most likely amount it expects to receive, as discussed further in Note 1 and Note 2. These assessments require judgments concerning matters, such as litigation developments and outcomes, the anticipated outcome of negotiations and the estimated cost of resolving such disputes. In addition, because most contingencies are resolved over long periods of time, assets and liabilities may change in the future due to various factors.

Management believes that, based on current information and discussions with the Company's legal counsel, the ultimate resolution of these matters is not expected to have a material adverse effect on the Company's consolidated financial position, results of operations, or cash flows.

Other—In the normal course of business, the Company enters into contractual agreements with customers for services to be performed which requires bonding by the Company's sureties. Under its bonding programs, the Company has entered into a General Agreement of Indemnity dated June 12, 2019 and a General Agreement of Indemnity dated April 12, 2022, which require the Company and its affiliates or subsidiaries, including without limitation, to indemnify the sureties in the event of a claim or loss. The sureties may also file liens or security interests in their favor and pursue any other surety rights allowed under law.

Due to the nature of the work of some of our contracts and certain warranties and indemnifications inherent in contracts we enter into, we may have additional exposure to claims and losses which are not yet known to management. We believe that any such exposures are mitigated by risk management processes, including commercial insurance coverage, and will not have a significant adverse impact on our financial position or operations.

10. PROFITS INTEREST UNITS OF PARTNERSHIP

On May 14, 2019, in connection with the Partnership Agreement, the Company's employees are able to participate in the Partnership's Class A Unit Incentive Plan (the "Incentive Plan"). The Incentive Plan provides for the issuance of up to 1,000 Class A unit profit interests subject to vesting over a 4-year period, and upon a change of control, any unvested units will vest immediately. Upon a participant's death or permanent disability, the participate shall vest in the number of units that would have vested on the next scheduled anniversary date had no death or disability occurred. In the event of termination, any non-vested Class A units will be automatically cancelled and forfeited without any payment to the participant. The Class A units vested at the date of termination, and not forfeited continue to be subject to the terms of the Partnership Agreement.

While the units have features similar to both equity and liabilities it was determined to be primarily liability like based on the following considerations: (i) the profits interests do not convey voting rights;

(ii) the profits interest units are subject to repurchase by the Company following any termination and thereby limiting the grantees risks and rewards; (iii) the profits interests distribution rights are subordinate and distributions to unit holders are unlikely until an exit event occurs; and (iv) the profits interests are not transferrable. The units have been accounted for under ASC Topic 710, *Compensation – General*, and are classified as liability awards and accounted for as a performance bonus.

For the years ended December 31, 2022 and 2021, 350 and 150 Class A Units, respectively, were issued under the Incentive Plan and were outstanding as of December 31, 2022. There has been no compensation expense recognized with respect to these profits interest units.

11. EMPLOYEE BENEFIT PLANS

Section 401(k) Plan—The Company has a contributory Section 401(k) plan that covers all eligible employees, subject to certain specified service requirements. The Company matches 100% of the first 3% contributed by an employee. The cost recognized by the Company for its 401(k) plan was $0.7 million for the years ended December 31, 2022 and 2021. The Company's contribution is based on a nondiscretionary match of employees' contributions, as defined by the plan.

Deferred Compensation Plan—The Company maintains a nonqualified deferred compensation plan for certain key employees. Participants in this plan have the ability to defer a certain amount of their compensation, as defined in the agreement. The deferred compensation liability will be paid out either upon retirement or as requested based upon certain terms in the agreement and in accordance with Internal Revenue Code Section 409A. The Company made no contributions to the deferred compensation plan for the years ended December 31, 2022 and 2021. As of December 31, 2022, and 2021, the deferred compensation asset was $1.0 million and $1.1 million, respectively, recorded in Prepaid expenses and other current assets. As of December 31, 2022, and 2021, the Deferred compensation-vested liability was $1.3 million and $1.5 million, respectively.

Bonus Incentive Plan—The Company maintains an incentive compensation plan for its employees as well as standalone bonus plans for certain subsidiaries. The primary incentive plan provides for bonuses based on a specific percentage of adjusted operating profits based on the achievement of a combination of company-wide, business unit, and personal goals. For the years ended December 31, 2022 and 2021, incentive compensation was accrued at $4.6 million and $6.8 million, respectively, in accrued expenses in the consolidated balance sheets.

12. VARIABLE INTEREST ENTITIES

The Company may form joint ventures or partnerships with third parties for the execution of single contracts or projects. In accordance with ASC 810, the Company assesses its partnerships and joint ventures at inception to determine if any meet the qualifications of a VIE. The Company considers a joint venture a VIE if either (a) the total equity investment is not sufficient to permit the entity to finance its activities without additional subordinated financial support, (b) characteristics of a controlling financial interest are missing (either the ability to make decisions through voting or other rights, the obligation to absorb the expected losses of the entity or the right to receive the expected residual returns of the entity), or (c) the voting rights of the equity holders are not proportional to their obligations to absorb the expected losses of the entity and/or their rights to receive the expected residual returns of the entity, and substantially all of the entity's activities either involve or are conducted on behalf of an investor that has disproportionately few voting rights. Upon the occurrence of certain events outlined in ASC 810, the Company reassesses its initial determination of whether the joint venture is a VIE.

ASC 810 also requires the Company to determine whether it is the primary beneficiary of the VIE. The Company concludes that it is the primary beneficiary and consolidates the VIE if the Company has both (a) the power to direct the economically significant activities of the VIE and (b) the obligation to absorb losses of, or the right to receive benefits from, the VIE that could potentially be significant to the VIE. The Company considers the contractual agreements that define the ownership structure, distribution of profits and losses, risks, responsibilities, indebtedness, voting rights, and board representation of the respective parties in determining if the Company is the primary beneficiary. The Company also considers all parties that have direct or implicit variable interests when determining whether it is the primary beneficiary. In accordance with ASC 810, management's assessment of whether the Company is the primary beneficiary of a VIE is performed continuously.

The consolidated VIE is a joint venture to construct a new airport terminal in Lafayette, Louisiana. The Company has a 60% interest in the joint venture with the remaining 40% held by Manhattan Construction. The joint venture was initially financed with contributions from the partners, and, per the terms of the joint venture agreement, the partners may be required to provide additional capital contributions in the future. The Company has determined that this joint venture is a VIE for which the Company is the primary beneficiary and consolidates the joint venture in its consolidated financial statements.

As of December 31, 2022 and 2021, the Company's consolidated balance sheet included current and noncurrent assets and liabilities of a consolidated joint venture as follows (in thousands):

	2022	**2021**
Current and non-current assets	$ 5,737	$ 9,759
Current and non-current liabilities	2,077	7,164

Additionally, the Company entered into a contractual joint venture agreement with RGGC to construct a boat to land casino in Lake Charles, Louisiana. The Company has a 50% interest in the joint venture, RGGC the remaining 50% held by RGGC. The joint venture was initially financed with contributions from the partners, and, per the terms of the joint venture agreement, the partners may be required to provide additional capital contributions in the future. The Company has determined that this joint venture is a VIE; however, the Company is not the primary beneficiary as all decisions are managed by a management committee that is equally shared by both joint venture partners. The Company accounts for its investment in this joint venture using the proportionate consolidation method.

As of December 31, 2022 and 2021, the Company's consolidated balance sheet included current and noncurrent assets and liabilities of a consolidated joint venture as follows (in thousands):

	2022	**2021**
Current and non-current assets	$14,675	$9,340
Current and non-current liabilities	12,415	8,728

For the year ended December 31, 2021, the Company paid cash distributions to joint venture partners of $0.6 million. There were no distributions to joint venture partners for the year ended December 31, 2022.

13. RELATED-PARTY TRANSACTIONS

During 2022, the Company entered into a General Agreement of Indemnity dated April 12, 2022 with The Gray Casualty and Surety Company "Gray" and Nationwide Mutual Insurance Company ("Nationwide") under a co-surety arrangement. Gray is an affiliated portfolio company managed and controlled by BCP, the Company's general partner. During 2022, the Company relied upon Gray to issue performance and payment bonds for various construction projects under the co-surety arrangement. For the period April 12, 2022 through December 31, 2022, the Company paid bond premiums of $0.3 million to Gray. As of December 31, 2022, the Company had $0.1 million in bond premiums accrued but not paid.

The Company leases, at market rates, two facilities from entities owned by certain management including the Company's chief executive officer, president of commercial construction, and vice president of construction. Under these leases, the Company paid $0.5 million and $0.5 million for the year ended December 31, 2022 and 2021, respectively. In addition, the Company was hired to construct its corporate office's elevator tower and other leasehold improvements in 2019, for which $0.6 million was billed through 2020. There were no contract receivables at December 31, 2021.

For the years ended December 31, 2022 and 2021, the Company contracted with long-time subcontractors who became affiliates of the Company with the BCP Transaction in May 2019. The selection of these subcontractors was based on a competitive procurement process. On December 1, 2021, the affiliates were subsequently sold to an independent third-party and the subcontractors are no longer affiliates of the Company. From the period January 1, 2021 through the date of sale, the Company paid $46.2 million in subcontractor costs which are included in the cost of revenue on the consolidated statement of income.

For the years ended December 31, 2022 and 2021, the Company contracted with Gulf Coast Woodwork, LLC, which is 45% owned by the Company's chief executive officer, for millwork on projects. For the years ended December 31, 2022 and 2021, the Company paid $2.0 million and $2.5 million, respectively, in subcontractor costs, which are included in the consolidated statements of income. Additionally, there was a total of $0.8 million and $0.7 million in unpaid balances at December 31, 2022 and 2021, respectively. The unpaid balances are included in accounts payable and contract liabilities in the consolidated balance sheets.

For the years ended December 31, 2022 and 2021, the Company paid a law firm of one of its Board of Directors member for legal services of $0.3 million and $0.2 million, respectively.

Additionally, for the year ended December 31, 2021, the Company reimbursed BCP for $11 thousand in expenses related to the administration and monitoring of its investment in the Company. There were no reimbursements to BCP for the year ended December 31, 2022.

14. SUBSEQUENT EVENTS

Management has evaluated events May 5, 2023, the date the consolidated financial statements were available to be issued, and determined the additional disclosures were necessary:

Macro Acquisition—On February 17, 2023, Lemoine, under an Equity Purchase Agreement (the "Purchase Agreement"), purchased through a newly created subsidiary, Macro Logistics, LLC, the assets of Macro Companies, Inc. and Macro Transport, LLC (collectively "Macro") for a total base purchase price of $200,000,000 (the "Macro Transaction") subject to certain working capital. The total purchase price includes an initial cash price of $145.1 million and existing Macro management contributed $60.0

million or 30% of their member interest in Macro to The Lemoine Company, LLC, for which Class C units of Lemoine Services Holdings, LP were issued pursuant to the Partnership Agreement and represented approximately 15% of member interest in the Company. In accordance with a final working capital adjustment calculation, a final working capital calculation and payment or refund is due within 90 days of the acquisition date.

The cash purchase price and related transaction expenses were funded through $1.3 million in cash on hand, $80.0 million in borrowings under a new Credit Facility entered into on February 17, 2023 "2023 Credit Facility" and $63.8 million in contributed equity by existing members.

Transaction costs associated with the Macro acquisition in the accompanying consolidated income statement for the year ended December 31, 2022 were $1.3 million.

As of the date of this report, the Company has not completed its final assessment of the fair values of purchased assets and liabilities and the allocation of the total purchase price.

2023 Credit Facility—In connection with the Macro Acquisition on February 17, 2023, the Company and its subsidiaries entered into a $150 million credit facility ("2023 Credit Facility") with First Horizon Bank and other lenders with First Horizon as sole lead arranger and bookrunner. This 2023 Credit Facility replaced the Company's existing $85 million credit facility disclosed in Note 8. Interest rates under the 2023 Credit Facility include a variable interest rate of the Secured Overnight Financing Rate (SOFR).

The 2023 Credit Facility provides for customary covenants, including events of default if certain covenants are not maintained such as (i) maintaining minimum liquid assets of $30.0 million as of the end of any fiscal quarter, (ii) a maximum consolidated leverage ratio at each quarter end no greater than 3.0x, a minimum consolidated fixed charge ratio of 1.25x, and restrictions on the payment of dividends.

* * * * * *

THE LEMOINE COMPANY, LLC AND SUBSIDIARIES

CONSOLIDATED BALANCE SHEETS
AS OF DECEMBER 31, 2023 AND 2022

	2023	2022
ASSETS		
CURRENT ASSETS:		
Cash and cash equivalents	$ 48,369,722	$ 44,170,244
Contract receivables	127,917,894	113,686,358
Contract assets	41,249,857	40,776,191
Prepaid expenses and other current assets	4,619,040	5,736,676
Total current assets	222,156,513	204,369,469
PROPERTY AND EQUIPMENT—Net of accumulated depreciation	32,742,646	5,084,444
OTHER ASSETS:		
Goodwill	122,361,976	47,388,798
Other Intangibles—net of amortization	94,480,798	20,181,335
Right of use assets	5,013,563	3,956,516
Other assets	1,052,197	115,634
Total other assets	222,908,534	71,642,283
TOTAL	$ 477,807,693	$ 281,096,196
LIABILITIES AND EQUITY		
CURRENT LIABILITIES:		
Accounts payable	$ 84,417,499	$ 72,474,179
Contract liabilities	46,341,536	52,333,295
Accrued expenses	19,811,019	19,885,147
Current portion of long-term debt	227,616	-
Deferred compensation—vested liability	1,224,729	1,292,500
Total current liabilities	152,022,399	145,985,121
LONG-TERM LIABILITIES:		
Long-term debt	70,000,000	16,000,000
Long-term lease liabilities	3,727,315	3,528,135
Other long-term liabilities	1,062,013	4,220,818
Total liabilities	226,811,727	169,734,074
EQUITY:		
The Lemoine Company, LLC member's equity	249,472,839	109,898,052
Noncontrolling interest	1,523,127	1,464,070
Total equity	250,995,966	111,362,122
TOTAL LIABILITIES AND EQUITY	$ 477,807,693	$ 281,096,196

See notes to consolidated financial statements.

THE LEMOINE COMPANY, LLC

CONSOLIDATED STATEMENTS OF INCOME
FOR THE YEARS ENDED DECEMBER 31, 2023 AND 2022

	2023	2022
CONTRACT REVENUES	$ 597,197,646	$ 507,238,392
COST OF REVENUE	506,117,245	451,318,185
GROSS PROFIT	91,080,401	55,920,207
OPERATING EXPENSES	49,540,837	32,480,008
DEPRECIATION AND AMORTIZATION EXPENSE	15,251,258	3,204,307
INCOME FROM OPERATIONS	26,288,306	20,235,892
OTHER EXPENSES AND INCOME:		
Interest expense—net	(3,018,876)	(682,566)
Other (expense) income—net	2,278,078	(4,565,487)
Total other (expense) income	(740,798)	(5,248,053)
CONSOLIDATED NET INCOME	25,547,508	14,987,839
LESS—Net income attributable to noncontrolling interest	(59,057)	(426,067)
NET INCOME ATTRIBUTABLE TO THE LEMOINE COMPANY, LLC	$ 25,488,451	$ 14,561,772

See notes to consolidated financial statements.

H

REQUIRED FORMS

LEMOINE

The following documents and forms are included in this section:

- Corporate Resolution/Certificate of Authority (located behind Cover Letter in Tab A)
- Signature Page
- Affidavits (pages 1-3)
- Attachment "C" (pages 52 and 53)
- Licenses

Request for Proposals **#0487**

To Provide Remediation Services for Various Jefferson Parish Departments

SIGNATURE PAGE

The Jefferson Parish Department of Purchasing is soliciting Request for Proposals (RFP'S) from qualified proposers who are interested in providing **Remediation Services for Various Jefferson Parish Departments** for the for the Jefferson Parish Department of **General Services.**

Request for Proposals will be received until 3:30 p.m. Local Time on: September 24, 2024

Acknowledge Receipt of Addenda: Number: 1
Number: 2
Number: ________
Number: ________
Number: ________
Number: ________

Name of Proposer: Lemoine Disaster Recovery, L.L.C.

Address: 300 Lafayette Street, Suite 100
New Orleans, LA 70130

Phone Number: 225.383.3710 Fax Number 225.383.3978

Type Name of Person Authorized to Sign: Robert "Mike" Rice

Title of Person Authorized to Sign: President of LEMOINE Disaster Services

Signature of Person Authorized to Sign: R.M.R

Email Address of Person Authorized to Sign: disaster@1lemoine.com

Date: 10/1/2024

This RFP signature page must be signed by an authorized Representative of the Company/Firm for proposal to be valid. Signing indicates you have read and comply with the Instructions and Conditions.

Request for Proposal

AFFIDAVIT

STATE OF Louisiana

PARISH/COUNTY OF East Baton Rouge

BEFORE ME, the undersigned authority, personally came and appeared: Robert "Mike" Rice ____________________, (Affiant) who after being by me duly sworn, deposed and said that he/she is the fully authorized President of LEMOINE Disaster Services of Lemoine Disaster Recovery, L.L.C (Entity), the party who submitted a proposal in response to RFP Number 0487, to the Parish of Jefferson.

Affiant further said:

<u>Campaign Contribution Disclosures</u>

(Choose A <u>or</u> B, if option A is indicated please include the required attachment):

Choice A ☐ Attached hereto is a list of all campaign contributions, including the date and amount of each contribution, made to current or former elected officials of the Parish of Jefferson by Entity, Affiant, and/or officers, directors and owners, including employees, owning 25% or more of the Entity during the two-year period immediately preceding the date of this affidavit or the current term of the elected official, whichever is greater. Further, Entity, Affiant, and/or Entity Owners have not made any contributions to or in support of current or former members of the Jefferson Parish Council or the Jefferson Parish President through or in the name of another person or legal entity, either directly or indirectly.

Choice B ☑ there are **<u>NO</u>** campaign contributions made which would require disclosure under Choice A of this section.

Affiant further said:

Debt Disclosures

(Choose A or B, if option A is indicated please include the required attachment):

Choice A ☐ Attached hereto is a list of all debts owed by the affiant to any elected or appointed official of the Parish of Jefferson, and any and all debts owed by any elected or appointed official of the Parish to the Affiant.

Choice B ☑ There are **NO** debts which would require disclosure under Choice A of this section.

Affiant further said:

Solicitation of Campaign Contribution Disclosures

(Choose A or B, if option A is indicated please include the required attachment):

Choice A ☐ Attached hereto is a list of all elected officials of the Parish of Jefferson, whether still holding office at the time of the affidavit or not, where the elected official, individually, either by **telephone or by personal contact**, solicited a campaign contribution or other monetary consideration from the Entity, including the Entity's officers, directors and owners, and employees owning twenty-five percent (25%) or more of the Entity, during the two-year period immediately preceding the date the affidavit is signed. Further, to the extent known to the Affiant, the date of any such solicitation is included on the attached list.

Choice B ☑ there are **NO** solicitations for campaign contributions which would require disclosure under Choice A of this section.

Affiant further said:

That Affiant has employed no person, corporation, firm, association, or other organization, either directly or indirectly, to secure the public contract under which he received payment, other than persons regularly employed by the Affiant whose services in connection with the construction, alteration or demolition of the public building or project or in securing the public contract were in the regular course of their duties for Affiant; and

That no part of the contract price received by Affiant was paid or will be paid to any person, corporation, firm, association, or other organization for soliciting the contract, other than the payment of their normal compensation to persons regularly employed by the Affiant whose services in connection with the construction, alteration or demolition of the public building or project were in the regular course of their duties for Affiant.

Affiant further said:

Subcontractor Disclosures

(Choose A or B, if option A is indicated please include the required attachment):

Choice A ☐ Affiant further said that attached is a listing of all subcontractors, excluding full time employees, who may assist in providing professional services for the aforementioned RFP.

Choice B ☑ There are **NO** subcontractors which would require disclosure under Choice A of this section.

R. M. R

Signature of Affiant

Robert "Mike" Rice

Printed Name of Affiant

SWORN AND SUBSCRIBED TO BEFORE ME ON THE 1st DAY OF October, 2024.

Notary Public

Trenton Ball

Printed Name of Notary

37577

Notary/Bar Roll Number

My commission expires With life.

Trenton C. Ball, Esq.
Notary Public, LSBA No. 37577
Commission Expires With Life

ATTACHMENT "C"

APPENDIX A: The ensuing contract for this RFP solicitation may be eligible for federal reimbursement. As such this appendix will be applicable accordingly and shall be considered a part of the RFP documents. All applicable certifications must be duly completed, signed and submitted prior to award.

Anti-Lobbying Form

CERTIFICATION OF RESTRICTIONS ON LOBBYING

I, Robert "Mike" Rice, President of LEMOINE Disaster Services, hereby certify on
(name and title of bidder's official)

behalf of Lemoine Disaster Recovery, L.L.C. that:
(name of bidder)

(1) No Federal appropriated funds have been paid or will be paid, by or on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of any Federal contract, the making of any Federal grant, the making of any Federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment, or modification of any Federal contract, grant, loan, or cooperative agreement.

(2) If any funds other than Federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this Federal contract, grant, loan, or cooperative agreement, the undersigned shall complete and submit standard Form-LLL. "Disclosure Form to Report Lobbying," in accordance with its instructions.

(3) The undersigned shall require that the language of this certification be included in the award documents for all sub awards at all tiers (including subcontracts, sub grants, and contracts under grants, loans, and cooperative agreements) and that all subrecipients shall certify and disclose accordingly.

This certification is a material representation of fact upon which reliance is placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by section 1352, title 31, U.S. Code. Any person who fails to file the required certification shall be subject to a civil penalty of not less than $10,000 and not more than $100,000 for each such failure.

Executed this 1st day of October, 2024.

By R.M.R
(signature of authorized official)

President of LEMOINE Disaster Services
(title of authorized official)

ATTACHMENT "C"

APPENDIX A: The ensuing contract for this RFP solicitation may be eligible for federal reimbursement. As such this appendix will be applicable accordingly and shall be considered a part of the RFP documents. All applicable certifications must be duly completed, signed and submitted prior to award.

Debarment/Suspension Form

DEBARMENT/SUSPENSION CERTIFICATION

Debarment:

Federal Executive Order (E.O.) 12549 "Debarment" requires that all contractors receiving individual awards, using federal funds, and all subrecipients certify that the organization and its principals are not debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded by any Federal department or agency from doing business with the Federal Government. By signing this document you certify that your organization and its principals are not debarred. Failure to comply or attempts to edit this language may disqualify your bid. Information on debarment is available at the following websites: www.sam.gov and https://acquisition.gov/far/index.html see section 52.209-6.

Your signature certifies that neither you nor your principal is presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from participation in this transaction by any federal department or agency.

Robert "Mike" Rice, President of LEMOINE Disaster Services
(Name and Title of bidder's official)

Lemoine Disaster Recovery, L.L.C.
(Name of bidder/company)

300 Lafayette Street, Suite 100
(Address)

New Orleans, LA 70130
(Address)

PHONE 225.383.3710 FAX 225.383.3978

EMAIL disaster@lemoine.com

R.M.R. Signature 10/1/2024 Date

State of Louisiana

State Licensing Board for Contractors

This is to Certify that: LEMOINE DISASTER RECOVERY, L.L.C.
1200 Brickyard Lane, Ste. 300
Baton Rouge, LA 70802

is duly licensed and entitled to practice the following classifications

ASBESTOS REMOVAL AND ABATEMENT; BUILDING CONSTRUCTION; HEAVY CONSTRUCTION

Witness our hand and seal of the Board dated,
Baton Rouge, LA 16th day of March 2024

Director

Chairman

Treasurer

Expiration Date: March 15, 2025

License No: 66556

This License Is Not Transferrable

State of Louisiana

State Licensing Board for Contractors

This is to Certify that: LEMOINE DISASTER RECOVERY, L.L.C.
1200 Brickyard Lane, Ste. 300
Baton Rouge, LA 70802

is duly licensed and entitled to practice the following classifications

RESIDENTIAL CONSTRUCTION

Witness our hand and seal of the Board dated,
Baton Rouge, LA 23rd day of May 2024

Director

Chairman

Treasurer

Expiration Date: May 22, 2025

License No: 885241

This License Is Not Transferrable

State of Louisiana

State Licensing Board for Contractors

This is to Certify that: Lemoine Disaster Recovery, L.L.C.
1200 Brickyard Lane, Ste. 300
Baton Rouge, LA 70802

is duly licensed to bid, contract and perform as a

Mold Remediation Contractor

Witness our hand and seal of the Board dated,
Baton Rouge, LA 5th day of August 2024

Director

Chairman

Treasurer

Expiration Date: August 4, 2025

License No: 250894

This License Is Not Transferrable

MEMBERSHIP CERTIFICATE

Lemoine Disaster Recovery, LLC.

is hereby recognized as a

Contractor Revenue Member

in good standing
and furthermore, shall be entitled to all the
rights and privileges of membership.

The Restoration Industry Association (RIA) is the oldest and largest trade association representing the restoration and reconstruction industry with over 1,100 member firms worldwide. RIA serves and represents the interests of its members by promoting the highest ethical standards; providing education, professional qualification and certification opportunities; positively influencing regulations and governmental actions; and advancing the safety, image, efficiency, and competitiveness of industry members.

Membership ID: 70503506

Expiration Date: 12/31/2024

Katie Smith, RIA President

Kristy Cohen, Chief Executive Officer

LOUISIANA DEPARTMENT OF AGRICULTURE & FORESTRY

MIKE STRAIN D V M, COMMISSIONER

Agricultural & Environment Sciences, 5825 Florida Blvd., Suite 3003, Baton Rouge, LA 70806, (225) 925-3796 , FAX (225) 925-3760

License No. 0020NV

Date: 04/05/2024

LEMOINE DISASTER RECOVERY, LLC

Please verify information for correctness. If changes are necessary, make corrections and promptly return to issuing agency.

Louisiana Department of Agriculture & Forestry

Mike Strain DVM, Commissioner

Agricultural & Environmental Sciences, 5825 Florida Blvd., Suite 3003, Baton Rouge, LA 70806

Be it known, that effective Jan 1, 2024 through Dec 31, 2024 having complied with all relevant requirements of the Louisiana Revised Statutes, the entity named below is hereby authorized to engage in the business of **GROUND OWNER OPERATOR**.

LEMOINE DISASTER RECOVERY, LLC
1906 ERASTE LANDRY ROAD
LAFAYETTE LA 70506

Mike Strain

Commissioner

DISPLAY IN A PROMINENT PLACE.

License No: 0020NV

2341

LOUISIANA DEPARTMENT OF AGRICULTURE & FORESTRY

Agricultural & Environmental Sciences
5825 Florida Blvd., Suite 3003
Baton Rouge, LA 70806

IMPORTANT
OFFICIAL DOCUMENT ENCLOSED

LEMOINE DISASTER RECOVERY, LLC
1906 ERASTE LANDRY ROAD
LAFAYETTE LA 70506

United States Environmental Protection Agency

This is to certify that

Lemoine Disaster Recovery, LLC

has fulfilled the requirements of the Toxic Substances Control Act (TSCA) Section 402, and has received certification to conduct lead-based paint activities pursuant to 40 CFR Part 745.226

In the Jurisdiction of:

All EPA Administered Lead-based Paint Activities Program States, Tribes and Territories

This certification is valid from the date of issuance and expires June 02, 2026

LBP-F214533-2
Certification #

May 19, 2023
Issued On

Sheila Canavan, Associate Division Director
Existing Chemicals Risk Management Division

United States Environmental Protection Agency

This is to certify that

Lemoine Disaster Recovery LLC

has fulfilled the requirements of the Toxic Substances Control Act (TSCA) Section 402, and has received certification to conduct lead-based paint renovation, repair, and painting activities pursuant to 40 CFR Part 745.89

In the Jurisdiction of:

All EPA Administered States, Tribes, and Territories

This certification is valid from the date of issuance and expires April 20, 2025

NAT-F214533-1
Certification #

April 06, 2020
Issued On

Sheila Canavan, Associate Division Director
Existing Chemicals Risk Management Division

IICRC®
Institute of Inspection Cleaning and Restoration Certification

Certified Firm

2024

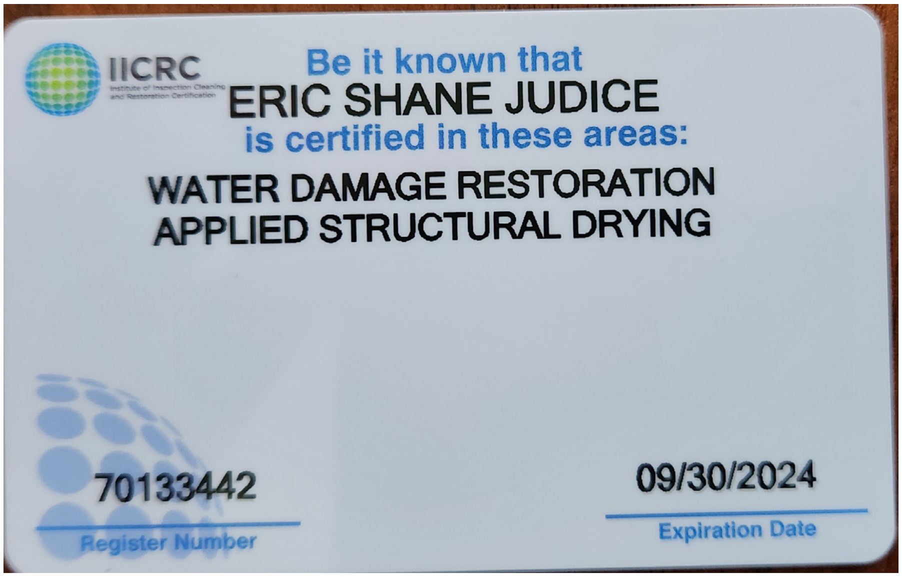
be it known that:

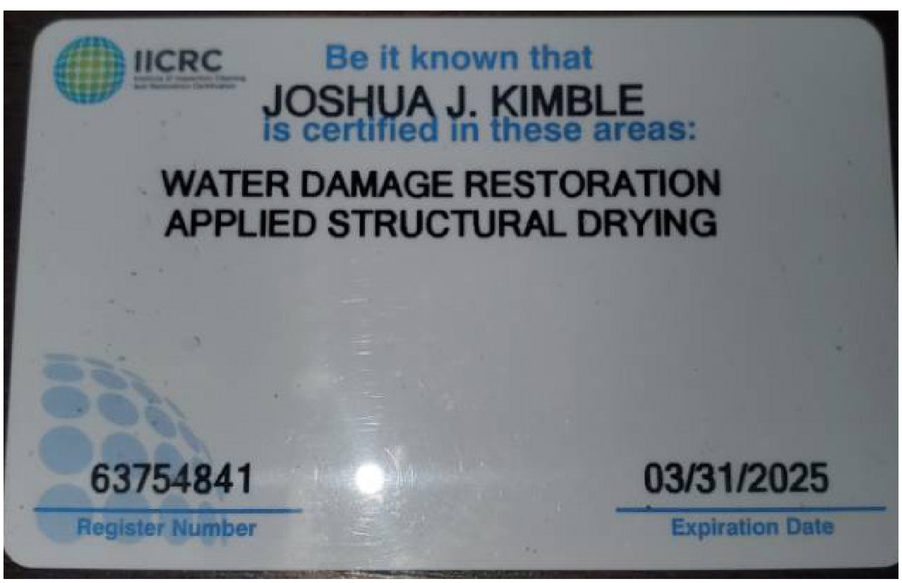
LEMOINE DISASTER RECOVERY, L.L.C.

is registered with the IICRC and has pledged to maintain an awareness of and knowledge about the IICRC's published standards relevant to the Certified Firm's operations; will seek and promote educational training for technicians to enhance proficiency; provide service that results in elevated levels of customer satisfaction; be prompt; conduct business with honesty, integrity and fairness; build consumer confidence in the industry; and, promote good relations with affiliate industries.

Carey Vermeulen
Chairman of the Board of Directors

70178151
Company #
12/31/2024
Valid Through


IICRC
Be it known that
ERIC SHANE JUDICE
is certified in these areas:
WATER DAMAGE RESTORATION
APPLIED STRUCTURAL DRYING
70133442
Register Number
09/30/2024
Expiration Date


IICRC
Be it known that
JOSHUA J. KIMBLE
is certified in these areas:
WATER DAMAGE RESTORATION
APPLIED STRUCTURAL DRYING
63754841
Register Number
03/31/2025
Expiration Date

THIS CERTIFICATION IS AWARDED TO

Andrew Sexton

CONTRACTOR TRAINING CENTER

FOR SUCCESSFULLY COMPLETING THE CERTIFICATION

Louisiana Mold Remediation and Assessment 24-Hour Training Course

THIS 24 HOUR COURSE INCLUDES TRAINING IN WATER INTRUSION, MOLD, RESPIRATORY PROTECTION, AND STANDARDS OF PRACTICE. THE ISSUANCE OF THIS CERTIFICATE REQUIRES THE SUCCESSFUL COMPLETION OF A CERTIFICATION EXAM.

Issued: 2023-07-27

dkvjowpyf2

TRAINING CERTIFICATION

Andrew Edison Sexton

This certifies that the above named has completed the LONGPOINT Environmental Training AHERA/EPA Accredited Initial Course for Asbestos Contractor/Supervisor in English. This course is EPA Approved Under the Toxic Substance Control Act (TSCA) Title II; 15 USC, Chapter 53, Subchapter II requirements of the Texas Asbestos Health Protection Rules; and as required under LAC 33:III.2799, Appendix A.

TX DL# 44327645

Course Date(s): August 21st-25th, 2023
Exam Date: August 25th, 2023
Expiration Date: August 25th, 2024

LET-033523
Certificate Number

Tomas Gonzalez del Villar, Course Instructor

Alberto Diaz, Principal Officer

LONGPOINT Environmental Training

TXDSHS License #100080

LONGPOINT Environmental Training
7807 Long Point Road
Suite #245
Houston, TX 77055
(713) 316-9966

STATE OF LOUISIANA

DEPARTMENT OF ENVIRONMENTAL QUALITY

certifies that

Andrew Sexton

Has complied with all requirements of the Louisiana Department of Environmental Quality and is authorized to perform the duties of

Asbestos Contractor/Supervisor

Accreditation No. **AS240217** **AI No.** **240217**

Date of Issuance **August 22, 2024** **Expiration** **August 25, 2025**

Failure to comply with all applicable provisions of La. R.S. 2025.E. (1)(a) and La. R.S. 2025.F. (2)(a) may result in civil and/or criminal enforcement actions by the State.

Permit Support Services Division
Office of Environmental Services

DEQ
LOUISIANA

LEAD CLASSES.COM
EPA HUD & STATE RRP LEAD PAINT CERTIFICATION

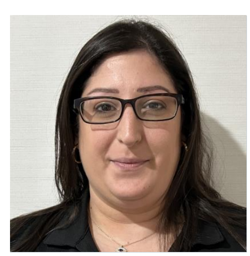
1520 Belle View Blvd, #3172
Alexandria VA 22307
Info@LeadClasses.com
1-888-840-8388

Certificate of Attendance and Successful Completion Renovator Initial - English

Issued per 40 CFR Part 745.225

Alexandra M Pallis
187 S Lhs Dr 123
Lumberton, TX 77657
Certificate # R-I-T210065-24-00990

Course Date: 05/29/2024
Exam Date: 05/29/2024
Expiration Date: 05/29/2029



5/29/2024

Steven Hoff Training Manager
Crosswall Training / LeadClasses.com

Date

ZACK ACADEMY

Zack Academy, Inc.
1400 E. Oakland Park Blvd.
Suite 108
Oakland Park, FL 33334
(800) 355-1751

CERTIFICATE OF COMPLETION

THIS IS TO CERTIFY THAT

Andrew Gisclair

1906 Eraste Landry Rd. #200, Lafayette, LA 70506

ATTENDED & SUCCESSFULLY COMPLETED:

Lead Renovator Refresher - English

Per 40 CFR Part 745.225

Course Format: E-Learning Without Hands-On

Certificate Number: R-R-74543-24-00290

Course Date: 03/25/2024
Examination Date: 03/25/2024
Expiration Date: 03/25/2027

Training Manager

03/25/2024
Date

360 TRAINING™

CERTIFICATE OF COMPLETION

This certifies that

Andrew C. Maples

has successfully completed the course

Mold Inspector Certification

Course Duration
6.0

Completion Date
08/08/2023

Samantha Montalbano, Chief Operating Officer

5000 Plaza on the Lake, Suite 305 | Austin, TX 78746 | 877.881.2235 | www.360training.com