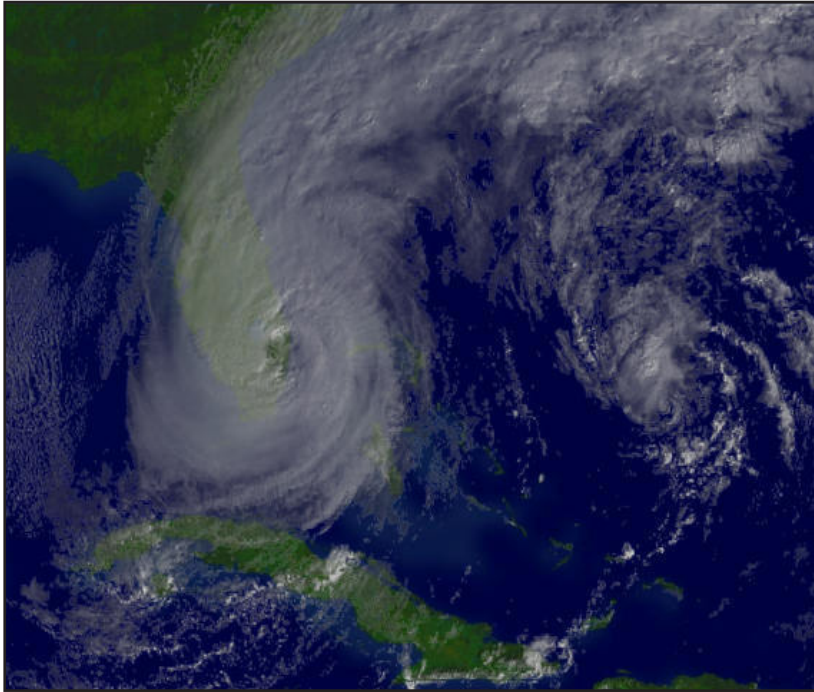


# Disaster Debris Monitoring Services

Solicitation 865-11764

**COPY**

July 8, 2016



Submitted To:



CITY OF FORT LAUDERDALE

City of Fort Lauderdale  
Procurement Services Division  
100 N. Andrews Avenue, #619  
Fort Lauderdale, FL 33301

Submitted By:



2501 Avenue J, Suite 120  
Arlington, TX 76006

A Wholly Owned Subsidiary of



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## EXECUTIVE SUMMARY

**QUALIFICATIONS AND COMMITMENT** - True North Emergency Management, LLC / Neel-Schaffer, Inc. (the True North team) is pleased to present our qualifications to the City of Fort Lauderdale to provide Disaster Debris Monitoring Services. True North Emergency Management is a wholly owned subsidiary of Neel-Schaffer Engineers and Planners, Inc. specializing in emergency management and debris monitoring services. The True North team is headquartered in Arlington, Texas. We also have support staff in our engineering office in Maitland, Florida. In the event of a disaster response, True North would establish a project office in the City of Fort Lauderdale.

Over the past two years, True North has been fortunate to have six former U.S. Army Corps of Engineers (USACE) debris subject matter experts join our disaster debris response team. They have years of experience working with FEMA Region IV. We have extensive debris monitoring experience and meet all of the minimum qualifications in the RFP. We have successfully served over 100 communities following major disasters including Hurricanes Sandy, Ike, Rita, Katrina and Jeanne. The True North team is committed to satisfying the needs of the City of Fort Lauderdale.

**EXPERIENCE** - True North's emergency management experience is very diverse, including debris management, monitoring, planning, project development, project management, and financial recovery. We have provided monitoring services on multiple projects with over 1 million cubic yards of debris removal. We have assisted communities in monitoring the removal of all types of debris, such as right-of-way (ROW) debris, private property (right of entry) debris, commercial property, abandoned cars, marine debris, beach cleaning, vessel removal, hazardous trees/limbs, white goods, hazardous materials, and e-waste. The True North team provided debris monitoring service to Indian River City following Hurricane Jeanne in 2004.

**CAPACITY / DEPTH OF STAFF** - While True North has a great deal of debris monitoring experience, we are not overcommitted with pre-event contracts in the Fort Lauderdale area. We do NOT have commitments in the area's potentially largest debris generating communities of Houston, Galveston or Galveston City. Multiple commitments in these communities could cause even the largest firms not to be able to respond adequately in the event of a catastrophic disaster. Our lack of previous commitments with the largest communities in the area will allow us to focus our resources on the recovery of Fort Lauderdale. We encourage you to contact the communities we have served following disasters. You will hear their appreciation for the high level of service we were able to provide them, without being overcommitted to serve numerous large communities in the same area.

Our team mobilized hundreds of temporary employees to meet the needs created by Hurricane Katrina across the Gulf Coast and again following Hurricane Ike and recent winter storms. We had adequate management and staff to supervise the debris removal operations. Our ability to hire, train and successfully manage hundreds of monitors in an organized and timely manner is key to our success at debris removal monitoring and the corresponding recovery of the community. A deep staff of experienced managers, trainers, supervisors, and data managers is critical in mobilizing a large and effective monitoring program, following a catastrophic disaster.

**FINANCIAL RECOVERY / UNDERSTANDING OF FEMA, FHWA AND FDEM GUIDELINES** - Having worked on debris management and Public Assistance projects, True North is thoroughly familiar with the requirements and guidelines of the Federal Emergency Management Agency (FEMA), Federal Highway Administration (FHWA) and Florida Division of Emergency Management (FDEM). We have a track record of full FEMA, FHWA and state reimbursement on projects we have monitored. We will work with Fort Lauderdale to develop a strategy to maximize early reimbursement of project costs. We will coordinate meetings with FEMA Public Assistance (PA) staff early in the project and focus on disaster specific guidance to maximize reimbursement of project costs and True North will be a resource to Fort Lauderdale on federal requirements and financial recovery.

True North is committed to minimizing costs to Fort Lauderdale through competitive hourly rates along with careful management of working hours. We will work closely with Fort Lauderdale in developing staffing levels to ensure adequate oversight and documentation of the project, while minimizing costs to the public. We take very seriously the challenge of managing a quick, effect debris removal project, while maximizing federal and state reimbursement. We execute a detailed QA/QC program on every project.

**KEY PERSONNEL** - Mr. Nelson Lucius, P.E., Principal-In-Charge, Mr. Derrick Tucker, P.E., Engineer Manager, and Mr. Jim Garner, Project Manager, will work together closely to lead and manage your debris monitoring projects. Mr. Lucius and Mr. Tucker have played key roles on essentially every True North debris project over the past eleven years, typically in the role of Project Manager or Principal-In-Charge. Mr. Lucius will serve as the Principal-in-Charge on this project. He has served as True North's team leader for many disaster events, including Hurricanes Sandy, Ike, Katrina and Jeanne debris monitoring projects. Mr. Tucker will be the QA/

QC Manager on this project. He has served in this role and Project Manager role on numerous debris monitoring projects. Mr. Tucker has extensive emergency management experience including Hurricanes Sandy, Ike, Rita, and Katrina and as a FEMA NISTAC representative in New Orleans following Hurricane Katrina. Mr. Garner will serve as the Project Manager on this project, He will provide Fort Lauderdale with over 30 years of disaster debris management. Mr. Garner retired from the USACE as the National Lead Subject Matter Expert in debris monitoring and management.. Since joining True North, Mr. Garner has successfully served as the lead Project Manager on our disaster responses. Mr. Robert Latham, former Executive Director for the Mississippi Emergency Management Agency (MEMA), will provide Fort Lauderdale with over 30 years of emergency management, training and debris management experience. Mr. Latham was Executive Director of MEMA for over seven years including the landfall and first eight months of recovery following Hurricane Katrina.

**RESPONSIVENESS** - Prior to each hurricane season we will meet with Fort Lauderdale at least once at no cost to the City, to coordinate response and communications plans to facilitate a “fast track” disaster response. We will mobilize a core team of debris management professionals in advance of hurricanes or predicted disasters to be prepared for full scale debris operations and to work with the City to develop an event specific Debris Management Action Plan. True North’s permanent Texas staff and companywide disaster management response team are prepared to respond immediately in the event of future disasters in Fort Lauderdale. We will mobilize prior to the event in order to be fully prepared to assist Fort Lauderdale recover from predictable disasters. We will be on site to assist the City within 24 hours following unpredicted disasters. True North is ready and able to serve Fort Lauderdale.

**LOCAL SUPPORT** – The True North team hired and trained hundreds of monitors following the 2008 hurricane season, with the majority being residents of Harris and surrounding counties. Most of these trained local monitors are available to help with future disasters. We have over 50 permanent True North employees with debris management/monitoring experience. We will we provide experienced managers and supervisors and will rehire/hire and train local monitors as required to meet the needs of Fort Lauderdale in the event of future disasters. We intend to hire and train the majority of our debris monitors locally within the City of Fort Lauderdale to support the local economy. True North will meet the needs of Fort Lauderdale with a combination of experienced employees from our permanent Maitland office, disaster debris management experts from across the South, and locally hired and trained personnel. True North is committed to provide the most qualified personnel and to deliver the highest level of service to the City of Fort Lauderdale.

**BACKGROUND AND VALUES** - Neel-Schaffer and True North combined is a multi-disciplined emergency management, engineering, and planning firm with offices in Texas, Louisiana, Mississippi, Florida, Alabama, Georgia, Kentucky, South Carolina, and Tennessee and with a staff of over 400 professional and technical employees. Our team began disaster recovery services following the 1979 flood event in Jackson, Mississippi and has provided services on numerous debris monitoring projects.



## COMPANY PROFILE

True North Emergency Management, LLC is a wholly owned subsidiary of Neel-Schaffer Engineers and Planners, Inc., specializing in emergency management and debris monitoring services. We deliver comprehensive Emergency Management services in local, state, Tribal, and commercial locations throughout the nation. Our services include all-hazards mitigation, preparedness, response, and recovery activities in the form of planning, training, exercises, debris monitoring, and public assistance consulting. Our top priorities include client satisfaction and customized services to fit client operations. We have a deep understanding of the intricacies, details, and best practices of disaster mitigation, preparedness, response, and recovery, and that helps our clients achieve an effective response and efficient recovery.

True North has monitored the removal of more than 16 million cubic yards of debris and has provided services following every major U.S. hurricane since 2005. We have experience with state and federal programs, funding sources and reimbursement processes.

Neel-Schaffer, True North's parent company, has been in business since 1983. Neel-Schaffer has approximately 500 full-time employees. In 2010 Neel-Schaffer reorganized its emergency management activities and formed True North Emergency Management. This was done in order to enable in-house subject matter experts in Emergency Management to focus on emergency preparedness and response services to its clients.

True North will respond with trained, experienced managers and personnel. This will reduce costs to the project, and help to support City of Fort Lauderdale. The team will use a combination of local monitors, experienced employees from our permanent offices, and debris management experts from across the South. We will establish a Command Center in the disaster affected areas and will implement our comprehensive debris management training program to ensure all monitors are thoroughly trained and supervised. True North will meet all requirements of City of Fort Lauderdale's proposal.

We are prepared to respond to monitoring needs and contractor schedules with an experienced management, supervisory, and data team. We will hire, train, and supervise local employees as monitors to support the local economy and minimize travel costs.

True North has the capacity and experience to deliver complete debris monitoring services to City of Fort Lauderdale. We have extensive experience and the ability to mobilize several hundred employees to ensure that all needs are met. Our ability to hire, train, and successfully manage hundreds of monitors in an organized and timely manner is critical to City of Fort Lauderdale's success. Additionally, True North includes experienced managers, trainers, supervisors, and data managers who will ensure the project is mobilized and run in the most efficient and cost-effective manner. True North understands the monitoring needs of City of Fort Lauderdale following this major disaster. We are prepared to mobilize and respond immediately.

## OFFICE LOCATIONS

True North is headquartered in Arlington, TX and shares offices with Neel-Schaffer in Dallas, Fort Worth and Houston, TX and throughout the Southeast. As needed, True North will establish temporary local offices to support recovery efforts.

### ***True North Emergency Management, LLC***

#### **ARLINGTON**

2501 Avenue J, Suite 120  
Arlington, TX 76006

#### **DALLAS**

6320 LBJ Freeway, Suite 221  
Dallas, TX 75240

#### **FORT WORTH**

512 Main Street, Suite 415  
Fort Worth, TX 76102

#### **HOUSTON**

2180 N. Loop West, Suite 305  
Houston, TX 77018

## TRUE NORTH CONSULTING SERVICES

### DISASTER DEBRIS MONITORING SERVICES

#### Project Management

Development of Contractor RFPs  
 Development of Debris Contracts  
 Contractor Bid Evaluations  
 Damage Assessments / Debris Estimates  
 FEMA Coordination  
 Debris Management Plan, Mapping and Zone Development  
 Truck Certifications  
 Safety and Contractor Meetings  
 Load Ticket Development / Electronic Ticketing  
 Database Reporting  
 Contractor Payment Monitoring and Reconciliation  
 Debris Management Site Selection and Permitting

#### Debris Types

Construction & Demolition (C&D)  
 Vegetative  
 Leaners & Hangers  
 Household Hazardous Waste (HHW)  
 White Goods  
 E-Waste  
 Marine Debris  
 Abandoned Vessels  
 Abandoned Vehicles  
 Private Property Debris Removal  
 Regulated Asbestos Containing Materials (RACM)

#### Response Experience

Fires • Hurricanes • Floods • Tornadoes • Oil Spill  
 Severe Winter Storms • Beach Cleaning / Restoration

### EMERGENCY MANAGEMENT SERVICES

FEMA Public Assistance Grant Consulting

Project Worksheet Development

Impact and Damage Assessment Staff Augmentation

Structure Demolition Monitoring

Disaster Debris Management Planning

### ENGINEERING-RELATED SERVICES

Transportation Engineering

Civil Engineering

Environmental Engineering

Surveying Services

Geotechnical Engineering

Forensic Engineering

Structural Engineering

Telecommunications Services

Water / Wastewater Engineering

Airport Engineering

Expert Witness

Planning Services

## DEBRIS MANAGEMENT EXPERIENCE

### ACTIVE PROJECTS

Client	Event	Dates of Service	Quantity of Debris Monitored	Types of Debris
CalRecycle California Department of Resources and Recovery	California Valley Fire and Butte Fire DR-4240	Jan. 2016 to Current	<ul style="list-style-type: none"> <li>1,000 residences estimated</li> </ul>	<ul style="list-style-type: none"> <li>Ash</li> <li>Recyclable materials</li> <li>Concrete</li> <li>Contaminated soil</li> </ul>

### SEVERE STORMS, TORNADOES, STRAIGHT-LINE WINDS & FLOODING

Client	Event	Dates of Service	Quantity of Debris Monitored	Types of Debris
Rowlett, Texas	Texas Severe Storms, Tornadoes, Straight-line Wind and Flooding DR-4255	Feb. 2016 to April 2016	<ul style="list-style-type: none"> <li>70,848 CY</li> </ul>	<ul style="list-style-type: none"> <li>C &amp; D Materials</li> <li>Vegetative</li> </ul>
Garland, Texas	Texas Severe Storms, Tornadoes, Straight-line Wind and Flooding DR-4255	Dec. 2015 to Feb. 2016	<ul style="list-style-type: none"> <li>50,293 CY</li> </ul>	<ul style="list-style-type: none"> <li>C &amp; D Materials</li> <li>Vegetative</li> </ul>
Texas Department of Transportation including Austin, Ft. Worth, Houston and Tyler Districts	2015 Severe Storms, Tornadoes, Straight-line Wind and Flooding DR-4223	May 2015 to Oct. 2015	<ul style="list-style-type: none"> <li>152,370 CY</li> </ul>	<ul style="list-style-type: none"> <li>C &amp; D Materials</li> <li>Vegetative</li> </ul>



## HURRICANES

Client	Event	Dates of Service	Quantity of Debris Monitored	Types of Debris
Township of Toms River, New Jersey / Louis Berger Group	2012 Hurricane Sandy DR-4086	Nov. 2012 to Sept. 2013	<ul style="list-style-type: none"> <li>35,000 CY</li> </ul>	<ul style="list-style-type: none"> <li>C &amp; D Materials</li> </ul>
Ocean County, New Jersey (including Townships of Barnegat, Berkley, Jackson, Long Beach Island, and Stafford, and the Boroughs of Beach Haven, Mantoloking, Seaside Heights, and Ship Bottom / Louis Berger Group	2012 Hurricane Sandy DR-4086	Nov. 2012 to Sept. 2013	<ul style="list-style-type: none"> <li>1,350,000 CY</li> </ul>	<ul style="list-style-type: none"> <li>C&amp;D Materials</li> <li>Vegetative</li> <li>White Goods</li> <li>Household Hazardous Waste – HHW</li> <li>E-Waste</li> </ul>
Borough of Belmar and City of Elizabeth, New Jersey	2012 Hurricane Sandy DR-4086	Nov. 2012 to Mar. 2013	<ul style="list-style-type: none"> <li>87,000 CY</li> </ul>	<ul style="list-style-type: none"> <li>C&amp;D Materials</li> <li>Metals</li> <li>White Goods</li> <li>Household Hazardous Waste – HHW</li> <li>Vegetative</li> </ul>
Jackson County, Mississippi	2012 Hurricane Isaac DR - 4081	Sept. 2012	<ul style="list-style-type: none"> <li>7,037 CY</li> </ul>	<ul style="list-style-type: none"> <li>Vegetative</li> <li>C&amp;D Materials</li> </ul>



## HURRICANES Cont'd.

Client	Event	Dates of Service	Quantity of Debris Monitored	Types of Debris
Dauphin Island, Alabama	2012 Hurricane Isaac DR - 4082	Oct. 2012 to Dec. 2013	<ul style="list-style-type: none"> <li>166,007 CY</li> </ul>	<ul style="list-style-type: none"> <li>Sand Screening</li> <li>Beach Restoration</li> </ul>
Biloxi, Mississippi	2012 Hurricane Isaac DR - 4081	Sept. 2012 to Oct. 2012	<ul style="list-style-type: none"> <li>25,000 CY</li> </ul>	<ul style="list-style-type: none"> <li>Vegetative</li> <li>C&amp;D Materials</li> <li>Sand</li> </ul>
Pascagoula, Mississippi	2012 Hurricane Isaac DR - 4081	Sept. 2012 to Oct. 2012	<ul style="list-style-type: none"> <li>10,700 CY</li> </ul>	<ul style="list-style-type: none"> <li>Vegetative</li> <li>C&amp;D Materials</li> <li>Sand</li> </ul>
Magnolia, Mississippi	2012 Hurricane Isaac DR - 4081	Sept. 2012 to Oct. 2012	<ul style="list-style-type: none"> <li>1,735 CY</li> </ul>	<ul style="list-style-type: none"> <li>Vegetative</li> <li>C&amp;D Materials</li> </ul>
McComb, Mississippi	2012 Hurricane Isaac DR - 4081	Sept. 2012 to Oct. 2012	<ul style="list-style-type: none"> <li>12,929 CY</li> </ul>	<ul style="list-style-type: none"> <li>Vegetative</li> <li>C&amp;D Materials</li> </ul>
Tyrrell County, North Carolina	2011 Hurricane Irene DR - 4019	Sept. 2011 to Dec. 2011	<ul style="list-style-type: none"> <li>5,260 CY</li> </ul>	<ul style="list-style-type: none"> <li>Vegetative</li> </ul>
Virginia Department of Transportation / Lewis Berger Group	2011 Hurricane Irene DR - 4024	Aug. 2011 to Nov. 2011		<ul style="list-style-type: none"> <li>Vegetative</li> <li>Trees and Hazardous Limbs</li> </ul>
Passaic County, New Jersey	2011 Hurricane Irene DR - 4019	Sept. 2011 to Oct. 2011		<ul style="list-style-type: none"> <li>Debris Consulting Only</li> </ul>
Upper Texas Gulf Coast Beaches including: Galveston and Brazoria Counties, Galveston, Surfside, Quintana and Jamaica Beach	2008 Hurricane Ike DR-1791	Dec. 2008 to Mar. 2009	<ul style="list-style-type: none"> <li>1,255,490 CY</li> </ul>	<ul style="list-style-type: none"> <li>Sand Screening</li> <li>C&amp;D Materials</li> <li>Concrete</li> </ul>
Five major bays and the Gulf of Mexico in and adjacent to: Galveston County, Brazoria County, Harris County, Chambers County, Jefferson County, Orange County	2008 Hurricane Ike DR-1791	Mar. 2009 to Sept. 2009	<ul style="list-style-type: none"> <li>350,000 Acres Water</li> <li>130 Vessels Extracted</li> </ul>	<ul style="list-style-type: none"> <li>Marine Debris Monitoring</li> </ul>

## HURRICANES Cont'd.

Client	Event	Dates of Service	Quantity of Debris Monitored	Types of Debris
Shoreacres, Texas	2008 Hurricane Ike DR-1791	Sept. 2008 to Mar. 2009	<ul style="list-style-type: none"> <li>93,000 CY</li> <li>1,100 White Goods</li> <li>450 Trees removed</li> </ul>	<ul style="list-style-type: none"> <li>Vegetative</li> <li>C&amp;D Materials</li> <li>White Goods</li> <li>Trees and Hazardous Limbs</li> </ul>
La Porte, Texas	2008 Hurricane Ike DR-1791	Sept. 2008 to May 2009	<ul style="list-style-type: none"> <li>270,000 CY</li> <li>3,100 Trees Removed</li> </ul>	<ul style="list-style-type: none"> <li>Vegetative</li> <li>C&amp;D Materials</li> <li>White Goods</li> <li>Trees and Hazardous Limbs</li> </ul>
Morgan's Point, Texas	2008 Hurricane Ike DR-1791	Sept. 2008 to Oct. 2008	<ul style="list-style-type: none"> <li>17,000 CY</li> <li>134 Trees Removed</li> </ul>	<ul style="list-style-type: none"> <li>Vegetative</li> <li>C&amp;D Materials</li> <li>Trees and Hazardous Limbs</li> </ul>
Taylor Lake Village, Texas	2008 Hurricane Ike DR-1791	Sept. 2008 to Nov. 2008	<ul style="list-style-type: none"> <li>93,000 CY</li> <li>1,100 White Goods</li> <li>450 Trees removed</li> </ul>	<ul style="list-style-type: none"> <li>Vegetative</li> <li>C&amp;D Materials</li> <li>White Goods</li> <li>Trees and Hazardous Limbs</li> </ul>
Lafayette Consolidated Government, Louisiana	2008 Hurricane Gustav DR-1786	Sept. 2008 to Dec. 2008	<ul style="list-style-type: none"> <li>348,000 CY</li> <li>15,235 Trees Removed</li> </ul>	<ul style="list-style-type: none"> <li>Vegetative</li> <li>C&amp;D Materials</li> <li>Trees and Hazardous Limbs</li> </ul>
Scott, Louisiana	2008 Hurricane Gustav DR-1786	Sept. 2008 to Oct. 2008	<ul style="list-style-type: none"> <li>8,196 CY</li> </ul>	<ul style="list-style-type: none"> <li>Vegetative</li> <li>C&amp;D Materials</li> </ul>
Biloxi, Mississippi	2005 Hurricane Katrina DR-1604	Sept. 2005 to Aug. 2007	<ul style="list-style-type: none"> <li>2,900,000 CY</li> <li>3,500 Right of Entry (Private Property)</li> </ul>	<ul style="list-style-type: none"> <li>Vegetative</li> <li>C&amp;D Materials</li> <li>White Goods</li> <li>Trees and Hazardous Limbs</li> </ul>
Gautier, Mississippi	2005 Hurricane Katrina DR-1604	Jan. 2007 to Jun. 2007	<ul style="list-style-type: none"> <li>8,337 CY</li> <li>2,700 Trees Removed</li> <li>757 Right of Entry (Private Property)</li> </ul>	<ul style="list-style-type: none"> <li>Vegetative</li> <li>Trees and Hazardous Limbs</li> </ul>
Hattiesburg, Mississippi	2005 Hurricane Katrina DR-1604	Jan. 2006 to Apr. 2006	<ul style="list-style-type: none"> <li>100,000 CY</li> </ul>	<ul style="list-style-type: none"> <li>Vegetative</li> <li>Trees and Hazardous Limbs</li> </ul>
Mississippi Department of Transportation District Six	2005 Hurricane Katrina DR-1604	Feb. 2006 to June 2006	<ul style="list-style-type: none"> <li>500,000 CY</li> </ul>	<ul style="list-style-type: none"> <li>Vegetative</li> <li>Trees and Hazardous Limbs</li> <li>Contractor Selection Assistance</li> </ul>



## HURRICANES Cont'd.

Client	Event	Dates of Service	Quantity of Debris Monitored	Types of Debris
Jackson County, Mississippi	2005 Hurricane Katrina DR-1604	Jan. 2006 to Aug. 2006	<ul style="list-style-type: none"> <li>1,248,000 CY</li> <li>3,500 Trees removed</li> <li>5,000 Right of Entry (Private Property)</li> </ul>	<ul style="list-style-type: none"> <li>Vegetative</li> <li>C&amp;D Materials</li> <li>White Goods</li> <li>Wet Debris</li> <li>Trees and Hazardous Limbs</li> </ul>
Hancock County, Mississippi	2005 Hurricane Katrina DR-1604	Aug. 2006 to Aug. 2007	<ul style="list-style-type: none"> <li>208,479 CY</li> </ul>	<ul style="list-style-type: none"> <li>Vegetative</li> <li>C&amp;D Materials</li> <li>Trees and Hazardous Limbs (26,304 trees)</li> <li>2,800 Right of Entry (Private Property)</li> </ul>
Madison, Mississippi	2005 Hurricane Katrina DR-1604	Sept. 2005 to Nov. 2005	<ul style="list-style-type: none"> <li>41,000 CY</li> </ul>	<ul style="list-style-type: none"> <li>Vegetative</li> <li>Trees and Hazardous Limbs</li> <li>Contractor Selection Assistance</li> </ul>
Jackson, Mississippi	2005 Hurricane Katrina DR-1604	Nov. 2005 to Sept. 2006	<ul style="list-style-type: none"> <li>270,000 CY</li> </ul>	<ul style="list-style-type: none"> <li>Vegetative</li> <li>C&amp;D Materials</li> <li>White Goods</li> <li>Wet Debris</li> <li>Trees and Hazardous Limbs</li> </ul>
McComb, Mississippi	2005 Hurricane Katrina DR-1604	Sept. 2005 to Nov. 2005	<ul style="list-style-type: none"> <li>90,000 CY</li> </ul>	<ul style="list-style-type: none"> <li>Vegetative</li> <li>Trees and Hazardous Limbs</li> <li>Contractor Selection Assistance</li> </ul>
Magee, Mississippi	2005 Hurricane Katrina DR-1604	Sept. 2005 to Oct. 2005	<ul style="list-style-type: none"> <li>23,232 CY</li> </ul>	<ul style="list-style-type: none"> <li>Vegetative</li> <li>Trees and Hazardous Limbs</li> <li>Contractor Selection Assistance</li> </ul>
Magnolia, Mississippi	2005 Hurricane Katrina DR-1604	Sept. 2005 to Nov. 2005	<ul style="list-style-type: none"> <li>11,000 CY</li> </ul>	<ul style="list-style-type: none"> <li>Vegetative</li> <li>Trees and Hazardous Limbs</li> <li>Contractor Selection Assistance</li> </ul>
Rankin County, Mississippi Excluding Cities of Pearl and Richland	2005 Hurricane Katrina DR-1604	Sept. 2005 to Oct. 2005	<ul style="list-style-type: none"> <li>126,000 CY</li> </ul>	<ul style="list-style-type: none"> <li>Vegetative</li> <li>Trees and Hazardous Limbs</li> <li>Contractor Selection Assistance</li> </ul>

## HURRICANES Cont'd.

Client	Event	Dates of Service	Quantity of Debris Monitored	Types of Debris
Canton, Mississippi	2005 Hurricane Katrina DR-1604	Sept. 2005 to Nov. 2005	<ul style="list-style-type: none"> <li>19,000 CY</li> </ul>	<ul style="list-style-type: none"> <li>Vegetative</li> <li>Contractor Selection Assistance</li> </ul>
Vero Beach / Indian River County, Florida	2004 Hurricanes Frances DR-1545 and Jeanne DR-1561	Aug. 2004 to Oct. 2004	<ul style="list-style-type: none"> <li>800,000 CY</li> </ul>	<ul style="list-style-type: none"> <li>Vegetative</li> <li>C&amp;D Materials</li> <li>Trees and Hazardous Limbs</li> <li>Contractor Selection Assistance</li> </ul>



## TORNADO

Client	Event	Dates of Service	Quantity of Debris Monitored	Types of Debris
Louisville, Mississippi	2014 Tornado	May 2014 to July 2014	<ul style="list-style-type: none"> <li>28,402 tons</li> <li>489 trees removed</li> </ul>	<ul style="list-style-type: none"> <li>Vegetative</li> <li>Trees and Hazardous Limbs</li> </ul>
Lee County, Mississippi	2014 Tornado	May 2014 to July 2014	<ul style="list-style-type: none"> <li>64,113 CY</li> <li>311 trees removed</li> </ul>	<ul style="list-style-type: none"> <li>Vegetative</li> <li>Trees and Hazardous Limbs</li> </ul>
Lowndes County, Mississippi	2014 Tornado	May 2014 to July 2014	<ul style="list-style-type: none"> <li>43,038 CY</li> <li>314 trees removed</li> </ul>	<ul style="list-style-type: none"> <li>Vegetative</li> <li>Trees and Hazardous Limbs</li> </ul>
Kentucky Transportation Cabinet	2012 Tornado	Mar. 2012 to May 2012	<ul style="list-style-type: none"> <li>7,900 tons</li> </ul>	<ul style="list-style-type: none"> <li>Vegetative</li> <li>Trees and Hazardous Limbs</li> </ul>
Chattanooga, Tennessee	2011 Tornado	May 2011 to Oct. 2011	<ul style="list-style-type: none"> <li>60,000 CY</li> </ul>	<ul style="list-style-type: none"> <li>Vegetative</li> <li>C&amp;D Materials</li> </ul>
Leeds, Alabama	2011 Tornado	June 2011 to July 2011	<ul style="list-style-type: none"> <li>500 Trees removed</li> </ul>	<ul style="list-style-type: none"> <li>Vegetative</li> <li>Trees and Hazardous Limbs</li> </ul>
Bradley County Cleveland, Tennessee	2011 Tornado	May 2011 to Aug. 2011	<ul style="list-style-type: none"> <li>126,000 CY</li> </ul>	<ul style="list-style-type: none"> <li>Vegetative</li> <li>Trees and Hazardous Limbs</li> <li>C&amp;D Materials</li> </ul>
Hoover, Alabama	2011 Tornado DR-1971	May 2011 to July 2011	<ul style="list-style-type: none"> <li>43,000 CY</li> </ul>	<ul style="list-style-type: none"> <li>Vegetative</li> <li>C&amp;D Materials</li> <li>White Goods</li> <li>Household Hazardous Waste - HHW</li> </ul>
Jackson, Clinton, Mississippi	2011 Tornado	May 2011 to June 2011	<ul style="list-style-type: none"> <li>28,402 tons</li> </ul>	<ul style="list-style-type: none"> <li>Vegetative</li> <li>Trees and Hazardous Limbs</li> </ul>
Yazoo and Holmes Counties, Mississippi	2010 Tornado	April 2010	<ul style="list-style-type: none"> <li>22,000 CY</li> <li>500 Trees removed</li> </ul>	<ul style="list-style-type: none"> <li>Vegetative</li> <li>Trees and Hazardous Limbs</li> <li>Contractor Selection Assistance</li> </ul>
Columbus, Mississippi	2002 Straight Line Winds	Nov. 2002 to Oct. 2003	<ul style="list-style-type: none"> <li>240,000 CY</li> <li>900 Right of Entry</li> </ul>	<ul style="list-style-type: none"> <li>Vegetative</li> <li>Contractor Selection Assistance</li> </ul>
Columbus, Mississippi	2001 Tornado	March 2001 to June 2001	<ul style="list-style-type: none"> <li>50,000 CY</li> </ul>	<ul style="list-style-type: none"> <li>Vegetative</li> <li>Contractor Selection Assistance</li> </ul>



## WINTER STORM

Client	Event	Dates of Service	Quantity of Debris Monitored	Types of Debris
South Carolina Department of Transportation	Severe Winter Storm DR-4166	Feb. 2014 to Jan. 2015	<ul style="list-style-type: none"> <li>1,200,000 CY</li> </ul>	<ul style="list-style-type: none"> <li>Vegetative</li> <li>Trees and Hazardous Limbs</li> </ul>
Orange County, North Carolina	Severe Winter Storm DR-4167	Mar. 2014 to August 2014	<ul style="list-style-type: none"> <li>32,933 CY</li> </ul>	<ul style="list-style-type: none"> <li>Vegetative</li> <li>Trees and Hazardous Limbs</li> </ul>
Hillsboro, North Carolina	Severe Winter Storm DR-4167	Mar 2014	<ul style="list-style-type: none"> <li>7,000 CY</li> </ul>	<ul style="list-style-type: none"> <li>Vegetative</li> <li>Trees and Hazardous Limbs</li> </ul>
Worthington, Minnesota	2013 Severe Winter Storm DR-4113	May 2013 to June 2013	<ul style="list-style-type: none"> <li>86,088 CY</li> <li>937 Trees Removed</li> <li>798 Hazardous Limbs</li> </ul>	<ul style="list-style-type: none"> <li>Vegetative</li> <li>Trees and Hazardous Limbs</li> </ul>
Southington, Connecticut	2011 Severe Winter Storm DR - 3342	Nov. 2011 to Jan 2012	<ul style="list-style-type: none"> <li>62,651 CY</li> <li>2,957 Hazardous Limbs</li> </ul>	<ul style="list-style-type: none"> <li>Vegetative</li> <li>Trees and Hazardous Limbs</li> </ul>
Granby, Connecticut	2011 Severe Winter Storm DR - 3342	Nov. 2011 to Dec. 2011	<ul style="list-style-type: none"> <li>94,625 CY</li> <li>133 Trees Removed</li> <li>1,453 Hazardous Limbs</li> </ul>	<ul style="list-style-type: none"> <li>Vegetative</li> <li>Trees and Hazardous Limbs</li> </ul>
Brookfield, Connecticut	2011 Severe Winter Storm DR - 3342	Nov. 2011 to Dec. 2011	<ul style="list-style-type: none"> <li>55,870 CY</li> </ul>	<ul style="list-style-type: none"> <li>Vegetative</li> <li>Trees and Hazardous Limbs</li> </ul>
Simsbury, Connecticut	2011 Severe Winter Storm DR - 3342	Nov. 2011 to Dec. 2011	<ul style="list-style-type: none"> <li>335,422 CY</li> <li>240 Trees Removed</li> <li>5,856 Hazardous Limbs</li> </ul>	<ul style="list-style-type: none"> <li>Vegetative</li> <li>Trees and Hazardous Limbs</li> </ul>
Paducah, Mayfield, McCracken County, Graves County, Kentucky	2009 Severe Winter Storm and Flooding DR-1818	Feb. 2009 to Aug. 2009	<ul style="list-style-type: none"> <li>1,150,000 CY</li> <li>1,242 trees removed</li> </ul>	<ul style="list-style-type: none"> <li>335,422 CY</li> <li>240 Trees Removed</li> <li>5,856 Hazardous Limbs</li> </ul>

## FLOODING

Client	Event	Dates of Service	Quantity of Debris Monitored	Types of Debris
Cedar Rapids, Iowa	2008 Flooding DR-1763	June 2008 to December 2014	<ul style="list-style-type: none"> <li>3,087 CY,</li> <li>36,325 tons</li> <li>1,817 white goods</li> </ul>	<ul style="list-style-type: none"> <li>C&amp;D Materials</li> <li>Metals</li> <li>White Goods</li> <li>Household Hazardous Waste – HHW</li> <li>Regulated Asbestos-Containing Materials – RACM</li> <li>Demolition of Impacted Structures</li> </ul>
Boulder County, Colorado	2013 Flooding DR - 4145	Oct. 2013 to March 2014	<ul style="list-style-type: none"> <li>7,600 tons</li> </ul>	<ul style="list-style-type: none"> <li>Vegetative</li> <li>Trees and Hazardous Limbs</li> <li>C&amp;D</li> </ul>
City of Boulder, Colorado	2013 Flooding DR - 4145	Sept. 2013 to June 2014	<ul style="list-style-type: none"> <li>9,925 tons</li> </ul>	<ul style="list-style-type: none"> <li>Vegetative</li> <li>Trees and Hazardous Limbs</li> </ul>
University of Iowa	2008 Flooding DR-1763	June 2013 to Sept. 2014		<ul style="list-style-type: none"> <li>Demolition debris from five Commercial, Institutional Buildings</li> </ul>
Lafayette Consolidated Government, Carencro Louisiana	Flood Damage (Undeclared)	Mar. 2012 to April 2012	<ul style="list-style-type: none"> <li>4,720 CY</li> </ul>	<ul style="list-style-type: none"> <li>Vegetative</li> <li>Trees and Hazardous Limbs</li> </ul>

## WILDFIRE

Client	Event	Dates of Service	Quantity of Debris Monitored	Types of Debris
El Paso County, Colorado	Black Forest Wildfire DR-4134	Feb. 2014 to March 2014	<ul style="list-style-type: none"> <li>5,500 Trees removed</li> </ul>	<ul style="list-style-type: none"> <li>Burned trees</li> </ul>

## OIL SPILL

Client	Event	Dates of Service	Quantity of Debris Monitored	Types of Debris
Mississippi Beaches and Islands	2010 BP Deepwater Horizon Oil Spill	June 2010 to August 2012	<ul style="list-style-type: none"> <li>50 Miles of Beach</li> </ul>	<ul style="list-style-type: none"> <li>Beach and Island Restoration Monitoring</li> </ul>

## PAST PERFORMANCE

The debris management matrix shown on previous pages and the following project summaries demonstrate satisfactory performance and our ability to monitor the removal and disposal of storm-related debris from ROW and ROE in tornado, hurricane and storm damaged areas. Vegetative debris, dead standing trees, leaners/hangers, automobiles, marine vessels (i.e. boats, recreational vehicles), white goods and building materials (i.e. shingles, bricks/mortar, wood/siding, etc) are examples of debris commonly found during monitoring. In addition, our team is trained and equipped to handle special waste concerns, including asbestos. To date, more than 16 million cubic yards of debris have been monitored by our team, as well as more than 12,000 ROEs.

**True North has not had a contract related to debris monitoring activities cancelled.**

### REIMBURSEMENT SUCCESS RATE

True North has monitored and managed disaster debris removal for more than 100 communities over the past 15 years, related to more than a dozen federally declared disasters. We have monitored the removal of over 16 million cubic yards of debris, with removal and disposal costs of more than \$150 million. Of all the projects we have managed, only one project received any de-obligation. The de-obligation of less than \$50,000 on a \$24 million project. **This single de-obligation represents less than two-tenths of 1 percent of the debris removal cost of that project, and a very small percent of the debris removal cost of projects we have monitored over the past 15 years.**

True North has a strong track record of full reimbursement of eligible project costs. In order to continue to receive full reimbursement, the True North team is very diligent in Project Management, documentation, training, eligibility determination, and Quality Control/Quality Assurance.

Listed below is a summary of selected projects representative of our services. The following pages provide further project details including reference information.

**Cedar Rapids (IA) and University of Iowa (2008 Flood):** Neel-Schaffer/True North provided monitoring services in support of the recovery from 2008 flooding. True North has monitored demolition of more than 1,000 structures and has provided consulting and monitoring services regarding asbestos abatement to the City of Cedar Rapids. This asbestos abatement work involves approximately 100 commercial and public buildings and over 2,000 residential structures. True North extended these services to the University of Iowa for recovery resulting from the same flood.

**2014 Winter Storm, South Carolina Department of Transportation:** The True North team was activated on a pre-event contract with the SCDOT to monitor the removal of debris generated by Winter Storm Pax. The True North team monitored the removal of debris from SCDOT ROW, as well as the removal of hazardous trees and hazardous hanging limbs.

**Multiple Communities (Hurricane Katrina 2005):** Neel-Schaffer/True North provided hurricane debris removal monitoring for over 4 million cubic yards of debris for affected communities following Hurricane Katrina. This also included numerous structure demolitions in the City of Biloxi (MS) and Jackson County, MS.

**Multiple Communities and Texas General Land Office (Hurricane Ike 2008):** Neel-Schaffer/True North provided debris removal monitoring in the Houston-Galveston area following Hurricane Ike. This included debris monitoring for several municipalities and involved vegetative debris, C&D debris, surge zone debris, white goods, management sites, recycling and disposal. Neel-Schaffer/True North also monitored marine debris removal from 350,000 acres of open water for the Texas General Land Office, as well as debris removal and/or sand screening on 50 miles of beaches along the Upper Texas Coast.

**Ocean County, NJ (Hurricane Sandy 2012):** True North monitored removal of over 1 million cubic yards of debris and is currently providing asbestos abatement consulting and monitoring in support of demolition of approximately 150 residential properties as a sub-consultant to the Louis Berger Group in Ocean County. True North has assisted Ocean County with Category A (Debris) Public Assistance as a result of Hurricane Sandy. Our staff developed initial estimations to assist in development of an initial FEMA Project Worksheet for all Right of Way debris. We collected, analyzed, and provided the client and FEMA full documentation to support the development of an initial project worksheet for all ROW debris. The initial costs were approximately \$125 million. True North performed these services as a sub-consultant to the Louis Berger Group.



## PROJECT PROFILES & REFERENCES

### DEBRIS MONITORING SERVICES, SEVERE STORMS, TORNADOES, STRAIGHT-LINE WINDS AND FLOODING

#### TEXAS DEPARTMENT OF TRANSPORTATION

The Neel-Schaffer/True North project team began providing debris monitoring services to the Texas Department of Transportation in late May 2015 for the Fort Worth District in Johnson County due to localized flooding and wind damage resulting from the event entitled Texas Severe Storms, Tornadoes, Straight-line Winds (DR-4223) with an incident period spanning May 4, 2015 to June 22, 2015. Beginning in June, the Texas Department of Transportation (TxDOT) expanded our monitoring responsibilities to the Tyler District including Van Zandt County, City of Van, Rusk County, City of Henderson, and Cherokee County, including municipal, county, and state roads. We then mobilized to the Houston District in July to provide disaster debris monitoring services for vegetative wind damage in Montgomery and Waller Counties. During the latter part of July, TxDOT activated the Neel-Schaffer / True North team for debris monitoring services in 7 counties (Bastrop, Blanco, Caldwell, Hays, Lee, Travis, Williamson) maintained from the Austin District office.

The Neel-Schaffer and True North team was also tasked by the Texas Department of Transportation to assist with the compilation of data and development of documentation in support of the Federal Highway Administration (FHWA) Emergency Relief (ER) program and the FEMA Public Assistance disaster recovery grant reimbursement programs. Currently, we are working for all districts that received damage to include the Austin, Dallas, Houston, and Tyler Districts. In support of the Federal Highway Administration – Emergency Relief program we developed Program of Projects (POP), Detailed Damage Inspection Reports (DDIR), and Damage Survey Summary Reports (DSSR) meeting tight deadlines and specifications. We also fast-tracked the paperwork for the FHWA Quick Release Program. Additionally, our staff compiled professional engineering opinion of costs, other cost estimates, permits, inspection reports, and other detailed information to support the development of draft Project Worksheets for the applicant.

#### REFERENCE:

Lori Wagner,  
Contract Administrator  
P.O. Drawer 15426  
Austin, Texas 78761-5426  
Office: 512.832.7380  
Email: lori.wagner@txdot.gov

#### PROJECT TERM:

May 2015 to Present



## DEBRIS MONITORING SERVICES, APRIL 2011 TORNADOES

### CITY OF CHATTANOOGA, TENNESSEE

The City of Chattanooga selected True North as the primary contractor to manage and monitor the debris removal and disposal as a result of the tornadoes on April 27, 2011. The City selected Byrd Brothers as its debris hauling contractor. The True North team managed several sub-contractors working under the contractor, Byrd Brothers. True North properly certified all equipment involved with the debris cleanup operation. True North coordinated the contractor to erect inspection towers at each debris management site (DMS) and the landfill.

The City of Chattanooga had used force account labor to remove and haul vegetative debris to two of the three DMSs used during the project. Although the City had approximate volumes based on truck counts and manufacturer struck volumes, it was necessary to develop an estimate of the stockpiled debris for further management and reduction by the contractor for subsequent payment. The City requested True North develop an estimate of the two stockpiles. True North coordinated this effort with representatives from FEMA, the City, and the contractors.

Following the truck and equipment certification process, in accordance with the City's Solid Waste Route Zones, systematically, eligible vegetative debris was removed from public ROW and hauled to the DMS allocated to the zone. This zone-by-zone approach ensured that the True North team effectively managed and monitored the contractor during the removal and hauling of eligible vegetative debris. Since most of the storm eligible debris was vegetative in nature, construction and demolition debris was removed and hauled directly to the local landfill utilizing force account labor and equipment. Following vegetative debris reduction by the Contractor via tub grinders, all mulched debris was loaded and hauled to the local landfill while being properly monitored and documented at the loading and unloading points.

During the course of the storm debris clean up, approximately 2,700 hazardous hangers, 58 hazardous trees, 40 hazardous stumps, and over 135,000 cubic yards of eligible ROW vegetative debris was removed, reduced, and disposed of properly. The True North team monitored and documented the debris stream from its origination, the ROW, to final disposal, this ensured maximum FEMA reimbursement to the City of Chattanooga.

#### REFERENCE:

Donald L. Norris,  
Deputy Administrator, Public Works  
1250 Market Street, Suite 2100  
Chattanooga, TN 37402-2713  
Office: 423.643.6000  
Fax: 423.757.4857  
Email: Norris\_I@chattanooga.gov

#### PROJECT TERM:

May 2011 - October 2011





## DEBRIS MONITORING SERVICES, SEVERE FLOODING 2008

### CEDAR RAPIDS, IOWA

In June 2008, Cedar Rapids was impacted by the most significant flood event in centuries. The 500-year flood plain was surpassed, flooding more than 4,000 homes and hundreds of businesses. Most of the impacted structures were submerged in more than eight feet of water when the Cedar River overflowed its levees. A disaster of this magnitude, duration, and intensity posed unique debris management challenges including Construction and Demolition (C & D) materials, demolition of flood impacted structures, metals, white goods, Household Hazardous Waste (HHW), Regulated Asbestos Containing Materials (RACM), mold and other airborne and surface contaminants. True North/Neel-Schaffer monitored the removal of approximately 49,000 tons of debris removal from the ROW and demolition properties. Neel-Schaffer addressed these concerns as well as the reality and sensitivities of addressing the needs of disaster victims who had lost everything in a professional and responsive management effort.

Once the initial debris removal effort were completed, the City of Cedar Rapids conducted numerous projects from 2009 through 2014 to demolish homes and other buildings that were damaged beyond repair. The various projects were funded from a number of state and federal sources beyond the initial FEMA project. Recovery projects also included demolition and debris removal of commercial structures. Neel-Schaffer/True North provided demolition and debris removal monitoring for these projects from 2008 through 2014 to ensure reimbursement from FEMA and other funding sources.

#### REFERENCE:

John Riggs, Project Manager -  
Flood Demolitions  
500 15th Avenue SW  
Cedar Rapids, IA 52404  
Ph: 319.538.6545  
Fax: 423.757.4857  
Email: j.riggs@cedar-rapids.org

#### PROJECT TERM:

June 2008 to November 2014



## DEBRIS MONITORING SERVICES, BLACK FOREST WILDFIRES 2013

### EL PASO COUNTY, COLORADO

In the summer of 2013 the Black Forest wildfire caused multiple fatalities, burned 14,000 acres of land, and destroyed over 500 homes. The fire was in the unincorporated Black Forest area of El Paso County just northeast of the City of Colorado Springs. 38,000 people from 94,000 acres of land were evacuated. Thousands of standing burned trees were left dead or dying on public rights-of-way (ROWs) and public properties. El Paso County developed a dead tree mitigation team to remove the hazard of dead trees falling along county maintained roads and park trails. This project significantly reduced the risk of injury or death posed by hanging dead trees and limbs. El Paso County selected True North Emergency Management to assist with contractor selection and for monitoring the removal of approximately 5,500 fire damaged trees. True North assisted in determining which damaged trees were eligible for removal including trees on public ROWs/properties that were either dead or expected to die soon from the fire damage.

True North utilized their proprietary electronic ticketing system to document the removal of each tree. Key information about every tree removed was recorded including size, date, and GPS coordinates. Following this project, True North entered into a pre-event monitoring contract with El Paso County to help with future disasters.

#### REFERENCE:

Mike Cartmell, PE,  
Public Services Project Manager  
3275 Akers Drive  
Colorado Springs, CO 80922  
Ph: 719.520.6847  
Fax: 719.520.6397  
mikecartmell@elpasoco.com

#### PROJECT TERM:

November 2013 to April 2014





## DEBRIS MONITORING SERVICES, WINTER STORM PAX

### SOUTH CAROLINA DEPARTMENT OF TRANSPORTATION

The South Carolina Department of Transportation selected True North Emergency Management for a pre-event contract in September of 2013. In February of 2014 a severe winter storm ravaged a large swath of South Carolina, and the True North debris management and supervision team mobilized while the winter storm was ongoing. True North Operations Managers and Field Supervisors assisted the SCDOT during the PUSH efforts, providing timesheet and equipment log management. These efforts ensured required documentation qualifies for reimbursement for the initial debris clearance response phase. During the PUSH efforts, other Operations Managers and Field Supervisors managed project logistics, out-reach programs, and local staffing efforts. We successfully hired over 500 local monitors and staff throughout the 8-county project scope to assist with debris removal monitoring services. More than 450 debris monitors worked to clean up the rights-of-way (ROW) of more than **1.5 million cubic yards** of eligible vegetative debris along with monitoring almost 230,000 trees, to include trees with hazardous hanging limbs and leaner removals. A local engineering firm, CHAO and Associates, Inc., provided assessment of numerous debris management sites to facilitate the SCDOT with meeting DHEC permit and review requirements. Our Project Manager, a US Army Corp of Engineers' certified Subject Matter Expert, along with other Operations Managers and Field Supervisors worked shoulder-to-shoulder with FEMA project members to ensure a successful project validation process.

#### REFERENCE:

David Cook, PE  
State Maintenance Engineer  
955 Park Street  
Columbia, SC 29202-0191  
Office: 803-737-1290  
Email: CookDB@scdot.org

#### PROJECT TERM:

February 2014 - January 2015



## DEBRIS MONITORING SERVICES, HURRICANE SANDY

### OCEAN COUNTY, NEW JERSEY

True North provided disaster debris management services to over 20 cities, counties and townships in New Jersey following Hurricane Sandy, which made landfall in October 2012. Our monitoring in New Jersey included ROW debris removal, public property debris removal, hazardous tree work, private property work, and waterway debris. These projects included the monitoring of operation and closeout of 22 temporary debris storage and processing sites.

We worked as a sub-consultant to the Louis Berger Group to monitor the removal of over **1.2 million cubic yards** of debris from Ocean County, including several towns within the County. The removal of ROW debris was completed in approximately 90 days, involving over 200 monitors. The project included C&D debris, vegetative debris, white goods, HHW, and deposited sand removal. The project also included monitoring a large storm sewer cleaning effort to remove sand and sediment deposited by Hurricane Sandy. Hazardous hanging limbs were removed from over 35,000 trees.

#### REFERENCE:

Julie Tarrant, Comptroller / CFO  
101 Hooper Avenue  
Toms River, NJ 08754  
Office: 732.929.2148  
jtarrant@co.ocean.nj.us

#### Alternate Reference:

Charles E. Maschal, Jr. Councilman  
300 Engleside Ave.  
Beach Haven, NJ 08008  
Office: 609.492.0111  
Fax: 609.492.6262  
mayormaschal@beachhaven-nj.gov

#### PROJECT TERM:

November 2012 - November 2013

"The Borough of Beach Haven was fortunate to have True North retained to explain and guide us through a process that could be extremely costly to our taxpayers had we not followed your advice and counsel."

Charles E. Maschal, Jr.  
Mayor, Beach Haven, NJ



## KENTUCKY SEVERE WINTER STORM AND FLOODING - FEMA DR-1818

In January, 2009, the State of Kentucky was smothered by a sheet of ice almost two inches thick. The storm-toppled trees, downed utility lines, and left hundreds of thousands without power or phone service for weeks after the storm. FEMA estimated the damage to exceed \$185 million. A cumulative total of **1.15 million cubic yard** of debris were monitored during simultaneous projects.

**CITY OF PADUCAH** - Neel-Schaffer was awarded an Agreement to Monitor Performance by the City of Paducah. We began by preparing Request for Proposal for Debris Removal (RFP) and assisting in the evaluation of the 17 contractor proposals received. Neel-Schaffer monitored the removal of almost 10,000 cubic yards of vegetative debris daily, averaging 175,000 cubic yards total. Furthermore, we validated, addressed, documented hangers totaling over 8,000 trees, and removed approximately 18 City trees.

**MCCRACKEN COUNTY** - With more than 38,000 residents, McCracken County covers roughly 268 square miles and borders the Ohio and Tennessee Rivers. Neel-Schaffer was awarded the County's Agreement to Monitor Performance contract. We began assisting the County and local officials with the development of the overall project scope. Neel-Schaffer removed an average of 7,769 cubic yards of vegetative debris daily, with an average weekly totaling more than 44,000 cubic yards. We were able to assess 3,733 potentially hazardous trees by the end of week four, and monitoring the removal of hangers from an average of 329 trees daily. All of the debris removed, taken to a Temporary Debris Storage Reduction Site (TDSRS) then hauled to another location and used for fuel at various paper mills.

**CITY OF MAYFIELD** - Mayfield, Kentucky is home to 10,349 residents. In working with the City's Mayor, Neel-Schaffer was able to assist in the development of a plan for the City's debris removal project, along with the preparation of the RFP. Neel-Schaffer was awarded the Agreement to Monitor Performance. In a two week period, a total of over 30,000 cubic yards has been hauled way.

**GRAVES COUNTY** - Graves County received the worst damage in the entire state of Kentucky due to its rural acreage. Neel-Schaffer was awarded the Agreement to Monitor Performance contract and began its fourth project in the state of Kentucky. This project was significant because of its size and scope. There was over six hundred miles of road that sustained tree damage from the storm. Each circumstance was addressed, documented, and removed. Within the first week, Neel-Schaffer cleared a total of 16,037 cubic yards of debris.

**KENTUCKY TRANSPORTATION CABINET** - The Kentucky Transportation Cabinet (KYTC) hired True North Emergency Management to assist in the completion of Project Worksheets under the FEMA Public Assistance Program. These Project Worksheets needed to be completed as the result of the 2009 Severe Winter Storms (FEMA-DR-1818). This included collection and analysis of all supporting data, including previously-completed initial Project Worksheets, to ensure maximum reimbursement of Category A (debris) costs. True North was also asked to work on behalf of the KYTC to assist in the recovery of over \$45 million in funds that FEMA stated were to be de-obligated due to FEMA findings. True North examined evidence related to the de-obligation of funds and assisted KYTC in challenging FEMA based on FEMA policy and standard operating procedures. True North was successful in getting the entire de-obligation overturned. Additionally, True North found over \$20 million in costs that were not captured on previous Project Worksheets.

### REFERENCE:

Rick Murphy  
300 S. Fifth Street  
Paducah, KY 42002  
Office: 270.444.8511  
rmurphy@ci.paducah.ky.us

### PROJECT TERM:

February 2009 - August 2009

### REFERENCE:

Kentucky Transportation Cabinet  
Frank Castle, FEMA Coordinator  
200 Metro Street  
Frankfort, KY 40622  
Office: 502. 782.5574  
Fax: 502.564.9540  
Email: frank.castle@ky.gov

### PROJECT TERM:

February 2012 - June 2014



## SAND SCREENING AND BEACH RESTORATION - HURRICANE ISAAC FEMA DR-4082

### DAUPHIN ISLAND, ALABAMA

True North entered into a disaster debris monitoring contract with the Town of Dauphin Island following Hurricane Isaac in 2012. The project included the monitoring of sand screening and beach restoration for more than 166,000 cubic yards of beach sand from public rights-of-way and public property. The primary roadway into the impacted area of Dauphin Island was covered in several feet of sand covering more than 60 percent of the project area or roadway. The project also consisted of removing sand and silt from drainage canals on the north side of Dauphin Island. True North utilized mobile debris management sites (DMS) and towers to allow progression along the impacted project area. The progression of the "DMS," totaling 8 sites, facilitated more than 250 daily loads utilizing only 4 trucks. The project was completed in 60 days and closed out in 90 days which assisted the applicant in receiving maximum reimbursement.

#### REFERENCE:

Corey Moore, Building Inspector  
1011 Bienville Blvd.  
Dauphin Island, Alabama, 36528  
Ph: 251.861.5525 ext. 224

#### PROJECT TERM:

October 2012 - December 2012





## BEACH SAND CLEANING AND MARINE DEBRIS REMOVAL - HURRICANE IKE FEMA DR-1791

### TEXAS GENERAL LAND OFFICE (GALVESTON, HARRIS, CHAMBERS, AND BRAZORIA COUNTIES)

After successfully monitoring the removal of Hurricane Ike debris from municipalities along Galveston Bay, Neel-Schaffer was hired by the Texas General Land Office (Texas GLO) to monitor debris removal from state property. Neel-Schaffer monitored the cleaning of beaches affected by Hurricane Ike as well as the removal of marine debris from Galveston Bay, the Gulf of Mexico, and other waters along the upper Texas Coast. Neel-Schaffer monitored more than \$10 million of debris removal and beach cleaning by two contractors.

#### REFERENCE:

Tony Williams, Coastal Leasing  
PO Box 12873  
Austin, TX 78711  
Office: 512.463.5055  
Fax: 512.305.8937  
Email: [tony.williams@glo.state.tx.us](mailto:tony.williams@glo.state.tx.us)

#### PROJECT TERM:

September 2008 - March 2009

**Beach Cleaning:** The first stage of this project consisted of removal of storm debris and cleaning of sand on more than 50 miles of beach on Galveston Island, Bolivar Peninsula, and the beaches of Brazoria County. Three primary methods were put into action to clean the affected beaches: The first included loading large debris items onto trucks. The second consisted of “raking” the sand using front end loaders with teeth to remove buried debris. Finally, the sand was loaded and hauled to a large screen, roughly the size of an 18 wheeler. The sand was then sifted to remove small debris, loaded onto trucks, replaced on the beach, and graded. Neel-Schaffer monitored, quantified, documented and graded more than 40,000 loads of sand, completing this cycle more than 250 times a day.

Additionally, Neel-Schaffer, the Texas GLO, and HNTB, the Program Manager, determined the most cost-effective methods for cleaning sections of the beaches. Additionally, Neel-Schaffer developed and implemented modifications to the standard five-part load ticketing system specifically for the Texas GLO beach cleaning project. To ensure adequate beach cleaning, efforts were monitored carefully to verify:

- complete debris removal
- areas of sand screened
- depth of sand removed
- security of stockpiles
- quality of screening operations
- quantities of sand replaced to grade
- hauling, reduction, and disposal of debris

A total of **1.2 million cubic yards** of sand was removed to a 12-inch depth, screened, replaced, and graded.

**Marine Debris:** As the beach cleaning process neared completion, the process of removing marine debris began. The primary focus of this project consists of removing large submerged and semi-submerged debris (i.e. vessels, white goods, etc.) that posed a hazard to boats entering the waterways.

Several thousand targets were identified over 350,000 acres of water in five major bays and the Gulf of Mexico. These target items were identified by side scan sonar and were reviewed by the state for historical significance. Neel-Schaffer placed monitors on boats to document the removal of approved items by description, photographs, and GPS coordinates during the removal/loading operation. Monitors issued load tickets and photographed vessels, cars, and debris at the marine extraction point, as material was transferred from boats to land based vehicles.

Efforts were made to reconcile vessels with owners prior to disposal. Neel-Schaffer completed load tickets with volumes and photographed debris loads at the Debris Management Sites (DMS) and for vessels received at the Vessel Management Sites (VMS).

## DEBRIS MONITORING SERVICES, HURRICANE IKE

### CITY OF LA PORTE, TEXAS

Neel-Schaffer was selected for a pre-position monitoring contract by the City of La Porte, TX, several months prior to Hurricane Ike in 2008. This allowed our team to be in place prior to landfall and to begin management and monitoring activities immediately after the storm. We provided assistance in mobilizing the debris removal contractor, certifying haul vehicles, and working with FEMA and GDEM in developing Project Worksheets. Neel-Schaffer monitored the removal of vegetative debris, C&D debris, hazardous hanging limbs, and leaning trees.

Neel-Schaffer monitored the entire debris removal process, including origination of load tickets, completion of load tickets at the DMS, hauling/disposal of reduced debris, and data management for the entire project. We also managed the debris removal process for the neighboring communities of Shoreacres, Morgan's Point, and Taylor Lake Village. This included debris removal, tree work, and management of white goods. The four projects involved removal of more than 400,000 cubic yards of debris and work on more than 3,000 trees.

#### REFERENCE:

Kristin Gauthier,  
Emergency Management  
Coordinator  
Office: 281.470.0010  
Fax: 281.470.1590  
gauthierk@laportetx.gov

#### PROJECT TERM:

September 2008 - May 2009

## DEBRIS MONITORING SERVICES, HURRICANE GUSTAV

### LAFAYETTE CONSOLIDATED GOVERNMENT

### LAFAYETTE, LOUISIANA

Hurricane Gustav entered the Gulf of Mexico and began to impact Texas, Louisiana and Mississippi with torrential rain and wind storms on August 30, 2008.

Neel-Schaffer had been selected as Primary contractor by the Lafayette Consolidated Government (LCG) to provide Debris Monitoring in September 2006. This pre-position contract allowed for the LCG officials to take a pro-active approach for preparing their staff, City, and citizens for future disasters. Neel-Schaffer met with LCG officials following the award of the contract to discuss pre-planning operation procedures. This effort paid off when Hurricane Gustav (DR-1786) made landfall in the state of Louisiana on September 1, 2008.

Our debris response team was deployed to Lafayette prior to landfall in an effort to expedite debris recovery services. The storm passed through the Lafayette area on September 2, 2008 and work quickly began for initiating the 70-hour push contract to clear primary roads which concluded on September 5, 2008. This initiative allowed for City and emergency crews to begin a preliminary damage assessment of the city and report this vital information to the Governor's Office of Homeland Security and Emergency Preparedness (GOHSEP) in order to substantiate the need for a presidential major disaster declaration.

The next phase of the recovery process began September 6, 2008 for Neel-Schaffer to monitor the debris removal process performed by DRC Emergency Services, LLC throughout the City of Lafayette. In three months, Neel-Schaffer monitored the removal of more than 276,000 cubic yards (cy) of vegetative debris and trimmed 15,235 trees that were damaged from the storm. The City elected to recycle the vegetative debris into 72,000 cy of mulch that will be used for various landscaping projects throughout the City.

Neel-Schaffer also provided the LCG with a Debris Management Plan that was approved by FEMA and as a result provided the City with an additional 5% of federal funding. This effort saved the City an estimated \$250,000.

#### REFERENCE:

Terry Cordick,  
Associate Director of Public Works  
1515 E. University Ave.  
Lafayette, LA 70501  
Office: 337.280.8502  
Fax: 337.291.5696  
Email: TCordick@LafayetteLA.gov

#### PROJECT TERM:

September 2008 to December 2008

## DEBRIS MONITORING SERVICES, HURRICANE KATRINA

### JACKSON COUNTY, MISSISSIPPI

Neel-Schaffer entered into a contract as the primary contractor with Jackson County to monitor the removal and disposal of over 1 million cubic yards of storm-related debris from the ROW and over 5,000 ROEs in Jackson County. Our services included removal of debris from drainage ways as well as removal of cars, boats, and coordination of debris removal from commercial property.

Neel-Schaffer assisted the County in the administration of the contracts with the three independent contractors hired for debris removal. The general contractors subsequently employed multiple subcontractors to meet reimbursement guidelines established by the FEMA.

Our staff met with the County twice a week to provide updates on the debris removal program. The work commenced on Jan. 2, 2006, and concluded on Aug. 1, 2006. A total volume of over 1 million cubic yards of debris was collected at a cost of more than \$24 million, including cars, boats and hazardous trees.

#### REFERENCE:

Brian Fulton, PE,  
County Administrator  
2915 Canty Street  
Pascagoula, MS 39567  
Office: 228.769.3088  
Fax: 228.769.3348  
Brian\_Fulton@co.jackson.ms.us

#### PROJECT TERM:

September 2005 - August 2007

**"Perhaps because post-Katrina disaster recovery represents the most massive clean-up in America's history, maintaining an orderly clean-up process was a challenge. Once we enlisted the services of Neel-Schaffer, everything began to run much better."**

**John McKay, Jackson County Supervisor**





## DEBRIS MONITORING SERVICES, HURRICANE KATRINA

### CITY OF BILOXI, MISSISSIPPI

Neel-Schaffer entered into a contract with the City of Biloxi on September 11, 2005 to monitor the removal and disposal of storm-related debris from the public roads and streets in Biloxi. The level of devastation in Biloxi was unprecedented, and warranted an expansion of the scope by FEMA to include private residential property clearing, as well as selected commercial property debris clearing.

Neel-Schaffer assisted the City in the administration of the contracts with three independent contractors who were each assigned a defined geographic area within the City for debris removal. The general contractors subsequently employed multiple subcontractors to meet reimbursement guidelines established by FEMA.

Our staff met daily with the City and provided daily reports on the progress of the debris removal. A total volume of 3 million cubic yards of debris was removed and disposed at a cost of \$60 million.

#### REFERENCE:

David Nichols, Chief  
Administrative Officer  
P. O. Box 429  
Biloxi, MS 39533  
Office: 228.435.6254  
Fax: (228) 435-6129  
Email: [dnichols@biloxi.ms.us](mailto:dnichols@biloxi.ms.us)

#### PROJECT TERM:

September 2005 - August 2007

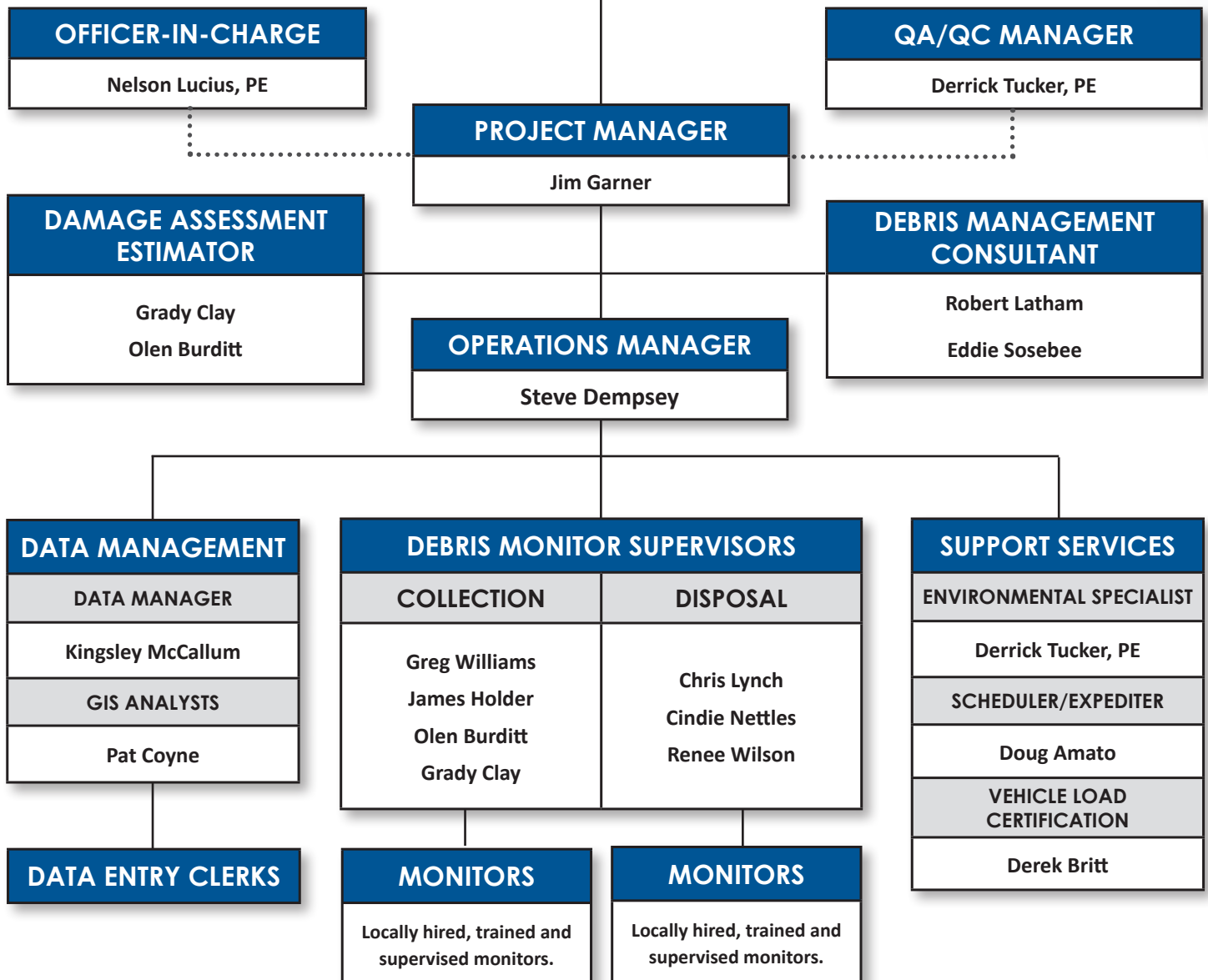
*"I felt contracting debris monitoring with Neel-Schaffer was in the best interest of the City...We got the work done quicker that way, and if we had trouble, we went to them...If we hadn't had that flexibility, we would have gone around in circles."*

*A. J. Holloway, Mayor of Biloxi*





# ORGANIZATIONAL CHART



# K. NELSON LUCIUS, PE

## PROFESSIONAL HISTORY

Mr. Lucius joined Neel-Schaffer in 1990 and has 32 years of experience in emergency management and civil engineering. He is a Senior Vice President of Neel-Schaffer and Manager of True North Emergency Management. Mr. Lucius has extensive experience in managing and monitoring debris removal related to all types of disasters, including hurricanes, tornadoes, wildfires, winter storms, floods, and man-made disasters. He completed several debris monitoring projects for public entities over the past 10 years that included over 1 million cubic yards of debris. Mr. Lucius has experience working with federal, state and local government emergency agencies and reimbursement programs. He also has experience with solid and hazardous waste management programs, policies and procedures. Mr. Lucius has participated in special disaster recovery program management services, including private property/right-of-entry work, waterways clean-up and reimbursement, leaning tree and hanging limb removal, hazardous material removal, vessel and vehicle recovery, asbestos abatement, data management, hauler invoice reconciliation and contracting, and FEMA appeals assistance.

Mr. Lucius also has project management and design experience on several debris site, roadway, utility and landfill projects, including planning, conceptual design, site development, final design and permitting.

Mr. Lucius has been responsible for project management during the planning, design, bidding and construction phases of projects.

## RELATED EXPERIENCE

- Debris Monitoring and Public Assistance Consulting, Texas Department of Transportation (TxDOT):** Mr. Lucius was the Officer-in-Charge for monitoring the removal of flood generated debris and for assisting TxDOT with the financial recovery process. Neel-Schaffer provided services related to flood damage following multiple flood events in 2015. This work was related to damage in more than 15 counties within the Austin, Dallas, Fort Worth, Houston and Tyler Districts. We prepared Detailed Damage Inspection Reports (DDIR) and other documentation on FHWA eligible projects. We communicated with local TxDOT and local government representatives to develop project cost estimates and documentation to support federal reimbursement. Neel-Schaffer also assisted in preparing documents such as Project Worksheets (PWs) on potentially FEMA eligible projects. We provided assistance on more than 100 projects for TxDOT districts that are potentially eligible for FHWA or FEMA reimbursement. Neel-Schaffer has had an as-needed emergency management agreement with TxDOT since 2010.
- Debris Removal Monitoring, South Carolina Department of Transportation (SCDOT):** On-site Officer-in-Charge for monitoring the removal of debris generated by Winter Storm Pax in 2014. Neel-Schaffer/True North monitored the removal of debris from SCDOT ROW and the removal of hazardous trees and hanging limbs. The project included removing, hauling, processing, and recycling more than 1.1 million cubic yards of ice storm debris and removing or trimming more than 225,000 storm damaged trees. Work areas covered more than 7,000 miles of roadway.
- Hazardous Tree Removal Monitoring, El Paso County, CO:** Mr. Lucius was Officer-in-Charge for monitoring the mitigation of approximately 10,000 fire damaged trees following the Black Forest Wildfire in 2013. Trees killed by the wildfire (and trees not expected to survive due to fire damage) were removed from public property and public ROW, to mitigate the hazard of damaged trees falling on people, property, and roadways. Neel-Schaffer/True North utilized the North Track E-ticketing and Data Management System to document the tree removal process. Eligible hazardous trees on public property and public ROW were identified and documented by Neel-Schaffer/True North prior to removal. Our documentation included marking trees, recording GPS coordinates, photographing trees, and recording other critical information such as date and street location. The project included removal of hazardous fire damaged trees that posed hazards along public roads and numerous public park trails.
- Debris Removal Monitoring, Orange County, NC:** Mr. Lucius was Officer-in-Charge for debris monitoring projects following the 2014 severe winter storm. The project included monitoring disaster debris removal for the Town of Hillsborough and monitoring a debris management site (DMS) for Orange County. The Orange County DMS received disaster related debris from citizens of Orange County, the North Carolina DOT, and from contractors working for citizens and municipalities within Orange County.
- Debris Removal Monitoring, Ocean County, NJ:** Mr. Lucius was on-site Officer-in-Charge for several debris monitoring projects following Hurricane Sandy in 2012 and 2013. Clients included the State of New Jersey, Ocean County and numerous townships and boroughs. Most of these projects were handled as a sub-consultant to the Louis Berger Group. The Ocean County project included monitoring the removal of over 1.3 million cubic yards of debris. Work included removal of C&D debris, vegetative debris, hazardous trees, white goods, HHW, etc. Our team was selected for the Southern Section of waterway debris monitoring by the New Jersey Department of Environmental Protection. This region included four zones and over 115,000 acres of bays, rivers, lagoons, and portions of the Atlantic Ocean.

## EDUCATION

Bachelor of Science, Civil Engineering, Mississippi State University, 1982

Master of Business Administration, Houston Baptist University, 1988

## REGISTRATIONS

Professional Engineer:  
Mississippi, 10619  
Texas, 65649  
ICS 100,200,300  
400,700,800

# DERRICK P. TUCKER, PE

## PROFESSIONAL HISTORY

Derrick Tucker joined Neel-Schaffer in 2002 and has more than 18 years experience in civil / environmental engineering and emergency management. He has managed debris removal and disposal operations and all aspects of municipal infrastructure improvement projects including: conceptual development, grant and loan funding procurement, environmental clearance, production of construction plans and specifications, right-of-way / easement acquisition; and construction engineering and administration. Mr. Tucker has managed debris operations for Neel-Schaffer following Hurricanes Ike and Katrina as well as numerous other disasters. He was Project Manager for debris removal following Hurricane Ike for the City of La Porte as well as sand cleaning at Galveston and Boliver. He was also responsible for marine debris removal from the Gulf of Mexico, Galveston Bay and four other bays. He has participated in several debris monitoring projects for public entities over the past Six years, that included over 1 million cubic yards of debris each. Mr. Tucker has experience working with Federal, State and Local government emergency agencies and reimbursement programs. He also has experience with solid and hazardous waste management programs, policies, and procedures. Mr. Tucker has participated in special disaster recovery program management services including private property/right-of-entry (ROE) work, waterways clean-up and reimbursement, leaning tree and hanging limb removal, hazardous material removal, vessel and vehicle recovery, asbestos abatement, data management, and hauler invoice reconciliation and contracting, and FEMA appeals assistance. His experience also includes design and construction phase engineering of several urban drainage improvement projects and several site improvement projects involving utilities (water, sewer, electrical), parking, drainage and facilities access. Mr. Tucker's varying experiences provides him with the ability to plan, design, and administer complex urban projects.

## RELATED EXPERIENCE

Mr. Tucker served as the QA/QC Manager of the following projects. He also managed all monitoring services invoice deliverables. Mr. Tucker assisted with the management of contracts, debris monitoring and public assistance and project deliverables.

- **Texas Department of Transportation, 2015 Disasters**
- **City of Garland, Texas: Tornado - December 2015**
- **City of Rowlett, Texas: Tornado - December 2015**
- **California Department of Resources Recycling and Recovery, Butte and Valley Fires, September 2015**
- **Kentucky Transportation Cabinet: Flash Flooding 2015**
- **South Carolina Department of Transportation, Winter Storm Pax 2014**
- **Debris Removal Monitoring, Ocean County, NJ:** Mr. Tucker served as Project Manager for several projects following Hurricane Sandy. Projects included waterway debris monitoring for the New Jersey DEP, ROW debris monitoring and storm drain cleaning for Ocean County, and private property debris removal for Toms River, New Jersey. Responsibilities included monitoring the removal of C&D debris, vegetative debris, hazardous trees, white goods, HHW, etc. This region included 4 zones and over 115,000 acres of bays, rivers, lagoons, and portions of the Atlantic Ocean.
- **Hurricane Ike Beach Cleaning and Marine Debris Removal, Texas General Land Office:** Project Manager, Responsible for monitoring the cleaning of approximately 80 miles of beaches following Hurricane Ike. The project included cleaning beaches for the State of Texas involving more than 1 million cubic yards of beach sand on Galveston Island, Bolivar Peninsula and Brazoria County, Texas.
- **Hurricane Ike Debris Removal, City of La Porte, TX:** Project Manager, Responsible for monitoring the removal of debris generated by Hurricane Ike. The project of monitoring debris removal from rights-of-way, reduction and hauling of reduced debris. Also included in the project was the removal of hazardous hanging limbs and leaning trees.
- **Hurricane Irene Debris Removal, Tyrrell County and Town of Columbia, NC and Virginia DOT:** Project Manager, Responsible for monitoring the removal of debris generated by Hurricane Irene. The project of monitoring debris removal from rights-of-way, reduction and hauling of reduced debris. Also included in the project was the removal of hazardous hanging limbs and leaning trees.
- **Hurricane Katrina and Rita, South Louisiana:** FEMA Technical Assistant Contractor, Served from January 2006 through April 2006 as an Assistant Project Officer. Primary role was assisting local governments with debris removal operations as well as data collection and project worksheet documentation.

## EDUCATION

Master of Science,  
Civil Engineering,  
Mississippi State  
University, 1997

Bachelor of Science,  
Civil Engineering,  
Mississippi State  
University, 1996

## REGISTRATIONS

Professional Engineer:  
Mississippi, 15380  
Texas, 121294

# JIM GARNER

## PROFESSIONAL HISTORY

Mr. Garner joined True North in 2014 and has 25 years of experience in emergency management. He served 34 years with the U.S. Army Corps of Engineers, filling roles as a Debris Project Manager, National Debris Subject Matter Expert, and primary POC for all phases of debris management, including traditional and Contaminated Debris Management (CDM) for both internal and inter-agency operations. As the National Debris SME, Mr. Garner maintained a working knowledge of FEMA debris policies and procedures that guide federal, state and local partnerships for debris management. He supported FEMA by providing policy reviews concerning debris management, provided reviews of state and local debris management plans for FEMA, and served as the USACE point of contact for the FEMA debris operations. His 42 debris missions included Hurricane Katrina (Sr. Debris SME), Hurricane Rita (Sr. Debris SME) and Hurricane Irene (FEMA Debris Task Force Leader). Mr. Garner serves as one of our in-house Project Managers for disaster relief projects providing guidance on debris management strategies, planning, and FEMA coordination.

## RELATED EXPERIENCE

- **2015 Severe Storms, Tornadoes, Straight-line Winds and Flooding** - Project Manager for TxDOT Austin, Tyler, and Fort Worth Districts. Debris operations included removal, staging, reduction and disposal.
- **2015 Kentucky Severe Storms, Tornadoes, Straight-line Winds, Flooding, Landslides, and Mudslides** - Debris removal monitoring Project Manager for KYTC projects in Johnson County, Kentucky. Debris operations included removal, staging, and disposal.
- **Severe Winter Storm Pax, SCDOT, SC** - Project Manager for monitoring the removal of debris generated by severe winter weather. Included monitoring debris removal from ROW, reduction and hauling of reduced debris. Also included in the project was the removal of hazardous hanging limbs and leaning trees.
- **Hurricane Sandy NY/NJ, 2012** - Lead Debris SME. Technical assistance support to USACE and FEMA for all phases of debris management operations.
- **Hurricane Isaac LA, 2012** - Lead Debris SME. Technical assistance support to state/local governments and FEMA for all phases of debris management operations.
- **TS Lee NY, 2012** - Lead Debris SME. Technical assistance support to state/local governments and FEMA for all phases of debris management operations.
- **Hurricane Irene NY, 2012** - FEMA Debris Task Force Leader. Led a combined FEMA/USACE team performing technical assistance support to state/local governments for all phases of debris management operations.
- **ND Floods, 2011** - Lead Debris SME. Led a USACE team performing direct federal assistance support to state/local governments for all phases of debris management operations.
- **MS River Floods, 2011** - Lead Debris SME. Technical assistance support to state/local governments and FEMA for all phases of debris management operations.
- **Project Manager** - Responsibility for training in debris planning and response teams (PRT), to include assembling an instructor cadre, developing training curriculum, budgeting for required funding and program management of all training funds, and scheduling and conducting training.
- **Project Manager** - FEMA-funded initiative to improve debris quantity estimation capabilities in advance of natural disasters through application of statistically based ground sampling procedures in the immediate, post-disaster period. Mr. Garner collected historical, volumetric debris data, and developed new empirical relationships to validate and improve the current USACE debris estimation model. Led a team of field estimators to test new estimation techniques as part of recovery from Arkansas ice storm.

## EDUCATION

Henderson State  
University

## TRAINING

USACE Professional  
Certification as Debris  
Subject Matter Expert  
(SME)

FEMA Debris  
Task Force Leader

40 hrs. FEMA Debris  
Task Force Leader

USACE Asst ESF 3  
Team Leader Training

32 hrs. Assistant  
TL Training

USACE Level Two PRT

40hrs. Debris  
Planning and Response

USACE Level One  
PRT Training

40 hrs. National  
Response Plan  
(IS 800 equivalent),

Introduction to NIMS  
(IS 700 equivalent),  
and ICS 100/200

FEMA Debris Operations  
36 hrs. FEMA  
Debris Operations

40 Hour HAZWOPER

8 Hour HAZWOPER  
Supervisor



# ROBERT R. LATHAM, JR.

## PROFESSIONAL HISTORY

Mr. Latham served as the Executive Director of the Mississippi Emergency Management Agency from February 2000 thru June 2006. Since retiring from public service on July 1, 2006, he has worked as an emergency management/homeland security consultant in both the public and private sector. After 9-11 he served as the Governor's Homeland Security Advisor for two years overseeing the state's homeland security activities including the development of the state's first homeland security strategy, managing more than \$65 million in homeland security funding and developing the state's regional response capability thru the fielding of nine regional response teams. As MEMA Director, he oversaw more than 45 Governor's State's of Emergency including the preparedness, response, recovery, and mitigation to eleven presidential disaster declarations, including Hurricane Katrina on August 29, 2005. He also served on the Central US Earthquake Consortium (CUSEC) Board of Directors for 6 ½ years and Chairman of the board for two terms. He is currently employed as an independent consultant for several companies specializing in subject matter expertise to clients in the development of programs to assist local, state, federal and non-government organizations, and the private sector in all-hazards preparedness, response, recovery, and mitigation activities with an emphasis on joint state/federal efforts as part of a unified coordination group.

## RELATED EXPERIENCE

- **BP and Deepwater Horizon Response and Recovery Project:** Assisted in the development of a strategy and proposed organization to assist BP officials in their response and recovery efforts to the Deepwater Horizon oil spill.
- **NMSZ Catastrophic Planning:** Provided subject matter expertise to the FEMA Deputy Administrator for Response on FEMA's New Madrid Seismic Zone (NMSZ) Catastrophic Planning project and CUSEC's role in assisting the eight member states with earthquake education and planning.
- **JTF-HD Lightning Rescue 2009:** Served as a facilitator and Subject Matter Expert for the tabletop exercise portion of the Joint Task Force-Homeland Defense Lightning Rescue Exercise with a pandemic influenza outbreak scenario on the Hawaiian Island of Oahu. Served as facilitator and Subject Matter Expert for the Joint Task Force-Homeland Defense Lightning Rescue Exercise of a pandemic influenza outbreak scenario in Oahu, HI.
- **State of Delaware Senior Leader Tabletop Exercise:** Served as a facilitator and SME for the state of Delaware's Senior Leader Table Top exercise of a hurricane and pandemic influenza scenario.
- **FEMA Response Operations II Course:** (2008, 2009, and 2011) Served as a coach and evaluator for FEMA's Response Operations II Course, providing subject matter expertise in state and federal relationships in disasters, and organization and implementation of a joint state/federal unified command structure. In Sept. 2011, Latham assisted in the update/revision of the "working with the state" portion of the FEMA course, which was eventually renamed as FEMA Incident Management III.
- **Pacific and Hawaii Catastrophic Hurricane Readiness Response Planning:** Served as a subject matter expert, in the development and delivery of preparedness, response and recovery planning, and technical assistance to support FEMA Region IX for catastrophic hurricane incident planning in support of the state of Hawaii.
- **Hurricanes Gustav and Ike :** Provided subject matter expertise to the Executive Director of the Louisiana Governor's Office of Homeland Security and Emergency Preparedness, by providing guidance, recommendations and trouble-shooting on multiple issues facing the state of Louisiana during pre- and post-landfall of Hurricanes Gustav and Ike, including the organization and implementation of a unified command structure.
- **Northern California Catastrophic Earthquake Readiness/Response Plan:** Served as a state subject matter expert, focusing on the integration of a state and federal response to a catastrophic event, during the development and implementation of a Catastrophic Earthquake Readiness Response Plan for FEMA and the state of California.
- **Community Health Center Emergency Management Training Program:** Developed and delivered a comprehensive emergency management training program for the Mississippi Primary Health Care Association and the 22 community health centers in the state of Mississippi.
- **Mississippi Pandemic Influenza Preparedness and Response Plan:** Provided subject matter expertise to the Mississippi State Department of Health's, Office of Emergency Preparedness and Response, in the establishment of planning processes for and the development of a comprehensive, multi-agency pandemic influenza preparedness and response plan for the state of Mississippi.

## EDUCATION

Northwest Mississippi  
Community College,  
1969, 1970

US Army Sergeant's  
Major Academy,  
Ft. Bliss, Texas, 1988

## AFFILIATIONS

Central United States  
Earthquake Consortium

Governor's Advisory  
Council for Remote  
Sensing Technology

Mississippi Civil  
Defense/Emergency  
Management  
Association

National Emergency  
Management  
Association (NEMA)

# STEVE DEMPSEY

## PROFESSIONAL HISTORY

Mr. Dempsey has over 16 years of experience in debris management. He has served as a Quality Assurance Inspector (QAI), Quality Assurance Supervisor (QAS) and senior debris Subject Matter Expert (SME) for the U.S. Army Corps of Engineers (USACE). Mr. Dempsey worked for the USACE from 1974-2013. His first mission assignments were as QA Inspector and QA Supervisor. While serving as a QA Inspector he performed daily inspections of the Contractor's work to insure that all work was in accordance with the terms of the contract and in compliance with the approved Contractor Quality Control Plan. He furnished daily reports to the QA Supervisor on the progress of the work. While serving as a QA Supervisor he was responsible for directing and supervising QA personnel and managing field implementation of the overall Quality Assurance Program. He performed upward reporting requirements through the Resident Engineer (RE) and presented briefings as necessary. He served as a senior debris Subject Matter Expert (SME) for the U.S. Army Corps of Engineers (USACE). In his last 10 years with USACE he served as a SME and a member of the Fort Worth District Planning and Response Team (PRT). While serving as an SME he is familiar with all aspects of a debris mission. Provided technical knowledge and management abilities to insure the mission was scoped and executed properly.

## RELATED EXPERIENCE

- **2015 Severe Storms, Tornadoes, Straight-line Winds and Flooding** - Debris removal Supervisor for TxDOT projects in Austin, Tyler, and Fort Worth Districts. Debris operations included removal, staging, reduction and disposal.
- Hurricane Rita TX/LA, 2005 QA Supervisor
- Arkansas Tornados, 2008 Debris SME for TA mission
- Oklahoma Tornados, 2008 Debris SME for TA mission
- Hurricane Dolly, 2008 Debris SME for TA mission
- Hurricane Gustav, 2008 Debris SME for TA mission
- Hurricane Ike, 2008 Debris SME for TA and DFA mission
- Arkansas Ice Storms, 2009 Debris SME for TA mission
- Oklahoma Ice Storms, 2010 Debris SME for TA mission
- Alabama Tornado, 2011 Lead Debris SME for TA mission
- Hurricane Irene MA, 2011 Debris SME for TA mission
- Hurricane Irene MA/NC, 2011 Debris SME for TA mission
- Texas Wildfires, 2011 Debris SME for TA mission
- Hurricane Isaac LA, 2012 Debris SME for TA mission
- Hurricane Irene NY, 2012 Debris SME for TA mission

## EDUCATION

Bachelor of Science, Civil  
Engineer, Texas A&M

## TRAINING

USACE Professional  
Certification as Debris  
Subject Matter  
Expert(SME)

USACE Level Two PRT  
40hrs. Debris  
Planning and Response

USACE Level One PRT  
Training 40hrs. National  
Response Framework  
(IS 800 equivalent)

Introduction to NIMS  
(IS 700 equivalent),  
and ICS 100/200

FEMA Debris Operations  
36 hrs. FEMA  
Debris Operations

40 Hour HAZWOPER

8 Hour HAZWOPER  
Supervisor

# R. EDWIN SOSEBEE, JR.

## PROFESSIONAL HISTORY

Throughout Mr. Sosebee's 31-year career as a civilian with the US Army Corps of Engineers (USACE), he has served in many different leadership positions. His responsibilities always involved public interface, personnel management, service and construction contract administration, fiscal management, project management, and environmental stewardship. As an Operations Project Manager, he held overall responsibility for the management of a large multipurpose water resource project south of Atlanta, GA. On numerous occasions throughout his career, he had the opportunity to serve with the Corps' Emergency Management and Readiness team providing disaster debris response & recovery mission planning, execution, contract development, proposal review, plan writing, and serving as a training instructor.

2008 – 2015 Emergency Management Engineer – USACE Rehired Annuitant

Providing services to the US Army Corps of Engineers (USACE), Mississippi Valley Division (MVD) in planning, execution, and training for disaster debris management. Services have included 3 months of onsite operational technical assistance to the Hurricane Katrina recovery mission in Mississippi, developing and coordinating and facilitating 4 different training sessions for USACE Debris response Team members, developing and coordinating a USACE Field Guide for Quality Assurance Personnel, developing and coordinating a FEMA Field Guide for Debris Estimating, developing content material for the USACE Hazardous & Toxic Waste Field Guide, working disaster debris missions, serving as an advisor and subject matter expert on disaster debris management, and participating in disaster debris policy development work sessions. His experience during the period of August 2008 through October 2008 was providing direction and guidance to the USACE Technical Assistance team assigned to the LA Recovery Field Office for Hurricanes Gustav and Ike. During 2009 and to date he has served in Technical Assistance assignments to Eagle, AK assisting with contract administration, Haiti preparing a Debris Management Plan, and supporting FEMA oversight of the Comanche Nations disaster debris removal of ice storm debris, technical support for Hurricanes Irene, Sandy and the MS tornadoes in 2014.

### EDUCATION

Bachelor of Science  
Southwest Georgia State  
University, 1974

### TRAINING

OPM Personnel  
Management for  
Executives  
  
USACE Construction  
Contract Administration  
  
USACE Contracting  
Officers Representative  
Training  
  
USACE Contractor  
Quality Control  
  
USACE Incident Action  
Planning Courses IS 700  
& 800, ICS 100 & 200  
  
Certified as Emergency  
Manager & Debris  
Subject Matter Expert by  
USACE

## RELATED EXPERIENCE

- **Mississippi Tornadoes 2014: Technical support**
- **Hurricane Sandy NY/NJ, 2012: Technical support**
- **Hurricane Isaac LA, 2012: Technical support**
- **TS Lee NY, 2012**
- **Hurricane Irene NY, 2012**
- **ND Floods, 2011**
- **MS River Floods, 2011**
- **Hurricane Gustav, 2008: Technical support**
- **Hurricane Ike, 2008: Technical support**

# GREG WILLIAMS

## PROFESSIONAL HISTORY

Mr. Williams has over 20 years of experience in debris management. He served as a senior debris Subject Matter Expert (SME) for the U.S. Army Corps of Engineers (USACE). Mr. Williams served as a SME and a member of the Vicksburg District Planning and Response Team PRT.

He has deployed on approximately 23 disaster missions, and served on the elite cadre of National Debris Subject Matter Experts and Specialists. He served approximately 211 days as a debris planning and response team member during the aftermath of Hurricane Katrina. He has also volunteered to serve the Midwest for Ice Storms and Floods as well as Puerto Rico in 1998 for Hurricane George clean up. More recently, he served in the massive recovery efforts of the devastating tornadoes that struck Alabama in 2011, for the Northeast during Super Storm Sandy, Severe Ice Storms South Carolina, and 2014 tornado outbreak in Mississippi. As a SME he has to be knowledgeable of all aspects of the Debris mission.

## RELATED EXPERIENCE

- **2015 Severe Storms, Tornadoes, Straight-line Winds and Flooding** - Debris removal Operations Manager for TxDOT projects in Austin, Tyler, and Fort Worth Districts. Debris operations included removal, staging, reduction and disposal.
- **2014 Severe Winter Storm Pax, SCDOT, SC** - Debris removal monitoring Supervisor for monitoring the removal of debris generated by severe winter weather. Included monitoring debris removal from ROW, reduction and hauling of reduced debris. Also included in the project was the removal of hazardous hanging limbs and leaning trees.
- Mississippi River Floods, 1992
- Hurricane Georges, 1998 PRT member
- Oklahoma Tornadoes 1999 QA Supervisor
- Hurricane Floyd, 2000, Debris Specialist
- Hurricane Lili, 2002 Debris Technical Assistance (TA)
- Tropical Storm Allison, Texas 2003 QA Supervisor
- Hurricane Isabel, 2003 SME for TA, and trained debris monitors from other federal Agencies
- Hurricane Francis 2004 Mission Manager
- Hurricane Ivan, AL, 2004 Debris SME
- Hurricane Dennis, 2005 Debris SME TA/Rapid Needs Assessment
- Hurricane Katrina MS/LA, 2005 Debris SME
- Oklahoma Ice Storms, 2007-2008 Debris SME for TA mission Arkansas Tornadoes, 2008 Debris SME for TA mission
- Oklahoma Tornadoes, 2008 Debris SME for TA mission
- Midwest Floods, 2008 Debris SME for TA mission
- Hurricane Gustav, 2008 Debris SME for TA mission
- Hurricane Ike, 2008 Debris SME for TA and DFA mission
- Oklahoma Ice Storms, 2010 Debris SME for TA mission
- Alabama Tornado, 2011 Debris SME for DFA mission
- Hurricane Isaac LA, 2012 Debris SME for TA mission
- Super Storm Sandy, 2012 Debris SME for TA mission
- Ice Storms South Carolina 2014, Area Supervisor
- Mississippi Tornadoes 2014, Operations Manager

## EDUCATION

Hinds Community College  
(2years)

## TRAINING

USACE Professional  
Certification as Debris  
Subject Matter Expert  
(SME)

USACE Level Two PRT  
40hrs. Debris  
Planning and Response

USACE Level One PRT  
Training 40hrs. National  
Response Framework  
(IS 800 equivalent)

Introduction to NIMS  
(IS 700 equivalent),  
and ICS 100/200

FEMA Debris Operations  
36 hrs. FEMA  
Debris Operations

40 Hour HAZWOPER

8 Hour HAZWOPER  
Supervisor



# GRADY CLAY

## PROFESSIONAL HISTORY

Mr. Clay has over 16 years of experience in debris management. He served as a senior debris Subject Matter Expert (SME) for the U.S. Army Corps of Engineers (USACE). He also served as a SME and a member of the Fort Worth District Planning and Response Team (PRT). Grady provides technical knowledge and management abilities to insure the mission is scoped and executed properly. Under normal circumstances, he supplied an extra "set of hands" wherever needed. He worked with the PRT to help solve any issues that arise, whether mission or personality related. As the SME he also evaluated the performance of the PRT and made recommendations as needed. As an SME he is knowledgeable of all aspects of a Debris mission.

## RELATED EXPERIENCE

- **2015 Severe Storms, Tornadoes, Straight-line Winds and Flooding** - Debris removal Supervisor for TxDOT projects in Austin, Tyler, and Fort Worth Districts. Debris operations included removal, staging, reduction and disposal.
- Hurricane Dennis, 2005 Debris SME TA/Rapid Needs Assessment
- Hurricane Katrina MS/LA, 2005 Debris SME
- Hurricane Rita, 2005, Resident Engineer
- Wind/Tornadoes, St. Louis, MO and Caruthersville, MO, 2006 Debris SME for TA mission
- Oklahoma Ice Storms, 2007-2008 Debris SME for TA mission Arkansas Tornadoes, 2008 Debris SME for TA mission
- Wildfires, California 2007 Resident Engineer
- Oklahoma Tornadoes, 2008 Debris SME for TA mission
- Midwest Floods, 2008 Debris SME for TA mission
- Hurricane Dolly, 2008 Debris SME for TA mission
- Hurricane Gustav, 2008 Debris SME for TA mission
- Hurricane Ike, 2008 Debris SME for TA and DFA mission
- Arkansas Ice Storms, 2009 Debris SME for TA and served as the FEMA Debris Task Force Leader
- Ice Storm, New Hampshire, Maine 2009 Debris SME
- Spring Floods, Rhode Island, 2009, Debris SME
- Oklahoma Ice Storms, 2010 Debris SME for TA mission
- St Louis Tornado, 2011 Debris SME for TA mission
- Alabama Tornado, 2011 Debris SME for DFA mission
- Hurricane Irene MA, 2011 Debris SME for TA mission
- Hurricane Irene NY, 2012 Debris SME for TA mission
- Floods, Nebraska, 2011, Debris SME
- TS Lee NY, 2012 Debris SME for TA mission
- Hurricane Isaac LA, 2012 Debris SME for TA mission

## EDUCATION

Bachelor of Science,  
Recreation Resources,  
Arkansas Tech

## TRAINING

USACE Professional  
Certification as Debris  
Subject Matter  
Expert(SME)

USACE Level Two PRT  
40hrs. Debris  
Planning and Response

USACE Level One PRT  
Training 40hrs. National  
Response Framework  
(IS 800 equivalent)

Introduction to NIMS  
(IS 700 equivalent),  
and ICS 100/200

FEMA Debris Operations  
36 hrs. FEMA  
Debris Operations

40 Hour HAZWOPER

8 Hour HAZWOPER  
Supervisor

# WHIT BARTON

## PROFESSIONAL HISTORY

Mr. Barton has over 20 years of experience in debris management. He served as senior debris Subject Matter Expert (SME) for the U.S. Army Corps of Engineers (USACE). In his last 9 years with USACE he served as a SME. He has deployed on approximately 23 disaster missions, and served on the elite cadre of National Debris Subject Matter Experts and Specialists. More recently, he served in the massive recovery efforts of the devastating tornadoes that struck Oklahoma City – Moore, OK in 2013 and for the Northeast during Super Storm Sandy. As the SME he also evaluated the performance of the PRT and make recommendations as needed. As an SME, he was knowledgeable of all aspects of the Debris mission.

## RELATED EXPERIENCE

- **2015 Severe Storms, Tornadoes, Straight-line Winds and Flooding** - Debris removal Supervisor for TxDOT projects in Austin, Tyler, and Fort Worth Districts. Debris operations included removal, staging, reduction and disposal.
- Arkansas Tornadoes, 2008 Debris SME for TA mission
- Oklahoma Tornadoes, 2008 Debris SME for TA mission
- Midwest Floods, 2008 Debris SME for TA mission
- Hurricane Dolly, 2008 Debris SME for TA mission
- Hurricane Gustav, 2008 Debris SME for TA mission
- Hurricane Ike, 2008 Debris SME for TA and DFA mission
- Arkansas Ice Storms, 2009 Debris SME for TA and served as the FEMA Debris Task Force Leader
- ND\MN Floods, 2009 Debris SME for DFA mission
- Oklahoma Ice Storms, 2010 Debris SME for TA mission
- ND\MN Floods, 2010 Debris SME for TA mission
- Mississippi River Floods, 2011
- Spring Tornado Mississippi, 2011, Debris SME for TA mission
- Spring Disaster Response, 2011 North and South Dakota, Debris SME for TA mission
- Hurricane Irene, 2011 Debris SME for TA mission
- October Nor'easter Connecticut and Massachusetts, 2011, Debris SME for TA mission
- Hurricane Isaac LA, 2012 Debris SME for TA mission
- Super Storm Sandy New Jersey, 2012, Debris SME for TA mission
- Oklahoma Severe Storms and Tornadoes, 2012, Debris SME for TA mission
- Alaska Spring Flood Event, 2013, Debris SME for TA mission
- Colorado Flooding, 2013, Debris SME for TA mission
- Arkansas Severe Storms and Tornadoes, 2014, Debris SME for TA mission

## TRAINING

USACE Professional Certification as Debris Subject Matter Expert (SME)

USACE Level Two PRT  
40hrs. Debris Planning and Response

USACE Level One PRT Training 40hrs. National Response Framework (IS 800 equivalent)

Introduction to NIMS (IS 700 equivalent), and ICS 100/200

40 Hour HAZWOPER

8 Hour HAZWOPER Supervisor

# OLEN BURDITT

## PROFESSIONAL HISTORY

Mr. Burditt has over 14 years of experience in debris management. He served as senior debris Subject Matter Expert (SME) for the U.S Army Corps of Engineers (USACE). He served as a member of the Fort Worth District Planning and Response Team (PRT) for 14 years and as an SME the last 6 years with USACE. Mr. Burditt also served as Liaison Officer between USACE HQ and FEMA HQ on nationwide Weapons of Mass Destruction (WMD) Debris PRT from 2009 – 2013.

While serving as an SME, he was knowledgeable with all aspects of a debris mission. He provided technical knowledge and management abilities to insure mission was scoped and executed properly. He has deployed on approximately 20 missions, including debris removal, temporary housing, and roofing assignments.

## RELATED EXPERIENCE

- **2015 Severe Storms, Tornadoes, Straight-line Winds and Flooding** - Debris removal Supervisor for TxDOT projects in Austin, Tyler, and Fort Worth Districts. Debris operations included removal, staging, reduction and disposal.
- Central Texas Flooding , 2002 Quality Assurance Monitor (QA)
- Hurricane Rita, 2005 QA Supervisor
- Hurricane Dolly, 2008 Debris SME for TA mission
- Hurricane Ike, 2008 Debris SME for TA mission
- Arkansas Tornadoes, 2009 Debris SME for TA mission
- Haiti Earthquake, 2010 Lead Debris SME for TA mission
- Tennessee Flooding, 2010 Debris SME for TA mission
- Alabama Tornadoes, 2011 Debris SME for TA mission
- Hurricane Irene, 2001 Debris SME for TA mission
- Bastrop, Texas Fires, 2011 Debris SME for TA mission
- Hurricane Isaac, 2012 Debris SME for TA mission
- Hurricane Sandy, 2012 Debris SME for TA mission
- Moore, Oklahoma Tornadoes, 2013 Debris SME for TA mission
- Dhaka, Bangladesh Earthquake, 2013 Debris SME responsible for co-authoring nationwide Debris Management Plan

## EDUCATION

Bachelor of Science,  
Angelo State University

## TRAINING

USACE Professional  
Certification as Debris  
Subject Matter  
Expert (SME)

USACE Level Two PRT  
40hrs. Debris  
Planning and Response

USACE Level One 40hrs.  
Planning and Response

National Response Plan (IS  
800 equivalent)

Introduction to NIMS (IS  
700 equivalent), and ICS  
100/200

FEMA Debris Operations  
36 hrs. FEMA  
Debris Operations

40 Hour HAZWOPER

8 Hour HAZWOPER  
Supervisor



# KINGSLEY A. McCALLUM, III

## PROFESSIONAL HISTORY

Mr. McCallum joined Neel-Schaffer/True North in 2013 with over 15 years of experience in disaster management. and currently manages and operates our North Track Automated Debris Management System (ADMS). His recent experience includes the supervision of debris removal monitoring following Hurricane Sandy in Ocean County, NJ. He is an accomplished senior-level professional with demonstrated expertise in the areas of estimating, finance, operations and staff management within the commercial and residential construction sectors. Mr. McCallum's experience includes P&L management, contract negotiation, finance planning/strategy, state and local policy compliance and vendor sourcing/negotiation. He has managed commercial and residential projects ranging in size from \$90,000 to \$6.5 million.

## RELATED EXPERIENCE

- **2015 Severe Storms, Tornadoes, Straight-line Winds and Flooding** - Project Manager for TxDOT Houston District. Debris operations included removal, staging, reduction and disposal.
- **2015 Kentucky Severe Storms, Tornadoes, Straight-line Winds, Flooding, Landslides, and Mudslides** - Debris removal monitoring Project Manager for KYTC projects in Johnson County, Kentucky. Debris operations included removal, staging, and disposal.
- **Severe Winter Storm Pax, SCDOT, SC** - Project Manager for monitoring the removal of debris generated by severe winter weather. Included monitoring debris removal from ROW, reduction and hauling of reduced debris. Also included in the project was the removal of hazardous hanging limbs and leaning trees.
- **2013 Colorado Severe Storms, Flooding, Landslides, and Mudslides** - Project Manager Debris removal monitoring for all phases of debris management operations. Debris operations included removal, staging, and disposal.
- **Debris Removal Monitoring, Ocean County, NJ** - Served as Operations Manager for several projects following Hurricane Sandy. Projects included waterway debris monitoring for the New Jersey DEP, ROW debris monitoring and storm drain cleaning for Ocean County, and private property debris removal for Toms River, New Jersey. Responsibilities included supervision of monitoring the removal of C&D debris, vegetative debris, hazardous trees, white goods, HHW, etc. Our team was selected for the Southern Section of waterway debris monitoring by the New Jersey Department of Environmental Protection. This region included 4 zones and over 115,000 acres of bays, rivers, lagoons, and portions of the Atlantic Ocean.
- **Waterway Debris Removal Monitoring, New Jersey Department of Environmental Protection** - As Operations Manager provided supervision of marine debris removal monitoring of four zones and over 115,000 acres of bays, rivers, lagoons, and portions of the Atlantic Ocean.
- **Hurricane Sandy, New York and New Jersey** - Responsible for site inspections, which included ROE, PPDR, demo, foundation, interior, exterior, roof systems and Xactimate estimating for commercial and residential properties.
- **Hurricane Isaac, Louisiana and Mississippi** - Responsible for site inspections, which included: ROE, PPDR, demo, foundation, interior, exterior, roof systems.

## EDUCATION

Associate of Arts,  
Business/Economics,  
Louisiana State  
University, 1991

## LICENSES

Haag Engineering Certified  
Roof Inspector  
  
Louisiana Residential  
Contractor  
  
South Carolina Residential  
Home Inspector  
  
Alabama Residential  
Home Inspector  
  
Alabama Adjuster  
Louisiana Commercial  
Contractor  
  
Alabama Electrical  
Contractor  
  
OSHA 10-HR  
  
ICS 100, 200, 700, 702,  
703  
  
40 Hour HAZWOPER  
  
8 Hour HAZWOPER  
Supervisor

# DOUG AMATO

## PROFESSIONAL HISTORY

Mr. Amato joined Neel-Schaffer/True North in 2012 during our Hurricane Sandy cleanup efforts in New Jersey. He provided FEMA Public Assistance and FHWA Emergency Relief coordination and consultation services to the Texas Department of Transportation Austin District and Tyler District following the flooding and straight-line damages experienced in May 2015. Mr. Amato monitored ROW debris removal throughout Ocean County. He was responsible for inspections, PPDR and demolition monitoring on our ROE project for Toms River, NJ. Mr. Amato took on a larger role as a field supervisor during our NJDEP waterway debris removal project in 2013. During Winter Storm Pax, Mr. Amato deployed as a field supervisor, he oversaw debris removal from SCDOT maintained roads across 8 counties in South Carolina. He transitioned to data manager and over saw data QA/QC, contractor invoice reconciliation, and monitor invoicing. His experience includes operations management, planning, and federal, state and local compliance on public projects.

## RELATED EXPERIENCE

- Severe Storms, Tornadoes, Straight-line Winds and Flooding, Texas Department of Transportation: Provided coordination and consultation in support of FEMA Public Assistance and FHWA-Emergency Relief reimbursement efforts. Document collect, completed, and compiled information for Project Worksheets, Detailed Damage Inspection Reports, Damage Survey Summary Reports, and Program of Projects.
- Severe Winter Storm Pax, South Carolina Department of Transportation: Field Supervisor for monitoring the removal of debris generated by severe winter weather. Included monitoring the removal of hazardous hanging limbs, vegetative ROW debris, and the hauling and reduction of debris. Data Manager roles included data QA/QC, contractor invoicing reconciliation, and monitor invoicing.
- Hurricane Sandy ROW Debris Removal Monitoring, Ocean County, NJ: Served as debris monitor for several projects following Hurricane Sandy. Responsibilities included debris removal monitoring from more than 17 townships and boroughs in Ocean County. ROW debris monitoring work included removal of C&D debris, vegetative debris, hazardous trees, white goods, HHW, etc.
- Hurricane Sandy Waterway Debris Removal Monitoring, New Jersey Department of Environmental Protection: As Field Supervisor provided supervision of marine debris removal monitoring of four zones and over 115,000 acres of bays, rivers, lagoons, and portions of the Atlantic Ocean.
- Hurricane Sandy PPDR and Demolition, Toms River, NJ: Responsible for site inspections, ROE, PPDR, and demolition debris monitoring of over 100 residential and commercial properties.

## EDUCATION

Associate of Arts, Liberal  
Arts, Ocean County  
College, 2010

## CERTIFICATIONS

FEMA IS-00100.b  
Introduction to Incident  
Command System ICS-100

FEMA IS-00632.a  
Introduction to Debris  
Operations

FEMA IS-00634  
Introduction to FEMA's  
Public Assistance Program

FEMA IS-00700.a National  
Incident Management  
System (NIMS) An  
Introduction

# DEREK BRITT

## PROFESSIONAL HISTORY

Mr. Britt joined Neel-Schaffer/True North in 2012 during our Hurricane Sandy cleanup efforts in New Jersey. Mr. Britt monitored ROW debris removal throughout Ocean County. He was responsible for inspections, PPDR and demolition monitoring on our ROE project for Toms River, NJ. Mr. Britt took on a larger role as a field supervisor during our NJDEP waterway debris removal project in 2013. During Winter Storm Pax, Mr. Britt deployed as a field supervisor, he oversaw debris removal from SCDOT maintained roads across 8 counties in South Carolina. His experience includes operations management, planning, and federal, state and local compliance on public projects. Mr. Britt worked closely with FEMA Debris Specialists whom were performing validation of hazardous hanging limb and tree removals.

## RELATED EXPERIENCE

- Butte Wildfire: Personal property debris removal and right-of-entry.
- Tornado Garland: Debris removal for C&D ROW, Truck certification management, hazardous vegetative and hazardous household waste.
- Tornado Cleburne: Debris removal for C&D ROW and managed a DMS
- Severe Storms, Tornadoes, Straight-line Winds and Flooding, Texas Department of Transportation: Provided coordination and consultation in support of FEMA Public Assistance and FHWA-Emergency Relief reimbursement efforts. Document collect, completed, and compiled information for Project Worksheets, Detailed Damage Inspection Reports, Damage Survey Summary Reports, and Program of Projects.
- Severe Winter Storm Pax, South Carolina Department of Transportation: Field Supervisor for monitoring the removal of debris generated by severe winter weather. Included monitoring the removal of hazardous hanging limbs, vegetative ROW debris, and the hauling and reduction of debris.
- Hurricane Sandy PPDR and Demolition, Toms River, NJ: Responsible for site inspections, ROE, PPDR, and demolition debris monitoring of over 100 residential and commercial properties.
- Hurricane Sandy Waterway Debris Removal Monitoring, New Jersey Department of Environmental Protection: As Field Supervisor provided supervision of marine debris removal monitoring of four zones and over 115,000 acres of bays, rivers, lagoons, and portions of the Atlantic Ocean.
- Hurricane Sandy ROW Debris Removal Monitoring, Ocean County, NJ: Served as debris monitor for several projects following Hurricane Sandy. Responsibilities included debris removal monitoring from more than 17 townships and boroughs in Ocean County. ROW debris monitoring work included removal of C&D debris, vegetative debris, hazardous trees, white goods, HHW, etc.

## EDUCATION

Associates Business Administration, Ocean County College, 2006

## CERTIFICATIONS

40 hour HAZWOPER

FEMA IS-00100.b  
Introduction to Incident Command System ICS-100

FEMA IS-00632.a  
Introduction to Debris Operations

FEMA IS-00634  
Introduction to FEMA's Public Assistance Program

FEMA IS-00700.a National Incident Management System (NIMS) An Introduction

FEMA IS-00102.c

FEMA IS-00241.b

FEMA IS-00700

FEMA IS-00907



# CINDIE NETTLES

## PROFESSIONAL HISTORY

Ms. Nettles joined Neel-Schaffer in 2005 as a Debris Collection Monitor and Tower Monitor for Hancock County, Mississippi following Hurricane Katrina including monitoring the removal of C&D, vegetative, asbestos and concrete debris. Ms. Nettles has also served as Field Supervisor for beach restoration and marine debris projects following Hurricane Ike. Her experience also includes the supervision of debris removal and operations management after the severe winter ice storms of 2010 in Oklahoma.

### CERTIFICATIONS

HAZWOPER  
CPR/First Aid  
FEMA Safety

## RELATED EXPERIENCE

- **Tornado Debris Removal Monitoring, KY:** Field Supervisor
- **Debris Removal Monitoring, Severe Winter Storms, Towns of Simsbury, and Granby, CT:** Field Supervisor. These projects included the monitoring of debris following several severe winter storms in 2011. The project had to be expedited quickly due to additional incoming weather. Responsibilities included, supervising several monitoring crews that monitored tree removal of hazardous trees and hanging limbs as well as the monitoring of debris removal and haul out from four separate cities.
- **Hurricane Irene Debris Removal Monitoring, Tyrrell County, NC:** Field Supervisor.
- **Tornado Debris Removal Monitoring, City of Hoover, AL:** Field Supervisor.
- **Tornado Debris Removal Monitoring, City of Chattanooga, TN:** Field Supervisor. Tornado debris removal from the public Right Of Way. Responsibilities included monitoring debris removal , reduction and final disposal.
- **Deepwater Horizon Oil Spill Health and Safety Monitoring:** Safety Leader.
- **Severe Winter Storm Debris Removal Monitoring, Comanche County, OK:** Field Supervisor. Monitored debris removal from County Right of Way. Responsibilities included, monitoring the removal of hazardous leaning and hanging tree limbs. Monitored the removal, hauling and reduction of vegetative debris.
- **Hurricane Ike Debris Removal Monitoring, City of La Porte, TX:** Field Supervisor.
- **Hurricane Katrina Debris Removal Monitoring, Hancock County, MS:** Tower Monitor.

## SUMMARY OF STAFF QUALIFICATIONS

The True North team has the experience and capability to provide debris removal monitoring services to City of Fort Lauderdale. Mr. Jim Garner heads up our debris monitoring operations. He was formerly the US Army Corps of Engineer National Lead Debris Subject Matter Expert for a seven period with 25 years of debris emergency management experience. Our staff is augmented with the expertise of six Subject Matter Experts, formerly with the USACE. These SME's have a cumulative experience of over 120 years. Currently, the True North team sets the standard for debris monitoring and management with our decades of experience, wealth of expertise, and long-term commitment to project success.

The True North team has extensive debris management and monitoring experience with numerous communities, following both large and small disasters. We have monitored the removal of more than 16 million cubic yards of debris from public and private property in more than 100 communities, following hurricanes, tornadoes, floods, wind storms, and severe winter storms. We have monitoring experience on all types of disaster debris, including vegetative debris, C&D debris, hazardous trees, marine debris, beach sand cleaning, derelict cars and vessels, white goods, structure demolition, hazardous waste, asbestos, and contaminated debris. True North debris removal projects have included both public and private property as well as structure demolition and other specialized monitoring.

We believe the True North team is the best qualified firm to provide debris management and monitoring for City of Fort Lauderdale. Our primary focus will be providing the highest level of service to City of Fort Lauderdale. Our extensive experience in managing contractors enables the True North team to manage debris removal contractors to best serve City of Fort Lauderdale and its citizens. Our experience in debris monitoring efforts to date has shown that securing qualified personnel, providing timely responses, and maintaining proper documentation are the keys to the recovery from the devastation left by disasters. The True North team provides qualified managers and supervisors, who will hire local residents to be debris collection monitors. Our debris collection monitors will be thoroughly trained on all aspects of debris eligibility, recognizing ROW, properly completing documentation, and safety.

One of our professional debris project managers with years of experience and expertise will ensure an efficient overall operation to minimize recovery time and cost while maximizing eligible funding reimbursement.

## PROJECT APPROACH

True North is committed to providing the highest level of services to ensure the satisfaction of the City of Fort Lauderdale. We have the qualifications and experience to successfully monitor debris removal. Key goals are local hiring, management of contractor, and full reimbursement of eligible project costs. We will provide collection monitors to observe and ticket all debris loading operations, as well as tower monitors to observe and document all debris site activities. We will enter all load ticket and debris site data into an electronic database daily. This database will include multiple backups and will track key project data. True North's data system has numerous cross checks to flag any suspicious data such as unusual cycle times, capacities, loading locations or types of debris. Early detection of problems by experienced data personnel is a key to avoiding larger problems later in the project. The data system will generate reports for the City of Fort Lauderdale and will support invoice reconciliation and validation of debris hauler invoices.

We will provide project management and supervision of all activities. True North's monitors will prepare incident reports to document any contractor damage to public or private property. True North may also provide planning, training, permitting and damage assessment services as requested. We have extensive experience in all of these areas, both pre- and post-disaster.

**Staff Mobilization:** Our monitoring staff is an extension of your staff, reacting and responding to your requests. Our monitors are typically locally hired employees who are displaced or out of work as a result of the declared disaster and are trained and supervised by our experienced permanent staff.

Because we employ former public employees such as Public Works Directors, Emergency Management Coordinators, and retired military personnel, we understand the stress a disaster has on your employees. Thus, we are able to assist in the staffing and operations of all aspects a disaster may cause.

**Cost Tracking:** True North's data management system can be used for detailed tracking of project costs. Costs will be tracked by zones, by contractor, and other relevant categories as requested by the City of Fort Lauderdale. This system will be used to develop periodic reports, to reconcile contractor invoices and to develop documentation to support FEMA reimbursement.

**Project Management Meetings:** Effective communication is vital to the success of all recovery projects. To ensure that all personnel involved in monitoring the debris removal operation are kept up to date, the following meetings and communications are conducted:

- **Daily Communication and Safety Meetings:** Prior to the start of operations each morning, all monitors are required to sign-in at a predetermined location. Meetings are held in each zone and are headed up by the Field Supervisor. At these meetings, ongoing training is conducted, changes in FEMA guidance are reviewed, safety issues are addressed, and any pertinent information is exchanged. The Field Operations Manager will generally attend daily meetings.
- **Periodic Client Meetings:** We recommend meeting with the City of Fort Lauderdale on a regular basis, to exchange relevant project information and progress. True North will provide detailed Daily Operations Reports to the Debris Manager. Typically, regular client meetings will be held daily, or multiple times, as desired by the City of Fort Lauderdale. Our periodic meetings offer another opportunity to meet with staff on operational matters.
- **Coordination Meetings with Contractors:** True North will initiate meetings with the debris removal contractor to help expedite the work and to discuss any issues that may arise during the week. City of Fort Lauderdale personnel will be made aware of the time and place of these meetings and invited to join. It is important that the monitor and contractor are coordinating with each other to ensure a successful project. In conjunction with these meetings, our staff will coordinate with the City of Fort Lauderdale personnel as needed on any issues that may arise in the field.



## CURRENT WORKLOAD

Currently True North is not providing disaster debris monitoring services. While we are currently in the last stages of assisting the California Department of Resources Recycling and Recovery (CalRecycle) with extensive debris removal contractor invoices, this

current effort will have little to no impact on a disaster debris monitoring response for the True North team.

True North owns a mobile command center along with several cargo trailers. A couple of the cargo trailers are already staged with all necessary disaster response equipment. Additionally, True North owns and maintains our state-of-the-art electronic ticketing system and database. Currently, we maintain approximately 200 handheld units. True North has the ability and resources to increase our inventory within 2-4 business days to accommodate project needs.

## FIELD STAFFING PLANS

True North will coordinate work schedules with contractors 24 hours in advance and provide work schedules to the City of Fort Lauderdale's Authorized Representative. Accurate scheduling is critical to ensure adequate monitoring is provided to document debris removal without unneeded cost of excess monitors. Realistic schedules are also necessary to allow the City of Fort Lauderdale to track and oversee the project effectively. Monitors and contractors will be expected to follow these schedules to ensure efficient, effective project performance, management, documentation and reimbursement.

**General Operation Requirements:** In order to control costs and save public money, True North is diligent in minimizing hours spent on monitoring activities. We will consult with the City of Fort Lauderdale on staffing and work planning, with the Town having final say on staffing levels. We understand and appreciate the City of Fort Lauderdale's visits to review the efficiency and effectiveness of our monitoring program.

## SAFETY

Safety and training are key components that we stress to our employees. Safety is of the utmost importance to protect our monitors and personnel involved in the project. We will conduct regular safety meetings to inform and remind employees of the importance of project safety. Each safety meeting will generally summarize overall monitor safety, then provide detailed discussion of particular elements of project safety, such as safe driving, roadside traffic safety or safety around heavy equipment. Additionally, we have a dress code and safety gear requirements for our employees.

All monitors will have access to safety equipment that is compliant with federal, state, and local requirements. That includes eye protection, hearing protection, reflective safety vests, hard hats, and wet and cold weather clothing. All debris monitors will wear safety shoes and DOT Class II reflective safety vests.

The safety record of True North is reflected by our corporate Experience Modification Rate (EMR) of 0.80 along with not having any lost workdays in the past three years. Safety is always our first consideration on any job. No job is worth the death or injury of an employee. Our safety procedures are followed in accordance with our Neel-Schaffer Safety Program (updated March 2015) along with a specific Project Safety Plan. The nucleus of our safety plan is the Job Hazard Analysis (JHA) identifying specific job-site hazards. Along with the JHA, we conduct an initial safety meeting followed by a daily tail-gate meeting and a weekly inspection. Our plan provides specific guidance to employees working alone. We also follow the safety guidance of on-site contractors.

## DEBRIS VEHICLE CERTIFICATION

Certification, documentation, and validation of truck measurements are required by FEMA. Our staff will provide the measurements of the truck and trailer beds and review the compliance with requirements such as limitations of extensions above metal rails. The truck measurements will be recorded and entered into a spreadsheet for validation. Whenever load tickets and truck numbers are entered throughout the project, the database will verify that the truck bed capacity matches the truck number and recorded volume. For additional documentation, each measured truck will be photographed. Summary books of all certified vehicles will be maintained at each DMS and final disposal site to verify vehicles and equipment and for quality control purposes. Potential attributes of vehicles subject to modification will be documented. During the truck certification process, True North will develop and implement a criteria checklist for inclusion with each truck certification. True North understands the significance of enforcing vehicular safety and maintenance criteria as a measure to protect the public and project personnel. Periodic or suspicious spot checks and re-certifications will be utilized to discourage vehicle alterations, especially when reasons for concern are observed. The team will perform periodic and random volume capacity verifications of certified recovery vehicles.

## COLLECTION MONITORING



All field monitoring will be managed and executed to maximize federal and state reimbursement. True North has a strong track record of full reimbursement of eligible project costs.

**Debris Monitoring Employees:** All debris monitors and Town staff, as requested, will attend a training program designed by our debris management specialists. This training will be conducted at no cost to the City of Fort Lauderdale. The True North training program ensures that all staff are knowledgeable on FEMA protocol, requirements, and where possible or required by FEMA or rules or regulations, and will involve personnel from either or both of these agencies. All True North employees will be adequately trained prior to performing any work on the project. Our experienced disaster response team provides training in a classroom setting followed by field training that is designed to verify experience and knowledge of work assignments. All disposal site monitors, collection monitors, and project coordinators are required to attend a training program that includes identification of eligible debris, proper documentation, communication protocols, and safety requirements. All field personnel are required to have good communication skills to work effectively with other project personnel and for efficient interactions with the public.

**Field Supervisors will be responsible for ensuring compliance of:**

- Proper loading and compaction
- Adherence to the Debris Management Action Plan
- Special needs assessment such as stumps, leaners/hangers, etc.
- Required documentation such as photos and GPS coordinates

**Daily Field Monitor Operations:** Field Supervisors will be assigned to teams of monitors. Our field supervisors are the key to True North's success in ensuring that owners receive full FEMA reimbursement on all projects. True North will stop work in progress that is not being performed or documented in the appropriate manner or which is not in compliance with task orders issued by the City of Fort Lauderdale. Such work will be noted for nonpayment. We will inspect work in progress to ensure that removal efforts include only eligible debris in eligible locations. Field Supervisors and Field Monitors will enforce the "clean as you go" policy.

Our field supervisors have extensive experience and capabilities in debris management, as well as the ability to effectively train, lead, and supervise monitors. All Field Supervisors are thoroughly familiar with FEMA processes/procedures, and have field experience performing all major monitoring activities, including load ticketing, collection monitoring, disposal monitoring, vehicle certification, communications, and daily reporting. Field Supervisors will report critical information to the City of Fort Lauderdale daily.

**Collection Monitoring Support Services:** True North has experience in all aspects of debris management, including planning, operations, management, monitoring, and accounting systems. Our experience includes all types of debris removal programs, such as ROW debris, leaner/hanger programs, Freon removal, white goods, public property debris, waterway debris, comprehensive private property/ROE debris, marine debris, drainage canal debris, demolition, abandoned vehicles and vessels, beach sand cleaning, animal carcasses, condemnations, hazardous materials, asbestos, and tires.

We have also developed numerous supplemental forms and documentation processes for various types of projects. We utilize daily monitor reports, incident reports, tower logs, etc., on typical projects and we have developed specialized forms for projects involving items such as sand cleaning, vessel removal, and demolition. We document debris every time it moves, i.e., cutting hazardous limbs, loading, unloading at DMSs, reduction, and final haul/disposal or recycling. True North will provide all necessary security and oversight for all operations.

## LOAD TICKET PROCESS DEVELOPMENT

Field monitors will initiate load tickets as debris is loaded from public property and ROW. Information will include address, project, type of debris, and truck number and capacity. Debris site/tower monitors complete each load ticket with a load rating. Monitors will keep a log that contains information such as debris loading site location, loading site monitor's name, supervisor's name, number of load tickets issued during the shift, a listing of load ticket numbers issued or voided, and any problems encountered or anticipated. Load tickets and logs will be available to the City of Fort Lauderdale. In addition to the tickets and logs, cumulative data and activity reports on completion progress and issues will be submitted to the Town. These reports will include detail of the quantities and types of debris hauled.



This information will be used by True North to reconcile pay requests from the contractor.

Since the load ticket process forms the basis of reimbursement, very close observation of debris loading operations is critical, including types of debris and loading site location. Field supervisors will be utilized along with control points to ensure thorough documentation and ticketing of debris loading operations.

## DATABASE REPORTING

**Data Administration:** All load tickets and debris site data will be entered daily into North Track. This system has proven to be invaluable on complex projects. Managing ROW vegetative and C&D debris is relatively simple. Tracking numerous communications, types of debris, and inspections for each individual ROE property requires a well-designed data base system.

Cross-checks are built into our proprietary data system, which shows caution flags when unexpected parameters are detected. Examples of data base “flags” could be short turn-around of a hauling unit, discrepancy on capacity, or high loads per day. Our data management system can be organized and sorted by an array of factors to generate comprehensive reports. We will work with you to develop an automatic daily report format to meet your information needs. We can generate custom reports from the data base to provide a wide range of project information. This reporting will be valuable in determining the need for additional passes, new programs, modifications to the scope of the project, etc. GPS coordinates are recorded and digital photographs are gathered to document critical activities, including all unit price tree removals, to meet FEMA requirements.

**Daily Operational Reports:** True North will provide you detailed daily status reports. These reports will be developed for automated generation by our comprehensive data management system. Relevant project statistics and cumulative statistics will be shown in a straight forward graphical manner, for officials to provide information to the media or to their constituents. These reports will be customized to fit the specific needs of the Client, and will also include information such as number of vehicles operating, total loads hauled, and cubic yards hauled. The data will be reported in categories by zone, contractor, debris type, average load volume, and citizen drop-off sites.

## PAYMENT MONITORING AND RECONCILIATION PROCESS

We reconcile quantities with the contractor on a regular basis to ensure load ticketed quantities match as the project progresses. This avoids stress at the end of pay cycles in the event of different interpretations by the parties. True North reconciles data ticket-by-ticket and performs all tasks in compliance with FEMA standards. We review all contractor invoices for accuracy and consistency with load tickets, tower logs, and project spreadsheet quantities. Accurate, complete invoices/pay requests with correct quantities are forwarded to our clients on a timely basis, with a recommendation for payment. Our team’s monitoring, documentation, and review processes provide the quality control and backup needed for maximum reimbursement by FEMA. We will keep you informed of the effect of recommended payments on the project/overall budgets, project worksheets, and purchase orders. This will assist in planning for purchase order adjustments and the need for additional versions of project worksheets. As a rule of thumb, True North includes all project non-labor costs relating to logistics, lodging, per diem, transportation, etc. in our hourly labor rates. Therefore, True North invoices historically do not include reimbursable expenses for traditional debris monitoring operations. True North anticipates providing similar labor rates which include all project related expenses and overhead. An exception to this was during Hurricane Ike marine debris monitoring, where True North provided daily chartered vessels to provide supervisory oversight to the monitoring operations. To our understanding, these extenuating project expenses were fully (100%) reimbursed to the State of Texas.

## QA/QC PROGRAM

The True North team will implement a QA/QC Program to minimize errors on all project documents. The True North team will provide Field Supervisors to observe the activities of our monitors and provide Quality Assurance/Quality Control reviews on the entire project. Adequate project control and full FEMA reimbursement can only be assured if our policy and procedures are accurately implemented in the field.

Every debris project is carefully managed from the FEMA kick-off meeting through project closeout. We communicate thoroughly with key players of the project including, the City of Fort Lauderdale, FEMA, FHWA, regulatory agencies, contractors, supervisors and employees. Frequent and effective communication is important to ensure we understand and achieve the goals of the City of Fort Lauderdale. A clear understanding of the Stafford Act, disaster specific guidance and local FEMA staff are critical in project

control and management to ensure full reimbursement.

Accurate complete record keeping, documentation and data management are as important as the physical work in meeting the goals of the City of Fort Lauderdale and receiving full FEMA reimbursement. The True North team follows the basic five-part FEMA load ticket process in monitoring ROW debris. Eligibility of debris and complete, accurate documentation lead to full reimbursement. These basic functions must be performed correctly in the field. We place great emphasis on training and supervising monitors in the basic monitoring functions to ensure they are performed consistently, and correctly.

## FUNDING SUPPORT

True North has a strong record of full reimbursement on projects monitored by our staff. We will assist the City of Fort Lauderdale in developing a cash flow strategy to maximize early reimbursement of project costs. The True North team is thoroughly familiar with the requirements and guidelines of the Federal Emergency Management Agency. This includes an understanding of the Hurricane Sandy Recovery Act. We have a track record of full FEMA and state reimbursement on projects we have monitored. We will work with the Town to develop a strategy to maximize early reimbursement of project costs. We will also coordinate meetings with FEMA Public Assistance (PA) staff early in the project and focus on disaster specific guidance to maximize reimbursement of project costs. The True North team will be a resource to the City of Fort Lauderdale on federal requirements and financial recovery.

**Contractor Damages:** The team will coordinate with the City of Fort Lauderdale to respond to residential, commercial, and public property damages occurring in the field throughout the course of the project. We will maintain and update a log of damages reported, damage corrections, and releases for work by either the property owner or the City of Fort Lauderdale. We will track and monitor any complaints or damage reports, work with the contractors to resolve issues, and communicate this process to the City of Fort Lauderdale.

**True North Managers and Supervisors are knowledgeable of the FEMA Public Assistance (PA) Program, including the following:**

- Public Assistance Guide (FEMA 322),
- Applicant Handbook (FEMA 323),
- Public Assistance Debris Management Guide (FEMA 325),
- Public Assistance Debris Monitoring Guide (FEMA 327),
- Debris Estimating Field Guide (FEMA 329),
- FEMA's Recovery 9500 Series,
- FEMA Disaster Assistance Policies,
- FEMA PA Program guidelines,
- FEMA Recovery Fact Sheet RP9580.201,

## RECOVERY SERVICES

True North has the ability to provide financial tracking services, and the coordination typically required to help ensure the City of Fort Lauderdale receives reimbursements from FEMA.

**Our experience includes recovery services listed below:**

- Ordinance analysis to determine the best legal method to remove debris from private property.
- Easement/ Rights-of-Entry administration and data base management.
- Private property hazard tree and limb removal monitoring.
- Private property demolition coordination and monitoring.

## EVENT CLOSURE

True North will complete project closeout within 30 days following completion of debris removal operations.

## CAPABILITY, CAPACITY & AVAILABILITY

True North will respond to the City of Fort Lauderdale's authorized representative with trained, experienced managers and personnel. The team will be a combination of local monitors, experienced employees from our permanent offices, and debris management experts. We will establish a Command Center in the disaster affected areas and will implement our comprehensive debris management training program to ensure all monitors are thoroughly trained and supervised. True North will meet all requirements of the City of Fort Lauderdale on this project.



True North will respond within eight hours of notification to proceed. We will have staff in place within hours to begin the truck certification and monitoring process. This includes Site Monitors and Field Debris Monitors prepared to begin field work within hours. If needed, we will mobilize additional experienced personnel to begin monitoring operations as we hire and train local employees as monitors.

We will provide an experienced management, supervisory, and data team. True North will hire, train, and supervise local employees as monitors to support the local economy and minimize travel costs. Depending on the timing of startup, we will be able to provide full-time company employees from other offices around the Southeast as monitors for start-up of operations. These employees would return to their normal jobs as local monitors are hired and trained. True North understands the monitoring needs of the City of Fort Lauderdale following a major disaster. We are prepared to mobilize and respond immediately.

DMS/tower monitors are the most critical monitoring positions on a disaster debris project because of the judgment required in rating loads and the number of load tickets finalized at DMS/disposal sites. True North provides a higher level of training to fully prepare Tower Monitors for these challenges.

True North has developed a state-of-the-art data management system that will be utilized on this project. The system provides for automated generation of standard and custom reports, as well as automatic checks on data. The North Track data system can also provide electronic load ticketing if requested by the City of Fort Lauderdale. North Track electronic load ticketing is fully compliant with the USACE ADMS requirements and is not dependent on cell towers for communication.

True North has very broad debris experience, including the monitoring of marine debris, waterway debris, beach debris, and nature facilities. True North monitored the debris removal from all affected state-owned waters in Texas following Hurricane Ike. This included monitoring debris removal from numerous waterways and marinas as well as debris removal from over 350,000 acres of water. Our monitoring experience includes private property/ROE work, waterways clean-up and reimbursement, sand recovery and beach remediation, leaning tree and hanging limb removal, hazardous material removal, vessel and vehicle recovery, asbestos abatement, data management, and hauler invoice reconciliation and contracting, and FEMA appeals assistance. True North monitored the sand removal and beach cleaning in Dauphin Island, AL, following Hurricane Isaac in 2012, and monitored tornado debris removal for the cities of Hoover and Leeds, AL and simultaneously Bradley County and Chattanooga, TN.

We will work closely with the City of Fort Lauderdale to develop a specific communication systems to ensure continuity of communications. We will establish a local command center to provide for communications, computer equipment, data management, meetings, etc. True North will utilize our extensive experience to manage the contractor to meet the goals of the City of Fort Lauderdale. We have managed and monitored debris removal on numerous projects involving multiple contractors.

True North has a strong track record of full FEMA reimbursement of eligible debris removal. True North has capacity with a history of providing hundreds of monitors following major disasters, including Hurricanes Katrina, Ike and Sandy, as well as the outbreak of tornadoes across the South and Mid-West in 2011 and 2012.

As we have done in the past, True North is prepared to provide supplies and equipment for key personnel, including food, water, and lodging, as well as communications, transportation, computer, and generator equipment. During all phases of mobilization and operations, we will provide for adequate personnel supplies and equipment, including radios, vehicles, cell phones, GPS units, digital cameras, and safety equipment.

**MOBILIZATION:** The size of our firm (about 400 full-time employees) allows us the ability to draw resources from many offices to meet the immediate needs of the community. These employees are returned to their home offices as soon as local employees can be hired to fill the majority of the hourly monitoring positions. Using local monitors is key to the success of our debris removal program, and consistent with the goals of the Stafford Act to help the local economy recover.

Our team mobilized more than 450 temporary employees following the 2014 winter storms in South Carolina. We mobilized 250 temporary employees to meet the needs from Hurricane Sandy in 2012 and 2013 in the Northeast. True North / Neel-Schaffer also mobilized hundreds of monitors following Hurricane Katrina (MS) in 2005/2006 and Hurricane Ike (TX) in 2008/2009. We provided monitoring of thousands of workers during cleanup of the BP Gulf of Mexico oil spill in 2010 and 2011. These are just a few of the projects for which we have provided monitoring services over the past 10 years. We had more than enough supervisory staff to oversee the debris monitoring services. Our ability to mobilize, train and supervise hundreds of people in an organized and timely manner is key to our past success at debris removal monitoring and the corresponding recovery of the community.



True North's success in managing disaster debris removal, in particular following hurricanes Sandy, Isaac, Irene, Ike, Rita, and Katrina, is a testament to our ability to work effectively in complex situations. We have highly trained professionals who can complete the job in a cost-effective manner. Our company values are based on quick response, local hiring, client service, ethical practices, full reimbursement, and sensitivity to the environment. Our staff places the utmost importance on accounting procedures and implementing accurate and comprehensive reporting. The True North team's objective is to achieve full reimbursement for all eligible disaster recovery costs from appropriate federal and state agencies.

**COORDINATION OF SERVICES IN MULTIPLE LOCATIONS:** True North has handled debris monitoring for multiple government agencies numerous times. On three separate occasions, we have responded and provided services in 10 to 20 communities simultaneously. This occurred following Hurricane Katrina in 2005, Hurricane Ike in 2008, and Hurricane Sandy in 2012. Following Hurricane Katrina, we responded to over 10 communities. This response included the City of Biloxi, where we successfully monitored the removal of approximately 3 million cubic yards of debris from 5,000 right-of-entry properties, and 10,000 trees. In 2009, True North monitored debris removal simultaneously in over 10 communities in five different states across three separate FEMA regions.

True North has more than 10 Project Managers with experience managing major debris monitoring projects along with numerous experienced Field Supervisors and Data Managers. We are organized to respond quickly with an adequate supervisory and management team to commence truck certification and monitoring operations. True North will assign a Project Manager to the City of Fort Lauderdale at the time of responding to a Notice to Proceed. The Project Manager will be able to perform all duties set out herein. We begin operations with existing staff, while advertising, hiring, and training local monitors. We will assign an experienced Project Managers to every project that is activated. Commencement of operations will include providing qualified, trained personnel to perform debris removal monitoring services. Monitoring services shall include certification of vehicles, verifying eligibility of work, documenting removal services, DMS monitoring, data management, and hauling contractor invoice reconciliation.

Monitors will be available seven days per week, 12 -14 hours per day, as needed. True North will arrive able to sustain itself and its employees, including meals, lodging, materials, and supplies. We will primarily utilize locally hired, trained, and supervised monitors for this contract. True North employees will have all needed tools, supplies, and equipment, including digital cameras, laptop computers, field communication equipment, and GPS units.

True North will provide all positions required for a complete debris monitoring and documentation project. Final staffing level determination will be made by the City of Fort Lauderdale. Debris Monitors will be primarily local and will be a minimum of 18 years of age, with a valid driver's license issued in the U.S. All True North documents shall be in compliance with FEMA regulations.

**WORKFORCE REQUIREMENTS:** True North has the capacity and experience to deliver complete debris monitoring services to the City of Fort Lauderdale. We have extensive experience and the ability to mobilize several hundred employees to ensure that all needs are met. Our ability to hire, train, and successfully manage hundreds of monitors in an organized and timely manner is critical to the City of Fort Lauderdale's success. Additionally, True North includes experienced managers, trainers, supervisors, and data managers who will ensure the project is mobilized and run in the most efficient and cost-effective manner.

**AN EXTENSION OF YOUR STAFF:** True North is familiar with working within existing government structures. We will provide public information support, such as press releases, public service announcements, and project updates, as well as provision of other public communication tools as required. Additionally, if requested, we will establish a debris management call center to respond to public inquiries on debris-related issues.

The team has extensive experience in hiring and training hundreds of debris monitors following disaster across the country. We intend to hire and train the majority of our debris monitors locally. This is looked upon favorably by FEMA, will reduce costs to the project, and helps support the local economy. We will provide experienced management and supervisory staff provide oversight of the monitors. We are committed to delivering the highest level of service.

True North will provide debris monitoring training to your staff at no cost to the City of Fort Lauderdale. Training will be customized with direction from Emergency Management, and



will include topics similar to our debris monitor training with more in depth discussion on Debris Management Plans (DMP), Debris Management Sites (DMS), debris management progress reporting, and chain of reporting of True North to the City of Fort Lauderdale.

## ADDITIONAL SERVICES

### ELECTRONIC TICKETING SYSTEM

Automated Debris Management Systems are changing the Debris Monitoring and Recovery Process. Properly implemented systems eliminate traditional paper tickets and provide valuable data during the recovery process. True North has invested considerable resources in developing our state of the art data management system, known as North Track.

The North Track Data Management System (North Track) uses tried and true Microsoft technology to operate a cutting edge, resilient system. North Track allows for a complete and accurate electronic ticketing process following a disaster event. Our complete system establishes, stores, and provides documentation required by FEMA, FHWA, and all other applicable Federal, State, and Local agencies to assist in maximizing your eligible reimbursements.

North Track Data Management System provides the client with almost real-time project progress information. Not only does E-Ticketing assist the project collection and disposal monitors with data collection efficiency, accuracy, and completeness, it potentially eliminates thousands of hours of manual data entry of load tickets into a project database. Therefore, overall project management benefits from the implementation of E-Ticketing. Progress summary reports, utilizing un-reconciled data, can be generated daily within hours of completion of field operations. True North can use this data for debris removal mapping for an overall picture of project progress without the delays normally associated with manual data entry. At the Town's request and written approval, True North will provide electronic ticketing units and tower operations at a cost of \$4.00 per hour per unit. True North can tailor our project load ticketing approach (paper versus electronic) to meet the needs and directives of the City of Fort Lauderdale. Through the development and implementation of our North Track system, True North disaster debris monitoring documentation is now created, reconciled, managed, and archived digitally. Thereby, greatly reducing the need to use paper products. Unlike our antiquated digital cameras and hand-held GPS equipment, which depended upon disposable batteries, our North Track equipment utilizes 100% rechargeable devices. While we currently utilize gas-powered auxiliary generators in the event of power outages following major disasters, True North is researching the procurement and maintenance of solar energy resources. Additionally, True North strives to utilize 100% recycled paper to meet paper documentation and reporting needs. Additional North Track information is provided at the end of this section.

### TICKET FLOW/DATABASE

Monitors initiate electronic load tickets as hauling units are loaded. Basic information is recorded, including address and/or GPS location, debris type/pay item, monitor, driver, vehicle certification number, date, time, and other relevant information. At completion of loading, the electronic data is encrypted and stored on an electronic medium such as a thumb drive, which is electronically labeled for a specific driver and certified hauling unit. This electronic medium is provided to the driver to be delivered to the tower monitor at the landfill or DMS. The driver provides this encrypted data medium to the tower monitor, who downloads the electronic load ticket into North Track, and then rates the load based on percent full.

Although the primary data is electronic, a paper ticket is printed at the landfill or DMS to provide archive copies for the Client, contractor, and driver, as a record of the load. The electronic medium is cleared when the electronic ticket is completed and is returned to the driver to allow another e-ticket to be initiated. The North Track electronic ticketing and data management system has numerous cross checks and internal controls to ensure accurate data capture and to minimize errors. The North Track database, with electronic load tickets, forms the basis for contractor invoice reconciliation and recommendation to the owner for payment.

All entities will work from the same data set. The system provides same day transmission of ticket data. Only the data relevant to each party will be available via secure website, and will be available by project, contractor, subcontractor, and independent hauler. Monitors are provided with Windows HHU's customized with North Track. The use of multiple backup servers and frequent data system backups virtually eliminates the risk of data loss. Since True North owns the hardware and software, we can easily and quickly

implement project specific applications and updates, and set up new hardware.

## DEBRIS MANAGEMENT PLANNING

True North's staff of debris management specialists and emergency management planners has the experience to develop and/or review Debris Management Plans (DMP) in accordance with FEMA 327-Public Assistance-Debris Management Guide. We have successfully developed plans for many communities. We pride ourselves in developing a DMP that is a "living document" that is taken off the shelf and used for annual training purposes, as well as coordination with other planning initiatives such as mitigation, land-use, and other community planning efforts.

Our team will gather data regarding past debris-generating events in an effort to forecast debris projections for future events. Our approach is to identify the needs of the City of Fort Lauderdale by listening to your stories of past events, how you handled the recovery process, and what lessons were learned. This valuable data will enable our team to prepare a useful plan for the City of Fort Lauderdale to follow if a disaster strikes.

## PUBLIC INFORMATION ASSISTANCE

True North will assist the City of Fort Lauderdale in developing and implementing public communication tools as requested. We will develop and implement programs to communicate disaster and debris removal information to the public. To coordinate these efforts, we will provide experienced local employees with excellent communication skills, as well as thorough knowledge of the community and debris removal operations. If requested by the City of Fort Lauderdale, our communications assistance may include press releases, public notices, public service announcements, project status updates, and other public communication tools.

The team will establish and staff a "debris hot-line" and/or website to address public complaints and concerns, as requested by the City of Fort Lauderdale. We will provide a local phone number and trained staff to manage phone calls and website activity regarding all aspects of disaster debris, including debris removal schedules, eligibility for pickup, processes, recording public needs/concerns, complaints, and property damage claims. All complaints and damage reports will be documented and investigated, with resolution reported to the City of Fort Lauderdale. True North has broad experience in public communications and call center management following major hurricanes and other disasters. All public information support activities will be managed and executed to maximize federal and state reimbursement.

## FEMA PUBLIC ASSISTANCE GRANT SERVICES

True North Emergency Management has experience in assisting its clients through the Public Assistance Grant process. True North can assist clients by capturing data and eligible costs that can be used to develop projects to be put onto a PW. True North can assist with initial estimates as well as final actual costs related to each project in the client PA process.

### Services included in True North's services include:

- Identification of eligible emergency and permanent work (Category A-G);
- Damage Assessment
- Assistance in attaining Immediate Needs Funding;
- Prioritization of recovery workload;
- Loss measurement and categorization;
- Insurance evaluation, documentation adjusting and settlement services;
- Project Worksheet formulation, generation and review.
- FEMA, FHWA, HMGP, CDBG, NRCS and additional reimbursement support;
- Staff augmentation with experienced Public Assistance Coordinators and Project Officers;
- Interim inspections, final inspections, supplemental Project Worksheet generation and final review;
- Appeal services and negotiations;
- Reconstruction and long-term infrastructure planning; and
- Final review of all emergency and permanent work performed.

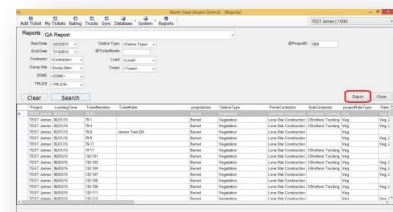
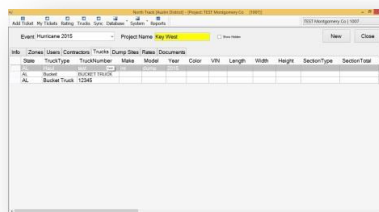
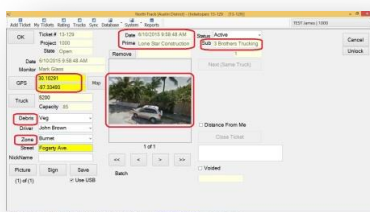
True North can also assist clients in maximizing FEMA reimbursement from previous disaster. True North has experience in reviewing PWs, and their associated documentation, to determine if all eligible costs have been captured. In cases where it has not, True North will work with its clients to submit additional eligible costs to FEMA to get reimbursement.

# North Track Data Management System

# Electronic Ticketing System - Overview

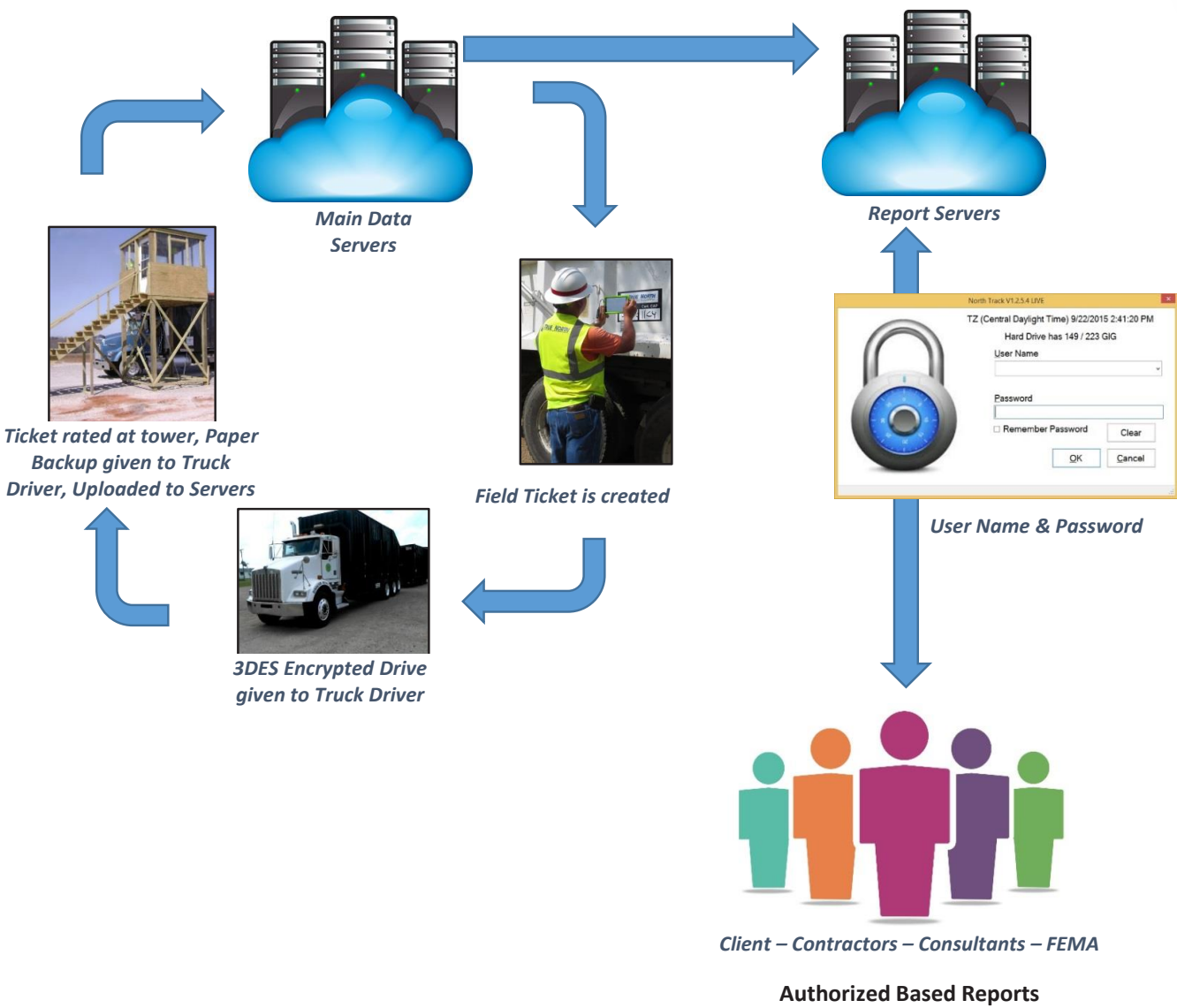
### North Track Features:

- ❖ **Meets the Corps of Engineers (USACE) debris specifications**
  - ❖ **ADMS Specification Based Design**
  - ❖ **Secure:**
    - 3DES Encryption
    - Username/Password protected
  - ❖ **Sync Mode for Off-line use:**
    - Regardless of cellular network availability, North Track maintains complete functionality
  - ❖ **Geospatial Data:**
    - per ticket haul/tree work/marine (multiple GPS points)
    - Digital Photos with text/data/GPS point (when required)
  - ❖ **Cloud Based Data:**
    - North Track offers a user name/password protected web-based accessible system.
    - Easily accessed by all authorized parties (Client, Contractors, Consultants, FEMA, etc.)
    - Client dictates authorizations
  - ❖ **Scalable:**
    - In addition to our 100+ inventoried Hand Held Units (HHU's), our system uses readily available, commercially sourced hardware and can be scaled to handle any size event.
  - ❖ **Redundant Backup Servers**
  - ❖ **Real Time/Near-Real Time Reporting**
    - North Track Windows proprietary system allows reports to be exported into MS Excel
    - Reporting is authorized based and is available to all required parties
    - Customizable reporting available
  - ❖ **Payment Monitoring and Reconciliation**
    - True North can monitor the entire invoicing process from hauling contractors
    - North Track allows for reconciling contractors data for accurate invoicing
    - Ensures complete data sets for reimbursement
  - ❖ **Truck Certification**
  - ❖ **Unlimited Zones/Areas**
  - ❖ **Unlimited and Customizable Debris Types**
  - ❖ **Right-of-Way (ROW) Collection**
  - ❖ **Tree Work (Leaner/Hanger/Stump)**
  - ❖ **Private Property Debris Removal (PPDR)**
  - ❖ **Demolitions**
  - ❖ **markHaul Out/Disposal**
  - ❖ **Monitor Management**
  - ❖ **Complete QA/QC of all data with internal reports**
- A screenshot of the North Track login window. It features a blue padlock icon on the left. The window title is 'North Track v1.0.0.100'. The status bar shows 'T2 (Central Daylight Time) 6/22/2015 5:41' and 'Hard Drive has 149 / 223 GB'. The login form includes fields for 'User Name' and 'Password', a 'Remember Password' checkbox, and 'OK' and 'Cancel' buttons.
- A photograph of a handheld device, likely a PDA or rugged smartphone, encased in a bright green protective bumper. The screen is black and appears to be off.
- A photograph showing a close-up of a tree trunk and branches. The image is somewhat blurry, suggesting it might be a screenshot from a video or a photo taken from a handheld device. The text 'Houston District Montgomery' is visible in the top left corner of the image.





Network Architecture - Overview



The following Project Plan and Timeline is a sample initial approach that can be adjusted based on client needs following a debris-generating disaster.

### Pre-Event Coordination & Training

Timeline	Annually
Scope of Work/Tasks	<p><b>Upon award of Contract:</b></p> <ul style="list-style-type: none"> <li>Meet with client and establish project point(s) of contact;</li> <li>Review all debris management plans and procedures; and</li> <li>Discuss project expectations and specific client needs related to debris management.</li> </ul> <p><b>Prior to hurricane/storm season:</b></p> <ul style="list-style-type: none"> <li>Review debris plans;</li> <li>Make introductions of new personnel if necessary;</li> <li>Ensure that all parties are adequately prepared and familiar with established debris related policies and procedures prior to a disaster event; and</li> <li>As necessary, True North will assist in identifying debris management sites and reviewing Debris Management plans to ensure compliance with FEMA Public Assistance requirements.</li> </ul>

### Project Initiation & Damage Assessment

	Immediately prior to event or upon receipt of Notice to Proceed
	<ul style="list-style-type: none"> <li>Pre-positioning of staff when possible;</li> <li>Deploy within 4 hours of disaster when not able to pre-position staff; Make contact with the Project Point(s) of contact to determine any known magnitudes of debris caused by the event and identify any known special issues that have arisen as a result of the disaster;</li> <li>Develop Quality Assurance/ Quality Control program to ensure contract compliance and maintenance of performance goals and standards;</li> <li>Develop a Project Action Plan; and</li> <li>Coordinate with local, and when available, State, and Federal staff to conduct an initial assessment of the damage and debris caused by the disaster and make a determination as to the size of the debris project and what resources will be required to effectively manage the debris management operations. This task can be typically completed within 24-48 hours of activation.</li> </ul>

### Truck Certification

	Within 48 hours after Notice to Proceed and continuing as needed during project.
	<ul style="list-style-type: none"> <li>Identify locations to certify debris collection and hauling equipment;</li> <li>For cubic yard operations, concise measurements of truck capacity will be taken and documented in the presence of debris collection company representatives;</li> <li>For tonnage operations, concise measurements of the tare truck weight will be taken and documented in the presence of debris collection company representatives;</li> <li>Ensure all trucks and trailers have pre-printed placard, have been digitally photographed, and logged to eliminate duplication and contractor fraud; and</li> <li>Randomly check trucks to ensure that payload volumes are consistent with the initial certification documents. This is done to prevent fraud.</li> </ul>

### Staffing of Debris Project

	Within 48 hours after Notice to Proceed and continuing as needed during project.
	<ul style="list-style-type: none"> <li>Upon receiving Notice to Proceed, provide project managers, operations managers, field supervisors, data managers, and an initial set of debris monitors to handle the initial 70 hour debris push; and</li> <li>Simultaneously, recruit, screen, and train locally-hired monitoring and clerical staff.</li> </ul>

Health & Safety Program	
	48 - 72 Hours after Notice to Proceed is issued.
	<ul style="list-style-type: none"> <li>Initiate Health and Safety Awareness and Compliance program; and</li> <li>Ensure that all debris sites and personnel are equipped with appropriate safety equipment and guidance.</li> </ul>
Debris Management Site Establishment & Staffing	
	48 - 72 Hours after Notice to Proceed is issued.
	<ul style="list-style-type: none"> <li>Work with project POC(s) to identify potential Debris Management Sites (DMS);</li> <li>Document conditions of identifies sites and gain permits to conduct debris processing at those Sites;</li> <li>Coordinate set up of DMS locations with collection/hauling contractors; and</li> <li>Staff each DMS with a minimum of 2 trained debris monitors to assess load volumes and inspect all incoming debris.</li> </ul>
Debris Clearance Coordination ("Push") & Monitoring	
	First 70 hours of debris clearance work.
	<ul style="list-style-type: none"> <li>Work with project POC to confirm and prioritize roads, critical facilities, and areas for initial debris clearance;</li> <li>Document and Time and Materials Contract Work (Labor and/ or Equipment); and</li> <li>Track any other contractor costs that could be reimbursed under the FEMA Public Assistance grant program.</li> </ul>
Debris Site Tower Monitors	
	48 - 72 Hours after Notice to Proceed is issued.
	<ul style="list-style-type: none"> <li>Deploy trained monitors to debris site towers to grade incoming debris loads in accordance with the load ticket versus the certified capacity of the truck; and</li> <li>Complete load tickets and ensure tickets are completed and the appropriate logs and copies of the tickets are kept for record and reimbursement.</li> </ul>
Field Supervisors	
	48 - 72 Hours after Notice to Proceed is issued.
	<ul style="list-style-type: none"> <li>Deploy experienced Field Supervisors to oversee monitoring activities; and</li> <li>Ensure field supervisor to monitor ratio is appropriate for the size of the project.</li> </ul>
Data & Document Management and Reporting	
	48 - 72 Hours after Notice to Proceed is issued.
	<ul style="list-style-type: none"> <li>Collect data from the field, analyze the data, scan the data, and enter it into the appropriate project database; and</li> <li>Provide project reports at an agreed upon interval.</li> </ul>
Contractor Invoice Reconciliation	
	3 - 5 days after receiving invoices
	<ul style="list-style-type: none"> <li>Review contractor invoices for accuracy against True North's independently maintained data-base; and</li> <li>Provide client reports on any discrepancies and approvals for payments to the contractor.</li> </ul>

Final Pass Completion	
	Last weeks of debris collection operations
	<ul style="list-style-type: none"> <li>Assist project POC in developing and publishing public announcements regarding last pass schedules;</li> <li>Deploy roving monitors to conform clearance of all public Rights of Way (ROW);</li> <li>Provide maps of any remaining eligible debris that needs to be collected and hauled away; and</li> <li>Provide verbal and written confirmation of completion of debris removal operations.</li> </ul>
Haul Out of Mulch and Processed Debris	
	Last 2 - 3 weeks of project.
	<ul style="list-style-type: none"> <li>Monitor and the document the removal of all reduced and processed debris from the OMS; and</li> <li>Confirm and document the final disposition of all reduced and process debris.</li> </ul>
Closure of Debris Management Sites	
	After all debris is cleared from the site
	<ul style="list-style-type: none"> <li>Confirm and document removal of all debris, towers, equipment, and materials;</li> <li>Document site restoration/remediation, work, costs, and completion; and</li> <li>Confirm compliance with all local, state, and federal environmental regulations.</li> </ul>
FEMA Public Assistance Grant Claims Report	
	From beginning to end of project.
	<ul style="list-style-type: none"> <li>Work with the client's staff, the State, and FEMA to ensure that all eligible costs for debris removal are appropriately documented and submitted for reimbursement.</li> <li>Advise client on the current FEMA Public Assistance Alternative Procedures {PAAP} and ensure that all operations, invoicing, and billing are consistent with the program if the client opts into the Program.</li> </ul>



## REFERENCES

### City of La Porte

Kristin Gauthier, Emergency Management Coordinator  
 2963 N. 23rd Street  
 La Porte, TX 77571  
 Office: 281.470.0009  
 Fax: 281.470.1590  
 Email: GauthierK@laportetx.gov  
 Date of Contract: September 2008 to May 2009

### Texas Department of Transportation

Wendy Starkes, Assistant Director of Maintenance  
 2709 W. Front Street  
 Tyler, Texas 75702  
 Office: 903.510.6589  
 Fax: 903.510.9158  
 Email: wendy.starkes@txdot.gov  
 Date of Contract: May 2015 to October 2015

### Texas GLO Marine Debris

Tony Williams, Coastal Leasing  
 PO Box 12873  
 Austin, TX 78711  
 Office: 512.463.5055  
 Fax: 512.305.8937  
 Email: tony.williams@glo.state.tx.us  
 Date of Contract: December 2008 to March 2009

### City of Chattanooga, Tennessee

Donald L. Norris, Deputy Administrator, Public Works  
 1250 Market Street, Suite 2100  
 Chattanooga, TN 37402-2713  
 Office: 423.643.6000  
 Fax: 423.757.4857  
 Email: Norris\_L@chattanooga.gov  
 Date of Contract: May 2011 to October 2011

### Jackson County, Mississippi

Brian Fulton, PE, County Administrator  
 2915 Canty Street  
 Pascagoula, MS 39567  
 Office: 228.769.3088  
 Fax: 228.769.3348  
 Email: Brian\_Fulton@co.jackson.ms.us  
 Date of Contract: September 2012

### Ocean County, New Jersey, Township of Long Beach

Julie Tarrant, Comptroller / CFO  
 101 Hooper Avenue  
 Toms River, NJ 08754  
 Office: 732.929.2148  
 Fax: 732.506.5129  
 Email: jtarrant@co.ocean.nj.us  
 Date of Contract: November 2012 to November 2013

# M/WBE Participation

## COMMITMENT TO DIVERSITY & THE COMMUNITY

One of Neel-Schaffer's founding tenants is to serve the communities in which we live and work. What better way to do that than to strive to mirror the diversity in those communities? In a workforce of more than 500, Neel-Schaffer employs 114 women and 50 minorities. While these numbers may not seem astounding, as percentages they stand out among other Southeastern engineering and planning firm's Neel-Schaffer's size. This commitment to diversity and community is considered a social responsibility to the firm's President, and a passion he has carried throughout his career.

## SCHOLARSHIPS

One way Neel-Schaffer has helped diversify the engineering field is by funding scholarships that have helped more minorities enter the field. In 1990, recognizing an alarming lack of minority engineers in private practice, the company started its minority scholarship program. The firm has since awarded more than \$147,000 in scholarships and earned national recognition from the American Society of Civil Engineers, which in 2004 awarded Neel-Schaffer with its National Diversity Champion Award.

The first recipient of the Neel-Schaffer Scholarship, Cotena Carothers Alexander, now works at the Program Management Office for the Department of Public Works in Atlanta, GA. Beginning in 1991, she received the Neel-Schaffer scholarship each of her four years at the University of Mississippi, graduating in 1995 with a Bachelor of Science degree in Civil Engineering.

"The scholarship helped me realize the dream of becoming a world-renowned engineer," said Alexander. "It was a blessing."

In addition to the minority scholarship program, Neel-Schaffer has helped many aspiring engineers through an internship program that employs more than a dozen college students each summer. Some 25 of those interns have gone on to work with us and are now professional engineers, working in Neel-Schaffer offices throughout the South.

## MINORITY FIRMS

Another way Neel-Schaffer contributes to the diversity of the communities in which our employees live and work is by subcontracting with minority-owned firms. This practice helps increase the visibility of these firms to the business community while strengthening the firms' portfolios, financially and in experience.

## MENTORSHIP

To further assist companies, Neel-Schaffer lends a hand through minority mentoring-protege programs. In Columbia, SC, the Mentor-Protégé Program provides options for obtaining opportunities for M/W/SBE firms to develop and expand in all areas of water/sewer construction. Neel-Schaffer has participated with Chao and Associates in this program, developing a solid relationship that has led to other partnership opportunities. And in Houston, TX, Neel-Schaffer was one of four firms honored by the City for participating in its first Mentor/Protégé program through the Department of Public Works and Engineering. Neel-Schaffer partnered with two Houston-based, certified DBE and Small Business firms, SP Engineering, Inc., and Kenall, Inc., in a program that Houston Neel-Schaffer Engineer Manager Sonny Smoak termed a "win-win" for all involved.

In Mississippi, Neel-Schaffer participates in the Port of Gulfport Restoration Mentoring program with SOL Engineering. Mentoring activities have included engineering tasks, as well as training in emergency management planning and marketing.

The program, said SOL principal Willie O'Neal, has "provided us the great experience of being paired with Neel-Schaffer," and has led to SOL "increasing the volume of work that we are capable of winning - and profitably winning - in open competition."

Additionally, said O'Neal, the program has allowed "us to broaden the base of our activity through serving as a second-tier supplier of services for a totally different industry sector, and ultimately increasing the long-term stability of our firm."

## CORPORATE RESOLUTION

I, J. Clark Robinson, hereby certify that I am the duly and qualified Corporate Secretary of Neel Schaffer, Engineers and Planners, Inc., a Mississippi Corporation; that the following is a true and correct copy of a resolution duly adopted by the Executive Committee of the Senior Management Team of said corporation at a Special Meeting of the Executive Committee convened and held in accordance with the bylaws on the 8<sup>th</sup> day of July 2016 and that said resolution is now in full force and effect:

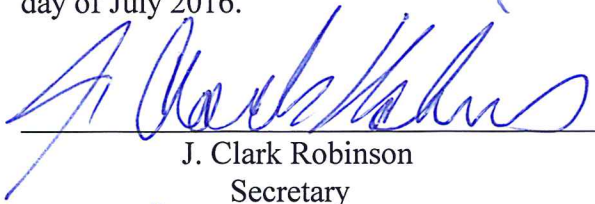
RESOLVED, that True North Emergency Management, LLC, a Texas Corporation, and a subsidiary company of Neel Schaffer, Engineers and Planners, Inc., is desirous of entering into a Contract for Disaster Debris Monitoring Services with the City of Fort Lauderdale, Florida, RFP No. 865-11764.

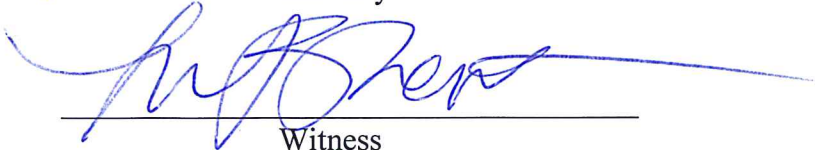
WHEREAS, such contracts require the signature of a company official empowered to bind the consultant to the provisions of contract.

WHEREAS, Derrick Tucker, PE, Engineer Manager for True North Emergency Management, LLC, is responsible for the preparation and management of professional services agreements for the company.

NOW, THEREFORE, BE IT RESOLVED, that Derrick Tucker, PE, is hereby authorized and empowered to sign a Contract for Disaster Debris Monitoring Services with the City of Fort Lauderdale, Florida, RFP No. 865-11764.

IN WITNESS WHEREOF, I have affixed my name as Secretary of said corporation this 8<sup>th</sup> day of July 2016.

  
J. Clark Robinson  
Secretary

  
Witness

(CORPORATE SEAL)





## CORPORATE RESOLUTION

I, J. Clark Robinson, hereby certify that I am the duly and qualified Corporate Secretary of Neel Schaffer, Engineers and Planners, Inc., a Mississippi Corporation; that the following is a true and correct copy of a resolution duly adopted by the Executive Committee of the Senior Management Team of said corporation at a Special Meeting of the Executive Committee convened and held in accordance with the bylaws on the 8<sup>th</sup> day of July 2016 and that said resolution is now in full force and effect:

RESOLVED, that True North Emergency Management, LLC, a Texas Corporation, and a subsidiary company of Neel Schaffer, Engineers and Planners, Inc., is desirous of entering into a Contract for Disaster Debris Monitoring Services with the City of Fort Lauderdale, Florida, RFP No. 865-11764.

WHEREAS, such contracts require the signature of a company official empowered to bind the consultant to the provisions of contract.

WHEREAS, Derek Cheatham, PE, Senior Engineer Manager for True North Emergency Management, LLC, is responsible for the preparation and management of professional services agreements for the company.

NOW, THEREFORE, BE IT RESOLVED, that Derek Cheatham, PE, is hereby authorized and empowered to sign a Contract for Disaster Debris Monitoring Services with the City of Fort Lauderdale, Florida, RFP No. 865-11764.

IN WITNESS WHEREOF, I have affixed my name as Secretary of said corporation this 8<sup>th</sup> day of July 2016.

  
 J. Clark Robinson

Secretary

  
 Witness

(CORPORATE SEAL)





## BID/PROPOSAL CERTIFICATION

**Please Note:** All fields below must be completed. If the field does not apply to you, please note N/A in that field.

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

Company: (Legal Registration) True North Emergency Management, LLC

Address: 2501 Avenue J, Suite 120

City: Arlington State: TX Zip: 76006

Telephone No. 817.548.0696 FAX No. 817.265.8532 Email: derrick.tucker@neel-schaffer.com

Delivery: Calendar days after receipt of Purchase Order (section 1.02 of General Conditions): N/A

Payment Terms (section 1.04 of General Conditions): net 30

Total Bid Discount (section 1.05 of General Conditions): N/A

Does your firm qualify for MBE or WBE status (section 1.09 of General Conditions): MBE N/A WBE N/A

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

Addendum No.	Date Issued	Addendum No.	Date Issued
_____	_____	_____	_____
_____	_____	_____	_____

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

Please see following page for exceptions

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

Submitted by:

Derrick Tucker

Name (printed)

July 6, 2016

Date:



Signature

Engineer Manager

Title

revised 04/10/15

**Exceptions to the Solicitation**

Professional Liability (Errors & Omissions) - *this is also noted in the contract*

Consultants

Limits: \$2,000,000 per occurrence *(Claim)*

**2.25 Damage to Public or Private Property**

Extreme care shall be taken to safeguard all existing facilities, site amenities, irrigation systems, vehicles, etc. on or around the job site. Damage to public and/or private property shall be the responsibility of the Contractor and shall be repaired and/or replaced at no additional cost to the City. This includes any properties used as Temporary Debris Management Sites (TDMS). *Remove this paragraph as this does not apply to debris monitoring services.*

**2.26 Safety**

The Contractor(s) shall adhere to the Florida Department of Transportation's Uniform manual on Traffic Control for construction and maintenance work zones when working on or near a roadway. It will be the sole responsibility of the Contractor to make themselves and their employees fully aware of these provisions, especially those applicable to safety. Contractor(s) will identify any possible health/safety risks during debris monitoring and collecting activities and immediately address any deficiencies. This includes appropriate use of Personal Protective Equipment (PPE); vehicle spacing and traffic concerns both in the field and at the Temporary Debris Management Sites (TDMS) and ensuring any equipment used is appropriate for the task and is operating correctly.

*Modify to only read " Contractor will identify any possible health/safety risks for the debris monitoring staff during the performance of the debris monitoring services and immediately address any deficiencies."*

**3.12.10** Consultant shall provide or arrange for field operations trailers and generators at all TDMSs for use by its staff, including City staff designated to monitor recovery efforts.

*Just to make you aware this is included as services.*

**Contract Comments****VI. GENERAL CONDITIONS****A. Indemnification**

Contractor shall protect and defend at Contractor's expense, counsel being subject to the City's approval, and indemnify and hold harmless the City and the City's officers, employees, volunteers, and agents from and against any and all losses, penalties, fines, damages, settlements, judgments, claims, costs, charges, expenses, or liabilities, including any award of attorney fees and any award of costs, in connection with or arising directly or indirectly out of any act or omission by the Contractor or by any officer, employee, agent, invitee, subcontractor, or sublicensee of the Contractor. The provisions and obligations of this section shall survive the expiration or earlier termination of this Agreement. To the extent considered necessary by the City Manager, any sums due Contractor under this Agreement may be retained by City until all of City's claims for indemnification pursuant to this Agreement have been settled or otherwise resolved, and any amount withheld shall not be subject to payment of interest by City.

*Recommended changes to the indemnification clause*

**A. Indemnification**

Contractor shall protect and defend at Contractor's expense, counsel being subject to the City's approval, and indemnify and hold harmless the City and the City's officers, employees, ~~volunteers, and agents~~ from and against any and all losses, penalties, fines, damages, settlements, judgments, claims, costs, charges, expenses, or liabilities, including any award of attorney fees and any award of costs, in connection with or arising directly or indirectly out of any **negligent** act or omission by the Contractor or by any officer, employee, agent, invitee, subcontractor, or sublicensee of the Contractor. The provisions and obligations of this section

shall survive the expiration or earlier termination of this Agreement. To the extent considered necessary by the City Manager, any sums due Contractor under this Agreement may be retained by City until all of City's claims for indemnification pursuant to this Agreement have been settled or otherwise resolved, and any amount withheld shall not be subject to payment of interest by City.

*These changes are requested in order to meet the requirements of our professional liability coverage which we are covered and the City is named as the certificate holder.*

#### **N. Assignment of Performance**

Contractor shall perform Contractor's duties, obligations, and services under this Agreement in a skillful and respectable manner. ~~The quality of Contractor's performance and all interim and final product(s) provided to or on behalf of City shall be comparable to the best local and national standards.~~

#### ***Refer back to H. Standard of Care paragraph***

In the event Contractor engages any subcontractor in the performance of this Agreement, Contractor shall ensure that all of Contractor's subcontractors perform in accordance with the terms and conditions of this Agreement. Contractor shall be fully responsible for all of Contractor's subcontractors' performance, and liable for any of Contractor's subcontractors' non-performance and all of Contractor's subcontractors' acts and omissions. Contractor shall defend at Contractor's expense, counsel being subject to City's approval or disapproval, and indemnify and hold City and City's officers, employees, and agents harmless from and against any claim, lawsuit, third party action, fine, penalty, settlement, or judgment, including any award of attorney fees and any award of costs, by or in favor of any of Contractor's subcontractors for payment for work performed for City by any of such subcontractors, and from and against any claim, lawsuit, third party action, fine, penalty, settlement, or judgment, including any award of attorney fees and any award of costs, occasioned by or arising out of any **negligent** act or omission by any of Contractor's subcontractors or by any of Contractor's subcontractors' officers, agents, or employees. Contractor's use of subcontractors in connection with this Agreement shall be subject to City's prior written approval, which approval City may revoke at any time.

# Cost Proposal

## EXHIBIT "A"

### 5.4 Cost Proposal Page

POSITION	Estimated Hours		Hourly Rate	Total
Project Office/Principal	360	X	135.00	\$ 48,600.00 -
Project Manager	700	X	120.00	\$ 84,000.00 -
Operations Manager	1900	X	89.00	\$ 169,100.00 -
FEMA Reimbursement Manager	500	X	120.00	\$ 60,000.00 -
Field Supervisor	8000	X	75.00	\$ 600,000.00 -
Field Monitor	43000	X	35.00	\$ 1,505,000.00 -
TDMS and Drop-Off Site Monitors	22000	X	35.00	\$ 770,000.00 -
TDMS/Drop-Off Site Security	7560	X	33.00	\$ 249,480.00 -
Data Manager	700	X	89.00	\$ 62,300.00 -
Data Support Personnel	300	X	75.00	\$ 22,500.00 -
GIS Specialist	200	X	89.00	\$ 17,800.00 -
Operations Specialist	700	X	120.00	\$ 84,000.00 -
Engineer/Scientist/Professional	400	X	135.00	\$ 54,000.00 -
Environmental Consultant	700	X	130.00	\$ 91,000.00 -
Environmental Field Technician	700	X	89.00	\$ 62,300.00 -
Administrative Support	1200	X	49.00	\$ 58,800.00 -
Data Entry Clerk (Paper Tickets as Back-Up if Needed)	200	X	32.00	\$ 6,400.00 -

Aerial Photographs	Quantity		Unit Price	Total
Aerial Photo Package (5 Photos per Flight, different locations)	2	X	600.00	\$ 1,200.00 -
Photograph Copies (Duplicate of Original Approved Photo)	6	X	100.00	\$ 600.00 -
Additional Photographs (per photo, same flight, same location, different view)	5	X	50.00	\$ 250.00 -
Additional location (one photo, same flight, different location)	5	X	100.00	\$ 500.00 -





# CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

6/30/2016

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

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

<b>PRODUCER</b> Arthur J. Gallagher Risk Management Services, Inc. P.O. Drawer 16447 Jackson MS 39236-6447	<b>CONTACT NAME:</b> Pam Riddick <b>PHONE (A/C, No, Ext):</b> 601-863-3135 <b>FAX (A/C, No):</b> 601-812-6228 <b>E-MAIL ADDRESS:</b> pam_riddick@ajg.com	
	<b>INSURER(S) AFFORDING COVERAGE</b> <b>INSURER A:</b> The Travelers Indemnity Company of <b>INSURER B:</b> <b>INSURER C:</b> <b>INSURER D:</b> <b>INSURER E:</b> <b>INSURER F:</b>	
<b>INSURED</b> Neel-Schaffer Inc., Maptech, Inc; SoilTech Consultants, Inc; Premier Emergency Management, LLC; True North Emergency, LLC; Engineers Constructors Inc P. O. Box 22625 Jackson MS 39225-2625	<b>NAIC #</b> 25682	

## COVERAGES

CERTIFICATE NUMBER: 1100776063

REVISION NUMBER:

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

INSR LTR	TYPE OF INSURANCE	ADDL SUBR INSR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS	
	<b>GENERAL LIABILITY</b> <input type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input type="checkbox"/> OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC					EACH OCCURRENCE DAMAGE TO RENTED PREMISES (Ea occurrence) MED EXP (Any one person) PERSONAL & ADV INJURY GENERAL AGGREGATE PRODUCTS - COMP/OP AGG	\$ \$ \$ \$ \$ \$
	<b>AUTOMOBILE LIABILITY</b> <input type="checkbox"/> ANY AUTO <input type="checkbox"/> ALL OWNED AUTOS <input type="checkbox"/> HIRED AUTOS <input type="checkbox"/> SCHEDULED AUTOS <input type="checkbox"/> NON-OWNED AUTOS					COMBINED SINGLE LIMIT (Ea accident) BODILY INJURY (Per person) BODILY INJURY (Per accident) PROPERTY DAMAGE (Per accident)	\$ \$ \$ \$
	<b>UMBRELLA LIAB</b> <input type="checkbox"/> OCCUR <b>EXCESS LIAB</b> <input type="checkbox"/> CLAIMS-MADE DED <input type="checkbox"/> RETENTION \$					EACH OCCURRENCE AGGREGATE	\$ \$ \$
A	<b>WORKERS COMPENSATION AND EMPLOYERS' LIABILITY</b> ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	Y/N N	UB3E458956	4/1/2016	4/1/2017	X WC STATUTORY LIMITS E.L. EACH ACCIDENT E.L. DISEASE - EA EMPLOYEE E.L. DISEASE - POLICY LIMIT	\$ \$1,000,000 \$1,000,000 \$1,000,000

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

30 Day Notice of Cancellation Form WC990611(A) in favor of Certificate Holder. (See Attached Form)

## CERTIFICATE HOLDER

## CANCELLATION

City of Ft. Lauderdale Procurement Services Division 100 N. Andrews Avenue, #619 Fort Lauderdale FL 33301	SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.  AUTHORIZED REPRESENTATIVE 
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ACORD 25 (2010/05)

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Client#: 46612

NEELSCHA

**ACORD**<sup>TM</sup>**CERTIFICATE OF LIABILITY INSURANCE**

DATE (MM/DD/YYYY)

6/30/2016

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

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

<b>PRODUCER</b> <b>Greyling Ins. Brokerage/EPIC</b> <b>3780 Mansell Road, Suite 370</b> <b>Alpharetta, GA 30022</b>	<b>CONTACT NAME:</b> Carly Underwood <b>PHONE (A/C, No, Ext):</b> 770.552.4225 <b>FAX (A/C, No):</b> 866.550.4082 <b>E-MAIL ADDRESS:</b> carly.underwood@greyling.com																					
<b>INSURED</b> <b>TrueNorth Emergency Management, LLC</b> <b>125 South Congress Street; Suite 1100</b> <b>Jackson, MS 39201</b>	<table border="1"> <tr> <th colspan="2">INSURER(S) AFFORDING COVERAGE</th><th>NAIC #</th></tr> <tr> <td colspan="2"><b>INSURER A : Lexington Insurance Company</b></td><td><b>19437</b></td></tr> <tr> <td colspan="2"><b>INSURER B :</b></td><td></td></tr> <tr> <td colspan="2"><b>INSURER C :</b></td><td></td></tr> <tr> <td colspan="2"><b>INSURER D :</b></td><td></td></tr> <tr> <td colspan="2"><b>INSURER E :</b></td><td></td></tr> <tr> <td colspan="2"><b>INSURER F :</b></td><td></td></tr> </table>	INSURER(S) AFFORDING COVERAGE		NAIC #	<b>INSURER A : Lexington Insurance Company</b>		<b>19437</b>	<b>INSURER B :</b>			<b>INSURER C :</b>			<b>INSURER D :</b>			<b>INSURER E :</b>			<b>INSURER F :</b>		
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<b>INSURER D :</b>																						
<b>INSURER E :</b>																						
<b>INSURER F :</b>																						

**COVERAGES****CERTIFICATE NUMBER: 15-16****REVISION NUMBER:**


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

INSR LTR	TYPE OF INSURANCE	ADDL INSR	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
	<b>COMMERCIAL GENERAL LIABILITY</b> <input type="checkbox"/> CLAIMS-MADE <input type="checkbox"/> OCCUR  GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC OTHER:						EACH OCCURRENCE \$ DAMAGE TO RENTED PREMISES (Ea occurrence) \$ MED EXP (Any one person) \$ PERSONAL & ADV INJURY \$ GENERAL AGGREGATE \$ PRODUCTS - COMP/OP AGG \$ \$
	<b>AUTOMOBILE LIABILITY</b> <input type="checkbox"/> ANY AUTO <input type="checkbox"/> ALL OWNED AUTOS <input type="checkbox"/> HIRED AUTOS <input type="checkbox"/> SCHEDULED AUTOS <input type="checkbox"/> NON-OWNED AUTOS						COMBINED SINGLE LIMIT (Ea accident) \$ BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$
	<b>UMBRELLA LIAB</b> <input type="checkbox"/> OCCUR <b>EXCESS LIAB</b> <input type="checkbox"/> CLAIMS-MADE DED <input type="checkbox"/> RETENTION \$						EACH OCCURRENCE \$ AGGREGATE \$ \$
	<b>WORKERS COMPENSATION AND EMPLOYERS' LIABILITY</b> ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? <input type="checkbox"/> Y <input checked="" type="checkbox"/> N (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below						PER STATUTE <input type="checkbox"/> OTH-ER <input type="checkbox"/> E.L. EACH ACCIDENT \$ E.L. DISEASE - EA EMPLOYEE \$ E.L. DISEASE - POLICY LIMIT \$
<b>A</b>	<b>Professional Liability</b>			<b>016017333</b>	<b>11/15/2015</b>	<b>11/15/2016</b>	<b>Per Claim \$2,000,000</b> <b>Aggregate \$5,000,000</b>

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

Should any of the above described policies be cancelled by the issuing insurer before the expiration date thereof, we will endeavor to provide 30 days' written notice (except 10 days for nonpayment of premium) to the Certificate Holder.

**CERTIFICATE HOLDER****CANCELLATION**

<b>City of Ft Lauderdale</b> <b>Procurement Services Division</b> <b>100 N. Andrews Avenue</b> <b>#619</b> <b>Fort Lauderdale, FL 33301</b>	SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.  <b>AUTHORIZED REPRESENTATIVE</b> 
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ACORD 25 (2014/01) 1 of 1 The ACORD name and logo are registered marks of ACORD  
 #S506328/M494869

CUND1



# CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

6/30/2016

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

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

<b>PRODUCER</b> The Nowell Agency, Inc. 105 Katherine Dr. Bldg. A Flowood MS 39232		<b>CONTACT NAME:</b> Lauren Turner <b>PHONE (A/C, No. Ext):</b> (601) 939-7700 <b>FAX (A/C, No):</b> (601) 939-8800 <b>E-MAIL ADDRESS:</b> lauren.turner@nowellagency.com	
<b>INSURED</b> Neel-Schaffer, Inc. Et Al; Maptech Inc; Soiltech Consultants, Inc.; TrueNorth Emergency Management, Inc. P.O. Box 22625, 125 S. Congress St., Ste. 1100 JACKSON MS 39225		<b>INSURER(S) AFFORDING COVERAGE</b> <b>INSURER A</b> Nationwide Property And Casualty <b>NAIC #</b> 37877 <b>INSURER B:</b> <b>INSURER C:</b> <b>INSURER D:</b> <b>INSURER E:</b> <b>INSURER F:</b>	

## COVERAGES

CERTIFICATE NUMBER: 16/17 MASTER

REVISION NUMBER:

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

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY	X		ACBPBOK5654886691	4/1/2016	4/1/2017	EACH OCCURRENCE \$ 1,000,000
	<input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR						DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 500,000
							MED EXP (Any one person) \$ 10,000
							PERSONAL & ADV INJURY \$ 1,000,000
							GENERAL AGGREGATE \$ 2,000,000
	GEN'L AGGREGATE LIMIT APPLIES PER:						PRODUCTS - COMP/OP AGG \$ 2,000,000
	<input type="checkbox"/> POLICY <input checked="" type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC						\$
	OTHER:						\$
A	<b>AUTOMOBILE LIABILITY</b>			ACPBK5654886691	4/1/2016	4/1/2017	COMBINED SINGLE LIMIT (Ea accident) \$ 1,000,000
	<input checked="" type="checkbox"/> ANY AUTO						BODILY INJURY (Per person) \$
	<input type="checkbox"/> ALL OWNED AUTOS						BODILY INJURY (Per accident) \$
	<input type="checkbox"/> HIRED AUTOS						PROPERTY DAMAGE (Per accident) \$
	<input type="checkbox"/> SCHEDULED AUTOS						\$
	<input type="checkbox"/> NON-OWNED AUTOS	\$					
	<input type="checkbox"/> UMBRELLA LIAB	<input type="checkbox"/> OCCUR					EACH OCCURRENCE \$
	<input type="checkbox"/> EXCESS LIAB	<input type="checkbox"/> CLAIMS-MADE					AGGREGATE \$
	<input type="checkbox"/> DED <input type="checkbox"/> RETENTION \$						\$
	<b>WORKERS COMPENSATION AND EMPLOYERS' LIABILITY</b>						PER STATUTE <input type="checkbox"/> OTH-ER <input type="checkbox"/>
	ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH)	Y/N	N/A				E.L. EACH ACCIDENT \$
	If yes, describe under DESCRIPTION OF OPERATIONS below						E.L. DISEASE - EA EMPLOYEE \$
							E.L. DISEASE - POLICY LIMIT \$

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

Thirty (30) days prior to cancellation, notice thereof shall be given to the below Certificate Holder.  
 The City of Fort Lauderdale is an additional insured.

## CERTIFICATE HOLDER

## CANCELLATION

tenlow@truenorthem.com  City of Ft Lauderdale Procurement Services Division 100 N. Andrews Avenue #619 Fort Lauderdale, FL 33301	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 Kathy Taylor/MLT <i>Kathy Taylor</i>
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ACORD 25 (2014/01)

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INS025 (2014/01)

# *State of Florida*

## *Department of State*

I certify from the records of this office that TRUE NORTH EMERGENCY MANAGEMENT, LLC is a Texas limited liability company authorized to transact business in the State of Florida, qualified on October 4, 2010.

The document number of this limited liability company is M10000004356.

I further certify that said limited liability company has paid all fees due this office through December 31, 2016, that its most recent annual report was filed on February 15, 2016, and that its status is active.

I further certify that said limited liability company has not filed a Certificate of Withdrawal.

*Given under my hand and the  
Great Seal of the State of Florida  
at Tallahassee, the Capital, this  
the Thirtieth day of June, 2016*



*Ken Datzner*  
**Secretary of State**

Tracking Number: CU4809685557

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

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



**EXHIBIT "A"****5.4 Cost Proposal Page**

POSITION	Estimated Hours		Hourly Rate	Total
Project Office/Principal	360	X	135.00	\$ 48,600.00 -
Project Manager	700	X	120.00	\$ 84,000.00 -
Operations Manager	1900	X	89.00	\$ 169,100.00 -
FEMA Reimbursement Manager	500	X	120.00	\$ 60,000.00 -
Field Supervisor	8000	X	75.00	\$ 600,000.00 -
Field Monitor	43000	X	35.00	\$ 1,505,000.00 -
TDMS and Drop-Off Site Monitors	22000	X	35.00	\$ 770,000.00 -
TDMS/Drop-Off Site Security	7560	X	33.00	\$ 249,480.00 -
Data Manager	700	X	89.00	\$ 62,300.00 -
Data Support Personnel	300	X	75.00	\$ 22,500.00 -
GIS Specialist	200	X	89.00	\$ 17,800.00 -
Operations Specialist	700	X	120.00	\$ 84,000.00 -
Engineer/Scientist/Professional	400	X	135.00	\$ 54,000.00 -
Environmental Consultant	700	X	130.00	\$ 91,000.00 -
Environmental Field Technician	700	X	89.00	\$ 62,300.00 -
Administrative Support	1200	X	49.00	\$ 58,800.00 -
Data Entry Clerk (Paper Tickets as Back-Up if Needed)	200	X	32.00	\$ 6,400.00 -

Aerial Photographs	Quantity		Unit Price	Total
Aerial Photo Package (5 Photos per Flight, different locations)	2	X	600.00	\$ 1,200.00 -
Photograph Copies (Duplicate of Original Approved Photo)	6	X	100.00	\$ 600.00 -
Additional Photographs (per photo, same flight, same location, different view)	5	X	50.00	\$ 250.00 -
Additional location (one photo, same flight, different location)	5	X	100.00	\$ 500.00 -

**ATTACHMENT "A"****E-VERIFY AFFIRMATION STATEMENT**RFP/Bid /Contract No: 865-11764Project Description: Disaster Debris Monitoring

Contractor/Proposer/Bidder acknowledges and agrees to utilize the U.S. Department of Homeland Security's E-Verify System to verify the employment eligibility of,

- (a) all persons employed by Contractor/Proposer/Bidder to perform employment duties within Florida during the term of the Contract, and,
- (b) all persons (including subcontractors/vendors) assigned by Contractor/Proposer/Bidder to perform work pursuant to the Contract.

The Contractor/Proposer/Bidder acknowledges and agrees that use of the U.S. Department of Homeland Security's E-Verify System during the term of the Contract is a condition of the Contract.

Contractor/Proposer/Bidder Company Name: True North Emergency Management, LLCAuthorized Company Person's Signature: Authorized Company Person's Title: Engineer ManagerDate: July 1, 2016