

RFP #22-001P - DEBRIS MONITORING SERVICES FOR THE CITY OF RICHWOOD, TEXAS

March 31, 2022

ORIGINAL

Contact

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March 31, 2022

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

Re: RFP #22-001P - DEBRIS MONITORING SERVICES

To whom it may concern:

True North Emergency Management, LLC is pleased to present our qualifications to the City of Richwood to provide 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. The True North team has almost two dozen full-time employees with permanent residences in Texas. All of them have experience with disaster debris management. True North has several other project managers and supervisors living throughout Texas, each are debris subject matter experts. Having expertise and resources in close proximity has proven invaluable on past disaster response missions, assisting with increased efficiency of project startup, continuity of field operations, and follow through with thorough project documentation support. The True North team is very committed to providing exemplary monitoring services to the City on this important disaster recovery project.

Following Hurricane Nicholas last year, True North successfully provided comprehensive disaster debris monitoring services to the City. Mr. Richard Sosebee lead the True North team to work closely with City managers and officials to develop a comprehensive project approach tailored to the disaster recovery needs.

The True North team has managed billions of dollars in disaster recovery projects over the last 20 years. These services have included FEMA Public Assistance (PA) consulting, debris monitoring, project worksheets, housing programs, CDBG-DR, emergency management planning, and our most recent PA consulting with the COVID-19 pandemic. We have assisted hundreds of impacted communities with program management, financial recovery, debris management, technical assistance, Private Property Debris Removal (PPDR – ROE programs) and disaster debris management planning (DDMP). True North and Neel-Schaffer have also provided engineering related recovery services such as environmental reviews, damage assessments, cost estimations and inspection services. True North has provided disaster recovery services in nine of the ten FEMA regions; providing services for cities, counties, states, federal agencies, private industry and tribal governments. This includes successful management of local government reimbursement processes from numerous federal agencies including FEMA, Federal Highway Administration (FHWA) and Housing & Urban Development (HUD / CDBG-DR).

True North debris projects have included both public and private property, as well as residential, commercial, and institutional structure demolition and other specialized monitoring. We have monitoring experience on all types of disaster debris, including: vegetative debris, hazardous trees and limbs, C&D debris, E-waste, marine debris, abandoned vehicles, derelict vessels, pier demolition debris, hazardous waste, white goods, structure demolition, RACM, ash, beach sand cleaning and contaminated debris.

We are confident that True North is the best qualified firm to provide debris monitoring services for the City. Our recovery team is centered around the expertise of more than a dozen Subject

Matter Experts, formerly with the USACE along with three former FEMA Debris Specialists. We have the experience, ability and the depth of staff required for this contract. Our top priority is to ensure maximum eligible federal funding and we are prepared to assist the to achieve this goal.

Our experience in debris monitoring and disaster recovery management efforts to date has shown that securing qualified personnel, providing timely responses, and maintaining proper documentation are instrumental to recovery following the devastation caused by disasters. True North will provide an exceptional staff of qualified and experienced managers and supervisors. We will hire and train and equip local residents as debris and vessel removal monitors. Debris and vessel removal monitors will be trained on all aspects of debris eligibility, recognizing ROW, Automated Debris Management System (ADMS) electronic documentation, and especially safety on the project.

True North Emergency Management prides itself on providing a best value service that optimizes experience, quality, cost and efficiency. True North has the demonstrated ability, capacity and skill to provide the services required for comprehensive debris management. The quality of performance in our previous contract activations is a testament to the value of providing exceptional staff and leadership. Our staff is highly regarded in the debris management field and has the integrity, reputation, and experience necessary to assist the City in its disaster recovery efforts.

All our employees, both permanent and temporary, must pass drug screening and a work eligibility check before joining the True North work force. Our commitment to providing the highest quality of service in a safe and timely manner is what sets True North apart from its competitors.

With our advanced ADMS, True North leads the industry with data management, electronic ticketing, and data collection requirements. Our reporting and mapping are all customizable to meet the needs of the City. All of our debris removal operations for are recorded utilizing our state-of-the-art electronic ticketing and data management system including our current monitoring projects in response to Hurricanes Laura, Sally, Delta and Zeta. Having a scalable and dynamic debris monitoring application has allowed True North to quickly add field units to ensure ADMS continuity throughout the lifecycle of our projects.

The True North team is committed to minimizing costs to the City through competitive hourly rates along with careful management of work force size and working hours. We will work closely with the City in developing staffing levels to ensure adequate oversight and documentation of the project while minimizing costs to the City as well as the public. We take very seriously the challenge of managing a quick, effective debris removal project, while maximizing federal and state reimbursement. True North has a proven track record of getting our clients full reimbursement of all eligible debris removal and monitoring costs.

If we can be of any immediate assistance, or if you have any questions regarding this proposal, please feel free to contact us at any time.

Sincerely,

True North Emergency Management, LLC



Derrick Tucker, P.E., Senior Vice President

Cell: 601.506.3298

Email: derrick.tucker@neel-schaffer.com



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RFP #22-001
Debris Monitoring Service

PROPOSER CERTIFICATION AND ADDENDA ACKNOWLEDGEMENT

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

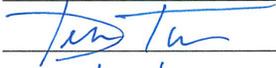
Proposer has examined the specifications and has fully informed themselves as to all terms and conditions. Any discrepancies or omissions from the specifications or other documents have been clarified with City representatives and noted on the bid submitted.

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

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

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

Proposer Must Fill in and Sign:

NAME OF FIRM/COMPANY: True North
REPRESENTATIVE's NAME: Derrick Tucker, PE
REPRESENTATIVE's TITLE: Senior Vice President
MAILING ADDRESS: 2501 Avenue J, Suite 120
CITY, STATE, ZIP: Arlington, TX 76006
PHONE & FAX NUMBERS: P: 817-548-0696; F: 817-265-8532
E-MAIL ADDRESS: derrick.tucker@neel-schaffer.com
AUTHORIZED SIGNATURE: 
DATE: 3/30/2022

TRUE NORTH QUALIFICATIONS

True North is a wholly owned subsidiary of Neel-Schaffer Engineers and Planners, Inc., specializing in emergency management and debris monitoring services. We provide comprehensive Emergency Management services in local, state, tribal, and commercial locations throughout the nation. We have demonstrated experience in supporting clients affected by all types of disasters, having worked on many of the largest disasters in American history including Hurricanes Katrina, Sandy, Matthew, Harvey, Irma and Michael as well as the BP Oil Spill.

Neel-Schaffer has been in business since 1983 with 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, Public Assistance and Debris Management Planning to focus on emergency preparedness and response services for its clients.

Neel-Schaffer and True North collaborate on many projects to augment our extensive knowledge of emergency management and debris monitoring with engineering and construction expertise to achieve the optimal project outcome. Having both engineering and debris monitoring qualifications as well as experience with state and federal programs, funding sources and reimbursement services makes us uniquely qualified to respond to this contract.

True North/Neel Schaffer (hereinafter as True North) has provided comprehensive disaster recovery services to numerous clients across the United State, Puerto Rico and the US Virgin Islands. True North has assisted in many phases of disaster recovery process including PA Consulting, Debris Monitoring, Project Management, Grant Management, Hazard Mitigation, Inspection and Housing Projects.

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

The True North team has worked closely with state and federal funding agencies for over 20 years in project funding, start up, documentation, invoice review, and payment follow up. We have worked in 9 different FEMA regions and have proven experience working with FEMA FHWA, and the Natural Resource Conservation Service (NRCS). We have also worked with several DOT's and state emergency management agencies in numerous states to achieve full eligible federal reimbursement through FEMA and FHWA programs.

True North Headquarters

ARLINGTON, TX

2501 Avenue J, Suite 120
Arlington, Texas 76006
Phone: 817-548-0696
Fax: 817-265-8532

Authorized Negotiator

Derrick Tucker, P.E., Sr. Vice President

Cell: 601-506-3298
Phone: 817-548-0696
Email: derrick.tucker@neel-schaffer.com

Support Office

Houston, TX

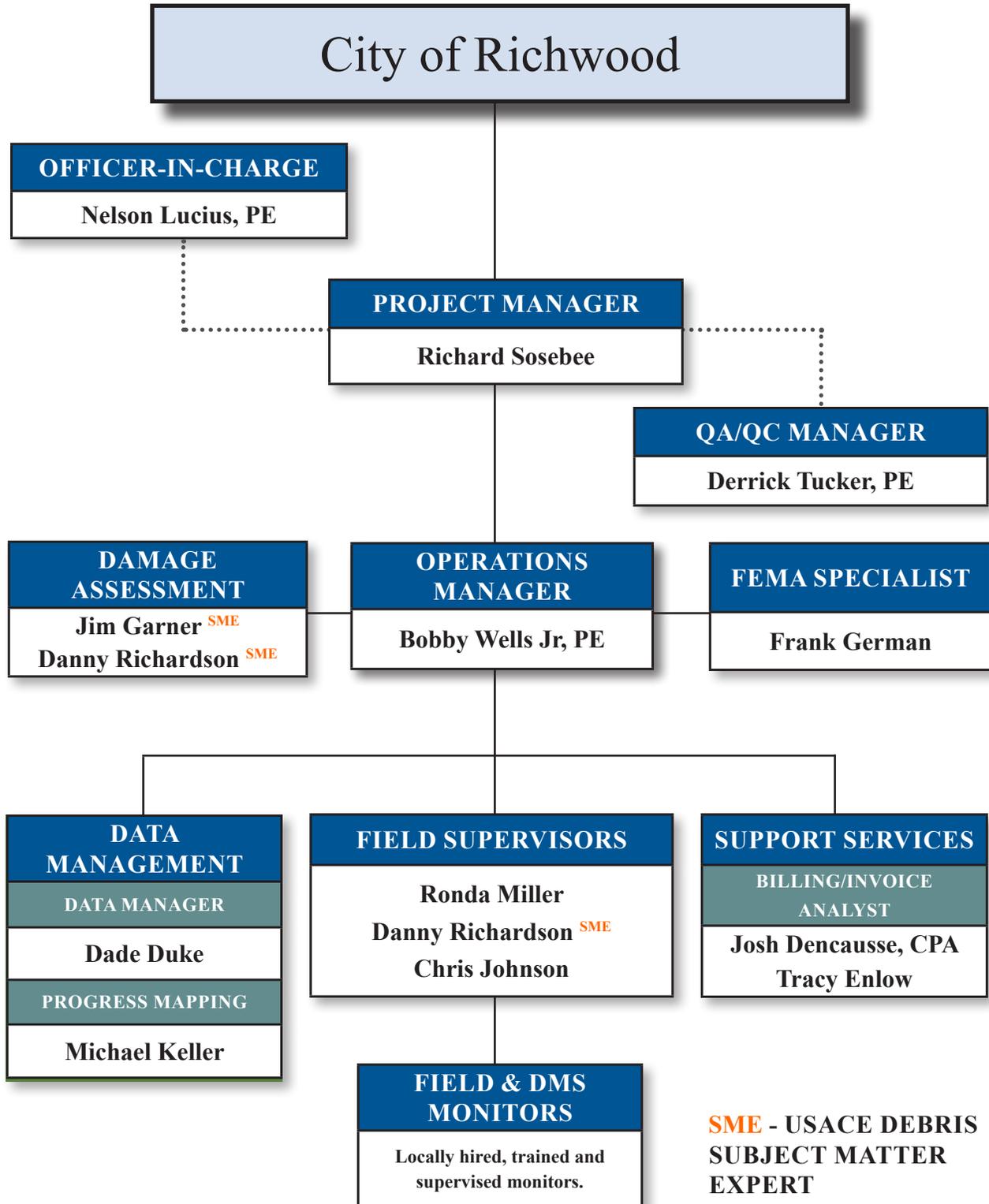
13430 NW Freeway, Suite 650
Houston, TX 77040
Phone: 713-783-7117

Project Manager

Richard Sosebee, Vice President

Cell: 662-934-0016
Phone: 817-548-0696
Email: rsosebee@truenorthEM.com

ORGANIZATIONAL CHART



True North will meet the immediate needs of the City of Richwood with a combination of experienced employees from nearby permanent offices, hurricane debris management experts from across the South, and locally hired and trained personnel.

The size of our firm (about 500 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.

True North has provided emergency management services for multiple government agencies numerous times. On seven separate occasions, we have responded and provided services in ten to twenty communities simultaneously. This occurred following Hurricane Katrina in 2005, Hurricane Ike in 2008, Hurricane Sandy in 2012, Winter Storm Pax in 2014, Hurricane Matthew in 2016 and Hurricanes Harvey and Irma in 2017. In 2009, True North responded simultaneously to over ten communities in five different states across three separate FEMA regions.

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 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.

True North's success in managing disaster debris removal, in particular following hurricanes Matthew, 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 eligible reimbursement, and sensitivity to the environment. Our staff places the utmost importance on accounting procedures and implementing accurate and comprehensive reporting. True North's objective is to achieve full reimbursement for all eligible disaster recovery costs from appropriate federal and state agencies.

True North has never failed to respond to a contract activation, regardless of existing contractual obligations. To successfully manage multiple contracts, True North reviews its projected workload and frequently assesses our staffing commitments to ensure our team can provide exemplary service to our clients.

True North Emergency Management has proven experience with:

- The Robert T. Stafford Act and its associated policies;
- The Sandy Recovery Improvement Act;
- FEMA Public Assistance Program and Policy Guide (PAPPG);
- FHWA;
- HMGP;
- CDBG;
- Detailed Damage Analysis
- FEMA Project Worksheets (PWs)

- Purchasing and Procurement Policies;
- Insurance;
- Hazard Mitigation Grant Programs (404 and 406);
- 428 Alternative Procedures Program; and
- Housing and Urban Development Community Development Block Grants.

LOCATION & LOGISTICS

The geographic advantage of having an offices located both in Texas and throughout the southeast, allows for a more focused event response. Our continuity of operations will help to ensure a rapid response from key staff but also gives us the logistical advantage of having resources and support staff located in an unimpacted or less affected area. This will allow our focus to be concentrated on the response and recovery of the City of Richwood.

Following a disaster, lodging and supplies are limited or totally unavailable. 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, e-ticket units, digital cameras and safety equipment.

MOBILIZATION RESOURCES AND EQUIPMENT	
Offices and Supplemental Staff -We have locations throughout the South East with available supplies, equipment and supplemental staff.	Field Supplies - Required Forms, Maps, Measuring Tapes, Spray Paint, Batteries, Ladders, Folding Tables, Chairs, Canopies, Tents, and Gas Cans
ADMS Hand Held Units and Printers - more than 300 Units for E-Ticketing / 30 DMS Tower Systems / 25 cases of HHU printer paper	Safety Gear - Reflective Vests, Hard Hats, Eye and Ear Protection, Rain Gear, 7 survival suits
Generators & Battery Packs - 5 Generators / 15 Power Packs	Communications - more than 100 cell phones / 25 Wi-Fi Hot Spots / 130 Tablet PCs
GPS Units and Digital Cameras - More than 100 of each	Work Stations - 20 computers with Monitors / 15 printers
All required Forms and Office Supplies	2 Mobile Supply Trailers



RICHARD SOSEBEE

Mr. Sosebee joined Neel-Schaffer/True North Emergency Management in 2016 as a Project Manager with over 12 years of experience in construction and debris management. With his considerable experience managing disaster recovery construction and debris hauling contractors, Mr. Sosebee brings to Neel-Schaffer/True North a valuable understanding of thorough and effective project management. His knowledge and experience with construction coupled with effective communication skills makes him uniquely qualified for complex emergency operations. Mr. Sosebee has focused his efforts to the improvement and innovation of our program management processes. His approach to client communications and representation has helped set a new standard for client satisfaction within our company.

As a Project Manager, Mr. Sosebee has supported multiple, complex disaster recovery construction and debris management operations through mobilization, project initiation, lifecycle project management, logistics, contractor pay requests, data management and permitting debris removal and disposal tasks. He served as an expert for the US Army Corps of Engineers in Puerto Rico following the devastation of Hurricane Maria as well as a Public Assistance Consultant for the City of Deer Park, Texas following Hurricane Harvey and the Seminole Tribe of Florida following Hurricane Irma.

PROFESSIONAL EXPERIENCE

Hurricane Nicholas 2021, Richwood, TX

LNU Lightning Complex and Glass Wildfires 2021, Inland Branch, California, Area Leader

Hurricane Laura, Beauregard Parish and City of DeRidder, LA

Project Manager overseeing disaster debris removal and disposal activities.

Hurricane Michael 2018-2019, Panhandle of Florida

Project Manager overseeing disaster debris removal and disposal activities for FDOT and several counties in the Florida Panhandle, including state, county and local roads. He was responsible for more than 150 project supervisors and inspectors, including daily scheduling, data collection and reporting, all which required coordination with multiple consultants, contractors, and client liaisons.

Debris Mission Specialists 2018, San Juan, Puerto Rico, USACE

Debris Mission Specialists for the USACE in the recovery effort following the devastation of Hurricane Maria. Responsible for assisting in the closeout and finalization of the debris mission including debris site documentation, project debris verification, reconciliation, and QA/QC. Also assisted in the process development of an Operational Plan to identify, estimate and handle the culturally sensitive hardwoods of Puerto Rico.

Debris Mission Specialists 2018, Anniston, AL, USACE

Provide support for the USACE and FEMA following the 2018 tornado. Responsibilities included the support of daily operations, QA/QC, invoice review and progress reporting.

RICHARD SOSEBEE (PAGE 2)

Debris Specialists for PA 2018, Seminole Tribe of Florida

Responsibilities included overseeing project development, assisting with preparation and submission of projects and the QA/QC of documentation to substantiate reimbursement of storm related response costs.

Hurricane Harvey 2017 - 2018, Coastal Texas

Lead Project Manager overseeing the Hurricane Harvey recovery efforts for South Texas. This included overseeing the day to day operations of 8 separate activated contracts supported by a staff of 10 Supervisors and over 50 Monitors.

Hurricane Matthew 2016-2017, South Carolina Department of Transportation

Served as Project Manager / Field Supervisor over the SCDOT Monitoring Contract in Marion County SC. Duties Include: Interview and process new hire employees for monitoring positions, conduct monitor training on debris eligibility and automated debris management system, ensure eligible debris entered in the multiple billing zones, and reconcile load tickets daily.

Sardis Lake, MS, 2011-2016, USACE

Served as Project Manager on the Operational and Management contract at Sardis Lake for the UASCE. Sardis Lake is a flood control reservoir consisting of over 98,000 acres. Responsible for all personnel assigned to the contract effort at Sardis Lake for the smooth and efficient operation of all contract duties. Monitor day-to-day operations to ensure that work is accomplished in accordance with the contract instrument and to the complete satisfaction of the Corps of Engineers.

REOP Inc. – Owner/ President, 2004 to May 2011

Served as President in charge of operations. I served Project Manager for FEMA for Blocking, Leveling, and Anchoring of Travel Trailers in Mississippi, FEMA Solid Waste Contracts in Mississippi and Alabama, Ottawa County, Oklahoma Debris Removal and Claremore, Oklahoma Debris Removal contracts and Grounds Maintenance Contract for FEMA in Mississippi.

Hurricane Katrina 2006, Slidell Louisiana, Ceres Environmental

Operations Manager responsible for coordination, scheduling and completion of over six thousand ROE's in the City of Slidell, LA. This was accomplished with an excellent working relationship between Ceres, USACE and local officials.

Hurricane Katrina 2006, Forrest and Lamar Counties, MS, AshBritt Environmental

QC Manager responsible for Quality Control employees to ensure over one hundred Debris Removal Sub-Contractors met all contract requirements, maintained crews on schedule and followed all COE safety regulations for the right-of-way and right-of entry missions. These missions were responsible for the removal and hauling, reduction and final destination of storm generated debris. The ROE mission completed seven thousand ROE's in Forrest and Lamar counties in Mississippi and was accomplished by strategic planning and scheduling of up to 130 crews with average completion of over one hundred ROE's per day during the peak of the program.

RICHARD SOSEBEE (PAGE 3)

EDUCATION

University of Southern Mississippi
1980-1983
Construction Engineering Technology

TRAINING/CERTIFICATIONS

USACE Level Two PRT, 40 hrs. Debris
Planning and Response
USACE Level One PRT, 40 hrs. Debris
Planning and Response
EMA Debris Operations, 36 hrs.
IS 800 National Response Framework
IS 700 Introduction to NIMS and ICS
100/200
40 Hour HAZWOPER
8 Hour HAZWOPER Supervisor
FEMA IS 632 Introduction to Debris
Operations
IS 633 Debris Management Plan
Development

OSHA 30 General Industry
Hazardous Waste Management
Hazardous Materials Management

PROFESSIONAL SKILLS

Project Management
Operational Management
FEMA Public Assistance Cat A - G
DMS Permitting
Client Representative
Damage Assessment
Debris Estimator
Monitor / ADMS Training
ADMS Field Support
QA/QC
Organizational Leadership
Resource Allocation and Planning
Debris Management Planning
Contractor Invoice Reconciliation

K. NELSON LUCIUS, PE

Mr. Lucius joined True North / Neel-Shaffer 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.

RECENT RELATED EXPERIENCE

LNU Lightning Complex and Glass Wildfires 2020 - Current, Inland Branch, California, Officer-in-Charge

Hurricane Harvey and Hurricane Irma 2017, Officer-in-Charge for 25 contract activations throughout Texas and Florida.

Hurricane Matthew 2016, South Carolina Department of Transportation

On-site Officer-in-Charge monitoring the removal of debris from SCDOT ROW and the removal of hazardous trees and hanging limbs in 10 counties. The project included removing, hauling and processing more than 1 million cubic yards of storm generated debris including the removal or trimming of thousands of storm damaged trees.

Debris Monitoring and Public Assistance Consulting 2015, 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. True North / Neel-Shaffer 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. True North / Neel-Shaffer 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. True North / Neel-Shaffer has had an as-needed emergency management agreement with TxDOT since 2010.

K. NELSON LUCIUS, PE (PAGE 2)

Winter Storm Pax 2014, South Carolina Department of Transportation

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 1.5 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.

Black Forest Wildfires 2013, 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. True North / Neel-Shaffer 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 True North / Neel-Shaffer prior to removal. Our documentation included marking trees, recording GPS coordinates, photographing trees, and recording other critical information such as date and street location.

EDUCATION

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

Master of Business Administration,
Houston Baptist University, 1988

TRAINING/CERTIFICATIONS

Professional Engineer:
Mississippi, 10619
Texas, 65649

IS 800 National Response Framework

IS 700 Introduction to NIMS

ICS 100,200,300

PROFESSIONAL SKILLS

Project Management
Operational Management
Client Representative
QA/QC
Logistics
Project Initiation
Organizational Leadership
Resource Allocation and Planning
Debris Management Planning

DERRICK TUCKER, PE

Derrick Tucker joined True North / Neel-Shaffer in 2002 and has more than 20 years of experience in civil / environmental engineering and emergency management. He has managed debris removal and disposal operations and all aspects of water and sewer 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 True North / Neel-Shaffer 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.

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.

PROGRAM MANAGEMENT - QA/QC EXPERIENCE

Hurricane Nicholas 2021, Richwood, TX

Tornado 2021, Coweta County, Georgia Department of Transportation

LNU Lightning Complex and Glass Wildfires 2020, Inland Branch, CA

Hurricane Zeta 2020, Biloxi and Lucedale, MS

Hurricane Sally 2020, Fairhope, Daphne and Perdido Beach, AL

Hurricane Laura 2020, Beauregard Parish, City of DeRidder, Lafayette Consolidated Government, and City of Duson, LA

Hurricane Laura 2020 (Disaster Responses in 2019, 2018, 2017, 2015), TxDOT

Tornado 2020, Polk County, TX

Hurricane Michael 2018, City of Bainbridge/Decatur County, GA, and FDOT (Panhandle of Florida)

DERRICK TUCKER, PE (PAGE 2)

Hurricane Irma 2017, South Florida Water Management District, and St. Lucie County, FL

Hurricane Harvey 2017, activations throughout Texas

Hurricane Matthew 2016, St. Lucie County, and Palm Coast, FL, and South Carolina Department of Transportation

Louisiana Severe Storms and Flooding 2016, Lafayette and Vermilion Parish, LA

Tornado December 2015, Garland and Rowlett, Texas

Butte and Valley Fires 2015, California Department of Resources Recycling and Recovery

Flash Flooding 2015, Kentucky Transportation Cabinet

PROJECT MANAGEMENT AND TECHNICAL EXPERIENCE

Super Storm Sandy 2012, 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 Irene 2011, 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 Ike 2008, 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 2008, Debris Removal, City of La Porte & City of Morgan's Point, 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.

DERRICK TUCKER, PE (PAGE 3)

EDUCATION

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

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

MILITARY

United States Air Force
8 Years, Honorable Discharge

TRAINING/CERTIFICATIONS

Professional Engineer:

Mississippi, 15380

Texas, 121294

Florida, 81810

PROFESSIONAL SKILLS

Program Management

Project Management

Operational Management

Field Supervision

Client Representative

Damage Assessment

Debris Estimator

QA/QC

Monitor Training

Truck Certification

Logistics

Project Initiation

Organizational Leadership

Resource Allocation and Planning

Debris Management Planning

JIM GARNER FORMER USACE NATIONAL SUBJECT MATTER EXPERT

Mr. Garner joined True North in 2014 and has 30 years of experience in emergency management. From serving as the National Lead Debris Subject Matter Expert to being one of the original authors of the FEMA 325 manual, Jim Garner has proven himself to be highly regarded in the disaster debris management field. Mr. Garner provides clear, concise leadership while serving in high stress situations. A quiet leader, with detailed, expert knowledge in debris and disaster response, he easily maneuvers among FEMA, USACE, state, and local applicants to ensure the best solution to debris is achieved. His well-known expertise makes him a key component of any Debris Management Program. Mr. Garner has the experience and expertise to advise and assist the DOT across a full spectrum of debris management and contracting challenges. His knowledge of FEMA's programs is unsurpassed and allows him to operate with a high degree of confidence with local, state, and federal disaster recovery programs.

His 46 debris missions included Hurricane Katrina (Sr. Debris SME), Hurricane Rita (Sr. Debris SME) and Hurricane Irene (FEMA Debris Task Force Leader). As Debris SME, Mr. Garner maintained a working knowledge of the National Response Framework and FEMA debris policies and procedures which guide federal, state and local partnerships for debris management. He has successfully coordinated debris management activities with other federal and state stakeholders including EPA and state Departments of Environmental Quality, and Natural Resources resulting in a more efficient and effective recovery.

Mr. Jim Garner, as the lead USACE Debris Subject Matter Expert, is nationally recognized for his expertise throughout the USACE and the interagency community. During 2011, he personally deployed eleven times in response to every significant disaster event that required debris related assistance. He significantly contributed to national level Response and Recovery operations and his individual efforts demonstrated insightful leadership that resulted in the successful execution of numerous debris missions in support of FEMA under the Stafford Act. His direct oversight of some very difficult new concepts that were implemented by FEMA, Clean Sweep/Expedited Debris Removal (EDR), allowed those missions to be completed on time and with client satisfaction. Simultaneously, he was involved in local contract development and recommendation of other SMEs for technical advice to local entities, ensuring successful debris management missions at the local level.

Mr. Garner also served 18+ years in the Arkansas Army National Guard and was Honorable Discharged in 1990 at the rank of Sergeant First Class. Currently, Mr. Garner serves as True North's in-house Lead Project Manager for disaster relief projects providing proven leadership and guidance on debris management strategies, planning, and FEMA coordination.

PROJECT MANAGEMENT EXPERIENCE

Hurricane Sally 2020, Fairhope, Daphne and Perdido Beach, AL

Sr. Project Manager for debris removal monitoring operations in Alabama

Hurricane Michael 2018-2019, FL

Sr. Operations Manager for debris removal monitoring operations in Florida

JIM GARNER (PAGE 2)

Hurricane Irma 2017

Lead Project Manager overseeing the Hurricane Irma recovery efforts for Florida projects. This included overseeing the day to day operations of 8 separate activated contracts.

Waterway Debris Removal Monitoring 2017, South Florida Water Management District

As Project Manager provided supervision of marine debris removal monitoring over seven districts with more than 100 canals and/or navigable waterways.

Hurricane Matthew 2016, Palm Coast and St. Lucie County, FL

Project Manager. Debris Spectrum included removal, staging, reduction and disposal.

Louisiana Severe Storms and Flooding 2016, Lafayette Parish, LA

Project Manager monitoring the removal of more than 66,000 CY of eligible of C&D debris from the ROW.

Severe Storms, Tornadoes, Straight-line Winds and Flooding 2015, TxDOT

Project Manager for TxDOT Austin, Tyler, and Fort Worth Districts. Debris operations included removal, staging, reduction and disposal.

Kentucky Severe Storms, Tornadoes, Straight-line Winds, Flooding, Landslides, and Mudslides 2015, KY

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 2014

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.

RECENT (10 YEAR) USACE SUBJECT MATTER EXPERT (SME) EXPERIENCE

TA - Technical Assistance DFA - Direct Federal Assistance

Hurricane Sandy 2012, NY/NJ, Debris SME, Lead SME

Hurricane Isaac 2012, LA, Debris SME for TA mission

Tropical Storm Lee 2012, NY, Debris SME for TA mission

Hurricane Irene 2012, NY, Debris SME for TA mission served as the FEMA Debris Task Force Leader

Hurricane Irene 2011, MA, Debris SME for TA mission

North Dakota Floods 2011, Debris SME for DFA/TA mission

Mississippi River Floods 2011, Debris SME for TA mission

Alabama Tornado 2011, Debris SME for DFA mission

St Louis Tornado 2011, Debris SME for TA mission

Iowa Tornadoes 2011, Debris SME for TA mission

Joplin Tornado 2011, Debris SME for DFA mission

JIM GARNER (PAGE 3)

Mississippi Tornado 2011, Debris SME for DFA mission

Mississippi Tornado 2010, Debris SME for DFA mission

North Dakota\Minnesota Floods 2010, Debris SME for TA mission

Oklahoma Ice Storms 2010, Debris SME for TA mission

North Dakota\Minnesota Floods 2009, Debris SME for DFA mission

Arkansas Ice Storms 2009, Debris SME for TA and served as the FEMA Debris Task Force Leader

Hurricane Ike 2008, Debris SME for TA and DFA mission

Hurricane Gustav 2008, Debris SME for TA mission

EDUCATION

Henderson State University 1971

MILITARY

Arkansas Army National Guard

18 Years, Honorable Discharge

TRAINING/CERTIFICATIONS

USACE Certification as Debris Subject Matter Expert

USACE Level Two PRT, 40 hrs. Debris Planning and Response

USACE Level One PRT, 40 hrs. Debris Planning and Response

National Response Framework (IS 800 equivalent)

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

FEMA Debris Operations, 36 hrs.

FEMA IS 632 Introduction to Debris Operations

FEMA IS 634 Introduction to FEMA's Public Assistance Program

FEMA Debris Task Force Leader Training

USACE Negotiating Construction Contract Modifications Training

USACE Estimating for Construction Modifications Training

USACE General Construction Training

USACE Construction Contract Administration Training

USACE Construction Quality Management QA/QC Training

Dept of Army Contracting Officers Representative Training

PROFESSIONAL SKILLS

Project Management

Field Supervision

Operational Management

Client Representative

Damage Assessment

Debris Estimator

QA/QC

Monitor Training

Truck Certification

Logistics

Project Initiation

Organizational Leadership

Resource Allocation and Planning

Debris Management Planning

BOBBY WELLS JR., PE

Mr. Wells joined True North in 2016 after retiring from the Mississippi Department of Transportation after almost 30 years of service. He has more than 15 years of experience in emergency management and more than 40 years of civil engineering and construction experience. While working for MDOT, Mr. Wells dealt with many types of emergencies including hurricanes, tornados, ice storms and floods. His previous experience and insight from working with construction contractors from a client perspective has proven very valuable in creating a more cohesive and efficient working relationship on our projects.

As a Professional Engineer, Mr. Wells is experienced with performing the damage assessments of roadways and bridges as well as repair cost estimating. With his proven project management experience in the construction and maintenance of highways and his many years of working with FHWA and FEMA, Mr. Wells has proven very capable of successfully overseeing complex disaster recovery construction and debris monitoring operations. Mr. Wells is an experienced manager capable in all aspects of project management and supervision including the hiring, training and daily supervision of field monitors, truck certifications, client reporting, and the daily QA/QC of debris hauling activities.

PROFESSIONAL EXPERIENCE

Hurricane Zeta 2020 - Jan 2021, Biloxi, MS

Field Supervisor overseeing disaster debris removal and disposal activities.

Hurricane Laura 2020, Beauregard Parish and City of DeRidder, LA

Field Supervisor overseeing disaster debris removal and disposal activities.

Hurricane Michael 2018-2019, Panhandle of Florida

Deputy Project Manager/Operations Manager overseeing disaster debris removal and disposal activities within FDOT rights-of-way as well as county roads and city streets in the Florida Panhandle, impacted by Hurricane Michael. He served as an effective Operations Manager coordinating with hundreds of field personnel plus numerous contractors and subcontractors to ensure all project requirements and objectives were being completed on a daily basis over a nine-month project duration.

Hurricane Irma 2017, St. Lucie County, FL

Project Manager monitoring the removal of debris generated by Hurricane Irma. Included monitoring debris removal from ROW, reduction and hauling of reduced debris. The project included removing, hauling and processing of storm generated debris including the removal or trimming of storm damaged trees. Responsibilities included the hiring, training and daily supervision of field monitors, truck certifications, client reporting, and the daily QA/QC of debris hauling activities.

Hurricane Matthew 2016, South Carolina Department of Transportation

Field Supervisor for monitoring the removal of debris. 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.

BOBBY WELLS JR., PE (PAGE 2)

Hurricane Matthew 2016, St. Lucie County, FL

Field Supervisor for monitoring the removal of debris following Hurricane Matthew. Responsibilities included debris truck certifications, data management, hiring of ROW monitors and conducting electronic ticketing training sessions.

Louisiana Severe Storms and Flooding 2016, Vermilion Parish, LA

Served as Field Supervisor for the monitoring of debris removal following severe flooding. This project included multiple debris streams including C & D, Vegetative, HHW and white Goods.

Louisiana Severe Storms and Flooding 2016, Lafayette Parish, LA

Professional Engineer responsible for surveying flooded roadways and the inspection of bridges or damage resulting from a record breaking 30-inch rainfall. Also estimated the cost of repairing effected roadways and bridges.

PRIOR EMERGENCY MANAGEMENT ENGINEERING EXPERIENCE

Hurricane Isaac 2014, State of Mississippi, Engineer Division Administrator MDOT - Operations

Tornado in Columbia MS 2014-2015, State of Mississippi, Engineer Division Administrator MDOT - Operations

Hurricane Gustav 2008, State of Mississippi, Assistant District Maintenance Engineer

Hurricane Katrina 2005, State of Mississippi, Assistant District Maintenance Engineer

PRIOR MDOT ENGINEERING EXPERIENCE

Engineer Division Administrator MDOT - Operations, 2010-2016

Over all Maintenance in the 13 counties for District 7. Advised the District Engineer in Maintenance matters. Prepared reports for reimbursement from FEMA for Percy Quin Lake emergency project due to Hurricane Isaac and for tornado in Columbia December 2014

Assistant District maintenance Engineer MDOT, 2002-2010

Ensured routine maintenance and all other Maintenance projects for the District's 13 counties were performed properly. Scheduling and programming the 3 year plan for federal aid and maintenance asphalt projects for the District. Made sure that permits were done properly and in a timely manner. Help in the preparation of the District's overall Maintenance Budget Met with public on Maintenance matters and Department programs. Prepared reports for FHWA for reimbursement for Cut and Toss for 1st and 2nd passes of debris removal for hurricanes Katrina and Gustav. Monitored additional debris removal for hurricanes Katrina and Gustav by contractors.

BOBBY WELLS JR., PE (PAGE 3)

EDUCATION

BS Degree in Civil Engineering, Mississippi State University, 1981

TRAINING/CERTIFICATIONS

Mississippi Registered Professional Engineer P.E. #9642

FEMA Debris Operations

USACE Level Two PRT, 40 hrs. Debris Planning and Response

USACE Level One PRT, 40 hrs. Debris Planning and Response

Intro to Debris Operations in FEMA's Public Assistance Program

FEMA IS 632 Introduction to Debris Operations

FEMA IS 633 Debris Management Plan Development

FEMA IS 634 Introduction to FEMA's Public Assistance Program

FEMA IS 800 National Response Framework

FEMA IS 700 Introduction to NIMS, and ICS 100/200/300

Wetland Training

Hazard Material Training

PROFESSIONAL SKILLS

Professional Engineer

Project Management

Field Supervision

Operational Management

Public Assistance Consultant

Truck Certification

Damage Assessment

Monitor / ADMS Training

Debris Estimator

Client Representative

Damage Assessment

QA/QC

Logistics

Administration

Organizational Leadership

Resource Allocation and Planning

Hazard Mitigation Planning (HMP)

FRANK GERMAN

Frank German joined True North Emergency Management in 2016 and has more than 20 years of experience in debris management and FEMA Public Assistance. Mr. German is experienced in a full range of emergency response, public assistance, operations management, and program coordination and is capable of successfully overseeing a broad range of disaster recovery projects and program initiatives. Mr. German possesses a full range of expertise including emergency response, public assistance, safety awareness, operations management, and program coordination experience. Through his in-depth knowledge of eligibility requirements, regulations and policies across multiple federal programs, he has successfully assisted our clients to maximize reimbursement of all eligible disaster recovery costs. Mr. German has demonstrated excellence in his management capabilities, effective communication skills, strong knowledge of FEMA regulations, the Stafford Act and his ability to team with government officials and volunteers to achieve all Public Assistance objectives.

Most recently, Mr. German successfully assisted clients in Florida and Texas with FEMA Public Assistance following Hurricanes Harvey and Irma. Prior to joining True North, Mr. German successfully served 15 years in the Federal Emergency Management Agency (FEMA) within the Public Assistance infrastructure program as a Project Specialist, Public Assistance Supervisor and a Task Force Lead. Mr. German also served as a Captain in the City of Austin Fire Department. He provided superior leadership and management skills that were critical to the success of multiple disaster recovery and emergency response missions over his more than 26 years of service.

PROFESSIONAL EXPERIENCE

Covid-19 2021, City of Deer Park, TX - Senior Public Assistance Consultant - Public Assistance Appeals Assistance

Hurricane Zeta, City of Citronelle, AL - Senior Public Assistance Consultant - Hurricane Recovery

Hurricane Zeta, City of Lucedale, MS - Senior Public Assistance Consultant - Hurricane Recovery

Hurricane Sally 2020 , City of Fairhope, AL - Senior Public Assistance Consultant

Hurricane Sally 2020, City of Perdido Beach, AL - Senior Public Assistance Consultant

Covid-19 2020, City of Fairhope, AL - Senior Public Assistance Consultant

Seminole Tribe of Florida, FL, 2017-2018 - Senior Public Assistance Consultant

Provided Public Assistance for Category A submission. Through the thorough forensic research of existing documentation, was able to discover, package and submit additional reimbursable items that were previously unaccounted.

City of Port Lavaca, TX, 2017-2018 - Senior Public Assistance Consultant

Provided Public Assistance for project development following Hurricane Harvey. His extensive knowledge and experience helped the City to secure more an additional \$1.5 million in funding for missed items that were originally missed.

FRANK GERMAN (PAGE 2)

Hurricane Harvey 2017, TX - Senior Public Assistance Consultant

Provided subject matter expertise while for multiple clients effected by Hurricane Harvey. Responsibilities included overseeing project development, assisting with preparation and submission of projects and the QA/QC of documentation to substantiate reimbursement of storm related response costs.

Hurricane Irma 2017, FL, Senior Public Assistance Consultant

Provided subject matter expertise while for multiple clients effected by Hurricane Harvey. Responsibilities included overseeing project development, assisting with preparation and submission of project worksheets and the QA/QC of documentation to substantiate reimbursement of storm related response costs.

Hurricane Matthew 2016, SC- Field Supervisor for monitoring the removal of debris. 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.

PRIOR FEMA PUBLIC ASSISTANCE (PA) EXPERIENCE

New Mexico Floods 2013 - 2014, Public Assistance Group Supervisor (FEMA)

Hurricane Isaac 2012-2013, Debris Task Force Leader

Severe Storms and Flooding 2010, Arkansas, Public Assistance Supervisor

Hurricane Ike 2008-2009, Public Assistance Supervisor

Hurricane Dolly 2008, Public Assistance Supervisor

Oklahoma Severe Winter Storms 2007, Project Specialist

Arkansas Severe Storms and Tornadoes 2006, Project Specialist

Hurricane Katrina 2005-2006, Project Specialist

Arkansas Severe Ice Storm 2003, Project Specialist

Texas Severe Storms and Flooding 2002, Project Specialist

Oklahoma Ice Storm 2002, Project Specialist

Arkansas Severe Winter Storm 2001, Project Specialist

Texas Severe Storms and Tornadoes 1999, Project Specialist

FRANK GERMAN (PAGE 3)

EDUCATION

Associates Degree

Management,

Austin Community College

National Fire Academy

Fire Fighting Management and Technology

RHEMA Bible Institute, Tulsa, OK

MILITARY

US Army

6 Years, Honorable Discharge

TRAINING/CERTIFICATIONS

Public Assistance Operations

Public Assistance Cost Estimating

USACE Level Two PRT, 40 hrs. Debris
Planning and Response

USACE Level One PRT, 40 hrs. Debris
Planning and Response

406 Hazard Mitigation L-239

Public Assistance PDA L-378

FEMA Debris Operations

Intro to Debris Operations in FEMA's Public
Assistance Program

Incident Management III Pilot L-425

Regional Response Readiness Module I

FEMA IS 632 Introduction to Debris
Operations

FEMA IS 634 Introduction to FEMA's Public
Assistance Program

National Response Framework (IS 800
equivalent)

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

Principles of Emergency Management

Special Considerations for FEMA Projects

Basics Federal Disaster Workforce Readiness

PROFESSIONAL SKILLS

Program Manager

Project Management

Field Supervision

Operational Management

Continuity of Operations Planning (COOP)

Client Representative

Damage Assessment

QA/QC

Organizational Leadership

Resource Allocation and Planning

Debris Management Planning

DADE DUKE

Mr. Duke joined Neel-Schaffer/True North in 2016 as a technical writer and marketing associate. His first field assignment was during the record setting Louisiana flooding. His responsibilities included project logistics, QA/QC, debris truck certifications and monitor training. During Hurricane Matthew in South Carolina, Mr. Duke served as a field supervisor over 2 Counties and was the supervising monitor for the removal of more the 150,000 CY of ROW debris from state roads. He was also responsible for truck certifications, hazardous tree/limb identification, monitor training and data reconciliation. He was also involved in the daily QA/QC of project data. More recently, Mr. Duke was chosen to oversee the Public Assistance and Planning department for True North as well as providing planning service to clients such as the Georgia Department of Transportation and PA recovery services to multiple clients affected by the recent hurricane season.

RELATED RECENT EXPERIENCE

LNU Lightning Complex and Glass Wildfires 2020-Present, Inland Branch, California - Area Leader

Hurricane Sally 2020 , Fairhope, AL - Public Assistance Consultant

Hurricane Laura 2020 , Bearegard Parish, LA - Public Assistance Consultant

Disaster Debris Management Planning 2020, Georgia Department of Transportation, GA - Sr. Planner

Disaster Debris Management Plan (DDMP) for GDOT Headquarters as well as all 7 Districts.

Hurricane Harvey 2017, TX & Hurricane Irma, FL - Operations Manager

Field Operations Manager overseeing the hiring, logistics and training in multiple locations throughout Texas and Florida.

Disaster Debris Management Planning 2017, City of Garland, TX - Sr. Planner,
Review and Update of the existing DDMP.

HURRICANE MATTHEW 2016-2017, SCDOT - Jasper and Hampton Counties, SC - Field Supervisor

Field Supervisor for monitoring the removal of debris. 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.

Louisiana Severe Storms and Flooding 2016, Vermilion Parish, LA - Field Supervisor

This project included the supervision of the monitoring of debris following severe flooding. Responsibilities included debris truck certifications, data management, and GIS.

Louisiana Severe Storms and Flooding 2016, Lafayette Parish, LA - Logistics Manager

This project included the monitoring of debris following severe flooding. Responsibilities included office set up, debris mapping, truck certifications and data management.

DADE DUKE (PAGE 2)

EDUCATION

CLC, Computer Programing Degree 1996-97
University of Maryland
Marketing Studies
1990-1991

MILITARY

U.S. Navy 1989 -1992
Honorable Discharge

TRAINING/CERTIFICATIONS

FEMA E0202: Debris Management Planning
ICS-100,200
IS-00700
IS-00800
40HR HAZWOPER
IS-00632 Introduction to Debris Operations
IS-00633 Debris Management Plan
Development
IS-00520 Introduction to Continuity of
Operations
Planning for Pandemic Influenzas

PROFESSIONAL SKILLS

Operations Manager
Field Supervisor
Data Support
Monitor Training
Field Supervision
Truck Certification
Disaster Debris Management Planning
Logistics
Project Initiation

MICHAEL KELLER

Mr. Keller joined Neel-Schaffer / True North Emergency Management in 2012 following Hurricane Sandy. For the past year, Mr. Keller has served as Data Manager and Logistics Manager for our debris monitoring projects. His experience has multiple hurricanes, tornado, winter storm, and flood projects. Mr. Keller has data experience on many types of monitoring. He has been involved with the startup and closeout of multiple debris operations. Mr. Keller is also one of the lead trainers for our electronic ticketing system. His supervisory experience includes working with Federal, State and Local government emergency agencies and reimbursement programs makes and also has experience with solid and hazardous waste management programs, policies, and procedures. Most recently, Mr. Keller responded to Hurricane Florence along the coastlines of South Carolina. He was instrumental in the hiring and training of local monitors and project initiation. His ability and depth of knowledge has allowed him to be utilized on multiple projects.

Mr. Keller has a proven track record of achieving exceptional results in monitor training, reporting, data management, documentation, data analysis and project supervision.

PROFESSIONAL EXPERIENCE

CDBG – Disaster Recovery Homeowner Assistance Program (HAP) - Grantworks, Texas
General Land Office (GLO) - Tier II Site Review inspector/Data Manager

Hurricane Michael, 2019, City of Bainbridge/Decatur County, GA, Field Supervisor for monitoring the removal of storm generated debris. 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 Florence 2018, TX and SCDOT, Field Supervisor and Data Manager for monitoring the removal of debris in multiple counties impacted by Hurricane Florence. Responsibilities include overseeing daily load ticket, debris site data and monitoring operations. Also included is monitor training, Truck Certification, DMS tower supervision, database management and daily E-ticket QA/QC.

Hurricane Irma 2017, Provided Data Management support to multiple contracts resulting from Hurricane Irma. Assisted with monitor training, data reconciliation, client reporting, contractor payment monitoring and reconciliation and the review of project documentation to ensure FEMA compliance.

Hurricane Harvey 2017, Data Manager overseeing data management efforts for multiple projects in Texas following Hurricane Harvey. This included overseeing the day to day data operations, ADMS training, reporting, and the daily QA/QC of project data. He was responsible for managing data for removal of numerous hazardous tree and debris streams. Data Management included validation of debris removal contractor invoices for payment approval.

True North / Neel-Schaffer, Logistics, Invoicing and Administrative – 2012 – 2016 – Assisted with support of multiple projects as well as day to day operations

MICHAEL KELLER (PAGE 2)

EDUCATION

BA Information Systems, University of Texas
Arlington, Texas - 2015

PROFESSIONAL SKILLS

EA Inspection

Data Management

Field Supervision

Client Representative

Damage Assessment

Monitor Training

Truck Certification

Logistics

Project Initiation

Organizational Leadership

Resource Allocation and Planning

RONDA MILLER

Ms. Miller joined Neel-Schaffer in 2016 following the catastrophic flooding in Louisiana. Already an experienced monitor and supervisor she quickly became a valued asset to the Neel-Schaffer team. Following Hurricane Matthew in South Carolina, Ms. Miller served as a field supervisor for the SCDOT project. She was responsible for supervising the daily monitoring of the removal of ROW debris and hazardous trees and limbs from state roads. She was also responsible for truck certifications, hazardous tree/limb identification, monitor training and data reconciliation. She was also involved in the daily QA/QC of project data.

Most recently, Ms. Miller responded to Hurricane Micheal in the panhandle of Florida. She was instrumental in the hiring and training of local monitors and project initiation. Ms. Miller has a proven track record of achieving exceptional results in documentation, data analysis and project supervision.

PROFESSIONAL EXPERIENCE

Hurricane Harvey 2017, Baytown/Portland/Victoria TxDOT - Field Supervisor for monitoring the removal of debris over multiple projects. 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 Matthew 2016, SC - Field Supervisor for monitoring the removal of debris generated by Hurricane Mathew. 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.

LOUISIANA SEVERE STORMS AND FLOODING 2016, Lafayette Parish, LA - This project included the monitoring of debris following severe flooding. Responsibilities included the electronic ticketing of C&D debris removal from ROW, daily activities documentation, and identification of ineligible debris. Ms. Miller was quickly promoted to a field trainer and monitoring crew leader.

Hurricane Isaac 2012, St. Bernard Parish, LA - Monitors Supervisor overseeing daily debris removal progress following Hurricane Isaac while observing all FEMA guidelines and regulations. Responsibilities included compiling daily reports to communicate the needs, current status and progress of operations. Ensure safety, quality, and compliance with all applicable standards and requirements.

BP Oil Spill 2010, Pensacola Beach Shoreline, Florida - Debris Removal Specialist monitoring the operations of equipment on affected beach/shorelines during the removal of tar mounds and balls resulting from the BP oil Spill.

Trained and experienced in the use of specialized tools utilized in the removal of tar as well as proper handling and disposal methods.

Hurricane Katrina 2005, LA - Complete forms in accordance with company procedures. Monitor the Collection of Debris located on the Right of Way. Logging Routes, locations, and timing of Debris Pickup in accordance with FEMA regulations and guidelines.

RONDA MILLER (PAGE 2)

EDUCATION

BA Business Management and Early Childhood Education Louisiana State University Alexandria, 2001

TRAINING/CERTIFICATIONS

IS 800 National Response Framework

IS 700 Introduction to NIMS

ICS 100/200

PROFESSIONAL SKILLS

Field Supervision

Client Representative

QA/QC

Monitor Training

Truck Certification

Logistics

Project Initiation

Organizational Leadership

Resource Allocation and Planning

DANIEL RICHARDSON FORMER USACE SR. SUBJECT MATTER EXPERT

Mr. Richardson joined True North Emergency Management in 2017 after retiring from the U.S. Army Corps of Engineers. He has over 24 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. Richardson Served as a SME and a member of the Mobile District Planning and Response Team PRT. Has a working knowledge of the National Response Framework, FEMA policy guidance for debris management, Public Law 84-99 authorities, general contracting processes and operational dynamics of a Joint Field Office.

He has deployed on approximately 18 disaster missions and served on the elite cadre of National Debris Subject Matter experts and Specialists. He volunteered to replace another USACE employee in Haiti after the earthquake of 2010 in a mission to draft a debris management plan for the Haitian government. He has volunteered for debris missions that were the results of hurricanes, floods, earthquakes and ice storms. As an SME, he is knowledgeable in all aspect of a debris mission.

PROFESSIONAL EXPERIENCE

Hurricane Zeta 2020, City of Citronelle, AL - Field Supervisor, Hurricane Recovery

Hurricane Sally 2020, City of Daphne, AL - Field Supervisor, Hurricane Recovery

Hurricanes Irma and Maria 2018, St. Croix, VI, U.S Army Corps of Engineers Debris Specialists

Hurricane Harvey 2017, Multiple Locations, TX

Field Supervisor for multiple projects responsible for overseeing monitoring operations. Through daily monitoring supervision, provided oversight of contracted debris removal operations that included removal, staging, and disposal of hurricane generated debris. Responsibilities also included training of monitors, daily reporting, QA/QC of documentation and issue resolution.

US ARMY CORPS OF ENGINEERS EXPERIENCE

Hurricane Earl 2010, U.S. Virgin Islands, U.S Army Corps of Engineers, Debris SME

Earthquake 2010, Haiti, U.S. Army Corps of Engineers, Debris SME

Flooding 2010, Tennessee, U.S. Army Corps of Engineers, Debris SME

Spring Floods 2009, MVP, U.S. Army Corps of Engineers, Debris SME

Ice Storms 2009, Arkansas U.S. Army Corps of Engineers, Debris SME

Debris Task Force 2009, LA, U.S. Army Corps of Engineers, Debris SME

Midwest Flood 2008, IA, U.S. Army Corps of Engineers, Debris SME

Tropical Storm Fay 2008, FL, U.S. Army Corps of Engineers, Debris SME

Hurricane Gustav 2008, LA, U.S. Army Corps of Engineers, Debris SME

DANIEL RICHARDSON (PAGE 2)

EDUCATION

Bachelor of Science,
Recreation and Park Management,
University of Alabama, 1983

TRAINING/CERTIFICATIONS

USACE Certification as Debris Subject
Matter Expert.

USACE Level Two PRT, 40 hrs. Debris
Planning and Response

USACE Level One PRT, 40 hrs. Debris
Planning and Response

National Response Framework (IS 800
equivalent)

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

FEMA Debris Operations, 36 hrs.

PROFESSIONAL SKILLS

Field Supervision

Client Representative

Debris Estimator

Damage Assessment

QA/QC

Logistics

Organizational Leadership

Truck Certification

CHRIS JOHNSON

Mr. Johnson, a local resident, Joined True North / Neel-Schaffer in 2009 and responded to Hurricane Ike as a Field Supervisor. Has has proven operational experience on many debris projects spanning multiple states and disasters. Mr. Johnson served as Operations Manager for our debris monitoring project for the City of Cedar Rapids, Iowa, following massive flooding. This project has included ROW debris removal, as well as structure demolition, asbestos debris, and structure condemnation. Mr. Johnson has proven very capable of successfully overseeing complex disaster recovery construction and debris monitoring operations. He is an experienced manager capable in all aspects of project management and supervision including the hiring, training and daily supervision of field monitors, truck certifications, client reporting, and the daily QA/QC of debris hauling activities.

PROFESSIONAL EXPERIENCE

Hurricane Laura 2017, Beauregard Parish, LA

Operations Manager for monitoring the removal of storm generated debris. Included monitoring debris removal from ROW, reduction and hauling of reduced debris.

City of North Miami 2017, Hurricane Irma, TX

Operations Manager for monitoring the removal of storm generated debris. 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 Matthew 2016, City of Palm Coast and St. Lucie County, FL

Project Manager for monitoring the removal of debris. Included monitoring debris removal from ROW, reduction and hauling of reduced debris.

Flooding 2010, City of Cedar Rapids, IA - Flood Debris Monitoring and Structure Demolition

Operations Manager. Responsibilities include all field operations associated with the demolition and site restoration of approximately 1,000 residential and commercial properties, coordinating all demolition activities with the city, contractors and FEMA while ensuring all aspects are properly monitored and documented for the purpose of environmental compliance and FEMA/CDBG grant reimbursement.

Marine Debris Removal 2009, Texas General Land Office

Field Supervisor. Responsibilities included training and supervising debris monitors for marine debris and sunken vessel removal from the Gulf of Mexico, Galveston bay and four other bays along the upper Texas Coast.

Hurricane Ike Beach Cleaning 2009, Texas General Land Office

Debris Monitor Responsibilities included the monitoring of debris removal from beaches along the Texas Coast following Hurricane Ike. The project included the screening of more than 1 million cubic yards of beach sand on Galveston Island, Bolivar Peninsula and Brazoria County and cleaning of more than 50 miles of public beaches.

CHRIS JOHNSON (PAGE 2)

TRAINING/ CERTIFICATIONS

Marine Technology Certification, Marine Mechanics Institute, 2007

Iowa Asbestos License

2011 Site Supervisor (OSHA) 29 CFR 1910

40-Hour HAZWOPER 29 CFR 1910.120(e)

USACE Level Two PRT, 40 hrs. Debris Planning and Response

USACE Level One PRT, 40 hrs. Debris Planning and Response

PROFESSIONAL SKILLS

Operational Management

Field Supervision

Client Representative

Damage Assessment

Debris Estimator

Monitor Training

Truck Certification

Logistics

Project Initiation

Organizational Leadership

Resource Allocation and Planning

SUMMARY OF STAFF QUALIFICATIONS

True North has the experience and capability to provide debris removal monitoring services to the City of Richwood. Our staff is augmented with the expertise of Debris Subject Matter Experts, formerly with the USACE along with former FEMA Debris Specialists. These experts have a cumulative experience of over 350 years. Currently, True North sets the standard for debris monitoring and management with our decades of experience, wealth of expertise, and long-term commitment to project success.

Our experienced managers and supervisors understand the issues and unique challenges of the City of Richwood, and we will have an organized and focused approach to this project. We are confident True North is the best qualified firm to provide debris management and monitoring services for the City of Richwood. We have the experience, ability and the depth of staff required for this contract. Our top priority is to ensure maximum eligible federal funding and we are prepared to assist City of Richwood to achieve this goal.

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 in Tennessee.

We believe True North is the best qualified firm to provide debris management and monitoring for the City of Richwood. Our primary focus will be providing the highest level of service to the City of Richwood. 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. True North will provide 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.

THE VALUED EXPERIENCE OF USACE SUBJECT MATTER EXPERTS

Within the United States Army Corps of Engineers (USACE), the SME is an individual familiar with all aspects of a debris mission. The SME provides technical knowledge and management abilities to ensure the mission is scoped and executed properly.

To become a SME you must be extremely knowledgeable of all aspects of the Debris mission. They are usually selected as a result of their performance in past disasters and because they have become recognized as leaders in this area. They also must be knowledgeable of the National Response Framework (NRP), Department of Homeland Security (DHS) operations, Public Law (PL) 84-99

authorities, and the operational dynamics of a JFO and an RFO. They also must be knowledgeable of the various types of debris contracts and have good communications, interpersonal skills and the ability to brief high level officials.

The United States Army Corps of Engineers Subject Matter Experts are recognized leaders in debris management. Our staff is augmented with the expertise of more than a dozen Subject Matter Experts, formerly with the USACE. These experts have a cumulative experience of over 350 years. Currently, True North sets the standard for debris monitoring and management with our decades of experience, wealth of expertise, and long-term commitment to project success.

FEMA REPORTING AND REIMBURSEMENT

True North will work with the City of Richwood to develop and implement Project Reporting Guidelines for the execution and completion of recovery projects. These guidelines will serve as a project roadmap for the preparation, reporting, documentation, project management, and closeout. They will also include methodologies, standards, coordination between consultants, document management, public relations, and other factors which could affect project delivery schedules and budgets. We know from experience how critical these procedures are to timely address and resolve unexpected program issues.

We understand the importance of developing a program schedule with milestone dates to advance projects to completion and the importance of a program budget based on the approved project worksheets and other funding sources. The program schedule and budget are important tools for our team and the City to track and evaluate performance of the program. Our Team will provide regular reports and meet with the City to review compliance with the program schedule and budget and when necessary develop and implement a recovery plan for those elements which deviate from the program schedule and budget.

EXPERT GUIDANCE REGARDING FEMA ELIGIBILITY & PROJECT FORMULATION

True North has a thorough knowledge and understanding of the Stafford Act, Title 44 of the CFR, and related regulations, as well as their practical application. Our team is up-to-date on the latest FEMA guidelines and policy nuances, and we use this knowledge to help clients develop well-articulated and substantiated justifications for presentation to FEMA and the State. We are aware of variations of policy from state to state, which allows us to advocate effectively on behalf of our clients when it comes to questions of eligibility.

UNDERSTANDING OF FEMA, FHWA AND STATE GUIDELINES

True North is thoroughly familiar with the requirements and guidelines of the Federal Emergency Management Agency and (FEMA), Federal Highway Administration (FHWA). We have a track record of full eligible FEMA, FHWA and state reimbursement on our projects. We will work with the City of Richwood 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 and True North will be a resource to the City of Richwood on federal requirements and financial recovery.



With our has extensive knowledge and experience with FEMA, FHWA and state policies and requirements. We will serve as a resource to the City of Richwood on relevant requirements and policies. The True North team will provide recovery services pursuant to local, state, and federal rules and regulations. We have regular meetings with the client and FEMA to keep abreast of the ever-changing FEMA requirements and Disaster Specific Guidance (DSG) to meet the demands of the event.

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 eligible 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.

PUBLIC ASSISTANCE (PA) CONSULTING

True North has helped public clients secure billions of dollars in disaster recovery reimbursements over the past 20 years. We have become very proficient in all phase of disaster recovery including damage assessment, Public Assistance consulting, grant management, debris monitoring, funding assistance, engineering, and inspection.

Our highly experienced PA staff will help to maximize eligible projects and FEMA reimbursement. We have experience in all categories of FEMA reimbursement, as well as hazard mitigation funding programs.

Our experience includes:

- **Category A, Debris Removal**
- **Category B, Emergency Protective Service**
- **Grant funding for Permanent restoration of damaged facilities, including cost-effective hazard mitigation to protect the facilities from future damage (Permanent Work):**
- **Category C, Roads and Bridges**
- **Category D, Water Control Facilities**

- **Category E, Buildings and Equipment**
- **Category F, Utilities**
- **Category G, Parks Recreation and other Facilities**
- **Assist Applicant in Identifying Damage**
- **True North professionals also have Quality Assurance experience on FEMA projects.**

True North will provide the following service as requested by the City:

- **Damage Assessment**
- **Category E, Buildings and Equipment**
- **Category F, Utilities**
- **Category G, Parks Recreation and other Facilities**
- **Assist Applicant in Identifying Damage**
- **True North professionals also have Quality Assurance experience on FEMA projects.**

True North will provide the following service as requested by the City:

- **Damage Assessment**
- **Assistance in attaining expedited Funding**
- **Identification of eligible emergency and permanent work (Category A-G)**
- **Direct Administrative Cost Tracking Assistance**
- **Project Cost Estimation Documentation**
- **Insurance evaluation consultations**
- **Project formulation, scope development and review**
- **FEMA Environmental and Historic Preservation (EHP) Review assistance**
- **FEMA, FHWA and Natural Resources Conservation Services (NRCS) reimbursement support**
- **Staff augmentation with experienced Public Assistance Experts and Subject Matter Experts (SME)**
- **Interim inspections, final inspections**
- **Appeal services and negotiations**
- **Reconstruction and long-term infrastructure planning**
- **Final review of all emergency and permanent work performed**
- **Identifying 406 Hazard Mitigation opportunities**
- **Hazard Mitigation Recommendations, Development, and Support**
- **Audit Assistance**

We will help identify smaller projects types that are often overlooked, such as street sweeping and debris removal from storm drain systems. True North will also assist in evaluating project options. For example, we have assisted the City of Rowlett with structural evaluation of an elevated water storage tank that was damaged in the December 2015 tornado. Our evaluation lead to demolition of the water tank and development of an FEMA alternate project to construct a 16" water transmission in lieu of replacing the demolished tank. Since a newer larger elevated tank had been build nearby,

a hydraulic study was conducted that demonstrated that the transmission line connecting the east and west sides of the city would benefit the water system more than replacing the tank at a similar cost.

True North provided PA Consulting services to the Kentucky Transportation Cabinet (KYTC) following a severe ice storm in 2009. We assisted in developing documentation leading to reimbursement of \$35 million that FEMA had indicated would be de-obligated. True North also identified more than \$20 million in additional FEMA funding that had not been identified in the initial project development process prior to our involvement.

True North is most recently provided PA Consulting services for the Seminole Tribe of Florida to support reimbursement of damage resulting from Hurricane Irma. They experienced damage at four different reservations in Florida. True North has recently completed working for the State of California (CalRecycle) following the 2015 Butte and Valley Wildfires to maximize FEMA reimbursement of more than \$230 million in costs.

The True North team also has extensive experience in assisting with Federal Highway Administration (FHWA) Emergency Relief (ER) projects. Roadway and bridge disaster repair and replacement projects are generally reimbursed by FHWA rather than FEMA on roads classified as major collector and above, regardless of the entity (city, county, DOT) that maintains the road. True North provided funding and reimbursement assistance to the Texas Department of Transportation (TxDOT) following the May 2015 catastrophic flooding. We provided support for reimbursement under both the FHWA ER Program and the FEMA PA Program. We assisted 4 TxDOT Districts (Austin, Dallas, Houston, and Tyler) with financial recovery assistance.



TRUE NORTH

EXPERIENCE

We believe True North is the best qualified firm to provide debris management and monitoring for the City of Richwood. Our extensive experience in managing contractors enables True North to manage debris removal contractors to best serve the City of Richwood.

True North has 20 debris monitoring contracts within a 250 mile radius of the City of Richwood.

True North has a 100% success rate adhering to FEMA Public Assistance regulations.

The debris management matrix shown below and the following project summaries demonstrate our proven performance in the past 60 months and our ability to successfully monitor the removal and disposal of storm-related debris and provide disaster recovery management services.

HURRICANE		
Event	Quantity	Types of Debris
2020 Hurricane Sally	1,000,000 CY	C & D Materials/Vegetative/Trees & Hazardous Limbs
Fairhope, Daphne and Perdido Beach, Alabama		Sept. 2020 to Dec.2020
2020 Hurricane Laura	1,500,000 CY	C & D Materials/Vegetative/Trees & Hazardous Limbs
City of DeRidder, Lafayette Consolidated Government, and Beauregard Parish Louisiana		Sept. 2020 to April 2021
2019 Hurricane Michael	250,000 CY	C & D Materials/Vegetative/Trees & Hazardous Limbs
Bainbridge and Decatur County, Georgia		Apr. 2019 – Aug. 2019
2017 Hurricane Irma	1,000,000 CY	C & D Materials/Vegetative/Trees & Hazardous Limbs
FDOT, North Miami, Palm Coast, SFWMD (7 Districts), Seminole Tribe of Florida, St. Lucie County, Hillsboro Beach, Fort Pierce.		Sept. 2017 to Feb 2018
2017 Hurricane Harvey	1,000,000 CY	C & D Materials/Vegetative/Trees & Hazardous Limbs
TxDOT Yokum District, San Patricio County, Refugio County, Chambers County, Aransas Pass, Ingleside, Portland, Port Lavaca, Bishop, Webster, Alvin, La Porte, Baytown, Taylor Lake Village, Clearlake Shores, Dayton, Cleveland.		Aug. 2017 to Feb 2018

TRUE NORTH PROJECT PROFILES

CITY OF FAIRHOPE, AL

HURRICANE SALLY - 2020

The City of Fairhope is a very progressive city in their attitude towards the care of their community and citizens. Regardless of the city's superior municipal capabilities, they were completely incapacitated at the initial onset of the disaster due to the magnitude of the destruction the city received. The City of Fairhope gave True North full authority in their recovery. In partnership with the city, we assisted them in a very aggressive recovery and through our assistance in navigating the FEMA Grants process made their recovery a remarkable success story to normality.

True North Assisted the City of Fairhope in:

- Damage assessments for all the FEMA categories A through G;
- Develop the DDD (Damage Description, Dimensions) for scope of work for all their projects;
- Consulted with FEMA's PDMG (Project Delivery Manager) for each project;
- Performed site inspections of developed "Damage Inventory" line items per FEMA guidelines for all projects;
- Tracked and recorded on approved FEMA forms the costs documentation of work completed for all force account labor, equipment and materials;
- Assisted in formulation of the FEMA EEI (Essential Elements of Information), and Special Considerations Questions for each project;
- Assisted in project entry in the Applicant/FEMA Portal for the development of a PW (Project Worksheet) for each project;
- Provided assistance and consultation on FEMA's PAAP (Public Assistance Alternative Procedure) Pilot Program;
- Assisted in tracking DAC (Direct Administrative Cost) per project; and
- Developed a comprehensive detailed narrative for each project completed.

TOWN OF PERDIDO BEACH, AL

HURRICANE SALLY - 2020

Our participation in their recovery was unique since this community and their town officials were overwhelmed by the disaster and gave True North full authority from the very beginning of this project. True North Emergency Management assisted the Town of Perdido Beach with all of their recovery efforts for the FEMA reimbursement process and grant management in response to Hurricane Sally's devastation.

True North Assisted the Town in:

- Damage assessments for all the FEMA categories A through G;
- Develop the DDD (Damage Description, Dimensions) for scope of work for all their projects;
- Consulted with FEMA's PDMG (Project Delivery Manager) for each project;
- Performed site inspections of developed "Damage Inventory" line items per FEMA guidelines for all projects;

- Tracked and recorded on approved FEMA forms the costs documentation of work completed for all force account labor, equipment and materials;
- Assisted in formulation of the FEMA EEI (Essential Elements of Information), and Special Considerations Questions for each project;
- Assisted in project entry in the Applicant/FEMA Portal for the development of a PW (Project Worksheet) for each project;
- Developed a comprehensive detailed narrative for each project completed

BAINBRIDGE AND DECATUR COUNTY, GEORGIA

HURRICANE MICHAEL - 2019

Hurricane Michael was the first Category 5 Hurricane to make landfall in the United States since Hurricane Andrew. Immediately following the storm True North mobilized to the Florida Panhandle to start work in the impacted area. Decatur County, GA is the furthest South West County in the State of Georgia and forms the State boundary with Florida. Decatur County initially had over 1 million cubic yards of debris spread across the County. The cleanup was deemed a Direct Federal Assistance Project managed and administered for the USACE. In January the USACE turned the project over to the Cities of Bainbridge and Decatur County. True North served as the debris monitor for the City and County. The largest part of the project was the identification, documentation, and removal of hazardous hanging limbs, trees, and stumps. True North in collaboration with FEMA, GEMA, the City, and the County successfully and safely **monitored the removal of over 25,000 compromised limbs and trees** from over 600 miles of roads. All tickets, photos, gps, and documentation were captured using our electronic ticketing system. The Contractor had 20 crews on the project that were all monitored by True North. In addition to the hazardous trees, True North also monitored the collection of over 250,000 CY of remaining disaster debris and its hauling, reduction, and disposal at recycling facilities and landfills.

HURRICANE IRMA, FLORIDA

HURRICANE IRMA - 2017

Hurricane Irma made landfall in Florida as a powerful Category 4 hurricane, with strong winds and a devastating storm surge. After making landfall in the Florida Keys, Hurricane Irma tracked northward through Florida causing extensive damage throughout the state. The massive storm generated debris from the Florida Keys to Jacksonville.

True North was already activated on more the 15 projects in Texas resulting from Hurricane Harvey.



Our depth of staff, resources and capacity allowed us to respond fully to Hurricane Irma with experienced Managers and Supervisors.

The True North advance team was on hand in Florida several days ahead of the storm assisting our clients. Within hours of the storm passing we were performing damage assessments and initializing projects for our activated contracts. At this point, our staff of Managers, Subject Matter Experts and Supervisors began the process of hiring local residents to be trained as monitors. True North assembled a team of over one hundred fifty employees through-out the State of Florida that were trained in FEMA monitoring protocol, project requirements, and safety.

True North debris monitors worked to clean up the rights-of-way and waterways of more than 1,000,000 cubic yards of eligible debris including monitoring the trimming of trees with hazardous hanging limbs coupled with hazardous leaning tree, stump removals, and waterway debris removal.

We monitored debris removal in 7 different regions for the South Florida Water Management District (SFWMD) following Hurricane Irma. This project included more than 100 canals and/or navigable waterways resulting in monitoring the removal of vegetative and C & D debris hanging over the canal, floating in the canal or submerged in the canal at a total cost of more than \$10 million.

100% of the debris removal operations were recorded utilizing our state-of-the-art electronic ticketing and data management system. Having a scalable and dynamic debris monitoring application allowed True North to quickly add field units to ensure ADMS continuity though out the life-cycle of the project.

Our staff also provided assessment of numerous debris management sites to facilitate permit and review requirements as well as FEMA Public Assistance (PA) consulting to several clients.

Our Program Manager, a former USACE National Debris Subject Matter Expert, along with Project Managers, Operations Managers, and Field Supervisors worked shoulder-to-shoulder with State, Local, and FEMA project members to ensure successful project completions and maximizing of eligible reimbursement.

ACTIVATED CONTRACTS

City of North Miami

City of Palm Coast

City of Ft. Pierce

City of Hillsboro Beach

St, Lucie County

Seminal Tribe of Florida

South Florida Water Management District

**Florida Department of
Transportation**

HURRICANE HARVEY, TEXAS

HURRICANE HARVEY - 2017

Hurricane Harvey was the first major hurricane to make landfall in the United States since Wilma in 2005, ending a record 12-year span in which no hurricanes made landfall at such an intensity in the country. In a four-day period, many areas received more than 40 inches (1,000 mm) of rain as the system slowly meandered over eastern Texas and adjacent waters, causing unprecedented flooding. The widespread and catastrophic effects of Hurricane Harvey resulted in one of the costliest natural disasters in United States history.



An estimated 300,000 structures and 500,000 vehicles were damaged or destroyed in Texas alone.

As Harvey produced record rainfall with the slow track from west to east our teams were on the ground within hours of the storms passing. At this point, our staff of Project Managers, Subject Matter Experts and Supervisors began damage assessments and the process of hiring local residents to be trained as monitors. True North assembled a team of over one hundred fifty employees through-out the State of Texas that were trained in FEMA monitoring protocol, project requirements, and safety.

100% of the debris removal operations were recorded utilizing our state-of-the-art electronic ticketing and data management system. Having a scalable and dynamic debris monitoring application allowed True North to quickly add field units to ensure ADMS continuity though out the life-cycle of the project.

True North monitored the debris operations in 3 counties, 13 cities as well as the Yoakum District of TxDOT. With our projects covering the coast from Corpus Christi to Houston and hundreds of miles inland True North monitored over 950,000 cubic yards of debris and issuing over 21,200 debris tickets.

ACTIVATED CONTRACTS

San Patricio County

City of Cleveland

City of Ingleside

City of Port Lavaca

City of Webster

City of Taylor Lake Village

Refugio County

City of Dayton

City of Baytown

City of Alvin

City of La Porte

Chambers County

City of Aransas Pass

City of Portland

City of Bishop

City of Clear Lake Shores

TRUE NORTH PROJECT PLAN

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

Pre-Event Coordination & Training	
Timeline	Annually
Scope of Work/Tasks	<p>Upon award of Contract:</p> <ul style="list-style-type: none"> • Meet with client and establish project point(s) of contact; • Review all debris management plans and procedures; and • Discuss project expectations and specific client needs related to debris management. <p>Prior to hurricane/storm season:</p> <ul style="list-style-type: none"> • Review debris plans; • Make introductions of new personnel if necessary; • Ensure that all parties are adequately prepared and familiar with established debris related policies and procedures prior to a disaster event; and • As necessary, True North will assist in identifying debris management sites and reviewing Debris Management plans to ensure compliance with FEMA Public Assistance requirements.
Project Initiation & Damage Assessment	
	Immediately prior to event or upon receipt of Notice to Proceed
	<ul style="list-style-type: none"> • Pre-positioning of staff when possible; • Deploy within 6 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; • Develop Quality Assurance/ Quality Control program to ensure contract compliance and maintenance of performance goals and standards; • Develop a Project Action Plan; and • 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.
Truck Certification	
	Within 24 hours after Notice to Proceed and continuing as needed during project.

	<ul style="list-style-type: none"> • Identify locations to certify debris collection and hauling equipment; • For cubic yard operations, concise measurements of truck capacity will be taken and documented in the presence of debris collection company representatives; • For tonnage operations, concise measurements of the tare truck weight will be taken and documented in the presence of debris collection company representatives; • Ensure all trucks and trailers have pre-printed placard, have been digitally photographed, and logged to eliminate duplication and contractor fraud; and • Randomly check trucks to ensure that payload volumes are consistent with the initial certification documents. This is done to prevent fraud.
Staffing of Debris Project	
	Within 24 hours after Notice to Proceed and continuing as needed during project.
	<ul style="list-style-type: none"> • 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 • Simultaneously, recruit, screen, and train locally-hired monitoring and clerical staff.
Health & Safety Program	
	24 - 48 Hours after Notice to Proceed is issued.
	<ul style="list-style-type: none"> • Initiate Health and Safety Awareness and Compliance program; and • Ensure that all debris sites and personnel are equipped with appropriate safety equipment and guidance.
Debris Management Site Establishment & Staffing	
	24 - 72 Hours after Notice to Proceed is issued.
	<ul style="list-style-type: none"> • Work with project POC {s} to identify potential Debris Management Sites (DMS); • Document conditions of identified sites and gain permits to conduct debris processing at those Sites; • Coordinate set up of DMS locations with collection/hauling contractors; and • Staff each DMS with a trained debris monitors to assess load volumes and inspect all incoming debris.
Debris Clearance Coordination (“Push”) & Monitoring	
	First 70 hours of debris clearance work.

	<ul style="list-style-type: none"> • Work with project POC to confirm and prioritize roads, critical facilities, and areas for initial debris clearance; • Document and Time and Materials Contract Work (Labor and/ or Equipment); and • Track any other contractor costs that could be reimbursed under the FEMA Public Assistance grant program.
Debris Site Tower Monitors	
	24 - 72 Hours after Notice to Proceed is issued.
	<ul style="list-style-type: none"> • 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 • Complete load tickets and ensure tickets are completed and the appropriate logs and copies of the tickets are kept for record and reimbursement.
Field Supervisors	
	24 Hours after Notice to Proceed is issued.
	<ul style="list-style-type: none"> • Deploy experienced Field Supervisors to oversee monitoring activities; and • Ensure field supervisor to monitor ratio is appropriate for the size of the project.
Data & Document Management and Reporting	
	48 - 72 Hours after Notice to Proceed is issued.
	<ul style="list-style-type: none"> • Collect data from the field, analyze the data, scan the data, and enter it into the appropriate project database; and • Provide project reports at an agreed upon interval.
Contractor Invoice Reconciliation	
	3 - 5 days after receiving invoices
	<ul style="list-style-type: none"> • Review contractor invoices for accuracy against True North's independently maintained database; and • Provide client reports on any discrepancies and approvals for payments to the contractor.
Final Pass Completion	
	Last weeks of debris collection operations
	<ul style="list-style-type: none"> • Assist project POC in developing and publishing public announcements regarding last pass schedules; • Deploy roving monitors to conform clearance of all public Rights of Way (ROW); • Provide maps of any remaining eligible debris that needs to be collected and hauled away; and • Provide verbal and written confirmation of completion of debris removal operations.

Haul Out of Mulch and Processed Debris	
	Last 2 - 3 weeks of project.
	<ul style="list-style-type: none"> • Monitor and the document the removal of all reduced and processed debris from the OMS; and • Confirm and document the final disposition of all reduced and process debris.
Closure of Debris Management Sites	
	After all debris is cleared from the site
	<ul style="list-style-type: none"> • Confirm and document removal of all debris, towers, equipment, and materials; • Document site restoration/remediation, work, costs, and completion; and • Confirm compliance with all local, state, and federal environmental regulations.
FEMA Public Assistance Grant Claims Report	
	From beginning to end of project.
	<ul style="list-style-type: none"> • 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. • 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.

PLANNING AND TRAINING

True The True North Team, in conjunction with the City of Richwood, will identify and create the appropriate planning and training needed to strengthen the City's response to a disaster. Our experienced staff of recognized leaders, having performed hundreds of planning, training, and exercise projects, will assist the City with its planning and training needs to ensure an optimal level of disaster preparedness.

The True North will provide Emergency Management Planning Services if requested by the City, such as:

- Disaster Debris Management Plan (DDMP);
- Continuity of Operations Planning (COOP);
- Pandemic Illness Planning and Response;
- Comprehensive Emergency Management Plan; and
- Hazard Mitigation Plan.

Our Team is extremely experienced in providing planning and training services which include:

- Overall program assessment, including review of plans, policies, procedures, sites, systems, and other services

- Development of a comprehensive debris management and operations plan including plan development, plan review, plan revisions, and staff training
- Procurement assistance for debris removal contractors and other services as needed
- Selection and permitting of DMS locations and any other permitting/regulatory issues as needed
- Conducting training sessions for all SBDD personnel and providing assistance in all facets of disaster response and recovery operations planning efforts
- Other training and assistance and other debris management/consulting services identified that might be required by the SBDD
- Training will also include key financial tracking and time keeping guidelines that have saved our clients thousands of dollars

TRAINING

The True North Team has extensive experience with providing training to government personnel on emerging regulations, guidance, and best practices on the federal, state, and local levels. We have provided training on EOC functions, on how to use plans like EOPs and COOPs, and in other areas. Our personnel will be trained in debris management, reimbursement process, and recovery programs to include development of public notices on recovery programs available. True North and offers presentations which includes training for: Debris Monitoring, Public Assistance, Emergency Relief, and more. Regardless of the topic, the Team's approach to training is based around five phases.

- **Phase 1:** Identification of Objectives and Program Standards. Training program development begins by identifying the roles and responsibilities of each individual accountable for implementing plans during an emergency event and the elements required to fulfill those responsibilities.
- **Phase 2:** Development of the Curriculum. This phase requires the development of training programs to meet the needs of specific staffing positions, optimizing the training content and delivery methods to achieve the desired objectives.
- **Phase 3:** Content Development. After the curriculum and objectives are thoroughly defined, our Team will research existing federal, state, and local training modules to determine if they meet the training objectives. If so, we will coordinate with the Client to ensure we leverage present offerings and minimize costs. For other training objectives, we will coordinate with the Client to determine the most appropriate methods for training.
- **Phase 4:** Training Program Presentation. The Team has a large cadre of experienced and certified instructors and subject-matter experts prepared to present effective programs in emergency management preparedness, response, and recovery disciplines. Our Team will conduct the training the stakeholder organizations, drawing from proven methods and best practices.
- **Phase 5:** Training Program Review and Management. The Team will conduct follow-up reviews with training participants following each training session to identify areas for improvement in the training programs.

RESPONSE CAPACITY

True North will meet the immediate needs of the City of Richwood with a combination of experienced employees from nearby permanent offices, hurricane debris management experts from across the South, and locally hired and trained personnel.

The size of our firm (about 450 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.

True North has provided emergency management services for multiple government agencies numerous times. On seven separate occasions, we have responded and provided services in ten to twenty communities simultaneously. This occurred following Hurricane Katrina in 2005, Hurricane Ike in 2008, Hurricane Sandy in 2012, Winter Storm Pax in 2014, Hurricane Matthew in 2016 and Hurricanes Harvey and Irma in 2017. In 2009, True North responded simultaneously to over ten communities in five different states across three separate FEMA regions.

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 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.

True North's success in managing disaster debris removal, in particular following hurricanes: Zeta, Delta, Sally, Laura, Irma, Harvey, Matthew, 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 eligible reimbursement, and sensitivity to the environment. Our staff places the utmost importance on accounting procedures and implementing accurate and comprehensive reporting. True North's objective is to achieve full reimbursement for all eligible disaster recovery costs from appropriate federal and state agencies.

True North has never failed to respond to a contract activation, regardless of existing contractual obligations. To successfully manage multiple contracts, True North reviews its projected workload and frequently assesses our staffing commitments to ensure our team can provide exemplary service to our clients.

True North Emergency Management has proven experience with:

- The Robert T. Stafford Act and its associated policies;
- The Sandy Recovery Improvement Act;
- FEMA Public Assistance Program and Policy Guide (PAPPG);
- FHWA;
- HMGP;
- CDBG;

- Detailed Damage Analysis;
- FEMA Project Worksheets (PWs);
- Purchasing and Procurement Policies;
- Insurance;
- Hazard Mitigation Grant Programs (404 and 406);
- 428 Alternative Procedures Program; and
- Housing and Urban Development Community Development Block Grants

PRE-EVENT CONTRACTS

Texas	Louisiana
City	City
Alvin Baytown Deer Park Galveston Groves Ingleside Jamaica Beach La Porte Mont Belvieu Morgan's Point Nassua Bay Nederland Port Neches University Park	Duson Scott Lafayette
County	Parish
Burnet Polk San Patricio	Lafayette Beauregard

RESPONSE CAPACITY

The geographic advantage of having multiple offices located in Texas, but outside and adjacent to the affected area of a storm impact allows for a more focused event response. Our continuity of operations will help to ensure a rapid response from key staff but also gives us the logistical advantage of having resources and support staff located in an unimpacted or less affected area. This will allow our focus to be concentrated on the response and recovery of the City of Richwood.

Following a disaster, lodging and supplies are limited or totally unavailable. 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, e-ticket units, digital cameras and safety equipment.

Mobilization Resources and Equipment	
Offices and Supplemental Staff: We have locations throughout the Southeast with available supplies, equipment and supplemental staff.	Field Supplies: Required forms, maps, measuring tapes, spray paint, batteries, ladders, folding tables, chairs, canopies, tents, and gas cans
ADMS Hand Held Units and Printers: More than 300 units for E-Ticketing, 30 DMS Tower systems, 25 cases of HHU printer paper	Safety Gear: Reflective vests, hard hats, eye and ear protection, rain gear, seven survival suits
Generators & Battery Packs: Five generators / 15 Power Packs	Communications: More than 100 cell phones, 25 Wi-Fi hot spots, 130 tablet PCs
GPS Units and Digital Cameras: More than 100 of each	Work Stations: 20 computers with monitors, 15 printers
All Required Forms and Office Supplies	Two Mobile Supply Trailers

TRUE NORTH

OPERATIONAL PLAN



True North Emergency Management has worked in many different capacities for large scale natural disasters. This varied experience gives us a good understanding of what is required to provide debris monitoring and disaster recovery consulting services for the City of Richwood.

Following Hurricane Katrina, True North provided damage assessments in New Orleans and on the Mississippi Gulf Coast and served as a team member in the Unified New Orleans Plan, a comprehensive recovery and rebuilding plan for the City. We also provided design, bidding assistance, construction administration and resident project representative services on numerous restoration projects across the Mississippi Gulf Coast and in New Orleans. In the City of Bay St. Louis, Mississippi we served as the Program Manager and Design Engineer on a post Katrina program that rebuilt the majority of the City's infrastructure. We played a major role in damage assessment, project development, and assisting Bay Saint

Louis in securing FEMA funding for the project. We have also been serving since 2010 as project manager and engineer for the Port of Gulfport's post Katrina \$570 million restoration program.

True North is committed to providing the highest level of services to ensure the satisfaction of the City of Richwood. We have the qualifications and experience to successfully assist the City with debris removal monitoring, disaster recovery consulting and the corresponding recovery. One of our fundamental principles is to ensure the communication necessary to clearly understand and implement the priorities of the client. Our key goals are safety, 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 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. 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 former USACE Debris Experts, 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.

MOBILIZATION

Having extensive major hurricane debris monitoring experience, True North will mobilize to the disaster site immediately after notification from the City. With an office located in nearby Atlanta, we will be able to deploy quickly with trained, experienced managers and personnel. Our response will be immediate, rapid and efficient, with a focus on accountability, transparency, cost control and ensuring maximum reimbursement for all eligible disaster recovery costs.

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. Neel-Schaffer/True North 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. 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.

DEBRIS ESTIMATION METHODOLOGY

True North Emergency Management will be available to assist the City of Richwood with impact assessment for all ROW public structures, equipment, and debris clearance requirements immediately following a notice to proceed. Impact assessments are usually performed in conjunction with the City and the collected data will be used to prioritize impacted areas and resource needs.

True North will assist the City with “windshield” debris assessment estimates to get a sense or “feel” for the extent of the damage. Based on information provided by these assessments, the City will be able to set appropriate priorities and issue urgent assignments to ensure debris is cleared or “pushed” from at least one travel lane on all major roadways followed by primary and secondary roads, usually identified in the City’s DDMP, to expedite the movement of emergency service vehicles and first responders such as fire, police, and medical responders to and from critical facilities.

True North will also use debris estimating methodologies that are consistent with those developed by the US Army Corps of Engineers (USACE). USACE emergency management staff developed a modeling methodology designed to forecast potential amounts of hurricane-generated debris. This same modeling can be used for various types of hazards. Based on data from Hurricanes Frederic (1979), Hugo (1989) and Andrew (1992), the methodology has a predicted accuracy of plus/minus 30 percent.

True North Emergency Management has expanded this approach based upon team expertise, historical data and our experience in response to tornados, floods, ice storms and fires to create a more accurate proprietary estimation model that can be utilized for other types of disasters.

HIRING AND TRAINING OF DEBRIS MONITORS

We intend to hire and train the majority of our monitors locally. Some of the benefits of hiring our monitoring staff locally are:

An investment in the community — Hiring locally allows for a portion of the debris management costs incurred by the City to be reinvested in the community through employment opportunities.

Local Knowledge — No one knows a community better than the people who are part of it and hiring locally also fosters community involvement.

Resources — Hiring locally reduces the stress on resources that are typically in demand after a disaster event, such as rental cars and hotels.

Hiring locally reduces the stress on resources that are typically in demand after a disaster event, such as rental cars and hotels.

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.

All debris monitors and City staff, as requested, will attend a training program designed by our debris management specialists. The True North training program ensures that all staff are knowledgeable on FEMA protocol, eligibility requirements, required documentation and any project specific requirements. All True North employees will be properly 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 effective communication skills to facilitate a cohesive work environment and promote professional interactions with the public.

DEBRIS VEHICLE CERTIFICATION

Certification, documentation, and validation of truck measurements is 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 certified volume. For additional documentation, each measured truck will be photographed. Truck Database access of all certified vehicles will be available at each DMS and final disposal sites to verify vehicles and equipment and for quality control purposes.



To haul and dispose of disaster debris a Debris Contractor vehicle must be certified and have a corresponding truck placard affixed to the side of the vehicle (i.e., that portion that will carry debris), and tandem vehicles will receive a certification and placard for each unit that carries debris.

A Truck Certification Team (Cert Team) will certify Debris Contractor vehicles at designated sites.

The Cert Team will:

- **Oversee truck certification site activities**
- **Measure Debris Contractor vehicles using a decimal measuring tape and calculate cubic yardage capacity.**
- **Photograph vehicle each debris hauling unit. Complete and issue Truck Certification Form with corresponding truck placard.**
- **Manifest a copy of all completed Truck Certification Forms to the DM and provide input into database files.**
- **Perform random quality control checks of Debris Contractor vehicle capacity to ensure correct displayed placard measurements.**

FIELD STAFFING PLANS

True North will coordinate work schedules with contractors 24 hours in advance and provide work schedules to the City's Authorized Representative. Accurate scheduling is critical to ensure adequate monitoring is provided to document debris removal without the unneeded cost of excess



monitors. Realistic schedules are also necessary to allow the City to track and oversee the project effectively. Monitors and contractors will be expected to follow these schedules to ensure efficient, and effective project performance.

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. Debris Monitors will be primarily locally hired and will be a minimum of 18 years of age, with a valid driver's license issued in the U.S, pass a drug screening and the required criminal background check requirements. All True North documents shall be in compliance with FEMA requirements and guidelines.

True North has extensive experience in hiring and training hundreds of debris monitors following disasters across the country. We intend to hire and train the majority of our debris monitors locally. This will reduce costs to the project, and help to support the local economy. We will provide experienced management and supervisory staff to provide oversight of the monitors. We are committed to deliver the highest level of service to the City of Richwood.

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 on staffing and work planning, with the City having final say on staffing levels. We welcome the City's representatives to visit and review the efficiency and effectiveness of our monitoring program.

COLLECTION MONITORING



All field monitoring will be managed and executed to maximize eligible federal and state reimbursement. True North has a strong track record of full reimbursement of eligible project costs. Our collection monitors will inspect and monitor all eligible debris collection work performed by the removal contractors and record the required data for each load.

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 eligible FEMA reimbursement on all projects. True North will stop the effected 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. 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.

Our field supervisors have extensive experience 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 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.

DEBRIS ELIGIBILITY

- Must be a direct result of a Presidential declared disaster.
- Must occur within the designated disaster area.
- Must be the responsibility of the applicant at the time of the disaster.
- Must eliminate an immediate threat to lives, public health, or safety.

DEBRIS COLLECTION PROCESS

- Debris is identified in the assigned debris zone.
- Debris eligibility is determined and hazards located.
- Debris is loaded by contractor while monitor observes.
- Load is checked by monitor for safety in transport Overhanging debris, and over height loads must be addressed before issuing load ticket.
- Load Ticket is issued to truck driver – Electronic or Paper.
- Truck drives to the debris management site (DMS).
- Truck driver gives load ticket to landfill monitor.
- Landfill monitor scores load, records, and logs it on the tower log; Copy of the load ticket returned to the driver.
- Truck unloads, tower monitor verifies empty, and the truck returns to the collection site.

TOWER MONITORS



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.

The efficiency and effectiveness of any Debris Removal Operation is only as good as the operation and management of the disposal sites. Simple fact – one can load only so much debris at curbside without a place to dispose of the material. A safe and smooth running disposal operation greatly

enhances the entire debris removal, reduction, and disposal process.

Often permanent disposal sites are not available at the onset of a Debris Removal Operation. This necessitates using a temporary DMS. In many cases these DMS's are used to collect debris, in some cases sort debris, and often reduce the volume of debris by recycling, grinding, chipping, or incineration. Ultimately the material must be moved to the “final resting place.”

Many important actions generally occur at the disposal site. These actions include “Calling the Load” , ensuring only debris eligible for disposal at the site is accepted, monitoring reduction operations, inspecting loads for hazardous material, and monitoring the safe operation of the site.

The Tower Monitor’s job duties include but are not limited to:

- Estimate the volume of material in the dump body or hauling container by estimating

the percent of full volume or the number of cubic yards of material the load is “short” of being full.

- **The disposal site Monitor calculates the volume hauled by taking the Maximum Load Capacity (which is on the placard on the truck and also on the load ticket, which should match) times the estimated percentage that he has already assigned, which will equal the total Cubic Yards on truck.**
- **Classify the type of debris delivered to the disposal site to ensure proper documentation and disposal.**
- **Inspect the loaded debris for possible contamination by household hazardous waste, household garbage, hazardous waste, oil drums, propane containers, etc. and take specific corrective action when needed.**
- **Complete the required documentation to ensure eligible reimbursement.**
- **Ensure the hauling trucks are empty of debris before leaving the DMS.**

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. In addition to the tickets and logs, cumulative data and activity reports on completion progress and issues will be submitted to the City. 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.



True North Field Supervisors leading the daily communication and safety meeting with monitors in Palm Coast, Florida. (2016)

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.

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 Supervisors. 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 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. 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. The City 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 personnel as needed on any issues that may arise in the field.

QA/QC PROGRAM

True North will implement a QA/QC Program to minimize errors on all project documents. True North 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 stakeholders and agencies of the project including, the City of Richwood, 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. 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 and receiving full FEMA reimbursement. True North 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.



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 and safety around heavy equipment. Additionally, we have dress code and safety gear requirements for our employees.

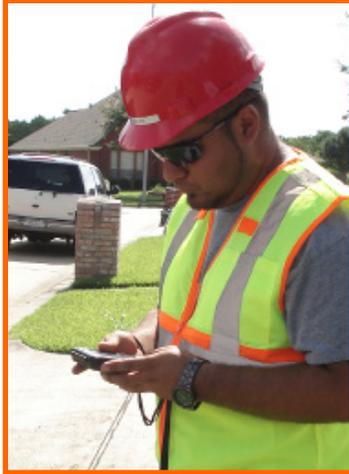
All monitors will have access to safety equipment that is compliant with federal, state, and local requirements. That includes eye protection, hearing protection, reflective safety vests, hard hats, and wet and cold weather clothing. All debris monitors will wear safety shoes and DOT Class II reflective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

Safety is always our first consideration on any job. Our safety procedures are followed in accordance with our Neel-Schaffer Safety Program along with a project specific 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.

TRUE NORTH ELECTRONIC TICKETING & DATA MANAGEMENT

ELECTRONIC TICKETING SYSTEM (ADMS)

Automated Debris Management Systems (ADMS) are changing the debris monitoring and recovery process for the better. Properly implemented systems eliminate traditional paper load tickets and provide a more efficient and cost-effective data capture while eliminating many of the human errors associated with traditional data entry. 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 and photographs into a project database.



True North has invested considerable resources in developing our state-of-the-art data management system. The True North Data Management System is a scalable and dynamic debris monitoring application that will provide a detailed and accurate electronic load ticketing process following a disaster event.

Our ADMS is a true standalone ticketing system that has the ability to operate under extreme environmental conditions both with (Live Mode) and without access to internet, cell towers, or Wi-Fi (Sync Mode). **Our extensive field experience has taught us that adequate cell service is not always available even under the best conditions.** By not being restricted to a “live mode” only, True North can effectively implement our system from the very beginning of a project when electricity and cell towers may be unavailable or compromised. The True North ADMS system establishes, stores, and provides all the necessary documentation required by FEMA, FHWA, and all other applicable federal, state, and local agencies to assist in maximizing your eligible disaster debris reimbursement.

The True North Data Management System provides the client with almost real-time project progress information. Progress summary reports and maps, 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. Creating project specific updates and reports are straightforward and quickly implemented. **We can add additional Hand-Held Units easily and efficiently** if needed. The use of **multiple backup servers** and **frequent data system backups** virtually eliminates the risk of data loss.

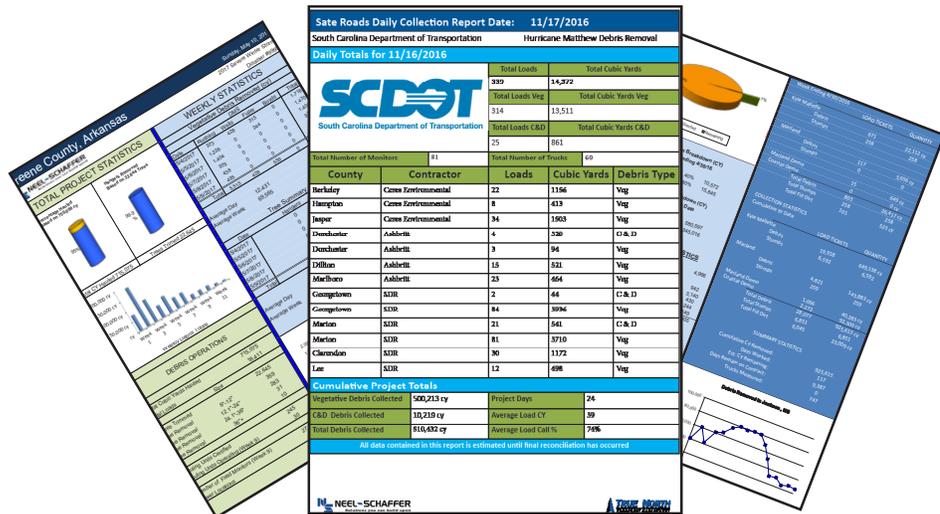
DATABASE REPORTING

Data Administration: All load tickets and debris site data will be entered daily into our Automated Debris Management System (ADMS). This system has proven to be invaluable on complex projects. While 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 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 **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.



True North recognizes that our clients have different needs and we provide the ability to customize reports to fit their reporting needs.

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. This system will be used to develop periodic reports, to reconcile contractor invoices and to develop documentation to support FEMA reimbursement.

TICKET FLOW/DATABASE

The process begins when monitors initiate electronic load tickets as hauling units are loaded. Basic information is recorded including; address, GPS location, debris type/pay item, monitor, driver, vehicle certification number, date, time, and other relevant information as well as photos if necessary. At the completion of loading, the electronic data is encrypted and electronically labeled for a specific driver and hauling unit. The encrypted data is provided to the driver to be delivered to the Tower Monitor at the landfill or Debris Management Site (DMS). The driver provides this

encrypted data to the Tower Monitor, who downloads the electronic load ticket into data management system and rates the load by percentage full. Although the primary data is electronic, a paper ticket is printed at the landfill or DMS to provide archive copies for the Owner, contractor and driver, as a record of the load. The electronic ticket is then completed and another e-ticket can be initiated for the hauling unit.

The True North electronic ticketing and data management system has numerous cross checks and internal controls to ensure accurate data capture and to minimize errors. The True North ADMS database, with electronic load tickets, forms the basis for contractor invoice reconciliation and recommendation to the owner for payment. The database will manage all information collected in real time (live mode), daily (sync mode) or a combination of the two modes (IE. Sync Mode for field monitors and Live Mode for Tower Operations). Additional information, such as photographs, are electronically linked to individual records in the data management system.

We are also able to track submerged marine sonar targets by GPS and to track targets visited, targets recovered and targets cleared. True North will work with the owner to develop specific tracking procedures for each project. We tracked this type of data on over 9,000 targets following Hurricane Ike for the Texas General Land Office (GLO). The data management system can also record and track dredge material quantities for validation and reconciliation purposes.

True North can tailor our project load ticketing approach to meet the needs and directives of the City of Richwood.

The core of the True North data management and electronic ticketing system is a fully relational database. This provides a strong backbone to allow for project specific applications, system flexibility, and system upgrades driven by technology advances and changes to federal regulations. Key features of the system include:

- **Designed to expedite and improve accuracy of debris data collection**
- **The Hand Held Units collect data electronically without the use of paper tickets**
- **Units have built in GPS receivers for tracking**
- **Hand Held Units can operate without cellular support**
- **An encrypted and tamper proof system is utilized to transfer e-Ticket information.**
- **Paper Load Tickets are generated at Tower**
- **Multiple servers are maintained at separate locations for data security**
- **The True North Data Management system is web-based and is password protected for efficient reporting and tracking**

Fee Schedule

The hourly labor rates shall include all applicable overhead and profit. Overtime hours will be paid at the same rate as regular time hours. All normal expenses shall be absorbed in hourly rates, including lodging, meals, transportation, and per diem.

POSITIONS	HOURLY RATES
Project Manager	\$95.00
Operations Manager	\$85.00
Data Manager	\$85.00
Field Supervisor	\$75.00
Environmental Specialist	\$95.00
Collection Monitor	\$33.00
Load Ticket / Data Entry Clerk	\$29.00
Sr. Public Assistance Coordinator	\$170.00
Public Assistance Coordinator	\$130.00
Tower Monitor	\$33.00
GIS Analyst	\$65.00
Billing/Invoice Analyst	\$45.00
Senior Engineer	\$190.00
Trainer / Planner / Engineer	\$170.00
Electronic Ticketing (ADMS)	\$3.00

TRUE NORTH REFERENCES

Chambers County, TX

William C. Vola, Deputy Emergency Manager

2128 Hwy 61

P.O. Box 957

Anahuac, TX 77514

Office: 409.267.2445

Email: wcvola@chamberstx.gov

Date and Contract Term: 09/2017 – 01/2018

City of Baytown, TX

Drew Potts , Purchasing & Facilities Manager

2401 Market Street

Baytown, TX 77520

Office: 281-420-6525

Email: Drew.Potts@baytown.org

Date and Contract Term: 09/2017 - 01/2018

City of DeRidder, Louisiana

Tommy Landry

200 S. Jefferson Street

DeRidder, LA 70634

Office: 337.462.8900

Email: tlandry@cityofderidder.org

Date and Contract Term: 09/2020 - 02/2021

Beauregard PPJ, Louisiana

Bryan McReynolds

201 W. 2nd Street

DeRidder, LA 70634

Office: 337.463.7019

Email: bryanm@beauparish.org

Date and Contract Term: 09/2021 - 05/2021

Covington County, Mississippi

Guy Easterling

PO Box 1679

Collins, MS 39428

Office: 601.765.4242

Email: geasterling@covingtoncountymss.gov

Date and Contract Term: 05/2020 - 07/2020

California Environmental Protection Agency

Edmund G. Brown Jr., Governor

**DEPARTMENT OF RESOURCES RECYCLING AND RECOVERY**1001 I STREET, SACRAMENTO, CALIFORNIA 95814 • WWW.CALRECYCLE.CA.GOV • (916) 322-4027
P.O. BOX 4025, SACRAMENTO, CALIFORNIA 95812

September 8, 2016

Mr. K. Nelson Lucius, PE
True North – Emergency Management
512 Main Street, Suite 415
Fort Worth, Texas 76102

Subject: Letter of Recommendation

Dear Nelson,

As the Contract Manager for the California Department of Resources Recycling and Recovery (CalRecycle) for the Debris Monitoring for the Valley and Butte Fire Remediation Contract with True North, I would like to thank True North for the professionalism, experienced staff, great support, and cost effective means and methods afforded CalRecycle. Two devastating California fires (the Valley Fire and Butte Fire) destroyed a combined total of over 2,000 homes and out buildings in northern California during late summer 2015. Each of these fires were later declared as Federal Disasters eligible for funding from Federal Emergency Management Agency (FEMA). To assist CalRecycle and the California Office of Emergency Services (OES), the state emergency management agency, True North was directly solicited with four other highly qualified firms (all recommended by the Army Corps of Engineers) and selected in a competitive bid for debris monitoring and accounting support services. True North provided CalRecycle with highly experienced senior staff with years of FEMA and Army Corps of Engineers direct and indirect experience. These experienced professionals trained and then directly managed local citizens who either lost or their neighbors lost their homes during the devastating fires to provide debris monitoring services, cost effectively. True North also provided very valuable accounting and clerical staff to assist in reviewing and approving very voluminous contractor invoices, based on a cost plus fixed fee debris removal contracts entered into with the debris removal contractors. These reviews were conducted in such a way as to enhance the State of California's chances to receive maximum Federal assistance from FEMA. True North is still reviewing invoices and advising CalRecycle staff in this critical portion of project completion.

Based on my experience in working together with key True North personnel and the quality of their experience, value added recommendations, and assistance on these projects, I would welcome an opportunity to work with them again and highly recommend them for these types of services for any public agency.

Sincerely,

A handwritten signature in blue ink that reads "Robert Healy".

Robert Healy, P.E.
Waste Management Engineer
Engineering Service Branch
CalRecycle



**JACKSON COUNTY BOARD OF SUPERVISORS
OFFICE OF THE COUNTY ADMINISTRATOR**

2915 CANTY STREET, SUITE H | P.O. BOX 998 | PASCAGOULA, MS 39568
OFFICE: 228-769-3088 | FAX: 228-769-3348

September 15, 2016

Mr. Nelson Lucius
True North Emergency Management
2501 Avenue J, Suite 120
Arlington, TX 76006

Re: Hurricane Isaac Debris Monitoring

Dear Mr. Lucius:

I would like to express my appreciation for the work performed by True North Emergency Management for Jackson County, Mississippi following Hurricane Isaac in 2012. As you know, Hurricane Isaac caused major flooding within our County and generated significant debris on public rights-of-way. Your staff worked remarkably well with our Road Department and Solid Waste Department crews, who were performing the debris removal, to verify FEMA eligibility and document our efforts.

Due to your pre-event contract with Jackson County, debris removal operations were able to move quickly following the disaster declaration. Over 7,000 cubic yards of storm related debris were removed on the western half of the County, which you were responsible for monitoring. Furthermore, your work helped support reimbursement of project costs from FEMA and the State of Mississippi.

Please let your staff know that we appreciate their work.

Regards,

A handwritten signature in blue ink that reads "W. Brian Fulton".

W. Brian Fulton
County Administrator



September 14, 2016

To Whom It May Concern:

In February, 2014 Winter Storm Pax, a powerful ice storm, coated an 18 county area in South Carolina with up to 1.5" of ice and generated widespread vegetative debris. The South Carolina Department of Transportation (SCDOT) activated its pre-positioned contract with Neel-Schaffer, Inc. (Neel-Schaffer) to monitor debris operations in eight counties including: Berkeley, Calhoun, Clarendon, Colleton, Dorchester, Hampton, Lexington, and Orangeburg.

Neel-Schaffer immediately mobilized in South Carolina to perform monitoring services for first push operations as well as debris removal operations. Neel-Schaffer ran a professional program that included right-of-way monitoring and hazardous tree and limb debris removal activities across the eight (8) counties. Over all, Neel-Schaffer monitored, documented, and substantiated reimbursement for the removal of over 1,369,000 cubic yards of debris and the removal of hazardous limbs from over 232,000 trees. The total cost of the debris operation monitored by Neel-Schaffer during this event was over \$43 million.

Neel-Schaffer's professionalism and responsiveness has exceeded SCDOT's expectations. SCDOT hired three monitoring firms to assist with the recovery effort. Neel-Schaffer outperformed both other monitoring firms in their performance regarding load calls and monitoring of contractor activity. Several issues arose pertaining to the debris contractor. In each instance, Neel-Schaffer identified the issue, brought the issue to SCDOT's attention, and assisted with an acceptable resolution.

SCDOT would highly recommend Neel-Schaffer for remediation and monitoring services for disaster recovery. Please feel free to contact me regarding SCDOT's experiences with Neel-Schaffer.

Sincerely,

A handwritten signature in blue ink, appearing to read "David B. Cook", is written over a faint, larger version of the signature.

David B. Cook, PE
State Maintenance Engineer
(803) 737-1290



Post Office Box 191
Columbia, South Carolina 29202-0191

Phone (803) 737-2314
TTY: (803) 737-3870

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Refer To:
Public Works Dept.

February 13, 2013

Mr. Nelson Lucius, PE
True North Emergency Management
512 Main Street, Suite 415
Forth Worth, TX 76102

RE: Hurricane Sandy

Dear Mr. Lucius,

In the aftermath of Hurricane Sandy our township faced the overwhelming task of debris removal of more than 180,000 cubic yards.

At first we used force account labor and local contractors and then retained the services of True North to handle the monitoring of the debris. The process became high organized and efficient. Monitors were hired and trained quickly and assigned tasks without delay.

Tom Strickland was our point of contact and proved to be a valuable reference. Tom kept us up to date with a briefing each morning, responded to any "hot spots" almost immediately and kept the process smooth.

We offer many thanks to Tom and True North Emergency Management for the help and support through this truly devastating and difficult experience and want you know how grateful we are.

Again, many thanks.

Sincerely,

Ronald A. Cop, C.P.W.M., Superintendent
Stafford Township Department of Public Works

RAC:kg

JOSEPH H. MANCINI
MAYOR
Director of Public Affairs & Safety
JOSEPH P. LATTANZI
COMMISSIONER
Director of Revenue & Finance
RALPH H. BAYARD
COMMISSIONER
Director of Public Works,
Water/Sewer



Phone (609) 361-1000
Fax (609) 494-5421

LYNDA J. WELLS
MUNICIPAL CLERK

6805 Long Beach Boulevard
Brant Beach, New Jersey 08008

Website:
www.longbeachtownship.com

K. Nelson Lucius, PE
True North Emergency Management
512 Main Street, Suite 415
Fort Worth, Texas 76102

March 19, 2013

Dear Mr. Lucius:

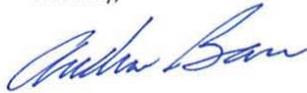
On October 29, 2013, Superstorm Sandy came ashore in Long Beach Township. This storm consisted of high winds with an unprecedented storm surge, the dunes were breached by the ocean and in many areas the ocean met the bay. The full moon coupled with the forecast created Superstorm Sandy. Many homes were stricken with several feet of water. This left Long Beach Township with tremendous mountains of debris in front of most houses.

This was a historic event for our community, as well as, the entire state of New Jersey. Houses had to be gutted to the studs, floors removed and garages emptied. Debris had washed up from everywhere and the yards were littered. In some areas entire homes were moved or completely washed out.

True North Emergency Management was contracted to monitor the debris removal. Their professionalism and experience, under the supervision of Tommy Strickland was outstanding. Long Beach Township was absolutely stunned by the quantity of debris coming from our homes. Tommy, the liaison between Ashbritt, who was contracted to collect the debris, Ocean County, Long Beach Township and the numerous contractors, monitored the collection process and orchestrated decisions. Working closely as a team with Long Beach Township, provided efficient monitoring of the debris collection.

The monitors hired by True North were attentive and meticulous. There were few instances that required extra attention. Mr. Strickland's confidence and knowledge in a disaster situation was impressive. What at first was an overwhelming situation became manageable and, as of today, successfully completed. We would undoubtedly recommend True North and their staff to any municipality or agency requiring assistance with disaster recovery services.

Sincerely,



Andrew Baran, CPWM
Assistant Director, Department of Public Works

CONFLICT OF INTEREST QUESTIONNAIRE For vendor doing business with local governmental entity		FORM CIQ
<p>This questionnaire reflects changes made to the law by H.B. 23, 84th Leg., Regular Session.</p> <p>This questionnaire is being filed in accordance with Chapter 176, Local Government Code, by a vendor who has a business relationship as defined by Section 176.001(1-a) with a local governmental entity and the vendor meets requirements under Section 176.006(a).</p> <p>By law this questionnaire must be filed with the records administrator of the local governmental entity not later than the 7th business day after the date the vendor becomes aware of facts that require the statement to be filed. See Section 176.006(a-1), Local Government Code.</p> <p>A vendor commits an offense if the vendor knowingly violates Section 176.006, Local Government Code. An offense under this section is a misdemeanor.</p>	OFFICE USE ONLY	
<p>1 Name of vendor who has a business relationship with local governmental entity.</p> <p style="margin-left: 40px;">True North Emergency Management, LLC</p>	<p>Date Received</p>	
<p>2 <input type="checkbox"/> Check this box if you are filing an update to a previously filed questionnaire. (The law requires that you file an updated completed questionnaire with the appropriate filing authority not later than the 7th business day after the date on which you became aware that the originally filed questionnaire was incomplete or inaccurate.)</p>		
<p>3 Name of local government officer about whom the information is being disclosed.</p> <p style="text-align: center; margin-left: 100px;">N/A</p> <p style="text-align: center; margin-left: 100px;">Name of Officer</p>		
<p>4 Describe each employment or other business relationship with the local government officer, or a family member of the officer, as described by Section 176.003(a)(2)(A). Also describe any family relationship with the local government officer. Complete subparts A and B for each employment or business relationship described. Attach additional pages to this Form CIQ as necessary.</p> <p style="margin-left: 40px;">A. Is the local government officer or a family member of the officer receiving or likely to receive taxable income, other than investment income, from the vendor?</p> <p style="margin-left: 80px;"> <input type="checkbox"/> Yes <input type="checkbox"/> No </p> <p style="margin-left: 40px;">B. Is the vendor receiving or likely to receive taxable income, other than investment income, from or at the direction of the local government officer or a family member of the officer AND the taxable income is not received from the local governmental entity?</p> <p style="margin-left: 80px;"> <input type="checkbox"/> Yes <input type="checkbox"/> No </p>		
<p>5 Describe each employment or business relationship that the vendor named in Section 1 maintains with a corporation or other business entity with respect to which the local government officer serves as an officer or director, or holds an ownership interest of one percent or more.</p>		
<p>6 <input type="checkbox"/> Check this box if the vendor has given the local government officer or a family member of the officer one or more gifts as described in Section 176.003(a)(2)(B), excluding gifts described in Section 176.003(a-1).</p>		
<p>7 </p> <p style="margin-left: 40px;">Signature of vendor doing business with the governmental entity</p>		<p>March 30, 2022</p> <p>Date</p>