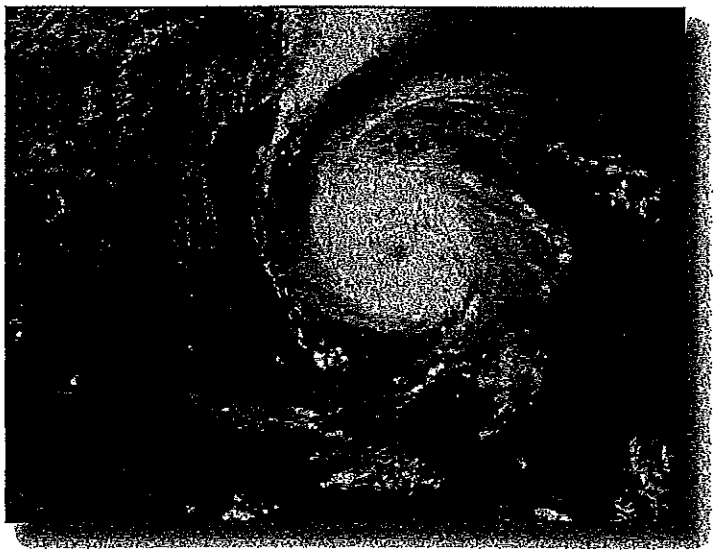
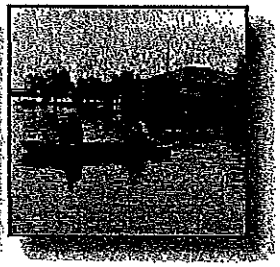
RFP # 5167

Disaster Management, Monitoring and Recovery Services





ORIGINAL

September 28, 2010

Submitted to:

Orange County

Asset Management and Purchasing Services Department
131 West Margaret Lane, Suite 301
Hillsborough, NC 27278

Submitted by:

Neel-Schaffer, Inc.
275 Corporate Center Drive, Suite C
Stockbridge, GA 30281

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engineers
planners
surveyors
environmental scientists
landscape architects

Orange County
Asset Management and Purchasing Services Department
131 West Margaret Lane, Suite 301, PO Box 8181
Hillsborough, NC 27278

Re: RFP #5167
Disaster Management, Monitoring and Recovery Services

Neel-Schaffer is pleased to present our qualifications to Orange County to provide Disaster Debris Management and Monitoring Services. In accordance with Orange County requirements, we are enclosing one (1) original and one (1) copy, of our statement of qualifications that outlines our capabilities to provide the requested services as identified in your Request for Proposal.

Neel-Schaffer has the experience and capability to provide debris removal monitoring services for Orange County. As shown in our proposal, Neel-Schaffer has debris management / monitoring experience with numerous communities following disasters both large and small. Our recent Hurricane Ike experience includes monitoring of municipal ROW debris removal, cleaning more than a million cubic yards of beach sand, and vessel/marine debris removal from 350,000 acres of bays and the Gulf of Mexico. Neel-Schaffer has monitored the removal of more than ten million cubic yards of debris from public and private property in more than 35 communities, following hurricanes, tornadoes, floods, wind storms, and severe winter storms. We have monitoring experience on all types of disaster debris, including vegetative debris, C&D debris, hazardous trees, cars, vessels, marine debris, channel debris, hazardous waste, asbestos, white goods, contaminated debris, and beach sand cleaning.

Neel-Schaffer understands the importance of this project for debris removal monitoring services in Orange County. Our experience in cleanup efforts to date has shown that securing qualified personnel, providing timely responses, and maintaining proper documentation are the keys to the reconstruction from the devastation left by disasters. Neel-Schaffer provides qualified managers and supervisors, who will hire local residents to be debris site monitors. Debris site monitors will be trained on aspects of debris eligibility, recognizing ROW, properly completing documentation, and safety. They will be provided personal protection equipment, e.g., hard hat, safety vest, and safety glasses, as needed.

Neel-Schaffer debris removal projects have included both public and private property as well as structure demolition and other specialized monitoring. We understand the issues/challenges (private properties, FEMA rules/regulations, public involvement, etc.), have an organized approach to the project, and are prepared to mobilize and begin work immediately.

Neel-Schaffer is committed to minimizing costs to Orange County through competitive hourly rates along with careful management of working hours. We will work closely with Orange County in developing staffing levels to ensure adequate oversight and documentation of the project, while minimizing costs to the public. We take very seriously the challenge of managing a quick, effective debris removal project, while maximizing federal and state reimbursement.

Mr. Nelson Lucius, P.E., Officer-In-Charge and Mr. Derrick Tucker, P.E., Project Manager have played key roles on many Neel-Schaffer debris projects over the past five years. Mr. Lucius will serve as the Officer-In-Charge on this project and has extensive emergency management and debris management experience following numerous hurricanes and other disasters. Mr. Tucker has extensive emergency management experience including Hurricanes Ike, Rita and Katrina and as a FEMA representative.

Prior to each hurricane season we will meet with Orange County at least once at no cost to the County, to coordinate response and communications plans to facilitate a "fast track" disaster response. We will mobilize a core team of debris management professionals in advance of hurricanes or predicted disasters to being preparation for full scale debris operations and to work with the Countyto develop an event specific Debris Management Action Plan. Neel-Schaffer's permanent staff and companywide disaster management response team are prepared to respond immediately in the event of future disasters in Orange County. We will mobilize prior to the event in order to be fully prepared to assist Orange County recover from predictable disasters. We will be on site to assist the County within 12 hours following unpredicted disasters. Neel-Schaffer is ready and able to serve Orange County in the event of a disaster.

To help ensure you receive all the federal and state assistance available following any disaster, we have employed former emergency management public officials, including Robert Latham, retired Executive Director of the Mississippi Emergency Management Agency (MEMA). Mr. Latham was the Executive Director during and following Hurricane Katrina and contributed greatly to the response and recovery efforts in Mississippi. This was just one of eleven declared presidential disasters Mr. Latham responded to during his career in emergency management.

Neel-Schaffer is ready and able to serve Orange County on this important project. We encourage Orange County to contact our references to inquire about the professionalism, ethics, integrity and hard work of our staff in disaster debris management services. If we can be of any assistance, or if you have any questions regarding this proposal, please feel free to call me at 817-201-1912.

Services on this project will be performed by Neel-Schaffer Engineers and Planners, Inc. through its wholly owned subsidiary, True North Emergency Management, LLC.

Sincerely,
Neel-Schaffer, Inc.

K N Lucius

K. Nelson Lucius, P.E.
Sr. Vice President

Section 1

Qualifications of the Firm

Qualifications of the Firm

COMMITMENT - Neel-Schaffer has the capability, experience and commitment to complete all debris monitoring requirements and needs outlined in the Orange County Request for Proposal. We have extensive debris monitoring experience and meet all of the minimum qualifications in the RFP. We have served dozens of communities following major disasters including Hurricanes Frances, Jeanne, Ike, Rita and Katrina. While we hope Orange County doesn't face a major disaster, we are prepared to respond if needed. Neel-Schaffer maintains more than 25 permanent offices. We are fully committed to meeting the needs of Orange County in the event of disaster.

EXPERIENCE -Neel-Schaffer's emergency management experience is very diverse, including debris management, monitoring, planning, project development, project management, and financial recovery. We have provided monitoring services on multiple projects with more than a million cubic yards of debris removal. We monitored the removal of approximately 800,000 cubic yards of debris in Indian River County following Hurricanes Frances and Jeanne. We have assisted communities in monitoring the removal of all types of debris, such as right-of-way (ROW) debris, private property (right of entry) debris, commercial property, abandoned cars, marine debris, beach cleaning, vessel removal, hazardous trees/limbs, white goods, hazardous materials, and e-waste. Neel-Schaffer provided debris monitoring services to numerous clients in the Houston-Galveston area following Hurricane Ike in 2008. This included debris monitoring for several municipalities and involved vegetative debris, C&D debris, surge zone debris, white goods, management sites, recycling and disposal. We also monitored marine debris removal from 350,000 acres of open water for the Texas General Land Office, as well as debris removal and/or sand screening on 50 miles of beaches along the Upper Texas Coast. Neel-Schaffer will utilize issuance of paper or electronic load tickets as one tool in managing the project and the contractor to ensure needs of Orange County and its citizens are met on all projects.

KEY PERSONNEL - Mr. Nelson Lucius, PE, Officer-In-Charge and Mr. Derrick Tucker, PE, Project Manager have played key roles on essentially every Neel-Schaffer debris project over the past five years, typically in the role of Project Manager or Officer-In-Charge. Mr. Lucius will serve as the Officer-In-Charge on this project and has served as Neel-Schaffer's team leader for many natural disaster events, including numerous Hurricane Ike and Hurricane Katrina debris monitoring projects. Mr. Tucker will be on-site Project Manager on this project and has served in this role on several debris monitoring projects Mr. Tucker has extensive emergency management experience including Hurricanes Ike, Rita and Katrina and as a FEMA representative in following Hurricane Katrina. Mr. Robert Latham, retired Executive Director for MEMA, will provide Orange County with over 30 years of emergency management, training and debris management experience. Mr. Latham was Executive Director of MEMA for six years including the landfall and first eight months of recovery following Hurricane Katrina.

CAPACITY/DEPTH OF STAFF -While Neel-Schaffer has a great deal of debris monitoring experience, we are not overcommitted with pre-event contracts in North Carolina. Our team mobilized hundreds of temporary employees to meet the needs created by Hurricane Katrina across the Gulf Coast and again following Hurricane Ike and recent winter storms. We had adequate local management and staff to supervise the debris removal operations. Our ability to hire, train and successfully manage hundreds of monitors in an organized and timely manner is key to our success at debris removal monitoring and the corresponding recovery of the community.

A deep staff of experienced managers, trainers, supervisors, and data managers is critical in mobilizing a large and effective monitoring program.

DATA MANAGEMENT AND DAILY REPORTING - Neel-Schaffer enters load ticket and tower log data into a spreadsheet daily with multiple cross checks to identify inconsistencies in real time. We can also implement our proprietary electronic load ticketing system if requested by Orange County. Accuracy of data and reporting systems is critical to maintain the credibility of the project and receive FEMA/FHWA reimbursement. Any errors or inconsistencies are addressed and corrected right away with monitors, contractors and the County to ensure accurate project data. Our data system was designed to handle large, complex projects, as well as simple ROW projects. The value of our system is the ability to effectively manage numerous data fields on complex projects including individually addressed ROE data such as names, addresses, signed forms, photos,GPS coordinates, inspections, eligibility, work dates, types of work, types of debris, FEMA visits, follow-up inspection data, etc.

The data management system will generate daily reports to Orange County based on the information needs of the County. The database will also be used to reconcile and process invoices from the contractor and to manage the data from load tickets for accounting and auditing purposes. In addition, zone maps will be updated to reflect where debris has been collected. Neel-Schaffer will provide a data management team to reconcile load tickets.

ABILITY TO WORK WITHIN ORANGE COUNTY'S STRUCTURE – Neel-Schaffer is familiar working within existing local government management structures. We will provide debris management expertise working as an extension of your staff and under your direction. We will provide employees with excellent communications skills to serve as liaisons to Orange County. These employees will be experienced in debris operations and will stay familiar with current debris operations and issues. We will also provide Public Information Support, such as development of press releases, public service announcements, project updates and other public communication tools. As requested by Orange County , we will provide a debris management "hot line" to respond to the public on debris related issues.

FINANCIAL RECOVERY/UNDERSTANDING OF FEMA, FHWA AND STATE GUIDELINES– Neel-Schaffer is thoroughly familiar with the requirements and guidelines of the Federal Emergency Management Agency (FEMA), Federal Highway Administration (FHWA) and the North Carolina Division of Emergency Management. We have a track record of full FEMA, FHWA and state reimbursement on projects we have monitored. We will work with Orange County 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 Neel-Schaffer will be a resource to Orange County on federal requirements and financial recovery.

LOCAL SUPPORT - Neel-Schaffer has hired and trained hundreds of monitors following past disasters in North Carolina and across the country. Many of these trained local monitors are available to help with future disasters. In the event of future disasters, we will provide experienced managers and supervisors and will hire and train local monitors as required to meet the needs of Orange County. We intend to hire and train the majority of our debris monitors locally within Orange County to support the local economy. Neel-Schaffer will meet the needs of Orange County with a combination of experienced monitors from the local area, experienced employees from our permanent offices and disaster debris management experts from across the south. Neel-Schaffer is committed to provide and train qualified local personnel and to deliver the highest level of service to Orange County.

Neel-Schaffer will also be able to assist Orange County with emergency preparedness, planning, training, project development and damage assessments. We have experience in Emergency Management planning, such as Debris Management and Hazard Mitigation Plans and can provide resources and experience in conducting "table top" exercises for large and small scale disasters.

In the event of a declared disaster, Neel-Schaffer will implement an aggressive response to the disaster recovery process through our disaster recovery team. In order to give each disaster our complete attention, we will put the necessary resources in place for rapid deployment. Our corporate structure enables us to maintain a strong commitment to local communities while providing access to the best emergency management and engineering expertise in the South. **Neel-Schaffer will establish a Field Operations and Data Management office in Orange County. We will provide support from existing Neel-Schaffer offices as necessary.**

The following individuals can be reached for the purpose of clarifying, verifying, and/or negotiation the contents of this submittal:

K. Nelson Lucius, PE	Tracy Enlow
Sr. Vice-President	Marketing Assistant
Mobile: (817) 201-1912	Office: (817) 870-2422
Fax: (817) 870-2489	Fax: (817) 870-2489

Our team also includes Adjusters International and Early Alert to provide broader capabilities and experience in the areas of training exercises and financial recovery.

ADJUSTERS INTERNATIONAL
The right way to settle claims

Our leadership position within the field of post-disaster financial recovery arises from our company's founding 24 years ago as the nation's premier public adjusting organization, guiding clients to maximize and expedite their property insurance claim settlements. Our reputation for strategic thinking and effective management of the total financial recovery process has gained us experience on some of the most challenging and high-profile losses of the past two decades.

On this foundation of excellence and client advocacy, we have built our reputation over the last 13 years in the area of the FEMA Public Assistance Program. Our initial introduction to the FEMA grant process occurred when we were hired in 1996 by the City of Harrisburg, Pennsylvania, to guide the city through their FEMA Public Assistance grant program for a flood disaster. Since that time, our client base of FEMA grant applicants has grown to include high-profile names, such as the Port Authority of New York and New Jersey (owners of the World Trade Center), whom we guided through their FEMA Public Assistance grant application following 9-11. We have been assisting FEMA applicants in Florida since 1997, including jurisdictions such as Monroe County, Lee County, City of Sanibel, Village of Islamorada, Monroe County Sheriff's Department and Monroe County School District.

EARLYALERT

Early Alert, Inc and All Hazard Training (AHT) is a leading disaster and emergency management consulting firm comprised of an elite team of some of the most widely respected professionals in the industry. Established in 1999, Early Alert has been offering unparalleled, hands-on experience in the fields of emergency management, public safety, contingency development, disaster operations, business continuity, and loss mitigation. Each of our staff of experts represents decades of actual practice in their individual hazard management specialties. With over a century of combined practical experience, we have the expertise and skill to deliver the highest quality services and products.

Early Alert understands the importance of Orange County's needs for Disaster Preparedness. Early Alert works with our clients to analyze their vulnerability to various hazards and design a customized program to address and manage their particular risk exposure. We back this up with comprehensive emergency and disaster planning, training in emergency management, disaster response and recovery, and incident command and control. This includes key elements of the National Incident Management System (NIMS) and the National Response Framework, operational continuity, and regulatory compliance. Early Alert's mission is to reduce our client's risk and mitigate losses from all hazards that may threaten their business or organization. We accomplish our mission by providing real time operational consulting, backed by the most comprehensive preparedness planning and training available today.

Our widely respected staff of emergency managers and meteorologists represents decades of experience in dealing with all aspects of disaster planning, response, recovery and mitigation.

References

Provided below is a list of customer references with whom Neel-Schaffer, Inc. has performed Debris Management services for in many states. The Debris Management Experience Matrix will give additional information including dates of service, a brief description of services performed and quantity of debris monitored.

City of La Porte
Jeff Suggs, Emergency Management Coordinator
2963 N. 23rd Street
La Porte, TX 77571
Office: 281-470-0010
Cell: 281-639-9258
Fax: 281-470-1590
E-mail: suggsj@laportetx.gov
Date of Contract: September 2008 to May 2009

Texas GLO Marine Debris
Martha Zottarelli, Legislative Liaison, Policy and Governmental Affairs
P.O. Box 12873
Austin, TX 78711-2873
Office: 512.463.6119
Fax: 512.305.8937
E-mail: martha.zottarelli@glo.state.tx.us
Date of Contract: December 2008 to March 2009

City of Biloxi, Mississippi
A.J. Holloway, Mayor
P. O. Box 429
Biloxi, MS 39533
Office: 228.435.6254
Fax: (228) 435-6129
E-mail: mayor@biloxi.ms.us
Date of Contract: September 2005 to August 2007

Jackson County, Mississippi
Alan Sudduth, County Administrator
P.O. Drawer 998
Pascagoula, MS 39568
Office: 228.769.3378
Fax: 228.769.3348
E-mail: alan.sudduth@co.jackson.ms.us
Date of Contract: September 2005 - August 2007

Green County, Arkansas
Shelly Hood, 911/OEM
320 West Court Street Room 107
Greene, AR 72413
Office:870.239.6300
Fax: 870.239.6350
E-mail: gcoes@grenco.net
Date of Contract: February 2009 to June 2009

Selected Debris Management Experience

— Hurricane —

Location	Event	Date of Service	Experience	Staff	Quantity
La Porte, Texas	2008 Hurricane Ike DR-1791	Sept. 2008 to May 2009	• Debris Monitoring • Tree Monitoring • Compilation of FEMA Documentation for Reimbursement	• Project Manager • 55 Debris Monitors • 4 Field Collection Monitors • Data Manager • Administrative Assistant	270,000 cy Debris Removal 3,100 Trees
Biloxi, Mississippi	2005 Hurricane Katrina DR-1604	Sept. 2005 to Aug. 2007	• Debris Monitoring and Tree Contract • Right-of-Entry (ROE) • Drainage Way Debris Removal • Abandoned Vehicle/ Boat Removal • Contractor Selection Assistance • Compilation of FEMA Documentation for Reimbursement	• Project Manager • 6 Field Coordinators • 100 Monitors • 3 Debris Contractors • 2 Tree Contractors • 10 Disposal Sites • 2 Towing Companies	2,980,000 cy Debris 3,500 ROEs
Indian River County, Florida	2004 Hurricanes Frances DR-1545 and Jeanne DR-1561	Aug. 2004 to Oct. 2004	• Debris Monitoring • Contractor Selection Assistance • Compilation of FEMA Documentation for Reimbursement	• Project Manager • 2 Field Coordinators • 8 Monitors	800,000 cy Debris Removal
Upper Texas Gulf Coast Beaches including: Galveston and Brazoria Counties, Galveston, Surfside, Quintana and Jamaica Beach	2008 Hurricane Ike DR-1791	Dec. 2008 to Mar. 2009	• Debris Monitoring • Beach Restoration • Concrete Removal • Compilation of FEMA Documentation for Reimbursement	• Project Manager • 64 Debris Monitors • 8 Field Collection Monitors • 6 Sand Screening Crew Leaders • Data Manager • Administrative Assistant	1.2 million cy Sand Screening 30,840 cy C & D 24,650 cy Concrete
Five major bays and the Gulf of Mexico in and adjacent to: • Galveston County • Brazoria County • Harris County • Chambers County • Jefferson County • Orange County	2008 Hurricane Ike DR-1791	Mar. 2009 to Mar. 2009	• Marine Debris Monitoring • Vessel Removal • Compilation of FEMA Documentation for Reimbursement	• Project Manager • 75 Extraction Monitors • 6 Tower Monitors • 2 Vessel Demo Monitors • Data Manager • Administrative Assistants	130 Vessels Extracted 350,000 Acres of Marine Debris Monitoring

— Hurricane —

Location	Event	Date of Service	Experience	Staff	Quantity
Jackson County, Mississippi	2005 Hurricane Katrina DR-1604	Jan. 2006 to Aug. 2006	• Debris Monitoring • Tree Removal • Right-of-Entry (ROE) • Drainage Way Debris • Abandoned Vehicle/ Boat Removal • Contractor Selection Assistance • Compilation of FEMA Documentation for Reimbursement	• Project Manager • 6 Field Coordinators • 100+ Monitors	1.2 Million cy Debris Removal 3,500 Trees 5,000 ROE 48,000 lf Wet Debris
Shoreacres, Texas	2008 Hurricane Ike DR-1791	Sept. 2008 to Mar. 2009	• Debris Monitoring • Tree Monitoring • White Goods • Compilation of FEMA Documentation for Reimbursement	• Project Manager • 12 Debris Monitors • 4 Field Collection Monitors • Data Manager • Administrative Assistant	93,000 cy Debris 450 Trees 1,100 White Goods
Morgan's Point, Texas	2008 Hurricane Ike DR-1791	Sept. 2008 to Oct. 2008	• Debris Monitoring • Tree Monitoring • Compilation of FEMA Documentation for Reimbursement	• Project Manager • 3 Debris Monitors • Field Collection Monitors • Data Manager • Administrative Assistant	17,000 cy Debris 134 Trees
Taylor Lake Village, Texas	2008 Hurricane Ike DR-1791	Sept. 2008 to Nov. 2008	• Debris Monitoring • Tree Monitoring • Compilation of FEMA Documentation for Reimbursement	• Project Manager • 10 Debris Monitors • Field Collection Monitors • Data Manager • Administrative Assistant	45,000 cy Debris 60 Trees
Lafayette Consolidated Government, Louisiana	2008 Hurricane Gustav DR-1786	Sept. 2008 to Dec. 2008	• Debris Monitoring • Tree Monitoring • Compilation of FEMA Documentation for Reimbursement	• Project Manager • 52 Debris Monitors • 2 Field Collection Monitors • Data Manager • Administrative Assistant	276,000 cy Debris 15,235 Trees 72,000 cy Mulch
Scott, Louisiana	2008 Hurricane Gustav DR-1786	Sept. 2008 to Oct. 2008	• Debris Monitoring • Compilation of FEMA Documentation for Reimbursement	• Project Manager • 4 Debris Monitors • Field Collection Monitors • Data Manager • Administrative Assistant	8,196 cy Debris

— Hurricane —

Location	Event	Date of Service	Experience	Staff	Quantity
Gautier, Mississippi	2005 Hurricane Katrina DR-1604	Jan. 2007 to Jun. 30, 2007	• Debris Monitoring and Tree Contract • Rights-of-Way (ROW) Final Pass • Rights-of-Entry (ROE)	• Project Manager • 2 Field Coordinators • 20 Monitors	8,337 cy Debris 757 ROEs 2,700 Trees
Hattiesburg, Mississippi	2005 Hurricane Katrina DR-1604	Jan. to Apr. 2006	• Debris Monitoring and Tree Contract • Contractor Selection Assistance	• Project Manager • 2 Field Coordinators • 22 Monitors	100,000 cy Debris
Hancock County, Mississippi	2005 Hurricane Katrina DR-1604	Aug. 2006 to Aug. 2007	• Debris Monitoring • Dead Standing Tree Removal • Right-of-Entry (ROE) • Contractor Selection Assistance • Abandoned Vehicle/ Boat Removal • Compilation of FEMA Documentation for Reimbursement	• Project Manager • 3 Field Coordinators • 30 Monitors • Debris Contractor • Tree Contractor	208,479 cy Debris 26,304 Trees 2,800 ROEs
Laurel, Mississippi	2005 Hurricane Katrina DR-1604	Sept. 2005 to May 2006	• Debris Monitoring • Removal Plan for Hazardous Trees/ Limbs • Contractor Selection Assistance • Compilation of FEMA Documentation for Reimbursement	• Project Manager • 2 Field Coordinators • 16 Monitors	2,331 cy Debris 540 Trees 3,646 Trees Trimmed
Madison, Mississippi	2005 Hurricane Katrina DR-1604	Sept. 2005 to Nov. 2005	• Debris Monitoring • Contractor Selection Assistance • Compilation of FEMA Documentation for Reimbursement	• Project Manager • Field Coordinator • 6 Monitors	41,000 cy Debris
McComb, Mississippi	2005 Hurricane Katrina DR-1604	Sept. 2005 to Nov. 2005	• Debris Monitoring • Contractor Selection Assistance • Compilation of FEMA Documentation for Reimbursement	• Project Manager • Field Coordinator • 10 Monitors	90,000 cy Debris

— Hurricane —

Location	Event	Date of Service	Experience	Staff	Quantity
Magnolia, Mississippi	2005 Hurricane Katrina DR-1604	Sept. 2005 to Nov. 2005	• Debris Monitoring • Contractor Selection Assistance • Compilation of FEMA Documentation for Reimbursement	• Project Manager • Field Coordinator • 8 Monitors	11,000 cy Debris
Magee, Mississippi	2005 Hurricane Katrina DR-1604	Sept. 2005 to Oct. 2005	• Debris Monitoring • Contractor Selection Assistance • Compilation of FEMA Documentation for Reimbursement	• Project Manager • 2 Field Coordinators • 12 Monitors	23,232 cy Debris
Mississippi Department of Transportation District Six	2005 Hurricane Katrina DR-1604	Feb. 2006 to June 2006	• Debris Monitoring • Contractor Selection Assistance • Compilation of FEMA Documentation for Reimbursement	• Project Manager • 2 Field Coordinators • 30 Monitors	500,000 cy Debris
Jackson, Mississippi	2005 Hurricane Katrina DR-1604	Sept. 2006 to Nov. 2005	• Debris Monitoring • Contractor Selection Assistance • Compilation of FEMA Documentation for Reimbursement	• Project Manager • Project Coordinator • 2 Field Coordinators • 24 Monitors	270,000 cy Debris
Rankin County, Mississippi Excluding cities of Pearl and Richland	2005 Hurricane Katrina DR-1604	Sept. 2005 to Oct. 2005	• Debris Monitoring and Tree Contract • Contractor Selection Assistance • Compilation of FEMA Documentation for Reimbursement	• Project Manager • Project Coordinator • 19 Monitors	126,000 cy Debris
Canton, Mississippi	2005 Hurricane Katrina DR-1604	Sept. 2005 to Nov. 2005	• Debris Monitoring • Contractor Selection Assistance • Compilation of FEMA Documentation for Reimbursement	• Project Manager • Field Coordinator • 4 Monitors	19,000 cy Debris

— Flooding —

Location	Event	Date of Service	Experience	Staff	Quantity
Cedar Rapids, Iowa	2008 Flooding DR-1763	June 2008 to Present	Debris Monitoring of: • C & D Materials • Metals • White Goods • Household Hazardous Waste (HHW) • Regulated Asbestos-Containing Materials (RACM) • Demolition of Flood Impacted Structures	• Project Manager • Field Supervisor • Debris Monitor • 15 Field Collection Monitors • Data Manager • Administrative Assistant	ROW 33,046 tons White Goods 1,817 units Marine Debris 110 tons 25 Demolition properties RACM Debris 1,410 tons RACM Concrete 844 tons Clean Concrete 915 tons 3,087 cy Fill Dirt

— Winter Storm —

Location	Event	Date of Service	Experience	Staff	Quantity
Paducah, Mayfield, McCracken County, Graves County, Kentucky	2009 Severe Winter Storm and Flooding DR-1818	Feb. 2009 to Aug. 2009	• Debris Monitoring • Tree Monitoring • Compilation of FEMA Documentation for Reimbursement	• Project Manager • 12 Field Supervisors • 86 Debris Monitors • 35 Tree Monitors • 12 Tower Monitors • Data Manager • 2 Administrative Assistants	1.15 Million cy trees: 75,266 trimmed 1,242 removed
Poplar Bluff, Missouri	2009 Severe Winter Storm DR-1819	Feb. 2009 to Apr. 2009	• Debris Monitoring • Tree Monitoring • Compilation of FEMA Documentation for Reimbursement	• Project Manager • Operations Manager • 19 Debris Monitors • 8 Tree Monitors • Field Supervisor • Data Manager • Administrative Assistant	70,000 cy trees: 5,800 trimmed 650 removed
Greene County, Arkansas	2009 Severe Winter Storm DR-1819	Feb. 2009 to Jun. 2009	• Debris Monitoring • Tree Monitoring • Compilation of FEMA Documentation for Reimbursement	• Project Manager • Operations Manager • 46 Debris Monitors • 28 Tree Monitors • Field Supervisors • Data Manager • Administrative Assistant	715,075 cy trees: 22,645 trimmed 625 removed
Sand Springs, Muskogee, Checotah, Oklahoma	2007 Winter Storms DR-1735 DR-3280	Feb. 2007 to Mar. 2008	• Debris Monitoring • Tree Monitoring	• Project Manager • Field Supervisor • 48 Debris Monitors • 31 Tree Monitors • Inspector	513,425 cy trees: 35,798 trimmed 337 removed

Project Summaries

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

Listed below is a summary of our services including references for several of our debris management projects.

City of La Porte, Texas

Reference:
City of La Porte
Jeff Suggs, Emergency Management Director
3001 N. 23rd Street
La Porte, Texas 77571
Office: 281-470-0010
Cell: 281-639-9258
Fax: 281-470-1590
suggsj@laportetx.gov

Project Term/ Performance Period:
Sept. 2008 to May 2009

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

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

Beach Sand Cleaning and Marine Debris Removal: Hurricane Ike FEMA DR-1791

Texas General Land Office (Galveston, Harris, Chambers, and Brazoria Counties)

Reference:
Texas General Land Office
Martha Zottarelli,
Legislative Liaison
P.O. Box 12873
Austin, Texas 78711
Telephone: 512-463-6119
Fax: 512-305-89347
martha.zottarelli@glo.state.tx.us

Project Term/ Performance Period:
December 2008 to Present

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

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

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

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

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

Marine Debris: As the beach cleaning process neared completion, the process of removing marine debris began.

The primary focus of this project consists of removing large submerged and semi-submerged debris (i.e. vessels, white goods, etc.) that posed a hazard to boats entering the waterways.

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

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

Debris Monitoring Services Hurricane Katrina

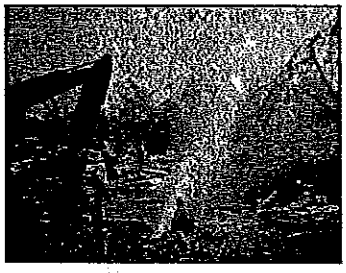
Reference:

A.J. Holloway
Mayor
P. O. Box 429
Biloxi, MS 39533
228.435.6254
mayor@biloxi.ms.us

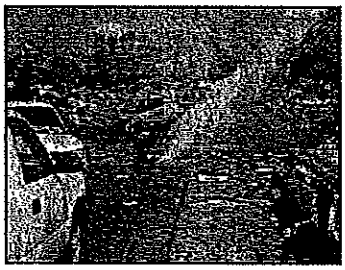
City of Biloxi, Mississippi

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

A. J. Holloway, Mayor of Biloxi



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

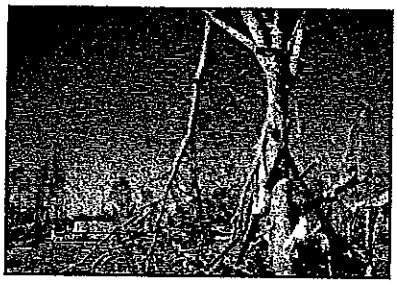


Neel-Schaffer assisted the City in the administration of the contracts with three independent contractors who were each assigned a defined geographic area within the City for debris removal. The general contractors subsequently employed multiple subcontractors to meet reimbursement guidelines established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

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

Jackson County, Mississippi

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



John McKay, Jackson County Supervisor

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

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

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

Reference:

Alan Sudduth
County Administrator
P. O. Box 998
Pascagoula, MS 39568
228.769.3378
alan.sudduth@co.jackson.ms.us

Project Term/ Performance Period:
September 2005 to August 2007

Hurricanes Frances and Jeanne, Indian River County, FL

Within a three week period in September 2004 Hurricane Frances and Jeanne, respectively category 2 and 3 hurricanes on the Saffir-Simpson Scale, devastated Indian River County and other areas of Florida leaving a trail of destruction and mountains of debris. Neel-Schaffer was contracted by Indian River County to manage monitoring of the removal of more than 800,000 cubic yards at a cost of $13 million of storm-generated debris and was fully reimbursed through the FEMA Public Assistance program.

Reference:

Mr. James Davis, P.E.,
Public Works Director
1840 25th Street
Vero Beach, FL 32960
772.567.8000
Fax: 772.778.9391

Hurricane Gustav

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

Reference:

Tom Carroll, PE
Director of
Public Works
Lafayette Consolidated
Government
1515 E. University Ave.
Lafayette, LA 70501
337-280-5639
tcarroll@lafayettela.gov

Lafayette Consolidated Government
Lafayette, Louisiana

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

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

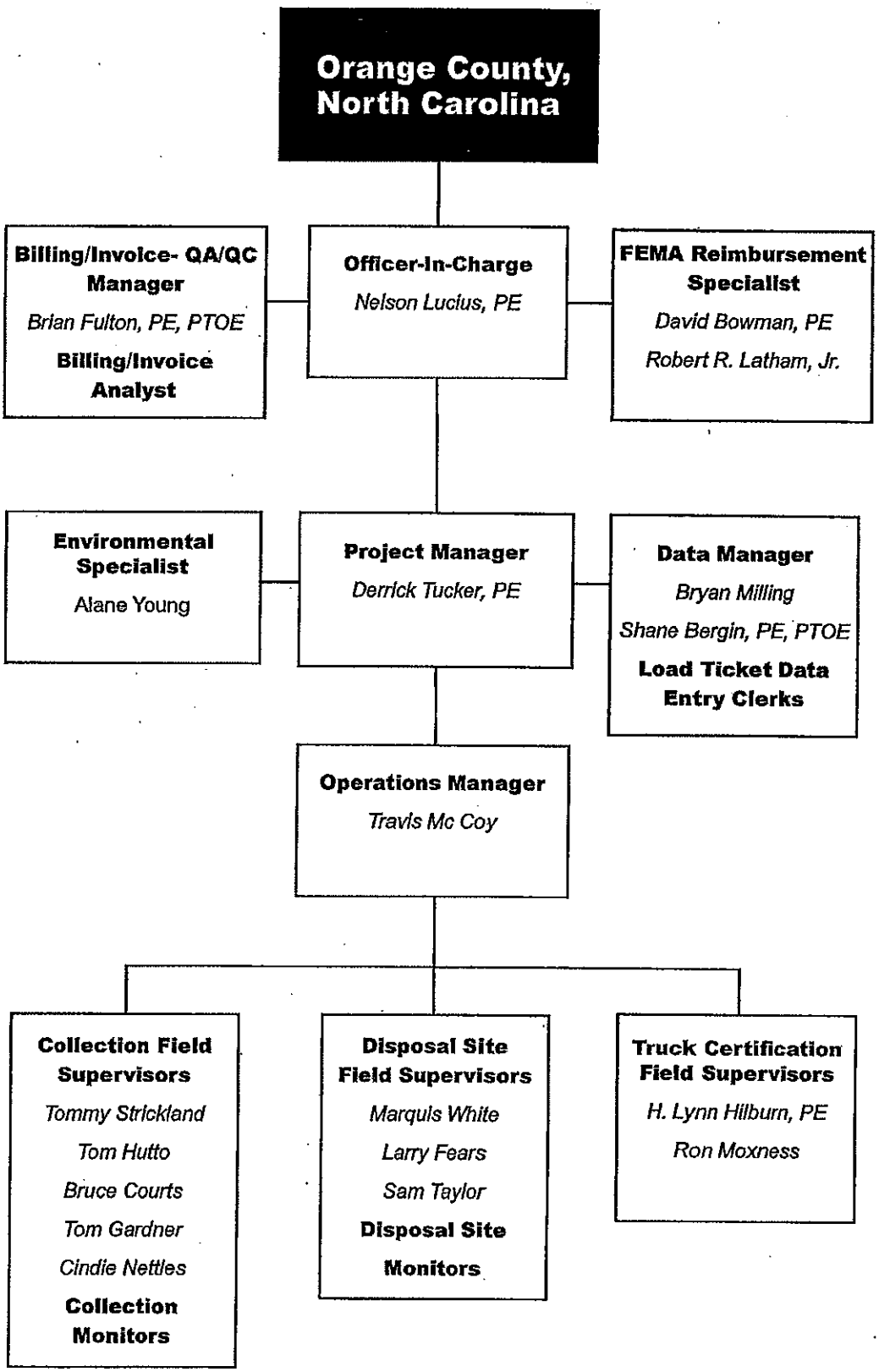
The next phase of the recovery process began September 6, 2008 for Neel-Schaffer to monitor the debris removal process performed by DRC Emergency Services, LLC throughout the City of Lafayette. In three months, Neel-Schaffer monitored the removal of more than 276,000 cubic yards (cy) of vegetative debris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

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

Section 2

Qualifications of Staff

Organizational Chart



NEEL-SCHAFFER
Solutions you can build upon

Summary of Key Personnel

Key Personnel for Debris Monitoring Services

Listed below is a summary of our key personnel who will be providing staff management for the proposed project.

- **Nelson Lucius, PE, *Officer-In-Charge*** - Mr. Lucius joined Neel-Schaffer in 1990 and has 28 years experience in emergency management and civil engineering. Mr. Lucius has extensive experience in managing and monitoring debris removal related to all types of disasters including hurricanes, ice storms and floods.

  Mr. Lucius was in charge of several debris monitoring projects in the Galveston-Houston area following Hurricane Ike in 2008 including ROW debris removal in four cities, 50 miles of beach sand cleaning and removal of approximately 100 sunken vessels.

  Following Hurricane Katrina, Mr. Lucius was project manager responsible for monitoring the removal of more than 1 million cubic yards of ROW debris, abandoned vehicles, marine vessels and other special wastes, including white goods, tires, and asbestos-containing materials. He also managed the removal of "wet" debris from the drainage ways and waterways along the Gulf Coast. Mr. Lucius served as project manager on numerous debris removal, roadway, utility and landfill projects including, conceptual design, site development, final design and permitting.

  Mr. Lucius recently provided debris management services in Arkansas, Missouri, Oklahoma, Iowa and Kentucky following the 2009 and 2010 Severe Ice Storms. His experience in debris management and FEMA guidelines have provided valuable assistance to the cities and counties Neel-Schaffer has served through the years.

- **Derrick Tucker, PE, *Project Manager*** - Mr. Tucker has managed debris operations for Neel-Schaffer following Hurricanes Ike and Katrina. He was Project Manager for debris removal following Hurricane Ike for four cities including, La Porte, as well as 50 miles of sand cleaning at Galveston, Brazoria and Boliver. Mr. Tucker was also responsible for 350,000 acres of marine debris and sunken vessel removal from the Gulf of Mexico, Galveston Bay and four other bays.

  Mr. Tucker joined Neel-Schaffer in 2002. He has more than 13 years experience in debris management, and civil and environmental engineering. He has managed debris operations and all aspects of water and sewer improvement projects; including conceptual development, grant and loan funding procurement, environmental clearance, production of construction plans and specifications, rights-of-way / easement acquisition, and construction engineering and administration.

- **Brian Fulton, PE, PTOE, *Billing/ Invoice analyst, QA/QC Manager*** - Mr. Fulton has managed several debris removal monitoring projects including Hurricane Katrina recovery projects. He has managed rights-of-entry and rights-of-way monitoring as well as removal of hazardous trees and damaged structures. Mr. Fulton recently served as Project Manager for the debris removal monitoring operations in the City of Poplar Bluff, Missouri and Greene County, Arkansas following the 2009 Severe Winter Storm. His

duties included providing weekly status reports to the client, managing monitoring staff, reviewing and approving contractor invoices, and assisting with final project close-out documentation.

Mr. Fulton has also served as Quality Assurance Manager on over a dozen debris removal projects. His duties included providing support throughout the project, assisting in project implementation, monitor training, certifying truck measurements, reviewing and approving contractor invoices, and assisting with final project close-out documentation.

Since joining the Biloxi office of Neel-Schaffer in 1999, Mr. Fulton has been involved in the design and construction phase services for water, wastewater, transportation projects, and recovery and rebuilding projects along the Gulf Coast.

- **David Bowman, PE, *FEMA Reimbursement Specialist*-** Mr. Bowman joined Neel-Schaffer in 1991 and is a Vice President. Prior to joining the firm, he worked as an Engineer for the City of Jackson, MS. In this position, he handled all engineering matters concerning new developments, and Street Improvement Projects. Mr. Bowman has debris removal management and monitoring exerience including the Jackson Co. MS debris removal project following Hurricane Katrina. He has also successfully worked to secure full FEMA reimbursement for numerous communities following disasters.

  Since joining Neel-Schaffer, Mr. Bowman has served as Project Engineer involved with the planning and design of numerous water and wastewater projects. He provided engineering services in the preparation of design, survey plats and descriptions, and specifications, and construction engineering. He is also familiar with 404 permitting, NPDES stormwater permits, and other governmental regulations.

  Mr. Bowman has also been involved with the planning and design of solid waste landfills, site development, stormwater master plans, and NPDES stormwater permits. His experience in stormwater permits includes the preparation of City of Jackson's Part I and II applications permit and industrial permits for all city owned industrial sites. He has worked with state and federal agencies during the approval of NPDES permit applications. He also has assisted in several industrial permit submittals.

- **Robert R. Latham, Jr., *FEMA Reimbursement Specialist*** - Mr. Latham joined Neel-Schaffer in 2006, upon retirement, as Executive Director of the Mississippi Emergency Management Agency (MEMA). Mr. Latham was Executive Director for six years including the landfall of Hurricane Katrina and the initial eight months of recovery. He served as Governor's Authorized Representative (GAR) to FEMA and oversaw response, recovery and mitigation programs for 11 presidential declared disasters including the State's terrorism preparedness efforts after the September 11, 2001 attacks and Hurricane Katrina. Mr. Latham also coordinated emergency preparedness and response operations for more than 45 Governor's state of emergencies. Additional accomplishments include: established and maintained statewide emergency management system for natural, man-made and technological disasters for all 82 counties in Mississippi; development and maintenance of the state comprehensive emergency plan (CEMP); and the development and implementation of a standardized incident management system.

Mr. Latham is actively involved with the development of programs designed to assist local, state, federal, non-government organizations, and private sectors in all-hazards emergency preparedness, response, recovery and mitigation activities.

- **Bryan Milling, *Data Manager*** - Mr. Milling joined Neel-Schaffer in 2005 managing debris removal data entry and processing following Hurricane Katrina. As a Certified Horticulturist, he has worked closely with local Urban Foresters and Arborists in Hurricane Katrina recovery projects along the Mississippi Gulf Coast as well as the Ice Storms that ravaged parts of Oklahoma, Arkansas, Missouri and Kentucky in recent years.

  Mr. Milling began his disaster work as part of the Army Corps of Engineers Blue Roof team following Hurricane Katrina. Since joining Neel-Schaffer, he has provided services as a Right-of-Entry (ROE) inspector, Field Monitor, Tower Monitor, Field Supervisor and Data Manager.

- **Shane Bergin, PE, PTOE, *Data Manager*** - Mr. Bergin has significant experience in debris management and civil engineering design that includes utility and transportation design and construction administration services. He has extensive debris removal data management experience involving numerous debris projects related to Hurricanes Ike and Katrina. Mr. Bergin's experience is also comprised of preparation of stormwater calculations, implementation of land codes and permit applications. He has provided assistance to Project Managers on various roadway, drainage and utility projects.

- **Travis McCoy, *Operations Manager*** - Mr. McCoy served as an Operations Manager on several debris monitoring projects including the City of Taylor Lake Village following Hurricane Ike and Greene County, AR following the 2009 winter ice storm.Mr. McCoy began his career with Neel-Schaffer in 2001 as a project inspector.

- **Alane C. Young, RPG, *Environmental Specialist*** - Ms. Young has 23 years of experience in managing hydro-geological and environmental projects on the Mississippi Gulf Coast. For the past 4 years, the focus of her experience has been assisting local government and non-profit agencies in Hurricane Katrina recovery projects. These projects include all phases of environmental site assessments, investigation and remediation as well as NEPA environmental assessments to satisfy federal funding requirements.

K. Nelson Lucius, PE

Professional History

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

Master of Business Administration, 1988, Houston Baptist University

Registrations
Professional Engineer: Mississippi 10619, Texas 65649

Reference
City of La Porte, Texas
Jeff Suggs
Emergency Management Coordinator
(281) 470-0010
fax (281) 470-1590
suggsj@laportetx.gov

Mr. Lucius joined Neel-Schaffer in 1990 and has 28 years experience in emergency management and civil engineering. He is a Senior Vice President and serves as an Area Manager for Texas, Louisiana and South Mississippi. Mr. Lucius has extensive experience in managing and monitoring debris removal related to all types of disaster including hurricanes, ice storms and floods.

Mr. Lucius also has project management and design experience on several debris site, roadway, utility and landfill projects including planning, conceptual design, site development, final design and permitting. Mr. Lucius has been responsible for project management during the planning, design, bidding and construction phases of projects.

Related Experience

- **Principal In Charge – Marine Debris Removal – Texas General Land Office** – This project consisted of monitoring the removal of marine debris caused by Hurricane Ike in 2008. The project included removal of debris from the Gulf of Mexico, Galveston Bay and four other bays along the upper Texas Coast.
- **Principal In Charge – Hurricane Ike Beach Cleaning - Texas General Land Office** – 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.
- **Principal In Charge – Debris Removal Monitoring – City of Port Isabel, TX** – Neel-Schaffer provided monitoring services for the removal of debris generated by Hurricane Dolly in 2008. The project included removal of 19,000 cubic yards of debris from the public rights of way in the City of Port Isabel, TX.
- **Senior Vice President-In-Charge – Management of Debris Removal Caused by Hurricane Katrina, Jackson County, MS** – Duties included the management and organizational structure of projects. Typical duties included personnel management, weekly updates of the project to the client, coordination with FEMA/MEMA field personnel and contractor coordination.
- **Project Manager** – Removal of abandoned cars and boats caused by Hurricane Katrina, Jackson County, MS – Developed proposal and contract documents for removal of 300 abandoned vehicles and items damaged by Hurricane Katrina. This project also included monitoring the removal and hauling of vehicles as well as verification of quantities and contractor pay requests.
- **Project Manager – Drainageway Debris Removal** – Removal of hurricane related debris from drainage ways and waterways in Jackson County, MS. Developed proposal and contract documents for the removal of "wet" debris generated by Hurricane Katrina.
- **Principal In Charge – Kentucky Ice Storm Debris Removal** – The project consisted of monitoring the removal of debris resulting from the ice storm in 2009. Elements of the project included removal of debris, hazardous hanging limbs and leaning trees from McCracken and Graves Counties and the Cities of Paducah and Mayfield, Kentucky. The project involved the removal of more than 1 million cubic yards of debris.
- **Principal In Charge – Debris Removal Monitoring – Greene County, AR** – Greene County was devastated by an ice storm in 2009 which left hundreds of thousands of cubic yards of debris in public rights of way throughout Greene County and the City of Paragould, AR. The project included removal of debris, hazardous hanging limbs and leaning trees.

Derrick P. Tucker, PE

Education

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

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

Registrations

Professional Engineer, Mississippi, 15380

Reference

City of La Porte, Texas
Steve Gillett
Director of Public Works
281-471-9650
fax 281-867-0892
gilletts@laportetx.gov

Professional History

Derrick Tucker joined Neel-Schaffer in 2002 and has more than 13 years experience in civil and environmental engineering. He has managed debris operations and all aspects of water and sewer improvement projects including: conceptual development, grant and loan funding procurement, environmental clearance, production of construction plans and specifications, right-of-way / easement acquisition; and construction engineering and administration. Mr. Tucker has managed debris operations for Neel-Schaffer following Hurricanes Ike and Katrina. 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.

His experience also includes design and construction phase engineering of several urban drainage improvement projects and several site improvement projects involving utilities (water, sewer, electrical), parking, drainage and facilities access. Mr. Tucker's varying experiences provides him with the ability to plan, design, and administer complex urban projects.

Related Experience

- **Project Manager - Marine Debris Removal – Texas General Land Office** – This project consists of monitoring the removal of marine debris caused by Hurricane Ike in 2008. The project included removal of debris from the Gulf of Mexico, Galveston Bay and four other bays along the upper Texas Coast.
- **Project Manager - Hurricane Ike Beach Cleaning - Texas General Land Office** – 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, Boliver Peninsula and Brazoria County, Texas.
- **Project Manager - Hurricane Ike Debris Removal – City of La Porte, TX** – 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.
- **FEMA Technical Assistant Contractor – Hurricane Katrina and Rita - South Louisiana** - Served from January 2006 through April 2006 as an Assistant Project Officer. Primary role was assisting local governments with debris removal operations as well as data collection and project worksheet documentation.
- **Project Manager – Debris Removal from Public Rights-of-Way – City of McComb, City of Magnolia and the City of Pearl, MS** – Developed the scope of work necessary for the proper procurement of a contractor for debris removal. Established FEMA approved unit prices. Coordinated temporary staging areas approved by MDEQ. Ensured contracts were executed between municipality and contractor. Enforced FEMA debris removal policy by monitors and contractor during the execution of the contracted scope of work. Maintained communication with FEMA Public Assistance Officers.
- **Senior Project Manager – Landfill Expansion – City of Newton, MS** – Consisted of the construction engineering and administration for the construction of new 12-acre cell to increase landfill storage for the Golden Triangle Regional Solid Waste Management Authority near Starkville, MS.
- **Project Manager – Site Civil – City of Magnolia, MS** – Consisted of the construction of 1500 LF of industrial roadway for Harvest Haul, Inc., utilizing CDBG ED funding assistance.
- **Senior Project Manager – Wastewater Treatment Improvements** – Consisted of the construction engineering and administration of wastewater treatment improvements to reduce ammonia concentrations in the POTW effluent.

W. Brian Fulton, PE, PTOE

Education
Bachelor of Science, 1995, Civil Engineering, Mississippi State University

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

Registrations
Professional Engineer: Mississippi, 14448; Alabama, 24362

Professional Traffic Operations Engineer

Associations
Institute of Transportation Engineers

Awards
2007 Recipient of the Southern District Institute of Transportation Engineers Young Member of the Year Award

2004 Recipient of the Neel-Schaffer President's Award

Reference
Board of Supervisors of Jackson County, Mississippi
Alan Sudduth
County Administrator
(228) 769-3088
fax (228) 769-3348
alan_sudduth@co.jackson.ms.us

Professional History

Brian Fulton joined the Biloxi office of Neel-Schaffer in 1999. He is a Vice President and Engineering Manager of the Biloxi, MS office. Prior to graduation, Brian completed the cooperative education program by working with the Mississippi Department of Transportation in the Gulfport project office. Brian also worked on a research project for MDOT during graduate school. Since then, Brian has been working in the emergency management and engineering consulting business and has been involved with a variety of projects including traffic, transportation, water, sewer, site work, and drainage for municipalities throughout Mississippi.

Related Experience

- **Quality Assurance Manager – Port Isabel, TX Hurricane Dolly Debris Removal Project** – Duties included providing support and assistance throughout the project, reviewing and approving contractor invoices and assisting with final project close-out documentation.
- **Quality Assurance Manager – TX Hurricane Ike Debris Removal Projects** – Duties included providing support throughout the project, assisting in project implementation, monitor training, certifying truck measurements, reviewing and approving contractor invoices, and assisting with final project close-out documentation for the Cities of La Porte, Shoreacres, Morgan's Point and Taylor Lake Village.
- **Quality Assurance Manager – Texas General Land Office, Beach and Marine Debris Removal Projects** – Duties included providing support throughout the project, assisting in project implementation, monitor training, certifying truck measurements, setting up project reports, etc.
- **Quality Assurance Manager – Lafayette, LA, Hurricane Gustav Debris Removal Project** – Duties included providing support and assistance throughout the project, reviewing and approving contractor invoices and assisting with final project close-out documentation.
- **Project Manager – Greene County, AR 2009 Severe Winter Storm Debris Removal** – Project included managing the debris removal monitoring operations for Greene County including all municipalities following the 2009 Severe Winter Storm. Duties comprised of providing weekly status reports to the County Judge, managing monitoring staff, reviewing and approving contractor invoices, and assisting with final project close-out documentation.
- **Project Manager – Poplar Bluff, MO, AR 2009 Severe Winter Storm Debris Removal** – Project involved managing the debris removal monitoring operations for the City of Poplar Bluff, Missouri following the 2009 Severe Winter Storm. Duties included providing weekly status reports to the City Manager, managing monitoring staff, reviewing and approving contractor invoices, and assisting with final project close-out documentation.
- **Quality Assurance Manager – Kentucky 2009 Severe Winter Storm Debris Removal Projects** – Duties included providing support throughout the project, assisting in project implementation, reviewing weekly reports, and assisting with final project close-out documentation for the Cities of Paducah and Mayfield, and the Counties of McCracken and Graves.
- **Quality Assurance Manager - City of Sand Springs, OK** – Mr. Fulton assisted in project implementation including the development of a database to document debris removal progress, monitor training, certify truck measurements, etc. He also provided technical support, review and approved contractor invoices and assisted with final project close-out documentation.

Robert R. Latham, Jr.

Education
Northwest Mississippi Community College, 1969, 1970

Affiliations
Central United States Earthquake Consortium

Governor's Advisory Council for Remote Sensing Technology

Mississippi Civil Defense/Emergency Management Association

National Emergency Management Association (NEMA)

Reference
State of Mississippi
Haley Barbour
Governor
(601) 359-3150
fax (601) 359-3741

Professional History

Mr. Latham joined Neel-Schaffer in 2006 upon retirement as Executive Director of the Mississippi Emergency Management Agency (MEMA), a position he held for more than six years. As an Emergency Management Director for Neel-Schaffer, Mr. Latham is actively involved with the development of programs designed to assist local, state, federal, non-government organizations and private sectors in all-hazards emergency preparedness, response, recovery and mitigation activities.

Related Experience:

- Northern California Catastrophic Earthquake Readiness/Response Plan - Selected as a state Subject Matter Expert (SME), with an emphasis on the integration of a State and Federal response to a catastrophic event, during the development and implementation of a Catastrophic Earthquake Readiness Response Plan for the State of California.
- Community Health Center Emergency Management Training Program - Developed and delivered a comprehensive emergency management training program for the 22 community health centers of the Mississippi Primary Health Care Association (MPHCA).
- State Emergency Management Director - Served as the senior emergency management advisor to the Governors for the State of Mississippi for more than six years. Responsible for a functioning, comprehensive statewide emergency management system to include oversight in the development and maintenance of the States Comprehensive Emergency Management Plan including the incorporation of more than 15 emergency support functions within state government. Directed and managed the States preparation for, response to, recovery from and mitigation of eleven presidential disasters including Hurricane Katrina on August 29, 2005, recognized as the worst natural disaster in recent American history.
- Governor's Homeland Security Advisor - Served as the Governor's Homeland Security Advisor for two years following the terrorist attacks on September 11, 2001 at the World Trade Center in New York. Oversaw the development of the State's initial Homeland Security strategy, the organization and implementation of a regional response capability within the state, and managed more than $35 million in homeland security funds for state and local governments.
- Incident Management System - Developed and implemented the State's first standardized, statewide Incident Management Systems (IMS) making Mississippi one of the first six states to accomplish this after the terrorist attacks on September 11, 2001 at the World Trade Center in New York. This was achieved before the mandate by HSPD-5 and the Department of Homeland Security.
- Unified Command System - Organized and implemented the nation's first successful use of a Unified Command System during the country's worst major disaster - Hurricane Katrina. This was accomplished by working closely with the Federal Emergency Management Agency's (FEMA) Field Coordinating Officer (FCO) Bill Carwile.
- Central US Earthquake Consortium - Served on the Board of Directors for the Central US Earthquake Consortium for six years and Chairman of the Board for two years. The focus of this project was on the earthquake hazard and vulnerabilities in the Central US along the New Madrid Seismic Zone (NMSZ).
- County Emergency Management Director - Served five years as the County Emergency Management Director for Tate County, MS. Responsible for the County's Comprehensive Emergency Management Plan (CEMP), as well as the County's fire protection and response system.

David Bowman, PE

Education
Bachelor of Science, 1988, Civil Engineering, Mississippi State University

Registrations
Professional Engineer, Mississippi, 12065
Alabama, 21102

Professional History

Mr. Bowman joined Neel-Schaffer in 1991 and is a Vice President. Prior to joining the firm, he worked as an Engineer for the City of Jackson, MS. In this position, he handled all engineering matters concerning new developments, and Street Improvement Projects. Mr. Bowman has debris removal management and monitoring exerience including the Jackson Co. MS debris removal project following Hurricane Katrina. He has also successfully worked to secure full FEMA reimbursement for numerous communities following disasters.

Since joining Neel-Schaffer, Mr. Bowman has served as Project Engineer involved with the planning and design of numerous water and wastewater projects. He provided engineering services in the preparation of design, survey plats and descriptions, and specifications, and construction engineering. He is also familiar with 404 permitting, NPDES stormwater permits, and other governmental regulations.

Mr. Bowman has also been involved with the planning and design of solid waste landfills, site development, stormwater master plans, and NPDES stormwater permits. His experience in stormwater permits includes the preparation of City of Jackson's Part I and II applications permit and industrial permits for all city owned industrial sites. He has worked with state and federal agencies during the approval of NPDES permit applications. He also has assisted in several industrial permit submittals.

Related Experience

- **Senior Project Manager – Hurricane Katrina Debris Management, Jackson, MS** – Prepared the scope of work and the contract and assisted in the procuring of the contractor. Assisted in the public relations information for the client, coordinated the operations with the local FEMA debris specialist, coordinated the professional staffing and provided oversight of the project.
- **Senior Project Manager – 2005 Hurricane Katrina Right-of-Way and Right-of-Entry Program, Jackson County, MS** – Duties included managing the 110 field monitors, 20 right-of-entry personnel, and coordinating communication between owner and contractor. Other duties included the management and organizational structure of projects. More duties included weekly updates of the project to the client, coordination with FEMA/MEMA field personnel, and contractor coordination.
- **Senior Project Coordinator – 2005 Hurricane Katrina Debris Removal of Public Right-Of-Ways, City of McComb, MS** – Prepared the scope of work and the contract and assisted in the procuring of the contractor. Assisted in the public relations information for the client, coordinated the operations with the local FEMA debris specialist, coordinated the professional staffing and provided oversight of the project.
- **Senior Project Coordinator – 2005 Hurricane Katrina Debris Removal of Public Right-of-Ways, City of Magnolia, MS** – Prepared the scope of work and the contract and assisted in the procuring of the contractor. Assisted in the public relations information for the client, coordinated the professional staffing and provided oversight of the project.
- **Disposal Monitor – 2005 Hurricane Katrina Debris Removal on Public Right of Way, City of Biloxi, MS** – Evaluated the disposal of debris by contractor and rated incoming debris loads. Also provided assistance in disposals of special waste issues.
- **Funding Specialist** – for the coordination of all FEMA reimbursements to the 20 clients involved with Hurricane Katrina. This involved the tracking of invoices, and the approval process with MEMA and FEMA.

Bryan Milling

Education
Bachelor of Science, Landscape Management Technology, Mississippi Gulf Coast College

Registrations
Certified Horticulturist
Licensed Arborist

Reference
Board of Supervisors of Jackson County, Mississippi
Alan Sudduth
County Administrator
(228) 769-3088
fax (228) 769-3348
alan.sudduth@co.jackson.ms.us

Professional History

Mr. Milling joined Neel-Schaffer in 2005 managing debris removal data entry and processing following Hurricane Katrina. As a Certified Horticulturist he has worked closely with local Urban Foresters and Arborists in Hurricane Katrina recovery projects along the Mississippi Gulf Coast as well as the Ice Storms that ravaged parts of Oklahoma, Arkansas, Missouri and Kentucky in recent years.

Mr. Milling began his disaster work as part of the Army Corps of Engineers Blue Roof team following Hurricane Katrina. Since joining Neel-Schaffer, he has provided services as a Rights-of-Entry (ROE) Inspector, Field Monitor, Tower Monitor, Field Supervisor and Data Manager.

Related Experience

- **Data Manager – Hurricane Ike Debris Removal – City of La Porte, TX** – 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.
- **Data Manager – Hurricane Ike Beach Cleaning - Texas General Land Office** – 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, Boliver Peninsula and Brazoria County, Texas.
- **Data Manager – Marine Debris Removal – Texas General Land Office** – This project consists of monitoring the removal of marine debris caused by Hurricane Ike in 2008. The project included removal of debris from the Gulf of Mexico, Galveston Bay and four other bays along the upper Texas Coast.
- **Data Manager – Debris Removal Monitoring – City of Port Isabel, TX** – Neel-Schaffer provided monitoring services for the removal of debris generated by Hurricane Dolly in 2008. The project included removal of 19,000 cubic yards of debris from the public rights-of-way in the City of Port Isabel, TX.
- **Data Manager – Ice Storm Debris Removal** – The project consists of monitoring the removal of debris resulting from the ice storm in 2009. Elements of the project included removal of debris, hazardous hanging limbs and leaning trees from McCracken and Graves Counties and the Cities of Paducah and Mayfield, Kentucky. The project involved the removal of more than 1 million cubic yards of debris.
- **Data Manager – Debris Removal Monitoring – Greene County, AR** – Greene County was devastated by an ice storm in 2009 which left hundreds of thousands of cubic yards of debris in public rights-of-way throughout Greene County and the City of Paragould, AR. The project included removal of debris, hazardous hanging limbs and leaning trees.
- **Sand Springs, Oklahoma Ice Storm Debris Removal - Horticulturist/Field Supervisor/Data Coordinator:** Assisted the City and Parks staff to address concerns related to tree trimming and removals, oversaw all tree related activity in the field including making judgment calls on the survivability of specific trees, coordination of data issues with the contractor, oversaw daily data entry of load tickets and compile weekly data for reporting purposes, provide GPS coordination for all tree activity and mapping of all debris and tree work completed, compile final report information as well as project closeout and final contractor invoice review.

Shane Bergin, PE

Education
Bachelor of Science, 2002, Civil Engineering, Auburn University

Master of Science, 2004, Civil Engineering, Auburn University

Registration
Professional Engineer, Mississippi: 18457, Alabama: 29113-E

Associations
Deep South Institute of Transportation Engineers

Professional History

Mr. Bergin has significant experience in debris management and civil engineering design that includes utility and transportation design and construction administration services. Mr. Bergin has extensive debris removal data management experience including numerous debris projects related to Hurricanes Ike and Katrina. Mr. Bergin's experience also includes preparation of stormwater calculations, implementation of land codes, and permit applications. Mr. Bergin has provided assistance to Project Managers on various roadway, drainage and utility projects.

Related Experience:

- **Hurricane Ike Data Management:** Assisted with data management and quality control for numerous Hurricane Ike debris removal projects. These projects included City of La Porte debris removal and Texas General Land Office beach cleaning for 80 miles of beach and marine debris removal from the Gulf of Mexico, Galveston Bay, and four other bays in the upper Texas coast.
- **Jackson County Debris Removal:** Responsible for the processing of debris tickets on a daily basis. The data from each ticket was entered into the Microsoft Excel worksheets, separated by contractor and dump location. Each data set went through a system of checks and balances, making sure that the capacity was calculated correctly, that the truck number and capacity match the truck certifications, and that all tickets were included. At the end of each day, a package was prepared for the County including a list of all tickets processed for the day, a summary of each contractors dump location, and a summary of all tickets to date. The information was presented to the County the following morning with a daily operations report that summarized the previous day's activities and estimated the load for the day.
- **Hurricane Katrina, City of Biloxi, MS Debris Removal:** Neel-Schaffer was contacted by the City of Biloxi to provide support following Hurricane Katrina. The City requested assistance with the debris clean-up effort. Responsible for the north side of Biloxi working as a field coordinator for the City. Supervised more than 20 personnel who acted as debris monitors and various other positions. Trained new individuals on the job site as debris removal monitors, debris estimators and tower operators. Acted as the contact person between the City and the contractor. Determined when the contractor was officially completed with each pass of debris removal.
- **Hurricane Katrina, City of Biloxi, MS Damage Assessment:** Neel-Schaffer was contacted by the City of Biloxi to provide assistance with the damage assessment of all roadways within the incorporated limits of the City. Responsible for gathering all field data and incorporating them into a report document that was submitted to FEMA. The report included a description of the damaged facility, location, scope of work, and a cost estimate.
- **Hurricane Katrina, Harrison County, MS Emergency Traffic Operations:** Neel-Schaffer was contacted by Gulf Regional Planning Commission to provide assistance with the Harrison County Emergency Traffic Operations. GRPC requested that Neel-Schaffer assess roadways and intersections that the Transportation Task Force identified as traffic congestion problems. Responsible for analyzing the field data that included current geometrics, signal timings, and traffic counts to determine the current operating delays. After analyzing the data, made recommendations that were both short and long term solutions to decrease delays and increase traffic flow.

Travis L. McCoy

Associations
ACI Concrete Field Testing Technician Grade 1, OSHA 10

Professional History

Mr. McCoy began his career with Neel-Schaffer in 2001 as a project inspector. Throughout the last eight years, he has been instrumental in applying his inspector training to other fields of business that Neel-Schaffer provides to its clients; such as disaster debris monitoring services. In the field of debris management, Mr. McCoy served as an Operations Manager on several projects including the City of Taylor Lake Village following Hurricane Ike and Greene County, AR following the 2009 winter ice storm.

Related Experience

- **Project Manager – Debris Removal Monitoring – Greene County, AR** - Greene County was devastated by an ice storm in 2009 which left hundreds of thousands of cubic yards of debris in public rights-of-way throughout Greene County and the City of Paragould, AR. The project included removal of debris, hazardous hanging limbs and leaning trees.
- **Field Operations Manager – Hurricane Ike, City of Taylor Lake Village, TX** - Responsible for managing the removal of debris from public properties and Rights-of-Way (ROW) for the City of Taylor Lake Village following Hurricane Ike in September 2008. This included daily communication with the City on the progress of the project; hiring and supervising debris monitors, tower monitors, and data clerks.
- **Field Operations Manager, Cedar Rapids, IA** – Responsible for managing the removal of debris for the City of Cedar Rapids following the devastating flood of the Cedar River in June 2008. The project included the removal of debris from Rights-of-Ways (ROW), the Cedar River and the demolition of structures destroyed by the flood.
- **Field Coordinator – Hurricane Katrina Storm Damage Recover Program; Hancock County, MS** – Coordinated tree removal crews, debris removal crews, demolition crews, vehicle removal crews, and field monitors for clean up efforts.
- **Roadway Inspector – Public Infrastructure Assessment – New Orleans and St. Bernard Parish, LA** – Performed the duties assigned to technical member as the State Applicant Liaison (SAL) to FEMA Road Officers Assessing Damage Road Team. Participated in field surveys and prepared inspection reports for inclusion in the journal of sites visited. Emphasis on inclusion of GPS coordinates and photographs as well as documenting discussions and findings.

Alane C. Young, RPG

Education
Bachelor of Science, Geology, Tulane University, 1983
Master of Science, Geology, Mississippi State University, 1986

Registrations
Professional Geologist Mississippi (0031)
Tennessee (2877)

Associations
National Ground Water Association
40-hour OSHA Hazardous Waste Operations (HAZWOPER) and 8-hour updates
UST Closure Certification (Mississippi Certification CHB0718)
American Association of Groundwater Scientists and Engineers

Specialized Training
HUD Environmental Review Procedures for Responsible Entities

Professional History

Ms. Young has 23 years of experience in managing hydro-geological and environmental projects on the Mississippi Gulf Coast. For the past 4 years, the focus of her experience has been assisting local government and non-profit agencies in Hurricane Katrina recovery projects. These projects include all phases of environmental site assessments, investigation and remediation as well as NEPA environmental assessments to satisfy federal funding requirements.

Related Experience

- **Senior Geologist – Comprehensive Groundwater Investigations, Private Industry – Four Dry Cleaning Facilities – Jackson, Harrison and Hancock Counties, Mississippi** – Designed and implemented assessments to investigate chlorinated hydrocarbon impacts at numerous dry cleaning facilities. Responsibilities included installation of temporary well points and permanent monitoring wells, collection of soil and groundwater samples, evaluation and interpretation of chemical and geochemical data to determine the efficacy of anaerobic degradation processes. Additionally, researching, preparation, and submittal of project summary reports to the regulatory agency in compliance with applicable regulations, with recommendations of remediation options.
- **Senior Geologist – Soil and Groundwater Investigation, Private Industry – Former Golf Course Facility – Jackson County, Mississippi** – Designed and implemented an investigation at a former golf course maintenance facility to assess the subsurface for petroleum hydrocarbons, pesticides and herbicides. This facility was found to have chlordane soil contamination. The area of contamination was delineated, characterized, excavated and disposed, and an assessment/remediation report was prepared for, and submitted to, the applicable regulatory agencies.
- **Senior Geologist – Comprehensive Environmental Investigation, Private Company – Stone County, Mississippi** – Developed and implemented a comprehensive work plan to assess portions of a residential neighborhood previously utilized as a commercial disposal site. Large portions of the site were trenched to determine the nature and volume of the buried wastes, and soil, groundwater and air sampling was conducted to assess for potential contaminant migration pathways.
- **Senior Geologist – Underground Storage Tank Closures and Assesments – Mississippi Gulf Coast and New Orleans, Louisiana** – Performed field activities and provided oversight for numerous UST closure, assessment and remediation projects at gasoline retail facilities, Department of Defense bases, and other commercial facilities. Performed closure sampling and technical assistance to UST owners and the MDEQ.
- **Senior Geologist – FEMA Environmental Assessments – Harrison and Jackson County, Mississippi** – Prepared Environmental Assessments in accordance with National Environmental Policy Act (NEPA) guidelines in order to obtain federal funding for the re-building of schools destroyed by Hurricane Katrina and for municipal re-development projects.
- **Environmental Science Project Manager – HUD Environmental Assessments – Mississippi Gulf Coast** – Prepared environmental assessments for Katrina recovery and re-development projects in accordance with HUD requirements and NEPA regulations.

Section 3

Technical Approach

Technical Approach

Methodology for Mobilization

Neel-Schaffer will mobilize a monitoring team in advance of a hurricane or other predicted disaster. We will mobilize to the disaster site within twelve (12) hours after notification from Orange County following unpredicted disasters. We are able to deploy to Orange County quickly with trained, experienced managers and personnel. We intend to hire and train the majority of our debris monitors locally within the County to support the local economy. Neel-Schaffer will meet the needs of Orange County with a combination of local monitors, experienced employees from our permanent offices, and hurricane debris management experts from across the south. We will implement our comprehensive debris management training program to ensure all monitors are thoroughly trained and supervised. Neel-Schaffer is committed to provide the most qualified personnel and to deliver the highest level of service to Orange County.

We will work closely with Orange County to develop community specific disaster response plans including communication systems to ensure continuity of communications with the County during and following a disaster. We will mobilize two to five key personnel in advance of predictable disasters, such as hurricanes, to assist in preparation and to be ready for immediate post disaster response. We will establish a local command center to provide for communications, computer equipment, data management, meetings, etc.

Following a disaster, lodging and supplies are limited or totally unavailable. As we have done in the past, Neel-Schaffer is prepared to provide supplies and equipment for key personnel including food, water, and lodging, as well as communications, transportation, computer, and generator equipment. During all phases of mobilization and operations, we will provide for adequate personnel supplies and equipment including radios, vehicles, cell phones, GPS units, digital cameras and safety equipment.

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

With offices across the south, Neel-Schaffer understands the importance of this contract in restoring the quality of life for those impacted by the disaster. Our experience in debris recovery to date has shown that securing qualified personnel, providing timely responses, and maintaining proper documentation are the keys to the reconstruction from the devastation left by disasters.

Due to the fact we employ former public employees such as Public Works Directors, Fire Chiefs, and retired military personnel, we understand the stress a disaster has on the County's staff. Thus, we are able to assist in the staffing and operations of all aspects a disaster may cause. We can provide damage assessments for damaged buildings, roadways, utilities, and other County-owned facilities. If the demand for temporary assistance goes beyond what we have immediately available, our Human Resource Department will support the effort and assist our local management staff in recruiting, screening, hiring, and training the additional monitors required throughout the life of this contract.

General Operation Requirements - In order to control costs and save public money, Neel-Schaffer is diligent in minimizing hours spent on monitoring activities. We will consult with Orange County on staffing and work planning, with the County having final say on staffing levels. We understand and appreciate the County's visits to review the efficiency and effectiveness of our monitoring program. It is the County's sole discretion to require modifications to the monitoring operation and/or staffing levels.

Equipment/Supplies Mobilization – Neel-Schaffer maintains an extensive inventory of monitoring supplies and equipment including computers, GPS units, digital cameras, safety equipment, preprinted tickets/forms, and flotation/marine supplies. Communication with supervisors or contractors. Continuity of communications with Orange County will be maintained through the use of radios, phones, or other compatible communications systems. Depending on the severity of a disaster, some of the key tasks we will accomplish in helping with recovery include:

- Debris Management and Emergency Response Planning: 30 days after selection,
- Pre-Disaster Response: 2-5 experienced personnel 2 to 10 days prior to disaster,
- Damage Assessments: additional experienced personnel within 24 hours,
- Mobilizing Debris Contractors: supervisory personnel within 12 hours,
- DMS Preparation Assistance: 2 experienced personnel within 24 hours,
- Loading/Hauling Vehicle Certifications: up to 10 personnel within 3 days,
- Debris Monitors: over 100 monitors within 3 days as needed,
- FEMA Meetings: 2 supervisory personnel available prior to disaster,
- Monitoring Operations: trained personnel, up to hundreds after major hurricane,
- Project Closeout: within 30 days following completion of debris removal operations.

Continuity of communications with Orange County will be maintained through the use of radios, phones, or other compatible communications systems.

Coordination of Services in Multiple Locations: The capacity to provide services in a timely manner is critical in serving clients following a disaster event. Neel-Schaffer has managed and monitored 10 or more simultaneous projects at times in the past. This occurred following Hurricane Ike as well as Hurricane Katrina. In 2009, we successfully managed debris monitoring projects in Texas, Arkansas, Missouri, Iowa and Kentucky simultaneously across three FEMA regions.

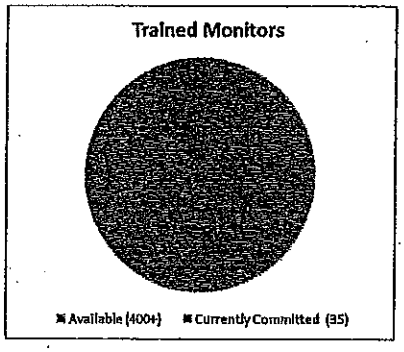
Capacity: In advance of hurricanes and following the notice to proceed from the County, our team will be deployed to help assess the volume of debris and needed response to meet the contractor's mobilization effort. The size of our firm (more than 400 full time employees) allows us the ability to draw resources from many offices to meet the immediate needs of the community. These employees are returned to their home offices as local employees can be hired to fill the majority of the hourly monitoring positions. Using local monitors is key to the success of our debris removal program, and consistent with the goals of the Stafford Act to help the local economy recover.

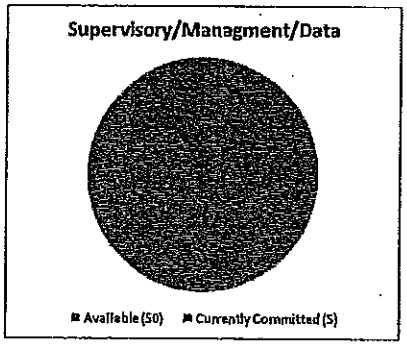
Our team mobilized more than 250 temporary employees to meet the needs from Hurricane Katrina throughout the Gulf Coast and a similar number following Hurricane Ike and recent

winter storms. We had more than enough supervisory staff to oversee the debris monitoring services. Our ability to mobilize, train and supervise hundreds of people in an organized and timely manner is key to our past success at debris removal monitoring and the corresponding recovery of the community.

Neel-Schaffer's success in managing disaster debris removal, in particular Hurricane Frances, Jeanne, Katrina and Ike, is a testament to our ability to work effectively in complex situations. We have a highly trained group of professionals who can complete the job in a cost effective manner. Our company values are based on quick response, local hiring, client service, ethical practices, full reimbursement and sensitivity to the environment. Our staff places the utmost importance on accounting procedures and implementing accurate and comprehensive reporting. Neel-Schaffer's objective is to achieve full reimbursement for all eligible disaster recovery costs from appropriate federal and state agencies. We currently have two active projects involving approximately 40 personnel. This represents only a very small part of our available monitor and management capability as shown in the graphs below. Current projects include flooded structure demolition in Cedar Rapids, Iowa and beach cleaning in response to the Deepwater Horizon oil spill.

While Neel-Schaffer has extensive debris management experience across the eastern half of the country, we currently only have one pre-event commitment in North Carolina. Our only contract in the state is with the City of Topsail Beach. The Neel-Schaffer team stands ready to respond to the needs of Orange County in the event of a disaster. Continuity of communications with Orange County will be maintained through the use of radios, phones, or other compatible communications systems.





Project Management and Administration

Nelson Lucius, P.E., who will serve as the Project Manager - Officer-in-Charge of this project, has served as Neel-Schaffer's team leader for many natural disaster projects following hurricanes including Hurricane Ike and Hurricane Katrina. Derrick Tucker, P.E. was Project Manager for all of our Hurricane Ike debris monitoring projects and will serve in that role for Orange County. Brian Fulton, P.E. has served as Project Manager or QA/QC Manager for the majority of Neel-Schaffer's debris monitoring projects including our Hurricane Katrina and Hurricane Ike projects. Robert Latham was Executive Director for the Mississippi Emergency Management Agency (MEMA) during Hurricane Katrina and will provide over 30 years of training and emergency management experience to Orange County .

Neel-Schaffer is committed to providing the highest level of services to ensure the satisfaction of Orange County. We have the qualifications and experience to successfully monitor debris removal from Orange County. Neel-Schaffer 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 all project data. The Neel-Schaffer data system has numerous automatic 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 County and will support invoice reconciliation and validation of debris hauler invoices.

We can also utilize our proprietary electronic ticketing/data management system if requested by Orange County. We will provide project management and supervision of all activities. Neel-Schaffer monitors will prepare Incident Reports to document any contractor damage to public or private property.

Neel-Schaffer may also provide planning, training, permitting and damage assessment services as requested by the County. We have extensive experience in all of these areas, both pre-disaster and post-disaster.

Debris Management Action Plan – Neel-Schaffer will provide comprehensive debris management services including planning/training activities prior to hurricane season. We will work closely with Orange County to develop an event specific Debris Management Action Plan. We will provide communication systems to ensure continuity of communications with the County during and following a disaster. We will mobilize two to five key personnel in advance of predictable disasters, such as hurricanes, to assist in preparation and to be ready for immediate post disaster response. Following a major disaster, we will establish a local command center to provide for project management communications, computer equipment, data management, meetings, etc.

Cost Tracking – Neel-Schaffer has developed a comprehensive data management system, which can be used for detailed tracking of project costs. Costs will be tracked by zones, by contractor, and other relevant categories as requested by Orange County. This system will be used to develop periodic reports to the County, to reconcile contractor invoices and to develop documentation to support FEMA, FHWA and state reimbursement.

Contractor Damages - Neel-Schaffer will coordinate with Orange County to respond to residential and commercial property damages occurring in the field throughout the course of the project. Neel-Schaffer will maintain and update a log of damages reported, damage corrections, and releases for work by either the property owner or the County. We will track and monitor any citizen complaints or damage reports, work with the contractors to resolve issues, and communicate this process to Orange County.

Collection Monitoring

All field monitoring will be managed and executed to maximize federal and state reimbursement. Neel-Schaffer has a track record of full reimbursement of eligible project costs.

Debris Monitoring Employees - All debris monitors and selected County staff will attend a training program designed by our debris management specialists. This training will be conducted at no cost to Orange County. All field personnel must possess adequate communication skills. 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.

Daily Field Monitor Operations - Collection site monitors will initiate five part load tickets as debris is loaded from public property and ROW. Information will include address, project, type of debris and truck number and capacity. We can also implement our electronic load ticketing system as requested. One copy is retained by the Monitor and the remainder are given to the driver to go to the disposal/DMS site. The Debris Monitors will turn in copies of the load tickets at the end of each shift to the supervisor. These tickets and an activity log will be available for review by Orange County. This log will contain the number of tickets inventoried, issued and/or voided.

Field Supervisors will be assigned to teams of Monitors. Our Field Supervisors are the key to Neel-Schaffer's success in ensuring that owners receive full FEMA reimbursement on all projects. Our Field Supervisors have extensive experience and capabilities in debris management, as well as the ability to effectively train, lead and supervise monitors. All Field Supervisors are thoroughly familiar with FEMA and FHWA 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 Orange County daily.

Field Supervisors will be responsible for ensuring compliance of:

- Proper loading and compaction
- Adherence to Orange County's Debris Management Action Plan
- Special needs assessment such as stumps, leaners/hangers etc.
- Required documentation such as photos and GPS location

Other Collection Monitoring Support Services - Neel-Schaffer has experience in all aspects of debris management including planning, operations, management, monitoring and accounting systems. Our experience has included 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/Right of Entry (ROE) debris, marine 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, demolition, etc. We document debris every time it moves, i.e., cutting hazardous limbs, loading, unloading at Debris Management Sites (DMS), reduction, and final haul/disposal or recycling. Safety is of the utmost importance to protect everyone involved in the project.

Load Ticket Process Development

Collection site monitors will initiate five part load tickets as debris is loaded from public property and ROW. Monitors will keep a log that contains information including debris "control point" or loading site location, loading site monitor's name, supervisor's name, number of load tickets issued during the shift, starting and ending load ticket numbers and any problems encountered or anticipated. The Debris Monitors will turn in copies of the load tickets at the end of each shift to the supervisor. These tickets and an activity log will be available for review by Orange County. In addition to the tickets and logs, cumulative data and activity reports on completion progress and issues will be submitted to the County. These reports will include a detail of the quantities and types of debris hauled. This information will be used to reconcile pay requests from the contractor.

Since the load ticket process forms the basis of reimbursement, very close observation of debris loading operations is critical, including types of debris and loading site location. Roving monitors will be utilized along with control points to ensure thorough documentation of debris loading operations. Since the load ticket process is so critical in documenting work performed, it is crucial to have a clear understanding with FEMA personnel concerning the control point system prior to beginning operations.

Prior to unloading at the disposal site, the tower monitor will verify the truck and capacity information on the truck and load ticket and rate the load to determine the actual volume of debris hauled. The monitor will verify that the truck is empty as it leaves the site. Additionally, the Monitors will record the name of the disposal site, arrival time of the truck, and then print and sign his/her name. This information will be recorded on the load ticket and the daily site log. The log will contain information including debris management site location, debris management site monitor's name, supervisor's name, truck/trailer number and volume of debris hauled into the site, cumulative total of debris delivered at the site during the shift, any problems encountered or anticipated, grids cleared and number of passes completed. We will implement a similar load ticketing process for haul-out and final disposal of reduced debris.

As a part of these services, a daily inspection log will be maintained by each field coordinator and compiled by the support staff. At a minimum, the inspection log will identify the work satisfactorily completed in accordance with the specifications at the established measurements or units of payment, and record any incidents and damage reports.

Neel-Schaffer will evaluate debris quantities and review eligibility. We will attempt to get FEMA agreement on eligibility and pre-validate debris and trees whenever possible.

Disposal Site Monitoring

Neel-Schaffer will provide monitors at all Debris Management Sites (DMS) in compliance with FEMA and FHWA requirements. Prior to unloading at the disposal site, the tower monitor will verify the truck, capacity and other information on the truck and load ticket and rate the load to determine the actual volume of debris hauled. We will take photographs of loads as requested by the County and will make the contractor aware of safety issues observed at the site. The monitor will verify that the truck is empty as it leaves the site. Additionally, the Monitors will record the name of the disposal site, arrival time of the truck, and then print and sign his/her name. This information will be recorded on the load ticket and the daily site log. We will implement a similar load ticketing process for haul-out and final disposal of reduced debris.

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 recorded volume. For additional documentation, each measured truck will be photographed. Summary books of all certified vehicles will be maintained at each DMS and final disposal sites to verify vehicles and equipment and for quality control purposes. Potential attributes of vehicles subject to modification will be documented and periodic/random or suspicious spot checks and re-certifications will be utilized to discourage vehicle alterations.

Public Information Assistance

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

As requested by Orange County, Neel-Schaffer will establish and staff a "debris hotline" and/or website to respond to public complaints and concerns. We will provide a local phone number and trained staff to manage phone calls and website activity regarding all aspects of disaster debris, including debris removal schedules, eligibility for pickup, processes, recording public needs/concerns, complaints and property damage claims. All complaints and damage reports will be documented and investigated, with resolution reported to Orange County. Neel-Schaffer has broad experience in public communications and call center management following major hurricanes and other disasters. All public information support activities will be managed and executed to maximize federal and state reimbursement.

Database Reporting

Data Administration - All load tickets and debris site data will be entered into the Neel-Schaffer data management system daily. Our data management system really proves its value

on complex projects. Managing ROW vegetative and C&D debris is relatively simple. Tracking numerous communications, types of debris, and inspections for each individual right of entry (ROE) property requires a well designed data base system, and should not be developed "on the fly" in the event of a catastrophic disaster involving potentially hundreds of thousands of ROEs. We can also utilize electronic ticketing if requested.

The process of daily ticket entry by individuals knowledgeable of both this project and debris removal in general, provides a valuable check on reasonableness of load tickets and activities. For example, if significant C&D debris is observed from addresses in a light damage area, the clerk will ask a supervisor to verify. We have caught many potential problems quickly on past projects, when an observant data entry clerk recognized something that "just didn't seem quite right."

Many cross-checks are also built into our proprietary data system, which shows caution flags when unexpected parameters are detected. Examples of data base "flags" could be short turn-around of a hauling unit, discrepancy on capacity, or high loads per day. The Neel-Schaffer data management system can be organized and sorted by many different factors to generate very informative reports. We will work with Orange County to develop an automatic daily report format to meet your information needs. We can also generate custom reports from the data base to provide Orange County with 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 taken to document critical activities including all unit price tree removals, to meet FEMA and FHWA requirements. Sample photographs are taken on all aspects of the project. We are prepared to shoot, file and store additional photographs and GPS coordinates, as requested by the County.

Daily Operational Reports: Neel-Schaffer will provide detailed daily status reports to Orange County for use and information. 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 Orange County. These reports will also include information such as vehicles operating, total loads hauled and cubic yards hauled. The data will be broken down and reported in categories by zone, contractor, debris type, average truck size and citizen drop-off sites.

Payment Monitoring and Reconciliation Process

We reconcile quantities with the contractor on a regular basis to ensure load ticketed quantities match as the project progresses. This avoids much stress at the end of pay cycles in the event of different interpretations by the parties. Neel-Schaffer reconciles data ticket-by-ticket and performs all tasks in compliance with FEMA and FHWA 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 the County on a timely basis with a recommendation for payment. Neel Schaffer's monitoring, documentation, and review processes provide the quality control and backup needed for full reimbursement by FEMA, FHWA. We will keep Orange County informed of the effect of recommended payments on the project/overall budgets, Project Worksheets, and County Purchase Orders. This will assist in planning for Purchase Order adjustments and the need for additional Versions of Project Worksheets.

Reporting to the County's Project Manager

We recommend meeting with the Project Manager for Orange County on a regular basis, to exchange relevant project information and progress. Neel-Schaffer will provide detailed Daily Operations Reports to the Project Manager for Orange County. Typically regular client meetings will be held daily or multiple times per week as desired by Orange County. Our periodic meetings offer another opportunity to meet with the County staff on operational matters.

Field Staffing Plans

Neel-Schaffer will coordinate work schedules with contractors 24 hours in advance and provide work schedules to Orange County. Accurate scheduling is critical to ensure adequate monitoring is provided to document debris removal without unneeded cost of excess monitors. Realistic schedules are also necessary to allow Orange County to track and oversee the project effectively. Monitors and contractors will be expected to follow these schedules to ensure efficient, effective project performance, management, documentation and reimbursement.

Event Closure

Neel-Schaffer will complete project closeout: within 30 days following completion of debris removal operations.

Funding Support

Neel-Schaffer has a strong track record of full reimbursement on projects monitored by our staff. We will assist Orange County in developing a cash flow strategy to maximize early reimbursement of project costs.

Development of Project Worksheets (PW): Neel-Schaffer will establish a relationship with the Public Assistance Coordinator (PAC) and staff responsible for writing the PWs for the project. Our staff will provide estimated debris quantities and cost estimates to assist the PAC in developing the PWs and any versions required. We will provide assistance to FEMA PA personnel as well as FHWA staff to develop total debris quantities at the outset of the project. Although not expected, Neel-Schaffer will assist Orange County throughout any needed appeal process based on our in depth knowledge of FEMA and FHWA reimbursement policies. We will assist the County in identifying additional funding sources as necessary, such as project expansion, additional debris categories, mitigation opportunities, additional declarations, etc. Neel-Schaffer will provide assistance to the County in identifying eligible damage to public facilities under other FEMA Category assignments.

Federal Routes: Neel-Schaffer will keep accurate records on all functionally classified "federal" roadways as well as "first pass" efforts in order to maximize eligible funding to the County. The first pass debris removal from these routes is generally reimbursed through the FHWA ER program rather than FEMA. Neel-Schaffer recognizes how important the quick removal of debris from County streets and roads is to the community, and we also understand how critical the federal reimbursement program is to the County. Neel-Schaffer will process and reconcile the debris-related invoices accurately and efficiently and keep precise and detailed records of monitoring information including reports, load tickets, equipment and vehicles, and all data pertinent to the full reimbursement of all eligible costs.

Compliance

Regulatory and FEMA Policy Familiarity: Neel-Schaffer has extensive knowledge and experience with FEMA, FHWA and state policies and requirements. We will serve as a resource to Orange County on relevant requirements and policies. The Neel-Schaffer team will provide recovery services pursuant to local, state, and federal rules and regulations. Before debris hauling and monitoring begins, we typically meet with the FEMA Public Assistance Coordinators, Project Officers and Debris Specialists to coordinate our activities and provide positive communication with their field and office staff. 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 particular event.

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

Every debris project is carefully managed from the FEMA kick-off meeting through project closeout. We communicate thoroughly with key players of the project including, Orange County, FEMA, FHWA, regulatory agencies, contractors, supervisors and employees. Frequent and effective communication is important to ensure we understand and achieve the goals of Orange County. 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 Orange County and receiving full FEMA reimbursement

Neel-Schaffer 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.

Meetings with County Personnel

Project Management Meetings and Reporting - 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 pre-determined location. Meetings are held in each zone and are headed up by the Field Supervisor. At these meetings ongoing training is conducted, changes in FEMA guidance are reviewed, safety issues are addressed, and any pertinent information is exchanged. The Field Operations Manager will generally attend daily meetings. FEMA representatives are made aware of meeting locations and are welcome to attend and often address areas of need or concern. Neel-Schaffer will hold daily meetings with debris monitors and staff for project updates and for safety issues. If important

information becomes available, our staff may meet more frequently. A record of meeting contents and attendees will be made and provided to Orange County upon request.

Weekly Coordination Meetings with Contractors: Neel-Schaffer will initiate a weekly meeting with the debris removal contractor to help expedite the work and to discuss any issues that may arise during the week. 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 County personnel as needed on any issues that may arise in the field.

Safety

Safety and training are key components that we stress to our employees. We will conduct regular safety meeting 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 a particular element or elements of project safety, such as safe driving, roadside traffic safety or safety around heavy equipment. Additionally, we have dress code and safety gear requirements for our employees.

All Neel-Schaffer monitors will have access to safety equipment including eye protection, hearing protection, safety shoes, safety reflective vests, hard hats and wet and cold weather clothing compliant with federal, state and local requirements. All debris monitors will wear D.O.T. Class II reflective safety vests.

Additional Services

Pre-Storm Coordination

Neel-Schaffer will meet with Orange County at least once each year prior to June 1, to coordinate and plan for the upcoming hurricane season. We will mobilize and meet with Orange County in advance of each credible disaster threat that may affect the County. These pre-season and pre-storm travel and meetings will be conducted at no cost to Orange County. These meetings will serve to improve coordination efforts, communicate Orange County's expectations of Neel-Schaffer, and prepare to expedite recovery in the event a disaster strikes Orange County.

These meetings may be attended by debris haulers, contractors, regulators and other parties as desired by Orange County. As requested by Orange County, Neel-Schaffer will provide planning, training, permitting and damage assessment to the County. We have extensive experience in all of these areas, both pre-disaster and post-disaster. We can provide development, reviews and revisions to emergency management and debris management plans. We have experience in developing hazard mitigation plans, performing infrastructure damage pre-assessment and conducting training programs.

Site selection - As requested, the Neel-Schaffer team, with the assistance from our team of geologists, will provide technical and permitting assistance associated with the need to locate Debris Management Sites (DMS). If requested by the County, we will perform the necessary environmental data collection process including baseline data and apply for required permits per local, state and federal requirements for designated emergency DMS.

Debris Management Planning - Neel-Schaffer's staff of debris management specialists and emergency management planners has the experience to develop and/or review Debris Management Plans (DMP) in accordance with FEMA 325-Public Assistance-Debris Management Guide. We have successfully developed plans for many communities. We pride ourselves in developing a DMP that is a "living document" that is taken off the shelf and used for annual training purposes, as well as coordination with other planning initiatives such as mitigation, land-use and other community planning efforts.

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

Debris Quantity Estimates, Mapping and Zone Development - Through the development/review of a Debris Management Plan (DMP), our staff will provide debris estimates based on existing conditions against scenarios based on Category 1, 3 and 5 hurricane events. In addition, zones will be identified throughout the County and mapped within the DMP for debris removal from County property, rights of way, parks and beaches. This pre-planning activity will allow County officials to prepare for future events and better prepare their staff for responding.

Neel-Schaffer, with the assistance of County officials, can develop and implement disaster training exercises. Early Alert also has extensive experience and is available to assist Orange County with emergency planning and training exercises as part of the Neel-Schaffer team. The exercise program will be developed in order to take advantage of mandated exercises conducted to meet other state and federal requirements for disaster preparedness. We also have extensive experience in Incident Command System (ICS) and can assist the County in establishing and training of an Incident Management Team.

Other Debris Monitoring and Recovery Services - In addition to monitor services outlined above, Neel-Schaffer is experienced and prepared to provide a broad range of emergency management assistance, including planning, damage assessments, pre-disaster assessments, FEMA consulting and financial recovery assistance. We have experience in assessing/processing property condemnation, structure demolition, damage waiver/private property approval, and marine debris assessment/monitoring. We have developed unique FEMA projects such as catastrophic disaster, commercial property assistance (based on overall economic recovery) and standing dead tree removal (based on future hazard). Neel-Schaffer is prepared to provide other planning, FEMA consulting, financial recovery and situational awareness services as requested by Orange County. We can provide additional experience through Adjusters International and Early Alert as sub-consultants. Adjusters International has extensive financial recovery and PA consulting experience.

Preliminary Damage Assessment (Category C thru G) - Neel-Schaffer will provide assistance to the County in identifying eligible damage to public facilities under FEMA Categories C through G. This work can extend into assistance to FEMA PA personnel in writing of PWs and subsequent processing of Category C thru G projects to ensure that all eligible work is considered by FEMA.

The Neel-Schaffer training manual is included under a separate cover.

Section 4

Cost Proposal

COST PROPOSAL FORM

The hourly labor rates shall include all applicable overhead and profit. All non-labor related project costs will be billed to the County at cost without mark-up.

POSITIONS	HOURLY RATES
Project Manager	$ 60.00
Operations Managers	$ 58.00
Scheduler/Expeditors	$ 37.00
GIS Analyst	$ 58.00
Field Supervisors	$ 49.00
Debris Site/Tower Monitors	$ 37.00
Environmental Specialist	$ 58.00
Project Inspectors (Citizen Drop-Off Site Monitors)	$ 37.00
Field Coordinators (Crew Monitors)	$ 37.00
Load Ticket Data Entry Clerks (QA/QC)	$ 29.00
Billing/Invoice Analysts	$ 37.00
Project Coordinators	$ 49.00

Proposer may include other positions, with hourly rates. Attach job description for each position.

Section 5

Sample Contract

Sample Contract

If selected, Neel-Schaffer would like the opportunity to negotiate the details of Sections 2.a, 2.b, and 8.a.

[Departmental Use Only]
TITLE
FY

NORTH CAROLINA

SERVICES AGREEMENT 0
RFP -

ORANGE COUNTY

This Services Agreement (hereinafter "Agreement"), made and entered into this day of , 20 , ("Effective Date") by and between Orange County, North Carolina a body politic and corporate of the State of North Carolina (hereinafter, the "County") and , (hereinafter, the "Provider").

WITNESSETH:

That the County and Provider, for the consideration herein named, do hereby agree as follows:

1. **Services**

   a. Scope of Work.

      i) This Services Agreement ("Agreement") is for professional services to be rendered by Provider to County with respect to (*insert type of project*):

      ii) By executing this Agreement, the Provider represents and agrees that Provider is qualified to perform and fully capable of performing and providing the services required or necessary under this Agreement in a fully competent, professional and timely manner.

      iii) Time is of the essence with respect to this Agreement.

      iv) The services to be performed under this Agreement consist of Basic Services, as described and designated in Section 3 hereof. Compensation to the Provider for Basic Services under this Agreement shall be as set forth herein.

2. **Responsibilities of the Provider**

   a. Services to be provided. The Provider shall provide the County with all services required in Section 3 to satisfactorily complete the Project within the time limitations set forth herein and in accordance with the highest professional standards.

   b. Standard of Care.

      i) The Provider shall exercise reasonable care and diligence in performing services under this Agreement in accordance with the highest generally accepted standards of this type of Provider practice throughout the United States and in accordance with applicable federal, state and local laws and regulations applicable to the performance of these services. Provider is solely responsible for the professional

quality, accuracy and timely completion and/or submission of all work related to the Basic Services.

ii) Provider shall be responsible for all errors or omissions, in the performance of the Agreement. Provider shall correct any and all errors, omissions, discrepancies, ambiguities, mistakes or conflicts at no additional cost to the County.

iii) The Provider shall not, except as otherwise provided for in this Agreement, subcontract the performance of any work under this Agreement without prior written permission of the County. No permission for subcontracting shall create, between the County and the subcontractor, any contract or any other relationship.

iv) Provider is an independent contractor of County. Any and all employees of the Provider engaged by the Provider in the performance of any work or services required of the Provider under this Agreement, shall be considered employees or agents of the Provider only and not of the County, and any and all claims that may or might arise under any workers compensation or other law or contract on behalf of said employees while so engaged shall be the sole obligation and responsibility of the Provider.

v) Provider agrees that Provider, its employees, agents and its subcontractors, if any, shall be required to comply with all federal, state and local antidiscrimination laws, regulations and policies that relate to the performance of Provider's services under this Agreement.

vi) If activities related to the performance of this Agreement require specific licenses, certifications, or related credentials Provider represents that it and/or its employees, agents and subcontractors engaged in such activities possess such licenses, certifications, or credentials and that such licenses certifications, or credentials are current, active, and not in a state of suspension or revocation.

3. Basic Services

a. Basic Services.

i) The Provider shall perform as Basic Services the work and services described herein and as specified in the County's Request for Proposals (the "RFP") "RFP Number for " " issued , 20 , and the Provider's proposal, which are fully incorporated and integrated herein by reference together with Attachments (designate all attachments). In the event a term or condition in any document or attachment conflicts with a term or condition of this Agreement the term or condition in this Agreement shall control. Should such conflict arise the priority of documents shall be as follows: This Agreement, the County's RFP together with attachments, Provider's Proposal together with attachments.

ii) The Basic Services will be performed by the Provider in accordance with the following schedule: (Insert task list and milestone dates)

Task	Milestone Date
1.	
2.	
3.	
4.	
5.	
6.	
7.	
8.	
9.	
10.	

iii) Should County reasonably determine that Provider has not met the Milestone Dates established in Section 3(a)(ii), County shall notify Provider of the failure to meet the Milestone Date. The County, at its discretion may provide the Provider seven (7) days to cure the breach. County may withhold the accompanying payment without penalty until such time as Provider cures the breach. In the alternative, upon Provider's failure to meet any Milestone Date the County may modify the Milestone Date schedule. Should Provider or its representatives fail to cure the breach within seven (7) days, or fail to reasonably agree to such modified schedule, County may immediately terminate this Agreement in writing, without penalty or incurring further obligation to Provider. This section shall not be interpreted to limit the definition of breach to the failure to meet Milestone Dates.

4. Duration of Services

a. Term. The term of this Agreement shall be from to .

b. Scheduling of Services

i) The Provider shall schedule and perform his activities in a timely manner so as to meet the Milestone Dates listed in Section 3.

ii) Should the County determine that the Provider is behind schedule, it may require the Provider to expedite and accelerate his efforts, including providing additional resources and working overtime, as necessary, to perform his services in accordance with the approved project schedule at no additional cost to the County.

iii) The Commencement Date for the Provider's Basic Services shall be .

5. Compensation

a. Compensation for Basic Services. Compensation for Basic Services shall include all compensation due the Provider from the County for all services under this Agreement. The maximum amount payable for Basic Services is Dollars ($). In the event the amount stated on an invoice is disputed by the County, the County may withhold payment of all or a portion of the amount stated on an invoice until the parties resolve the dispute. Payment for Basic Services shall become due and payable in direct proportion to satisfactory services performed and work accomplished. Payments will be

made as percentages of the whole as Project milestones as set out in Section 3(a)(ii) are achieved. *(For example, if there are 10 Project Tasks with Milestone Dates then Provider may invoice for the first 10% of the whole upon County's acknowledgement of the satisfactory completion of Task one. Upon the County's acknowledgement that the second Task has been satisfactorily completed Provider may invoice for the next 10% of the whole.)*

b. Additional Services. County shall not be responsible for costs related to any services in addition to the Basic Services performed by Provider unless County requests such additional services in writing and such additional services are evidenced by a written amendment to this Agreement.

6. Responsibilities of the County

a. Cooperation and Coordination. The County has designated the ( ) to act as the County's representative with respect to the Project and shall have the authority to render decisions within guidelines established by the County Manager and/or the County Board of Commissioners and shall be available during working hours as often as may be reasonably required to render decisions and to furnish information.

7. Insurance

a. General Requirements. The Provider shall purchase and maintain and shall cause each of his subcontractors to purchase and maintain, during the period of performance of this Agreement:

i) Worker's Compensation Insurance for protection from claims under workers' or workmen's compensation acts;

ii) Comprehensive General Liability Insurance covering claims arising out of or relating to bodily injury, including bodily injury, sickness, disease or death of any of the Provider's employees or any other person and to real and personal property including loss of use resulting thereof;

iii) Comprehensive Automobile Liability Insurance, including hired and non-owned vehicles, if any, covering personal injury or death, and property damage; and

iv) Professional Liability Insurance, covering personal injury, bodily injury and property damage and claims arising out of or related to the performance under this Agreement by the Provider or his agents, Providers and employees.

b. Insurance Rating. The minimum insurance rating for any company insuring the Provider shall be Best's A. If the Provider does not meet the insurance requirements the County's Risk Manager must be consulted prior to finalizing this Agreement.

c. Limits of Coverage. Minimum limits of insurance coverage shall be as follows:

INSURANCE DESCRIPTION	MINIMUM REQUIRED COVERAGE
• Worker's Compensation	Limits for Coverage A - Statutory State of N.C. Coverage B - Employers Liability $500,000 each accident and policy limit and disease each employee
• Commercial General Liability	$1,000,000 Each Occurrence; $2,000,000 Aggregate.
• Automobile Liability	Combined Single Limit $500,000
• Professional Liability	NOTE: Insert coverage limits required by Risk Manager if applicable)

d. Additional Insured. All insurance policies (with the exception of Worker's Compensation and Professional Liability) required under this Agreement shall name the County as an additional insured party. Evidence of such insurance shall be furnished to the County, together with evidence that each policy provides the County with not less than thirty (30) days prior written notice of any cancellation, non-renewal or reduction of coverage.

8. Indemnity

a. Indemnity. The Provider agrees to defend, indemnify and hold harmless the County from all loss, liability, claims or expense, including attorney's fees, arising out of or related to the Project and arising from bodily injury including death or property damage to any person or persons caused in whole or in part by the negligence or misconduct of the Provider except to the extent same are caused by the negligence or willful misconduct of the County. It is the intent of this provision to require the Provider to indemnify the County to the fullest extent permitted under North Carolina law.

9. Amendments to the Agreement

a. Changes in Basic Services. Changes in the Basic Services and entitlement to additional compensation or a change in duration of this Agreement shall be made by a written Amendment to this Agreement executed by the County and the Provider. The Provider shall proceed to perform the Services required by the Amendment only after receiving a fully executed Amendment from the County.

10. Termination

a. Termination for Convenience of the County. This Agreement may be terminated without cause by the County and for its convenience upon seven (7) days prior written notice to the Provider.

b. Other Termination. The Provider may terminate this Agreement based upon the County's material breach of this Agreement; provided, the County has not taken all reasonable actions to remedy the breach. The Provider shall give the County seven (7) days' prior written notice of its intent to terminate this Agreement for cause.

c. Compensation After Termination.

i) In the event of termination, the Provider shall be paid that portion of the fees and expenses that it has earned to the date of termination, less any costs or expenses incurred or anticipated to be incurred by the County due to errors or omissions of the Provider.

ii) Should this Agreement be terminated, the Provider shall deliver to the County within seven (7) days, at no additional cost, all deliverables including any electronic data or files relating to the Project.

d. Waiver. The payment of any sums by the County under this Agreement or the failure of the County to require compliance by the Provider with any provisions of this Agreement or the waiver by the County of any breach of this Agreement shall not constitute a waiver of any claim for damages by the County for any breach of this Agreement or a waiver of any other required compliance with this Agreement.

11. Additional Provisions

a. Limitation and Assignment. The County and the Provider each bind themselves, their successors, assigns and legal representatives to the terms of this Agreement. Neither the County nor the Provider shall assign or transfer its interest in this Agreement without the written consent of the other.

b. Governing Law. This Agreement and the duties, responsibilities, obligations and rights of respective parties hereunder shall be governed by the laws of the State of North Carolina.

c. Dispute Resolution. Any and all suits or actions to enforce, interpret or seek damages with respect to any provision of, or the performance or non-performance of, this Agreement shall be brought in the General Court of Justice of North Carolina sitting in Orange County, North Carolina. It is agreed by the parties that no other court shall have jurisdiction or venue with respect to such suits or actions. The Parties may agree to nonbinding mediation of any dispute prior to the bringing of such suit or action.

d. Entire Agreement. This Agreement, together with the RFP and its attachments and the Proposal and its attachments, represents the entire and integrated agreement between the County and the Provider and supersedes all prior negotiations, representations or agreements, either written or oral. This Agreement may be amended only by written instrument signed by both parties. Modifications may be evidenced by facsimile signatures.

e. Severability. If any provision of this Agreement is held as a matter of law to be unenforceable, the remainder of this Agreement shall be valid and binding upon the Parties.

f. Ownership of Work Product. Should Provider's performance of this Agreement generate documents, items or things that are specific to this Project such documents, items or things shall become the property of the County and may be used on any other project without additional compensation to the Provider. The use of the documents, items or

things by the County or by any person or entity for any purpose other than the Project as set forth in this Agreement shall be at the full risk of the County.

g. Non-Appropriation. Provider acknowledges that County is a governmental entity, and the validity of this Agreement is based upon the availability of public funding under the authority of its statutory mandate.

In the event that public funds are unavailable and not appropriated for the performance of County's obligations under this Agreement, then this Agreement shall automatically expire without penalty to County immediately upon written notice to Provider of the unavailability and non-appropriation of public funds. It is expressly agreed that County shall not activate this non-appropriation provision for its convenience or to circumvent the requirements of this Agreement, but only as an emergency fiscal measure during a substantial fiscal crisis.

In the event of a change in the County's statutory authority, mandate and/or mandated functions, by state and/or federal legislative or regulatory action, which adversely affects County's authority to continue its obligations under this Agreement, then this Agreement shall automatically terminate without penalty to County upon written notice to Provider of such limitation or change in County's legal authority.

h. Notices. Any notice required by this Agreement shall be in writing and delivered by certified or registered mail, return receipt requested to the following:

Orange County
Attention:
P.O. Box 8181
Hillsborough, NC 27278

Provider's Name & Address

IN WITNESS WHEREOF, the Parties, by and through their authorized agents, have hereunder set their hands and seal, all as of the day and year first above written.

ORANGE COUNTY:

By: _____
, Chair
Orange County Board of Commissioners

Attest: _____
Donna Baker, Clerk to the Board

[SEAL]

PROVIDER:

By: _____

_____
Printed Name and Title

This instrument has been approved as to technical content.

_____
, Department Director

This instrument has been pre-audited in the manner required by the Local Government Budget and Fiscal Control Act.

_____
Office of the Finance Director

This instrument has been approved as to form and legal sufficiency.

_____
Office of the County Attorney

Section 6

Required Forms and Addenda

PROPOSER'S BID CERTIFICATION FORM

To Whom It May Concern:

I have carefully examined the Request for Qualifications/Proposals and any other documents accompanying or made a part of this Request for Qualifications/Proposals.

The hourly rates proposed on the Cost Proposal Form shall include all applicable overhead, profit, personal protective equipment, communications devices (including radios and cell phones). I agree that our firm's proposal will remain firm for a period of 90 days in order to allow the County adequate time to evaluate the proposals.

I certify that all information contained in this proposal is truthful to the best of my knowledge and belief. I further certify that I am duly authorized to submit this proposal on behalf of the firm as its act and deed and that the firm is ready, willing and able to perform if awarded the contract.

All reimbursable expenses must be approved by the County.

I further certify, under oath, that this proposal is made without prior understanding, agreement, connection, discussion, or collusion with any other person, firm or corporation submitting a proposal for the same product or service; no officer employee or agent of the County of Orange or any other proposer is interested in said proposal; and that the undersigned executed this Proposer's Certification with full knowledge and understanding of the matters therein contained an was duly authorized to do so.

It is distinctly understood that the County of Orange reserves the right to reject any or all proposals.

Neel-Schaffer, Inc.
Name of Firm

K M Lucius
Authorized Signature

K. Nelson Lucius, Senior Vice President
Name & Title, typed or printed

275 Corporate Center Drive, Suite C
Mailing Address

Stockbridge, GA 30281
City, State, Zip Code

Federal Tax ID: 64-0671634
Telephone: (678)604-0040

Fax: (678) 604-0050
Email: nelson.lucius@neel-schaffer.com

Subscribed and sworn to before me
this 24th day of September, 2010

Tracy Enlow
Notary Public

My commission expires: 2/2/2011
(Seal)

THIS FORM MUST BE NOTARIZED

TRACY L. ENLOW
Notary Public, State of Texas
My Commission Expires
February 02, 2011

CERTIFICATION REGARDING DEBARMENT, SUSPENSION AND INELIGIBILITY

1. The prospective lower tier participant [$100,000 or more] certifies, by submission of this proposal, that neither it nor its principles are presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from participation in this transaction by any Federal department or agency.

2. Where the prospective lower tier participant is unable to certify to any of the statements in this certification, such prospective participant shall attach an explanation to their proposal.

Signed: K N Lucius Dated: 9/24/2010

Typed (or Printed) Name: K. Nelson Lucius

Orange County
Department of Asset Management and Purchasing Services
ADDENDUM #1
September 16, 2010

RFP #5167
DISASTER MANAGEMENT, MONITORING AND RECOVERY SERVICES RFP #5167

To all Vendors:

Modifications to bid documents for the above named Request for Proposal are made as follows and shall be included in the proposed amount.

Questions received, with answers are included below

1. In reading through the RFP Proposal Format it does not specify where to put the list of subcontractors and their qualifications. Would you like this as part of "Qualifications of the Firm" or would you like this as an addendum at the end of the proposal? ANSWER: YES AS PART OF THE QUALIFICATIONS OF THE FIRM
2. A sample contract is included

All other terms and conditions shall remain the same

By: David E. Cannell, Purchasing Agent
dcannell@co.orange.nc.us ~ (919) 245-2651

A signed copy of this addendum shall be included with the bid submitted by your company

Company Name: Neel-Schaffer, Inc.

By: Tracy Enlow

Date Received: 9/16/2010

P.O. Box 8181 131 W Margaret Lane Suite 301 Hillsborough, North Carolina 27278
Telephones: Area Code 919 245-2651 Fax: 919 644-3001

Orange County
Department of Asset Management and Purchasing Services
ADDENDUM #1
September 23, 2010

RFP #5167
DISASTER MANAGEMENT, MONITORING AND RECOVERY SERVICES RFP #5167

To all Vendors:

Modifications to bid documents for the above named Request for Proposal are made as follows and shall be included in the proposed amount.

Questions received, with answers are included below

1. In addendum #1 of rfp #5165 for storm debris collection processing the requirement of past performance was changed from projects in the past 3 years to the past 5 years. Will this same change be made to rfp 5167?
   (Answer) Yes, change to the past 5 years

All other terms and conditions shall remain the same

By: David E. Cannell, Purchasing Agent
dcannell@co.orange.nc.us ~ (919) 245-2651

A signed copy of this addendum shall be included with the bid submitted by your company

Company Name: Neel-Schaffer, Inc.

By: Tracy Fowler

Date Received: September 23, 2010

P.O. Box 8181 131 W Margaret Lane Suite 301 Hillsborough, North Carolina 27278
Telephones: Area Code 919 245-2651 Fax: 919 644-3001