



***REQUEST FOR PROPOSALS:***  
Remediation, Restoration, and Rebuild Services

***RFP #:***  
COG-2134

***ISSUED BY:***  
The Cooperative Council of Governments  
On Behalf of Equalis Group

*6001 Cochran Road, Suite 333  
Cleveland, Ohio 44139*

***DATED:***  
May 20, 2022

***SECTION TWO:***  
Proposal Submission Documents, Technical Proposal, Cost  
Proposal and Other Required Forms

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# PROPOSAL FORM CHECKLIST

## The following documents must be submitted with the Proposal

The below documents can be found in Section 2; Proposal Submission and Required Bid Forms and must be submitted with the proposal. Please note Proposal Form 2 is a separate attachment (attachment B).

### TECHNICAL PROPOSAL

- ☒ **Proposal Form 1: Technical Proposal**

**PROPOSAL PRICING:** Attachment B is provided separately in a Microsoft Excel file and is required to complete your cost proposal.

- ☒ **Proposal Form 2: Cost Proposal**

### OTHER REQUIRED PROPOSAL FORMS:

- ☐ **Proposal Form 3 - Diversity Vendor Certification Participation**
- ☐ **Proposal Form 4 - Certifications and Licenses**
- ☐ **Proposal Form 5 - Unresolved Findings for Recovery**
- ☐ **Proposal Form 6 - Mandatory Disclosures**
- ☐ **Proposal Form 7 - Dealer, Reseller, and Distributor Authorization**
- ☐ **Proposal Form 8 - Mandatory Supplier & Proposal Certifications**
- ☐ **Proposal From 9 - Clean Air Act & Clean Water Act**
- ☐ **Proposal From 10 - Debarment Notice**
- ☐ **Proposal Form 11 - Lobbying Certification**
- ☐ **Proposal Form 12 - Contractor Certification Requirements**
- ☐ **Proposal Form 13 - Boycott Certification**
- ☐ **Proposal Form 14 - Federal Funds Certification Forms**
- ☐ **Proposal Form 15 - FEMA Requirements Certification Forms**
- ☐ **Proposal Form 16 - Arizona Contractor Requirements**
- ☐ **Proposal Form 17 - New Jersey Requirements**
- ☐ **Proposal Form 18 - General Terms and Conditions Acceptance Form**
- ☐ **Proposal Form 19 - Equalis Group Administration Agreement Declaration**
- ☐ **Proposal Form 20 - Master Agreement Signature Form**

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# PROPOSAL FORM 1: TECHNICAL PROPOSAL

1. <u>OVERVIEW &amp; QUALIFICATIONS</u>		
1.1. Company Information		
1.1.1. Company Name:	NorthStar Recovery Services Inc.	
1.1.2. Corporate Street Address:	9111 Jollyville Road, Suite 165 Austin, TX 78759	
1.1.3. Website:	<a href="https://recovery.northstar.com">https://recovery.northstar.com</a>	
1.1.4. Formation. In what year was the company formed? For how long has your company been operating under its present business name? If your company has changed its business name, include the most recent prior business name and the year of the name change.	<b>Year of Incorporation:</b> <u>2008</u> <b>Operating Years under the Name of NorthStar Recovery Services Inc.:</b> <u>14</u> <b>Changes of Business Name:</b> <u>None</u>	
1.1.5. Primary Point of Contact. Provide information about the Bidder representative/contact person authorized to answer questions regarding the proposal submitted by your company:	Contact Name:	John Kunert
	Title:	Director, Business Continuity
	Phone:	510-666-5072
	E-Mail Address:	jkunert@northstar.com
1.1.6. Authorized Representative. Print or type the name of the Bidder representative authorized to address contractual issues, including the authority to execute a contract on behalf of Bidder, and to whom legal notices regarding contract termination or breach, should be sent.	Contact Name:	Andrew Hixson
	Title:	President
	Phone:	513-276-1759
	E-Mail Address:	ahixson@northstar.com
1.2. Financial Strength & Legal Considerations		
1.2.1. Financial Strength. Demonstrate your financial strength and stability with meaningful data. This could include, but is not limited to, such items as financial statements, SEC filings, credit & bond ratings, letters of credit, and detailed reference letters. Note: you may mark this information as a "Trade	NorthStar Recovery Services complete and audited most balance sheet ( <b>Appendix A</b> ) reflect a robust, sound and firm financial footing. The strength of this financial position permits NorthStar to engage the most complex and far reaching recovery projects quickly and with the assurance that the projects can be effectively sustained in the near to long term without immediate remuneration for the initial efforts engaged. In summary:	

Secret” per the terms outlined in the RFP.	<ul style="list-style-type: none"> <li>• Most recent <u>audit data</u> (<b>Appendix A</b>) generated by Price Water House Cooper (PWC) for balance sheets as of 31Dec20 and 2019.</li> <li>• Total Assets (2020): \$1.4B</li> <li>• Total Liabilities and Owner’s Equity: \$1.4B</li> <li>• Revenues (2020): \$693,747,000</li> <li>• Gross Profit (2020): \$161,835, 000</li> </ul>
<b>1.2.2. Bankruptcy &amp; Insolvency.</b> Describe any bankruptcy or insolvency for your organization (or its predecessors, if any) or any principal of the firm in the last three (3) years.	<u>None to report.</u>
<b>1.2.3. Litigation.</b> Describe any litigation in which your company has been involved in the last three (3) years and the status of that litigation.	NorthStar Recovery Services is presently engaged in two litigation matters as follows: <ul style="list-style-type: none"> <li>• NorthStar Recovery Services is presently engaged in litigation with a public entity consortium located in South East Texas. The litigation is as a consequence of non-payment to specific invoices submitted by NorthStar Recovery Services emanating from disaster recovery and re-construction services rendered in 2017.</li> <li>• NorthStar Recovery Services is presently engaged in litigation with a private hotel owner located in Houston TX. The litigation is as a consequence of non-payment of undisputed invoices submitted by NorthStar Recovery Services.</li> </ul>
<b>1.3. Company Qualifications</b>	
<b>1.3.1. Company Description.</b> Provide a description of your company.	NorthStar Recovery Services, leveraged by its solid position within the NorthStar Group Services organization and “time tested” network of Strategic Partners, has positioned itself on the cutting edge of Disaster Recovery and Emergency Response processes. From contingency planning and partnership development to the crafting of timely, efficient, and cost-effective operational responses, NorthStar Recovery Services is poised and prepared to offer a level of Operational Resiliency that is unmatched in the Emergency Response-Disaster Recovery Industry today. From Restoration, Remediation, Construction/Reconstruction to Environmental and Demolition capabilities, NorthStar Recovery Services is a <b><i>TRUE</i></b> turn- key service provider that has the capacity to provide 100% continuity on any given project, recovery effort or disaster response. <b>Appendix B</b> provides a comprehensive description of NorthStar Recovery Services.

<p><b>1.3.2. Industry Experience.</b> How long has your company provided the products and services outlined in your response to this RFP? What percentage of your company's revenue in each of the last three (3) full calendar years was generated from these products and services?</p>	<p>NorthStar Recovery Services, Inc., has had the privilege of providing industry leading Emergency Response, Disaster Recovery, Construction/Reconstruction and Environmental Remediation Service for over 15 years. Prior to that, its parent company, NorthStar Group Holdings (formerly known as LVI), has been providing demolition, construction/reconstruction, Environmental Remediation, Asbestos abatement and recovery services since 1988.</p> <p>A comprehensive history of NorthStar Recovery Services is noted in <b>Appendix C</b>.</p> <p><u>Revenue Generation:</u> For NorthStar Recovery Services, Inc., the revenues generated vis a vis the services outlined in this RFP constitute the following percentage of revenue for the past three calendar years:</p> <ul style="list-style-type: none"> <li>• 2019: 100%</li> <li>• 2020: 100%</li> <li>• 2021: 100%</li> </ul>
<p><b>1.3.3. Socio-economically Disadvantaged Business Engagement.</b> Does bidder commit to take all affirmative steps set forth in <a href="#">2 CFR 200.321</a> to assure that minority businesses, women's business enterprises, labor surplus area firms are used when possible.</p>	<p><b>x Yes</b>  <input type="checkbox"/> No</p>
<p><b>1.3.4. Geographic Reach.</b> Describe your company's service area in the United States and which areas you intend to offer services under a resulting contract if awarded.</p>	<p>NorthStar Recovery Services Inc. has Nationwide Operational Reach from coast to coast. NorthStar's response model is predicated on the strategic prepositioning of manpower, infrastructure (rolling stock) and critical partnerships to serve its clients across the national geography. Moreover, NorthStar Recovery Services engages in detailed operational planning that endeavors to match resources to its partnership/clients in every geographic area of the US. In so doing, NorthStar can comprehensively respond to demand signals for any of its slated offering of services (as defined in this RFP) when called upon. <b>Appendix D</b> contains a graphic depiction of NorthStar's nation-wide operational reach.</p>
<p><b>1.3.5. Certifications and Licenses.</b> Provide a detailed explanation outlining the licenses and certifications that are i) required</p>	<p><b>Appendix E</b> contains a comprehensive listing of all NorthStar licenses pertaining to the service offerings contained within this RFP. <b>Appendix F</b> is a detailed</p>

<p>to be held, and ii) actually held by your organization (including third parties and subcontractors that you use). Has your company maintained these certifications on an ongoing basis? If not, when and why did your company lose any referenced certifications?</p> <p><b>1.3.6. NOTE:</b> Provide copies of any of the certificates or licenses included in your response in <b><u>Proposal Form 5 - Certifications and Licenses.</u></b></p>	<p>“service offering Matrix” of qualifications. The following is a brief summary of those licenses:</p> <ul style="list-style-type: none"> <li>• <u>Master Fire and Smoke Restorer (MSR)</u></li> <li>• <u>Master Water Restorer (MWR)</u></li> <li>• <u>IICRC Qualifications</u> <ul style="list-style-type: none"> <li>• <u>Water Restoration Certification:</u> All NorthStar Supervisory personnel and senior. Includes knowledge of Environmental Stabilization and Moisture Control (Humidity and Temperature).</li> </ul> </li> <li>• <u>ACAC Moisture Control Investigator, Assessor and Consultant Certification :</u> Key Project Managers and Assistant Project Managers</li> <li>• <u>AMRS-Applied Microbial Remediation Specialist.</u> Required for all internal environmental remediation personnel.</li> <li>• <u>Electronic Data Recovery Professional Certification.</u> Provided by key NorthStar Strategic Partners.</li> <li>• <u>Document Reclamation Specialist.</u> Provided by key NorthStar Strategic Partners. <b>See Appendix F</b></li> <li>• <u>BSR-IICRC S540</u> Trauma and Crime Scene Remediation. Includes Bio Hazard Clean up and Remediation.</li> <li>• <u>AMCROSS Blood Borne Pathogen Certification.</u> Held by ALL NorthStar operational Staff. Certification allows for remediation of post trauma sites.</li> <li>• <u>NADCA Certified Air Systems Cleaning Specialist.</u> NorthStar is fully credentialed to conduct all vent duct and air handling systems cleaning processes.</li> <li>• <u>Mechanical System Repair.</u> NorthStar is directly affiliated with licensed and certified Emergency Mechanical System Engineers in all 50 States</li> </ul>
<b>1.4. Public Sector Experience</b>	
<p><b>1.4.1. FEMA Experience.</b> Provide a description of your experience working with FEMA declared emergencies.</p>	<p>NorthStar Recovery Services Inc. had the opportunity to engage FEMA related projects as a consequence of state and nationally declared disasters (<b>Appendix G: Case Studies</b>). In every instance, NorthStar’s management and documentation processes were fully FEMA compliant and resulted in 100% remuneration of the submitted claim on behalf of the client.</p>

	<p>The following are examples of NorthStar Recovery Services FEMA involvement in response to hurricane disasters:</p> <ul style="list-style-type: none"> <li>• Hurricane Sandy (2012): Long Beach Medical Center <ul style="list-style-type: none"> <li>○ \$18M Project</li> <li>○ Power Provisioning</li> <li>○ Remediation, Restoration and Environmental Control</li> <li>○ Abatement</li> <li>○ Demolition</li> </ul> </li> <li>• Hurricane Michael (2018): Bay City (FL) School District. <ul style="list-style-type: none"> <li>○ \$25M Project</li> <li>○ Power Provisioning</li> <li>○ Remediation, Restoration, Reconstruction</li> <li>○ Roofing System repair / replacements</li> </ul> </li> <li>• Hurricane Sally (2020): Escambia County (FL) School system <ul style="list-style-type: none"> <li>○ \$1.4M Project</li> <li>○ Power Provisioning</li> <li>○ Restoration, Remediation</li> <li>○ Reconstruction</li> </ul> </li> </ul>
<p><b>1.4.2. Public Sector Cooperative Contracts.</b> Provide a list of the public sector cooperative contracts (e.g., state term contracts, public sector cooperatives, etc.) you currently hold and the annual revenue through those contracts in each of the last three (3) calendar year.</p>	<p><u>California Joint Insurance Program Association (CJIPA):</u></p> <ul style="list-style-type: none"> <li>• 2016-2018 <ul style="list-style-type: none"> <li>○ NorthStar Recovery Services (NRS) Business Continuity Team engaged CJIPA and constituent Leadership (Municipality Supervisors, Managers etc) in the development of Standard Operating Procedure for execution of disaster recovery Processes.</li> <li>○ NRS Business Continuity Team designed and executed a Table Top Exercise for CJIPA constituents to assess effectiveness of emergency response contingency plans.</li> </ul> </li> </ul> <p><u>World Risk Alliance (WRM; consortium of municipalities throughout Florida):</u></p> <ul style="list-style-type: none"> <li>• 2018 to Present <ul style="list-style-type: none"> <li>○ Master Service Agreement executed 6May20.</li> </ul> </li> <li>• In process of developing Standard Operating Procedures for over 50 municipalities for the execution of disaster response execution in the context of large losses and area wide disasters (to include FEMA related)</li> <li>• NorthStar Recovery Services is in process of engaging in a “Municipal Introduction</li> </ul>

	<p>Campaign” to re-enforce NorthStar’s Partnership with them and the WRM at large.</p> <ul style="list-style-type: none"> <li>Have included the WRM consortium into NorthStar’s risk analysis portfolio for event updates (hurricanes) and other risk categories (floods, tornadoes).</li> </ul>
<p><b>1.4.3. Education Success.</b> What is the i) total dollar amount, and ii) percentage of your company’s total annual revenue generated by sales to educational institutions (i.e., K-12 schools &amp; school districts and high education)?</p>	<p>2018</p> <ul style="list-style-type: none"> <li>i. Total Dollar Amount: \$18M</li> <li>ii. Percentage of Total Revenue: 12%</li> </ul> <p>2019</p> <ul style="list-style-type: none"> <li>i. Total dollar Amount: \$27M</li> <li>ii. Percentage of Total Revenue: 16%</li> </ul> <p>2020</p> <ul style="list-style-type: none"> <li>i. Total Dollar Amount: \$24M</li> <li>ii. Percentage of total annual Revenue: 15%</li> </ul> <p>2021</p> <ul style="list-style-type: none"> <li>i. Total Dollar Amount: \$17M</li> <li>ii. Percentage of annual Revenue: 10%</li> </ul> <p>NOTE: The principle mechanism for NorthStar’s educational market segment engagement is its capacity to effectively respond to significant portfolio losses due to area wide disasters (E.g. Bay City Florida ISD, University of North Carolina at Wilmington, Loyola University of New Orleans and Escambia County, FL public schools)</p>
<p><b>1.4.4. Government Success.</b> What is the i) total dollar amount, and ii) percentage of your company’s total annual revenue generated by sales to local governments (i.e., municipalities, counties, special districts, and state agencies)?</p>	<p>2020-2021</p> <ul style="list-style-type: none"> <li>i. New York City Health and Hospitals Corporation (HHC). NorthStar Recovery Services engaged in an extensive facility reconstruction projects in an effort to transform hospital spaces to Intensive Care units to accommodate COVID patients. This was a \$70M dollar project (funded by New York City via HHC). The revenue generated from this project accounted for approximately 2% of total revenue for 2021)</li> </ul>
<p><b>1.4.5. Customer References.</b> Provide references of at least five (5) local government or educational institution customers for which your company has provided products and services similar in nature and scope to those defined in this RFP in the last three (3) years. Each reference should include:</p>	<p><u>World Risk Management, LLC</u></p> <ul style="list-style-type: none"> <li>Andy Cooper: Vice President <ul style="list-style-type: none"> <li>321-800-5334</li> <li><a href="mailto:andy.cooper@wrmlc.com">andy.cooper@wrmlc.com</a></li> </ul> </li> <li>Services Provided <ul style="list-style-type: none"> <li>Municipal Facilities Pre Loss Assessment Process Development</li> <li>Development of Standard Operating Procedures for disaster recovery in partnership with NorthStar Recovery Services</li> </ul> </li> </ul>

<p>a. Customer contact person and their title, telephone number, and email address;</p> <p>b. A brief description of the products and services provided by your company;</p> <p>c. Customer relationship starting and ending dates; and,</p> <p><b>1.4.6.</b> Notes or other pertinent information relating to the customer and/or the products and services your company provided.</p>	<ul style="list-style-type: none"> <li>• Master Service Agreement Signed 6May2020 and still in effect</li> </ul> <p><u>Louisiana State University</u></p> <ul style="list-style-type: none"> <li>• Edward Nobles: Director of Risk Management <ul style="list-style-type: none"> <li>○ 225-578-0713</li> <li>○ <a href="mailto:nobles@lsu.edu">nobles@lsu.edu</a></li> </ul> </li> <li>• Services Provided <ul style="list-style-type: none"> <li>○ Development of Standard Operating Procedures for the execution of disaster recovery processes.</li> <li>○ Pre Loss Assessments on 100 key university facilities</li> <li>○ Pre Loss Assessment Compendium assembled for use by LSU Emergency Response Center</li> <li>○ Table Top Analysis for all University Stakeholders in the context of a major disaster recovery effort.</li> <li>○ Environmental Remediation</li> <li>○ Fire and Water Loss Restoration</li> <li>○ Facility reconstruction (emergency basis)</li> <li>○ Infrastructure Support <ul style="list-style-type: none"> <li>▪ Power Generation</li> <li>▪ Environmental Control (HVAC; chill water)</li> </ul> </li> </ul> </li> <li>• Master Service Agreement signed 2017 and remains in effect</li> </ul> <p><u>School Board of Bay County Florida</u></p> <ul style="list-style-type: none"> <li>• Dan Fuller: GM of Procurement and Contracting <ul style="list-style-type: none"> <li>○ 850-767-4209</li> <li>○ <a href="mailto:fulled@bay.k12.fl.us">fulled@bay.k12.fl.us</a></li> </ul> </li> <li>• Services Provided <ul style="list-style-type: none"> <li>○ Hurricane Michael (2018) Disaster Recovery Services (see case study in Appendix G) <ul style="list-style-type: none"> <li>▪ Water Restoration</li> <li>▪ Remediation</li> <li>▪ Demolition</li> <li>▪ Reconstruction/Construction</li> <li>▪ Debris Removal</li> </ul> </li> </ul> </li> <li>• Master Service Agreement signed 2018. Extended as a consequence of an RFP awarded in 2020.</li> </ul> <p><u>University of North Carolina at Wilmington</u></p> <ul style="list-style-type: none"> <li>• Kristy Burnette: Risk Manager <ul style="list-style-type: none"> <li>○ 910-962-2220</li> <li>○ <a href="mailto:Burnettek@uncw.edu">Burnettek@uncw.edu</a></li> </ul> </li> <li>• Services Provided</li> </ul>
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	<ul style="list-style-type: none"> <li>○ Hurricane Florence 2018 Disaster Recovery Services <ul style="list-style-type: none"> <li>▪ Multiple roofing systems repairs and reconstruction</li> <li>▪ Water Restoration</li> <li>▪ Remediation</li> <li>▪ Demolition and Reconstruction</li> </ul> </li> <li>○ Emergency Response Services in support of a campus facility portfolio of over 100 facilities <ul style="list-style-type: none"> <li>▪ Water Restoration</li> <li>▪ Remediation</li> </ul> </li> <li>○ Development of Standard Operating Procedures and Pre Loss Assessment Planning and Documentation</li> <li>• Master Service Agreement Signed 2018 and continues through 2022 as a consequence of awarding of an RFP.</li> </ul> <p><u>Escambia County, Florida School District</u></p> <ul style="list-style-type: none"> <li>• Keith Wasdin: Director of Facilities <ul style="list-style-type: none"> <li>○ 850-439-2639</li> <li>○ <a href="mailto:MWasdin@ecsdf.us">MWasdin@ecsdf.us</a></li> </ul> </li> <li>• Services Provided <ul style="list-style-type: none"> <li>○ Standard Operating Procedure development and implementation</li> <li>○ Pre Loss Assessment Planning and documentation.</li> <li>○ Hurricane Sally (2020) Disaster Recovery Services <ul style="list-style-type: none"> <li>▪ Water Restoration</li> <li>▪ Remediation</li> <li>▪ Environmental Control</li> <li>▪ Minor demolition and Reconstruction.</li> </ul> </li> <li>○ Development of Standard Operating Procedures and Pre Loss Assessment Planning and Documentation</li> </ul> </li> <li>• Master Service Agreement signed 2020 and extended as a consequence of an IDIQ awarded in 2022.</li> </ul>
2.	
<b>2.1. PRODUCTS &amp; SERVICES</b>	
<b>2.1.1. Product &amp; Services Description(s).</b> Provide a detailed description of the products and services you are	Appendix I contains a detailed description/listing of the products and Services Provided. The following is a summary listing of those services: <ul style="list-style-type: none"> <li>• Planning and Preparation</li> </ul>



<p>offering as a part of your proposal.</p> <p><b><u>IMPORTANT.</u></b> This description along with the products and services included in the <b><u>Attachment B – Cost Proposal</u></b> will be utilized to define the overall products and services available under a resulting contract.</p>	<ul style="list-style-type: none"> <li>○ Development of Standard Operating Procedures for emergency response process</li> <li>○ Pre Loss Assessment Survey's and analysis on facility portfolios</li> <li>○ Operational Planning</li> <li>○ Development of facility information portfolios.</li> <li>○ Training, Plan Analysis and Table Top Exercise planning and Execution</li> <li>● Project Management Services <ul style="list-style-type: none"> <li>○ Emergency Call Processing</li> <li>○ Project Oversight</li> <li>○ Scope of work development</li> <li>○ Development of Rough Order of Magnitude (Cost Estimate based on Scope of Work</li> <li>○ Process Execution</li> <li>○ Documentation Development and daily submission</li> <li>○ Daily Update</li> <li>○ Daily Safety Inspections</li> </ul> </li> <li>● Fire, Smoke and Water Damage Recovery</li> <li>● Water Extraction and Moisture control</li> <li>● HVAC Decontamination and cleaning</li> <li>● Microbial Remediation</li> <li>● Telecommunications recovery</li> <li>● Electronics Restoration</li> <li>● Media Recovery</li> <li>● Documents, Books and Vital Records Recovery</li> <li>● Equipment Recovery and Restoration</li> <li>● Commercial Cleaning/Decontamination of Heating, Ventilation and Air Conditioning units and Ductwork; Drapes, Post Construction Clean up</li> <li>● Bio Hazard Cleanup</li> <li>● Building Deodorization/Odor Control</li> <li>● Consulting on all matters relating to disaster recovery, restoration, remediation, environmental control</li> <li>● Carpet Cleaning</li> <li>● Content Cleaning and Decontamination</li> <li>● Structural cleaning and Restoration</li> <li>● Structure and content drying</li> <li>● Transportation and Storage</li> <li>● Security</li> <li>● Reconstruction/Construction</li> </ul>
<p><b>2.1.2. <i>Emergency Response.</i></b> Describe how your organization responds to emergencies.</p>	<p>NorthStar Recovery Services detailed and robust Emergency Response Processes are detailed in <b><u>Appendices K (Emergency Call In Procedures on NRS 24/7 Emergency Call in Number)</u></b> and <b><u>L</u></b></p>

(NorthStar Recovery Services Emergency Response Processes). **Appendix M** describes the features in NorthStar Recovery Services Phone App and its application for emergency response reporting and data sharing: In summary:

"24 Hour Emergency Response Line" (Appendix K)

- **24/7/365 Emergency Call in Number** (800-283-2933) Staffing and management
- Detailed Call in Data Queries managed by the response line staff
- NorthStar Recovery Services Operational Manager call back 10-15 Minutes of initial call.
  - Gather further details
  - Describe Response Intentions
- On-Site NorthStar Presence: 2 Hours is the objective.

NorthStar Recovery Services Emergency Response Processes (Appendix L):

- **Disaster Recovery Planning**
  - MSA in Place
  - Standard Operating Procedure Development
  - Pre Loss Assessment on Portfolio Priorities
- **Disaster Recovery Response and Deployment**
  - Single Large Losses
    - Emergency Call Made
    - On Site Arrival: 2 Hours
      - Site Assessment
      - Immediate Processes begun
    - NRS Management Team on site: 4 Hours
    - Scope of Work Developed within 48 Hours
    - Recovery Effort commences
    - Rough Order of Magnitude provided (cost) within 72 Hours.
    - 72 Hours until completion
      - Daily Updates
      - Time Sheets
      - Material and Equipment usage sheets
      - Daily safety inspection
      - All required documentation prepared for delivery

	<ul style="list-style-type: none"> <li>○ <u>Area Wide Disasters</u> <ul style="list-style-type: none"> <li>▪ NRS plans with client partner for pending event (7 days from landfall)</li> <li>▪ NRS and Partner prepare response and preparation positions</li> <li>▪ NRS Pre-stages critical equipment and infrastructure to accelerate response times.</li> <li>▪ Post landfall: NorthStar Recovery Services engages in an Aggressive Recovery, Restoration, Remediation and Re-construction/Construction efforts on all key facilities .</li> </ul> </li> </ul>
<p><b>2.1.3. Project Management.</b> Provide a description of your approach, strategies and personnel requirements as it relates to project management</p>	<p>A full description of NorthStar Recovery Service's Operating Stratagem for project management is contained in Appendix J. In summary, NorthStar Recovery Services has the full capacity to conduct prompt and sustained efforts under the most trying circumstances. Its complement of Project Managers, Coordinators and supervisors are all fully certified and accredited to the most exacting industry standards. NorthStar Recovery Services leads the restoration and environmental control industry in its Safety Program and Standards. The key to effective project management is the "speed and clarity of Data" that is shared daily with each client. Strategically, NorthStar Recovery Services is partnered with industry leading providers in the fields of power generation, environmental control and manpower provisioning. Moreover, it has direct access and reach-back to industry leading experts in every facet of facility construction, operation and environmental considerations that can be brought to bear in any circumstance.</p>
<p><b>2.1.4. Additional Offering.</b> Please include any additional products and services not included in the scope of the solicitation that you think will enhance and add value to this contract's participating agencies.</p>	<p>NorthStar Recovery Services, Inc., is included in the NorthStar Group Holdings overall grouping of subsidiary companies. As such, it has direct "reach back" capabilities to provide a host of services under the NorthStar organizational architecture to include but not limited to:</p> <ul style="list-style-type: none"> <li>• Facility Engineering and Design Consulting</li> <li>• Environmental Remediation</li> <li>• Asbestos Abatement</li> <li>• Lead Abatement</li> <li>• Soil Reclamation</li> <li>• Demolition</li> </ul> <p>In this capacity, NorthStar Recovery Services is capable of providing "Turn Key" services to any</p>

	<p>number of complex projects. Moreover, this organization structure allows any project to proceed without an “operational pause” due to the need to outsource any of the aforementioned services.</p> <p><b><u>“Provider of Solutions to the Most Complex Challenges:”</u></b> NorthStar Recovery Services has virtually unlimited access to the nations top engineering consulting firms and other leaders in the facility management industry. As such, NorthStar has the capacity to <b><u>provide solutions to the most complex challenges that may arise in the course of a disaster recovery/emergency response effort.</u></b></p>
<b>3. <u>Business Operations</u></b>	
<b>3.1. Customer Service</b>	
<p><b>3.1.1. Customer Service Department.</b> Describe your company’s customer service department &amp; operations. Your description may include, but is not limited to, hours of operation, number and location of service centers, parts outlets, number of customer service representatives. Clarify if the service centers are owned by your company or if they are a network of subcontractors.</p>	<p>In the context of NorthStar Recovery Services’ Disaster Recovery and Emergency Response efforts the terms “clients and customers” are substituted with the term “Partner.” It is the context of developing a Partnership where the key elements of “Trust, Faith and Confidences are developed and strengthened.” In a disaster recovery environment, <b><u>true “customer service” is delivered by the prompt, sustained, efficient and cost- effective recovery efforts possible.</u></b> This is only attainable through the development of a <b><u>Resilient Partnership.</u></b> NorthStar Recovery Services Seeks to accomplish this vis a vis:</p> <ul style="list-style-type: none"> <li>• Detailed Disaster Recovery and Emergency Response planning with its Partners</li> <li>• Assignment of a dedicated Project Coordinator to each Partner. The strengthen of a working rapport at this level is crucial.</li> <li>• Direct engagement by NorthStar Recovery Services’ President and Senior Directors with each partner re-affirms NorthStar’s commitment to each partner’s readiness and resiliency.</li> <li>• <b><u>Dedicated Accounts for each Partner on NorthStar’s Phone App.</u></b> This serves as the direct gateway to information sharing on every project joined.</li> </ul>
<b>3.1.2. Bonding Capabilities</b>	
<p><b>3.1.3. Bonding.</b> Describe your company’s bonding capacity. Your response may include, but is not limited to, the bonding company’s surety rating.</p>	<p>NorthStar Recovery Services, with its affiliation with NorthStar Group Holdings, is a participant in a <b><u>bonding program with a capacity in excess of \$300M.</u></b> Appendix H is the direct reference to NRS’s bonding capacity.</p>

## 4. PRICING

### 4.1. Cost Proposal

**4.1.1. Pricing Model.** Provide a description of your pricing model or methodology identifying how the model works for the products and services included in your proposal. Your response should describe how the proposed pricing model is able to be audited by an Equalis Group member to assure compliance with the pricing in the Master Agreement.

NorthStar Recovery Services employs the **Time and Material** model as its sole methodology for pricing. Disaster Recovery and Emergency Response services are, by their very nature, unique to every circumstance give the scope of damage or extent of facility compromise in any circumstance. The only practical method to baseline/price a project is via the Time and Material Methodology. The model is predicated upon a clearly defined **Rate Schedule** that establishes rates for:

- Labor Rates: Defines rates for every positional role and technical skill sets
  - By Unit (Hourly)
  - Unit of Time
    - Straight Time
    - Overtime
    - Extenuating circumstances
- Restoration Equipment: Defines rates for all equipments employed on a project (up to and including Power Generation systems)
  - By Unit
  - Unit of Time
    - Daily
    - Weekly
    - Monthly
- Consumable Materials: The nature of disaster recovery works demands the consumption/employment of “consumable material” in the course of a recovery process.
  - By Units. Examples follow
    - Pair
    - Each
    - BOX
    - Pack
    - Roll
- Heavy Equipment: To include the use of excavators, associated equipment and trucks. Moreover, rate clarifications are included to ensure transparency and understanding of how each rate is applied
  - By Unit
    - Each
  - Daily Rates
  - Weekly Rates
  - Monthly rates
- Labor Considerations and Qualifications:
  - Describes how labor rates are applied in different circumstances

	<ul style="list-style-type: none"> <li>▪ Definition of overtime</li> <li>▪ Double time rate application for holidays etc</li> <li>▪ Travel Time/Compensation</li> <li>▪ Application of travel costs</li> <li>▪ Per Diem Rates</li> <li>▪ Recognition of Collective Bargaining Agreements in various locations as the superseding authority on labor rate applications. This will be made clear to the Partner on whose behalf the labor is employed.</li> </ul> <ul style="list-style-type: none"> <li>• <b><u>Compliance with Davis Bacon Act.</u></b> The following is NorthStar Recovery Services' compliance position with the Davis Bacon Act:" <ul style="list-style-type: none"> <li><i>"The attached rate schedule does not reflect Davis Bacon Prevailing wages for any specific location. In order to ensure that prevailing wages apply in a specific project location, and to ensure compliance with the Davis Bacon Act, NorthStar Recovery Services and Client will achieve agreement on the wages to be applied, by billet and in compliance with that locations Davis Bacon Act requirement. The following link will be used as a reference to ensure wages are compliant: <a href="https://sam.gov/content/wage-determinations">https://sam.gov/content/wage-determinations</a>"</i></li> </ul> </li> </ul> <p>Auditing Processes. The Time and Material pricing model facilitates and clear and direct auditing process." The agreed Rate Schedule is the focal point around which NorthStar Recovery Services invoice process is predicated. All project operational costs are reflected in the daily (signed to and agreed by the partner):</p> <ul style="list-style-type: none"> <li>• Time sheets. Every hour of every position engaged on a project is reviewed and agreed to daily.</li> <li>• Material and Equipment sheets. Every category of equipment employed on a given project on each day is recorded and agreed to by both NorthStar and the Partner.</li> </ul>
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	<ul style="list-style-type: none"> <li>• Third Party invoices are included in every NorthStar Recovery Services “partner served invoice” in ensure that these invoices are treated in accordance with the standing Master Service Agreement.</li> <li>• Daily Project Updates. Sent daily to each Partner noting in detail the engagement of all labor and equipment employed that day.</li> </ul> <p>When auditing any presented NorthStar Recovery Services Invoice, it will be noted that <b><u>all documentation utilized to arrive at the invoice number</u></b> is included at attachments to the invoice. Secondly, each category of labor, equipment and consumable that are accounted for are related/tied directly to the agreed upon rate schedule.</p>
<p><b>4.1.2. Cost Proposal Value.</b> Which of the following statements best describes the pricing offered included in Bidder’s cost proposal?</p>	<p>The prices offered in your Cost Proposal are:</p> <p><input type="checkbox"/> lower than what you offer other group purchasing organizations, cooperative purchasing organizations, or state purchasing departments.</p> <p><input checked="" type="checkbox"/> equal to what you offer other group purchasing organizations, cooperative purchasing organizations, or state purchasing departments.</p> <p><input type="checkbox"/> higher than what you offer other group purchasing organizations, cooperative purchasing organizations, or state purchasing departments.</p> <p><input type="checkbox"/> not applicable. Please explain below.</p>
<p><b>4.1.3. Additional Savings.</b> Describe any quantity or volume discounts or rebate programs included in your Cost Proposal.</p>	<p>NorthStar Recovery Services Rate Schedule presented, when accepted and executed in the context of a agreed to project, allows for a 48% discount/savings on equipment rentals. This discount structure is defined as follows:</p> <ul style="list-style-type: none"> <li>• 1 Rental Week: Billed at 5 Days</li> <li>• 1 Rental Month: Billed at 3 Weeks</li> </ul>
<p><b>4.1.4. Pricing Open Market or Sourced Goods.</b> Propose a method for the pricing of Open Market Items.</p> <p><b>NOTE:</b> For a definition of Open Market Items, please refer to Part One, Section 5 – Pricing.</p>	<p>NorthStar Recovery Services will charge a <b><u>procurement fee</u></b> for unscheduled items that are procured for a specific project under this contract. This fee will be set at a rate not to exceed %15 of the value of the unscheduled purchases made at the time of the executed project.</p> <p>The following additional supplies / materials considerations and qualifications apply:</p> <ul style="list-style-type: none"> <li>• Fuel will be charged at a mutually agreed rate.</li> <li>• During the course of performance of services, NorthStar Recovery Services may add additional materials to the schedule above at rates agreed upon by both NorthStar Recovery Services and the Client.</li> </ul>

## 5. GO-TO-MARKET STRATEGY

### 5.1. Bidder Organizational Structure & Staffing of Relationship

**5.1.1. Key Contacts.** Provide contact information and resumes for the person(s) who will be responsible for the following areas;

1. Executive Contact
2. Contract Manager
3. Sales Leader
4. Reporting Contact
5. Marketing Contact.

Indicate who the primary contact will be if it is not the Sales Leader.

**Executive Contact:** Andy Hixson, President  
Phone Number: (513) 276-1759

Email: [Ahixson@northstar.com](mailto:Ahixson@northstar.com)

**Contract Manager and Reporting Contact:**

John Kunert, Director of Business Continuity

Phone Number: (510) 666-5072

Email: [Jkunert@northstar.com](mailto:Jkunert@northstar.com)

**Sales Leader and Primary Contact:** Austin

Stone, National Business Development

Phone Number: (409) 626-2290

Email: [Astone@northstar.com](mailto:Astone@northstar.com)

**Marketing Contact:** Andres Delacruz,

Deputy Director of Business Continuity

Phone Number: (510) 495-4263

Email: [Adelacruz@northstar.com](mailto:Adelacruz@northstar.com)

**5.1.2. Sales Organization.** Provide a description of your sales organization, including key staff members, the size of the organization, in-house vs. third-party sales resources, geographic territories, vertical market segmentation, etc.

NorthStar's business development team is responsible for understanding and developing assigned territories to maximize and grow revenue and profits. Their job is to ensure the successful growth of NorthStar's services and Premier Response Program. By understanding the clients needs and expectations while at the same time identifying new markets and opportunities. Our business development team works to develop a detailed pre-loss description of our clients assets and provide overview to operations before a disaster occurs. Our team is made up of four individuals who have multiple years of experience selling disaster recovery services in many different industries.

**Austin Stone: National Business Development.**

Markets: Public Entities, K-12, Higher Education, Healthcare, Commercial Real Estate

Territory: Central, East and Southeast US

**Angela Pillsbury: National Business Development**

Markets: Public Entities, Retail, Industrial, Healthcare, Manufacturing

Territory: Southwest, Central and Southeast US

**Brian Golden: National Business Development**

Markets: Higher Education, K-12, Commercial Real Estate, Hospitality

Territory: Central, East and Northeast US

**Jay Hawkins: National Business Development**

Markets: Multi-Family, Hospitality, Industrial, Retail



	Territory: Northwest, Southwest, and Central USClick here to enter response.
<b>5.2. Contract Implementation Strategy &amp; Expectations</b>	
<b>5.2.1. <i>Contract Expectation.</i></b> What are your company's expectations in the event of a contract award?	<p>NorthStar has very high expectations in the event they are awarded the Equalis RFP. The first agenda item when awarded will be to understand the list of potential clients given to NorthStar. Some questions we will ask ourselves:</p> <ol style="list-style-type: none"> <li>1. What is the known risk of the geography?</li> <li>2. Have they had any major events occur in the past?</li> <li>3. What do NorthStar's resources look like for that area?</li> <li>4. How can we respond in an efficient and timely manner?</li> </ol> <p>When you understand your clients and know the potential risk beforehand, it allows you to mitigate a loss before you even arrive onsite. So having a plan, executing that plan, and being prepared knowing there could be a loss at any moment, allows NorthStar to create expectations for our current clients and this contract as well..</p>
<b>5.2.2. <i>Five (5) Year Sales Vision &amp; Strategy.</i></b> Describe your company's vision and strategy to leverage a resulting contract with Equalis over the next five (5) years. Your response may include but is not limited to; the geographic or public sector vertical markets being targeted; your strategy for acquiring new business and retaining existing business; how the contract will be deployed with your sales team; and the time frames in which this will be completed.	<p>NorthStar recently moved its Operational and Logistics site to Dallas, Tx. This allows NorthStar to disperse equipment, manpower, and other resources around the country when needed. NorthStar will be able to develop new business and retain existing business by developing relationships and implementing NorthStar's Premier Response Program.</p> <p>There are several companies that offer an at cost program prior to events happening, but NorthStar's Premier Response Program is an industry first with a no cost, no retainer. By investing into our clients and addressing areas of concern with our Standard Operating Procedures (SOP) and Pre-Loss Assessments (PLA), NorthStar can gather the data that is needed to give our Operations team the best opportunity to respond in an efficient and effective manner. By understanding who the client is and what priorities they have when it comes to a disaster, NorthStar can make sure no stones will be left unturned.</p> <p>NorthStar will be able to stay in front of the client whether there is day to day or catastrophic events. Our Business Continuity and Sales team will sit down with the client and develop what we call the playbook or Standard Operating Procedures (SOP). This will allow NorthStar to understand who the key points of</p>

	contact are and where key components need to go such as billing, daily updates, scope of work, etc. Following the SOP, NorthStar will conduct their Pre-Loss Assessments (PLA) on every building or asset that the client utilizes. These assessments will include gathering floor plans, utility run out plans, asbestos containing material reports, and our own team walking the building and gathering photos and other data. This will all come to form a compendium that NorthStar will share with the client. Having this data upfront and continuing to update the compendium on a yearly basis, will allow the client to save money long-term and give NorthStar the opportunity to meet the clients needs when responding.
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5.2.3. *Sales Objectives.* What are your top line sales objectives in each of the five (5) years if awarded this contract?

Day to Day (Non Catastrophic Events)		
Years	Customers	Total Sales
1	3-5	\$250,000-\$500,000
2	5-10	\$750,000-\$1M
3	10-15	\$1.5M-\$2M
4	15-20	\$3M-5M
5	20-25	\$6M-10M

Catastrophic Events		
Years	Customers	Total Sales
1	1-2	\$3M-\$5M
2	3-4	\$5M-\$10M
3	5-6	\$10M-\$20M
4	6-7	\$20M-\$30M
5	7-10	\$30M-\$50M

1

1

## 6. ADMIN FEE & REPORTING

### 6.1. Admin Fee

<p><b>6.1.1. Administrative Fee.</b> Equalis Group only generates revenue when the Winning Supplier generates revenue based on contract utilization by current and future Members. The proposed Administrative Fee for</p>	<p><input checked="" type="checkbox"/> <b>Agree</b> to proposed Administrative Fee</p> <p><input type="checkbox"/> <b>Negotiate</b> Administrative Fee. Provide additional information below if you opt to negotiate.</p>
--	---

<p>this contract is two percent (2%) based on the terms disclosed in the <b><u>Attachment A - Model Administration Agreement.</u></b></p>	
<b>6.2. Reporting</b>	
<p><b>6.2.1. Sales &amp; Administrative Fee Reporting.</b> Equalis Group requires monthly reports detailing sales invoiced the prior month and associated Administrative Fees earned by the 15<sup>th</sup> of each month. Confirm that your company will meet this reporting requirement. If not, explain why and propose an alternative time schedule for providing these reports to Equalis Group.</p>	<p>NorthStar Recovery Services agrees to the following:</p> <ul style="list-style-type: none"> <li>• Submission of monthly reports detailing sales invoiced the prior month and associated Administrative Fees earned by the 15<sup>th</sup> of each month</li> </ul>
<p><b>6.2.2. Self-Audit.</b> Describe any self-audit process or program that you plan to employ to verify compliance with your proposed contract with Equalis Group. This process includes ensuring that Members obtain the correct pricing, reports reflect all sales made under the Contract, and Winning Supplier remit the proper admin fee to Equalis.</p>	<p>NorthStar Recovery Services, in the conduct of every project, <b><u>conducts continuous self audits</u></b> on a daily basis. It does so in the following manner:</p> <ul style="list-style-type: none"> <li>• <u>Project Coordinator (PC)</u>: Ensures documentation compliance on all costs centers that directly relate to the agreed to Rate Schedule: <ul style="list-style-type: none"> <li>○ Daily Time Sheets (Rates for each billet engaged and hours applied). Daily time sheets are agreed to with the client and formally documented with both designated client representative and NRS PC signatures.</li> <li>○ Daily Material and Equipment Sheets (Documents every piece of equipment used on the project for any given day. ) Equipment rates are directly referenced and applied in accordance with the agreed upon rate schedule. Daily material and equipment sheets are agreed to with the client and formally documented with both designated client representative and NRS PC signatures.</li> <li>○ Collection and documentation of any third party invoices. PC ensures that all third party costs are documented and communicated to the client.</li> </ul> </li> <li>• Project Accountant: Assigned to every project to ensure “accounts receivable and</li> </ul>

	<p>payable” are maintained daily and consistent with the agreed to rate schedule.</p> <ul style="list-style-type: none"><li>○ Oversees a “progressive billing process” to capture all relevant cost activities for that day. Those costs are then <b><u>audited against the agreed to rate schedule</u></b> to ensure continuity of accuracy of the invoicing process.</li></ul> <p>Both the PC and Project Account, upon completion of the project, avail themselves to any auditing process that the client may deem appropriate and as may be requested by third party stakeholder (e.g. FEMA, insurers etc). This is intended to maximize clarity, transparency and accuracy on every invoice submitted.</p>
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## PROPOSAL FORM 2: COST PROPOSAL

A template for the Cost Proposal has been included as **Attachment B** and must be uploaded as a separate attachment to a Bidder's proposal submission. Bidders are permitted to revise any part of the spreadsheet to the Cost Proposal to accurately reflect the column titles, details, discounts, pricing categories of products, services, and solutions being offered to Equalis Group Members.

Bidder's Cost Proposal must include the information requested in **Section 5 - Pricing**.

**NOTE:** Cost Proposals will remain sealed and will only be opened and reviewed for those Bidders that meet the minimum Technical Proposal score threshold as described in **Section 6.2 - Evaluation and Scoring of Proposals**.

*(The rest of this page is intentionally left blank)*

## PROPOSAL FORM 3: DIVERSITY VENDOR CERTIFICATION PARTICIPATION

**Diversity Vendor Certification Participation** - It is the policy of some Members participating in Equalis Group to involve minority and women business enterprises (M/WBE), small and/or disadvantaged business enterprises, disable veterans business enterprises, historically utilized businesses (HUB) and other diversity recognized businesses in the purchase of goods and services. Respondents shall indicate below whether or not they hold certification in any of the classified areas and include proof of such certification with their response.

**a. Minority Women Business Enterprise**

Respondent certifies that this firm is an MWBE: ☐Yes ☒No

List certifying agency: [Click or tap here to enter text.](#)

**b. Small Business Enterprise (SBE) or Disadvantaged Business Enterprise ("DBE")**

Respondent certifies that this firm is a SBE or DBE: ☐Yes ☒No

List certifying agency: [Click or tap here to enter text.](#)

**c. Disabled Veterans Business Enterprise (DVBE)**

Respondent certifies that this firm is an DVBE: ☐Yes ☒No

List certifying agency: [Click or tap here to enter text.](#)

**d. Historically Underutilized Businesses (HUB)**

Respondent certifies that this firm is an HUB: ☐Yes ☒No

List certifying agency: [Click or tap here to enter text.](#)

**e. Historically Underutilized Business Zone Enterprise (HUBZone)**

Respondent certifies that this firm is an HUBZone: ☐Yes ☒No

List certifying agency: [Click or tap here to enter text.](#)

**f. Other**

Respondent certifies that this firm is a recognized diversity certificate holder: ☐Yes ☒No

List certifying agency: [Click or tap here to enter text.](#)

## PROPOSAL FORM 4: CERTIFICATIONS AND LICENSES

Provide a copy of all current licenses, registrations and certifications issued by federal, state and local agencies, and any other licenses, registrations or certifications from any other governmental entity with jurisdiction, allowing Bidder to provide the products and services included in their proposal which can include, but not limited to licenses, registrations or certifications. M/WBE, HUB, DVBE, small and disadvantaged business certifications and other diverse business certifications, as well as manufacturer certifications for sales and service must be included if applicable

Please also list and include copies of any certificates you hold that would show value for your response not already included above.

**Listed Below are *Examples* of the Certifications and Licenses held by NorthStar Nation Wide**



Dear IICRC Registrant:

**Congratulations!** You have passed your exam.

You are now certified and recognized by the IICRC and your industry. You have achieved a level of expertise at which you understand and can perform the standard of care required in this certification category.

Please find enclosed your Certification Kit. This includes your certificate, card, and corresponding certification patch, which recognizes and verifies your achievement.

**Please be sure to provide a copy of your certificate to your employer for their files; keep the original for your personal files.** Many companies and technicians proudly display their respective certificates to show customers and co-workers their status as an IICRC Certified professional.

We encourage you to inform your customers and clients that you have achieved this superior level of distinction as a certified technician.

Congratulations again. You have joined the ranks of a select group of professionals working within the inspection, cleaning, and restoration industry.

Sincerely,

A handwritten signature in black ink, appearing to read "Richard Greene".

Richard Greene  
IICRC President

EXAM:  
SCORE:

Plymire  
RRT  
90.00

Learn more about earning additional IICRC Certifications at [iicrcert.org](http://iicrcert.org).

Learn more about the Continuing Education Credit (CEC) requirements for certification renewal and additional training opportunities at [iicrcCEEvents.org](http://iicrcCEEvents.org).

4043 South Eastern Avenue · Las Vegas, Nevada · 89119  
1 844 464-4272 · 702-694-4272  
iicrc.org

Click or tap here to enter text.

04.2018





**IICRC®**  
Institute of Inspection Cleaning  
and Restoration Certification

**RAYMOND R. MAURER**

is a registrant in good standing with the IICRC, and has qualified by service and examination for certification in the following areas:

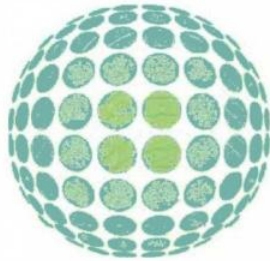
**APPLIED STRUCTURAL DRYING  
CARPET CLEANING  
COMMERCIAL DRYING  
WATER DAMAGE RESTORATION  
APPLIED MICROBIAL REMEDIATION  
UPHOLSTERY & FABRIC CLEANING  
LEATHER CLEANING**

This registrant has pledged to perform services in these areas  
with skill, honesty, and integrity to provide the consumer  
with the highest standard of care and expertise.

**137566**  
REGISTER NUMBER

**04/30/2023**  
EXPIRATION DATE





# IICRC

Institute of Inspection Cleaning  
and Restoration Certification

## CERTIFIED FIRM

### 2022

*be it known that:*

**NORTHSTAR RECOVERY SERVICES**

Is registered with IICRC, and has pledged to implement an advanced training program and a course of study leading to the certification of all On-Location Operators actively engaged in providing services to the consumer in cleaning and restoration and has pledged its support in establishing and maintaining a professional attitude in the conduct of its daily business at all times and providing the consumer with the highest degree of professionalism possible.



Peter P. Duncanson  
Chair of the Board of Directors



Company Number 197294

Valid Through 12-31-2022



**IICRC®**  
Institute of Inspection Cleaning  
and Restoration Certification

**MICHAEL D. CHATMAN**

is a registrant in good standing with the IICRC, and has qualified by service and examination for certification in the following areas:

**WATER DAMAGE RESTORATION  
TRAUMA & CRIME SCENE  
APPLIED STRUCTURAL DRYING**

This registrant has pledged to perform services in these areas  
with skill, honesty, and integrity to provide the consumer  
with the highest standard of care and expertise.

**8412646**

REGISTER NUMBER

**04/30/2023**

EXPIRATION DATE



Ron DeSantis, Governor



**STATE OF FLORIDA**  
**DEPARTMENT OF BUSINESS AND PROFESSIONAL REGULATION**

**ASBESTOS LICENSING UNIT**

THE ASBESTOS CONTRACTOR HEREIN IS LICENSED UNDER THE  
PROVISIONS OF CHAPTER 469, FLORIDA STATUTES

(INDIVIDUAL MUST MEET ALL LOCAL LICENSING  
REQUIREMENTS PRIOR TO CONTRACTING IN ANY AREA)

**JENKINS, JOHN JOSEPH**

NORTHSTAR DEMOLITION AND REMEDIATION LP  
9135 AVENUE C  
ORLANDO FL 32824

**LICENSE NUMBER: CJC1154177**

**EXPIRATION DATE: NOVEMBER 30, 2022**

Always verify licenses online at [MyFloridaLicense.com](http://MyFloridaLicense.com)



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Ron DeSantis, Governor

Julie I. Brown, Secretary



**STATE OF FLORIDA**  
**DEPARTMENT OF BUSINESS AND PROFESSIONAL REGULATION**

**ASBESTOS LICENSING UNIT**

THE ASBESTOS BUSINESS ORGANIZATION HEREIN IS LICENSED UNDER THE  
PROVISIONS OF CHAPTER 469, FLORIDA STATUTES

**NORTHSTAR CONTRACTING GROUP, INC.**

JOHN J. JENKINS  
2760 S FALKENBURG RD  
RIVERVIEW FL 33578

**LICENSE NUMBER: ZA514**

**EXPIRATION DATE: NOVEMBER 30, 2023**

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Ron DeSantis, Governor

Melanie S. Griffin, Secretary



**STATE OF FLORIDA**  
**DEPARTMENT OF BUSINESS AND PROFESSIONAL REGULATION**

**MOLD-RELATED SERVICES LICENSING PROGRAM**

THE MOLD REMEDIATOR HEREIN IS CERTIFIED UNDER THE  
PROVISIONS OF CHAPTER 468, FLORIDA STATUTES

**SOBSKI, JERZY**

76 E 9 MILE RD  
PENSACOLA FL 32534

**LICENSE NUMBER: MRSR75**

**EXPIRATION DATE: JULY 31, 2024**

Always verify licenses online at [MyFloridaLicense.com](http://MyFloridaLicense.com)



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# United States Environmental Protection Agency

This is to certify that



NorthStar Contracting Group, Inc.

has fulfilled the requirements of the Toxic Substances Control Act (TSCA) Section 402, and has received certification to conduct lead-based paint renovation, repair, and painting activities pursuant to 40 CFR Part 745.89

In the Jurisdiction of:

All EPA Administered States, Tribes, and Territories

This certification is valid from the date of issuance and expires July 24, 2025

NAT-2224-2

Certification #

March 20, 2017

Issued On



A handwritten signature in black ink, appearing to read "Michelle Price".

Michelle Price, Chief

Lead, Heavy Metals, and Inorganics Branch



Ron DeSantis, Governor

Halsey Beshears, Secretary



**STATE OF FLORIDA**  
**DEPARTMENT OF BUSINESS AND PROFESSIONAL REGULATION**

**CONSTRUCTION INDUSTRY LICENSING BOARD**

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

**JENKINS, JOHN JOSEPH**

NORTHSTAR DEMOLITION AND REMEDIATION, LP  
1201 S CHILDERS ROAD  
ORANGE TX 77632

**LICENSE NUMBER: CCC1329303**

**EXPIRATION DATE: AUGUST 31, 2022**

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## PROPOSAL FORM 5: UNRESOLVED FINDINGS FOR RECOVERY

**O.R.C. Chapter 9.24** prohibits CCOG from awarding a contract to any entity against whom the Auditor of State has issued a finding for recovery, if such finding for recovery is “unresolved” at the time of award. By submitting a proposal, a Bidder warrants that it is not now, and will not become, subject to an “unresolved” finding for recovery under **O.R.C. Chapter 9.24** prior to the award of any contract arising out of this RFP, without notifying CCOG of such finding. The Proposal Review Team will not evaluate a proposal from any Bidder whose name, or the name of any of the subcontractors proposed by the Bidder, appears on the website of the Auditor of the State of Ohio as having an “unresolved” finding for recovery.

Is your company the subject of any unresolved findings for recoveries?

- ☐ Yes  
☒ No

## PROPOSAL FORM 6: MANDATORY DISCLOSURES

### 1. *Mandatory Contract Performance Disclosure.*

Disclose whether your company's performance and/or the performance of any of the proposed subcontractor(s) under contracts for the provision of products and services that are the same or similar to those to be provided for the Program which is the subject of this RFP has resulted in any formal claims for breach of those contracts. For purposes of this disclosure, "**formal claims**" means any claims for breach that have been filed as a lawsuit in any court, submitted for arbitration (whether voluntary or involuntary, binding or not), or assigned to mediation. For any such claims disclosed, fully explain the details of those claims, including the allegations regarding all alleged breaches, any written or legal action resulting from those allegations, and the results of any litigation, arbitration, or mediation regarding those claims, including terms of any settlement. While disclosure of any formal claims will not automatically disqualify a Bidder from consideration, at the sole discretion of Equalis Group, such claims and a review of the background details may result in a rejection of a Bidder's proposal. Equalis Group will make this decision based on the Proposal Review Team's determination of the seriousness of the claims, the potential impact that the behavior that led to the claims could have on the Bidder's performance of the work, and the best interests of Members.

Provide statement here. **NorthStar Recovery Services Inc., nor any of its contracted Partners (sub-contractors), have presently or in the past, ever been subject to the filing of any "formal claims" filed against them as a consequence of a breach of contract.**

### 2. *Mandatory Disclosure of Governmental Investigations.*

Indicate whether your company and/or any of the proposed subcontractor(s) has been the subject of any adverse regulatory or adverse administrative governmental action (federal, state, or local) with respect to your company's performance of services similar to those described in this RFP. If any such instances are disclosed, Bidders must fully explain, in detail, the nature of the governmental action, the allegations that led to the governmental action, and the results of the governmental action including any legal action that was taken against the Bidder by the governmental agency. While disclosure of any governmental action will not automatically disqualify a Bidder from consideration, such governmental action and a review of the background details may result in a rejection of the Bidder's proposal at Group's sole discretion. Equalis Group will make this decision based on the Proposal Review Team's determination of the seriousness of the claims, the potential impact that the behavior that led to the claims could have on the Bidder's performance of the work, and the best interests of Members.

Provide statement here. **NorthStar Recovery Services Inc., nor any of its contracted Partners (sub-contractors), have presently or in the past, ever been the subject to any adverse regulatory or adverse administrative governmental action (federal, state or local) with respect to the company's performance of services similar to those described in this RFP .**



## PROPOSAL FORM 7: DEALER, RESELLER, AND DISTRIBUTOR AUTHORIZATION

CCOG allows Suppliers to authorize dealers, distributors, and resellers to sell the products and services made available through, and consistent with the Terms and Conditions set forth in, the Master Agreement. If Supplier intends to authorize their dealers, distributors, or resellers access to the Master Agreement in the event of a contract award Supplier must provide a list, either in the form of a document or a weblink, to identify those organizations who are being authorized access to the Master Agreement.

Will the Supplier authorize dealers, distributors, resellers access to Master Agreement?

☐ **Yes**

☒ **No**

If yes, how will Supplier disclose which organization(s) will have access to the Master Agreement? This list can be updated from time to time upon CCOG's approval.

Bidder Response: Click or tap here to enter text.

## PROPOSAL FORM 8: MANDATORY SUPPLIER & PROPOSAL CERTIFICATIONS

CCOG may not enter into contracts with any suppliers who have been found to be ineligible for state contracts under specific federal or Ohio statutes or regulations. Bidders responding to any CCOG RFP MUST certify that they are NOT ineligible by signing each of the statements below. **Failure to provide proper affirming signature on any of these statements will result in a Bidder's proposal being deemed nonresponsive to this RFP.**

I, **Andrew Hixson**, hereby certify and affirm that NorthStar Recovery Services Inc., & Affiliates, has not been debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from participation in transactions by the United States Department of Labor, the United States Department of Health and Human Services, or any other federal department or agency as set forth in 29 CFR Part 98, or 45 CFR Part 76, or other applicable statutes.

**AND**

I, **Andrew Hixson**, hereby certify and affirm that NorthStar Recovery Services Inc., & Affiliates, is in compliance with all federal, state, and local laws, rules, and regulations, including but not limited to the Occupational Safety and Health Act and the Ohio Bureau of Employment Services and the following:

- Not penalized or debarred from any public contracts or falsified certified payroll records or any other violation of the Fair Labor Standards Act in the last three (3) years;
- Not found to have violated any worker's compensation law within the last three (3) years;
- Not violated any employee discrimination law within the last three (3) years;
- Not have been found to have committed more than one (1) willful or repeated OSHA violation of a safety standard *(as opposed to a record keeping or administrative standard)* in the last three (3) years;
- Not have an Experience Modification Rating of greater than 1.5 (a penalty-rated employer) with respect to the Bureau of Workers' Compensation risk assessment rating; and
- Not have failed to file any required tax returns or failed to pay any required taxes to any governmental entity within the past three (3) years.

**AND**

I, **Andrew Hixson**, hereby certify and affirm that NorthStar Recovery Services Inc., & Affiliates, is not on the list established by the Ohio Secretary of State, pursuant to **ORC Section 121.23**, which identifies persons and businesses with more than one unfair labor practice contempt of court finding against them.

**AND**

I, **Andrew Hixson**, hereby certify and affirm that NorthStar Recovery Services Inc., & Affiliates either is not subject to a finding for recovery under **ORC Section 9.24**, or has taken appropriate remedial steps required under that statute to resolve any findings for recovery, or otherwise qualifies under that section to enter into contracts with CCOG.

I, **Andrew Hixson**, hereby affirm that this proposal accurately represents the capabilities and qualifications of NorthStar Recovery Services Inc., & Affiliates, and I hereby affirm that the cost(s) proposed to CCOG for the performance of services and/or provision of goods covered in this proposal in response to this CCOG RFP is a firm fixed price structure as described in the Cost Proposal, inclusive of all incidentals as well as primary costs. *(Failure to provide the proper affirming signature on this item may result in the disqualification of your proposal.)*

## PROPOSAL FORM 9: CLEAN AIR ACT & CLEAN WATER ACT

The Bidder is in compliance with all applicable standards, orders or regulations issued pursuant to the Clean Air Act of 1970, as Amended (42 U.S. C. 1857 (h), Section 508 of the Clean Water Act, as amended (33 U.S.C. 1368), Executive Order 117389 and Environmental Protection Agency Regulation, 40 CFR Part 15 as required under OMB Circular A-102, Attachment O, Paragraph 14 (1) regarding reporting violations to the grantor agency and to the United States Environment Protection Agency Assistant Administrator for the Enforcement.

Authorized signature: 

Printed Name: Andrew Hixson

Company Name: NorthStar Recovery Services Inc.

Mailing Address: 9111 Jollyville Rd. Ste-165 Austin, Tx 78728

Email Address: ahixson@northstar.com

Job Title: President

## PROPOSAL FORM 10: DEBARMENT NOTICE

I, the Bidder, certify that my company has not been debarred, suspended or otherwise ineligible for participation in Federal Assistance programs under Executive Order 12549, "Debarment and Suspension", as described in the Federal Register and Rules and Regulations.

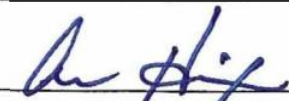
Respondents Name:

Andrew Hixson

Mailing Address:

9111 Jollyville Rd. Ste-165 Austin, Tx 78728

Signature



Title of Signatory:

President, Northstar Recovery Services Inc.

## PROPOSAL FORM 11: LOBBYING CERTIFICATIONS

Submission of this certification is a prerequisite for making or entering into this transaction and is imposed by Section 1352, Title 31, U.S. Code. This certification is a material representation of fact upon which reliance was placed when this transaction was made or entered into. Any person who fails to file the required certification shall be subject to civil penalty of not less than ten thousand dollars (\$10,000) and not more than one hundred thousand dollars (\$100,000) for each such failure.

The undersigned certifies, to the best of his/her knowledge and belief, on behalf of Bidder that:

1. No Federal appropriated funds have been paid or will be paid on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of a Federal contract, the making of a Federal grant, the making of a Federal loan, the entering into a cooperative agreement, and the extension, continuation, renewal, amendment, or modification of a Federal contract, grant, loan, or cooperative agreement.
2. If any funds other than Federal appropriated funds have been or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this Federal contract or cooperative agreement, the undersigned shall complete and submit Standard Form LLL, "Disclosure of Lobbying Activities," in accordance with its instructions.
3. The undersigned shall require that the language of this certification be included in the award documents for all covered sub-awards exceeding one hundred thousand dollars (\$100,000) in Federal funds at all appropriate tiers and that all sub-recipients shall certify and disclose accordingly.

Signature:



Date:

6/20/2022

## PROPOSAL FORM 12: CONTRACTOR CERTIFICATION REQUIREMENTS

### 1. *Contractor's Employment Eligibility*

By entering the contract, Contractor warrants compliance with the Federal Immigration and Nationality Act (FINA), and all other federal and state immigration laws and regulations. The Contractor further warrants that it is in compliance with the various state statutes of the states it will operate this contract in.

Participating Government Entities including School Districts may request verification of compliance from any Contractor or subcontractor performing work under this Contract. These Entities reserve the right to confirm compliance in accordance with applicable laws.

Should the Participating Entities suspect or find that the Contractor or any of its subcontractors are not in compliance, they may pursue any and all remedies allowed by law, including, but not limited to: suspension of work, termination of the Contract for default, and suspension and/or debarment of the Contractor. All costs necessary to verify compliance are the responsibility of the Contractor.

The Respondent complies and maintains compliance with the appropriate statutes which requires compliance with federal immigration laws by State employers, State contractors and State subcontractors in accordance with the E-Verify Employee Eligibility Verification Program.

Contractor shall comply with governing board policy of the COOG Participating entities in which work is being performed.

### 2. *Fingerprint & Criminal Background Checks*

If required to provide services on school district property at least five (5) times during a month, contractor shall submit a full set of fingerprints to the school district if requested of each person or employee who may provide such service. Alternately, the school district may fingerprint those persons or employees. An exception to this requirement may be made as authorized in Governing Board policy. The district shall conduct a fingerprint check in accordance with the appropriate state and federal laws of all contractors, subcontractors or vendors and their employees for which fingerprints are submitted to the district. Contractor, subcontractors, vendors and their employees shall not provide services on school district properties until authorized by the District.

The Respondent shall comply with fingerprinting requirements in accordance with appropriate statutes in the state in which the work is being performed unless otherwise exempted.

Contractor shall comply with governing board policy in the school district or Participating Entity in which work is being performed.

Signature:



Date:

6/20/2022

## PROPOSAL FORM 13: BOYCOTT CERTIFICATION

Bidder must certify that during the term of any Agreement, it does not boycott Israel and will not boycott Israel. "Boycott" means refusing to deal with, terminating business activities with, or otherwise taking any action that is intended to penalize, inflict economic harm on, or limit commercial relations specifically with Israel, or with a person or entity doing business in Israel or in an Israeli-controlled territory, but does not include an action made for ordinary business purposes.

Does Bidder agree?  Click on the line to enter text.  
(Initials of Authorized Representative)

# PROPOSAL FORM 14: FEDERAL FUNDS CERTIFICATION FORMS

When a participating agency seeks to procure goods and services using funds under a federal grant or contract, specific federal laws, regulations, and requirements may apply in addition to those under state law. This includes, but is not limited to, the procurement standards of the Uniform Administrative Requirements, Cost Principles and Audit Requirements for Federal Awards, 2 CFR 200 (sometimes referred to as the “Uniform Guidance” or “EDGAR” requirements).

All bidders submitting proposals must complete this Federal Funds Certification Form regarding bidder’s willingness and ability to comply with certain requirements which may be applicable to specific participating agency purchases using federal grant funds. This completed form will be made available to Members for their use while considering their purchasing options when using federal grant funds. Members may also require Supplier Partners to enter into ancillary agreements, in addition to the contract’s general terms and conditions, to address the member’s specific contractual needs, including contract requirements for a procurement using federal grants or contracts.

**For each of the items below, respondent should certify their agreement and ability to comply, where applicable, by having respondents authorized representative complete and initial the applicable lines after each section and sign the acknowledgment at the end of this form.** If a Bidder fails to complete any item in this form, CCOG will consider the respondent’s response to be that they are unable or unwilling to comply. A negative response to any of the items may, if applicable, impact the ability of a participating agency to purchase from the Supplier Partner using federal funds.

### 3. *Supplier Partner Violation or Breach of Contract Terms*

Contracts for more than the simplified acquisition threshold currently set at one hundred fifty thousand dollars (\$150,000), which is the inflation adjusted amount determined by the Civilian Agency Acquisition Council and the Defense Acquisition Regulations Council (Councils) as authorized by 41 USC 1908, must address administrative, contractual, or legal remedies in instances where Supplier Partners violate or breach contract terms, and provide for such sanctions and penalties as appropriate.

Any contract award will be subject to Terms and Conditions of the Master Agreement, as well as any additional terms and conditions in any purchase order, participating agency ancillary contract, or Member construction contract agreed upon by Supplier Partner and the participating agency which must be consistent with and protect the participating agency at least to the same extent as the CCOG Terms and Conditions.

The remedies under the contract are in addition to any other remedies that may be available under law or in equity. By submitting a proposal, you agree to these Supplier Partner violation and breach of contract terms.

Does Bidder agree? Click or tap here to enter text.  
AH  
(Initials of Authorized Representative)

### 4. *Termination for Cause or Convenience*

When a participating agency expends federal funds, the participating agency reserves the right to immediately terminate any agreement in excess of ten thousand dollars (\$10,000) resulting from this procurement process in the event of a breach or default of the agreement by Offeror in the event Offeror fails to: (1) meet schedules, deadlines, and/or delivery dates within the time specified in the procurement solicitation, contract, and/or a purchase order; (2) make any payments owed; or (3) otherwise perform in accordance with the contract and/or the procurement solicitation. Participating agency also reserves the right to terminate the contract immediately, with written notice to offeror, for convenience, if participating agency believes, in its sole discretion that it is in the best interest of participating agency to do so. Bidder will be compensated for work performed and accepted and goods accepted by participating agency as of the termination date if the contract is terminated for convenience of participating agency. Any award under this procurement process is not exclusive and participating agency reserves the right to purchase goods and services from other offerors when it is in participating agency’s best interest.

Does Bidder agree? Click or tap here to enter text.  
AH  
(Initials of Authorized Representative)



## 5. *Equal Employment Opportunity*

Except as otherwise provided under 41 CFR Part 60, all participating agency purchases or contracts that meet the definition of “federally assisted construction contract” in 41 CFR Part 60-1.3 shall be deemed to include the equal opportunity clause provided under 41 CFR 60-1.4(b), in accordance with Executive Order 11246, “Equal Employment Opportunity” (30 FR 12319, 12935, 3 CFR Part, 1964-1965 Comp., p. 339), as amended by Executive Order 11375, “Amending Executive Order 11246 Relating to Equal Employment Opportunity,” and implementing regulations at 41 CFR Part 60, “Office of Federal Contract Compliance Programs, Equal Employment Opportunity, Department of Labor.”

The equal opportunity clause provided under 41 CFR 60-1.4(b) is hereby incorporated by reference. Supplier Partner agrees that such provision applies to any participating agency purchase or contract that meets the definition of “federally assisted construction contract” in 41 CFR Part 60-1.3 and Supplier Partner agrees that it shall comply with such provision.

Does Bidder agree? Click **AH** here to enter text.  
(Initials of Authorized Representative)

## 6. *Davis-Bacon Act*

When required by Federal program legislation, Supplier Partner agrees that, for all participating agency prime construction contracts/purchases in excess of two thousand dollars (\$2,000), Supplier Partner shall comply with the Davis-Bacon Act (40 USC 3141-3144, and 3146-3148) as supplemented by Department of Labor regulations (29 CFR Part 5, “Labor Standards Provisions Applicable to Contracts Covering Federally Financed and Assisted Construction”). In accordance with the statute, Supplier Partner is required to pay wages to laborers and mechanics at a rate not less than the prevailing wages specified in a wage determinate made by the Secretary of Labor. In addition, Supplier Partner shall pay wages not less than once a week.

Current prevailing wage determinations issued by the Department of Labor are available at [www.wdol.gov](http://www.wdol.gov). Supplier Partner agrees that, for any purchase to which this requirement applies, the award of the purchase to the Supplier Partner is conditioned upon Supplier Partner’s acceptance of the wage determination.

Supplier Partner further agrees that it shall also comply with the Copeland “Anti-Kickback” Act (40 USC 3145), as supplemented by Department of Labor regulations (29 CFR Part 3, “Contractors and Subcontractors on Public Building or Public Work Financed in Whole or in Part by Loans or Grants from the United States”. The Act provides that each Supplier Partner or subrecipient must be prohibited from inducing, by any means, any person employed in the construction, completion, or repair of public work, to give up any part of the compensation to which he or she is otherwise entitled.

Does Bidder agree? Click **AH** here to enter text.  
(Initials of Authorized Representative)

## 7. *Contract Work Hours and Safety Standards Act*

Where applicable, for all participating agency contracts or purchases in excess of one hundred thousand dollars (\$100,000) that involve the employment of mechanics or laborers, Supplier Partner agrees to comply with 40 USC 3702 and 3704, as supplemented by Department of Labor regulations (29 CFR Part 5). Under 40 USC 3702 of the Act, Supplier Partner is required to compute the wages of every mechanic and laborer on the basis of a standard work week of forty (40) hours. Work in excess of the standard work week is permissible provided that the worker is compensated at a rate of not less than one and a half times the basic rate of pay for all hours worked in excess of forty (40) hours in the work week. The requirements of 40 USC 3704 are applicable to construction work and provide that no laborer or mechanic must be required to work in surroundings or under working conditions which are unsanitary, hazardous or dangerous. These requirements do not apply to the purchases of supplies or materials or articles ordinarily available on the open market, or contracts for transportation or transmission of intelligence.

Does Bidder agree? **AH** [Click on tap here to enter text.](#)  
(Initials of Authorized Representative)

### **8. *Right to Inventions Made Under a Contract or Agreement***

If the participating agency's Federal award meets the definition of "funding agreement" under 37 CFR 401.2(a) and the recipient or subrecipient wishes to enter into a contract with a small business firm or nonprofit organization regarding the substitution of parties, assignment or performance or experimental, developmental, or research work under that "funding agreement," the recipient or subrecipient must comply with the requirements of 37 CFR Part 401, "Rights to Inventions Made by Nonprofit Organizations and Small Business Firms Under Government Grants, Contracts and Cooperative Agreements," and any implementing regulations issued by the awarding agency.

Supplier Partner agrees to comply with the above requirements when applicable.

Does Bidder agree? **AH** [Click on tap here to enter text.](#)  
(Initials of Authorized Representative)

### **9. *Clean Air Act and Federal Water Pollution Control Act***

Clean Air Act (42 USC 7401-7671q.) and the Federal Water Pollution Control Act (33 USC 1251-1387), as amended – Contracts and subgrants of amounts in excess of one hundred fifty thousand dollars (\$150,000) must contain a provision that requires the non-Federal award to agree to comply with all applicable standards, orders, or regulations issued pursuant to the Clean Air Act (42 USC 7401-7671q.) and the Federal Water Pollution Control Act, as amended (33 USC 1251-1387). Violations must be reported to the Federal awarding agency and the Regional Office of the Environmental Protection Agency (EPA).

When required, Supplier Partner agrees to comply with all applicable standards, orders, or regulations issued pursuant to the Clean Air Act and the Federal Water Pollution Control Act.

Does Bidder agree? **AH** [Click on tap here to enter text.](#)  
(Initials of Authorized Representative)

### **10. *Debarment and Suspension***

Debarment and Suspension (Executive Orders 12549 and 12689) – A contract award (see 2 CFR 180.220) must not be made to parties listed on the government-wide exclusions in the System for Award Management (SAM), in accordance with the OMB guidelines at 2 CFR 180 that implement Executive Orders 12549 (3 CFR Part 1966 Comp. p. 189) and 12689 (3 CFR Part 1989 Comp. p. 235), "Debarment and Suspension." SAM Exclusions contains the names

of parties debarred, suspended, or otherwise excluded by agencies, as well as parties declared ineligible under statutory or regulatory authority other than Executive Order 12549.

Supplier Partner certifies that Supplier Partner is not currently listed on the government-wide exclusions in SAM, is not debarred, suspended, or otherwise excluded by agencies or declared ineligible under statutory or regulatory authority other than Executive Order 12549. Supplier Partner further agrees to immediately notify the Cooperative and all Members with pending purchases or seeking to purchase from Supplier Partner if Supplier Partner is later listed on the government-wide exclusions in SAM, or is debarred, suspended, or otherwise excluded by agencies or declared ineligible under statutory or regulatory authority other than Executive Order 12549.

Does Bidder agree? Click **AH** tap here to enter text.  
(Initials of Authorized Representative)

### **11. Byrd Anti-Lobbying Amendment**

Byrd Anti-Lobbying Amendment (31 USC 1352) – Supplier Partners that apply or bid for an award exceeding one hundred thousand dollars (\$100,000) must file the required certification. Each tier certifies to the tier above that it will not and has not used Federal appropriated funds to pay any person or organization for influencing or attempting to influence an officer or employee of any agency, a member of Congress, officer or employee of Congress, or an employee of a member of Congress in connection with obtaining any Federal contract, grant or any other award covered by 31 USC 1352. Each tier must also disclose any lobbying with non-Federal funds that takes place in connection with obtaining any Federal award. Such disclosures are forwarded from tier to tier up to the non-Federal award. As applicable, Supplier Partner agrees to file all certifications and disclosures required by, and otherwise comply with, the Byrd Anti-Lobbying Amendment (31 USC 1352).

Does Bidder agree? Click **AH** tap here to enter text.  
(Initials of Authorized Representative)

### **12. Procurement of Recovered Materials**

For participating agency purchases utilizing Federal funds, Supplier Partner agrees to comply with Section 6002 of the Solid Waste Disposal Act, as amended by the Resource Conservation and Recovery Act where applicable and provide such information and certifications as a participating agency maybe required to confirm estimates and otherwise comply. The requirements of Section 6002 includes procuring only items designated in guidelines of the Environmental Protection Agency (EPA) at 40 CFR Part 247 that contain the highest percentage of recovered materials practicable, consistent with maintaining a satisfactory level of competition, where the purchase price of the item exceeds ten thousand dollars (\$10,000) or the value of the quantity acquired during the preceding fiscal year exceeded ten thousand dollars (\$10,000); procuring solid waste management services in a manner that maximizes energy and resource recovery, and establishing an affirmative procurement program for procurement of recovered materials identified in the EPA guidelines.

Does Bidder agree? Click **AH** tap here to enter text.  
(Initials of Authorized Representative)

### **13. Profit as a Separate Element of Price**

For purchases using federal funds in excess of one hundred fifty thousand dollars (\$150,000), a participating agency may be required to negotiate profit as a separate element of the price. See, 2 CFR 200.324(b). When required by a participating agency, Supplier Partner agrees to provide information and negotiate with the participating agency regarding profit as a separate element of the price for a particular purchase. However, Supplier Partner agrees that the total price, including profit, charged by Supplier Partner to the participating agency shall not exceed the awarded pricing, including any applicable discount, under Supplier Partner's Group Purchasing Agreement.

Does Bidder agree? Click or tap here to enter text.  
(Initials of Authorized Representative)

#### **14. Prohibition on Certain Telecommunications and Video Surveillance Services or Equipment**

Vendor agrees that recipients and subrecipients are prohibited from obligating or expending loan or grant funds to procure or obtain, extend or renew a contract to procure or obtain, or enter into a contract (or extend or renew a contract) to procure or obtain equipment, services, or systems that uses covered telecommunications equipment or services as a substantial or essential component of any system, or as critical technology as part of any system from companies described in Public Law 115-232, section 889. Telecommunications or video surveillance equipment or services produced or provided by an entity that the Secretary of Defense, in consultation with the Director of the National Intelligence or the Director of the Federal Bureau of Investigation, reasonably believes to be an entity owned or controlled by, or otherwise connected to, the government of a covered foreign country are also prohibited.

Does Bidder agree? Click or tap here to enter text.  
(Initials of Authorized Representative)

#### **15. Domestic preferences for procurements**

For participating agency purchases utilizing Federal funds, Bidder agrees to provide proof, where applicable, that the materials, including but not limited to, iron, aluminum, steel, cement, and other manufactured products are produced in the United States.

“Produced in the United States” means, for iron and steel products, that all manufacturing processes, from the initial melting stage through the application of coatings, occurred in the United States.

“Manufactured products” means items and construction materials composed in whole or in part of non-ferrous metals such as aluminum; plastics and polymer-based products such as polyvinyl chloride pipe; aggregates such as concrete; glass, including optical fiber; and lumber.

Does Bidder agree? Click or tap here to enter text.  
(Initials of Authorized Representative)

#### **16. General Compliance and Cooperation with Members**

In addition to the foregoing specific requirements, Vendor agrees, in accepting any purchase order from a Member, it shall make a good faith effort to work with Members to provide such information and to satisfy such requirements as may apply to a particular participating agency purchase or purchases including, but not limited to, applicable recordkeeping and record retention requirements.

Does Bidder agree? Click or tap here to enter text.  
(Initials of Authorized Representative)

#### **17. Applicability to Subcontractors**

Offeror agrees that all contracts it awards pursuant to the Contract shall be bound by the foregoing terms and conditions.

Does Bidder agree? Click or tap here to enter text.  
(Initials of Authorized Representative)

By signature below, I certify that the information in this form is true, complete, and accurate and that I am authorized by my company to make this certification and all consents and agreements contained herein.

Authorized signature:



---

Printed Name:

**Andrew Hixson**

Company Name:

**NorthStar Recovery Services Inc.**

Mailing Address:

**9111 Jollyville Road, Suite 165, Austin, TX 78759**

Job Title:

**President**

## PROPOSAL FORM 15: FEMA REQUIREMENTS CERTIFICATION FORMS

When a participating agency seeks to procure goods and services using funds under a federal grant or contract, specific federal laws, regulations, and requirements may apply in addition to those under state law. This includes, but is not limited to, the procurement standards of the Uniform Administrative Requirements, Cost Principles and Audit Requirements for Federal Awards, 2 CFR 200 (sometimes referred to as the “Uniform Guidance” or “EDGAR” requirements). Additionally, Appendix II to Part 200 authorizes FEMA to require or recommend additional provisions for contracts.

All bidders submitting proposals must complete this FEMA Recommended Contract Provisions Form regarding bidder’s willingness and ability to comply with certain requirements which may be applicable to specific participating agency purchases using FEMA funds. This completed form will be made available to Members for their use while considering their purchasing options when using FEMA grant funds. Members may also require Supplier Partners to enter into ancillary agreements, in addition to the contract’s general terms and conditions, to address the member’s specific contractual needs, including contract requirements for a procurement using federal grants or contracts.

**For each of the items below, Bidder should certify bidder’s agreement and ability to comply, where applicable, by having respondents authorized representative complete and initial the applicable lines after each section and sign the acknowledgment at the end of this form.** If a Bidder fails to complete any item in this form, CCOG will consider the respondent’s response to be that they are unable or unwilling to comply. A negative response to any of the items may, if applicable, impact the ability of a participating agency to purchase from the Supplier Partner using federal funds.

### 18. Access to Records

#### For All Procurements

The Winning Supplier agrees to provide the participating agency, the pass-through entity (if applicable), the FEMA Administrator, the Comptroller General of the United States, or any of their authorized representatives access to any books, documents, papers, and records of the Contractor which are directly pertinent to this contract for the purposes of making audits, examinations, excerpts, and transcriptions.

The Winning Supplier agrees to permit any of the foregoing parties to reproduce by any means whatsoever or to copy excerpts and transcriptions as reasonably needed.

The Winning Supplier agrees to provide the FEMA Administrator or his authorized representatives access to construction or other work sites pertaining to the work being completed under the contract.

Does Bidder agree? **AH** [Click on top here to enter text.](#)  
(Initials of Authorized Representative)

#### For Contracts Entered into After August 1, 2017, Under a Major Disaster or Emergency Declaration

In compliance with section 1225 of the Disaster Recovery Reform Act of 2018, the participating agency, and the Winning Supplier acknowledge and agree that no language in this contract is intended to prohibit audits or internal reviews by the FEMA Administrator or the Comptroller General of the United States.”

Does Bidder agree? **AH** [Click on top here to enter text.](#)  
(Initials of Authorized Representative)

### 19. Changes

FEMA recommends that all contracts include a changes clause that describes how, if at all, changes can be made by either party to alter the method, price, or schedule of the work without breaching the contract. The language of the clause may depend on the nature of the contract and the procured item(s) or service(s). The participating agency should also consult their servicing legal counsel to determine whether and how contract changes are permissible under applicable state, local, or tribal laws or regulations.

Does Bidder agree? [Click or tap here to enter text.](#)  
(Initials of Authorized Representative)

## **20. Use of DHS Seal, Logo, and Flags**

The Winning Supplier shall not use the DHS seal(s), logos, crests, or reproductions of flags or likenesses of DHS agency officials without specific FEMA pre-approval. The contractor shall include this provision in any subcontracts.

Does Bidder agree? [Click or tap here to enter text.](#)  
(Initials of Authorized Representative)

## **21. Compliance with Federal Law, Regulations, And Executive Orders and Acknowledgement of Federal Funding**

This is an acknowledgement that when FEMA financial assistance is used to fund all or a portion of the participating agency's contract with the Winning Supplier, the Winning Supplier will comply with all applicable federal law, regulations, executive orders, FEMA policies, procedures, and directives.

Does Bidder agree? [Click or tap here to enter text.](#)  
(Initials of Authorized Representative)

## **22. No Obligation by Federal Government**

The federal government is not a party to this or any contract resulting from this or future procurements with the participating agencies and is not subject to any obligations or liabilities to the non-federal entity, contractor, or any other party pertaining to any matter resulting from the contract.

Does Bidder agree? [Click or tap here to enter text.](#)  
(Initials of Authorized Representative)

## **23. Program Fraud and False or Fraudulent Statements or Related Acts**

The Winning Supplier acknowledges that 31 U.S.C. Chap. 38 (Administrative Remedies for False Claims and Statements) applies to the contractor's actions pertaining to this contract.

Does Bidder agree? [Click or tap here to enter text.](#)  
(Initials of Authorized Representative)

## **24. Affirmative Socioeconomic Steps**

If subcontracts are to be let, the Winning Supplier is required to take all necessary steps identified in 2 C.F.R. § 200.321(b)(1)-(5) to ensure that small and minority businesses, women's business enterprises, and labor surplus area firms are used when possible.

Does Bidder agree? [Click or tap here to enter text.](#)  
(Initials of Authorized Representative)

## **8. License and Delivery of Works Subject to Copyright and Data Rights**

The Winning Supplier grants to the participating agency, a paid-up, royalty-free, nonexclusive, irrevocable, worldwide license in data first produced in the performance of this contract to reproduce, publish, or otherwise use, including prepare derivative works, distribute copies to the public, and perform publicly and display publicly such data. For data required by the contract but not first produced in the performance of this contract, the Winning Supplier will identify such data and grant to the participating agency or acquires on its behalf a license of the same scope as for data first produced in the performance of this contract. Data, as used herein, shall include any work subject to copyright under 17 U.S.C. § 102, for example, any written reports or literary works, software and/or source code, music, choreography, pictures or images, graphics, sculptures, videos, motion pictures or other audiovisual works, sound and/or video recordings, and architectural works. Upon or before the completion of this contract, the Winning Supplier will deliver to the participating agency data first produced in the performance of this contract and data required by the contract but not first produced in the performance of this contract in formats acceptable by the (insert name of the non-federal entity).

Does Bidder agree? AH

(Initials of Authorized Representative)

By signature below, I certify that the information in this form is true, complete, and accurate and that I am authorized by my company to make this certification and all consents and agreements contained herein.

Authorized signature:



---

Printed Name:

**Andrew Hixson**

Company Name:

**NorthStar Recover Services Inc.**

Mailing Address:

**9111 Jollyville Road, Austin TX 78759**

Job Title:

**President**



# PROPOSAL FORM 16: ARIZONA CONTRACTOR REQUIREMENTS

*Please answer the following question. If yes, please complete Proposal Form 15.*

<b>Does the awarded supplier intend to make their products and services available to public agencies in the State of Arizona?</b>	<input checked="checked" type="checkbox"/> Yes
	<input type="checkbox"/> No

## **AZ Compliance with Federal and State Requirements**

Contractor agrees when working on any federally assisted projects with more than \$2,000.00 in labor costs, to comply with all federal and state requirements, as well as Equal Opportunity Employment requirements and all other federal and state laws, statutes, etc. Contractor agrees to post wage rates at the work site and submit a copy of their payroll to the member for their files. Contractor must retain records for three years to allow the federal grantor agency access to these records, upon demand. Contractor also agrees to comply with the Arizona Executive Order 75-5, as amended by Executive Order 99-4.

When working on contracts funded with Federal Grant monies, contractor additionally agrees to comply with the administrative requirements for grants, and cooperative agreements to state, local and federally recognized Indian Tribal Governments.

## **AZ compliance with workforce requirements**

Pursuant to ARS 41-4401, Contractor and subcontractor(s) warrant their compliance with all federal and state immigration laws and regulations that relate to their employees, and compliance with ARS 23-214 subsection A, which states, ..." every employer, after hiring an employee, shall verify the employment eligibility of the employee through the E-Verify program"

CCOG reserves the right to cancel or suspend the use of any contract for violations of immigration laws and regulations. CCOG and its members reserve the right to inspect the papers of any contractor or subcontract employee who works under this contract to ensure compliance with the warranty above.

## **AZ Contractor Employee Work Eligibility**

By entering into this contract, contractor agrees and warrants compliance with A.R.S. 41-4401, A.R.S. 23-214, the Federal Immigration and Nationality Act (FINA), and all other Federal immigration laws and regulations. CCOG and/or CCOG members may request verification of compliance from any contractor or sub-contractor performing work under this contract. CCOG and CCOG members reserve the right to confirm compliance. In the event that CCOG or CCOG members suspect or find that any contractor or subcontractor is not in compliance, CCOG may pursue any and all remedies allowed by law, including but not limited to suspension of work, termination of contract, suspension and/or debarment of the contractor. All cost associated with any legal action will be the responsibility of the contractor.

## **AZ Non-Compliance**

All federally assisted contracts to members that exceed \$10,000.00 may be terminated by the federal grantee for noncompliance by contractor. In projects that are not federally funded, Respondent must agree to meet any federal, state or local requirements as necessary. In addition, if compliance with the federal regulations increases the contract costs beyond the agreed upon costs in this solicitation, the additional costs may only apply to the portion of the work paid by the federal grantee.

## **Registered Sex Offender Restrictions (Arizona)**

For work to be performed at an Arizona school, contractor agrees that no employee or employee of a subcontractor who has been adjudicated to be a registered sex offender will perform work at any time when students are present, or reasonably expected to be present. Contractor agrees that a violation of this condition shall be considered a material breach and may result in the cancellation of the purchase order at the CCOG member's discretion. Contractor must identify

any additional costs associated with compliance to this term. If no costs are specified, compliance with this term will be provided at no additional charge.

**Offshore Performance of Work Prohibited**

Due to security and identity protection concerns, direct services under this contract shall be performed within the borders of the United States.

**Terrorism Country Divestments:** In accordance with A.R.S. 35-392, CCOG and CCOG members are prohibited from purchasing from a company that is in violation of the Export Administration Act. By entering into the contract, contractor warrants compliance with the Export Administration Act.

The undersigned hereby accepts and agrees to comply with all statutory compliance and notice requirements listed in this document.

Does Bidder agree? **AH** Click or tap here to enter text.  
(Initials of Authorized Representative)

Date: **06/22/2022** Click or tap here to enter text.

# PROPOSAL FORM 17: NEW JERSEY REQUIREMENTS

*Please answer the following question. If yes, please complete Proposal Form 15.*

Does the awarded supplier intend to make their products and services available to public agencies in the State of New Jersey?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
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In the event the Awarded Suppliers desires to pursue public sector opportunities in the State of New Jersey, it is important to understand the requirements for working with those public agencies. The documentation and information contain in this proposal form are intended to provide the respondent with documentation that would need to be completed so that the public agency is in compliance with local requirements for products and services through a cooperative contract.

New Jersey vendors are also required to comply with the following New Jersey statutes when applicable:

- All anti-discrimination laws, including those contained in N.J.S.A. 10:2-1 through N.J.S.A. 10:2-14, N.J.S.A. 10:5-1, and N.J.S.A. 10:5-31 through 10:5-38.
- Compliance with Prevailing Wage Act, N.J.S.A. 34:11-56.26, for all contracts within the contemplation of the Act.
- Compliance with Public Works Contractor Registration Act, N.J.S.A. 34:11-56.26
- Bid and Performance Security, as required by the applicable municipal or state statutes.

## **A. Ownership Disclosure Form (N.J.S. 52:25-24.2)**

Pursuant to the requirements of P.L. 1999, Chapter 440 effective April 17, 2000 (Local Public Contracts Law), the Respondent shall complete the form attached to these specifications listing the persons owning 10 percent (10%) or more of the firm presenting the proposal.

**Company Name:**

**Street:**

**City, State, Zip Code:**

### **Complete as appropriate:**

I, , certify that I am the sole owner of , that there are no partners and the business is not incorporated, and the provisions of N.J.S. 52:25-24.2 do not apply.

**OR:**

I, , a partner in , do hereby certify that the following is a list of all individual partners who own a 10% or greater interest therein. I further certify that if one (1) or more of the partners is itself a corporation or partnership, there is also set forth the names and addresses of the stockholders holding 10% or more of that corporation's stock or the individual partners owning 10% or greater interest in that partnership.

**OR:**

I, , an authorized representative , a corporation, do hereby certify that the following is a list of the names and addresses of all stockholders in the corporation who own 10% or more of its stock of any class. I further certify that if one (1) or more of such stockholders is itself a corporation or partnership, that there is also set forth the names and addresses of the stockholders holding 10% or more of the corporation's stock or the individual partners owning a 10% or greater interest in that partnership.

**(Note: If there are no partners or stockholders owning 10% or more interest, indicate none.)**

**Name**

**Address**

**Interest**

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I further certify that the statements and information contained herein, are complete and correct to the best of my knowledge and belief.

Signature: \_\_\_\_\_

Date: [Click or tap here to enter text.](#)

**B. Non-Collusion Affidavit**

**Bidder Name:** Enter Bidder Name

**Street Address:** Enter Bidder Name

**City, State Zip:** Enter Bidder Name

*State of New Jersey*

*County of* **Insert County name**

*I, **Insert name here**, of the **Insert name of City** in the County of **Insert name of County**, State of **Insert name of State** of full age, being duly sworn according to law on my oath depose and say that:*

*I am the **Insert name of job title** of the firm of **Insert company name**, the Bidder making the Proposal for the goods, services or public work specified under the Harrison Township Board of Education attached proposal, and that I executed the said proposal with full authority to do so; that said Respondent has not directly or indirectly entered into any agreement, participated in any collusion, or otherwise taken any action in restraint of free, competitive bidding in connection with the above proposal, and that all statements contained in said bid proposal and in this affidavit are true and correct, and made with full knowledge that the Harrison Township Board of Education relies upon the truth of the statements contained in said bid proposal and in the statements contained in this affidavit in awarding the contract for the said goods, services or public work.*

*I further warrant that no person or selling agency has been employed or retained to solicit or secure such contract upon an agreement or understanding for a commission, percentage, brokerage or contingent fee, except bona fide employees or bona fide established commercial or selling agencies maintained by*

Authorized  
signature:

Job Title:

Insert job title here.

Subscribed and sworn before me

this \_\_\_\_ day of \_\_\_\_\_, 20\_\_\_\_

\_\_\_\_\_  
Notary Public of New Jersey

My commission expires \_\_\_\_\_, 20\_\_\_\_

SEAL

**C. Affirmative Action Affidavit (P.L. 1975, C.127)**

Company Name: Click or tap here to enter text.  
Street Address: Click or tap here to enter text.  
City, State, Zip Code: Click or tap here to enter text.

**Bid Proposal Certification:**

*Indicate below your compliance with New Jersey Affirmative Action regulations. Your proposal will be accepted even if you are not in compliance at this time. No contract and/or purchase order may be issued, however, until all Affirmative Action requirements are met.*

**Required Affirmative Action Evidence:**

*Procurement, Professional & Service Contracts (Exhibit A)*

**Suppliers must submit with proposal:**

1. A photo copy of their Federal Letter of Affirmative Action Plan Approval  
OR
2. A photo copy of their Certificate of Employee Information Report  
OR
3. A complete Affirmative Action Employee Information Report (AA302)

**Public Work – Over \$50,000 Total Project Cost:**

☐ No approved Federal or New Jersey Affirmative Action Plan. We will complete Report Form AA201-A upon receipt from the Harrison Township Board of Education

☐ Approved Federal or New Jersey Plan – certificate enclosed

*I further certify that the statements and information contained herein, are complete and correct to the best of my knowledge and belief.*

Authorized Signature: \_\_\_\_\_  
Title of Signatory: Click or tap here to enter text.  
Date: Click or tap here to enter text.

**P.L. 1995, c. 127 (N.J.A.C. 17:27)**

**MANDATORY AFFIRMATIVE ACTION LANGUAGE**

**PROCUREMENT, PROFESSIONAL AND SERVICE CONTRACTS**

During the performance of this contract, the contractor agrees as follows:

The contractor or subcontractor, where applicable, will not discriminate against any employee or applicant for employment because of age, race, creed, color, national origin, ancestry, marital status, sex, affectional or sexual orientation. The contractor will take affirmative action to ensure that such applicants are recruited and employed, and that employees are treated during employment, without regard to their age, race, creed, color, national origin, ancestry, marital status, sex, affectional or sexual orientation. Such action shall include, but not be limited to the following: employment, upgrading, demotion, or transfer;

recruitment or recruitment advertising; layoff or termination; rates of pay or other forms of compensation; and selection for training, including apprenticeship. The contractor agrees to post in conspicuous places, available to employees and applicants for employment, notices to be provided by the Public Agency Compliance Officer setting forth provisions of this non-discrimination clause.

The contractor or subcontractor, where applicable will, in all solicitations or advertisement for employees placed by or on behalf of the contractor, state that all qualified applicants will receive consideration for employment without regard to age, race, creed, color, national origin, ancestry, marital status, sex, affectional or sexual orientation.

The contractor or subcontractor, where applicable, will send to each labor union or representative of workers with which it has a collective bargaining agreement or other contract or understanding, a notice, to be provided by the agency contracting officer advising the labor union or workers' representative of the contractor's commitments under this act and shall post copies of the notice in conspicuous places available to employees and applicants for employment.

The contractor or subcontractor, where applicable, agrees to comply with any regulations promulgated by the Treasurer pursuant to P.L. 1975, c. 127, as amended and supplemented from time to time and the Americans with Disabilities Act.

The contractor or subcontractor agrees to attempt in good faith to employ minority and female workers trade consistent with the applicable county employment goal prescribed by N.J.A.C. 17:27-5.2 promulgated by the Treasurer pursuant to P.L. 1975, C.127, as amended and supplemented from time to time or in accordance with a binding determination of the applicable county employment goals determined by the Affirmative

Action Office pursuant to N.J.A.C. 17:27-5.2 promulgated by the Treasurer pursuant to P.L. 1975, C.127, as amended and supplemented from time to time.

The contractor or subcontractor agrees to inform in writing appropriate recruitment agencies in the area, including employment agencies, placement bureaus, colleges, universities, labor unions, that it does not discriminate on the basis of age, creed, color, national origin, ancestry, marital status, sex, affectional or sexual orientation, and that it will discontinue the use of any recruitment agency which engages in direct or indirect discriminatory practices.

The contractor or subcontractor agrees to revise any of its testing procedures, if necessary, to assure that all personnel testing conforms with the principles of job-related testing, as established by the statutes and court decisions of the state of New Jersey and as established by applicable Federal law and applicable Federal court decisions.

The contractor or subcontractor agrees to review all procedures relating to transfer, upgrading, downgrading and lay-off to ensure that all such actions are taken without regard to age, creed, color, national origin, ancestry, marital status, sex, affectional or sexual orientation, and conform with the applicable employment goals, consistent with the statutes and court decisions of the State of New Jersey, and applicable Federal law and applicable Federal court decisions.

The contractor and its subcontractors shall furnish such reports or other documents to the Affirmative Action Office as may be requested by the office from time to time in order to carry out the purposes of these regulations, and public agencies shall furnish such information as may be requested by the Affirmative Action Office for conducting a compliance investigation pursuant to Subchapter 10 of the Administrative Code (NJAC 17:27).

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Signature of Procurement Agent

#### **D. C. 271 Political Contribution Disclosure Form**

#### **PUBLIC AGENCY INSTRUCTIONS**

This page provides guidance to public agencies entering into contracts with business entities that are required to file Political Contribution Disclosure forms with the agency. **It is not intended to be provided to contractors.** What follows are instructions

on the use of form local units can provide to contractors that are required to disclose political contributions pursuant to N.J.S.A. 19:44A-20.26 (P.L. 2005, c. 271, s.2). Additional information is available in Local Finance Notice 2006-1 (<https://www.nj.gov/dca/divisions/dlgs/resources/lfn2006.html>).

1. The disclosure is required for all contracts in excess of \$17,500 that are **not awarded** pursuant to a “fair and open” process (N.J.S.A. 19:44A-20.7).
2. Due to the potential length of some contractor submissions, the public agency should consider allowing data to be submitted in electronic form (i.e., spreadsheet, pdf file, etc.). Submissions must be kept with the contract documents or in an appropriate computer file and be available for public access. **The form is worded to accept this alternate submission.** The text should be amended if electronic submission will not be allowed.
3. The submission must be **received from the contractor and** on file at least 10 days prior to award of the contract. Resolutions of award should reflect that the disclosure has been received and is on file.
4. The contractor must disclose contributions made to candidate and party committees covering a wide range of public agencies, including all public agencies that have elected officials in the county of the public agency, state legislative positions, and various state entities. The Division of Local Government Services recommends that contractors be provided a list of the affected agencies. This will assist contractors in determining the campaign and political committees of the officials and candidates affected by the disclosure.
  - a) The Division has prepared model disclosure forms for each county. They can be downloaded from the “County PCD Forms” link on the Pay-to-Play web site at <https://www.state.nj.us/dca/divisions/dlgs/programs/pay2play.html> They will be updated from time-to-time as necessary.
  - b) A public agency using these forms **should edit them to properly reflect the correct legislative district(s).** As the forms are county-based, **they list all legislative districts** in each county. **Districts that do not represent the public agency should be removed from the lists.**
  - c) Some contractors may find it easier to provide a single list that covers all contributions, regardless of the county. These submissions are appropriate and should be accepted.
  - d) The form may be used “as-is”, subject to edits as described herein.
  - e) The “Contractor Instructions” sheet is intended to be provided with the form. It is recommended that the Instructions and the form be printed on the same piece of paper. The form notes that the Instructions are printed on the back of the form; where that is not the case, the text should be edited accordingly.
  - f) The form is a Word document and can be edited to meet local needs, and posted for download on web sites, used as an e-mail attachment, or provided as a printed document.
5. It is recommended that the contractor also complete a “Stockholder Disclosure Certification.” This will assist the local unit in its obligation to ensure that contractor did not make any prohibited contributions to the committees listed on the Business Entity Disclosure Certification in the 12 months prior to the contract. (See Local Finance Notice 2006-7 for additional information on this obligation) A sample Certification form is part of this package and the instruction to complete it is included in the Contractor Instructions. **NOTE: This section is not applicable to Boards of Education.**



## CONTRACTOR INSTRUCTIONS

Business entities (contractors) receiving contracts from a public agency in the state of New Jersey that are NOT awarded pursuant to a “fair and open” process (defined at N.J.S.A. 19:44A-20.7) are subject to the provisions of P.L. 2005, c. 271, s.2 (N.J.S.A. 19:44A-20.26). This law provides that 10 days prior to the award of such a contract, the contractor shall disclose contributions to:

- any State, county, or municipal committee of a political party
- any legislative leadership committee\*
- any continuing political committee (a.k.a., political action committee)
- any candidate committee of a candidate for, or holder of, an elective office:
  - of the public entity awarding the contract
  - of that county in which that public entity is located
  - of another public entity within that county
  - or of a legislative district in which that public entity is located or, when the public entity is a county, of any legislative district which includes all or part of the county. The disclosure must list reportable contributions to any of the committees that exceed \$300 per election cycle that were made during the 12 months prior to award of the contract. See N.J.S.A. 19:44A-8 and 19:44A-16 for more details on reportable contributions.

N.J.S.A. 19:44A-20.26 itemizes the parties from whom contributions must be disclosed when a business entity is not a natural person. This includes the following:

- individuals with an “interest” ownership or control of more than 10% of the profits or assets of a business entity or 10% of the stock in the case of a business entity that is a corporation for profit
- all principals, partners, officers, or directors of the business entity or their spouses
- any subsidiaries directly or indirectly controlled by the business entity
- IRS Code Section 527 New Jersey based organizations, directly or indirectly controlled by the business entity and filing as continuing political committees, (PACs). When the business entity is a natural person, “a contribution by that person’s spouse or child, residing therewith, shall be deemed to be a contribution by the business entity.” [N.J.S.A. 19:44A-20.26(b)] The contributor must be listed on the disclosure. Any business entity that fails to comply with the disclosure provisions shall be subject to a fine imposed by ELEC in an amount to be determined by the Commission which may be based upon the amount that the business entity failed to report. The enclosed list of agencies is provided to assist the contractor in identifying those public agencies whose elected official and/or candidate campaign committees are affected by the disclosure requirement. It is the contractor’s responsibility to identify the specific committees to which contributions may have been made and need to be disclosed. The disclosed information may exceed the minimum requirement. The enclosed form, a content-consistent facsimile, or an electronic data file containing the required details (along with a signed cover sheet) may be used as the contractor’s submission and is disclosable to the public under the Open Public Records Act. The contractor must also complete the attached Stockholder Disclosure Certification. This will assist the agency in meeting its obligations under the law.

**NOTE: This section does not apply to Board of Education contracts.**

<sup>1</sup> N.J.S.A. 19:44A-3(s): “The term “legislative leadership committee” means a committee established, authorized to be established, or designated by the President of the Senate, the Minority Leader of the Senate, the Speaker of the General Assembly or the Minority Leader of the General Assembly pursuant to section 16 of P.L.1993, c.65 (C.19:44A-10.1) for the purpose of receiving contributions and making expenditures.”

## C. 271 POLITICAL CONTRIBUTION DISCLOSURE FORM

Required Pursuant To N.J.S.A. 19:44A-20.26

**This form or its permitted facsimile must be submitted to the local unit no later than 10 days prior to the award of the contract.**

**Part I – Vendor Information**

Vendor Name:	Insert vendor name here.		
Address:	Insert street address here.		
City:	Insert City Here.	State:State.	Zip:Zip Code

The undersigned being authorized to certify, hereby certifies that the submission provided herein represents compliance with the provisions of N.J.S.A. 19:44A-20.26 and as represented by the Instructions accompanying this form.

_____	Insert Full Name	Insert Title.
Signature of Vendor	Printed Name	Title

**Part II – Contribution Disclosure**

Disclosure requirement: Pursuant to N.J.S.A. 19:44A-20.26 this disclosure must include all reportable political contributions (more than \$300 per election cycle) over the 12 months prior to submission to the committees of the government entities listed on the form provided by the local unit.

☐ Check here if disclosure is provided in electronic form.

Contributor Name	Recipient Name	Date	Dollar Amount
			\$

☐ Check here if the information is continued on subsequent page(s)

## Continuation Page

### C. 271 POLITICAL CONTRIBUTION DISCLOSURE FORM

Required Pursuant To N.J.S.A. 19:44A-20.26

Page \_\_\_\_ of \_\_\_\_

Vendor Name:

Contributor Name	Recipient Name	Date	Dollar Amount
Contributor Name	Recipient Name	Date	Amount
Contributor Name	Recipient Name	Date	Amount
Contributor Name	Recipient Name	Date	Amount
Contributor Name	Recipient Name	Date	Amount
Contributor Name	Recipient Name	Date	Amount
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Contributor Name	Recipient Name	Date	\$Amount
Contributor Name	Recipient Name	Date	\$Amount
Contributor Name	Recipient Name	Date	\$Amount
Contributor Name	Recipient Name	Date	\$Amount

☐ Check here if the information is continued on subsequent page(s)

**List of Agencies with Elected Officials Required for Political Contribution Disclosure**

**N.J.S.A. 19:44A-20.26**

**County Name:**

State: Governor, and Legislative Leadership Committees

Legislative District #s:

State Senator and two members of the General Assembly per district.

County:

Freeholders

County Clerk

Sheriff

{County Executive}

Surrogate

Municipalities (Mayor and members of governing body, regardless of title):

**USERS SHOULD CREATE THEIR OWN FORM, OR DOWNLOAD FROM [WWW.NJ.GOV/DCA/LGS/P2P](http://WWW.NJ.GOV/DCA/LGS/P2P) A COUNTY-BASED, CUSTOMIZABLE FORM.**

**E. Stockholder Disclosure Certification**

**Name of Business:**

☐ I certify that the list below contains the names and home addresses of all stockholders holding 10% or more of the issued and outstanding stock of the undersigned.

**OR**

☐ I certify that no one stockholder owns 10% or more of the issued and outstanding stock of the undersigned.

**Check the box that represents the type of business organization:**

- ☐ Partnership
- ☐ Corporation
- ☐ Sole Proprietorship
- ☐ Limited Partnership
- ☐ Limited Liability Corporation
- ☐ Limited Liability Partnership
- ☐ Subchapter S Corporation

**Sign and notarize the form below, and, if necessary, complete the stockholder list below.**

**Stockholders:**

Name: Stockholder Name	Name: Stockholder Name
Home Address: Home Address	Home Address: Home Address
Name: Stockholder Name	Name: Stockholder Name

Home Address: Home Address	Home Address: Home Address
Name: Stockholder Name  Home Address: Home Address	Name: Stockholder Name  Home Address: Home Address
Subscribed and sworn before me this __ day of _____, 2 __.  (Notary Public)	_____ (Affiant)  _____ (Print name & title of affiant)  My Commission expires: (Corporate Seal)

## PROPOSAL FORM 18: GENERAL TERMS AND CONDITIONS ACCEPTANCE FORM

Check one of the following responses to the General Terms and Conditions in this solicitation, including the Master Agreement:

☒ We take no exceptions/deviations to the general terms and conditions

*(Note: If none are listed below, it is understood that no exceptions/deviations are taken.)*

☐ We take the following exceptions/deviations to the general terms and conditions. All exceptions/deviations must be clearly explained. Reference the corresponding general terms and conditions that you are taking exceptions/deviations to. Clearly state if you are adding additions terms and conditions to the general terms and conditions. Provide details on your exceptions/deviations below:

[Click or tap here to enter text.](#)

*(Note: Unacceptable exceptions shall remove your proposal from consideration for award. CCOG shall be the sole judge on the acceptance of exceptions/deviations and the decision shall be final.)*

## PROPOSAL FORM 19: EQUALIS GROUP ADMINISTRATION AGREEMENT DECLARATION

**Attachment A - Sample Administration Agreement of this solicitation is for reference only. Contracting with Equalis Group and the Winning Supplier will occur after contract award.**

Execution of the Administration Agreement is required for the Master Agreement to be administered by Equalis Group. **Attachment A - Sample Administration Agreement** defines i) the roles and responsibilities of both parties relating to marketing and selling the Program to current and prospective Members, and ii) the financial terms between Equalis Group and Winning Supplier.

Redlined copies of this agreement should not be submitted with the response. Should a respondent be recommended for award, this agreement will be negotiated and executed between Equalis Group and the respondent. Respondents must select one of the following options for submitting their response.

☒ Bidder agrees to all terms and conditions outlined in the **Attachment A - Sample Administration Agreement**.

☐ Bidder wishes to negotiate directly with Equalis Group on terms and conditions outlined in the Sample Administration Agreement. Negotiations will commence after CCOG has completed contract award.

## PROPOSAL FORM 20: MASTER AGREEMENT SIGNATURE FORM

**BIDDERS MUST SUBMIT THIS FORM COMPLETED AND SIGNED WITH THEIR RESPONSE TO BE CONSIDERED FOR AWARD.**

The undersigned hereby proposes and agrees to furnish Products & Services in strict compliance with the terms, specifications, and conditions contained within this RFP and the Master Agreement at the prices proposed within the submitted proposal unless noted in writing. The undersigned further certifies that he/she is an *officer* of the company and has authority to negotiate and bind the company named below and has not prepared this proposal in collusion with any other Bidder and that the contents of this proposal as to prices, terms or conditions of said proposal have not been communicated by the undersigned nor by any employee or agent to any person engaged in this type of business prior to the official opening of this proposal.

Company Name Northstar Recovery Services Inc.  
Address 9111 Jollyville Rd Ste-165  
City/State/Zip Austin, Texas 78728  
Phone Number 512.605.6700  
Email Address AHixson@northstar.com  
Printed Name Andrew Hixson  
Job Title President

Authorized Signature 

### Initial Term of the Master Agreement

Contract Effective Date: September 1, 2022  
Contract Expiration Date: August 31, 2026  
Contract Number:

*{Note: Contract Number will be applied prior to CCOG and Equalis Group countersigning.}*

The Cooperative Council of Governments, Inc.  
6001 Cochran Road, Suite 333  
Cleveland, Ohio 44139

Equalis Group, LLC  
5550 Granite Parkway, Suite 298  
Plano, Texas 75024

By: \_\_\_\_\_  
Name: Scott A Morgan  
As: CCOG Board President  
Date: \_\_\_\_\_

By: \_\_\_\_\_  
Name: Eric Merkle  
As: SVP, Procurement & Operations  
Date: \_\_\_\_\_



## **Appendix B: Description of NorthStar Recovery Services**

- **Introduction:** NorthStar Recovery Services is uniquely poised and positioned, on a national scale, to directly engage the full spectrum of emergency response contingencies as they relate to both structural compromise and facility infrastructure failure. NorthStar's organic *processes and procedures* are crafted to provide the full range of recovery, re-construction, and engineering services to support client operational resiliency in the most challenging environments.
- **Operating Stratagems:** NorthStar Recovery Services' model for its strategic objective of Nation-Wide client coverage is predicated upon its ability to provide the necessary resources at the right time, sufficient in scope with the emergent circumstance and consistent with its established rate schedule. In this context, NorthStar leadership has full control and authority over how those resources are allocated and triages those assets based upon client requirements and scope of work involved.

NorthStar Recovery Services, in conjunction and synchronized with NorthStar Group Holdings infrastructure and that of its strategic Partners, is imminently pre-positioned in every corner of the United States (and Puerto Rico) to effectively engage Clients's nation-wide portfolio. This configuration lends itself to two key operating attributes that serve as the "corner stone operating stratagems" centric to its industry leading performance:

- **Operational Flexibility.**
  - NorthStar's ability to quickly adapt to the demands of a fluid disaster environment
  - Scheme of maneuver dictated by NorthStar leadership in response to client requirements
  - Freedom of maneuver in multiple markets simultaneously
- **Tactical Agility**
  - NorthStar's ability to rapidly re-apportion critical resources and manpower to short/no-notice demand "signals."
- **Guiding Principles:** NorthStar's extensive operational experience, in the most challenging operational environments, has borne out the maxim that "*Everything in Disaster Recovery is Simple, however the Simple is complex...*". Concurrently, each Disaster Recovery/Emergency Response generates its own unique set of friction points and unknown variables. In turn, these circumstances place an inordinate pressure on individual stakeholders. The *Center of Gravity* of NorthStar Recovery Services' *Disaster Recovery and Emergency Response* programs is composed of three overarching principles that directly address these challenges:
  - **Partnership.** The development ***of trust, faith, and confidence*** within the NorthStar-Client relationship. NorthStar considers this intrinsic in its endeavors with its Clients and, as such, there is no monetary interest involved. The understanding of how each organization will respond, behave, and contribute to the resolution of complex and largely unknown circumstances. This is the attribute that will quickly overcome the *fog of disaster environment*. In turn, the strengthening of a Partnership is facilitated by frequent and on-going dialog with respect to inter-organizational priorities, expectations, and capabilities.
  - **Planning:** NorthStar's premise is that "*planning is everything.*" The planning process itself is key in not only strengthening a *Partnership*, but also establishing a cohesive framework

within which NorthStar and Clients will operate. NorthStar considers it essential that there exists symmetry and consistency with Clients such that each project, disaster recovery and support effort be executed consistently each time and to Clients's expectation. NorthStar's planning process with Clients will encompass the following:

- *Business Continuity Contingency Planning and Analysis*
  - NorthStar's fully certified Business Continuity Planning Team (Disaster Recovery Institute and Business Resilience Certification Consortium International) will work with Clients to assess its portfolio risk positions and the role of NorthStar operational capability to mitigate those risks. Elevating Clients Operational Resiliency as it relates to its portfolio of retail properties is the fundamental objective.
  - Pre- Loss Assessment (PLA) Survey and the compilation of PLA Compendium (PLAC).
    - Facility centric information and operational response data portfolio
      - Floor Plans/Site Plans
      - Power Generation Needs/requirements
      - Asbestos Containing Material Reports
      - Utility Locations
      - Infrastructure Positioning
      - HVAC and Heating parameters
      - Roofing System and Tensioned Membrane System reports
  - "War Gaming." Assessment of Clients and NorthStar contingency plans in the context of a probable scenario. While this is generally done as a Tabletop exercise, there are multiple options to conduct this exercise remotely and across broad geographic areas.
- *Standard Operating Procedures (SOP)*
  - The development of a discreet and "Clients Tailored" set of standard operating procedures is centric to ensuring that specific processes directed by Clients (e.g., work order authorization, commencement of work, ) are executed uniformly by NorthStar in every circumstance and by every member of its nation-wide complement of Operations and Project Managers. SOPs are specifically designed to
    - Define discreet organization "chain of command" and Points of Contact for response reporting and updating.
    - POC Contact Data
    - "Engagement Parameters." Defining specific permissives required for NorthStar to begin allocating manpower and resources to an emergency request
- **Strategic Partnerships** : Centric to NorthStar Recovery Services "Strategic Reach" in its operational response portfolio has been the establishment of a robust portfolio of "Strategic Resource Partners" in every major market and geographic regions of the United States and Puerto Rico. NorthStar's Strategic Resource Partners are enduring and have withstood the challenges of every major disaster for the past decade. NorthStar, in turn, looks forward leveraging this network of resources providers in support of Client portfolio

operational requirements. Of note, NorthStar's Business Continuity Planning team, in conjunction with its Strategic Partner resource positioning, maintains an "up to the minute" graphical depiction of critical resource availability relative to the Clients Portfolio of retail properties. This planning process is further refined to denote **specifically** where exact resource assets are (e.g., 1M generator sets) for a specific CLIENTS site. The strength of NorthStar's "Strategic Partnership" brings with it direct value added to CLIENTS:

- Nationwide Reach
  - NorthStar can tap into a virtual in-exhaustible well of resources should local assets become sub-summed or non-accessible
- Complete Infrastructure Support Inventories
  - Power Generation
  - Chill Water
  - HVAC
  - Environmental Control Systems
  - Fueling Services for all Prime Movers
  - Mobile Office/Berthing complexes
- Engineering Services
  - Mechanical, Electrical and Structural
  - Design, layout
  - Scaffolding
  - Shoring/facility stabilization
- Security Services
  - Asset Protection
  - Fencing
  - Personnel and Staff Security

**NorthStar Recovery Services Operational Overview in Support of CLIENTS:** NorthStar Recovery Services' Operations Team encompasses the complete range of Certifications, Qualifications, Skill Sets and Training Requirements to address every facility demand signal. From restoration services, remediation/environmental capabilities and estimate to complete reconstruction/"put back," NorthStar is guided by a cadre of seasoned professionals who have "set the mark" for the industry at large in responding to the most catastrophic events over the past decade.

More fundamentally, NorthStar has engaged the most complex projects with a "Discipline of Safety" that is second to none in the industry. NorthStar Recovery Services has established a culture whereby Safety is the common element that transcends all disciplines, organizations and priorities. From the reconstruction of manufacturing facilities to the environmental stabilization of 30 story office towers, NorthStar has exacted an unsurpassed level of safety compliance and member well-being. This has been particularly poignant during the current COVID pandemic environment whereby NorthStar has exacted strict compliant procedures to ensure that all CDC standards are met. The health and well being of NorthStar's employees and Partners are at the core of every one of its projects.

A Fundamental element of Project Management and Reporting that has distinguished NorthStar's Operations Management processes is the "Speed and Clarity" of Information.

It is clearly recognized that information sharing between Partners (NorthStar Recovery Services and Clients) is centric to understanding both project cost implications and key project milestone points that have a direct implication for operational impact (from the client's perspective). NorthStar Recovery Services Project Management Teams employ two cutting edge information management systems that will provide value to Clients's decision-making processes, are scalable to the project and sustainable over the life of the project. Of specific note, these platforms are **Fully FEMA Compliant in terms of specific requirements to document, audit and invoice (based upon approved Rate Schedules).**

- **ViewPoint Team.**

- A cloud-based platform designed to enhance collaboration with NorthStar and CLIENTS
- Connects Field Operations with speed and clarity to “back office” applications. Key accelerant for the accurate and timely generation of invoices.
- Exacts discipline and leverage in managing “third party” information requirements
- ***Direct sharing with CLIENTS and access to view***
  - Initial Scopes of Work on each project
  - Rough Orders of Magnitude defining cost estimates per project
  - Daily Updates on each project
  - Invoices
    - Includes all Supporting Documents
  - Photo Log Documentation

- **Encircle**

- A cloud- based platform designed to discipline and simplify project management field documentation
- Supplants the “pen, paper, copier” process for generating key field documents
  - Accuracy in Reporting
  - Time Sheets
  - Material and Equipment Sheets
- Generation of automated reports
  - Can generate “instant reports” as necessitated by client request
- Key functionality
  - Safe and Secure connections to the back office
  - Photo, Video and Notes storage
    - Maintaining of “daily photo log...”
  - Moisture Mapping and Generated reports
  - Contents tracking

## **Appendix C: NorthStar Recovery Services History**

*NorthStar Recovery Services performed its core functions as an Emergency Response company for the past 15 years.* As such, it traces its origins as an anecdotal disaster recovery division of the former LVI Services Company (now NorthStar Group Holdings). What began as a concept in being as a vehicle for LVI to engage in disaster response processes found its voice in response to Hurricane Katrina in 2005. So much so that in 2008, this small disaster response division was finally given its own form and substance as “NorthStar Recovery Services.” The emerging disaster recovery company was aptly named, too.

For centuries, mariners at sea depended upon the North Star as a navigational reference point to lead them to safety. Similarly, NorthStar Recovery Services helps lead our clients to full recovery from the chaos of a disaster.

Originally headquartered in Dallas, Texas, NorthStar Recovery Services quickly synthesized a distinctive disaster recovery protocol that was industry unique and groundbreaking at the time. Those emergency response processes were put to the test in both 2008 and 2009 with overwhelming successes in hurricanes Ike and Gustav. Over those two years, NorthStar Recovery Services doubled in size and quickly outgrew the facility in Dallas.

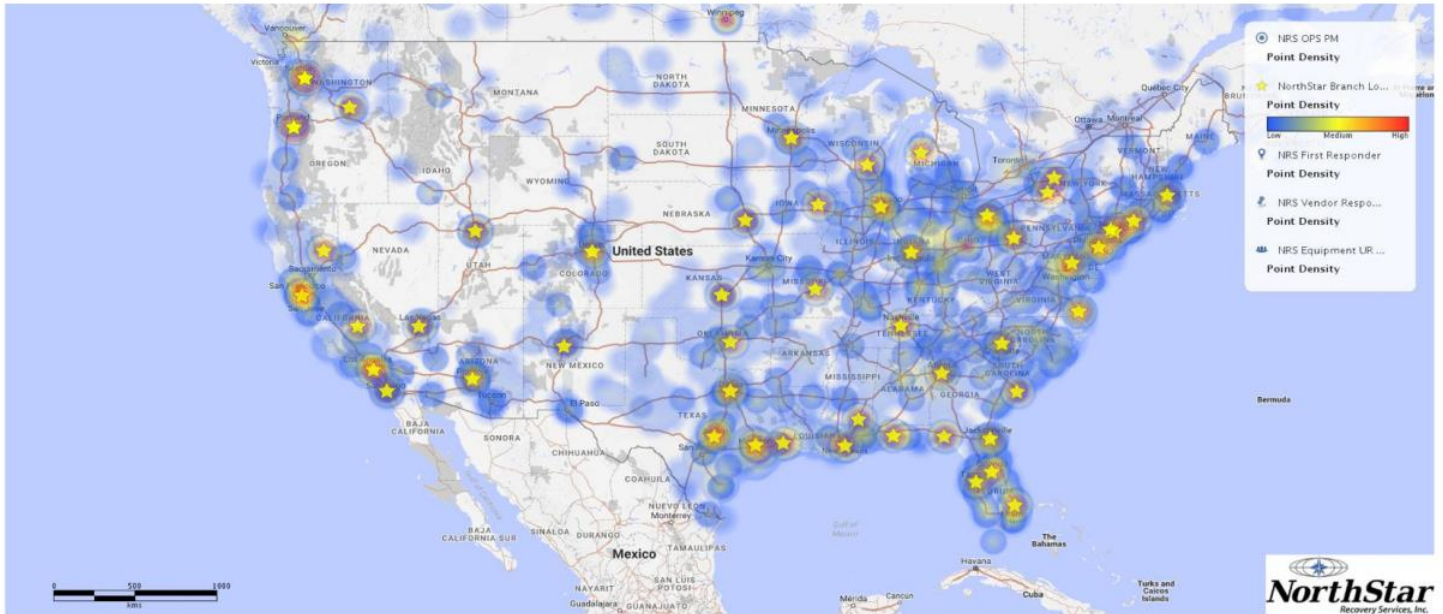
Relocating to Akron, Ohio, NorthStar Recovery Services (NRS) continued to evolve and develop its disaster recovery and emergency response service offerings. In so doing, it designed and implemented a unique client-specific process based on *Master Service Agreements*. This process ensures both NRS continuity of service excellence to its growing client base as well as a disciplined approach in addressing NorthStar Recovery Services-Client interactions on each project. Moreover, this approach significantly expanded the window of opportunity for NorthStar Recovery Services in multiple market segments.

NorthStar Recovery Services firmly established itself as the nation’s premier disaster recovery company following award-winning service to its clients in the aftermath of Hurricane Sandy in 2012. With over 200 individual projects engaged in New York City alone, NorthStar Recovery Services clients were the “first with the lights on and facilities cleared for occupancy.” From key Water Street brokerage companies to regional healthcare facilities, NorthStar Recovery Services responded to each client with the objective of not only getting them back into business but keeping them there for the long term.

In early 2014, NorthStar combined with NCM Group forming NorthStar Group Services. This merger allowed for immediate revenue growth and further expansion into the northwest, southwest and southeast United States. Following the merger with NCM in 2014, the NorthStar Recovery Services branch subsequently relocated to Austin, TX in order to better serve clients throughout the United States. Since the move, NRS has experienced unprecedented growth in its client base and a concomitant expansion of its Project Management staff, equipment inventory, forward deployed infrastructure and strategic partnerships.

## **Appendix D: NorthStar Recovery Services National Response Capability**

### **NorthStar Recovery Services: National Reach**



The depiction above provides a graphic representation of NorthStar Recovery Services National

Reach. It depicts the following:

- “Yellow Stars”: Depict NorthStar Group Holding Locations (NorthStar Recovery Services asset resources)
- The Blue shaded areas depict intended “2 Hour Emergency Response Arcs” from which NorthStar Recovery Services Project Coordinators, Project Managers, Supervisory Personnel and Strategic Partners can provide immediate service.

## Appendix E: Summary of NorthStar Licenses (Page 1 of 8)

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FEIN	State of Incorporation	Corporate Entity Name	DBA (if applicable)	State	License Type	License Number	Expiration
13-3879343	Florida (03/22/96)	NorthStar Contracting Group, Inc.		Alabama	Asbestos Contractor Certification	3093447	04/03/23
13-3879343	Florida (03/22/96)	NorthStar Contracting Group, Inc.		Alabama	Certificate of Authorization - Engineering	ECA4916	12/31/23
13-3879343	Florida (03/22/96)	NorthStar Contracting Group, Inc.		Alabama	General Contractor	55000	07/31/22
13-3879343	Florida (03/22/96)	NorthStar Contracting Group, Inc.		Alabama	Lead Based Paint Activities Firm	ALPb-21-03039	10/31/22
20-4890773	Delaware (04/26/06)	NorthStar CG, LP	NorthStar CG, Limited Partnership	Alaska	Business License- Construction	1068422	12/31/23
20-4890773	Delaware (04/26/06)	NorthStar CG, LP	NorthStar CG, Limited Partnership	Alaska	Specialty Contractor - Asb, Demo, Plaster	127393	12/31/23
13-3405168	Oklahoma(04/29/87)	NorthStar Facility and Site Services, Inc.		Arizona	Contractor Class B01 General Commercial	110785	12/31/23
13-3405168	Oklahoma(04/29/87)	NorthStar Facility and Site Services, Inc.		Arizona	Contractor Class CR-5 Fireproofing	138225	08/31/22
13-3405168	Oklahoma(04/29/87)	NorthStar Facility and Site Services, Inc.		Arizona	Contractor Class CR-57 Wrecking	160946	12/31/22
13-3405168	Oklahoma(04/29/87)	NorthStar Facility and Site Services, Inc.		Arizona	Contractors Class KO Asbestos	091845	11/30/23
13-3877877	Colorado (03/13/96)	NorthStar Demolition and Remediation, Inc.		Arkansas	Asbestos Abatement Contractor	001871	07/15/22
13-3877877	Colorado (03/13/96)	NorthStar Demolition and Remediation, Inc.		Arkansas	Asbestos Contractor Supervisor	016344	03/31/23
13-3877877	Colorado (03/13/96)	NorthStar Demolition and Remediation, Inc.		Arkansas	Contractor- Asb, Demo, Environmental	0388810522	05/31/22
13-3414537	California (06/24/87)	NorthStar Contracting Group, Inc.		California	Asbestos Registration (DOSH)	061	04/14/23
13-3414537	California (06/24/87)	NorthStar Contracting Group, Inc.		California	B/Build, C21/Demo, C22/Asb Contr, ASB/Cert of QP, HAZ, C35/Plaster, G61/D63/Cleanup, A/Engineering	518740	10/31/23
13-3877877	Colorado (03/13/96)	NorthStar Demolition and Remediation, Inc.		Colorado	Denver - Class A Demolition	3261	02/28/25
13-3877877	Colorado (03/13/96)	NorthStar Demolition and Remediation, Inc.		Colorado	General Abatement Contractor (Asbestos)	433	04/30/22
13-3466162	Massachusetts (05/25/88)	NorthStar Contracting Group, Inc.	LVI Environmental Services Inc.	Connecticut	Asbestos Contractor	000062	11/30/22
22-2664340	New Jersey(10/05/87)	NorthStar Demolition and Remediation, Inc.	LVI Facility Services of CT, Inc.	Connecticut	Asbestos Contractor	000123	03/31/23
13-3466162	Massachusetts (05/25/88)	NorthStar Contracting Group, Inc.	LVI Environmental Services Inc.	Connecticut	Contractor Class A - Demo	1509	12/31/22
13-3466162	Massachusetts (05/25/88)	NorthStar Contracting Group, Inc.	LVI Environmental Services Inc.	Connecticut	Lead Abatement Contractor	575	10/31/22
22-2664340	New Jersey(10/05/87)	NorthStar Demolition and Remediation, Inc.	LVI Facility Services of CT, Inc.	Connecticut	Lead Abatement Contractor	000628	01/31/23
13-3879343	Florida (03/22/96)	NorthStar Contracting Group, Inc.		Delaware	Asbestos Abatement Contractor	C-0013	06/28/22
26-0153510	Delaware (05/01/07)	NorthStar Contracting Group, Inc.		Delaware	Solid Waste Transporter Permit	DE-SW-1320	12/31/23
13-3879343	Florida (03/22/96)	NorthStar Contracting Group, Inc.		Delaware	Business License - Contractor	2001102895	12/31/22
13-3879343	Florida (03/22/96)	NorthStar Contracting Group, Inc.		Delaware	Certificate - Lead Based Paint Activities Firm	LLP-19-000296	04/01/23
13-3879343	Florida (03/22/96)	NorthStar Contracting Group, Inc.		District Of Columbia	Asbestos Business	300115000001	07/31/22
13-3879343	Florida (03/22/96)	NorthStar Contracting Group, Inc.		District Of Columbia	General Contractor	410515000054	07/31/22

## Appendix E: Summary of NorthStar Licenses (Page 2 of 8)

FEIN	State of Incorporation	Corporate Entity Name	DBA (if applicable)	State	License Type	License Number	Expiration
13-3879343	Florida (03/22/96)	NorthStar Contracting Group, Inc.		District Of Columbia	Lead Based Paint Certified Firm	DC18-8887	08/28/23
36-2761603	Illinois(02/02/73)	Heneghan Wrecking & Excavating Co. Inc.		EPA Admin States	Certified Renovation Firm (RRP) Lead	NAT-F220411-1	12/24/25
26-0153510	Delaware (05/01/07)	NorthStar Contracting Group, Inc.		EPA Admin States	Certified Renovation Firm (RRP) Lead	NAT-45737-3	04/01/25
13-3879343	Florida (03/22/96)	NorthStar Contracting Group, Inc.		EPA Admin States	Certified Renovation Firm (RRP) Lead	NAT-2224-3	07/24/30
13-3897850	Nevada(07/01/96)	NorthStar Contracting Group, Inc.		EPA Admin States	Certified Renovation Firm (RRP) Lead	NAT-109993-3	04/28/26
13-3877877	Colorado (03/13/96)	NorthStar Demolition and Remediation, Inc.		EPA Admin States	Certified Renovation Firm (RRP) Lead	NAT-21552-4	08/03/25
22-2664340	New Jersey(10/05/87)	NorthStar Demolition and Remediation, Inc.		EPA Admin States	Certified Renovation Firm (RRP) Lead	NAT-F214110-1	04/01/25
36-2761603	Illinois(02/02/73)	Heneghan Wrecking & Excavating Co. Inc.		EPA Admin States	Lead Based Paint Firm	LBP-F220411-1	12/24/23
13-3414537	California (06/24/87)	NorthStar Contracting Group, Inc.		EPA Admin States	Lead Based Paint Firm	LBP-F214023-1	03/31/23
26-0153510	Delaware (05/01/07)	NorthStar Contracting Group, Inc.		EPA Admin States	Lead Based Paint Firm	LBP-45737-1	04/01/23
13-3466162	Massachusetts (05/25/88)	NorthStar Contracting Group, Inc.		EPA Admin States	Lead Based Paint Firm	LBP-F214081-1	03/31/23
13-3897850	Nevada(07/01/96)	NorthStar Contracting Group, Inc.		EPA Admin States	Lead Based Paint Firm	LBP-109993-1	03/14/23
13-3879343	Florida (03/22/96)	NorthStar Contracting Group, Inc.		EPA Admin States	Lead Based Paint Firm	LBP-2224-2	07/11/24
13-3877877	Colorado (03/13/96)	NorthStar Demolition and Remediation, Inc.		EPA Admin States	Lead Based Paint Firm	LBP-21552-1	03/27/23
22-2664340	New Jersey(10/05/87)	NorthStar Demolition and Remediation, Inc.		EPA Admin States	Lead based Paint Firm	LBP-F21410-1	04/01/23
13-3414537	California (06/24/87)	NorthStar Contracting Group, Inc.		EPA Admin States	Renovation Firm (RRP) Lead	NAT-F214023-1	03/31/25
13-3466162	Massachusetts (05/25/88)	NorthStar Contracting Group, Inc.		EPA Admin States	Renovation Firm (RRP) Lead	NAT-F214081-1	03/31/25
13-3879343	Florida (03/22/96)	NorthStar Contracting Group, Inc.		Florida	Asbestos Business (Company)	ZA514	11/30/23
13-3879343	Florida (03/22/96)	NorthStar Contracting Group, Inc.		Florida	Asbestos Contractor (Qualifier)	CJC1154177	11/30/22
13-3879343	Florida (03/22/96)	NorthStar Contracting Group, Inc.		Florida	Engineering Firm Registration	30941	Never
30-1174713	Delaware (02/27/19)	ADP CR3, LLC		Florida	General Contractor	CGC1527969	08/31/22
13-3879343	Florida (03/22/96)	NorthStar Contracting Group, Inc.		Florida	General Contractor	CGC1513686	08/31/22
11-3351193	Tennessee(11/26/96)	NorthStar I&E, Inc.		Florida	General Contractor	CGC1527963	08/31/22
13-3879343	Florida (03/22/96)	NorthStar Contracting Group, Inc.		Florida	Pollutant Storage System Contractor	PCC1256827	08/31/22
13-3879343	Florida (03/22/96)	NorthStar Contracting Group, Inc.		Florida	Professional Geologist /Geology Business	PG2270 / GB755	07/31/24
13-3879343	Florida (03/22/96)	NorthStar Contracting Group, Inc.		Florida	Roofing Contractor	CCC1332434	08/31/22
13-3879343	Florida (03/22/96)	NorthStar Contracting Group, Inc.		Georgia	Asbestos Contractor	ASBRN-329735	05/01/25
11-3351193	Tennessee(11/26/96)	NorthStar I&E, Inc.		Georgia	Engineering Firm	PEF007939	06/30/24



## Appendix E: Summary of NorthStar Licenses (Page 3 of 8)

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FEIN	State of Incorporation	Corporate Entity Name	DBA (if applicable)	State	License Type	License Number	Expiration
13-3879343	Florida (03/22/96)	NorthStar Contracting Group, Inc.		Georgia	GC- Qualifying Agent	GCQA0006848	06/30/24
13-3879343	Florida (03/22/96)	NorthStar Contracting Group, Inc.		Georgia	General Contractor	GCCO0006852	06/30/24
11-3351193	Tennessee(11/26/96)	NorthStar I&E, Inc.		Georgia	General Contractor	GCCO007224	06/30/24
11-3351193	Tennessee(11/26/96)	NorthStar I&E, Inc.		Georgia	General Contractor Qualifying Agent	GCQA007218	06/30/24
13-3879343	Florida (03/22/96)	NorthStar Contracting Group, Inc.		Georgia	Lead Based Paint Firm	12 0821 329735	11/13/22
26-2165151	Delaware (03/10/08)	NorthStar Recovery Services Inc.		Hawaii	Asbestos Entity Registration	A-0299	03/03/23
26-2165151	Delaware (03/10/08)	NorthStar Recovery Services Inc.		Hawaii	Asbestos Individual Registration	HIASB-5174	03/03/23
13-3414537	California (06/24/87)	NorthStar Contracting Group, Inc.		Hawaii	Contractor- C01(Insulation) C19(Asb) C24(Wreck)	C-24231	09/30/22
13-3414537	California (06/24/87)	NorthStar Contracting Group, Inc.		Hawaii	Contractor Supervisor- John Leonard	C-24232	09/30/22
13-3414537	California (06/24/87)	NorthStar Contracting Group, Inc.		Hawaii	Lead Based Activities Firm	PBF-0093	07/20/24
26-2165151	Delaware (03/10/08)	NorthStar Recovery Services Inc.		Hawaii	Lead Based Activities Firm	PBF-0132	03/03/25
20-4890773	Delaware (04/26/06)	NorthStar CG, LP		Idaho	Registered Contractor-Asb, Mitigation, Demo	RCE-18429	09/26/22
13-3877877	Colorado (03/13/96)	NorthStar Demolition and Remediation, Inc.		Idaho	Registered Contractor-Asb, Mitigation, Demo	RCE-15570	05/02/23
11-3351193	Tennessee(11/26/96)	NorthStar I&E, Inc.		Idaho	Registered Contractor-Asb, Mitigation, Demo	RCE-60892	01/25/23
36-2761603	Illinois(02/02/73)	Heneghan Wrecking & Excavating Co. Inc.		Illinois	Asbestos Contractor	500-1895	05/15/23
36-2761603	Illinois(02/02/73)	Heneghan Wrecking & Excavating Co. Inc.		Illinois	Chicago Contractor	TGC077021	01/15/23
36-2761603	Illinois(02/02/73)	Heneghan Wrecking & Excavating Co. Inc.		Illinois	Cook County Asbestos Registration	500-1895	05/14/23
36-2761603	Illinois(02/02/73)	Heneghan Wrecking & Excavating Co. Inc.		Illinois	Lead Contractor	L-0653	05/31/23
36-2761603	Illinois(02/02/73)	Heneghan Wrecking & Excavating Co. Inc.		Illinois	Waste Hauling Permit	2049-31	06/30/25
36-2761603	Illinois(02/02/73)	Heneghan Wrecking & Excavating Co. Inc.		Indiana	Asbestos Contractor	19A012793	03/24/23
13-3877877	Colorado (03/13/96)	NorthStar Demolition and Remediation, Inc.		Iowa	Asbestos Contractor	3101	04/02/23
36-2761603	Illinois(02/02/73)	Heneghan Wrecking & Excavating Co. Inc.		Iowa	Contractor Registration	C140795	04/30/23
13-3877877	Colorado (03/13/96)	NorthStar Demolition and Remediation, Inc.		Iowa	Contractor Registration	C132123	10/30/22
11-3351193	Tennessee(11/26/96)	NorthStar I&E, Inc.		Iowa	Contractor Registration	C138057	02/11/23
13-3877877	Colorado (03/13/96)	NorthStar Demolition and Remediation, Inc.		Kansas	Asbestos Control	OA-532	04/27/23
13-3879343	Florida (03/22/96)	NorthStar Contracting Group, Inc.		Kentucky	Asbestos Supervisor - GT	60345	03/09/23
13-3879343	Florida (03/22/96)	NorthStar Contracting Group, Inc.		Kentucky	Asbestos Supervisor - ST	64436	02/10/23
13-3879343	Florida (03/22/96)	NorthStar Contracting Group, Inc.		Louisiana	Asbestos Contractor Supervisor	95310	05/19/23

## Appendix E: Summary of NorthStar Licenses (Page 4 of 8)

FEIN	State of Incorporation	Corporate Entity Name	DBA (if applicable)	State	License Type	License Number	Expiration
13-3974024	California (10/21/97)	TEG/LVI Environmental Services Inc.		Louisiana	Asbestos Trainer	171827	03/08/23
13-3974024	California (10/21/97)	TEG/LVI Environmental Services Inc.		Louisiana	Asbestos Trainer	95310	04/25/23
13-3974024	California (10/21/97)	TEG/LVI Environmental Services Inc.		Louisiana	Asbestos Training Provider	94310	12/02/22
13-3879343	Florida (03/22/96)	NorthStar Contracting Group, Inc.		Louisiana	Contractor- Building Con., Heavy Con., Specialty: Asbestos Spec: Rigging, House Moving, Wrecking & Dismantling	68252	03/21/23
13-3877877	Colorado (03/13/96)	NorthStar Demolition and Remediation, Inc.		Louisiana	Contractor-Build & Heavy Construction, Specialty: Asbestos & Rigging, House Moving, Wrecking & Heavy Construction	70107	06/19/24
26-2165151	Delaware (03/10/08)	NorthStar Recovery Services Inc.		Louisiana	Contractor- Building Con., Heavy Con., Specialty: Asbestos removal & abatement, House Moving, Wrecking & Dismantling	71113	12/14/24
13-3877877	Colorado (03/13/96)	NorthStar Demolition and Remediation, Inc.		Louisiana	Lead Letter of Approval	99336	12/31/22
13-3877877	Colorado (03/13/96)	NorthStar Demolition and Remediation, Inc.		Louisiana	Lead Supervisor	176346	05/04/22
13-3877877	Colorado (03/13/96)	NorthStar Demolition and Remediation, Inc.		Louisiana	Mold Remediation Company	250794	06/19/24
26-2165151	Delaware (03/10/08)	NorthStar Recovery Services Inc.		Louisiana	Mold Remediation Contractor	250842	12/17/24
13-3466162	Massachusetts (05/25/88)	NorthStar Contracting Group, Inc.		Maine	Asbestos Abatement Contractor	CF-0040	09/30/22
22-2664340	New Jersey(10/05/87)	NorthStar Demolition and Remediation, Inc.	NER	Maine	Asbestos Abatement Contractor	CF-0156	10/31/22
13-3466162	Massachusetts (05/25/88)	NorthStar Contracting Group, Inc.		Maine	Lead Abatement Contractor	LC-0013	03/31/23
13-3879343	Florida (03/22/96)	NorthStar Contracting Group, Inc.		Maryland	Asbestos Removal/ Encapsulation Contractor	M39-00-011	07/11/22
13-3879343	Florida (03/22/96)	NorthStar Contracting Group, Inc.		Maryland	Construction Firm (Not for Home Improvement)	3818115	04/26/22
13-3879343	Florida (03/22/96)	NorthStar Contracting Group, Inc.		Maryland	Lead Residential & Commercial Contractor	15105	07/09/23
13-3879343	Florida (03/22/96)	NorthStar Contracting Group, Inc.		Maryland	Lead Supervisor	17566	07/09/23
11-3351193	Tennessee(11/26/96)	NorthStar I&E, Inc.		Maryland	Out of State Contractor	21967890	04/30/23
13-3466162	Massachusetts (05/25/88)	NorthStar Contracting Group, Inc.		Massachusetts	Asbestos Contractor	AC000097	08/12/22
22-2664340	New Jersey(10/05/87)	NorthStar Demolition and Remediation, Inc.	NER	Massachusetts	Asbestos Contractor	AC000392	02/19/23
13-3466162	Massachusetts (05/25/88)	NorthStar Contracting Group, Inc.		Massachusetts	Deleader Contractor	DC000857	04/10/23
22-2664340	New Jersey(10/05/87)	NorthStar Demolition and Remediation, Inc.	NER	Massachusetts	Deleader Contractor	DC100857	02/17/23
22-2664340	New Jersey(10/05/87)	NorthStar Demolition and Remediation, Inc.	NER	Massachusetts	Lead Safe Renovation Contractor	LR001528	05/20/23
13-3466162	Massachusetts (05/25/88)	NorthStar Contracting Group, Inc.		Massachusetts	Prime Contractor Eligibility	0291	08/15/22
13-3879343	Florida (03/22/96)	NorthStar Contracting Group, Inc.		Michigan	Asbestos Abatement Contractor	C51208	10/19/22
13-3879343	Florida (03/22/96)	NorthStar Contracting Group, Inc.		Michigan	Asbestos Supervisor-GT	A48313	01/13/23
36-2761603	Illinois(02/02/73)	Heneghan Wrecking & Excavating Co. Inc.		Minnesota	Asbestos Contractor	AC949	02/28/23

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FEIN	State of Incorporation	Corporate Entity Name	DBA (if applicable)	State	License Type	License Number	Expiration
13-3879343	Florida (03/22/96)	NorthStar Contracting Group, Inc.		Mississippi	Asbestos Contractor	ABC-00010281	03/09/23
13-3879343	Florida (03/22/96)	NorthStar Contracting Group, Inc.		Mississippi	Contractor-Asb, Demo, Dredge, HazMat	23838-SC	06/03/23
13-3877877	Colorado (03/13/96)	NorthStar Demolition and Remediation, Inc.		Missouri	Asbestos Contractor	23 03 0803	03/28/23
13-3877877	Colorado (03/13/96)	NorthStar Demolition and Remediation, Inc.		Missouri	Asbestos Supervisor	7011030922MOSR18994	04/05/23
13-3877877	Colorado (03/13/96)	NorthStar Demolition and Remediation, Inc.		Montana	Asbestos Contractor/Supervisor	MTA-5714	03/09/23
13-3877877	Colorado (03/13/96)	NorthStar Demolition and Remediation, Inc.		Montana	Contractor Registration	237665	11/05/23
13-3877877	Colorado (03/13/96)	NorthStar Demolition and Remediation, Inc.		Nebraska	Asbestos Business Entity	BEL 348	09/11/22
13-3877877	Colorado (03/13/96)	NorthStar Demolition and Remediation, Inc.		Nebraska	Asbestos Supervisor	6768	09/03/22
13-3877877	Colorado (03/13/96)	NorthStar Demolition and Remediation, Inc.		Nebraska	Contractor Registration	37727-21	09/15/22
13-3897850	Nevada(07/01/96)	NorthStar Contracting Group, Inc.		Nevada	Asbestos (NV OSHA)	C-263	03/09/23
13-3897850	Nevada(07/01/96)	NorthStar Contracting Group, Inc.		Nevada	Carson City - BL	BL-004855-2020	12/31/22
13-3897850	Nevada(07/01/96)	NorthStar Contracting Group, Inc.		Nevada	Certificate of Eligibility (Preferential Bidder Status)	BPC-02-05-06-0228	05/31/22
13-3897850	Nevada(07/01/96)	NorthStar Contracting Group, Inc.		Nevada	City of Reno - BL	R143937A	01/31/23
13-3897850	Nevada(07/01/96)	NorthStar Contracting Group, Inc.		Nevada	Clark County Business License-Multi	1006539-240	10/31/22
13-3897850	Nevada(07/01/96)	NorthStar Contracting Group, Inc.		Nevada	Contractor Class A General Engineering	44001	05/31/23
13-3897850	Nevada(07/01/96)	NorthStar Contracting Group, Inc.		Nevada	State Business License	NV19961137904	07/31/22
26-2165151	Delaware (03/10/08)	NorthStar Recovery Services Inc.		Nevada	State Business License	NV20161048280	01/31/23
13-3897850	Nevada(07/01/96)	NorthStar Contracting Group, Inc.		Nevada	Contractor Class C17(Pistr) C17E(Stucco) Fireproof	0047971	02/28/23
13-3897850	Nevada(07/01/96)	NorthStar Contracting Group, Inc.		Nevada	Washoe County- BL	W037621A-LIC	02/28/23
13-3466162	Massachusetts (05/25/88)	NorthStar Contracting Group, Inc.		New Hampshire	Asbestos Abatement Entity	AC 000062	08/27/22
22-2664340	New Jersey(10/05/87)	NorthStar Demolition and Remediation, Inc.	Twin Brooks Environmental	New Hampshire	Asbestos Abatement Entity	AC 000124	11/10/22
26-0153510	Delaware (05/01/07)	NorthStar Contracting Group, Inc.		New Jersey	Contractor-C0929 Asbestos, C021 Demo, C119 Site Remediation	00860	03/31/24
26-0153510	Delaware (05/01/07)	NorthStar Contracting Group, Inc.		New Jersey	Lead Abatement Contractor	00414 A	10/31/22
26-0153510	Delaware (05/01/07)	NorthStar Contracting Group, Inc.		New Jersey	Public Works Contractor	658222	06/27/24
26-0153510	Delaware (05/01/07)	NorthStar Contracting Group, Inc.		New Jersey	Solid Waste Transporter	30534	06/30/23
26-0153510	Delaware (05/01/07)	NorthStar Contracting Group, Inc.		New Jersey	Home Improvement Contractor	13VH03927200	03/31/23
13-3405168	Oklahoma(04/29/87)	NorthStar Facility and Site Services, Inc.		New Mexico	Contractor - GS29 (Asb); GS05 (Demo)	388855	06/30/22
26-0153510	Delaware (05/01/07)	NorthStar Contracting Group, Inc.		New York	Westchester County C-1 Hauler	No Number	06/25/25

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FEIN	State of Incorporation	Corporate Entity Name	DBA (if applicable)	State	License Type	License Number	Expiration
22-2664340	New Jersey(10/05/87)	NorthStar Demolition and Remediation, Inc.	LVI Environmental Services	New York	Asbestos Handling	29651	10/31/22
26-0153510	Delaware (05/01/07)	NorthStar Contracting Group, Inc.		New York	Mold Remediator Company	01187	03/31/24
22-2664340	New Jersey(10/05/87)	NorthStar Demolition and Remediation, Inc.	LVI Environmental Services	New York	Mold Remediator Company	00730	06/30/22
26-0153510	Delaware (05/01/07)	NorthStar Contracting Group, Inc.		New York	Waste Transporter - Commercial Asbestos	NJ-750	09/13/22
26-0153510	Delaware (05/01/07)	NorthStar Contracting Group, Inc.		New York	Waste Transporter - Construction & Demo Debris	NJ-750	09/13/22
26-0153510	Delaware (05/01/07)	NorthStar Contracting Group, Inc.		New York	Radioactive Materials	C5642	07/18/24
26-0153510	Delaware (05/01/07)	NorthStar Contracting Group, Inc.		New York	Asbestos Handling	32301	08/31/22
13-3879343	Florida (03/22/96)	NorthStar Contracting Group, Inc.		North Carolina	General Contracting BD5	82139	12/31/22
13-3879343	Florida (03/22/96)	NorthStar Contracting Group, Inc.		North Carolina	Lead Firm	FPB 0419	04/30/23
13-3877877	Colorado (03/13/96)	NorthStar Demolition and Remediation, Inc.		North Dakota	Asbestos Contractor	380	12/31/22
13-3877877	Colorado (03/13/96)	NorthStar Demolition and Remediation, Inc.		North Dakota	Asbestos Supervisor	6118	03/09/23
13-3877877	Colorado (03/13/96)	NorthStar Demolition and Remediation, Inc.		North Dakota	Contractor Class A (Over \$500k)	27159	03/01/23
13-3879343	Florida (03/22/96)	NorthStar Contracting Group, Inc.		Ohio	Asbestos Hazard Abatement Contractor	AC2194	05/19/23
13-3879343	Florida (03/22/96)	NorthStar Contracting Group, Inc.		Ohio	Asbestos Hazard Abatement Specialist	AS32513	09/01/22
13-3405168	Oklahoma(04/29/87)	NorthStar Facility and Site Services, Inc.		Oklahoma	Asbestos Abatement Contractor	110044	06/01/23
13-3405168	Oklahoma(04/29/87)	NorthStar Facility and Site Services, Inc.		Oklahoma	Lead Based Paint Firm	OKFIRM13884	03/31/23
13-3405168	Oklahoma(04/29/87)	NorthStar Facility and Site Services, Inc.		Oklahoma	Lead Renovation Firm	OKRRPFIRM00579	05/05/27
13-3405168	Oklahoma(04/29/87)	NorthStar Facility and Site Services, Inc.		Oklahoma	Lead Supervisor- J.Garcia	OKSUVR13873	03/31/23
20-4890773	Delaware (04/26/06)	NorthStar CG, LP		Oregon	Asbestos Abatement Contractor	FS-2021-00675	12/03/22
91-1310640	Washington(11/01/85)	NorthStar Federal Services, Inc.		Oregon	Commercial General Contractor Level 1	86853	10/21/23
26-2165151	Delaware (03/10/08)	NorthStar Recovery Services Inc.		Oregon	Commercial General Contractor Level 1	211884	10/07/22
20-4890773	Delaware (04/26/06)	NorthStar CG, LP		Oregon	Commercial/Residential General Contractor Level 1	231727	07/15/22
20-4890773	Delaware (04/26/06)	NorthStar CG, LP		Oregon	Lead Based Paint Renovation Contractor (CCB)	LBPR231727	09/15/22
13-3879343	Florida (03/22/96)	NorthStar Contracting Group, Inc.		Pennsylvania	Asbestos Contractor	C0025A	10/31/22
13-3879343	Florida (03/22/96)	NorthStar Contracting Group, Inc.		Pennsylvania	Waste Hauler	WH10645	11/01/22
22-2664340	New Jersey(10/05/87)	NorthStar Demolition and Remediation, Inc.		Pennsylvania	Asbestos Contractor	C1098A	02/05/23
13-3879343	Florida (03/22/96)	NorthStar Contracting Group, Inc.		Pennsylvania	Asbestos Occupations Certification Supervisor and Contractor	051612	03/09/23
13-3879343	Florida (03/22/96)	NorthStar Contracting Group, Inc.		Pennsylvania	Philadelphia Asbestos Contractor	ACL-3	07/31/23

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FEIN	State of Incorporation	Corporate Entity Name	DBA (if applicable)	State	License Type	License Number	Expiration
13-3466162	Massachusetts (05/25/88)	NorthStar Contracting Group, Inc.		Rhode Island	Asbestos Abatement Contractor	AC00071	04/30/23
22-2664340	New Jersey(10/05/87)	NorthStar Demolition and Remediation, Inc.	Northeast Remediation	Rhode Island	Asbestos Abatement Contractor	AC00263	04/30/23
26-2165151	Delaware (03/10/08)	NorthStar Recovery Services Inc.		Rhode Island	Contractor Registration	41033	05/01/23
13-3466162	Massachusetts (05/25/88)	NorthStar Contracting Group, Inc.		Rhode Island	Lead Renovation Firm	LRF01453	09/30/23
13-3879343	Florida (03/22/96)	NorthStar Contracting Group, Inc.		South Carolina	Asbestos Abatement Contractor	CO 00569	03/28/23
13-3879343	Florida (03/22/96)	NorthStar Contracting Group, Inc.		South Carolina	Asbestos Abatement Supervisor	SA 01017	03/08/23
13-3879343	Florida (03/22/96)	NorthStar Contracting Group, Inc.		South Carolina	General Contractor- BD5 unlimited	G122809	10/31/22
13-3877877	Colorado (03/13/96)	NorthStar Demolition and Remediation, Inc.	NorthStar D and R, Inc.	Tennessee	Asbestos Activities Firm	AF4729111392	08/31/22
13-3877877	Colorado (03/13/96)	NorthStar Demolition and Remediation, Inc.	NorthStar D and R, Inc.	Tennessee	Asbestos Supervisor	AS117825126329	06/30/23
26-1400552	Delaware (10/16/07)	NorthStar Demolition and Remediation, LP		Tennessee	Contractor - BC31(Demo), SA (Asb), SC (Lead)	60915	07/31/22
13-3877877	Colorado (03/13/96)	NorthStar Demolition and Remediation, Inc.	NorthStar D and R, Inc.	Tennessee	Contractor - BD31 (Demo); SA (Asb); SC (Lead)	74986	07/31/22
13-3879343	Florida (03/22/96)	NorthStar Contracting Group, Inc.		Texas	Certificate of Registration - Engineers	F-16551	01/31/23
13-3877877	Colorado (03/13/96)	NorthStar Demolition and Remediation, Inc.	NorthStar D and R, Inc.	Texas	Asbestos Abatement Contractor	801124	04/27/23
13-3877877	Colorado (03/13/96)	NorthStar Demolition and Remediation, Inc.	NorthStar D and R, Inc.	Texas	Asbestos Transporter	400556	06/27/23
13-3877877	Colorado (03/13/96)	NorthStar Demolition and Remediation, Inc.	NorthStar D and R, Inc.	Texas	Lead Firm	2110646	06/21/23
13-3877877	Colorado (03/13/96)	NorthStar Demolition and Remediation, Inc.	NorthStar D and R, Inc.	Texas	Mold Remediation Company	RCO1291	04/12/23
26-1400552	Delaware (10/16/07)	NorthStar Demolition and Remediation, LP		Texas	Asbestos Abatement Contractor	800879	12/16/23
26-1400552	Delaware (10/16/07)	NorthStar Demolition and Remediation, LP		Texas	Asbestos Transporter	400398	07/23/22
26-1400552	Delaware (10/16/07)	NorthStar Demolition and Remediation, LP		Texas	Lead Firm	2110443	01/07/24
26-1400552	Delaware (10/16/07)	NorthStar Demolition and Remediation, LP		Texas	Mold Remediation Company	RCO1018	01/23/24
26-2165151	Delaware (03/10/08)	NorthStar Recovery Services Inc.		Texas	Lead Supervisor	2080568	05/08/24
26-2165151	Delaware (03/10/08)	NorthStar Recovery Services Inc.		Texas	Mold Remediation Company	RCO1063	05/17/23
13-3877877	Colorado (03/13/96)	NorthStar Demolition and Remediation, Inc.		Utah	Asbestos Company	ASBC 640	06/30/24
13-3877877	Colorado (03/13/96)	NorthStar Demolition and Remediation, Inc.		Utah	Contractor - LRF(Recovery), B100 (Gen Build), S460 (Demo)	10448577 5501	11/30/23
13-3466162	Massachusetts (05/25/88)	NorthStar Contracting Group, Inc.		Vermont	Asbestos Abatement Entity	AE960113	05/15/23
22-2664340	New Jersey(10/05/87)	NorthStar Demolition and Remediation, Inc.	NER	Vermont	Asbestos Abatement Entity	AE123528	06/13/23
13-3466162	Massachusetts (05/25/88)	NorthStar Contracting Group, Inc.		Vermont	Lead Contractors- Target Housing	CT419004	05/16/23
13-3466162	Massachusetts (05/25/88)	NorthStar Contracting Group, Inc.		Vermont	Lead Contractor-Super Structures	CS419004	05/16/23

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FEIN	State of Incorporation	Corporate Entity Name	DBA (if applicable)	State	License Type	License Number	Expiration
13-3879343	Florida (03/22/96)	NorthStar Contracting Group, Inc.		Virginia	Asbestos Contractor	3306000778	06/30/22
13-3879343	Florida (03/22/96)	NorthStar Contracting Group, Inc.		Virginia	Asbestos Supervisor	3302012481	08/31/22
13-3879343	Florida (03/22/96)	NorthStar Contracting Group, Inc.		Virginia	Class A Contractor-Asbestos, H/H(Heavy Hwy), LAC (Lead)	2705061556	03/31/23
13-3879343	Florida (03/22/96)	NorthStar Contracting Group, Inc.		Virginia	Lead Abatement Contractor	3358000276	07/31/22
13-3879343	Florida (03/22/96)	NorthStar Contracting Group, Inc.		Virginia	Lead Abatement Supervisor	3353001841	04/30/23
20-4890773	Delaware (04/26/06)	NorthStar CG, LP		Washington	Asbestos Contractor	ABCN00001222	04/03/23
91-1310640	Washington(11/01/85)	NorthStar Federal Services, Inc.		Washington	Unified Business	600598713	11/30/22
20-4890773	Delaware (04/26/06)	NorthStar CG, LP		Washington	Asbestos Contractor	ABCN00001222	04/03/23
91-1310640	Washington(11/01/85)	NorthStar Federal Services, Inc.		Washington	Contractor Registration	NORTHFS851RS	11/05/22
20-4890773	Delaware (04/26/06)	NorthStar CG, LP		Washington	General Construction Contractor	NORTHCL852JC	04/03/23
20-4890773	Delaware (04/26/06)	NorthStar CG, LP		Washington	Unified Business	602614420	05/31/23
20-4890773	Delaware (04/26/06)	NorthStar CG, LP		Washington	Lead Renovation Firm	R1079	10/29/22
13-3879343	Florida (03/22/96)	NorthStar Contracting Group, Inc.		West Virginia	Asbestos Contractor	AC002834	12/31/22
13-3879343	Florida (03/22/96)	NorthStar Contracting Group, Inc.		West Virginia	Contractor-Asbestos, Demo	WV032692	07/01/22
13-3879343	Florida (03/22/96)	NorthStar Contracting Group, Inc.		West Virginia	Asbestos Supervisor	AS019325	12/31/22
13-3879343	Florida (03/22/96)	NorthStar Contracting Group, Inc.		West Virginia	Lead Abatement Contractor	PC000203	09/30/22
13-3879343	Florida (03/22/96)	NorthStar Contracting Group, Inc.		West Virginia	Lead Supervisor - J.Platero	PS000361	09/30/22
36-2761603	Illinois(02/02/73)	Heneghan Wrecking & Excavating Co. Inc.		Wisconsin	Asbestos Company	CAP-2496050	02/26/23
13-3877877	Colorado (03/13/96)	NorthStar Demolition and Remediation, Inc.		Wyoming	City of Cheyenne - Contractor Class D - Demolition	CT 21 25635	06/13/22
13-3877877	Colorado (03/13/96)	NorthStar Demolition and Remediation, Inc.		Wyoming	City of Cheyenne - Contractor Class D-Asbestos	CT 21 26042	07/27/22
13-3877877	Colorado (03/13/96)	NorthStar Demolition and Remediation, Inc.		Wyoming	City of Cheyenne - Q.S. D/Asbestos Abatement (H.E.)	CT 21 33618	07/15/22
13-3877877	Colorado (03/13/96)	NorthStar Demolition and Remediation, Inc.		Wyoming	City of Cheyenne - Q.S. D/Demolition	CT 21 40226	06/18/22

## Appendix F: NorthStar Recovery Services' Qualification/Certification Matrix (Pg. 1 of 3)

Service Task	Qualification	Past Performance
Glazing	<ul style="list-style-type: none"> <li>Safety Glazing Certification Council (SGCC) standards <ul style="list-style-type: none"> <li>(<a href="http://www.sgcc.org/Get-Certified.aspx">http://www.sgcc.org/Get-Certified.aspx</a>)</li> </ul> </li> </ul>	<ol style="list-style-type: none"> <li>Nov12: Clients served during Hurricane Sandy.</li> <li>Numerous reconstruction projects involving the replacement of both glass entrance ways and structural windows.</li> </ol>
Fire, Smoke and Water Damage Recovery	<ul style="list-style-type: none"> <li>Master Fire and Smoke Restorer (MSR)</li> <li>Master Water Restorer (MWR)</li> <li>IICRC Qualifications</li> </ul>	<ol style="list-style-type: none"> <li>Amsted Industries: Mar-Jun 2015 (Fire, Smoke and Water) <ol style="list-style-type: none"> <li>Griffin Wheel Plant, Winnipeg Manitoba.</li> <li>Full remediation as a consequence of a major fire.</li> <li>Full reconstruction of a large portion of a major manufacturing plant. Production resumed 3 months ahead of planned schedule.</li> </ol> </li> <li>St John's Seminary, Covington LA (Apr-Jun16). <ol style="list-style-type: none"> <li>Over 25 Campus building consumed by Flood Waters along with significant Sacred Space (Cathedral) damage to both art (humidity) and structures (stained glass windows). All student dormitories and food service facilities rendered unusable</li> <li>All affected building effectively dried, decontaminated and re-constructed (as required) within a 3 month period.</li> <li>Temporary Student quarters and food service provisioning managed and on site within 48 hours.</li> </ol> </li> </ol>
Moisture Control	<ul style="list-style-type: none"> <li>IICRC Water Restoration Certification will include knowledge of Environmental Stabilization and Moisture Control (Humidity and Temperature).</li> <li>ACAC Moisture Control Investigator, Assessor, and Consultant Certification (<a href="http://www.acac.org/cert/moisturecontrolcertification.aspx">http://www.acac.org/cert/moisturecontrolcertification.aspx</a>)</li> </ul>	<ol style="list-style-type: none"> <li>Sears Holdings Inc.: 2010-Present <ol style="list-style-type: none"> <li>Over 600 successful water loss emergency calls engaged.</li> <li>Every loss successfully completed to a rigors standard as articulated by client adjusters and insurers.</li> <li>Continuing an ongoing.</li> </ol> </li> <li>Extended Stay America: 2012-Present <ol style="list-style-type: none"> <li>Conducted over 500 successful water loss and moisture control projects.</li> <li>Every loss successfully completed to a rigors standard as articulated by client adjusters and insurers.</li> <li>Continuing an ongoing.</li> </ol> </li> </ol>
Commercial Cleaning: HVAC Units and Ductwork,	<ul style="list-style-type: none"> <li>NADCA Certified Air Systems Cleaning Specialist</li> </ul>	<ol style="list-style-type: none"> <li>Dr. Pepper-Snapple Bottling Plant: 2014.</li> </ol>



## Appendix F: NorthStar Recovery Services' Qualification/Certification Matrix (Pg 2 of 3)


Drapes and Interior Surfaces	<a href="https://nadca.com/en/resources/why-join/certification#">https://nadca.com/en/resources/why-join/certification#</a>	<ul style="list-style-type: none"> <li>a. Following extensive fire to the main plant, extensive smoke damage was realized to the main HVAC ducting network.</li> <li>b. NRS successfully completed all duct cleaning ahead of schedule and to NADCA standards (following testing and inspections).</li> <li>c. Project completed with agreed to budget scope.</li> </ul>
Microbial Remediation	<ul style="list-style-type: none"> <li>• IICRC Certifications</li> <li>• AMRS - Applied Microbial Remediation Specialist</li> <li>• AMRT - Advanced Microbial Remediation Technician</li> </ul>	<p>Christus Spohn Hospital Group (2015)</p> <ul style="list-style-type: none"> <li>• Conducted several microbial remediation in operating room spaces as a consequence of an HVAC failure</li> <li>• Rigorous post inspection analysis indicated that the remediation was conducted to industry standards.</li> </ul>
Media Recovery (Documents, books vital records and Electronics)	<ul style="list-style-type: none"> <li>• Electronic Data Recovery Professional Certification (<a href="http://www.iacertification.org/cdrp_certified_certified_data_recovery_professional.html">http://www.iacertification.org/cdrp_certified_certified_data_recovery_professional.html</a>)</li> <li>• Document Reclamation</li> </ul>	<ul style="list-style-type: none"> <li>• Electronic Restoration Services (ERS) <ul style="list-style-type: none"> <li>○ Mobilized labs and offices</li> <li>○ Back-up IT networks/hardware</li> <li>○ On-site document/data mitigation with environmentally controlled units</li> <li>○ OEM test and validation, calibration/certification</li> <li>○ Set-up of temporary off-site office and manufacturing processes</li> <li>○ Office and manufacturing rental equipment</li> <li>○ Inventory control along with "Chain of Control" processes for medical and legal records</li> </ul> </li> </ul>
Fine Arts and Special Collections	<ul style="list-style-type: none"> <li>• Unique and Circumstance drive.</li> <li>• NRS certifies/ensures that engage vendors/sub-contractors meet quality and security requirements.</li> </ul>	<ul style="list-style-type: none"> <li>• Electronics Restoration Services (ERS)</li> </ul>
Bio Hazards and Incidents	<ul style="list-style-type: none"> <li>• BSR-IICRC S540 Trauma and Crime Scene Remediation</li> <li>• IICRC Certification includes Biohazard Cleanup and Remediation</li> <li>• AMCROS Blood Borne Pathogen</li> </ul>	<p>GGP Mall Properties: Baltimore Maryland 2014</p> <ul style="list-style-type: none"> <li>• Conducted Bio-Hazard cleanup of one of the largest Mall common areas following an active shooter scenario.</li> </ul> <p>Extended Stay America (2012-Present)</p> <ul style="list-style-type: none"> <li>• Conducted over 200 Bio-Hazard clean ups in hospitality room settings.</li> </ul>



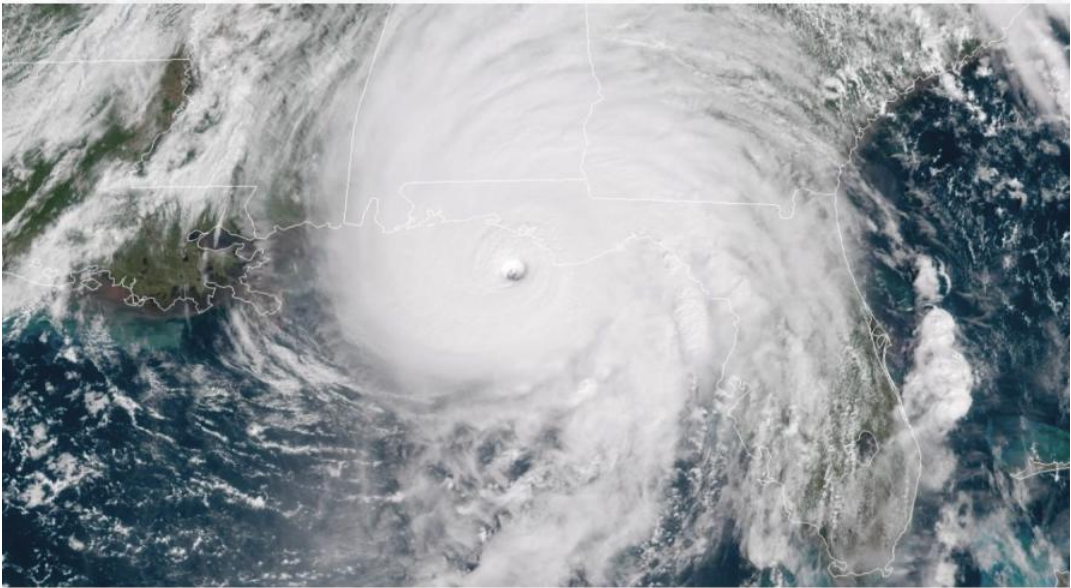
## Appendix F: NorthStar Recovery Services' Qualification/Certification Matrix (Pg 3 of 3)

		<ul style="list-style-type: none"> <li>Clean Ups all fully compliant with BSR IICRC Standards as well as hospitality industry standards.</li> </ul>
HVAC Decontamination	NADCA Certified Air Systems Cleaning Specialist <a href="https://nadca.com/en/resources/why-join/certification#">https://nadca.com/en/resources/why-join/certification#</a>	2. Dr. Pepper-Snapple Bottling Plant: 2014. <ol style="list-style-type: none"> <li>Following extensive fire to the main plant, extensive smoke damage was realized to the main HVAC ducting network.</li> <li>NRS successfully completed all duct cleaning ahead of schedule and to NADCA standards (following testing and inspections).</li> <li>Project completed with agreed to budget scope.</li> </ol>
Mechanical System Repair	<ul style="list-style-type: none"> <li>NorthStar Recovery Services is directly affiliated with licensed and certified Emergency Mechanical System Engineers in all 50 States.</li> </ul>	
Emergency Mechanical System repairs	<ul style="list-style-type: none"> <li>NorthStar Recovery Services is directly affiliated with licensed and certified Emergency Mechanical System Engineers in all 50 States.</li> </ul>	18Jun16 St. Patricks Hospital (Christus Spohn Hospital Group). <ul style="list-style-type: none"> <li>Conducted Successful emergency installation of mobile chill water unit for hospital emergency operation room...</li> </ul>
Debris Removal	<ul style="list-style-type: none"> <li>NorthStar Group Holding is licensed in all 50 States for the conduct of all categories of debris removal.</li> </ul>	14Jun16 Demolition and Debris removal of the Riviera Las Vegas , NV <ul style="list-style-type: none"> <li>Debris Removal conducted safely and in strict accordance with Nevada State Regulations.</li> </ul>

Appendix G: NorthStar Recovery Services' FEMA Projects (Declared Disaster Areas)








Bay City School District  
HURRICANE MICHAEL



**After a direct hit from the eye of Hurricane Michael, Bay City School District was left devastated. NorthStar was Ready.**

On October 10th, 2018, Hurricane Michael made landfall near Mexico Beach, Florida with maximum sustained winds of 155mph. Michael would be the strongest hurricane to make landfall throughout the 2018 hurricane season.

When the storm had passed, the damage left behind was significant. Virtually every tree in the area was snapped, homes and business were leveled, cars left abandoned, and many residents were left homeless. Once damage assessments were completed, it was obvious to the Bay City School District that significant help was needed. The call was made to NorthStar and personnel and resources were mobilized to the ravaged Florida city.

	Panama City, Florida
	School District
	Oct 2018 - Jan 2019
	\$25,000,000+
	Zero OSHA Recordables

**Hard work and perseverance pays off.** When the extent of the damage was fully realized, Bay City School District called multiple firms for assistance. Including NorthStar, the client contacted and engaged 4 additional firms in the disaster recovery industry. Schools in the district that required service were divided up amongst the firms engaged and work began. However, after a short time it became apparent that several of NorthStar's competitors were ill-equipped to complete such a large-scale recovery effort. Bay City School District made the decision to remove firms from some projects and reassign those facilities to NorthStar. In total, NorthStar was awarded contracts for the recovery of 20 out of a total 31 schools. In addition, NorthStar was the only contractor that was invited to bid and interview for the reconstruction portion of the recovery.

**A history of success, continued.** NorthStar performed flawlessly in each and every phase of the recovery. From basic dry-out of large schools to more complex tasks such as roof repair and rebuild, NorthStar met or exceeded all client expectations. Living up to its reputation of being #1 in the disaster recovery industry in the United States, NorthStar completed all Bay City School District recovery projects ahead of schedule and within budget.








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**In December of 2012, flooding from Hurricane Sandy caused \$18 million in total damage to Long Beach Medical Center. NorthStar was ready.**

December, 2012, Long Beach Medical Center called on NorthStar after taking on 12 feet of water in the basement area which, housed all electrical and mechanical equipment including boilers as well as HVAC to the hospital. Administration, Pharmacy, Kitchen and Laundry Services were severely affected as well.

	Long Beach, New York
	Hospital
	December, 2012 - April, 2014
	\$18,000,000 Total
	Zero OSHA Recordables

Once scope of work was developed by both parties, NorthStar provided stabilization of the entire facility as well as removal and recovery of medical records and the proper disposing of all damaged pharmaceuticals.

To date, NorthStar is still providing Ambient Control to the entire facility until a decision is made by Hospital and FEMA to re-locate and provide new HVAC, Mechanical and Electrical Systems








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**Following the impact of Hurricane Sally in September 2020, several key facilities and support structures within the Escambia County School system were severely impacted.**

From the Reinhardt Holm Elementary and Warrington Elementary Schools to the Escambia County Public Schools Warehouse, the severity of damage levied a critical impact to the continuity of operations to the school district. Several hundreds of students were impacted as the 2020-2021 school year began.

Responding quickly with its lead Operations Management Team, NorthStar was on site and configuring a plan of recovery within 6 hours of landfall. Crippled by a loss of power to all of Escambia County, NorthStar quickly endeavored to bring power generation resources to bear on the affected facility and began the recovery process in earnest.

	Escambia County, Florida
	Escambia County School District
	2020
	\$1,400,000+
	Zero OSHA Recordables



Quickly mobilizing manpower and resources, NorthStar accelerated its recovery efforts through around the clock shift work and engaging a staff of over 100 personnel to expedite the reclamation, repair and restoring of both elementary schools and the warehouse. While the classrooms were critical in the return of students, the warehouse was the critical path in terms of restoring full service operations to the entire county school district.

From facility roofing system failure due to hurricane force winds to extensive internal water damage caused by wind driven rain, NorthStar Recovery Services addressed every circumstance simultaneously and with determined dispatch. With the support of the Escambia County Public Schools facility staff, the NorthStar project management team triaged the damage, identified the critical path work necessary to expedite the return of students and quickly got to work. Within day, the schools were operational and the warehouse was able to continue is \$12M per year of issuances to its constituent schools. The expeditions and efficient recovery efforts are testaments to the efficacy of NorthStar-Escambia County Public Schools Team!



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## Appendix H: NorthStar Recovery Services' Bonding Capacity



June 8, 2022

Re: *NorthStar Recovery Services, Inc.*

To Whom It May Concern:

Everest Reinsurance Company, rated "A+", FSC "XV" and United States Fire Insurance Company, rated "A", FSC "XIII", by AM Best both licensed to do business in all fifty States, and listed on the U.S. Treasury Department's Listing of Approved Sureties (Department Circular 570), acting as sureties for NorthStar Recovery Services, Inc. have been providing bid and final bonds for both public and private work.

NorthStar Recovery Services, Inc. and its affiliated Companies are part of an overall bonding program with a capacity in excess of \$300,000,000.00. Performance and Payment Bonds will be provided for projects up to and including a single contract in excess of \$25,000,000.00 and the Sureties would be willing to consider larger projects. They have an outstanding reputation for successful completion of projects.

We consider NorthStar Recovery Services, Inc. highly qualified to provide construction services. Please note that the decision to issue Performance and Payment Bonds is a matter between NorthStar Recovery Services, Inc. and the Sureties, and will be subject to our standard underwriting at the time of the final bond request, which will include but not be limited to acceptability of the contract documents, bond forms and financing. We assume no liability to third parties or to you if for any reason we do not execute said Bonds.

**Everest Reinsurance Company**  
**United States Fire Insurance Company**

By Katherine Acosta  
Katherine Acosta, Attorney-In-Fact

Agent: *Alliant Insurance Services Inc.*  
333 Earle Ovington Boulevard, Suite 700  
Uniondale, NY 11553  
(516) 414-8603



Everest Reinsurance Company 100 Everest Way, Warren, NJ 07059  
Amynta Surety Solutions 855 Winding Brook Drive, Glastonbury, CT 06033



## Appendix I: NorthStar Recovery Services' Scope of Services

Service/Cost Metrics	Key Participants	Description
<b>Pre-Loss Assessment (PLA)</b> <b>Cost: No cost to MSA Clients.</b>	<ul style="list-style-type: none"> <li>NRS Director, Business Continuity &amp; Intelligence</li> <li>NRS Deputy Director, Business Continuity &amp; Intelligence</li> <li>NRS Business Continuity &amp; Intelligence Analysts</li> <li>Client Risk Manager, Operations Manager, or Facility Manager</li> <li>Client Facility Management Team</li> </ul>	<p><b>Background</b></p> <ul style="list-style-type: none"> <li>Created to give NorthStar and clients the opportunity to meet in a "non-emergency" situation.</li> <li>Facilitates Operational Planning</li> <li>Assists in the crafting of effective and cost-efficient responses.</li> <li><i>Provided at no cost to the client</i> because investing in our client's future secures our own.</li> </ul> <p><b>Objectives</b></p> <ul style="list-style-type: none"> <li>To get to know the client and their property in a non-emergency state.</li> <li>Photo documentation and note taking during facility walkthrough.</li> <li>Collection of critical data such as floor plans, site plans, utility runouts, evacuation plans, equipment specification sheets, provisioning sheets, asbestos reports, and hazardous material inventories.</li> <li>To introduce/socialize the NorthStar Program to the facility's leadership.</li> <li>Make Facility Management/Maintenance aware of NorthStar as an available resource.</li> <li>Determine how NorthStar "plugs into" the facility to sustain critical infrastructure. <ul style="list-style-type: none"> <li>Connection points for Power, Chilled Water, Steam/Heat</li> </ul> </li> </ul> <p><b>Procedure</b></p> <ul style="list-style-type: none"> <li>NRS will engage the prospective campus facility staff as soon as possible.</li> <li>NRS will convey data requirements to campus facility staff.</li> <li>NRS will engage the PLA planning process</li> <li>Set time frame for PLA: 5 business days</li> <li>Identification of most critical "Top 15-20 Facilities"</li> <li>Target priority buildings for initial phase of PLA process.</li> <li>Collection and forwarding of data on all facilities (electronic)</li> </ul>
		<ul style="list-style-type: none"> <li>Site Plans</li> <li>Floor Plans</li> <li>Roofing Reports</li> <li>Asbestos Reports</li> <li>Engineering Run-Outs</li> <li>On-Site Visits: Daily Schedule <ul style="list-style-type: none"> <li>0830-0900: In-Briefing; Review Daily Objectives</li> <li>0900-1200: <ul style="list-style-type: none"> <li>NRS Team A conducts building tours with Facility Reps.</li> <li>NRS Team B collaborates with Facility Management to conduct "verbal" overviews of "non-priority" buildings and/or systems.</li> </ul> </li> <li>1300-1700 <ul style="list-style-type: none"> <li>NRS Team A continues building tours</li> <li>NRS Team B conducts "windshield tour" of non-priority buildings.</li> </ul> </li> <li>1700-1715 Out-briefing; Review next day's objectives.</li> </ul> </li> </ul> <p><b>Product</b></p> <ul style="list-style-type: none"> <li>All data gathered in relation to the execution of the PLA process is uploaded to a secured cloud platform for access by authorized NRS/client personnel at any time.</li> <li>The Pre-Loss Assessment process is complemented with the production of the "Pre-Loss Assessment Compendium".</li> <li>This is a "living document" and is a compilation of all the data gathered on all of the client properties.</li> <li>Updated as new data is received</li> <li>Singular-Consolidated Document Containing <ul style="list-style-type: none"> <li>Facility Executive Summary ("Quick Read" for responding Operations and Project Managers)</li> </ul> </li> </ul>

## Appendix I: NorthStar Recovery Services' Scope of Services

		<ul style="list-style-type: none"> <li>○ Pre-Loss Assessment Data Form</li> <li>○ Photo Logs</li> <li>○ Facility Data (Site Plans, Floor Plans, Utility Runouts, Inspection Reports, Asbestos Surveys, etc.)</li> <li>○ Facility Spatial Mapping <ul style="list-style-type: none"> <li>▪ Proximity to First Responders</li> <li>▪ Proximity to NRS Resources (Assets, Offices, etc.)</li> <li>▪ Proximity to NorthStar Group Holdings resources</li> <li>▪ Key NorthStar Strategic Partners (Stanley Steemer, United Rentals)</li> <li>▪ Hazards</li> </ul> </li> </ul> <p><b>Post-PLA Business Continuity Support</b></p> <ul style="list-style-type: none"> <li>• Client-Specific SOP Development <ul style="list-style-type: none"> <li>○ Business Continuity Analysts will work with the client and NRS Account Manager(s) to construct a custom Operational Standard Operating Procedure.</li> </ul> </li> <li>• Contingency Plan Assessment and Analysis: Exercises <ul style="list-style-type: none"> <li>○ Exercise Process <ul style="list-style-type: none"> <li>▪ Planning and Preparation</li> <li>▪ Game Book Construction</li> </ul> </li> <li>○ Exercise Event Types <ul style="list-style-type: none"> <li>▪ Table-Top Simulations</li> <li>▪ Move-Step Events and Walkthroughs</li> </ul> </li> </ul> </li> </ul>
Training, Testing and Exercise Programs	<ul style="list-style-type: none"> <li>• NRS Director, Business Continuity &amp; Intelligence</li> </ul>	<ul style="list-style-type: none"> <li>• Background <ul style="list-style-type: none"> <li>○ Training, testing and exercise programs are designed and implemented by the NorthStar Business Continuity team for each client</li> </ul> </li> </ul>

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### Day District Schools

Cost: No Cost to MSA Clients	<ul style="list-style-type: none"> <li>• NRS Deputy Director, Business Continuity &amp; Intelligence</li> <li>• NRS Business Continuity &amp; Intelligence Analysts</li> <li>• Client Risk Manager, Operations Manager, or Facility Manager</li> <li>• Client Facility Management Team</li> </ul>	<ul style="list-style-type: none"> <li>○ The NorthStar Business Continuity team will conduct tabletop exercises for client with an eye toward operational efficiency and responses executed under duress to identify shortfalls and areas of improvement in client response/business continuity plan</li> <li>○ Designed as a continuation of the PLA and intended to further solidify the partnership between NorthStar and client</li> <li>○ All exercises and training are conducted in accordance with the Department of Homeland Security's Exercise and Evaluation Program (HSEEP)</li> <li>○ NorthStar Business Continuity team is fully certified Business Resiliency Managers/Auditors</li> <li>○ Developed to work in conjunction with PLA data gathered and to build NorthStar's understanding of the client and their operational imperatives</li> <li>• Objectives <ul style="list-style-type: none"> <li>○ To test and validate plans and capabilities, and identify both capability gaps and areas for improvement</li> <li>○ Solidify the relationship between client team and NorthStar</li> <li>○ Discovery and establishment of new methods of response to best suit the needs of the client</li> <li>○ Identify areas where client can better prepare for an event or loss and how response can be improved</li> <li>○ Improve upon and streamline intra-organizational interactions and operations</li> </ul> </li> <li>• Procedure <ul style="list-style-type: none"> <li>○ NorthStar will develop a plausible disaster scenario to be used as well as all associated materials required to successfully execute the exercise</li> <li>○ NorthStar will facilitate the exercise</li> </ul> </li> </ul>
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## Appendix I: NorthStar Recovery Services' Scope of Services

		<ul style="list-style-type: none"> <li>As teams work through the operational steps to achieve full recovery in the hypothetical scenario, NorthStar Business Continuity will be recording key pieces of information to be used in the post-exercise analysis</li> <li>Upon conclusion, NorthStar will begin developing the post-tabletop report which will be delivered to the client</li> <li><b>Product</b> <ul style="list-style-type: none"> <li>The Post-Tabletop Report will highlight both what went right as well as what could be improved upon</li> <li>NorthStar will work with the client to assist with improving the response plan and implementing and required changes to response protocols and Standard Operating Procedures (SOP)</li> <li>The client/NorthStar relationship will have been strengthened, with each party gaining insight about the other in an effort to harmonize objectives and guarantee the highest level of preparation prior to a loss/CAT event occurring</li> <li>NorthStar will update the client SOP with new information gathered during the exercise</li> </ul> </li> </ul>
<b>Hurricane/Area Wide Disaster Response Processes</b>  <b>Cost: No Cost To MSA Clients</b>	<ul style="list-style-type: none"> <li>ALL NorthStar Recovery Services               <ul style="list-style-type: none"> <li>Operations</li> <li>Business Dev</li> <li>Logistics</li> <li>Vendor Management</li> <li>Business Continuity</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li><b>Overview:</b> All work shall be performed in accordance with practices and procedures as set forth by federal, state, and local requirements as well as the NorthStar-Recovery Service's Safety Procedures Manual. NRS will provide two different assessments for UNCW. The first being the stabilization of the buildings (will take approximately 3 hours per building and will give the basics of damages in order to begin the recovery process. This consist of safety report for all sites, temperature/humidity readings, equipment and drying formula, photo logs, and interior/exterior damage assessment). The second assessment is a more thorough assessment. This will take approximately 48 to 72 hours to complete. This will consist of an inspection throughout entire buildings to determine the point of entry for water intrusion, complete moisture mapping of each affected area, development of initial scope of work as</li> </ul>

		<p>well as recommendations for structural repairs (windows, roofs etc). Also, this will include developing a Rough Order of Magnitude for each building.</p> <ul style="list-style-type: none"> <li><b>Pre-Event Organizational Interactions to include</b> <ul style="list-style-type: none"> <li>Daily Conference Calls               <ul style="list-style-type: none"> <li>Weather Service Updates</li> <li>NorthStar Mobilization and Staffing Updates</li> <li>Equipment and Infrastructure Requirements and Updates                   <ul style="list-style-type: none"> <li>Recommend placing on standby any large equipment that may be necessary 5 days prior to storm (generators, desiccants etc.)</li> </ul> </li> </ul> </li> <li>Initial Engagement in Direct Support of UNCW:               <ul style="list-style-type: none"> <li>NRS will begin personnel and small equipment mobilization.</li> <li>NRS will commit 12 technicians and 1 project manager on site 3 days prior to storm.</li> <li>NRS personnel will begin initial site inspection to all buildings and assist client with any preparation necessary for upcoming storm.</li> <li>NRS personnel will be divided into groups of 2 to secure buildings. These groups will stay in designated buildings provided by UNCW.</li> </ul> </li> <li><b>Post Storm Engagement In Support of UNCW Campus Infrastructure and facilities</b> <ul style="list-style-type: none"> <li><b>Stabilization of Buildings</b> <ul style="list-style-type: none"> <li>Safety Reports for all sites.</li> <li>Temperature/Humidity Readings.</li> <li>Providing equipment and drying formula.</li> <li>Provide photo log for each building.</li> <li>Provide interior/exterior damage assessment.</li> <li>First initial cleanup and water extraction.</li> <li>Setting of all drying equipment to stabilize each building.</li> </ul> </li> </ul> </li> <li><b>Second Assessment</b></li> </ul> </li> </ul>
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## Appendix I: NorthStar Recovery Services' Scope of Services

		<ul style="list-style-type: none"> <li>○ Inspection throughout entire buildings to determine the point of entry for water intrusion.</li> <li>○ Complete moisture mapping of each affected area.</li> <li>○ Development of Initial Scope of Work.</li> <li>○ Recommendations for structural repairs (windows, roof, et.c).</li> <li>○ Development of Rough Order of Magnitude for each building.</li> <li>○ Remediation upon approval from UNCW management and Industrial Hygienist.</li> </ul>
<p><b>Project Management</b></p> <p><b>Cost: No additional costs beyond stated Stated Hourly Rate Schedule.</b></p> <ul style="list-style-type: none"> <li>• Per-Diem based on GSA Rates for Geographic Areas</li> <li>• Travel Costs enroute to area from assigned base of operations.</li> <li>• No travel costs from area lodging to project site</li> </ul>	<ul style="list-style-type: none"> <li>• Operations Manager</li> <li>• Project Manager</li> <li>• Recovery Supervisor</li> <li>• General Labor</li> </ul>	<ul style="list-style-type: none"> <li>• References <ul style="list-style-type: none"> <li>○ NorthStar Recovery Services Standard Operating Procedure</li> <li>○ NorthStar Recovery Services Safety Manual</li> <li>○ ANSI/IICRC S500 Water Damage Restoration</li> <li>○ ANSI/IICRC S100 Textile Floor Coverings Cleaning</li> <li>○ ANSI/IICRC S520 Mold Remediation</li> <li>○ ANSI/IICRC S540 Trauma and Crime Scene Cleanup</li> <li>○ BSR-IICRC S550 Commercial Structure Drying</li> <li>○ BSR-IICRC S400 Commercial Built Environment Cleaning</li> <li>○ BSR-IICRC S300 Upholstery Cleaning</li> <li>○ OSHA Standards and Regulations</li> </ul> </li> <li>• Procedures and Protocols <ul style="list-style-type: none"> <li>○ Service Call is initiated by client via phone call to Emergency Response number, Account Manager, or email to ER address. <ul style="list-style-type: none"> <li>▪ Account Manager will call the loss/service request in to the ER phone number.</li> <li>▪ 24/7 Call Center will ask qualifying questions to populate the <i>Initial Call Questionnaire</i>.</li> <li>▪ Forward call information to ER-Notify email group, received by all of NRS Operations Management and NRS Leadership.</li> </ul> </li> </ul> </li> </ul>

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		<ul style="list-style-type: none"> <li>○ Operations Manager will acknowledge receipt of the service call.</li> <li>○ Operations Manager will contact client POC within 5 minutes and gather information pertinent to the loss/service call. <ul style="list-style-type: none"> <li>▪ Nature of the loss/service request <ul style="list-style-type: none"> <li>• Affected materials</li> <li>• Affected square footage</li> <li>• Additional pertinent data based on the <i>Initial Call Questionnaire</i>.</li> </ul> </li> <li>▪ Main on-site Point of Contact (POC) data <ul style="list-style-type: none"> <li>• Direct phone number, email address.</li> </ul> </li> <li>▪ Enables the Operations Manager to facilitate the following: <ul style="list-style-type: none"> <li>• Dispatch the appropriate amount and type of resources;</li> <li>• Minimize unnecessary mobilization costs to the client;</li> <li>• Maximize response and recovery efforts once on-site.</li> </ul> </li> </ul> </li> <li>○ Operations Manager and Business Continuity Analysts will access relevant PLA data from the secured cloud platform for the target site. <ul style="list-style-type: none"> <li>▪ Data is "pushed" to the responding team to include but not limited to floor plans, Key Operational Notes, Executive Summary, PLA Form, POC data, mechanical and/or plumbing run-outs, ACM Survey, etc.</li> </ul> </li> <li>○ Concurrently, Operations Manager is coordinating with Vendor Management (VM) and Equipment Management (EM) to begin allocating resources (equipment, labor, etc.) to the client provided location. <ul style="list-style-type: none"> <li>▪ Provide client POC with ETA of resources. <ul style="list-style-type: none"> <li>• Continuing updates until resources have arrived.</li> </ul> </li> </ul> </li> <li>○ Operations Manager will issue the <i>Initial Dispatch</i>, begin mobilization of Project Manager (s), Supervisor(s). <ul style="list-style-type: none"> <li>▪ Provide client POC with ETA of NorthStar Personnel and labor force.</li> </ul> </li> </ul>
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## Appendix I: NorthStar Recovery Services' Scope of Services

		<ul style="list-style-type: none"> <li>Continuing updates until personnel arrive on-site.</li> </ul> <ul style="list-style-type: none"> <li>Project Manager, Supervisor arrive on-site.           <ul style="list-style-type: none"> <li>Contact designated client POC upon arrival.</li> </ul> </li> <li>Gather/review critical information pertaining to the loss           <ul style="list-style-type: none"> <li>PM and Supervisor will perform a thorough physical survey and inspection of the loss site to evaluate all damages to structure and contents and will note the presence or odor, water and water damages, soot, ash, and other elements of fire damage.               <ul style="list-style-type: none"> <li>During the physical survey and inspection, the PM and/or Supervisor will be taking detailed digital photographs to catalogue the loss.</li> </ul> </li> <li>Review PLA acquired Asbestos/Lead/Hazardous Material Reports prior to beginning any work.</li> </ul> </li> <li>Establish a Base of Operations.</li> <li>Perform <i>Job Site Safety Analysis</i> and address any hazards present on site before additional personnel enter the facility/job site.           <ul style="list-style-type: none"> <li>Perform corrective measures on any hazards present.</li> </ul> </li> <li>Perform <i>Damage Assessments</i> (interior/exterior as applicable)</li> <li>Provide <i>Initial Photo Log</i> showing damage before any work is performed.           <ul style="list-style-type: none"> <li>Sent to NorthStar Operations Manager, client POC and leadership.</li> </ul> </li> <li>Begin development of <i>Initial Scope of Work</i> (ISOW)           <ul style="list-style-type: none"> <li>Summary of Loss/Service Request</li> <li>Identification of all affected priority areas               <ul style="list-style-type: none"> <li>Scope of work details the damages observed and the recovery process for each priority area identified.</li> </ul> </li> </ul> </li> <li>Begin development of the <i>Rough Order of Magnitude</i> (ROM).</li> </ul>
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		<ul style="list-style-type: none"> <li>The <i>Initial Rough Order of Magnitude</i> will provide the client with an initial estimate of the total job cost and is based on the approved <i>Initial Scope of Work</i>.</li> <li>The <i>ROM</i> has a 5-10% margin of error. As the project progresses, the margin of error is reduced.</li> <li>Subsequently, the <i>ROM</i> is updated by the Project Manager on a daily basis as the project evolves using (but not limited to) both <i>Timesheets</i> and <i>Material and Equipment Sheets</i> as substantiating documents.</li> <li>Provide to client POC and leadership within 24-48 hours of initial ER call.</li> </ul> <ul style="list-style-type: none"> <li>Remediation Effort- Beginning, Ongoing           <ul style="list-style-type: none"> <li>Supervisor(s) managing via Line-of-Sight 1-10-person labor force each, performing tasks necessary to stabilize and recover the facility as dictated by the Project Manager and Scope of Work.</li> <li>Each Supervisor will host a <i>Daily Huddle</i> to discuss safety protocols for the day's tasks with the labor force.</li> <li><i>Daily Logs</i> filled out by each Supervisor to establish what tasks are being performed as well as tasks that have been completed.               <ul style="list-style-type: none"> <li>Submitted per shift to the Project Manager to aid in the construction of the <i>Daily Update</i> and to support auditing purposes.</li> </ul> </li> <li><i>Daily Updates</i> provided by the Project Manager to client POC and leadership.               <ul style="list-style-type: none"> <li>Provided to the client POC and leadership electronically via email as well as physical copies provided at the client's request.</li> <li>Detailed breakdown of tasks and percent towards completion of each task performed.</li> <li>Highlights Priority Areas</li> <li>Chronological summary of critical activities and percentage towards completion of each.</li> </ul> </li> </ul> </li> </ul>
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## Appendix I: NorthStar Recovery Services' Scope of Services

		<ul style="list-style-type: none"> <li>• Summary of Personnel and Equipment in use on-site.</li> <li>▪ In addition to the <i>Daily Update</i>, the PM may establish a daily timeslot with the client POC to provide in-person updates and to answer any questions the client may have.</li> <li>▪ <i>Daily Photo Logs</i> produced by Supervisors and provided to Project manager and client POC/leadership. <ul style="list-style-type: none"> <li>• Photos are taken before/during/after the recovery process <ul style="list-style-type: none"> <li>◦ May include Infrared (IR) Images (if applicable)</li> </ul> </li> <li>• Illustrate task progress towards completion.</li> </ul> </li> <li>▪ <i>Daily Safety Inspections</i> performed by PM and Supervisor to ensure continued job site safety. <ul style="list-style-type: none"> <li>• New hazards to jobsite safety are addressed immediately and corrective measures are documented on the <i>Safety Inspection Report</i>.</li> </ul> </li> <li>▪ Daily Paperwork that must be completed and submitted to client POC and leadership for approval <ul style="list-style-type: none"> <li>• <i>Timesheets</i> approved and signed <ul style="list-style-type: none"> <li>◦ <i>Timesheets</i> are used to track hours worked as well as labor classifications throughout the project.</li> </ul> </li> <li>• <i>Material and Equipment Sheets</i> approved and signed</li> <li>• Submitted to POC and leadership if required by Client: <ul style="list-style-type: none"> <li>◦ <i>Moisture Content/Atmospheric Readings</i></li> <li>◦ <i>Moisture/Equipment/Soot Mapping</i></li> </ul> </li> </ul> </li> <li>▪ All Water, Fire, and Smoke remediation projects are handled in strict accordance with the IICRC S500 &amp; S520 guidelines. <ul style="list-style-type: none"> <li>• Drying Equipment quantities are determined using the most current approved <i>Dehumidification Formula</i> which is included in the initial paperwork and available to the client at any time.</li> </ul> </li> </ul>
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		<ul style="list-style-type: none"> <li>◦ Project Completion <ul style="list-style-type: none"> <li>▪ Project Manager will provide the client POC/leadership with the <i>Final Daily Update</i> documenting that all work tasks have been finished and the restoration effort is complete. <ul style="list-style-type: none"> <li>• Concurrently, the Project Manager will work with the Operations Manager to produce the final <i>ROM</i> for invoicing purposes.</li> </ul> </li> <li>▪ Project Manager ensures that all tasks have been performed to the client's satisfaction including an inspection and walkthrough of the job site. <ul style="list-style-type: none"> <li>• Provides the client POC with the <i>Statement of Work Complete</i> to be signed</li> </ul> </li> <li>▪ Project Manager and Supervisor(s) will begin the demobilization process. <ul style="list-style-type: none"> <li>• Equipment breakdown, removal from facility, preparation for storage or mobilization to next project.</li> <li>• Final removal of any debris/containment on the job site.</li> </ul> </li> <li>▪ Project Manager will assemble all of the project's documentation into a final collection or "Job Book". <ul style="list-style-type: none"> <li>• The Job Book is sent to the corporate headquarters for review by the Accounting Division. <ul style="list-style-type: none"> <li>◦ The Job Book acts as the comprehensive, final report for the project and contains detailed information that summarizes all covered services provided by NorthStar Recovery Services and will be provided to the client electronically.</li> <li>◦ The Job Book serves as proof of all expenditures made while on the project and provides full transparency between the client and NRS. It also acts as the substantiating factor to maximize payment of claims and reimbursement of expenses from the insuring entity.</li> </ul> </li> </ul> </li> </ul> </li> </ul>
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## Appendix I: NorthStar Recovery Services' Scope of Services

		<ul style="list-style-type: none"> <li>The Accounting Division will audit the Job Book and produce the client and/or insurance company with the Final Invoice.</li> <li>Documentation <ul style="list-style-type: none"> <li>Project Documentation <ul style="list-style-type: none"> <li>Arrival Checklist (Upon Arrival)</li> <li>Daily Documentation Checklist (Daily)</li> <li>Initial Call Questionnaire</li> <li>Initial Dispatch Message</li> <li>Exterior/Interior Damage Assessment (Upon Arrival, End of Project)</li> <li>Scope of Work (Upon Arrival)</li> <li>Daily Time Sheets (Per Shift, Daily)</li> <li>Material and Equipment Sheets (Per Shift, Daily)</li> <li>Project Log (Daily)</li> <li>Sub-Contractor Services Log (As Needed)</li> <li>Fuel Usage Log (Daily)</li> <li>Photo Logs (Per Shift, Daily, End of Project)</li> <li>Pack-Out Inventory Log (As Needed)</li> <li>Humidity Readings Log (Upon Arrival, Daily, End of Project)</li> <li>Moisture Readings Log (upon Arrival, Daily, End of Project)</li> <li>Disposal Log (As Needed)</li> <li>Equipment Checklists (Daily)</li> <li>Expense/WEX Reports (Daily)</li> <li>Soot Maps (Daily)</li> <li>Moisture Maps (Daily)</li> <li>Equipment Maps (Daily)</li> <li>Daily Update Form (Daily)</li> </ul> </li> </ul> </li> </ul>
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		<ul style="list-style-type: none"> <li>FF &amp; E Assessment (As Needed)</li> <li>Dehumidification Formula Sheet (Upon Arrival, As Needed)</li> <li>Travel Receipts Log (As Needed)</li> <li>Scope Change Order Form (changes to Scope of Work, As Needed)</li> <li>Close Out Checklist (End of Project)</li> <li>Safety Documentation <ul style="list-style-type: none"> <li>Daily Huddle Form (Per Shift, Daily)</li> <li>Job Safety Analysis (Daily)</li> <li>Safety Inspection Reports (Per Shift, Daily)</li> <li>Health and Safety Plan (Upon Arrival, As Needed)</li> <li>Emergency Action Plan (Upon Arrival)</li> <li>Fall Hazard Analysis (Upon Arrival, Updated as Needed)</li> <li>Fall Hazard Assessment/Written Plan (Immediately upon completion of the Fall Hazard Analysis, must be completed before work can begin)</li> </ul> </li> </ul>
<b>Monitoring Services</b> <b>Costs. No additional costs beyond stated hourly rates for respective disciplines.</b>	<ul style="list-style-type: none"> <li>Project Manager</li> <li>Recovery Supervisor</li> <li>Skilled Labor</li> <li>Environmental Consultant</li> </ul>	<ul style="list-style-type: none"> <li>References <ul style="list-style-type: none"> <li>NorthStar Recovery Services Standard Operating Procedure</li> <li>NorthStar Recovery Services Safety Manual</li> <li>ANSI/IICRC S500 Water Damage Restoration</li> <li>ANSI/IICRC S520 Mold Remediation</li> <li>OSHA Standards – 29 CFR</li> <li>Project Management Procedures and Protocols</li> </ul> </li> <li>Procedures and Protocols <ul style="list-style-type: none"> <li>NRS will ensure on a Daily basis that the environment is stabilized to preclude secondary damages. <ul style="list-style-type: none"> <li>Prevention of the growth of mold and mildew</li> </ul> </li> </ul> </li> </ul>

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## Appendix I: NorthStar Recovery Services' Scope of Services

		<ul style="list-style-type: none"> <li>▪ Moisture control               <ul style="list-style-type: none"> <li>• Refer to the Moisture Control service description for Procedure and Protocol.</li> </ul> </li> <li>○ All monitoring services employed by NRS will be properly certified to perform the required tasks               <ul style="list-style-type: none"> <li>▪ IICRC S500 Guidelines</li> <li>▪ IICRC WRT Certification</li> <li>▪ IICRC ASD Certification</li> <li>▪ OSHA Standards and Regulations</li> <li>▪ EPA Standards and Regulations</li> </ul> </li> <li>○ Technicians must provide proof of licensure and certification.</li> <li>○ Third Party Services must provide proof of licensure and certification for Air Quality Sampling.</li> <li>• Documentation               <ul style="list-style-type: none"> <li>○ All Monitoring Service projects will contain documentation listed in the Project Management service description and in accordance with the NRS Standard Operating Procedures.</li> </ul> </li> </ul>
<b>Fire, Smoke, and Water Damage Recovery.</b> <b>Costs Metric Per Square Foot:</b> <ul style="list-style-type: none"> <li>• Per Pricing as noted in Table B Water Mitigation Pricing Sheet</li> </ul>	<ul style="list-style-type: none"> <li>• Operations Manager</li> <li>• Project Manager</li> <li>• Recovery Supervisor</li> <li>• Emergency Responder</li> <li>• General Labor</li> </ul>	<ul style="list-style-type: none"> <li>• References               <ul style="list-style-type: none"> <li>○ NorthStar Recovery Services Standard Operating Procedure</li> <li>○ NorthStar Recovery Services Safety Manual</li> <li>○ ANSI/IICRC S500 Water Damage Restoration</li> <li>○ ANSI/IICRC S520 Standard for Mold Remediation</li> <li>○ Project Management Procedures and Protocols</li> </ul> </li> <li>• Procedure and Protocols               <ul style="list-style-type: none"> <li>○ All Fire and Smoke recovery projects conducted by NorthStar Recovery Services will be completed by IICRC WRT, ASD, and FSRT Certified Technicians.</li> </ul> </li> </ul>

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		<ul style="list-style-type: none"> <li>○ NRS will ensure that after any event that compromises the security of the structure proper measures are taken to secure the premises vis-a-vis board-up and/or security services.</li> <li>○ NRS will ensure that the environment is stabilized to preclude secondary damages.               <ul style="list-style-type: none"> <li>▪ Prevent the growth of mold and mildew</li> <li>▪ Moisture control                   <ul style="list-style-type: none"> <li>• Refer to the Moisture Control service description for Procedure and Protocol.</li> </ul> </li> </ul> </li> <li>○ A full Written and detailed Scope of Work is composed and submitted for approval.</li> <li>○ Introduce fresh, dry air into the structure through the use of Negative Air Machines, Air Filtration Devices (AFD), and Dehumidifiers.</li> <li>○ Ensure that standing water is removed.</li> <li>○ Identify all items that can be restored and which items must be replaced.               <ul style="list-style-type: none"> <li>▪ Remove any items that may be restored from the area as soon as possible to prevent further damages.</li> <li>▪ Inventory all items and make note of which items will be restored and which items must be disposed of.</li> <li>▪ Dispose of items that cannot be salvaged.</li> </ul> </li> <li>○ Conduct a full inventory and pack-out of salvageable items.               <ul style="list-style-type: none"> <li>▪ Organize transportation and storage of items.</li> </ul> </li> <li>○ Perform selective demolition of structural areas that have incurred damages and are beyond repair.               <ul style="list-style-type: none"> <li>▪ NRS will evaluate the feasibility of salvaging as much structure as possible in all cases. However, it is often more cost effective to choose to selectively remove and replace building materials that have incurred significant damage as a result of a fire or water loss.</li> </ul> </li> </ul>
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		<ul style="list-style-type: none"> <li>○ Conduct a full cleaning of the affected structure in accordance with IICRC standards. <ul style="list-style-type: none"> <li>▪ Work in a top-down method, starting with the ceilings and walls and moving on to contents, fixtures and the floor.</li> <li>▪ Ensure the removal of smoke and soot from all affected surfaces <ul style="list-style-type: none"> <li>• Conduct Soot Mapping daily in each of the affected areas to monitor and track recovery/cleaning progress.</li> </ul> </li> </ul> </li> <li>○ Employ approved deodorizing techniques including chemical deodorization and machines (Hydroxyl).</li> <li>○ Engage the client on rebuild services. <ul style="list-style-type: none"> <li>▪ Carpet and flooring replacement/reinstallation.</li> <li>▪ Interior material replacement such as drywall, wooden surfaces beyond restoration.</li> </ul> </li> <li>• Documentation <ul style="list-style-type: none"> <li>○ All Fire, Smoke, and Water Damage Recovery projects will contain documentation listed in the Project Management service description and in accordance with the NRS Standard Operating Procedures.</li> </ul> </li> </ul>
<b>Water Extraction and Moisture Control (Desiccant Dehumidification)</b> <b>Costs Metric Per Square Foot:</b> <ul style="list-style-type: none"> <li>• Per Pricing as noted in Table B Water Mitigation Pricing Sheet</li> </ul>	<ul style="list-style-type: none"> <li>• Project Manager</li> <li>• Recovery Supervisor</li> <li>• Emergency Responder</li> <li>• General Labor</li> </ul>	<ul style="list-style-type: none"> <li>• References <ul style="list-style-type: none"> <li>○ NorthStar Recovery Services Standard Operating Procedure</li> <li>○ NorthStar Recovery Services Safety Manual</li> <li>○ ANSI/IICRC S500 Water Damage Restoration</li> <li>○ BSR-IICRC S550 Standard for Commercial Structure Drying</li> <li>○ Project Management Procedures and Protocols</li> </ul> </li> <li>• Procedure and Protocols <ul style="list-style-type: none"> <li>○ IICRC Water Restoration Certification will include knowledge of Environmental Stabilization and Moisture Control (Humidity and Temperature).</li> </ul> </li> </ul>

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		<ul style="list-style-type: none"> <li>○ ACAC Moisture Control Investigator, Assessor, and Consultant Certification (<a href="http://www.acac.org/cert/moisturecontrolcertification.aspx">http://www.acac.org/cert/moisturecontrolcertification.aspx</a>)</li> <li>○ After all Standard Safety procedures are conducted NRS employee ensures source of water is secured and/or mitigates the flow of water as quickly as safely possible.</li> <li>○ During dispatch of assets and resources to site, Pre-Loss Assessment intel and data is forwarded to the responding team to include but not limited to floor plans, Key Operational notes, executive summary, PLA Form POC data, mechanical and/or plumbing run-outs, ACM Survey, etc.</li> <li>○ If flow of water is still active, water diverters and other methods are employed to mitigate additional areas from being impacted.</li> <li>○ Priority areas are preemptively established to focus initial extraction and mitigate additional loss.</li> <li>○ During the initial walkthrough of site, photos are taken to photo log the extent of damage.</li> <li>○ Furnishings, fixtures and all porous and/or metal items are either removed from the affected area or put on foam blocks to both mitigate any further damage as well as prevent staining of the surface.</li> <li>○ Concurrently, truck mounted and specially designed portable extraction units are deployed to initiate and continue the extraction of water.</li> <li>○ Extraction of water from various affected materials and/or locations will be conducted under the IICRC S500 standard. This may include but is not limited to additional specialized extraction equipment for hardwood floors, wall cavities and cabinetry.</li> <li>○ Atmospheric readings are taken and logged using a precise digital Hygrometer for Relative Humidity, Temperature and Grains Per Pound during the final phases of water extraction that will allow the drying technician to establish a baseline and continue to track and optimize the progress of the drying environment.</li> </ul>
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## Appendix I: NorthStar Recovery Services' Scope of Services

		<ul style="list-style-type: none"> <li>Moisture Meters and IR Cameras are used to efficiently and effectively moisture map and assess the impacted areas. <ul style="list-style-type: none"> <li>Moisture Mapping dictates drying equipment placement and daily reconfiguration.</li> </ul> </li> <li>With PLA data already in hand, NRS can efficiently and accurately generate and complete the <ul style="list-style-type: none"> <li>Moisture Map of the affected areas. (Daily)</li> <li>Humidity Readings (Daily)</li> <li>NRS Dehumidification Formula (IICRC Standard)</li> <li>Equipment Layout Map (Daily)</li> </ul> </li> <li>Dehumidification equipment, and Air Movers are all placed in accordance IICRC Industry standard as needed and backed by data driven paperwork.</li> <li>A "Drying Standard" is established.</li> <li>All impacted areas will be cleaned and sanitized.</li> <li>Caution Tape surrounding all restoration equipment will be placed and electrical cords will be taped down for jobsite safety.</li> <li>Drying Equipment will be monitored and manipulated to ensure drying environment is fully optimized.</li> <li>Atmospheric readings are taken and logged within each priority area and on each shift to track drying environment and support use of equipment being employed.</li> <li>Once drying standard is achieved for that area, equipment is removed from job site to minimize unnecessary costs.</li> <li>Photo documentation and Infra-Red Images are used to capture the drying progress and compile a photo log for the Job Book.</li> <li>Anti-Microbial solution is applied to all porous material to mitigate any odor.</li> </ul>
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		<ul style="list-style-type: none"> <li>Supporting Drying documentation and project logs are kept in the Job Book to support claims, questions and or project audits.</li> <li>The Drying and dehumidification process is continued, monitored and tracked until drying objectives are met and environment can maintain stabilization on its own.</li> <li>Documentation <ul style="list-style-type: none"> <li>All Water Extraction and Moisture Control projects will contain documentation listed in the Project Management service description and in accordance with the NRS Standard Operating Procedures.</li> </ul> </li> </ul>
Heating Ventilation and Air Conditioning (HVAC) Decontamination and Cleaning	<ul style="list-style-type: none"> <li>Project Manager</li> <li>Recovery Supervisor</li> <li>Skilled Labor</li> </ul>	<ul style="list-style-type: none"> <li>References <ul style="list-style-type: none"> <li>NorthStar Recovery Services Standard Operating Procedure</li> <li>NorthStar Recovery Services Safety Manual</li> <li>ANSI/IICRC S500 Water Damage Restoration</li> <li>BSR-IICRC S400 Standard for Commercial Built Environment Cleaning</li> <li>Project Management Procedure and Protocols</li> </ul> </li> <li>Process and Procedure <ul style="list-style-type: none"> <li>NADCA Certified Air Systems Cleaning Specialist (<a href="https://nadca.com/en/resources/why-join/certification#">https://nadca.com/en/resources/why-join/certification#</a>)</li> <li>NRS has several NADCA Certified Air Systems Cleaning Specialist on Staff</li> <li>All Vendors and Sub-Contractors utilized for HVAC Ductwork and Unit cleaning are screened to NADCA Standards.</li> <li>A full Written and detailed Scope of Work is composed and submitted for approval.</li> <li>All sub-contractors follow and understand NRS safety and operational standards.</li> <li>Photos are taken and logged to include but not limited to visual inspection of internal and external ductwork, HVAC units, air intakes and exhausts, filters and supporting infrastructure.</li> </ul> </li> </ul>

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		<ul style="list-style-type: none"> <li>○ Containments are set up to mitigate cross contamination in other areas during De-Con and cleaning process.</li> <li>○ HVAC De-Con and cleaning equipment is set up and used by only our trained and certified professionals.</li> <li>○ Air Scrubbers with HEPA filters, secondary and primary filters are used to both prevent contamination inside and outside of containment area.</li> <li>○ Process can be both done as an emergency response and/or scheduled to be completed afterhours.</li> <li>• Documentation <ul style="list-style-type: none"> <li>○ All Heating, Ventilation and Air Conditioning (HVAC) Decontamination and Cleaning projects will contain documentation listed in the Project Management service description and in accordance with the NRS Standard Operating Procedures.</li> </ul> </li> </ul>
<b>Microbial Remediation</b> <b>Costs Metric Per Square Foot:</b> <ul style="list-style-type: none"> <li>• Per Pricing as noted in Table B Water Mitigation Pricing Sheet</li> </ul>	<ul style="list-style-type: none"> <li>• Project Manager</li> <li>• Remediation Supervisor</li> <li>• Skilled Labor</li> </ul>	<ul style="list-style-type: none"> <li>• References <ul style="list-style-type: none"> <li>○ NorthStar Recovery Services Standard Operating Procedure</li> <li>○ NorthStar Recovery Services Safety Manual</li> <li>○ ANSI/IICRC S500 Water Damage Restoration</li> <li>○ ANSI/IICRC S520 Standard for Mold Remediation</li> <li>○ Project Management Procedure and Protocol</li> </ul> </li> <li>• Procedures and Protocols <ul style="list-style-type: none"> <li>○ All Microbial Remediation projects conducted by NorthStar Recovery Services will be completed by IICRC Applied Microbial Remediation (AMRT) and Health and Safety (HST) Certified Technicians. <ul style="list-style-type: none"> <li>▪ All AMRT Certified Technicians will perform work with strict adherence to the IICRC S520 Standards for Mold Remediation.</li> <li>▪ Proper Personal Protective Equipment (PPE) shall be used at all times and in accordance with OSHA and IICRC Standards and Regulations.</li> </ul> </li> </ul> </li> </ul>

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		<ul style="list-style-type: none"> <li>○ The entire microbial remediation process will be photo documented in detail by the NRS PM or Remediation Supervisor throughout the duration of the project.</li> <li>○ NRS will ensure that the interior environment is stabilized to control moisture and dampness and to halt the spread of any microbial growth. <ul style="list-style-type: none"> <li>▪ Refer to the Moisture Control service description for Procedure and Protocol.</li> </ul> </li> <li>○ A full Written and detailed Scope of Work is composed and submitted for approval.</li> <li>○ Containments are set up to mitigate cross contamination in other areas during De-Con and cleaning process. <ul style="list-style-type: none"> <li>▪ Negative Air machines will be installed to begin and maintain the air purification process and exhaust contaminated air out of the structure.</li> </ul> </li> <li>○ Air Scrubbers with HEPA filters, secondary and primary filters are used to both prevent contamination inside and outside of containment area.</li> <li>○ Cleaning efforts begin with a full HEPA vacuuming of the contaminated area to eliminate microbial material and/or spores that have yet to become airborne and to prevent outside contamination.</li> <li>○ Full decontamination of affected area including demolition, containment, and disposal of contaminated porous materials (where necessary). <ul style="list-style-type: none"> <li>▪ NRS Remediation Professionals will use antimicrobial and antifungal "biocides" to eliminate mold colonies and ensure the prevention of any new colonies from forming.</li> <li>▪ The use of specialized biocide is the only EPA approved method of completely destroying mold and its spores. <ul style="list-style-type: none"> <li>• NRS will never use bleach or any other unapproved chemicals to perform microbial remediation.</li> </ul> </li> <li>▪ Selective demolition of porous contaminated materials may be required.</li> </ul> </li> </ul>
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		<ul style="list-style-type: none"> <li>Due to the nature of porous materials and their ability to provide ample nourishment for microbial growth, it is often recommended that significantly contaminated materials are removed.</li> <li>NRS may perform encapsulation procedures where appropriate. <ul style="list-style-type: none"> <li>Encapsulation involves the elimination of microbial growth via chemical treatment followed by multiple coats of a specialized sealing agent to prevent re-contamination.</li> </ul> </li> <li>Once the source(s) of microbial growth are eliminated, a full "wipe-down" decontamination of furniture and contents in the affected area will take place.</li> <li>Air quality assessments will be conducted prior to the release of the space to ensure the environment is safe to human health.</li> <li>NRS will engage the client on reconstruction efforts post-microbial remediation.</li> <li>Documentation <ul style="list-style-type: none"> <li>All Microbial Remediation projects will contain documentation listed in the Project Management service description and in accordance with the NRS Standard Operating Procedures.</li> </ul> </li> </ul>
<b>Telecommunications Recovery</b>	<ul style="list-style-type: none"> <li>Project Manager</li> <li>Recovery Supervisor</li> <li>Skilled Labor</li> </ul>	<ul style="list-style-type: none"> <li>References <ul style="list-style-type: none"> <li>NorthStar Recovery Services Standard Operating Procedure</li> <li>NorthStar Recovery Services Safety Manual</li> <li>Project Management Procedure and Protocol</li> </ul> </li> <li>Procedures and Protocols <ul style="list-style-type: none"> <li>Strategic Alliance Partner IN-PWR that is licensed in all 50 states and with the ability to deploy local electrical contractors already established.</li> <li>NRS employs industry leading experts that have State-of-the-art ways to restore hardware, control panels, and telephone systems damaged by soot, smoke, and water events.</li> </ul> </li> <li>Documentation</li> </ul>

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		<ul style="list-style-type: none"> <li>All Telecommunications Recovery projects will contain documentation listed in the Project Management service description and in accordance with the NRS Standard Operating Procedures.</li> </ul>
<b>Electronics Restoration</b>	<ul style="list-style-type: none"> <li>Project Manager</li> <li>Recovery Supervisor</li> <li>Skilled Labor</li> </ul>	<ul style="list-style-type: none"> <li>References <ul style="list-style-type: none"> <li>NorthStar Recovery Services Standard Operating Procedure</li> <li>NorthStar Recovery Services Safety Manual</li> <li>Project Management Procedure and Protocol</li> </ul> </li> <li>Procedures and Protocols <ul style="list-style-type: none"> <li>Trained and certified technicians will evaluate the feasibility of restoring versus replacing damaged electronics.</li> <li>A full Written and detailed Scope of Work is composed and submitted for approval.</li> <li>NRS employs industry leading experts that have State-of-the-art techniques to restore sensitive electronic devices damaged by soot, smoke, and water events.</li> <li>NRS will employ the use of advanced technology including scopes, meters, infrared cameras, frozen CO2 and other specialized equipment.</li> </ul> </li> <li>Documentation <ul style="list-style-type: none"> <li>All Telecommunications Recovery projects will contain documentation listed in the Project Management service description and in accordance with the NRS Standard Operating Procedures.</li> </ul> </li> </ul>
<b>Media Recovery</b> Cost Metric as per Table C	<ul style="list-style-type: none"> <li>Project Manager</li> <li>Recovery Supervisor</li> <li>Skilled Labor</li> </ul>	<ul style="list-style-type: none"> <li>References <ul style="list-style-type: none"> <li>NorthStar Recovery Services Standard Operating Procedure</li> <li>NorthStar Recovery Services Safety Manual</li> <li>Project Management Procedure and Protocol</li> </ul> </li> <li>Procedures and Protocols <ul style="list-style-type: none"> <li>Electronic Data Recovery Professional Certification (<a href="http://www.iacertification.org/cdrp_certified_certified_data_recovery_professional.html">http://www.iacertification.org/cdrp_certified_certified_data_recovery_professional.html</a>)</li> </ul> </li> </ul>

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		<ul style="list-style-type: none"> <li>NorthStar uses only fully certified specialists and Vendors that adhere to NRS safety procedures.</li> <li>Microfilm, microfiche, X-ray, and magnetic media recovery after a loss occurs.</li> <li>NRS employs fully certified technicians experienced in data recovery due to a number of reasons, including corrupted file structures, corrupted firmware, accidental deletion or reformatting, power surge, fire, flood and water damage.</li> <li>NRS guarantees the confidentiality of sensitive data before, during, and after the recovery process.</li> <li>NRS utilizes a trusted method of Media Recovery including evaluation of the cause of media loss, recovery of the media via repair and extraction, and finally transfer to a new, secure medium (such as CD, DVD, or external drive).</li> <li>Documentation <ul style="list-style-type: none"> <li>All Media Recovery projects will contain documentation listed in the Project Management service description and in accordance with the NRS Standard Operating Procedures.</li> </ul> </li> </ul>
<b>Documents, Books, and Vital Records Recovery</b> <b>Cost Metric as per Table C</b>	<ul style="list-style-type: none"> <li>Project Manager</li> <li>Recovery Supervisor</li> <li>Skilled Labor</li> </ul>	<ul style="list-style-type: none"> <li>References <ul style="list-style-type: none"> <li>NorthStar Recovery Services Standard Operating Procedure</li> <li>NorthStar Recovery Services Safety Manual</li> <li>Project Management Procedure and Protocol</li> </ul> </li> <li>Procedures and Protocols <ul style="list-style-type: none"> <li>A full Written and detailed Scope of Work is composed and submitted for approval.</li> <li>NRS employs industry leading experts that have State-of-the-art techniques to restore sensitive documents, vital records, and books damaged by soot, smoke, and water events.</li> <li>Restoration techniques may include desiccant drying, freeze drying, molecular sieves, and thermal vacuum-freeze dryers.</li> </ul> </li> </ul>

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		<ul style="list-style-type: none"> <li>Paper recovery processes for items damaged in a fire or suffering smoke damage include particulate removal sponges, ionized air washing, and a variety of additional deodorizing techniques.</li> <li>Documents affected by microbial growth will be removed from the premises to prevent cross-contamination and may be restored as well through the use of ultrasonic separation, ultraviolet sanitization and disinfecting.</li> <li>All of the document restoration professionals that NRS employs are ISO certified and HIPAA compliant.</li> <li>Documentation <ul style="list-style-type: none"> <li>All Media Recovery projects will contain documentation listed in the Project Management service description and in accordance with the NRS Standard Operating Procedures.</li> </ul> </li> </ul>
<b>Equipment Recovery and Restoration</b>	<ul style="list-style-type: none"> <li>Project Manager</li> <li>Recovery Supervisor</li> <li>Skilled Labor</li> </ul>	<ul style="list-style-type: none"> <li>References <ul style="list-style-type: none"> <li>NorthStar Recovery Services Standard Operating Procedure</li> <li>NorthStar Recovery Services Safety Manual</li> <li>Project Management Procedure and Protocol</li> </ul> </li> <li>Procedures and Protocols <ul style="list-style-type: none"> <li>Trained and certified technicians will evaluate the feasibility of restoring versus replacing damaged equipment by performing thorough technical assessments.</li> <li>A full Written and detailed Scope of Work is composed and submitted for approval.</li> <li>NRS employs industry leading experts that have State-of-the-art techniques to restore sensitive equipment damaged by soot, smoke, and water events.</li> <li>NRS will employ the use of advanced technology including scopes, meters, infrared cameras, frozen CO2 and other specialized equipment.</li> <li>NRS has the ability to work with some of the world's largest equipment manufacturers to procure parts that would potentially be unavailable elsewhere.</li> </ul> </li> </ul>

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## Appendix I: NorthStar Recovery Services' Scope of Services

		<ul style="list-style-type: none"> <li>Restored equipment will be extensively tested and monitored to ensure pre-loss quality of operation.</li> <li>Documentation <ul style="list-style-type: none"> <li>All Equipment Recovery and Restoration projects will contain documentation listed in the Project Management service description and in accordance with the NRS Standard Operating Procedures.</li> </ul> </li> </ul>
<b>Commercial Cleaning/Decontamination of Heating, Ventilation, and Air Conditioning (HVAC) Units and Ductwork, Drapes, Post Construction Cleanup, and Pre-Catastrophe Registration</b>	<ul style="list-style-type: none"> <li>Project Manager</li> <li>Recovery Supervisor</li> <li>Skilled Labor</li> </ul>	<ul style="list-style-type: none"> <li>References <ul style="list-style-type: none"> <li>NorthStar Recovery Services Standard Operating Procedure</li> <li>NorthStar Recovery Services Safety Manual</li> <li>ANSI/IICRC S500 Water Damage Restoration</li> <li>BSR-IICRC S400 Standards for Commercial Built Environment Cleaning</li> <li>Project Management Procedure and Protocol</li> </ul> </li> <li>Procedures and Protocols <ul style="list-style-type: none"> <li>NADCA Certified Air Systems Cleaning Specialist (<a href="https://nadca.com/en/resources/why-join/certification#">https://nadca.com/en/resources/why-join/certification#</a>)</li> <li>NRS has several NADCA Certified Air Systems Cleaning Specialist on Staff</li> <li>All Vendors and Sub-Contractors utilized for HVAC Ductwork and Unit cleaning are screened to NADCA Standards.</li> <li>A full Written and detailed Scope of Work is composed and submitted for approval.</li> <li>All sub-contractors follow and understand NRS safety and operational standards.</li> <li>Photos are taken and logged to include but not limited to visual inspection of internal and external ductwork, HVAC units, air intakes and exhausts, filters and supporting infrastructure.</li> <li>Containments are set up to mitigate cross contamination in other areas during De-Con and cleaning process.</li> </ul> </li> </ul>

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		<ul style="list-style-type: none"> <li>HVAC De-Con and cleaning equipment is set up and used by only our trained and certified professionals.</li> <li>Air Scrubbers with HEPA filters, secondary and primary filters are used to both prevent contamination inside and outside of containment area.</li> <li>Process can be both done as an emergency response and/or scheduled to be completed afterhours.</li> <li>Pre-defined activities to begin immediate response during catastrophic occurrences</li> <li>Documentation <ul style="list-style-type: none"> <li>All Commercial Cleaning/Decontamination of Heating, Ventilation, and Air Conditioning (HVAC) Units and Ductwork, Drapes, and Post Construction Cleanup projects will contain documentation listed in the Project Management service description and in accordance with the NRS Standard Operating Procedures.</li> </ul> </li> </ul>
<b>Biohazard Incidents</b>	<ul style="list-style-type: none"> <li>Project Manager</li> <li>Recovery Supervisor</li> <li>Skilled Labor</li> <li>General Labor</li> </ul>	<ul style="list-style-type: none"> <li>References <ul style="list-style-type: none"> <li>NorthStar Recovery Services Standard Operating Procedure</li> <li>NorthStar Recovery Services Safety Manual</li> <li>ANSI/IICRC S540 Standard for Trauma and Crime Scene Cleanup</li> <li>Project Management Procedure and Protocol</li> </ul> </li> <li>Procedures and Protocols <ul style="list-style-type: none"> <li>All Biohazard/Trauma Cleanup projects conducted by NorthStar Recovery Services will be completed by IICRC trained technicians familiar with the standards contained within the ANSI approved IICRC S540 Standards for Trauma and Crime Scene Cleanup (<a href="http://www.iicrc.org/standards/iicrc-s540/">http://www.iicrc.org/standards/iicrc-s540/</a>).</li> <li>A full Written and detailed Scope of Work is composed and submitted for approval.</li> <li>All NRS personnel are trained in the handling of Blood Borne Pathogens by the National CPR Foundation in accordance with the 2010 ECC/ILCOR and AHA guidelines.</li> </ul> </li> </ul>

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## Appendix I: NorthStar Recovery Services' Scope of Services

		<ul style="list-style-type: none"> <li>○ NRS will work quickly to contain the contaminants and begin sanitizing the area in accordance with IICRC guidelines. <ul style="list-style-type: none"> <li>▪ Containments are set up to mitigate cross contamination in other areas during De-Con and cleaning process.</li> </ul> </li> <li>○ HVAC De-Con and cleaning equipment is set up and used by only our trained and certified professionals.</li> <li>○ Full decontamination of affected area including demolition, containment, and disposal of contaminated porous materials (where necessary). <ul style="list-style-type: none"> <li>▪ Biohazard and trauma cleanup projects will often require removal of porous materials due to the fact that surrounding building materials can become contaminated with a variety of toxic agents.</li> </ul> </li> <li>○ Air Scrubbers with HEPA filters, secondary and primary filters are used to both prevent contamination inside and outside of containment area.</li> <li>○ Negative Air machines will be installed to begin the air purification process and exhaust contaminated air out of the structure.</li> <li>○ If requested by the client, air quality assessments and surface contaminant testing will be conducted prior to the release of the space to ensure the environment is safe to human health.</li> <li>○ All personnel performing work on this type of loss will be required to wear the proper Personal Protective Equipment (PPE) depending on the extent of the contamination.</li> <li>• Documentation <ul style="list-style-type: none"> <li>○ All Biohazard/Trauma Incident Cleanup projects will contain documentation listed in the Project Management service description and in accordance with the NRS Standard Operating Procedures.</li> </ul> </li> </ul>
Debris Removal	<ul style="list-style-type: none"> <li>• Project Manager</li> </ul>	<ul style="list-style-type: none"> <li>• References <ul style="list-style-type: none"> <li>○ NorthStar Recovery Services Standard Operating Procedure</li> </ul> </li> </ul>

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	<ul style="list-style-type: none"> <li>• Recovery Supervisor</li> <li>• General Labor</li> <li>• Skilled Labor</li> <li>• Equipment Technician</li> </ul>	<ul style="list-style-type: none"> <li>○ NorthStar Recovery Services Safety Manual</li> <li>○ OSHA Standards and Regulations for Construction Sites and Debris Collection/Removal</li> <li>○ Project Management Procedure and Protocol</li> <li>• Procedures and Protocols <ul style="list-style-type: none"> <li>○ A full Written and detailed Scope of Work is composed and submitted for approval.</li> <li>○ NRS will implement all OSHA Standards and Regulations including required PPE for all crew members working on a debris removal project.</li> <li>○ If large powered equipment is to be used on a debris removal project, NRS will ensure that all equipment operators are properly trained, certified and/or licensed to operate required equipment.</li> <li>○ A spotter will be used to ensure the safety of all personnel in and around the area(s) where powered equipment is in use.</li> <li>○ Before and After photo documentation will be provided to the client as a baseline record and illustration of work progress.</li> <li>○ Photo documentation of the debris transportation and final disposal is captured and provided to the client and/or insuring entity.</li> <li>○ NRS will perform selective demolition on projects where most parts of the structure and building materials will be restored, including disposal of material as a result of demolition.</li> <li>○ Prior to the disposal of any materials, NRS will provide the client with a <i>Disposal Authorization Form</i>. This form must be signed and approved by the client prior to the disposal of any items/materials. <ul style="list-style-type: none"> <li>▪ The NRS PM or Recovery Supervisor will provide detailed photo documentation of all items and materials to be removed in accordance with the <i>Disposal Authorization Form</i>.</li> </ul> </li> </ul> </li> <li>• Documentation</li> </ul>
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## Appendix I: NorthStar Recovery Services' Scope of Services

		<ul style="list-style-type: none"> <li>○ All Debris Removal projects will contain documentation listed in the Project Management service description and in accordance with the NRS Standard Operating Procedures.</li> </ul>
<b>Building Deodorization/Odor Control</b>	<ul style="list-style-type: none"> <li>• Project Manager</li> <li>• Recovery Supervisor</li> <li>• General Labor</li> </ul>	<ul style="list-style-type: none"> <li>• Reference               <ul style="list-style-type: none"> <li>○ NorthStar Recovery Services Standard Operating Procedure</li> <li>○ NorthStar Recovery Services Safety Manual</li> <li>○ BSR-IICRC S400 Commercial Built Environment Cleaning</li> <li>○ Project Management Procedure and Protocol</li> </ul> </li> <li>• Procedures and Protocols               <ul style="list-style-type: none"> <li>○ NRS employed IICRC Odor Control (OCT) Trained Technicians will use proven methodologies to locate and eliminate the source of the odor via cleaning and decontaminating the surrounding building materials.</li> <li>○ A full Written and detailed Scope of Work is composed and submitted for approval.</li> <li>○ NRS will employ the most current techniques to mitigate odors in a structure, such as thermal fogging, ozone-producing machines, Hydroxyl generators, and Air Filtration Devices (AFD).                   <ul style="list-style-type: none"> <li>▪ Thermal Fogging involves the vaporization of a cleaning and deodorizing chemical that pairs with molecules that cause odor to eliminate them.</li> <li>▪ Ozone machines are typically used in a contained area. They rely on the ability to remove Oxygen (O2) from the air, apply an electrical charge to it, and release it as Ozone (O3). Ozone is highly reactive and combines with malodor molecules to chemically alter their structure and rid the property of odor.</li> <li>▪ Hydroxyl generators are similar to ozone machines in that they produce a chemical gas that reacts with malodor molecules and cause rapid decomposition of organic compounds in the air effectively eliminating odor-causing contaminants.</li> </ul> </li> </ul> </li> </ul>

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		<ul style="list-style-type: none"> <li>▪ Air Filtration Devices are equipped with multiple HEPA filters and physically filter contaminants out through the passage of air through these filters.</li> <li>○ NRS uses both biodegradable and eco-friendly chemicals as needed on building deodorization and odor control projects.</li> <li>• Documentation               <ul style="list-style-type: none"> <li>○ All Building Deodorization/Odor Control projects will contain documentation listed in the Project Management service description and in accordance with the NRS Standard Operating Procedures.</li> </ul> </li> </ul>
<b>Consulting (Various)</b> <b>Cost Metric: As per hourly rate for assigned assigned consulted. Reference Rate Schedule.</b>	<ul style="list-style-type: none"> <li>• Director, Operations</li> <li>• Operations Manager</li> <li>• Large Loss Operations Managers</li> </ul>	<ul style="list-style-type: none"> <li>• References               <ul style="list-style-type: none"> <li>○ All NorthStar Operations Managers are certified in accordance with the following:                   <ul style="list-style-type: none"> <li>▪ References                       <ul style="list-style-type: none"> <li>• NorthStar Recovery Services Standard Operating Procedure</li> <li>• NorthStar Recovery Services Safety Manual</li> <li>• ANSI/IICRC S500 Water Damage Restoration</li> <li>• ANSI/IICRC S100 Textile Floor Coverings Cleaning</li> <li>• ANSI/IICRC S520 Mold Remediation</li> <li>• ANSI/IICRC S540 Trauma and Crime Scene Cleanup</li> <li>• BSR-IICRC S550 Commercial Structure Drying</li> <li>• BSR-IICRC S400 Commercial Built Environment Cleaning</li> <li>• BSR-IICRC S300 Upholstery Cleaning</li> <li>• OSHA Standards and Regulations</li> </ul> </li> <li>▪ Multiple Disciplinary Experience with a minimum of 10 Years- Experience in the following areas:                       <ul style="list-style-type: none"> <li>• Decontamination                           <ul style="list-style-type: none"> <li>○ Environmental</li> <li>○ Microbial</li> </ul> </li> </ul> </li> </ul> </li> </ul> </li> </ul>

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		<ul style="list-style-type: none"> <li>o Blood Borne Pathogens</li> <li>• On-Site and Laboratory Sample Analysis <ul style="list-style-type: none"> <li>o Reach Back Resources to Multiple Industrial Hygienist Partners and Testing Agencies</li> <li>o Well versed in the coordination of Third-Party Testing Processes to maintain integrity of Scope of Work development</li> </ul> </li> <li>• Comprehensive Industrial Hygiene Consulting. <ul style="list-style-type: none"> <li>o Accessibility to multiple Industrial Hygiene Consultants for: <ul style="list-style-type: none"> <li>▪ Presentation to UNCW to work on UNCW's behalf for the construct of remediation protocols.</li> <li>▪ Final Air Testing</li> </ul> </li> </ul> </li> <li>• Remediation Oversight <ul style="list-style-type: none"> <li>o Have oversight and direct managerial engagement with Project Managers tasked with the execution of Remediation Projects.</li> <li>o Ensure that Qualified Third-Party Industrial Hygienists are engaged appropriately and consistent with UNCW's best interest.</li> </ul> </li> </ul>
<b>Carpet Cleaning</b>	<ul style="list-style-type: none"> <li>• Project Manager</li> <li>• Recovery Supervisor</li> <li>• Skilled Labor</li> </ul>	<ul style="list-style-type: none"> <li>• References <ul style="list-style-type: none"> <li>o NorthStar Recovery Services Standard Operating Procedure</li> <li>o NorthStar Recovery Services Safety Manual</li> <li>o IICRC S100 Standard for Textile Floor Covering Cleaning</li> <li>o Project Management Procedure and Protocol</li> </ul> </li> <li>• Procedures and Protocols <ul style="list-style-type: none"> <li>o All Carpet Cleaning projects conducted by NorthStar Recovery Services will be completed by an IICRC certified Carpet Cleaning Technician.</li> </ul> </li> </ul>

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		<ul style="list-style-type: none"> <li>o A full Written and detailed Scope of Work is composed and submitted for approval.</li> <li>o Top-of-the-line equipment will be used to provide the best results and the cleanest floor covering possible.</li> <li>o NRS uses both biodegradable and eco-friendly chemicals as needed on carpet cleaning projects.</li> <li>o Before and After photo documentation will be provided to the client as a baseline record and illustration of work progress.</li> <li>• Documentation <ul style="list-style-type: none"> <li>o All Carpet Cleaning projects will contain documentation listed in the Project Management service description and in accordance with the NRS Standard Operating Procedures.</li> </ul> </li> </ul>
<b>Content Cleaning and Decontamination</b>	<ul style="list-style-type: none"> <li>• Project Manager</li> <li>• Recovery Supervisor</li> <li>• General Labor</li> </ul>	<ul style="list-style-type: none"> <li>• References <ul style="list-style-type: none"> <li>o NorthStar Recovery Services Standard Operating Procedure</li> <li>o NorthStar Recovery Services Safety Manual</li> <li>o Project Management Procedure and Protocol</li> </ul> </li> <li>• Procedures and Protocols <ul style="list-style-type: none"> <li>o A full Written and detailed Scope of Work is composed and submitted for approval.</li> <li>o All Content Cleaning and Decontamination work conducted by NorthStar Recovery Services will be performed by experienced, trained technicians.</li> <li>o NRS will take all necessary steps to evaluate the feasibility of cleaning, decontaminating, and/or restoring items versus replacing them.</li> <li>o All NRS Content Cleaning and Decontamination services are performed in a "wipe-down" process to endure attention to detail. <ul style="list-style-type: none"> <li>▪ Porous materials are treated as-needed.</li> </ul> </li> <li>o Proper documentation will be provided of each item that is cleaned and decontaminated.</li> </ul> </li> </ul>

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		<ul style="list-style-type: none"> <li>Before and After photo documentation will be provided to the client as a baseline record and illustration of work progress.</li> <li>FF&amp;E Logs are completed to catalogue all items.</li> </ul>
<b>Structural Cleaning and Restoration</b>	<ul style="list-style-type: none"> <li>Project Manager</li> <li>Recovery Supervisor</li> <li>General Labor</li> </ul>	<ul style="list-style-type: none"> <li>Documentation               <ul style="list-style-type: none"> <li>All Content Cleaning and Decontamination projects will contain documentation listed in the Project Management service description and in accordance with the NRS Standard Operating Procedures.</li> </ul> </li> <li>References               <ul style="list-style-type: none"> <li>NorthStar Recovery Services Standard Operating Procedure</li> <li>NorthStar Recovery Services Safety Manual</li> <li>BSR-IICRC S550 Standards for Commercial Structure Drying</li> <li>BSR-IICRC S400 Commercially Built Environment Cleaning</li> <li>Project Management Procedure and Protocol</li> </ul> </li> <li>Procedures and Protocols               <ul style="list-style-type: none"> <li>A full Written and detailed Scope of Work is composed and submitted for approval.</li> <li>Structural cleaning and restoration projects operated by NorthStar Recovery Services will be conducted in accordance with IICRC standards.</li> <li>NRS will perform a thorough physical survey and inspection of the affected structure to evaluate damages to contents and structure, including but not limited to the presence of odor, water and other water damages, soot, ash, and/or other elements of fire damage.                   <ul style="list-style-type: none"> <li>Refer to the Water, Fire, and Smoke Damage Scope of Services for procedures and protocols that will be taken prior to the commencement of Structural Cleaning/Restoration (for losses involving extensive water fire and smoke damage).</li> </ul> </li> </ul> </li> </ul>

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		<ul style="list-style-type: none"> <li>NRS will evaluate the feasibility of restoring/cleaning structural components and advise the client accordingly with cost-effectiveness in mind.               <ul style="list-style-type: none"> <li>All structural items to be cleaned and restored will be clearly identified and documented.</li> <li>Before and After photo documentation will be provided to the client as a baseline record and illustration of work progress.</li> </ul> </li> <li>Documentation               <ul style="list-style-type: none"> <li>All Structural Cleaning and Restoration projects will contain documentation listed in the Project Management service description and in accordance with the NRS Standard Operating Procedures.</li> </ul> </li> </ul>
<b>Structure and Content Drying</b> <b>Cost Metric as per Table B</b>	<ul style="list-style-type: none"> <li>Project Manager</li> <li>Recovery Supervisor</li> <li>Skilled Labor</li> <li>General Labor</li> </ul>	<ul style="list-style-type: none"> <li>References               <ul style="list-style-type: none"> <li>NorthStar Recovery Services Standard Operating Procedure</li> <li>NorthStar Recovery Services Safety Manual</li> <li>BSR-IICRC S550 Commercial Structure Drying</li> <li>Project Management Procedure and Protocol</li> </ul> </li> <li>Procedures and Protocols               <ul style="list-style-type: none"> <li>A full Written and detailed Scope of Work is composed and submitted for approval.</li> <li>All projects involving structural and content drying conducted by NorthStar Recovery Services will be done so in strict accordance with IICRC standards and by certified technicians.</li> <li>The official IICRC Dehumidification Formula will be utilized to determine appropriate drying equipment required on the project and to avoid over-drying of building materials and contents.</li> <li>NRS will perform a thorough physical survey and inspection of the affected structure to evaluate damages to contents and structure, including but not limited to the presence</li> </ul> </li> </ul>

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		<p>of odor, water and other water damages, soot, ash, and/or other elements of fire damage.</p> <ul style="list-style-type: none"> <li>▪ Refer to the Water, Fire, and Smoke Damage Scope of Services for procedures and protocols that will be taken prior to the commencement of Structural Cleaning/Restoration (for losses involving extensive water fire and smoke damage).</li> <li>○ NRS will evaluate the feasibility of restoring/drying structural components and advise the client accordingly with cost-effectiveness in mind. <ul style="list-style-type: none"> <li>▪ All structural items to be dried and restored will be clearly identified and documented.</li> <li>▪ Before and After photo documentation will be provided to the client as a baseline record and illustration of work progress.</li> </ul> </li> <li>• Documentation <ul style="list-style-type: none"> <li>○ All Structure and Content Drying projects will contain documentation listed in the Project Management service description and in accordance with the NRS Standard Operating Procedures.</li> </ul> </li> </ul>
<b>Transportation and Storage</b>	<ul style="list-style-type: none"> <li>• Project Manager</li> <li>• Recovery Supervisor</li> <li>• General Labor</li> </ul>	<ul style="list-style-type: none"> <li>• References <ul style="list-style-type: none"> <li>○ NorthStar Recovery Services Standard Operating Procedure</li> <li>○ NorthStar Recovery Services Safety Manual</li> <li>○ Project Management Procedure and Protocol</li> </ul> </li> <li>• Procedures and Protocols <ul style="list-style-type: none"> <li>○ NRS will employ only the most experienced and properly certified methods of transportation. <ul style="list-style-type: none"> <li>▪ Transportation drivers will be extensively vetted to ensure that the client's items are transported safely and efficiently.</li> </ul> </li> </ul> </li> </ul>

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		<ul style="list-style-type: none"> <li>○ Items marked for storage will be logged into an electronic inventory, packed, loaded for transportation, and stored in the closest possible proximity to the client property for ease of access and client "peace of mind". <ul style="list-style-type: none"> <li>▪ Prior to the commencement of content transportation and storage, NRS will complete a <i>Moving &amp; Storage Authorization</i> form which will clearly define, via photographs and detailed description, what is to be removed and the exact location of its temporary storage. No moving or storage will take place until this document is signed by the client.</li> </ul> </li> <li>○ A <i>Pack-Out Inventory</i> form will be provided to the client to document where each item is packed and to be used in the event that specific items must be retrieved.</li> <li>○ NRS utilizes only the most secure methods of content storage to ensure the safety of client items.</li> <li>○ <i>Furniture Fixtures &amp; Equipment Logs, Pack Out &amp; Disposal Logs, and Inventory Logs</i> are all completed and signed by the client in an effort to catalogue all items to be transported and stored.</li> <li>• Documentation <ul style="list-style-type: none"> <li>○ All Transportation and Storage projects will contain documentation listed in the Project Management service description and in accordance with the NRS Standard Operating Procedures.</li> </ul> </li> </ul>
<b>Security</b>	<ul style="list-style-type: none"> <li>• Project Manager</li> <li>• Recovery Supervisor</li> <li>• Security Guard</li> </ul>	<ul style="list-style-type: none"> <li>• References <ul style="list-style-type: none"> <li>○ NorthStar Recovery Services Standard Operating Procedure</li> <li>○ NorthStar Recovery Services Safety Manual</li> <li>○ Job Site Emergency Preparedness Policy</li> <li>○ Project Management Procedure and Protocol</li> </ul> </li> <li>• Procedures and Protocols</li> </ul>

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		<ul style="list-style-type: none"> <li>o NRS will utilize Security personnel from a reputable source and in accordance with the minimum qualifications required of hired Security Guards. <ul style="list-style-type: none"> <li>▪ Refer to the Security Guard minimum qualifications for requirements of hired Security personnel.</li> </ul> </li> <li>o Security Guards will be employed to monitor projects that have unavoidable unsecured avenues of access to the interior of the structure or when equipment or client property is unavoidably exposed. <ul style="list-style-type: none"> <li>▪ Security Guards may also be employed when there is high-traffic in the area of the job site and unauthorized individuals in the area may enter into an active job site.</li> </ul> </li> <li>o NRS typically utilizes unarmed Security Guards. Armed Guards are available at the client's request and must furnish proof of licensure in the state where services will be provided. However, the first line of Security shall always be to notify the local Police in the event of a disturbance.</li> <li>• Documentation <ul style="list-style-type: none"> <li>o Security Guards will be required to log their time spent on the job site on NRS-approved Timesheets which require client approval.</li> </ul> </li> </ul>
<b>Reconstruction</b> <b>Cost Metric: Strict adherence to Exactimate rates per assigned geographic area where project is to be engaged.</b>	<ul style="list-style-type: none"> <li>• ER Project Manager</li> <li>• Senior Construction Manager</li> <li>• Construction Project Manager</li> <li>• Client Risk Manager,</li> </ul>	<ul style="list-style-type: none"> <li>• References <ul style="list-style-type: none"> <li>o Construction Specifications Institute (CSI)</li> <li>o NorthStar Recovery Services Standard Operating Procedure</li> <li>o NorthStar Recovery Services Safety Manual</li> <li>o OSHA Standards and Regulations</li> </ul> </li> <li>• Procedures and Protocols <ul style="list-style-type: none"> <li>o Develop Critical Path Initial Assessment in concert with Client Team and Emergency Response Team utilizing the CSI coding standards to ensure a comprehensive evaluation is achieved.</li> </ul> </li> </ul>

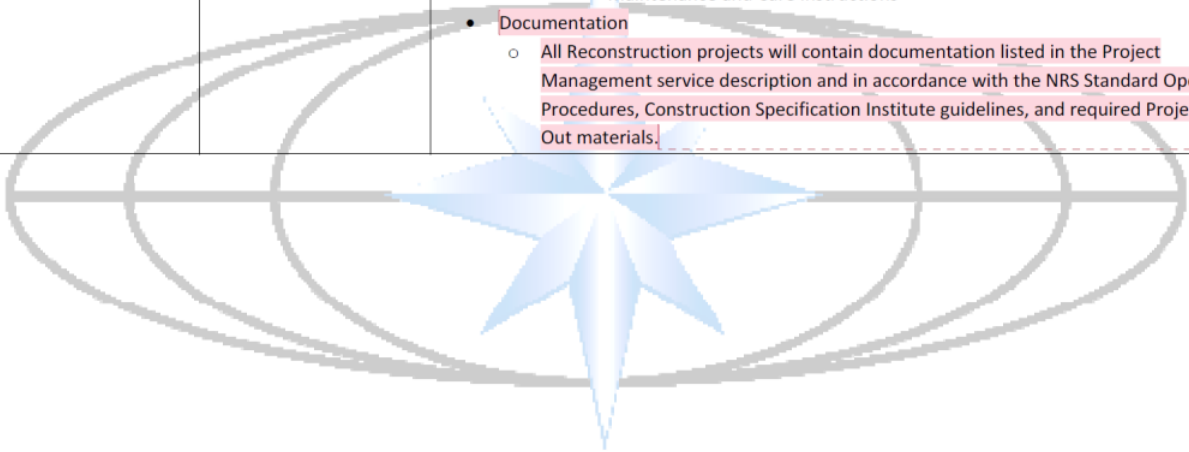
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	<ul style="list-style-type: none"> <li>• Operations Manager, or Facility Manager</li> <li>• Client Facility Management Team</li> <li>• Architectural Consultants (as required)</li> <li>• Engineering Consultants (as required)</li> </ul>	<ul style="list-style-type: none"> <li>▪ Continuously updated as information is developed.</li> <li>o Develop testing procedures and protocols for full Architectural &amp; Engineering analysis.</li> <li>o Develop critical path schedule, utilizing Microsoft Project or Primavera scheduling software to include assessment, design, repair, material lead time components. <ul style="list-style-type: none"> <li>▪ Continuously updated as information is developed.</li> </ul> </li> <li>o Engage qualified testing services and facilities to test and evaluate building components, MEP systems, process equipment.</li> <li>o Evaluate and Pre-qualify vendors, suppliers, and licensed trades capable of performing the planned scope of work based upon manpower, financial capabilities, and technical skill.</li> <li>• Project Execution <ul style="list-style-type: none"> <li>o Prepare working Gantt schedule, two-week look ahead, updated weekly</li> <li>o Develop working plan in concert with engaged consultants, vendors, subcontractors based on best practices work performance, scope development, scope documentation, and design services, all with the goal to minimize business interruption.</li> <li>o Daily Team meetings to address new issues, project concerns, scheduling, testing and design issues.</li> <li>o Daily Project Reports documenting work complete, discussions, meeting minutes, decision making.</li> <li>o Daily photo logs documenting work activities.</li> <li>o Subcontractor Daily Reports documenting the work accomplished, discussions, decision making.</li> </ul> </li> <li>• Project Close Out <ul style="list-style-type: none"> <li>o Provide complete "As Built" documentation of the project to include: <ul style="list-style-type: none"> <li>▪ Inspection reports</li> <li>▪ Engineering Studies</li> </ul> </li> </ul> </li> </ul>
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Appendix I: NorthStar Recovery Services’ Scope of Services

		<ul style="list-style-type: none"><li>▪ Architectural and Engineering Construction Documents</li><li>▪ Vendor Lists</li><li>▪ Warranties</li><li>▪ Releases of Lien appropriate for the work location</li><li>▪ Equipment Manuals</li><li>▪ Completed Punch Lists</li><li>▪ Maintenance and Care Instructions</li><li>• Documentation<ul style="list-style-type: none"><li>○ All Reconstruction projects will contain documentation listed in the Project Management service description and in accordance with the NRS Standard Operating Procedures, Construction Specification Institute guidelines, and required Project Close Out materials.</li></ul></li></ul>
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## Appendix J: NorthStar Recovery Services' Project Management

**Introduction:** NorthStar Recovery Services is uniquely poised and positioned, on a national scale, to directly engage the full spectrum of emergency response contingencies as they relate to both structural compromise and facility infrastructure failure. NorthStar's organic *processes and procedures* are crafted to provide the full range of recovery, re-construction, and engineering services to support client operational resiliency in the most challenging environments.

**Operating Stratagems:** NorthStar Recovery Services' model for its strategic objective of Nation-Wide client coverage is predicated upon its ability to provide the necessary resources at the right time, sufficient in scope with the emergent circumstance and consistent with its established rate schedule. In this context, NorthStar leadership has full control and authority over how those resources are allocated and triages those assets based upon client requirements and scope of work involved.

NorthStar Recovery Services, in conjunction and synchronized with NorthStar Group Holdings infrastructure and that of its strategic Partners, is imminently pre-positioned to respond to any emergency circumstance. This configuration lends itself to two key operating attributes that serve as the "corner stone operating stratagems" centric to its industry leading performance:

- Operational Flexibility.
  - NorthStar's ability to quickly adapt to the demands of a fluid disaster environment
  - Scheme of maneuver dictated by NorthStar leadership in response to client requirements
  - Freedom of maneuver in multiple markets simultaneously
- Tactical Agility
  - NorthStar's ability to rapidly re-apportion critical resources and manpower to short/no-notice demand "signals."

**Guiding Principles:** NorthStar's extensive operational experience, in the most challenging operational environments, has borne out the maxim that *"Everything in Disaster Recovery is Simple, however the Simple is complex..."*. Concurrently, each Disaster Recovery/Emergency Response generates its own unique set of friction points and unknown variables. In turn, these circumstances place an inordinate pressure on individual stakeholders. The *Center of Gravity* of NorthStar Recovery Services' *Disaster Recovery and Emergency Response* programs is composed of three overarching principles that directly address these challenges:

- Partnership. The development *of trust, faith, and confidence* within the NorthStar-Client team relationship. NorthStar considers this intrinsic in its endeavors with Client and, as such, there is no monetary interest involved. The understanding of how each organization will respond, behave, and contribute to the resolution of complex and largely unknown circumstances. This is the attribute that will quickly overcome the *fog of disaster environment*. In turn, the strengthening of a Partnership is facilitated by frequent and on-going dialog with respect to inter-organizational priorities, expectations, and capabilities.
- Planning: NorthStar's premise is that *"planning is everything."* The planning process itself is key in not only strengthening a *Partnership*, but also establishing a cohesive framework within which NorthStar and Client will operate. NorthStar considers it essential that there exists symmetry and consistency with Client such that each project, disaster recovery and support

## Appendix J: NorthStar Recovery Services' Project Management



effort be executed consistently each time and to Client's expectation. NorthStar's planning process with Client will encompass the following:

- **Business Continuity Contingency Planning and Analysis (NO COST)**
  - NorthStar's fully certified Business Continuity Planning Team (Disaster Recovery Institute and Business Resilience Certification Consortium International) will work with Client to assess its portfolio risk positions and the role of NorthStar operational capability to mitigate those risks. Elevating Client Operational Resiliency as it relates to its portfolio of retail properties is the fundamental objective.
  - Pre- Loss Assessment (PLA) Survey and the compilation of PLA Compendium (PLAC).
    - Facility centric information and operational response data portfolio
      - Floor Plans/Site Plans
      - Power Generation Needs/requirements
      - Asbestos Containing Material Reports
      - Utility Locations
      - Infrastructure Positioning
      - HVAC and Heating parameters
      - Roofing System and Tensioned Membrane System reports
  - "War Gaming." Assessment of Client and NorthStar contingency plans in the context of a probable scenario. While this is generally done as a Tabletop exercise, there are multiple options to conduct this exercise remotely and across broad geographic areas.
- **Standard Operating Procedures (SOP) (NO COST)**
  - The development of a discreet and "Client Tailored" set of standard operating procedures is centric to ensuring that specific processes directed by Client (e.g., work order authorization, commencement of work, ) are executed uniformly by NorthStar in every circumstance and by every member of its nation-wide complement of Operations and Project Managers. SOPS are specifically designed to
    - Define discreet organization "chain of command" and Points of Contact for response reporting and updating.
    - POC Contact Data
    - "Engagement Parameters." Defining specific permissives required for NorthStar to begin allocating manpower and resources to an emergency request
    - Tennent Interaction Parameters and boundaries
- **Strategic Partnerships** : Centric to NorthStar Recovery Services "Strategic Reach" in its operational response portfolio has been the establishment of a robust portfolio of "Strategic Resource Partners" in every major market and geographic regions of the United States and Puerto Rico. NorthStar's Strategic Resource Partners are enduring and have withstood the challenges of every major disaster for the past decade. NorthStar, in turn, looks forward leveraging this network of resources providers in support of CLIENT portfolio operational

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## Appendix J: NorthStar Recovery Services' Project Management



requirements. Of note, NorthStar's Business Continuity Planning team, in conjunction with its Strategic Partner resource positioning, maintains an "up to the minute" graphical depiction of critical resource availability relative to the Client Portfolio of retail properties. This planning process is further refined to denote *specifically* where exact resource assets are (e.g., 1M generator sets) for a specific CLIENT site. The strength of NorthStar's "Strategic Partnership" brings with it direct value added to CLIENT:

- Nationwide Reach
  - NorthStar can tap into a virtual in-exhaustible well of resources should local assets become sub-summed or non-accessible
- Complete Infrastructure Support Inventories
  - Power Generation
  - Chill Water
  - HVAC
  - Environmental Control Systems
  - Fueling Services for all Prime Movers
  - Mobile Office/Berthing complexes
- Engineering Services
  - Mechanical, Electrical and Structural
  - Design, layout
  - Scaffolding
  - Shoring/facility stabilization
- Security Services
  - Asset Protection
  - Fencing
  - Personnel and Staff Security

**NorthStar Recovery Services Operational Overview in Support of its valued Clients:** NorthStar Recovery Services' Operations Team encompasses the complete range of Certifications, Qualifications, Skill Sets and Training Requirements to address every facility demand signal. From restoration services, remediation/environmental capabilities and estimate to complete reconstruction/"put back," NorthStar is guided by a cadre of seasoned professionals who have "set the mark" for the industry at large in responding to the most catastrophic events over the past decade.

More fundamentally, NorthStar has engaged the most complex projects with a "Discipline of Safety" that is second to none in the industry. NorthStar Recovery Services has established a culture whereby Safety is the common element that transcends all disciplines, organizations and priorities. From the reconstruction of manufacturing facilities, Public School facility portfolios to the environmental stabilization of 30 story office towers, NorthStar has exacted an unsurpassed level of safety compliance and member well-being. This has been particularly poignant during the current COVID pandemic environment whereby NorthStar has exacted strict compliant procedures to ensure that all CDC standards are met. The health and well-being of NorthStar's employees and Partners are at the core of every one of its projects.

A Fundamental element of Project Management and Reporting that has distinguished NorthStar's Operations Management processes is the "Speed and Clarity" of Information. It is clearly recognized

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## Appendix J: NorthStar Recovery Services' Project Management



that information sharing between Partners (NorthStar Recovery Services and Client) is centric to understanding both project cost implications and key project milestone points that have a direct implication for operational impact (from the client's perspective). NorthStar Recovery Services Project Management Teams employ two cutting edge information management systems that will provide value to Client's decision-making processes, are scalable to the project and sustainable over the life of the project.

- ViewPoint Team.
  - A cloud-based platform designed to enhance collaboration with NorthStar and CLIENT
  - Connects Field Operations with speed and clarity to "back office" applications. Key accelerant for the accurate and timely generation of invoices.
  - Exacts discipline and leverage in managing "third party" information requirements
  - **Direct sharing with CLIENT and access to view**
    - Initial Scopes of Work on each project
    - Rough Orders of Magnitude defining cost estimates per project
    - Daily Updates on each project
    - Invoices
      - Includes all Supporting Documents
    - Photo Log Documentation
- Encircle
  - A cloud- based platform designed to discipline and simplify project management field documentation
  - Supplants the "pen, paper, copier" process for generating key field documents
    - Accuracy in Reporting
    - Time Sheets
    - Material and Equipment Sheets
  - Generation of automated reports
    - Can generate "instant reports" as necessitated by client request
  - Key functionality
    - Safe and Secure connections to the back office
    - Photo, Video and Notes storage
      - Maintaining of "daily photo log..."
    - Moisture Mapping and Generated reports
    - Contents tracking

**Summary Statement:** NorthStar Recovery Services, leveraged by its solid position within the NorthStar Group Services organization and "time tested" network of Strategic Partners, has positioned itself on the cutting edge of Disaster Recovery and Emergency Response processes. From contingency planning and partnership development to the crafting of timely, efficient, and cost-effective operational responses, NorthStar Recovery Services is poised and prepared to offer CLIENT a level of Operational Resiliency that is unmatched in the Emergency Response-Disaster Recovery Industry today.

## Appendix K: NorthStar Recovery Services' Emergency Call In Process



Emergency Response / Disaster Recovery  
For

**1 800 283 2933**

**[ernotify@northstar-recovery.com](mailto:ernotify@northstar-recovery.com)**

### **24 HOUR EMERGENCY RESPONSE LINE**

<ul style="list-style-type: none"><li>▪ Hurricane</li><li>▪ Tornado</li><li>▪ Earth Quake</li><li>▪ Severe Storm</li><li>▪ Flash Floods</li><li>▪ Sprinkler Discharge</li><li>▪ Vandalism</li><li>▪ Smoke</li><li>▪ Water Leaks</li><li>▪ Sewage Leaks</li><li>▪ Chemical Spills</li><li>▪ Structural Damage</li><li>▪ Asbestos Lead Abatement</li><li>▪ Debris / Snow Removal &amp; Disposal</li></ul>	<ul style="list-style-type: none"><li>▪ Small - Large Scale Cleanup &amp; Recovery</li><li>▪ Contents Protection and Recovery</li><li>▪ Water Extraction / Structural Drying</li><li>▪ Fire &amp; Water Restoration</li><li>▪ Biological or Chemical Remediation</li><li>▪ Blood Borne Pathogen Cleanup</li><li>▪ Odor Mitigation Controls</li><li>▪ Duct Cleaning</li><li>▪ Temporary HVAC Systems</li><li>▪ Temporary Power Provisioning</li><li>▪ Temporary Lighting Systems</li><li>▪ Temp. Housing and Office Facilities</li><li>▪ Demolition and Fireproofing</li><li>▪ Re-construction Services</li></ul>
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**1 800 283 2933**



**When Facilities Emergency Response is Needed**

## Appendix K: NorthStar Recovery Services' Emergency Call In Process



### 1) Call the NorthStar 24-Hour Emergency Call Center - **1-800-283-2933**.

The NorthStar 24-Hour Emergency Call Center will ask a few preliminary questions. Be prepared to answer the following:

1)	Caller's name (first then last)
2)	Caller's primary and secondary phone numbers
3)	Point of contact at site: name with primary and secondary phone numbers.
4)	The name and address of the property.
5)	Work Order or Reference Number for loss <u>if available</u> . Some losses may not have a work order or reference number. In that case the Property name and Authorized Representative name will be used.
6)	Type of building (i.e. Residential hi-rise, mixed use, etc.)
7)	Name and phone number of the Key Contact- property manager, building engineer, Board of Trustees or Corporate (portfolio manager) contact if applicable
8)	Source / Type of loss? (Water, fire, sewer, smoke or other)
9)	In general, what is affected? (Building Equipment, Walls, Ceilings, Artwork, Furniture, Electronics, Floor Covering etc...)
10)	How much of the facility (a rough estimate only) is affected?
11)	Provide any additional descriptive information on the loss, site conditions, and specific needs as available.

- 2) All Northstar Senior Management, Account Management, Operations and Project Management are immediately notified via a detailed, time stamped email notification.
- 3) A NorthStar Operations Manager will contact the Property Representative back immediately to discuss details of the loss and receive specific instructions. An Estimated Time of Arrival (ETA) of the response team will be provided by the NRS Operations Manager.

➤ All Subsequent communications regarding ETA's and situational developments will be directed to the Authorized Representative(s) - property points of contact.

- 4) The appropriate response team consisting of supervision, labor, and/or specialists /specialized trades along with required materials and equipment is dispatched to the site.
- 5) NRS Project Management upon arrival will meet with the onsite Authorized Representative(s) to discuss the following:

- Update of site conditions as well as the scope of work both underway and needed.
- Conduct further assessments and adjust the scope of work accordingly
- Ensure that the source of the damage is repaired either temporarily or permanently

## Appendix L: NorthStar Recovery Services' Emergency Response Processes



### Emergency Response Processes

**Background.** The processes centric to the execution of a Disaster Recovery Services follow two distinct and separate time-line pathways:

- **Pathway 1: Disaster Recovery Planning**
  - Master Service Agreement
  - Standard Operating Procedure Development
  - Pre-Loss Assessment on Portfolio Priorities
    - Pre-Loss Assessment Compendium Development
- **Pathway 2: Disaster Recovery Response and Deployment**
  - Single Large Loss
  - Area Wide Disaster ("Hurricane")

#### Pathway 1: Disaster Recovery Planning

Time Mark (Measured in Months)	Event	Comments
+0	Disaster Recovery Services Contract Offer/Acceptance	NorthStar enters into formal Master Services Agreement with EQUALIS CCOG.
+1	Disaster Recovery Planning Meeting 1 (On Site at EQUALIS CCOG Facility)	NorthStar Business Continuity and Operational Staff meet with EQUALIS CCOG to Brief the "Way Forward" on the following: <ul style="list-style-type: none"> <li>• Standard Operating Procedures (SOP)</li> <li>• Pre-Loss Assessment (PLA) Procedures               <ul style="list-style-type: none"> <li>○ Facility Portfolio Triaging</li> <li>○ Facility Data Requirements</li> <li>○ Pre-Loss Visit Overview</li> <li>○ Scheduling Briefing</li> </ul> </li> </ul>
+2	Standard Operating Procedures Teleconference Meeting	Brief Process of completing District Wide SOP. <ul style="list-style-type: none"> <li>• Introduce SOP Questionnaire to be completed by EQUALIS CCOG</li> <li>• Timeline for Completion</li> </ul>
+2.5	SOP Draft 1 Complete	Teleconference Meeting to review and reach consensus on substance of SOP
+3	SOP Final Complete	SOP Formally adopted by NorthStar and EQUALIS CCOG and implemented
+3.5	Pre-Loss Assessment Teleconference Meeting	NorthStar Business Continuity Team and EQUALIS CCOG: <ul style="list-style-type: none"> <li>• Review of PLA Process               <ul style="list-style-type: none"> <li>○ Data Requirements</li> </ul> </li> <li>• Triage Facility Portfolio based on Risk factors and Operational Necessity</li> </ul>

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## Appendix L: NorthStar Recovery Services' Emergency Response Processes



### Emergency Response Processes

		<ul style="list-style-type: none"> <li>Discussion of Time Frames for the conduct of visits</li> </ul>
+4 - +6.6	Conduct of PLA Visits	NorthStar Business Continuity Team On- Site Gathering <ul style="list-style-type: none"> <li>Photo Documentation</li> <li>Critical Infrastructure Information</li> <li>Operational Response Data Inputs</li> </ul>
+6.5 - +8.5	Compilation of Pre-Loss Assessment Compendium (PLAC)	NorthStar Business Continuity Team collates all data and gathered site information into the PLAC <ul style="list-style-type: none"> <li>Shared with EQUALIS CCOG</li> </ul>
+8.5 - TBD	Facility Updates as appropriate.	EQUALIS CCOG shares updated Facility Data with NorthStar for PLAC refresh and currency.

#### Pathway 2: Disaster Recovery Response and Deployment: Single Large Loss

Time Mark (Measured in Hours)	Event	Comments
0-15 Min	Emergency Call into NorthStar's 800-283-2933 by EQUALIS CCOG (EQUALIS CCOG)	NorthStar Operations Manager responds within 10 min of initial call: <ul style="list-style-type: none"> <li>Determine Size and Scope of Loss</li> <li>Confirm Points of Contact with EQUALIS CCOG and <b>in accordance with the established SOP.</b></li> <li>Begin Mobilization of manpower and resources</li> </ul>
+ 2 Hours	NorthStar Representative and/or Strategic Partner on site	Target for NorthStar presence on site is 2 hours after initial call. In the interim: <ul style="list-style-type: none"> <li>NRS Proj. Mgr. in contact with EQUALIS CCOG representative to coordinate arrival and facility access.</li> </ul>
+4 Hours	NorthStar Project Management Team on Site	In conjunction with the EQUALIS CCOG facility representative, conduct a walk through of the site loss. <ul style="list-style-type: none"> <li>Identify Priority Areas</li> <li>Begin Initial Stabilization efforts</li> </ul>
+4-48 Hours	NorthStar Project Management Team begins Recovery Processes	<ul style="list-style-type: none"> <li>Scope of Work is defined and issued in accordance with the SOP</li> <li>Manpower and Infrastructure resources forecasted and procured</li> </ul>
+ 72 Hours	NorthStar Calculates Project Cost Projections	<ul style="list-style-type: none"> <li>Rough order of magnitude calculated as per the established SOP</li> </ul>
+72 Hours-Completion	NorthStar Executes Full Disaster Recovery	<ul style="list-style-type: none"> <li>Daily Updates to EQUALIS CCOG               <ul style="list-style-type: none"> <li>Time Sheets</li> <li>Material and Equipment sheets</li> </ul> </li> </ul>

#### Pathway 2: Disaster Recovery Response and Deployment: Area Wide Disaster (e.g., Hurricane)

## Appendix L: NorthStar Recovery Services' Emergency Response Processes



### Emergency Response Processes

Time Mark (Measured in Hours)	Event	Comments
192 Hours-168 Hours	NorthStar Receives Notification of Pending Storm/Hurricane	NorthStar Commences issuances of Storm/Hurricane Alerts to EQUALIS CCOG Points of Contact <ul style="list-style-type: none"> <li>Begin Response Planning Conferences with EQUALIS CCOG</li> </ul>
168 Hours-96 Hours	NorthStar Internal Response Planning and Mobilization	NorthStar Engages in EQUALIS CCOG Response planning in terms of projected : <ul style="list-style-type: none"> <li>Infrastructure Requirements based upon PLA requirements <ul style="list-style-type: none"> <li>Resources are identified</li> <li>Begin Resource Pre-Staging</li> </ul> </li> <li>Manpower Requirements forecasted predicated upon PLA requirements <ul style="list-style-type: none"> <li>Pre-Positioning of NorthStar Project Management Teams with EQUALIS CCOG to facilitate prompt "post storm" damage assessments.</li> </ul> </li> </ul>
96Hours-0 Hours	NorthStar Completes Pre-positioning consistent with known risk factors.	Finalize Storm Preparation Planning <ul style="list-style-type: none"> <li>Pre-Positioning of Resources and Manpower complete</li> <li>Continue to track the Storm and issue Alerts</li> <li>Refine Tidal Surge and Flood Plain impact zones and concomitant effect on EQUALIS CCOG Facilities.</li> <li>Remain in Close dialog with key EQUALIS CCOG Points of Contact</li> </ul>
Impact to 48 Hours	NorthStar and EQUALIS CCOG Begin Damage Assessments	<ul style="list-style-type: none"> <li>Determine Areas of Immediate Need/Stabilization</li> <li>Commence critical infrastructure connections and operations (e.g., Power, HVAC, Environmental Control)</li> </ul>
48 Hours-2 Months	NorthStar Engages in an Aggressive Recovery and Restoration Effort on all key facilities	<ul style="list-style-type: none"> <li>Operational imperative during this phase <ul style="list-style-type: none"> <li>Recovery, Restoration and Remediation as quickly and safely as possible.</li> <li>The Safe, Healthful and Expeditious Return to normal business operations is Paramount.</li> </ul> </li> </ul>

WE BRING ANSWERS



## Appendix M: NorthStar Recovery Services Phone App



### NorthStar Recovery

A new mobile app for customers of NorthStar Recovery Services.

The smartphone screen displays the 'Emergency Request Form'. At the top is a header image of a hurricane. Below the title, there is a note: 'If you are not currently a client of NorthStar Recovery Services, or have a non-emergency inquiry, please tap here.' A section labeled '\* Required fields' contains a 'Clear Form Entries' button. Below this are input fields for 'Name \*' (with a 'First/Last' label) and 'Company Name \*'.

The smartphone screen displays the 'News Feed'. It features a header image of a building on fire. Below the title, it shows a news item titled 'Rockport Recovery Expedited Thanks to NorthStar' with a brief description and a right-pointing arrow. At the bottom, there is a link to 'View Website: Processes & Procedures'.

**Submit emergency requests instantly.**

**Contact us at the push of a button.**

**Get the latest important updates.**

**Get the app today.**