

## LIVABILITY COMMITTEE

### Meeting Notes

Wednesday, 4 September 2024, 3:00 pm

*Covenant House, Board Room*

*611 N. Rampart Street, New Orleans, LA 70112*

1. Call to Order, Reading of the Agenda, and Roll Call

The meeting was called to order at 3:05 pm and the agenda was read into the record.

ROLL CALL: COMMITTEE MEMBERS					
First Name	Last Name	Present	Absent	Approve Meeting Notes	Amend Agenda Order
Madison	Charleston	X		Yes	Yes
Rene	Fransen		X	-	-
Mamie	Gasperecz	X		Yes	Yes
Erin	Holmes	X		Yes	Yes
Antonio	Carbone	X		Yes	Yes

INTRODUCTION OF ATTENDEES: GUESTS		
First Name	Last Name	Role
Karley	Frankic	FQMD Executive Director
Shelby	Ursu	FQMD Coordinator
Jane	Cooper	FQMD Chair
Katie	Kolthoff	Resident
Gretchen	Byers	VCPOA

2. Public Comment:

No written public comment was received.

3. Motion – Consider a motion to approve the previous meeting notes

**Antonio Carbone made a motion to approve the previous meeting notes. Maddie Charleston seconded the motion, and it was approved.**

4. Committee Chair’s Comments

Chair Mamie Gasperecz welcomed the Committee members and guests. She thanked the FQMD Executive Director Karley Frankic for her dedication and hard work over the last five years with the FQMD, noting that she will be greatly missed. She thanked Board Chair Jane Cooper for bringing French Quarter resident Katie Kolthoff to join the Livability Committee, and noted that after Monday’s Board meeting, Ms. Kolthoff will officially be a Committee member. Ms. Gasperecz stated that the Committee is still actively recruiting new members, and to send forward any recommendations.

5. Discussion – Discussion by Committee of the 2025 French Quarter Economic Development District Draft Budget

See attached document. Ms. Frankic reviewed the French Quarter Economic Development District (FQEDD) 2025 budget draft with the Committee, noting that the Board of Commissioners will vote on this budget on Monday, September 9<sup>th</sup>. She reviewed the new budget line items that have been vetted through various FQMD Committees. Vice-Chair Erin Holmes asked if

the \$5,000 budget for signage replacement will be sufficient for the scope that the Livability Committee had discussed previously, which includes replacing missing street signs, stop signs, do not enter signs, and oversized vehicle signs. Ms. Frankic replied that the Department of Public Works (DPW) suggested this number as a good placeholder for now. Ms. Holmes suggested that it would be a good idea to show the DPW examples of stop signs that also have “do not enter” on the opposite side as a precedent, noting that in the French Quarter there are many one-way streets with a lack of clear signage, and this double-sided sign would be a good example for the DPW to utilize. Mr. Carbone agreed and noted that the replacement signage needs to be sturdy and securely installed.

Ms. Frankic moved on to discuss the graffiti abatement program, stating that this will be part of a pilot program that the City has contracted a company called Safe Wash for. She clarified that this program is specifically for private properties in the French Quarter. Ms. Cooper asked the Committee if they were comfortable owning this project. Ms. Charleston replied that she would be nervous about the scope of work and the funding, pointing out that graffiti removal can be costly from property to property depending on the damage. Mr. Carbone agreed, stating that the Committee would want to see the number of graffiti removed each month. He added that he is concerned that a single property could take up a large percentage of the budget. Ms. Holmes stated that she would like to know the City’s criteria for choosing which areas will receive maintenance through the pilot program. Ms. Cooper replied that these are good concerns, noting that deciphering Key Performance Indices (KPIs) to make sure that the Committee can oversee the program’s progress would be helpful. Ms. Frankic agreed and noted that the KPIs for all of the FQEDD programs are set by the end of each year. The Committee agreed to leave the item on the budget with the understanding that KPIs will need to be created to monitor the program.

Mr. Carbone asked what the economic impact study would provide to the FQMD. Ms. Frankic replied that it would provide insight on the value that the French Quarter provides to the City, the State, and the region, as well as provide insight on the impact of businesses and jobs that are dependent on the French Quarter. She noted that the Government Affairs Committee will be pushing this project forward and will be hiring a consultant. She added that Mr. Jeff Schwartz, the Director of Economic Development for the City of New Orleans, has provided the Committee with insight on this project already. Ms. Holmes stated that this study would be a good idea to show the City up-to-date statistics showcasing the French Quarter’s value but added that it would be a missed opportunity to not show the impact that French Quarter residents are making. She noted that residents in the neighborhood pay higher property taxes, and greatly contribute to the secondary job market for things like repairs and maintenance to their properties. Ms. Holmes will discuss the study with Government Affairs Committee Chair Mr. Glade Bilby and reiterate the importance of showcasing the impact and value that the French Quarter residents have on the City overall in this study.

**Mr. Carbone motioned to amend the agenda to move up agenda item seven before agenda item six. Ms. Holmes seconded the motion, and it was approved.**

6. Discussion – Update on Streetlight Repairs. To Present: Jane Cooper

Ms. Cooper reported that \$1.75M has been appropriated out of the 2024 FQEDD Trust Fund budget that will fund the streetlight repairs project. She added that the FQMD will be working with Tobler Construction, who will be handling the procurement process, project management, and the repairs. Ms. Cooper stated that a Memorandum of Understanding is being written by the FQMD attorney Sharonda Williams that will detail this information. She noted that the FQMD Program Manager Bob Bejarano has shared the streetlight fieldwork data that the FQMD staff has compiled with Tobler Construction this week. Ms. Frankic reminded the Committee that the best way to report any broken or damaged streetlights is the report online through 311, noting that once a complaint is filed, a case number is assigned that can be referred back to if an individual would like to check on the status. Ms. Frankic will share the public 311 data from nola.gov with the Committee and will send Ms. Holmes the City’s GIS system that details all of the streetlight asset IDs.

7. Discussion – Discussion by Committee of North Rampart Infrastructure and Safety Updates. To Present: Antonio Carbone

Mr. Carbone reported that the project is in its final stages. He stated that there was a holdup due to getting a permit issued, but this is now resolved, and the work is nearing completion. Ms. Gasperecz thanked Mr. Carbone and Ms. Holmes for their hard work on this project, noting that it has received a lot of positive feedback.

a. North Rampart Infrastructure Survey

# French Quarter

MANAGEMENT DISTRICT

Mr. Carbone stated that the FQMD held its ribbon-cutting ceremony on August 14<sup>th</sup> to celebrate the completed infrastructure work on North Rampart Street. He noted that a follow-up survey was launched last month by the Vieux Carre Property Owners, Residents, and Associates (VCPORA) to ask residents what they thought about the new improvements that have been made, and if they would like to see this work extended down North Rampart Street as well as in the interior of the French Quarter. Mr. Carbone added that the survey is still live on VCPORA's website and will be accepting responses until September 15<sup>th</sup>. He encouraged the Committee members to complete the survey and spread the word.

8. New Business– To consider and take action upon any other matters that may properly come before the French Quarter Management District Livability Committee

Ms. Frankic stated that the Super Gras Committees have reported that sidewalk repairs in the French Quarter have begun. She added that the Downtown Development District is working on a new project called "Project French Doors" which focuses on strategic lighting and beautification for the 100 blocks of each French Quarter street. She informed the Committee that Mr. Bejarano and FQMD Coordinator Shelby Ursu will be monitoring the Super Gras meetings, with Mr. Bejarano continuing to report the updates.

Ms. Frankic reported that the Night Out Against Crime tabling event will be held on Tuesday, October 8<sup>th</sup>, and noted that Ms. Ursu will be out of town during this event so volunteers will be necessary to spread the word about Keep the Quarter Clean. Ms. Ursu will send more information to Ms. Gasperecz regarding the Night Out event.

9. Next Meeting Date:

The next scheduled meeting of the Committee is Monday, October 7<sup>th</sup>, 2024, at 3:00 pm.

10. Adjournment

**Ms. Holmes made a motion to adjourn. Ms. Charleston seconded the motion, and the meeting was adjourned at 4:04 PM.**

 **French Quarter Economic Development District Proposed Budget FY 2025**

<b>Revenue</b>		
Sales Tax Collection	\$	3,750,000.00
Expected 2021-2024 SPPP Balance (roll-over)	\$	1,422,453.00
Expected 2021-2024 Other Safety Programs Balance (roll-over)	\$	1,502,443.00
<b>SPPP Total to Budget for 2025</b>	<b>\$</b>	<b>3,422,453.00</b>
<b>Other Total to Budget for 2025</b>	<b>\$</b>	<b>1,502,443.00</b>
<b>Total</b>	<b>\$</b>	<b>4,924,896.00</b>

<b>Supplemental Police Patrol Program</b>		
<b>SPPP Personnel</b>	<b>Funding</b>	
Overtime for SPPP Officers	\$	1,965,600.00
Weekend Differential	\$	374,259.90
Weekday Special-rate Differential	\$	330,124.20
NOPD Overtime for RTCC Assignments	\$	13,000.00
Full-time NOPD Supervisor	\$	125,865.60
Full-time Program Assistance	\$	125,865.60
<b>Subtotal</b>	<b>\$</b>	<b>2,934,715.30</b>

<b>SPPP Operating Expenses</b>		
<b>One-Time</b>		
SPPP Application Marketing/Public Training	\$	7,500.00
Miscellaneous SPPP Expenses	\$	15,000.00
NOPD Training for Radar	\$	4,000.00
Light Truck	\$	35,980.00
Solar Mobile Light Units (3)	\$	92,780.00
<b>Subtotal</b>	<b>\$</b>	<b>155,260.00</b>

<b>Recurring</b>		
Vehicle Maintenance	\$	15,000.00
Vehicle Cleaning	\$	14,000.00
SPPP Application Licensing	\$	89,125.00
General Office Supplies	\$	3,000.00
DigiTicket Lease	\$	8,000.00
Mobile Internet	\$	3,000.00
Dedicated Parking	\$	12,000.00
<b>Subtotal</b>	<b>\$</b>	<b>144,125.00</b>

<b>SPPP Support Subtotal</b>	<b>\$</b>	<b>299,385.00</b>
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<b>Other Public Safety Programs</b>		
TASGNO Case Management	\$	215,917.00
TASGNO Transportation Recurring Costs (Insurance/Fuel)	\$	7,725.00
Dedicated Code Enforcement	\$	82,000.00
License Plate Readers	\$	47,665.60
FQ Camera Maintenance Agreement	\$	56,600.00
Dedicated Community Liason Officer (2)	\$	175,910.00
Pedestrian and Vehicle Safety Measures	\$	120,000.00
Signage Replacement	\$	5,000.00
Graffiti Abatement	\$	25,000.00
Economic Impact Survey	\$	100,000.00
Body Armor Upgrades (UQP)	\$	24,000.00
Covenant House	\$	61,322.00
<b>Other Public Safety Programs Subtotal</b>	<b>\$</b>	<b>921,139.60</b>

<b>Other Public Safety Programs</b>		
FQMD Administration	\$	150,000.00
<b>Total SPPP (100) Personnel</b>	<b>\$</b>	<b>2,934,715.30</b>
<b>Total SPPP (200) Other Operating</b>	<b>\$</b>	<b>299,385.00</b>
<b>Total Other Public Safety Programs</b>	<b>\$</b>	<b>921,139.60</b>

<b>Total FQEDD Request for 2024</b>	<b>\$</b>	<b>4,305,239.90</b>
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# Katie Kolthoff

829 Barracks Street, LA 70115  
585-507-0454 katiekolthoff@gmail.com

## SUMMARY OF QUALIFICATIONS

Accomplished businesswoman consistent success in a variety of industries

- Successful restaurant entrepreneur
- Recognized by clients as a professional resource regarding products and their application
- Effective in designing and delivering group presentations to professional groups
- Additional experience as a science teacher and successful educational entrepreneur
- Territory development and management; sales team management and support

## PROFESSIONAL HIGHLIGHTS

*Abbott's Frozen Custard Franchise, Orleans and Jefferson Parish territories 5/2018-6/2023*

### **Owner**

Established first location in the French Quarter of New Orleans

*Kolt Enterprises LLC, Rochester, NY LA 3/2017 to 2018*

### **President**

Operated distributorship of biologics and surgical supplies to support orthopedic, general and plastic surgery specialities for hospital facilities in western New York

*RTI Surgical, Inc., Rochester, NY – 8/2014 to 2/2017*

### **Biologics Representative**

Market and sell a broad portfolio of surgical implant products:

- Chairman's club winner, 2015 and 2016
- Grew WNY territory from two small accounts (2014) to 40-50 current active surgeons, operating in more than 20 facilities. (200% increase year after year)
- Market directly to surgeons, including orthopedic, plastic, podiatry and general; educate surgeons to facilitate change in their methodology; utilize value-marketing to convert from competition
- Following on-boarding of surgeons, work with purchasing representatives/departments in surgeons' hospitals, surgery centers or medical practices to set up purchasing agreements
- Leverage key relationships within the facility to drive system-wide use of products
- Featured in NSM success story video for significant growth in surgical mesh product line
- Winner of 2016 MAP3 promotion contest

*Zimmer Biomet (Dental Division), Rochester, NY – 7/2007 to 8/2014*

### **Account Executive/Biologics Specialist, 9/2013 to 8/2014**

Marketed dental implants, biologics, and capital equipment to dental professionals, labs, and universities.

- Involved stellar client relations in guiding doctors through state-of-the art processes while they were performing new-to-them surgical procedures on non-sedated patients
- Pro-actively provided training for clients, through lunches and conferences, and established myself as surgeons' resource
- Advanced to #3, out of 200, for trabecular implant sales; and achieved 106% of territory quota

### **Regenerative Specialist: Western NY; Western PA; portions of MD, VA, OH, 12/2012 to 9/2013**

Based on performance in two previous positions, recruited for this hybrid manager and direct sales role to drive growth of Zimmer's biologics market share in the Keystone Region:

- Trained, co-traveled/supported and managed 5 sales representatives
- Tracked sales and provided management reporting
- Conducted physician presentations and evening programs to support team
- Reported to the National Director of Regenerative Materials and Regional Sales Manager
- Team generated 2012-to-2013 growth of 14%, ranking #2 out of 20 peer teams.

**Territory Manager: Rochester/Western New York, 2009 to 12/2012**

**Territory Manager: Albany/Upstate NY/Western MA, 7/2007 to 2009**

Sold biological biologics, dental implants, prosthetic components and surgical equipment to dental professionals:

- Took control of under-managed territory; re-introduced product lines and steadily re-built professional relationships
- Guided doctors and assistants through state-of-the art live, real patient procedures
- Earned Circle of Excellence, 2007, 2008, 2009

**ADDITIONAL EXPERIENCE**

**Sales Representative**

*Standard Register Company, Rochester and Albany, NY – 8/2005 to 6/2007*

Marketed and sold document management services to healthcare, industrial, financial services, and commercial markets:

- Gained knowledge in working with hospital/corporate purchasing and other administration
- Closed two enterprise-wide document management accounts within the first year, resulting in \$270,000 additional and recurring revenue
- As lead account representative, facilitated the closing of a \$1.2 million healthcare account, year two.
- Closed additional accounts, to \$15,000

**Teacher: Chemistry, Physical Science, Biology**

*Hilton Central School District (HCSD), Hilton, NY – 9/2003 to 1/2005*

*Clark County School District CCSD), Las Vegas, NV – 8/1994 to 6/2003*

In addition to developing curriculums and lesson plans, teaching and classroom management for each subject, spearheaded important initiatives, many of which were “firsts’ for the districts:

- Launched and coordinated the district's first Finance & Investment Club (HCSD)
- Founded and coordinated several student organizations; networked with community leaders to secure grants for program funding
- Launched the Southern Nevada Vocational Training Center's first Chemistry Program (1995)
- Presented new teaching methodologies at numerous professional development workshops
- Advanced to Science Department Chair, Cannon Junior High School, (CCSD) 2001 – 2003

**Founder/Owner**

*Top Notch Tutoring, Las Vegas, NV – 7/2000 to 10/2003*

Recognized a need, launched and built a successful private tutoring service:

- Recruited, trained and delegated assignments to a team of 20+ teachers/tutors serving clients from first grade through college
- Marketed service through schools and referrals from current parents
- Cultivated and retained a loyal and growing client base of over thirty students
- Grew monthly revenue from \$80, at inception, to \$1800, at time of sale of business

**Degrees & Certifications**

**M.S. Science Education**

*State University of New York at Brockport*

**B.S. Biology**

*Binghamton University/State University of New York*

**Certified Tissue Bank Specialist**

*American Association of Tissue Banks*

**Henry Consulting LLC**  
Proposal Response  
to the  
**The City of New Orleans**



**HENRYCONSULTING**



**RICHARD'S DISPOSAL, INC.**

**RFQ# 3939:**

**Service Area 5 French Quarter and**

**Downtown Development District (DDD) Sanitation Services**

**Henry Consulting**  
701 Poydras St.  
Suite 4350  
New Orleans, LA 70139  
**(504) 529-9890**



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**June 21, 2024**

Attn: Stephanie Warren  
Bureau of Purchasing  
City of New Orleans  
Bureau of Purchasing  
1300 Perdido Street, Suite 4W07  
New Orleans, Louisiana 70112

**RE: RFP No. 3939: Service Area 5 French Quarter and Downtown Development District (DDD) Sanitation Services**

Dear Ms. Warren:

Henry Consulting LLC, (HC) a certified Disadvantaged Business Enterprise (DBE) firm, and its subcontractor Richard's Disposal (RDI, also a DBE) are pleased to submit this proposal in response to the City of New Orleans' (CNO) Request for Proposals (RFP) #3939, for "Service Area 5 French Quarter and Downtown Development District (DDD) Sanitation Services."

HC is located at 701 Poydras Street in Downtown New Orleans and is 100% owned by Troy Henry, Managing Partner. The RDI headquarters office is at 11600 Old Gentilly Road, in New Orleans. RDI is owned by respected businessman Mr. Alvin Richards.

Our team has accepted all of the City of New Orleans' major stipulations and contract terms. We are willing to undertake and complete the assignments as per terms and conditions stipulated in the RFP. Our budget reflects a targeted and measured approach designed to eliminate duplicative services and is inclusive of all incidentals, overhead, travelling expenses, printing and binding of reports, and miscellaneous expenditure during the execution of the assignment.

Thank you for the opportunity to bid on this project. We are confident that you will recognize our proposal's strength and look forward to working with you on this important initiative for the CNO. If you have questions, comments, or concerns, please direct them to me at (504) 529-9890.

Cordially,



Troy A. Henry  
Managing Partner  
Henry Consulting, LLC  
701 Poydras St.  
Suite 4350  
New Orleans, LA 70139



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TAB 1

# Consultant's Profile and Submittal Letter

June 21, 2024

Department of Finance/Bureau of Purchasing  
Attention: Stephanie Warren  
New Orleans City Hall  
1300 Perdido Street  
Room 4W07  
New Orleans, Louisiana 70112

Dear Ms. Warren:

Henry Consulting LLC, (HC) a certified Disadvantaged Business Enterprise (DBE) firm, and its subcontractor Richard’s Disposal (RDI, also a DBE) are pleased to submit this proposal in response to the City of New Orleans’ (CNO) Request for Proposals (RFP) #3939, for “Service Area 5 French Quarter and Downtown Development District (DDD) Sanitation Services.”

HC is located at 701 Poydras Street in Downtown New Orleans and is 100% owned by Troy Henry, Managing Member. The RDI headquarters office is at 11600 Old Gentilly Road, in New Orleans. RDI is owned by respected businessman Mr. Alvin Richards.

HC currently provides sidewalk and public space maintenance services for the Downtown Development District (DDD) of New Orleans. The scope of work for the DDD project encompasses 7 out of the 10 items in the scope of work for RFP #3939. We believe that the synergy between our DDD and FQ projects will allow an incomparable level of performance and thoroughness for both while achieving maximum efficiency. HC also provides all janitorial employees for the Louis Armstrong International Airport and supplemental janitorial employees for the Superdome and the Smoothie King Center.

Richard’s Disposal (RDI) has over 40 years of experience in solid waste collection, disposal, and recycling. RDI currently serves residential and business customers in New Orleans, Jefferson Parish, Baton Rouge, and the Stennis Space Center in Mississippi.

Key factors leading to our success include:

- A robust hiring and screening process and a longstanding commitment to stable employment and a living wage for janitorial employees, and to a benefits package that includes health insurance, benefits, bank accounts, and 401K matching.
- Advanced communication technology in the hands of every employee enables rapid response to trouble issues, and comprehensive reporting on a daily, weekly, and monthly basis.

Both HC and RDI are proudly local businesses, domiciled in Orleans Parish and operated by the Orleans Parish born-and-bred. We want to help our city put its best foot forward and present a clean, orderly, and fresh-smelling reality to our residents and guests. Our record in New Orleans speaks for itself; we would be honored to assume this additional responsibility in the French Quarter and DDD.



Troy A. Henry  
Managing Partner  
Henry Consulting, LLC  
701 Poydras St.  
Suite 4350  
New Orleans, LA 70139  
Troy.Henry@HenryConsulting.com

TAB 2



# Qualifications & Experience

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## Company Information

### Henry Consulting

Henry Consulting, LLC (“Henry Consulting” or “HC”), founded in 2002, i.e., 22 years ago; is an African American-owned and operated management consulting firm headquartered in New Orleans, Louisiana. Henry Consulting is a Louisiana Department of Transportation and Development (LADOTD/UCP) and Hudson initiative certified DBE firm.

Henry Consulting has nearly 300 direct employees and over a hundred indirect associates, and our office is downtown at 701 Poydras Street, Suite 4350, New Orleans LA 70139.

HC has three (3) lines of business:

- Advisory Services (we coach),
- Business Services (we manage), and
- Ventures (we own and operate).

In our Business Services unit, we manage large and small projects and programs, providing cost-effective project management and staffing solutions that combine process, functional, and technological expertise to complete projects within scope and budget. The proposed project for CNO would fall within our Business Services unit, and our experience as consultants and venture operators will add value as CNO needs require.

**At Henry Consulting’s core is PRIDE.** We recognize the many ways in which **People** are different and build positive relationships with clients, co-workers, and partners based upon trust, respect, teamwork, and inclusion. Through our **Results-driven** mentality, we set high performance standards and accept full responsibility for working diligently and strategically to achieve those standards. We proudly conduct our business with the highest ethical standards and **Integrity** every day. We are committed to the ongoing **Development** of our knowledge, skills, and abilities to support our future success. We have a passion to deliver **Excellent** service to our clients and exceed their expectations.

### Specific Experience in the Scope of Work in the RFP

HC currently provides janitorial staff and cleaning services at four New Orleans institutional locations:

- Downtown Development District
- Louis Armstrong New Orleans International Airport
- Caesars Superdome
- Smoothie King Center

Regarding the **DDD project**, “Sidewalk Cleaning and Public Space Maintenance Services,” HC took over the operation from the incumbent provider in a seamless transition with only one week warning/transition

period during the Christmas holidays. The specific responsibilities in the contract include the following (from the DDD RFP):

- Manual and/or mechanical sweeping or vacuuming for litter removal;
- Hot pressure washing and/or scrubbing of sidewalks;
- Power blowing (leaves/debris);
- Graffiti, poster, gum, or sticker removal;
- Sidewalk weed abatement;
- Exterior cleaning and painting of benches, trash receptacles, and planters;
- Special events, as shown immediately below:



Please note how closely these services correspond to several of the categories in the “Statement of Needs” in the CNO RFP #3939. We believe that operating in both areas will reveal many opportunities to improve service for both the French Quarter and the Downtown Development District.

- We will be able to start operations in the French Quarter with staff that have already gained experience “on the ground” in the DDD.
- We anticipate hiring some of the existing contractors' employees after a full evaluation by our management team.

- Our employees in both areas (FQ and DDD) will have the chance to move to new territories and increase the variety and novelty of their work.
- Our supervisors and management employees will have a head start on operational issues of all types.

The **Airport operation** is over four years old. HC is the sole provider of custodians, shift supervisors, and shift managers in janitorial services. Our senior project staff currently serves on the client's Leadership Team. The janitorial services function involves:

- 30,000 to 40,000 visitors per average day and 50,000 at peak times like Thanksgiving.
- Over one million square feet of floor space. It is swept several times a day, burnished and waxed at night.
- Emptying 145 trash cans 8 to 10 times a day.
- Service to 36 bathrooms, which are thoroughly cleaned and disinfected every night, and monitored and touched up every hour during the day.
- Staff of 26 per shift or 78 per day.

#### HC Awards and Certifications

During the worst of the Covid-19 pandemic, when all industries were challenged to meet staffing needs, HC successfully maintained the specific staffing needs for all its clients, including the New Orleans Aviation Board (NOAB). As the prime contractor for the NOAB custodians and supervisors, we were instrumental in the **Airport's receipt of the 2020 Airport Service Quality Award for best hygiene in North America** from the Airport Council International ("ACI"). In his award presentation, Luis Felipe de Olivera, Director General of ACI, lauded the NOAB:

*"During this most difficult and challenging of years, your customers have spoken and recognized the successful efforts of your team in providing a superior customer experience under trying circumstances."*

HC continued its support into 2021, helping NOAB achieve **J.D. Power's No. 1 ranking for customer satisfaction in North America**, a jump from No.23 in 2019. NOAB also received **USA Today's No.3 ranking for Best Large Airport** in its Reader's Choice Award Poll. In 2022, with HC's ongoing services, Louis Armstrong New Orleans International Airport was awarded for **Best Airport in North America in the 5 to 15 million passengers per year category**, by the ACI World's Airport Service Quality program, one of the award's key criteria is cleanliness. This year, ACI awarded Louis Armstrong International Airport its top Airport Service Quality award yet again; winning 3 consecutive years as an award winner. HC would like the chance to bring similar successes to the City and the French Quarter.

#### Client References

Client Reference letters can be found in tab 6.

#### Richard's Disposal Inc.



Richard’s Disposal, Inc. (RDI) was incorporated in the State of Louisiana in 1992 and has evolved into a company that provides a complete spectrum of solid waste collection services. The company has operating facilities in New Orleans, Baton Rouge, and Jackson, MS. Services are provided to both the public and private sectors.

RDI provides collection and disposal services to residential customers under municipal solid waste and recycling contracts and non-hazardous solid waste services to commercial and industrial customers through local and regional accounts. Other services include portable toilets.



RDI is dedicated to being responsive to customer requirements while utilizing the most advanced and cost-effective methods for collection services. RDI strives to provide the latest solutions, techniques, and technology for the Good Earth.

**PROVEN EXPERIENCE**

Since 1992, Richard’s Disposal has provided customers with dependable service, and effective environmentally sensitive solutions to meet their needs. The company has grown along with its customer base and has met the increasing challenges of conducting business. Based on knowledge, expertise, and the ability to provide the most appropriate equipment, the company has been awarded more contracts. RDI primarily services local and regional accounts and RDI’s employees take pride in providing unparalleled service.

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**RESIDENTIAL**

RDI offers curbside collection of solid waste and recyclables primarily through contracts to municipalities. Current municipal contracts include the City of New Orleans, the City of Baton Rouge, the City of Jackson, MS. and the City of Yazoo City, MS. RDI provides automated, semi-automated and manual collection with well-trained, safe, and friendly drivers, and a call center staffed with a customer service support team that is professional and well informed.

**COMMERCIAL**

RDI 's company services a commercial customer base of local and regional accounts with "on time" delivery of containers and timely "pick-ups." RDI services Jefferson Parish Offices and Facilities Contract. RDI offers FEL and REL containers and works with our clients to determine the application that is the most efficient and economical collection process.

**INDUSTRIAL**

RDI provides permanent and temporary services including roll-off containers and compactors. The company ensures that your waste is transported and disposed of properly. All dumpsters at customer locations are placed so that they are easily assessable and safe.

**PORTABLE TOILETS**

The company provides portable toilets, which are ideal for construction sites, commercial and industrial applications, festivals, and other special events. RDI offers prompt, dependable service and available holding tanks, handicapped units, hand-washing stations, and vacuum trucks.

**RECYCLING**

RDI collects municipal recyclables under municipal contracts by teaming with communities in helping to sustain the environment. The company also provides commercial recycling for its business customers.

**MUNICIPAL HISTORY**

In 1993, RDI entered a joint venture with Waste Management to collect Municipal Solid Waste in New Orleans. During that contract, RDI collected waste from about 53,000 homes. In January 2007, RDI began operations as a prime contractor for the new City of New Orleans Municipal Solid Waste contract and collects about 67,000 homes. Since April 2011 RDI also collects recycling in Orleans Parish. In addition to the contract in New Orleans, RDI is a sub-contractor to Allied Waste on the East Baton Rouge Municipal Solid Waste contract servicing approximately 21,000 homes. Just this year RDI was awarded the Out-of-Cart Solid Waste Collection Services for the City of Baton Rouge servicing 133,000 homes. In April 2022 RDI started servicing the City of Jackson, MS Solid Waste needs collecting 53,869 homes. In April 2024 RDI started servicing the City of Yazoo City, MS collecting 3,700 homes.

Richard's Disposal, Inc. is dedicated to being responsive to customer requirements while utilizing the most advanced and cost-effective methods for collection services. RDI takes pride in being an integral part of the communities that we serve.

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**COMMERCIAL HISTORY**

RDI has grown its commercial customer base yearly since its beginning. We follow the motto “Servicing our customer’s one pick-up at a time.” The company has extensive experience of servicing the commercial sector. RDI takes pride in acknowledging most of its customers come from customer referrals. RDI strives and takes pride in providing exceptional service. RDI’s experience in the commercial sector includes servicing such companies as Jefferson Parish Offices and Facilities Contract, Audubon Nature Institute, Fair Grounds Racecourse, Parks and Parkways, The New Orleans Jazz and Heritage Festival, The Voodoo Experience, Coaxum Enterprises, many apartment complexes, and restaurants, as well as small businesses.

**COLLECTION VEHICLES**

RDI’s fleet includes over 100 vehicles. For this contract's service, we have ample vehicles and equipment to fulfil this contract.

**PROPOSER’S PREVIOUS EXPERIENCE**

RDI has serviced numerous similar projects in the past and has the overall experience and knowledge to effectively manage this account.

**RDI AWARDS / ACHIEVEMENTS**

- Eastern New Orleans Neighborhood Advisory Commission (ENONAC) Appreciation Award
- St. Peter Claver Jazz Extravaganza Major Supporter Award
- Asante Cultural Ambassador Award (2010)
- WVOG Civic Spirit Award (2010)
- Milne Playground Youth All Star Award (2010)
- Milne Playground Boosters Contribution Award (2009)
- Rainbow Push Global Unity Award (2008)
- Louisiana Workers Compensation Safest 70 Award (2008)
- Small Business Administration Award of Excellence (2005)
- New Orleans East Business Assoc. Award for Logistics/Transportation
- New Orleans East Business Assoc. Award of Appreciation
- New Orleans Chamber of Commerce, Member
- Better Business Bureau, Member

Richard’s Disposal LDEQ Solid Waste Transporter Notification Number is T-071-10332.

## DBE Participation

Henry Consulting and Richard's Disposal are both certified as Disadvantaged Business Enterprises, and we are proud of it. The two firms together constitute a 100% DBE submission to the City of New Orleans, unlikely to be met by any other bidders. HC also has an unblemished history with our own DBE subs in the past, another record which is difficult to match.

The City's excellent DBE program is not just a contracting requirement for us - it is based on a real understanding of the realities of life for tens of thousands of our fellow citizens. We comply with its requirements, but we also embrace the program objectives.

We understand the challenges of discrimination and limited opportunity in a personal way. We also reject any sense of entitlement. Instead, we hustle, in the finest tradition of the people of New Orleans.

And we never forget where we have come from. Both companies share a commitment to the flourishing of our fellow citizens. They are our neighbors, classmates, relatives, friends, and we do right by them. Fair pay, dependable jobs, and a chance at security and opportunity can mean everything, especially to those who are struggling.

Both companies are owned and led by New Orleans natives, and our connections to the New Orleans community are strong and long-lasting. We know people from all walks of life. This helps both companies: with recruiting, with employee reliability, trust, retention, and with on-the-job performance.

This local commitment also helps our employees. The overwhelming majority of our employees - at every level - are African Americans. We are proud to have been able to provide generous wages and benefits (described elsewhere in this proposal) well in advance of what is now required by local ordinance. Our benefits packages STILL exceed local requirements.

We also promote from within... and most of our supervisory employees have worked their way up from entry-level hourly positions. It is not a stretch for us to claim that family formation amongst African Americans in New Orleans has been strengthened – for decades – by employment at HC and RDI.

Our proposal for DBE participation is a statement of best practices. We do not believe that "best efforts" are ever truly satisfactory in a 60% African American city. We believe that active sourcing of qualified DBE's is a mandatory responsibility for any prime contractor. In our case, the unprecedented 100% DBE commitment for this proposal is a statement to the community that minority businesses have the ability to successfully compete with majority businesses in specific disciplines as long as the playing field is level. Based on the current administration's legacy of fairness and equity, we are confident that our team will be given full consideration for the award of this opportunity.

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As you will see from our integrated work breakdown structure, both HC and RDI have significant complementary skills and scope of services. We each have decades of experience in doing business in the City of New Orleans. There is no tokenism or ghosting of our relationship and, it represents a best practice go-forward model that is unprecedented and innovative. HC has had very recent experience with a CNO sanitation contractor (IV Waste) that recently presented our form, name, and credentials to the City Council and City Administration as a DBE subcontractor for a recently awarded contract. Once the award was made, HC was swapped out for another provider without a discussion. These are the behaviors that frustrate the DBE community and the New Orleans Regional Black Chamber of Commerce (NORBCC). And, as a result, we challenge the compliance team of the city to remain vigilant in its enforcement of DBE commitments post-award.

In all of HC's years of being a city prime contractor, HC has never been fined, sanctioned, disciplined, or rebuked for any contract matter. We simply practice what we preach and honor our commitments. HC has a strong reputation for managing our subcontractors fairly and paying them in a timely manner. We understand their plight and challenges, and in no way would we want to have a negative effect on their business. We remain true to our core value of PRIDE as discussed earlier.

## Experience of Key Contract Personnel: Henry Consulting



**Troy Henry**, Managing Partner of Henry Consulting, has over 30 years of management experience with a strong focus on business development, strategic planning, contract management, technology, and government relations. He has expertise in managing multi-million-dollar projects and leading teams that develop business strategies, implement solutions, and solve problems. As the former President of the \$600M United Water Corporation, Henry had responsibility for overseeing operations and management of United Water’s water and wastewater businesses, customer satisfaction, client relations and marketing activities in nineteen states. Henry has also served in executive positions with Enron, IBM, Hewlett Packard, Aluminum Company of America (ALCOA) and LORAL Federal Systems. He has a bachelor's degree in electrical/computer engineering from Stanford University, and master’s degrees in electrical engineering and biomedical engineering from Carnegie-Mellon University. Troy has over 40 years in executive roles.

At CNO’s project, Troy will be responsible for executive oversight, overall quality control, relationships with senior officials at CNO, and troubleshooting.



**Michael McKenna**, Managing Director of Henry Consulting, has more than 20 years of management experience in a range of businesses and industries. He spent many years in the legal, investment banking, and management consulting industry in a leadership capacity. His knowledge and ability to apply solid financial principles and structures to complex business challenges has distinguished Mr. McKenna in the industry. His broad range of professional skills includes strategy development, business development, finance and financial analysis, business law, and managing complex transactions. Mr. McKenna has a BS in Business Administration from Xavier University, J.D. from Loyola University, and an MBA from the University of New Orleans. Mr. McKenna has 30 years in executive and fiscal management roles.

Mr. McKenna serves as Managing Director and Chief Financial Officer at HC. For the CNO’s project, he will ensure that contracts are written and signed to mutual advantage, and that invoices are accurate and submitted on time. He will also supervise the remainder of the headquarters staff, described below.



**Rudolph (“Rudy”) A. Courseault** is a New Orleans native. He holds a Bachelor of Science and a Master’s in Business Administration from Texas Southern University. In his current role as Project Manager for HC at the New Orleans Airport Board, Rudy serves as the primary point of contact between HC Staff and our staffing clients. He manages HC day-to-day operations, customers’ requests for new staff, dismissal of staff, and general requests. Lastly, he is the primary liaison for the staffed employees for any topics related to payroll and work-related complaints. Mr. Courseault has 8 years of management experience, including 3 years as manager of the staffing organization at HC.

Rudy will serve as Program Manager for the CNO project.



**Brandon Henry**, Consultant of Henry Consulting, has over 14 years of business experience. Brandon spent three years at IBM as a High-end Systems Development Engineer, working on cutting edge platforms and technology. Currently, Brandon has served as the Operations Manager of Infinity Fuels. He has leveraged his technical knowledge to modernize various operations of the business, including social media engagement and advertising. In addition, he serves as the IT architect for Henry Consulting. He ensures that proper security protocols are followed and maintains the general health of the company’s networks and various embedded systems associated with the business operations. Brandon earned a B.S. in Computer Engineering from North Carolina A&T State University and is currently working towards his Executive MBA at the University of New Orleans. Mr. Henry has 15 years of professional experience.

Brandon will serve as Equipment and Technology Director for the CNO project.



**Sesellie Murray** has been Staffing Manager at Henry Consulting for 10 years. She specializes in Talent Acquisition, and manages the whole hiring process, including staffing requests, background checks, drug screening, employee recruiting, sourcing, interviewing, placements, onboarding, managing, direct hires, and termination. She has a win-win spirit relative to business development and relationship management whose common goal is to fulfill the objectives of clients.

Ms. Murray manages the interview and onboarding for new staff. She ensures that HR regulations are met, and employee statuses are up to date and in compliance. She also manages background checks and new hire paperwork.



**LeeAnn Wright**, Consultant at Henry Consulting. She spent 35 years in the legal field as a legal assistant/paralegal. Ms. Wright’s experience includes human resources and marketing. She provides support in many Insurance, human resources, and Compliance services. Ms. Wright has 35 years of professional experience.

Ms. Wright manages maintains records by recording important documents, payroll management, and oversees the administration of drug screens, if necessary.



**David Cody**, Senior Consultant at Henry Consulting, is a veteran of several projects at HC. Until recently he directed the outreach and engagement function of the Louisiana Water Initiative, a project of state government to protect against inland flooding. He has 20+ years of experience in market research and has managed several political campaigns. David has a Bachelor of Science from Harvard University and a Master of Business Administration from Stanford University. Mr. Cody will manage the Public Information and project analytics functions of this project.

**Tashia Heard**, Operations Manager at Henry Consulting, has managed operations for several of HC’s business ventures. These include our facility operations and our DDD operations. Ms. Heard will serve the City as a Shift Manager for the FQ/DDD projects.

**Courtney Latiker**, Operations Manager at Henry Consulting, currently serves as the lead shift Manager on HC’s project in the DDD. She previously served for 16 years in similar roles for the previous provider. HC hired her, promoted her, and has entrusted her with a more senior role. She has a thorough knowledge of the DDD territory and technical command of our full set of cleaning techniques. Ms. Latiker is an accomplished manager of people, and is adept at de-escalating conflict, which in turn builds trust with the custodial staff. Ms. Latiker will serve the City as a Shift Manager for the FQ/DDD projects.



**Experience of Key Contract Personnel: Richard’s Disposal, Inc.**



**Alvin L. Richard Jr.** - As Owner and President of the company Mr. Richard Jr. will oversee and assure all aspects of delivering consistent, high-quality service is met.

**Alvin L. Richard III** – As Chief Operating Officer, Mr. Richard III will ensure every aspect of field operations is executed safely and professionally.

**Simone Richard** – As Chief Administrative Officer Mrs. Richard will oversee all aspects of human resources, payroll, benefits, and policy management,

**Deidra Jones** – As Chief Marketing Officer Mrs. Jones will manage all internal aspects of this contract including customer service, invoicing, and service requests. She will be the main point of contact with the City and Mrs. Jones will make sure all issues are addressed in a timely and professional manner.

**Kimberly Mueller** – As Municipal Marketing/ Recycling Coordinator Ms. Mueller will manage our Public Awareness Plan. She will be available during normal business hours to prepare public information, respond to questions, and assist the city with public awareness program materials. Upon approval of the city, she will attend evening meetings and special events/presentations.

**Rene Bazile** – As Operations Manager Mr. Bazile will be assigned to the city. He will be the front-line component in this team and will ensure all work is completed to the City’s satisfaction. Where necessary or useful, Mr. Bazile will meet with staff to resolve any service issues and make sure the city is increasing diversion.

**Shannon Brice** – As Chief Financial Officer, Ms. Brice will put together financial reports dealing with this contract and ensure utilization of diverse vendors.

**Linda Brown** – As Customer Service Manager Linda will oversee her department making sure the correct information is provided, calls and emails are answered, and dispatch completes the request, and all information is updated in the 311 system.

**David Degruy** – As Shop Forman, Mr. Degruy will ensure all vehicles are kept in good condition and repaired, clean in appearance, and in a sanitary condition compliant with industry standards.

**Brown Marks** – As Safety Coordinator Mr. Marks will address any safety issues or concerns in a professional and timely manner.

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**Troy Tolliver** – As Dispatch Manager Ms. Tolliver will ensure all 311 calls are dispatched, resolved, and report their findings to the customer service manager to ensure we are in compliance. She will work closely with operations, supervisors, drivers, and customer service to ensure fluid communication.

**Assurance of availability of Key Personnel**

Both Henry Consulting and Richard's Disposal commit to the availability of the staff listed here on the City's project. Any changes from the proposed team will be subject to approval by CNO in writing.

## Employee Safety

The Cleaning Management Standard (CMS) serves as a guide when setting up safety and training programs. The comprehensive safety manual is used as the basis for our safety program and all safety rules are actively enforced.

Safety and training work in tandem – we must always have one with the other. For instance, each employee’s first two weeks on the job are strictly monitored and include specific safety training, including the following topics:

- The Power of 5 Training (training on the specific tasks an employee is assigned to).
- Bloodborne Pathogen Training
- How to clean up blood spills and information on the Hepatitis B vaccine
- Chemical Safety
- How to use each chemical
- Hazard communication standard and hazards in the workplace
- Storage
- Material Safety Data Sheets (MSDS) books
- Personal Protective Equipment
- General Safety
- Waste Disposal and Recycling
- Specific Area Cleaning
- Tools and Equipment
- Dealing with public and being responsive to their requests and questions

Because the HC team is sincere in its desire to conduct all its work operations in the safest manner possible, the following general safety rules have been formulated and will be implemented:

- Report any injury to your supervisor immediately.
- Report all observed unsafe conditions to your supervisor immediately.
- Horseplay is always prohibited.
- Substance abuse is not allowed on the job. Any employee discovered under the influence of alcohol, illegal drugs, inhalants, or controlled substances, will not be permitted to work.
- Learn safe work practices. When in doubt about the safety performance of a task, contact your supervisor for instruction and training.
- Never remove or bypass safety devices.
- Learn the location of fire extinguishers and first aid kits. Learn to use them correctly.
- Always maintain good housekeeping.
- Be alert to hazards that could affect you and your fellow employees.
- Obey safety signs and tags.
- Always perform your assigned tasks in a safe and proper manner. Do not take shortcuts. Taking shortcuts and ignoring established safety rules is the leading cause of employee injury.
- When lifting an object, lift safely:

- Size up the load first. Get help if the load is bulky, heavy, or has unwieldy length.
- Be sure to have firm footing.
- Lift with your legs while keeping your back straight.
- Keep your balance. Do not twist under strain or jerk the load.
- Keep the load close to your body.
- Use a 2-wheel hand truck whenever possible.
- Use only 3-wire pronged receptacles and extension cords to ensure a properly grounded source when using any electrically powered equipment.
- All employees working in repair operations, warehouse, landscaping operations, drivers, hoppers, and construction operations should wear approved closed-toed leather shoes. No open-toed shoes or canvas shoes should be worn in the work and operation areas.
- Use the proper ladder for the job to be done. Do not use ladders with broken steps or rungs. Repair or discard deteriorated ladders. Always place the ladder so that the side rails have secure footing.
- Inspect tools and protective equipment before use.
- Participate actively in safety training.

HC recognizes that FQ and DDD territories include areas where homeless people congregate, rest, and sleep. We await guidance from CNO about the best ways to manage encounters with homeless people, how best to continue with cleaning when the sidewalk is obstructed, when to report them and to whom, and how to be respectful. We have been through the same process with DDD and we are pleased with the results.

A formal Safety Committee meets every week on every shift. The meeting discusses accidents and near misses to assess the causes and then the solutions toward prevention of more injuries. During the meeting, committee members are trained in safety issues, and they are expected to be ambassadors of safety. In addition, suggestions are welcomed not only during the meeting, but also always for ways to improve our safety at work.

Safety audits are performed annually by a third-party and HC and RDI are given a score. Based upon the findings, an action plan is drawn up and implemented. Safety and health consultants are also used to analyze findings, do trend analysis, design training programs, serve as resources for questions and concerns, and as experts on OSHA, CDC, CIMS, and NFPA guidelines and regulations.

HC and RDI are keenly aware of the need for vehicle safety, especially with the size of the vehicles to be employed and the value of the properties in the DDD and FQ. HC and RDI have a safe driver program, and they reward their drivers for being accident/ incident free.

TAB 3



# Service Operating Plans & Capabilities

**Service Operating Plans and Capabilities**

Henry Consulting (HC) and Richard’s Disposal Inc (RDI) will allocate the major project tasks as follows:



Trash Cart Servicing		✓
Recycling Cart Servicing		✓
Dead Animal Pickup	✓	
Organic Waste Removal	✓	
Solid Waste Collection		✓
Curbside Recyclable Collection		✓
Administration	✓	
Public Trash Receptacle Services	✓	
Pressure Washing	✓	
Organic Waste Removal	✓	
Graffiti and Sticker Removal	✓	
Alternate Curbside Recyclable Material Collection		✓
Mechanical Street Sweeping	✓	
Flushing Services	✓	
Manual Litter Collection	✓	
Orphan Bag Removal		✓

**Service Operations Plans**

The following responses can be found in this section below:

- Service Operating Plans (Tasks 2-10 from the RFP)
- Customer Service Plan
- Communications & Technology Plan
- Public Information Plan
- Equipment List
- Recruitment and Hiring Plan
- Wage and Benefit Package(s)

## 2. Curbside Solid Waste Collection

For this project, Curbside Solid waste collection services will be provided by RDI. Henry Consulting will provide oversight, quality control, trouble resolution, and reporting to CNO.



Collections under this alternative will include the utilization of a total of 3 rear load vehicles for daily solid waste collections from residential units and small businesses in Service Area 5. These trucks will be 2025 model Freightliners with 20cu.yd. capacity and will be acquired via a long-term lease. Use of this size vehicle will minimize damage to roads and streets along the routes.

For residential and small business units, there will be limited curbside collection of containerized and bagged solid waste at all eligible locations in Service Area 5 between the hours of 4:00 am and 8:00 am. RDI will supply up to two (2) carts per Eligible Service Location. These carts will be thirty-five (35) gallon capacity, black in color, with the City provided logo and unique serial number imprinted on the cart. Routes will be running daily 365 days per year.

Two (2) regular routes and trucks are contemplated daily with one (1) additional vehicle available as a spare vehicle or used daily as a “hit” truck to supplement the routes with the heaviest volume.

Collection routes will be started by 4:00am and will be completed by 8:00a.m.

Each truck will have a crew of three (3), comprised of a driver and two (2) helpers, ensuring the best quality service and creating new jobs in the area. One (1) supervisor will be designated to oversee daily operations.

**Bulky Waste Collection**

Limited curbside bulky waste collection from residential units will be provided once per week on Wednesday. Collection of un-containerized bulky waste will be according to guidelines specified by the City in City Code Sec. 138-43. We will utilize a combination of garbage trucks, stake body trucks, and pick-up trucks to facilitate bulky waste collections.

**Collection of White Goods, E-Waste, and Waste Tires**



Limited curbside collection of white goods (4 per unit per week), E-waste (4 per unit per week), and waste passenger/light truck tires (4 per unit per week) will be provided once per week from residential units on Wednesday. For this service, one (1) stake body truck manned by a driver and one helper or a pick-up truck will be used.

The removal of coolant and other materials, including Freon, CFC, HCFC, etc. will be provided including certification that all activities are conducted in accordance with local, state, and federal requirements.

**Dead Animal Removal**



Collection of dead animals from public roads, rights-of-way, curbside and on public property will be accomplished using regular route trucks in the manner and time specified by the Parish. All requests will be recorded, and a monthly report provided to the city.

### **Christmas Trees**

During the week in January, designated by the City, the separate, special curbside collection of Christmas trees from residential units will be undertaken using regular REL collection vehicles. Collection vehicles will be available for this special collection as requested and specified, and the recycled trees will be delivered to the city's designated site.

### **Improper Set Out**

In the event there are items not eligible for solid waste collection, we will leave items curbside with a printed explanation affixed to the cart, explaining why items were not collected. We will record the address and once the items are properly prepared, we will collect them on the next scheduled collection day. We will notify the city of the violation within 24 hours of the improper set-out.

### **Disposal**

All solid waste will be taken to the River Birch landfill and our Team will be responsible for dumping fees.

## **3. Curbside Recycling**

For this project, Recyclable Materials Collection services will be provided by RDI. Henry Consulting will provide oversight, quality control, trouble resolution, and reporting to CNO.

Once per week single-stream curbside collection of unlimited commingled recyclable material from eligible locations in Service Area 5 will occur on Tuesdays between 4:00 a.m. and 8:00 a.m. Collections under this alternative will include the utilization of a total of two (2) rear load vehicles. These trucks will be 2025 model Freightliners with 20cu.yd. capacity and will be acquired via a long-term lease. Use of this size vehicle will minimize damage to roads and streets along the routes. Recycle collection will follow same standards as solid waste collection vehicles.

### **Improper Set Out (Recycling)**

In the event that materials not designated as Recyclable Materials are placed in the recycling cart, we will leave those items in the cart with a printed explanation affixed to the cart, explaining why items were not collected. We will record the address and once the items are properly prepared, we will collect them on the next scheduled collection day. We will notify the city of the violation within 24 hours of the improper set-out. If the resident does not remove the ineligible materials from the recycling cart by the next recycling day, they will be collected as Solid Waste.

### **Disposal**

All Recycling will be taken to Commercial Waste Recycling, and we will be responsible for dumping fees. In our pricing proposal, we have submitted an alternative price for recycling services if the City decides to pursue its own disposal process.

#### 4. Public Trash Receptacle Services



For Public Trash Receptacle Services, Henry Consulting proposes to utilize a shared team of “on-the-ground” Custodians who will *also* handle (7) Manual Litter Collection Services, (8) Orphan Bag Removal Services (9) Organic Waste Removal, and (10) Graffiti Removal. This is how we handle the same set of responsibilities for the DDD, and we are successful with the merged approach to operations there. One of the advantages of this arrangement is that it allows the team members to be flexible and to respond to the needs in the territory as they change. (Although the operation will be integrated, our pricing proposal will break out these items separately, as requested in the RFP.)

We plan to use an average of 14 Custodians per shift, 3 shifts per day.

The basic equipment set for Custodians will include:

- Rolling cart with trash can
- Broom and dustpan
- Brush, scraper
- Spray bottle with disinfectant
- Bags for litter
- Cleaning equipment for trash receptacles
- Graffiti removal equipment and materials, such as “Elephant Snot”
- Uniforms per CNO standards

The FQ and DDD territories will be broken up into zones; each zone will be assigned to a team of two Custodians who will work together and canvas the area during their shifts. The busier zones (like Jackson Square or Bourbon Street) will benefit from more frequent attention by our Custodian Teams.

As required by the RFP, HC will acquire a roll-off container and a nearby location to act as a transfer point for trash from Public Receptacles, street sweeping, orphan bags, etc. We will use UTVs and pickup trucks to roam the FC and DDD to pick up these items within the timing standards set by the City. HC already has a command center in the DDD. We will consider the expansion of the site should our team be selected for this opportunity.

Each shift will include an average of 2 Supervisors, who will be out in the DDD/FQ territory, evaluating the cleanliness of the territory, watching for trouble spots, communicating with both the Custodians and the Shift Supervisor via our integrated project tracking, capture, and management tool called **ConnecTeam**, and performing direct cleaning duties themselves. HC has been highly successful to date in promoting supervisors from within, which builds trust and morale among custodians.

Each shift will be run by a single Shift Manager. His or her responsibilities will include:

- Scheduling employees
- Announcements at start of shift
- Communications with the client contact at CNO, as necessary.
- Monitoring response times for trouble tickets
- Quality Control and Assurance
- Worker Safety response

As discussed previously, workforce deployment and supervision will be managed from the current HC DDD operational headquarters at 324 South Rampart.

## 5. Pressure Washing Services



As specified in the RFP, HC will have five pressure washing teams:

### Teams PW1 and PW2

- Pressure washing teams 1 & 2 will operate between 4am and 10am, seven days a week.
- Teams will follow the territory requirements set forth in the RFP, Exhibit B.
- Easy-Kleen Hot Water Pressure Washer Trailer
- One driver for each team
- Two pressure washer/helpers for each team

### Teams PW3 and PW 4 – On Demand

- Teams PW3 and PW4 will operate on demand, to resolve issues that are generated by the HC Customer Service system and forwarded via ConnecTeam. They will also respond to trouble areas identified by our on-the-ground custodians and supervisors.
- CFMoto Uforce 1000XL
- One driver and one helper for each team
- When not needed for PW duties, the driver and helper will also perform regular cleaning duties as assigned by supervisor/shift manager.

### Team DSC (Detailed Surface Cleaning)

- As mentioned in its RFP, CNO has selected several areas of the FQ that require regular detailed surface cleaning once monthly. The critical DCS areas are:
  - Bourbon Street from Canal to Dumaine (8 blocks)
  - Royal Street from Canal to Dumaine (8 blocks)

- Chartres from Canal to Dumaine (8 blocks)
- Decatur from Canal to Esplanade (13 blocks)
- N Peters from Canal to St Louis (4 blocks)
- HC expects to use Mosmatic 21 rotary surface cleaner, in conjunction with our pressure washer trailers.
- The Mosmatic duties will be rotated among several different individual Custodians, both to provide variety for each of them but also to avoid repetitive stress.
- Pressure Washing will be performed with Simple Green Lemon Organic Concentrated Degreaser

### 6. Mechanical Street Sweeping & Flushing Services

As specified in the RFP, HC plans to use the following equipment and staff for this function

- Elgin Pelican w/ 3.6 cu yd front mounted, high dump hopper
- Freightliner M2106 with 4000-gal water tank and sprayer

Street Sweepers and Flusher Trucks will be staffed by one driver each. Vehicles will be at work daily between 12am and 6am. Flusher truck will operate with Simple Green Lemon Organic Concentrated Degreaser in addition to water.

### 7. Manual Litter Collection Services



Manual Litter Collection will be performed by the shared team of Custodians and Supervisors, as described in task #4 above, with the same equipment. We use this shared-team approach at DDD, with considerable success.

## **8. Orphan Bag Removal Services**

Orphan Bag Removal Services will be performed by the shared team of custodians and Supervisors, as described in task #4 above. The critical issue here is rapid notification and dispatch, which can be initiated by trouble ticket reports from 311, inbound calls to our customer service desk, the ConnecTeam application, and by the Team’s eyes on the street. Actual removal to the local rolloff container will be accomplished by one of our UTVs or pickup trucks, within the standard time limit set by CNO.

## **9. Organic Waste Removal**

Organic Waste Removal will be performed by the shared team of custodians and Supervisors, as described in task #4 above. Pressure Washing of organic waste will be performed with Simple Green D Pro 5 Concentrated Disinfectant.

There is no map or schedule for this task; it is an on-demand activity. The HC customer service number will be publicized to FQ residents and property owners, who can call in the location of the problem. From there, the Customer Service dispatcher can notify the Custodians and Supervisors via ConnecTeam, and the closest available Custodian can reply to accept responsibility. In addition, the large number of HC Custodians and Supervisors on the street will help identify each problem as soon as it arises, perhaps before the residents and visitors are able to call it in. We anticipate a larger than average occurrence of this issue on and near Bourbon Street, but we are already planning an enhanced Custodian presence there for other reasons, i.e., Public Trash Receptacles and Manual Litter collection.

Our training & safety program, mentioned briefly below, will include worker safety procedures for dealing with organic waste, and the correct procedures for thorough removal.

Each Custodian will have on his or her cart the basic equipment required to remove organic waste from the sidewalk or adjacent areas. This is our current procedure at DDD.

Each Custodian will also have the ConnecTeam smart phone app to notify the On-Demand Pressure Washing Team (ODPWT) of the need for follow-up cleaning.

## 10. Graffiti Removal



Graffiti Removal will be performed by the shared team of custodians and supervisors, as described in task #4 above. Based on our experience with DDD, graffiti removal can be accomplished by a regular shared team of custodians, who have their eyes on the territory and who can respond more quickly than dedicated specialists. Our shared team has the space on their rolling carts to store the necessary equipment and materials. Their record of success with DDD is testimony to the effectiveness of this arrangement.

HC Custodians will utilize a cleaning product that is branded as “Elephant Snot,” which has become an industry standard for cleaning graffiti without damage to the underlying building.

We understand that property owners’ waivers for graffiti removal may be required, as they are in the DDD. We will work with the City on the most efficient way to collect and store waivers.

### **Customer Service Plan**

A good customer service (CS) operation needs to be able to

- Receive notice of customer issues
- Acknowledge them
- Assign a responsible party and confirm assignment
- Monitor the response
- Report the results to the customer and client as appropriate.

The process will begin with the Public Outreach to residents, businesses, and property owners. Various communication vehicles will be used, but the messages will include:

- Name of Contractor
- Responsibilities of property owners
- Responsibility of CNO and Contractor
- Reminder about 311 system
- Contact information for the CS Dispatcher: email, phone & text.
- Customer Service desk hours (7am to 6pm)

HC proposes to operate the CS desk for 11 hours a day, in two shifts. Each shift will be staffed by CS Dispatchers. We will recruit and screen the potential Dispatchers for customer service skills and include advanced skills in the training. The City's 311 system will be a key element of the training. At the beginning of the contract period, and over time, the Dispatchers and the Shift/Project managers will prepare scripts for use by the Dispatchers in responding to customer requests and complaints. It will include an escalation process.

The Dispatchers will accept customer complaints and other notifications through multiple channels:

- Inbound Calls
- Inbound Emails
- Referrals from the 311 system
- Items forwarded from CNO staff

Beyond the dispatcher, we believe that further dedicated CS staff are not necessary... the ConnecTeam app can route trouble tickets and notify supervisors better, cheaper, and faster.

We recognize that the City's 311 system is its database of record for service requests and responses, and we enthusiastically embrace the City's standard of 24 hours to enter data on service events. We have added one extra Dispatcher-hour per day in the evening to complete the day's reports. The ConnecTeam application, described below, is our operations support system and it may also be adapted to serve as an input into the 311 database of record. Details of the daily reports are listed below in the section on Client Service and Reporting.

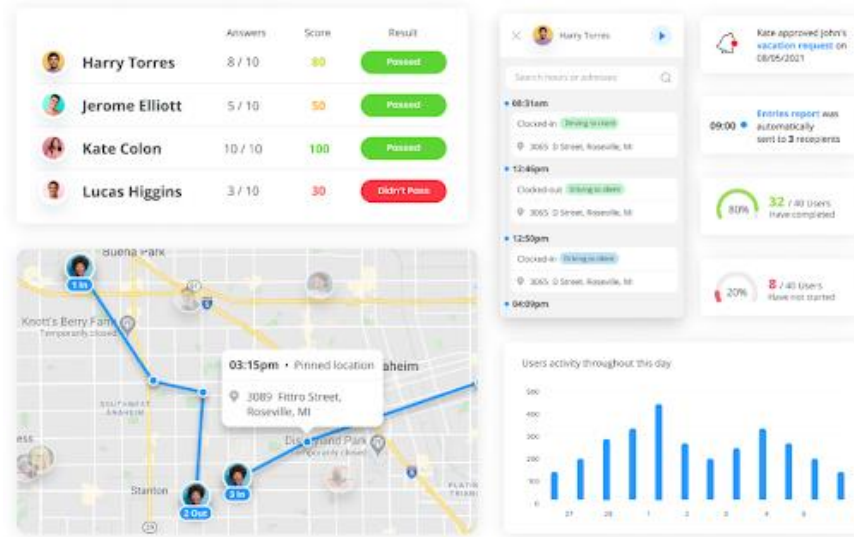
Finally, we note that our custodial staff will also serve as representatives/ambassadors of the City and will be trained in the best ways to respond to customer inquiries. They will always be in uniform, in good condition, and will have access to the ConnecTeam app to immediately start the process of a full HC response.

### **Communications & Technology Plan**

At the Airport and at DDD, the HC team uses a smartphone app called ConnecTeam for operations and quality management. It is a 100% web-based highly configurable service management system that helps HC and its clients track, analyze, and report on trouble tickets and quality issues. All HC and RDI staff –



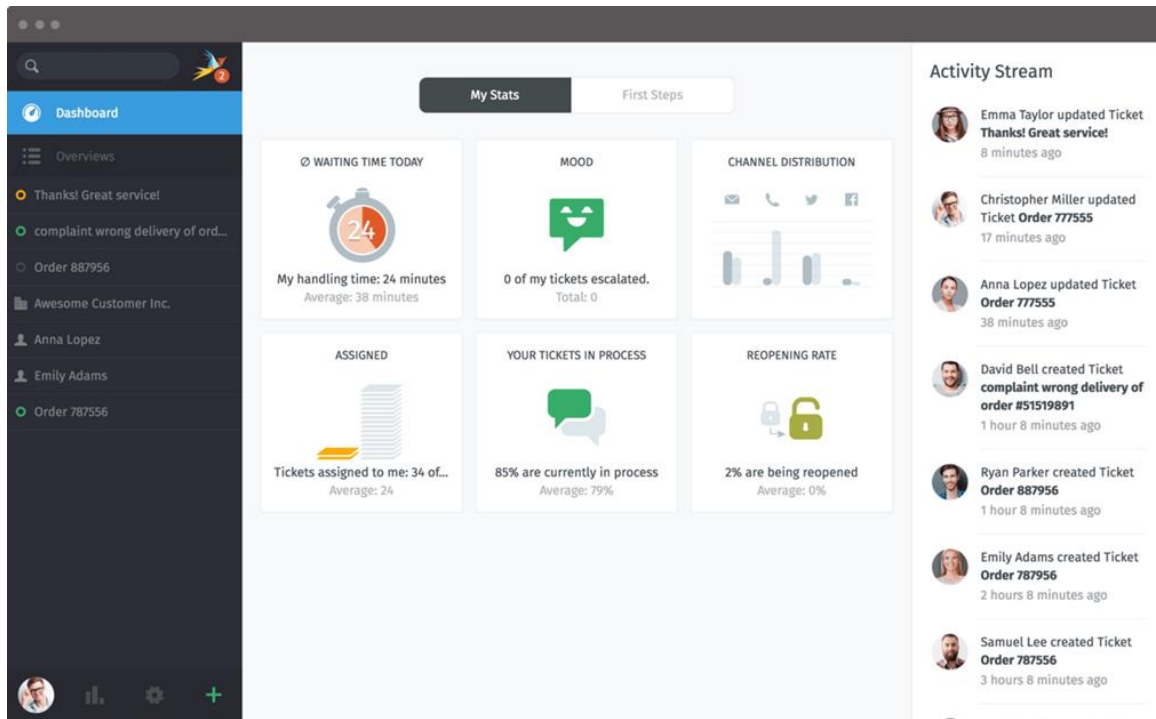
custodians, drivers, helpers, supervisors, and shift/project managers - are provided with smartphones with the app loaded.



ConneCTeam is more than just a communications tool. It is an operations and supervision tool, customer service tool, Quality Control tool, and reporting tool. In particular, ConneCTeam allows the following:

- Stay in communication with the supervisors and clients
- Report/escalate urgent items (“trouble tickets” or Service request tickets) for treatment by the rest of the team. Examples would include graffiti, dirty receptacles, orphan bags, etc.
- Become aware of urgent action items. We can program the app with the City’s time standards by when issues should be resolved. The app can send warning messages as the time limits approach. It also informs the full HC/CNO team when they are resolved.
- Notify client when physical repairs are needed
- Receive training
- Be notified of schedule changes
- Platform for inspection reporting
- CNO staff may be as integrated into the ConneCTeam system as they prefer.
- Automatically generate service event records, in a much more timely and precise manner than manually generated reports.

### Issue Tracking System



Henry Consulting uses an open-source Issue Ticket Management system that allows it collect service requests via phone and email from French Quarter authorities and quickly route them to the team to service them. This allows the issues to be tracked by the requester and administrative team.

### Public Information Plan

HC has extensive experience with public outreach programs, of even larger scopes than the one required by CNO in the French Quarter and DDD.

- Most recently, HC handled outreach for the Louisiana Watershed Initiative, a program of state government to mitigate inland flooding. We wrote policy materials for public distribution and handled relationships with regional and local officials.
- HC was the lead consultant for the Unified New Orleans Plan (UNOP), implemented in the years after Hurricanes Katrina and Rita, which included hundreds of meetings with New Orleans citizens, both at home and in the diaspora. The UNOP was ultimately the basis for many billions of dollars in government investments in New Orleans’ recovery.
- Today, HC also owns one of the most successful radio stations in the region (WBOK). This allows the CNO to have immediate public access to its residents.
- Our Public Information manager, David Cody, has extensive experience at previous engagements where understanding of a wide variety of public constituencies is critical, including:
  - Two decades of technical and leadership positions in market research (public opinion polling)
  - Several political campaigns

One major challenge in any Public Information campaign is measuring quality and impact. This can be a challenge, but we have developed critical success factors that we think will meet with CNO approval:

- City concurrence
- Consistent messaging
- Do not leave anything out
- Use a variety of methods

In our experience, the ideal outreach and engagement program for a public space maintenance program should include the following **methods and media**:

- Flyers and Fact Sheets
- Web page. It will have several messages, but the key objective is to encourage recycling and report on results.
- Facebook page. Our experience with social media is that regular communication is essential to keep the audience engaged. We also note that dynamic content needs to stay interesting, and that posting for posting's sake will lose credibility and attention. We propose a weekly "Stats Report" with trend graphs that can be reviewed quickly (staff deployed, inspections conducted, issues resolved, graffiti removed, estimates of pedestrian counts). We also propose an occasional narrative or pictorial "Project Clean Note" whenever we have a unique or urgent story to tell (employee profile, before & after pics, customer feedback).
- City and neighborhood association email lists. We recommend an email newsletter, once a month, summarizing the program performance. This is absolutely necessary for our many stakeholders who don't use social media.
- Joint marketing with media offerings from interest groups and neighborhood groups (VCPORA, etc.)
- Neighborhood association meetings
- Surveys. A Public Information Plan can and should include feedback from stakeholders. We recommend an online survey once a year, where residents would have the opportunity to rate the cleanliness of their neighborhoods, and other customer service issues.

All content distributed to the residents will be approved by CNO in advance.

Specific **messages** to be delivered – and reinforced regularly – will include:

- Timing and routes of solid waste and recycling
- Waivers for graffiti removal, as necessary
- Resident responsibility for correct set-out
- Resident responsibility for correct recycling content
- **The Value and Importance of Recycling.** HC will work with the City's staff and the City's priorities to ensure message consistency and impact.
- Reporting on the Contractor and City's performance on collection and cleaning
- Reporting on residents' performance with regard to set-out and recycling content
- Human interest stories about the solid waste and recycling process

## Client Service and Reporting

In addition to automated reporting features from ConneCTeam and NOLA311, Henry Consulting will set up a regular communication schedule between CNO and the HC Project Manager (PM) to ensure that CNO is up to date with our process and results.

- Once a week, the PM would meet with CNO. Typical topics would include overall performance and satisfaction of CNO, inspection reports, special requests made and resolved, staffing needs and status, and materials and supplies used. We plan to develop – with CNO – a standard weekly report to facilitate a quick review of the most relevant results. In addition, we encourage open discussions to ensure any other issues can be surfaced and addressed in a timely manner.
- Phone calls may include - but are not limited to - general updates of the upcoming project needs, disciplinary concerns, and any other topics to ensure all contractual obligations are met satisfactorily.
- Email communications between the HC PM and CNO will be constant and ongoing, e.g., as a courtesy follow-up to meetings or phone calls, and to report on goal metrics.

HC's Customer service staff and the HC PM will deliver a daily report to CNO that includes:

- Solid Waste and Recyclable Material Collection routes serviced and final collection status;
- GPS map showing Solid Waste and Recyclable Materials Collection route collection status;
- List of vehicles utilized for curbside Solid Waste and Recyclable Materials Collections Services, Pressure Washing Services, and Mechanical Street Sweeping and Flushing Services;
- List of streets that were unable to be accessed/serviced with reason;
- List of Pressure Washing Services performed with associated routes;
- List of Detailed Surface Cleaning Services performed with associated routes;
- List of Graffiti and Sticker Removal Services performed with associated routes; and
- Summary of any incidents/accidents that occurred in the Service Area.

The HC PM will deliver to CNO a monthly report with the following elements:

- A list of all Service Locations in Service Area 5, including full address, Lat/Lon data, trash cart serial numbers, etc.
- Summary of monthly 311 service requests broken out by request type. The following metrics will be provided for each service request type:
  - Number of service requests received.
  - Number of service requests resolved.
  - Number of service requests pending.
  - Average age of pending service requests.
  - Average days-to-close for resolved service requests.
- HC will provide a list of all 311 service requests that were pending beyond the timeframes specified in table in Section 16.
- A copy of the recycling processing ticket(s) from the MRF. The Contractor shall be responsible for ensuring that the volume(s) are easily identifiable on each recycling processing ticket.

- Number of Solid Waste carts on-hand at the end of the month.
- Summary of Pressure Washing Services provided.
- Summary of Detailed Surface Cleaning Services provided.
- Summary of Mechanical Street Sweeping and Flushing Services provided.
- Summary of Graffiti and Sticker Removal Services provided.
- Summary of Special Event Services provided.

**Equipment List**

Vehicles used in the French Quarter and Downtown Development District will be equipped with a radio system, 3rd Eye Camera System, and GPS tracking linked to headquarters. The following key equipment are expected for use:


Garbage Trucks	Heil DuraPack 5000 - 20yd Rearend Loader On 2025 Freightliner M2-106 Chassis	
Recycling Trucks	Heil DuraPack 5000 - 20yd Rearend Loader On 2025 Freightliner M2-106 Chassis	
Stake Body Truck	Chevy Silverado 5500 WT Stake Bed Truck	
Boom Truck	Elliott 1881 Mounted on Peterbilt 567	

<p>UTV</p>	<p>CFMoto UForce 1000XL</p>	
<p>Pickup</p>	<p>Chevy Colorado 5' bed</p>	
<p>HD Pickup</p>	<p>GMC Sierra HD 9' Long Bed</p>	
<p>Transport Van</p>	<p>Ford Transit</p>	

<p>Pressure Washer</p>	<p>Trailer mounted Easy-Kleen Hot Water Gas Pressure Washer 3500psi</p>	
<p>On Demand Pressure Washer</p>	<p>Easy-Kleen Portable Hot Water Gas Pressure Washer 3500psi</p>	
<p>Leaf Blower</p>	<p>Husqvarna 570BTS 66-cc 2-cycle 972-CFM 236-MPH Gas Backpack Leaf Blower</p>	
<p>Mech Sweepers</p>	<p>Elgin Pelican w/ 3.6 cu yd front mounted, high dump hopper</p>	

<p>Flusher Truck</p>	<p>Freightliner M2106 with 4000-gal water tank</p>	
<p>Roll-off Truck</p>	<p>Kenworth T880 Roll-off w/ Galfab 60K Hoist Pioneer</p>	
<p>Dump Truck</p>	<p>Ford F650 Dump Truck 10' Bed</p>	
<p>Front End Loader</p>	<p>Volvo L60H w/ 4.5 cu yd bucket</p>	



Skid Steer	Bobcat T-650 w/ 2.14 cu yd bucket	
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### Recruitment and Hiring Plan

Although a recruitment and hiring plan was not required in the RFP, we are proud of our process, and we believe that it will make a major contribution to the success of our project for CNO. The first thing that we would like to acknowledge is that our employees are not interchangeable and anonymous – we treat them like the valued individuals that they are.

Nor is just anyone the right fit for these jobs; we take great care in recruiting and selecting and training our staff.

### Recruiting

Due to HC's long-standing stellar reputation in the community, we can attract potential employees to our team who may not be actively seeking employment. Our market perception as a "desired employer" will allow FQ/DDD to leverage our appeal.

Over 25% of our current MSY Janitorial and DDD Clean Team employee base comes from employee referrals. HC also uses a wide variety of marketing tactics to generate awareness, interest, and applications from the best candidates, including:

- Digital advertising on platforms such as Google, Facebook, LinkedIn, and Indeed.
- Print advertising.
- Radio, utilizing our own station, WBOK, with expertise in maximizing this medium.
- Local job/career fairs to reach talent who understand the local culture.

Our recruiting efforts are bolstered by our policy of treating employees well, which we believe is crucial to our success and our clients'. Our training program invests in employee skills and professionalism, which is recognized and appreciated by our staff. Current benefits for ongoing employees exceed local requirements and include:

- 100% coverage of employees' health, dental, and vision insurance costs.

- 
- 401(K) with company matching funds.
  - Life insurance policy.
  - Paid time off.
  - Paid holidays.
  - Bank accounts for our employees, many of whom are unbanked.

These benefits contribute to easier recruiting and lower turnover rates. Employees who stay beyond six months are less likely to leave, and all our front-line supervisors have been promoted internally.

### Screening

Henry Consulting reviews **ALL** applications for open positions and follows a rigorous screening process to identify the best candidates for FQ/DDD. Our screening process includes:

- Reviewing applications.
- Contacting candidates for in-person and/or online interviews.
- Hiring the best candidates based on FQ/DDD requirements.
- Verifying employment history.
- Conducting verbal screening questions.
- Performing drug screening, if necessary.
- Conducting reference and/or background checks when appropriate.

HC adheres to federal, state, and privacy protection laws when conducting background checks and provides the necessary waivers, authorizations, notices, disclosures, and releases. The HC staff will identify the best candidates to fulfill FQ/DDD's needs and offer positions accordingly.

### Hiring and Onboarding

Upon completion of the screening and interview process, Henry Consulting will begin the hiring/onboarding process for candidates who meet FQ/DDD's requirements. HC will guide candidates through the new hire paperwork, background checks, drug screening (upon FQ/DDD's request), new hire start dates, orientation schedules, and badging as needed. At FQ/DDD's request, HC will also provide supplementary requirements such as:

- Certifications.
- References.
- Background checks.
- Criminal history eligibility.
- Drug testing (e.g., a Six-Panel Blood Screen is found adequate and standard for our MSY Janitorial and DDD Clean Team projects).

Henry Consulting will be responsible for communicating best practices, benefits, and timecards to employees.

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**Orientation/Training**

As new employees are hired, they receive extensive orientation and basic training on the FQ/DDD and their role in its mission. Topics included in the initial training:

- Mission and Goals of the FQ/DDD.
- FQ/DDD Geography, street names/locations, and points of interest.
- Customer Service to assist visitors in a friendly, hospitable manner.
- Policies regarding personal conduct, attitude, etiquette, and sexual harassment.
- Uniform Appearance and Maintenance.
- Identifying and reporting public realm service requests to management (e.g., graffiti, large debris, human waste) via application software.
- Reporting activities and other items needing attention by other parties.
- Conflict resolution, diversity, and basic public safety training.
- Recruiting criteria and/or drug screening policies.
- Safety Procedures to ensure a secure environment for all employees (described above).

Additional essential topics for building an effective team include:

- General Job Description.
- At-Will Employment.
- Benefits.
- Attendance policies.
- Worker Compensation.
- Found items.
- Shift Start Times.
- Days off.
- Family and Medical Leave.
- Drug & Alcohol Policies.
- Safety Policy & General Safety Rules.

HC provides an employee handbook detailing all training topics. Each new employee is assigned a dedicated trainer/supervisor responsible for their training throughout the orientation process. During the first thirty days, the trainer/supervisor ensures the employee completes over 20 different training items proficiently. Both the employee and the supervisor must sign off on each completed item.

Employee training continues throughout the contract period as part of our culture of continuous improvement. HC will implement a “train-the-trainer” program with shift supervisors who then train janitorial employees weekly. Training topics at other client locations have included:

- Introduction to Cleaning.
- Basic Cleaning Techniques.
- Green Cleaning.
- Cleaning to Prevent the Spread of Infection.

- HIPAA Policy.
- Bloodborne Pathogen Training.
- OSHA Hazard Communication.
- Lockout/Tagout Program.
- On-the-Job Training.
- On-site Skills Reinforcement.
- Security Training.
- Supervisor’s Training.
- Ongoing Education.
- Safety and Health Education and Training Program.

### **Retention**

After hiring, our goal is to retain our employees. We offer an attractive benefits and incentives package and reward exceptional performance with financial rewards, Employee of the Month Awards, and tickets to New Orleans Pelicans and Saints games.

Our turnover rate among custodians is much lower than the national average, and even lower among supervisors and managers, ensuring that FQ/DDD will have knowledgeable employees who understand your needs.

### **Employee Wages and Benefits**

The HC Team recognizes that while there is a significant set of equipment assets required for this project, the most valuable thing about the HC Team is the staff performing the necessary jobs to successfully execute this project. And, as such, our Team has a commitment to consistently invest in our personnel. This is not idle boasting; when we took over the janitorial services staff operation at the airport, we increased the wage rates by 35%. Further investments include education/training, and a compassionate benefits package that takes care of the employees’ family health and long-term financial well-being.

The entry-level positions on the HC team will follow the requirements of the City’s Living Wage ordinance. Our skilled operators and supervisors are paid more. HC and RDI expect to increase these rates in keeping with increases with CPI escalator as mentioned in the RFP.

In addition, both HC and RDI offer their employees

- |   |  |
|---|--|
| <ul style="list-style-type: none"> <li>• Medical</li> <li>• Dental</li> <li>• Prescription Drug Coverage</li> <li>• Life Insurance</li> <li>• Short- and Long-Term Disability</li> <li>• Accident Death Benefits</li> </ul> | <ul style="list-style-type: none"> <li>• 401k match</li> <li>• Aflac</li> <li>• Paid Vacation, Holidays, and Sick Days</li> <li>• Health insurance</li> <li>• Banking account establishment</li> </ul> |
|---|--|

**TAB 4**



# **DBE Program Participation & Proposed Subcontractor**



OFFICE OF SUPPLIER DIVERSITY  
**CITY OF NEW ORLEANS**  
 DBE Compliance Form-3 | **DBE PARTICIPATION PLAN**

Contact Office of Supplier Diversity for questions on completing this form.  
 Via email: [supplierdiversity@nola.gov](mailto:supplierdiversity@nola.gov)

**RESPONDENTS:** *This completed form must be furnished to the Bureau of Purchasing with your proposal. You must complete every section of the form or your proposal may be deemed non-responsive. If a section is not applicable to your proposal, you must explain why it is not applicable or your proposal will be deemed non-responsive. You must submit your response on the DBE Responsiveness Form 3 or your proposal will be deemed non-responsive. You may use additional pages as warranted.*

RFP/RFQ/Solicitation #: 3939 Date: 6 / 21 / 24

Description: Service Area 5 French Quarter and Downtown Development District (DDD) Sanitation Services

Name of Respondent: Henry Consulting, LLC

Please check the appropriate space:

The respondent is committed to the contract goal of 100 % DBE utilization. (If selected, you must complete and submit DBE Compliance Form 1 in order to be awarded a contract.)

The respondent is unable to meet the DBE contract goal, but is committed to a minimum of \_\_\_\_\_ % DBE utilization and will submit documentation demonstrating good faith efforts. (If selected, you must complete and submit DBE Compliance Form 1 and/or DBE Compliance Form-2 along with all required supporting documentation in order to be awarded a contract.)

**SECTION I - DBE COMMITMENT TO CONTRACT GOAL:** You must list all DBE firms that you have identified to participate on the contract. **PLEASE NOTE: Every DBE firm listed must be utilized on the project. To remove and/or replace a DBE firm you must submit a DBE Removal/Substitution Request Form 4 and receive approval from the Office of Supplier Diversity to remove and/or replace the firm.**

DBE FIRM & NAME of DBE	PHONE	SOURCE OF CERTIFICATION (SLDBE or LAUCP)	SCOPE OF WORK TO BE PERFORMED BY THE DBE	ESTIMATED VALUE of PROPOSED CONTRACT (If Known)	ESTIMATED % OF TOTAL CONTRACT
1. Henry Consulting, LLC	504-529-9899	LAUCP	Sidewalk and Street Sweeping	\$ 4,471,478.10 per yr	62.6 %
2. Richard's Disposal, Inc.	504-214-2142	LAUCP	Garbage and Recycling Collection	\$ 2,665,638.56 per yr	37.4 %
3.				\$	%
4.				\$	%
5.				\$	%
6.				\$	%
7.				\$	%
8.				\$	%
9.				\$	%
10.				\$	%
<b>TOTALS</b>				<b>\$</b>	<b>%</b>



OFFICE OF SUPPLIER DIVERSITY  
**CITY OF NEW ORLEANS**  
 DBE Compliance Form-3 | DBE PARTICIPATION PLAN

Contact Office of Supplier Diversity for questions on completing this form.  
 Via email: [supplierdiversity@nola.gov](mailto:supplierdiversity@nola.gov)

**SECTION II - DBE CONFIRMATION:** For the DBE firms listed above, please provide the name and signature of the firm's authorized representative.

NAME OF DBE FIRM	PRINT NAME OF DBE FIRM'S AUTHORIZED REPRESENTATIVE	SIGNATURE OF DBE FIRM'S AUTHORIZED REPRESENTATIVE	DATE
Henry Consulting, Inc.	Troy Henry	<i>[Signature]</i>	6/21/2024
Richard's Disposal, Inc.	Alvin Richard	<i>[Signature]</i>	6/21/2024

**SECTION III - SPECIFIC PORTIONS OF WORK IDENTIFIED FOR DBE SUBCONTRACTOR:** You must list all selected scopes or portions of work that you identified to be performed by DBE(s) and the estimated percentage value of each scope of work identified in order to increase the likelihood of meeting the contract goal for this project.

SCOPE OR PORTIONS OF WORK IDENTIFIED FOR DBE PARTICIPATION	ESTIMATED % OF CONTRACT VALUE
1. Henry Consulting, LLC -	62.6%
2. Richard's Disposal, Inc. -	37.4%
3.	
4.	
5.	
6.	
7.	
8.	
9.	
10.	
<b>TOTAL</b>	



OFFICE OF SUPPLIER DIVERSITY  
**CITY OF NEW ORLEANS**  
DBE Compliance Form-3 | **DBE PARTICIPATION PLAN**

Contact Office of Supplier Diversity for questions on completing this form.  
Via email: [supplierdiversity@nola.gov](mailto:supplierdiversity@nola.gov)

**SECTION IV - PAST PERFORMANCE:** You must provide details of your firm's past performance in compliance with DBE goals.

AGENCY NAME	PROJECT NAME	COMPLETION DATE	DBE PARTICIPATION ACHIEVED	OSD VERIFICATION
New Orleans Aviation Board	Staff Augmentation	2/20 - ongoing	100%	
City of New Orleans	Staff Augmentation, Management, and Implementation	9/23 - ongoing	100%	
Caesars Superdome & Smoothie King	Staff Augmentation	1/21 - ongoing	100%	
Downtown Development District	Operation Clean	1/24 - ongoing	100%	
Office of Community Development	Staff Augmentation, Louisiana Watershed Initiative,	10/19 - 10/23	100%	

**SECTION V - OTHER:** Please provide narrative details of any other efforts your firm will conduct to attain the DBE goal.





**DIVISION OF SMALL BUSINESS SERVICES**

This certification acknowledges that

**Henry Consulting, LLC**

is Certified-Active as a Small Entrepreneurship with Louisiana Economic Development's Hudson Initiative.

This certification is valid from 12/21/2023 to 12/21/2024 .

Certification No. 6901

A handwritten signature in black ink, appearing to read "Stephanie Hartman", is written over a horizontal line.

**Stephanie Hartman,  
Director, Small Business Services**



# LOUISIANA UNIFIED CERTIFICATION PROGRAM

## Disadvantaged Business Enterprise Program (DBE)

### Small Business Element (SBE)

This is to certify that under Title 49, Part 26 of the Code of Federal Regulations  
& under the State of Louisiana Unified Certification Program (LAUCP)

## Richard's Disposal, Inc.

Is a Certified Disadvantaged Business Enterprise (DBE) & Small Business Element (SBE) in the following specialties:

**NC562111, NC562112, NC562211, NC562219**

NOTE: There may be other approved NAICS Codes. The online DBE Directory includes a complete list of approved codes.

### **Certificate Eligibility: March 2024 to March 2025**

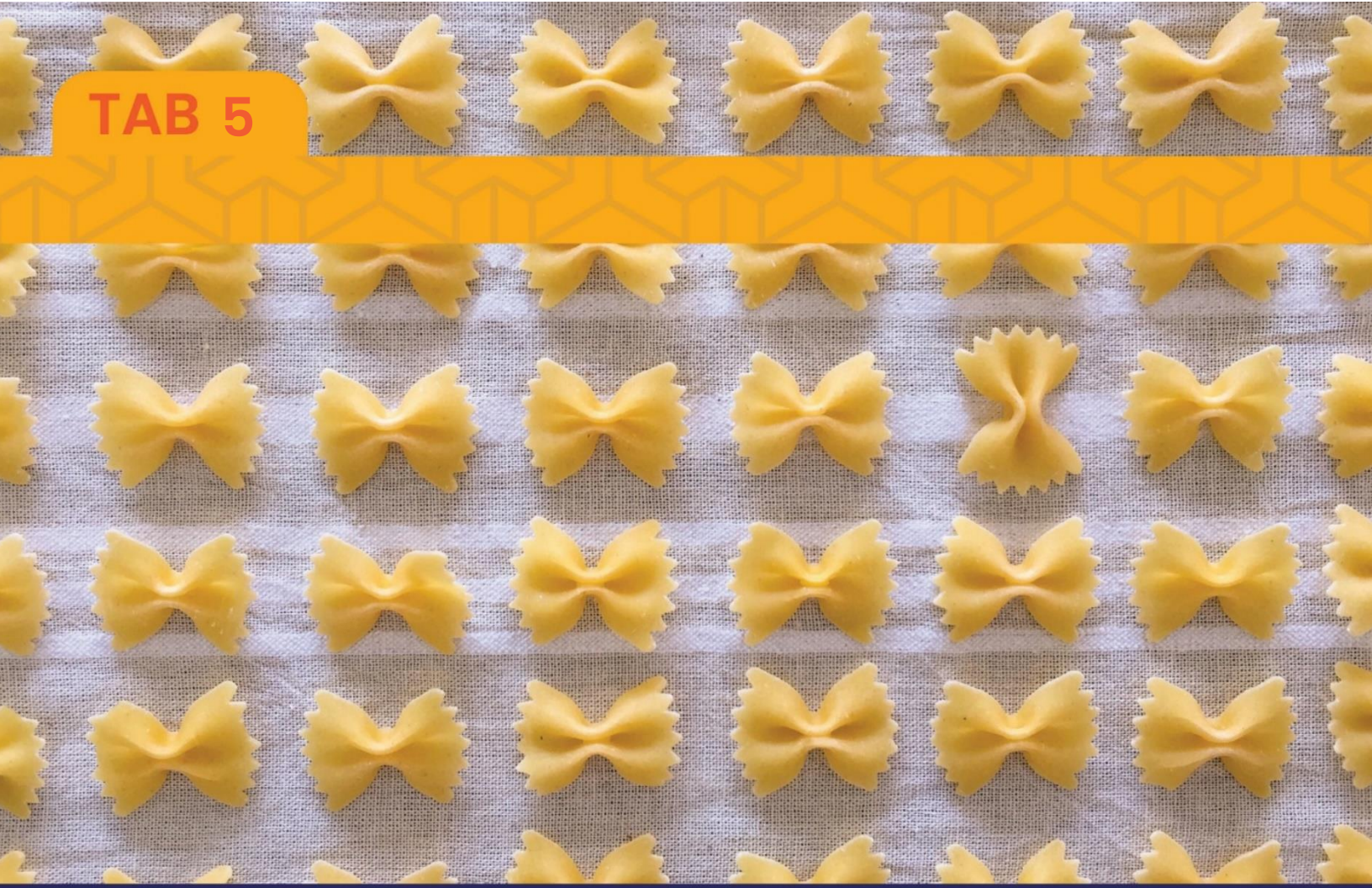
*This certificate is valid through the above date provided. This firm meets the on-going programmatic standard and fulfills the annual update requirement to remain in good standing as a DBE. This certification is subject to annual verification and suspension or revocation based upon reasonable cause to believe that the firm is ineligible.*

*Rhonda Wallace*

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**Rhonda Wallace, DBE/SBE Programs Manager**  
*Louisiana Department of Transportation & Development*

TAB 5



# Responsibility

## ATTACHMENT E - CITY OF NEW ORLEANS RESPONSIBILITY QUESTIONNAIRE

No.	Questions	Circle Answer
1.	Is your firm in good standing with the Louisiana Secretary of State or other state of incorporation (if your firm is incorporated in another state) at the time of submission of your response?	<input checked="" type="radio"/> YES <input type="radio"/> NO N/A
2.	Have you or your firm's incorporation been cancelled, revoked, suspended, forfeited by the state of incorporation in the last 5 years?	YES <input checked="" type="radio"/> NO N/A
3.	Do you or your firm owe tax to the City of New Orleans?	YES <input checked="" type="radio"/> NO N/A
4.	Do you or your firm have adequate staffing resources to perform the work described in this RFP?	<input checked="" type="radio"/> YES <input type="radio"/> NO N/A
5.	Do you or your firm possess adequate insurance for the work described in this RFP?	<input checked="" type="radio"/> YES <input type="radio"/> NO N/A
6.	Have you or your firm been denied insurance coverage in the last 5 years?	YES <input checked="" type="radio"/> NO N/A
7.	Have you or your firm been terminated for cause from a contract with a public agency in the last 5 years?	YES <input checked="" type="radio"/> NO N/A
8.	Have you or your firm been declared non-responsible to or prevented from bidding or performing work or subcontract in the last 5 years?	YES <input checked="" type="radio"/> NO N/A
9.	Have you or your firm been debarred or suspended by the Federal Government or the State of Louisiana or the state where your firm is incorporated?	YES <input checked="" type="radio"/> NO N/A
10.	Is there a proceeding pending relating to your firm's responsibility, debarment, suspension, or qualification to receive a public contract?	YES <input checked="" type="radio"/> NO N/A
11.	Did you or someone from your firm colluded, conspired, connived, or agreed, directly, or indirectly with any other respondent, firm or person to submit a collusive or sham bid in connection with this RFP?	YES <input checked="" type="radio"/> NO N/A
12.	Do you or your firm comply with the City's hiring requirements contained in the city code?	<input checked="" type="radio"/> YES <input type="radio"/> NO N/A

This questionnaire was completed by:

Troy Henry

Managing Member

First and Last Name

Title

Signature

Date

6/21/24



# References

**Comparable Clients and References: Henry Consulting**



**Client:** New Orleans Downtown Development District (DDD)  
**Project:** Sidewalk Sweeping, Pressure Washing, Graffiti Removal  
**Contract Value:** \$2.4 Million  
**Length of service:** 4 yr.  
**Reference:** Davon Darbour, President & CEO, (504) 561-8927,

dbarbour@downtownnola.com

**Scope:** Henry Consulting maintains a clean, litter-free environment and improves the overall appearance of Downtown. HC performs manual sweeping of all litter in the public right of way using traditional pan and broom and/or mechanical equipment on a daily basis. HC removes all trash, cigarette butts, or other debris from open tree wells located in the public right of way. Henry Consulting pressure washes sidewalks, curbsides, trash receptacles, and other items as necessary within the District.



**Client:** New Orleans Aviation Board  
**Project:** Staff Augmentation  
**Contract Value:** \$4.4 Million  
**Length of service:** 5 yrs.  
**Reference:** Kevin Dollioe, Chief Executive Officer, (210)643-2070, kevind@flymsy.com

**Scope:** HC is the sole provider of staff for all aspects of the janitorial services department, where most of its employees serve. The HC team took over an underperforming site that was being negatively recognized for its lack of cleanliness, and in a very short time, MSY became an award-winning site for cleanliness and hygiene. Henry Consulting has also provided NOAB with other staff, e.g., HR Assistant, Executive Assistant, Accountant, Record Clerk, Ground Transportation Specialist, Traffic Control Specialist, General Administrative Support Staff, Para-professional Support Services, Junior Consultants, PR & Marketing Consultants, Commercial Development Consultants, and a Senior Customer Service Consultant.



**Client:** City of New Orleans  
**Project:** Staff Augmentation, Management, and Implementation  
**Length of Service:** 1 yr.  
**Reference:** Tammie Jackson, J.D., Director of Safety and Permits (504)658-7252 ttjackson@nola.gov

**Scope:** As a result of the significant growth in the City of New Orleans, the technical demand for resources has intensified over the years. The City of New Orleans hired Henry Consulting to assist the Safety and Permits Department and Code Enforcement Departments with the execution of its operational mission. HC is providing staff and management oversight to the city. Our range of provided resources include: Plan Reviewers, (Structural, Mechanical, Electrical) Inspectors, and Code Enforcers. This mission-critical function for staff augmentation is meant as a resource for city and a knowledge training and information transfer responsibility for Henry Consulting.



**CAESARS**  
**SUPERDOME**

**Client:** Caesars Superdome & Smoothie King Center

**Project:** Staff Augmentation

**Length of Service:** 2 yrs.

**Reference:** Daisy Langford, (504) 717-9175,  
daisy.langford@asmneworleans.com

**Scope:** The Caesars Superdome, commonly known as the Superdome, is a multi-purpose stadium in the Central Business District of New Orleans, Louisiana. It is the home stadium of the New Orleans Saints of the National Football League. Henry Consulting provided supplemental staff to maintain the cleanliness and operations of the event spaces before, during, and after events.

**Comparable Clients and References: Richard’s Disposal**



**CITY OF BATON ROUGE**  
PARISH OF EAST BATON ROUGE

**City of Baton Rouge**  
James L’lorens, CAO Office of the Mayor  
222 St. Louis St.  
Baton Rouge, LA 7821  
Office: 225-389-3100

Type of Service – Semi Automated Collection  
Number of Homes: 133,000 - Yearly Dollar Amount: \$11,970,000 – 7year term  
jllorens@brla.gov



**City of Jackson, MS.**  
Chokwe A. Lumumba, Mayor  
219 South President Street  
Jackson, MS 39205-0017

Office: 601-960-1084  
Type of Service – Semi-Automated Collection  
Number of Homes: 53,869 - Yearly Dollar Amount: \$10,212.000 – 7-year term  
calumumba@city.jackson.ms.us



CITY OF NEW ORLEANS

**City of New Orleans**  
Department of Sanitation  
Matt Torri, Director of Sanitation  
1300 Perdido St., Rm. 01W03  
New Orleans, LA 70012  
Office: 504-658-3820

Type of Service: Semi- Automated Collection,  
Number of Homes: Approximately 18,100- Yearly Dollar Amount: \$5,431,000 – 7year term  
mtorri@nola.gov



**REPUBLIC**  
SERVICES

**Republic Services (Subcontractor -East Baton Rouge Contract)**

Sharon Mann, General Manager  
12451 Leisure Rd.  
Baton Rouge, LA 70807  
Office: 225-663-7821

Type of Service: Automated Collection,  
Number of Homes Collected – 22,000 Yearly Dollar Amount: \$3,382,124 – 7year  
term  
Smann2@republicservices.com





**Jefferson Parish**

Katherine Costanza, Director of Environmental Services  
834 S Clearview Parkway  
Jefferson, LA 70123  
Office: 504-731-4633  
Type of Service: Commercial FEL, Recycling, and Roll -Off  
Yearly Dollar Amount: \$75,000 – 7year term  
kcostanxa@jparis.net



**City of Yazoo City**

David Starling, Mayor  
128 E Jefferson St.  
Yazoo City, MS 39194  
Office:662-746-3211  
Type of Service – Semi Automated Collection  
Number of Homes: 3,700 - Yearly Dollar Amount: \$999,000 – 1 year emergency  
dstarlingmayor@yazoocityms.us



**Mayor LaToya Cantrell**  
City of New Orleans

**New Orleans Aviation Board**

Hon. Michael G. Bagneris  
Chairman

Doug Thornton  
Vice-Chairman

Hon. Neil C. Abramson  
Todd Francis

Chief Justice (Ret.) Bernette J. Johnson  
Ruth Kullman  
Gregory W. Carroll  
Roger H. Ogden  
Gary L. Smith, Sr.

Kevin C. Dolliole  
Director of Aviation

P. O. Box 20007  
New Orleans, LA 70141

P: 504-303-7800  
F: 504-303-7566

[www.flymsy.com](http://www.flymsy.com)

June 18, 2024

**RE: Henry Consulting**

To Whom it May Concern,

Henry Consulting has been providing staffing support services for the New Orleans Aviation Board at the Louis Armstrong New Orleans International Airport (Airport) since 2019. Initially, they were the subcontractor on the staffing support services, but agreed to step in as the prime vendor, when the original vendor decided to cease operations. Since taking over the role as the prime contractor, Henry Consulting has provided exemplary staffing support services to the Airport.

Henry Consulting was a key partner in the Airport's transition from a janitorial contractor to bringing the janitorial services in-house through staffing support services. They have continued to provide the Airport with adequate and appropriate staff, as required in the dynamic airport environment. Henry Consulting is extremely responsive to the Airport's requests and needs. We have a very successful and close working relationship with our contract administrator. The contract administrator, as well as the rest of the Henry Consulting management team, is always available to take our calls and is responsive to any requests that we may have.

Henry Consulting has provided the Airport with varying types of employees: janitorial, procurement, administrative assistants, IT system specialist, accountants and more. The Staffing Support Services contact for the Airport was recently solicited and Henry Consulting was overwhelming selected as the successful proposer.

Sincerely,

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

Michelle C. Wilcut  
Deputy Director of Customer Service



**LaToya Cantrell**  
**Mayor**

**CITY OF NEW ORLEANS**  
**DEPARTMENT OF SANITATION**  
**1300 PERDIDO STREET**  
**SUITE 1W30**  
**NEW ORLEANS, LA 70112**



**Matt Torri**  
**Director**

June 20, 2024

Re: Letter of Reference

As the prime contractor responsible for solid waste and recyclable materials collections in Area 1 and Area 4, Richard's Disposal, Inc. provided service to over 60,000 service locations between 2007 - 2024.

In April 2024, Richard's Disposal, Inc. began a new seven-year contract for solid waste and recyclable materials collections in Area 4, providing service to over 18,000 service locations.

Please feel free to contact me if you have any questions.

Sincerely,

Matt Torri



June 21, 2024

Re: Reference for Richard's Disposal, Inc.

To Whom it May Concern:

Richard's Disposal, Inc. (RDI) has provided solid waste collection services within the City of Baton Rouge/Parish of East Baton Rouge (City-Parish) since 2007. They were a subcontractor to Republic Services from January 2007 through September 2023 for garbage, out of cart and recycling collection services. Effective in September 2023 they are under contract with the City-Parish directly and have provided out of cart collection for all 133,000 residential customers. RDI has always met our expectations and are responsive to any feedback. I would recommend them to other municipalities for solid waste collection services. Feel free to contact me at [amsmith@brla.gov](mailto:amsmith@brla.gov) with any additional questions.

Sincerely yours,

Adam M. Smith, PE  
Interim Environmental Services Director

Office of the Mayor  
Chokwe Antar Lumumba, Mayor



219 South President Street  
Post Office Box 17  
Jackson, Mississippi 39205-0017  
Telephone: 601-960-1084  
Facsimile: 601-960-2193

June 21, 2024

RE: Trash Collection

To Whom It May Concern:

This letter is to confirm that Richard's Disposal is picking up trash in the City of Jackson and there are no issues.

Sincerely,

A handwritten signature in blue ink, appearing to read 'Chokwe A. Lumumba', is written over a faint, larger version of the same signature.

Chokwe A. Lumumba, Mayor

June 20, 2024

Re: Henry Consulting, LLC

To whom it may concern:

My name is Pat Forbes and I write today to recommend Henry Consulting, LLC. As Executive Director of the Louisiana Office of Community Development, I worked closely with Henry Consulting in delivering the Louisiana Watershed Initiative, a state-wide \$1.2 billion flood risk reduction program. Henry Consulting and their entire team were great partners in the work; it was a pleasure working with them and they performed their work well. I would highly recommend Henry Consulting as a partner for any endeavor.

If you need further information, please feel free to contact me at 225-573-0073.

Sincerely,

Patrick W. Forbes

Executive Director (Retired)

Louisiana Office of Community Development

TAB 7



# Insurance



# CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

03/19/2024

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

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

<b>PRODUCER</b> Apiar Commercial Risk Management a Cell Brokerage, LLC Company 9770 W. Flamingo Rd., Ste. 100 Las Vegas NV 89147	<b>CONTACT NAME:</b> Maria Patton-White <b>PHONE (A/C, No, Ext):</b> (844) 440-4222 <b>E-MAIL ADDRESS:</b> maria.patton-white@cellbrokerage.com	<b>FAX (A/C, No):</b>
	<b>INSURER(S) AFFORDING COVERAGE</b>	
<b>INSURED</b> Henry Consulting LLC 701 Poydras St Suite 4350 New Orleans LA 70139	<b>INSURER A:</b> Houston Specialty Insurance Company	<b>NAIC #</b> 12936
	<b>INSURER B:</b> Starstone National Insurance Company	<b>NAIC #</b> 25496
	<b>INSURER C:</b> United Specialty Insurance Company	<b>NAIC #</b> 12537
	<b>INSURER D:</b>	
	<b>INSURER E:</b>	
	<b>INSURER F:</b>	

**COVERAGES**

CERTIFICATE NUMBER: 24-25 GL/PL

REVISION NUMBER:

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

INSR LTR	TYPE OF INSURANCE	ADDL SUBR (NSD) (WVD)	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS	
A	<input checked="" type="checkbox"/> <b>COMMERCIAL GENERAL LIABILITY</b> <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: <input checked="" type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC OTHER:		ESB-HS-GL-0001505-00	03/04/2024	03/04/2025	EACH OCCURRENCE	\$ 1,000,000
		DAMAGE TO RENTED PREMISES (Ea occurrence)				\$ 100,000	
		MED EXP (Any one person)				\$ EXCLUDED	
		PERSONAL & ADV INJURY				\$ 1,000,000	
						GENERAL AGGREGATE	\$ 2,000,000
						PRODUCTS - COMP/OP AGG	\$ INCLUDED
							\$
B	<input checked="" type="checkbox"/> <b>UMBRELLA LIAB</b> <input checked="" type="checkbox"/> OCCUR <input type="checkbox"/> EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE DED <input checked="" type="checkbox"/> RETENTION \$ 10,000		80431Q231AI	03/04/2024	03/04/2025	EACH OCCURRENCE	\$ 2,000,000
		AGGREGATE				\$ 2,000,000	
						\$	
						\$	
						\$	
C	<b>WORKERS COMPENSATION AND EMPLOYERS' LIABILITY</b> ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory In NH) If yes, describe under DESCRIPTION OF OPERATIONS below	Y/N <input type="checkbox"/> N/A	GCT140072401	03/04/2024	03/04/2025	PER STATUTE	OTH-ER
		E.L. EACH ACCIDENT				\$	
		E.L. DISEASE - EA EMPLOYEE				\$	
		E.L. DISEASE - POLICY LIMIT				\$	
	Professional Liability (Staffing Agency, Management and Janitorial Services)					Policy Aggregate	\$2,000,000
						Each Claim	\$2,000,000

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

The policy includes additional insured with respects to General Liability when required by written contract or agreement per the terms of the policy.

**CERTIFICATE HOLDER****CANCELLATION**

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

AUTHORIZED REPRESENTATIVE

City of New Orleans  
1300 Perdido Street

New Orleans

LA 70112

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# CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

3/19/2024

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

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<b>PRODUCER</b> Acentria Insurance - Brandon 308 Elizabeth St Brandon FL 33511  License#: L100460 HENRCON-02	<b>CONTACT NAME:</b> Tara Claybaugh, ANFI, CIC <b>PHONE (A/C, No, Ext):</b> 850-424-1451 <b>E-MAIL ADDRESS:</b> Tara.Claybaugh@Acentria.com	<b>FAX (A/C, No):</b> 772-617-6049													
	<table border="1"> <thead> <tr> <th>INSURER(S) AFFORDING COVERAGE</th> <th>NAIC #</th> </tr> </thead> <tbody> <tr> <td>INSURER A: Palomar Excess &amp; Surplus Insurance Company</td> <td>16754</td> </tr> <tr> <td>INSURER B: Travelers Casualty Insurance Company of America</td> <td>19046</td> </tr> <tr> <td>INSURER C:</td> <td></td> </tr> <tr> <td>INSURER D:</td> <td></td> </tr> <tr> <td>INSURER E:</td> <td></td> </tr> <tr> <td>INSURER F:</td> <td></td> </tr> </tbody> </table>		INSURER(S) AFFORDING COVERAGE	NAIC #	INSURER A: Palomar Excess & Surplus Insurance Company	16754	INSURER B: Travelers Casualty Insurance Company of America	19046	INSURER C:		INSURER D:		INSURER E:		INSURER F:
INSURER(S) AFFORDING COVERAGE	NAIC #														
INSURER A: Palomar Excess & Surplus Insurance Company	16754														
INSURER B: Travelers Casualty Insurance Company of America	19046														
INSURER C:															
INSURER D:															
INSURER E:															
INSURER F:															

**COVERAGES**

CERTIFICATE NUMBER: 219590410

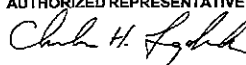
REVISION NUMBER:

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

INSR LTR	TYPE OF INSURANCE	ADDL SUBR INSD WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS	
	<b>COMMERCIAL GENERAL LIABILITY</b> <input type="checkbox"/> CLAIMS-MADE <input type="checkbox"/> OCCUR  GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC OTHER:					EACH OCCURRENCE	\$
						DAMAGE TO RENTED PREMISES (Ea occurrence)	\$
						MED EXP (Any one person)	\$
						PERSONAL & ADV INJURY	\$
						GENERAL AGGREGATE	\$
						PRODUCTS - COMP/OP AGG	\$
B	<b>AUTOMOBILE LIABILITY</b> <input type="checkbox"/> ANY AUTO <input checked="" type="checkbox"/> OWNED AUTOS ONLY <input checked="" type="checkbox"/> HIRED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS <input checked="" type="checkbox"/> NON-OWNED AUTOS ONLY	Y Y	BA3X578270	11/22/2023	11/22/2024	COMBINED SINGLE LIMIT (Ea accident)	\$ 1,000,000
						BODILY INJURY (Per person)	\$
						BODILY INJURY (Per accident)	\$
						PROPERTY DAMAGE (Per accident)	\$
							\$
	<b>UMBRELLA LIAB</b> <input type="checkbox"/> OCCUR <b>EXCESS LIAB</b> <input type="checkbox"/> CLAIMS-MADE DED RETENTION \$					EACH OCCURRENCE	\$
						AGGREGATE	\$
							\$
	<b>WORKERS COMPENSATION AND EMPLOYERS' LIABILITY</b> ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	Y/N <input type="checkbox"/> N/A				PER STATUTE	OTH-ER
						E.L. EACH ACCIDENT	\$
						E.L. DISEASE - EA EMPLOYEE	\$
						E.L. DISEASE - POLICY LIMIT	\$
A	Cyber Liability		PLMCBSSDHVTPLO02	11/30/2023	11/30/2024	Limit - \$1,000,000	Deductible \$5,000

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

**CERTIFICATE HOLDER****CANCELLATION**

City of New Orleans 1300 Perdido St New Orleans LA 70112	SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.  AUTHORIZED REPRESENTATIVE 
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# CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)  
07/31/2023

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

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**PRODUCER**

Swanson & Associates Inc  
5301 Elysian Fields Ave  
New Orleans, LA 70122

CONTACT NAME: Christy Flores  
PHONE (A/C No, Ext): 504-821-0303 FAX (A/C, No): 504-821-9474  
E-MAIL ADDRESS: christy@theswansongroup.net

INSURER(S) AFFORDING COVERAGE

NAIC #

**INSURED**

Richard's Disposal, Inc.  
Deldra Jones  
11600 Old Gentilly Rd  
New Orleans, LA 70129-8204

INSURER A: LWCC  
INSURER B:  
INSURER C:  
INSURER D:  
INSURER E:  
INSURER F:

**COVERAGES**

CERTIFICATE NUMBER: 00003786-776965

REVISION NUMBER: 2

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

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS	
	COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input type="checkbox"/> OCCUR  GENL AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC OTHER:						EACH OCCURRENCE	\$
							DAMAGE TO RENTED PREMISES (Ea occurrence)	\$
							MED EXP (Any one person)	\$
							PERSONAL & ADV INJURY	\$
							GENERAL AGGREGATE	\$
							PRODUCTS - COMP/OP AGG	\$
								\$
	AUTOMOBILE LIABILITY <input type="checkbox"/> ANY AUTO <input type="checkbox"/> OWNED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS <input type="checkbox"/> HIRED AUTOS ONLY <input type="checkbox"/> NON-OWNED AUTOS ONLY <input type="checkbox"/> AUTOS ONLY						COMBINED SINGLE LIMIT (Ea accident)	\$
							BODILY INJURY (Per person)	\$
							BODILY INJURY (Per accident)	\$
							PROPERTY DAMAGE (Per accident)	\$
								\$
	UMBRELLA LIAB <input type="checkbox"/> OCCUR EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE DED RETENTION \$						EACH OCCURRENCE	\$
							AGGREGATE	\$
								\$
A	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below			31801-D	07/21/2023	07/21/2024	X PER STATUTE	OTH-ER
							E.L. EACH ACCIDENT	\$ 1,000,000
							E.L. DISEASE - EA EMPLOYEE	\$ 1,000,000
							E.L. DISEASE - POLICY LIMIT	\$ 1,000,000

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

**CERTIFICATE HOLDER**

City of New Orleans  
1300 Perdido St.  
New Orleans, LA 70112

**CANCELLATION**

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

AUTHORIZED REPRESENTATIVE

*Christy Flores*

(CGF)

TAB 8

# Addenda

---

June 21, 2024

Stephanie Warren  
City of New Orleans  
Bureau of Purchasing  
1300 Perdido Street, Suite 4W07  
New Orleans, Louisiana 70112.

**RE: RFP No. 3939: Service Area 5 French Quarter and Downtown Development District (DDD)  
Sanitation Services**

Dear Ms. Warren:

Henry Consulting, LLC, has reviewed addendum 1 & 2 to this RFP. We have no objections.

Cordially,



Troy A. Henry  
Managing Partner  
Henry Consulting, LLC  
701 Poydras St.  
Suite 4350  
New Orleans, LA 70139

TAB 9



# Exceptions

---

June 21, 2024

Stephanie Warren  
City of New Orleans  
Bureau of Purchasing  
1300 Perdido Street, Suite 4W07  
New Orleans, Louisiana 70112.

**RE: RFP No. 3939: Service Area 5 French Quarter and Downtown Development District (DDD)  
Sanitation Services**

Dear Ms. Warren:

Henry Consulting, LLC, has no exceptions to the content of solicitation itself or any contract or legal agreement(s) or document(s) related to the solicitations.

Cordially,



Troy A. Henry  
Managing Partner  
Henry Consulting, LLC  
701 Poydras St.  
Suite 4350  
New Orleans, LA 70139



TAB 10

# Litigation

---

June 21, 2024

Stephanie Warren  
City of New Orleans  
Bureau of Purchasing  
1300 Perdido Street, Suite 4W07  
New Orleans, Louisiana 70112.

**RE: RFP No. 3939: Service Area 5 French Quarter and Downtown Development District (DDD)  
Sanitation Services**

Dear Ms. Warren:

Henry Consulting, LLC, has not had any judgements ordered upon it by any Federal, State, or Local Courts within the past 10 years; any criminal conviction ever issued against the respondent or its owners or principals, and all civil, criminal, and administrative proceedings pending against the Henry Consulting at this time.

Cordially,



Troy A. Henry  
Managing Partner  
Henry Consulting, LLC  
701 Poydras St.  
Suite 4350  
New Orleans, LA 70139



# Forms

**CITY OF NEW ORLEANS**

**ORGANIZATIONAL CONFLICTS OF INTEREST CERTIFICATION**

**STATE OF LOUISIANA**

**PARISH OF ORLEANS**

Before me, the undersigned authority came and appeared **Troy Henry**, who, being first duly sworn, deposed and said that:

1. He is the Managing Member and authorized representative of Henry Consulting, LLC, hereinafter called "Respondent."
2. The Respondent submits the attached proposal in response to City of New Orleans Solicitation No. 3939.
3. The Respondent certifies that, that prior to submitting the attached proposal, the Respondent conducted an internal review of its team, including the subcontractor(s) listed in the proposal for potential, real, or perceived Organizational Conflicts of Interest.
4. The Respondent further certifies that, to the best of its knowledge and belief except as otherwise disclosed, it does not have any organizational conflict of Interest.

  
\_\_\_\_\_  
**Respondent Representative Signature**

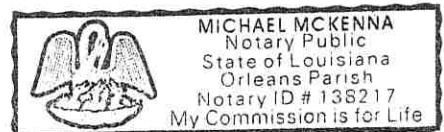
**Troy Henry**

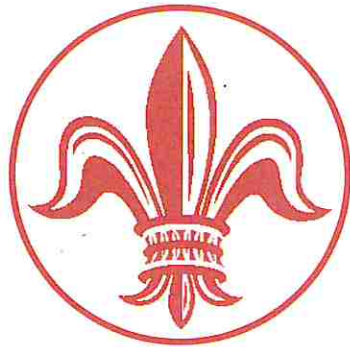
**701 Poydras Street, Suite 701  
New Orleans, LA 70139**

Sworn to and subscribed before me, Michael McKenna, Notary Public, this 21<sup>st</sup> day of June 21, 2024.

  
\_\_\_\_\_  
Notary Public (signature)  
Notary ID#/Bar Roll #138217

My commission expires: At Death





**City of New Orleans**  
Mayor LaToya Cantrell

THIS PERMIT MUST BE PUBLICLY DISPLAYED

**City of New Orleans**  
**OCCUPATIONAL LICENSE**

LICENSE NO: **330504**  
DATE ISSUED: 3/20/2024  
DATE EXPIRES: 12/31/2024

Issuance of this occupational license is a receipt for payment of said tax and entitles the recipient to operate a business at the location shown, provided said business is operated within the confines of the application thereof, and does not violate any city or state criminal, health, or zoning laws.

For the year ending December 31, 2024 the person or firm named hereon is hereby licensed to pursue the occupation of **3378 - HUMAN RESOURC/EXEC SRCH CNSLTNG SVCS**

TAXPAYER **HENRY CONSULTING LLC**  
**dba HENRY CONSULTING**  
ACCOUNT NO: **102761316**  
BUSINESS LOCATION **1010 COMMON ST #2500**

AMOUNT: \$800.00  
INTEREST: \$10.00  
PENALTY: \$40.00

TOTAL: \$850.00  
DIRECTOR OF FINANCE

*N. [Signature]*  
DIRECTOR OF FINANCE

## Brandon Henry

---

**From:** Kimberly Mueller <Kimberly.Mueller@richardsdisposalinc.onmicrosoft.com>  
**Sent:** Friday, June 21, 2024 1:31 PM  
**To:** Brandon Henry  
**Cc:** Deidra Jones; Alvin AOL; David Cody; Troy Henry  
**Subject:** FW: Payment Information for City of New Orleans - Revenue

**CAUTION:** External email from: Kimberly.Mueller@richardsdisposalinc.onmicrosoft.com  
Use caution before clicking on links or opening attachments.

Protection by [MXGuardian](#)

### Payment Receipt Information for City of New Orleans - Revenue

You don't often get email from [rev@paymentus.com](mailto:rev@paymentus.com). [Learn why this is important](#)

**Dear SIMONE RICHARD,**

We are pleased to confirm your payment with City of New Orleans - Revenue. Below is the summary of your payment transaction. Your payment has been received and will be posted to your account. Thank you for your continued relationship with City of New Orleans - Revenue.

Confirmation number: **200115979455**  
Payment date: **Jun 21, 2024, 3:00:59 AM**  
Payment amount: **\$7,750.00**  
Service fee: **\$192.98**  
Total amount charged: **\$7,942.98**

Payment status: **ACCEPTED**

#### Contact Information

First name: **SIMONE**  
Last name: **RICHARD**

Address: **11600 Old Gentilly RD**  
City: **New Orleans**  
State: **Louisiana**  
ZIP Code: **70129**  
Daytime Phone Number: **(504) 442-9392**  
Email: [simone.richard@richardsdisposal.com](mailto:simone.richard@richardsdisposal.com)

#### Account Information

Payment type: **CNO-REV-8030**  
Enter Your Account Number: **101661199**  
Payment method: **Debit Card**  
Date due: **Jun 21, 2024**

**Payment Method Information**

Card type: **MasterCard (Debit)**  
Card number: **\*\*\*\*\*2401**  
Card holder name: **Simone Richard**

# City of New Orleans OCCUPATIONAL LICENSE

LICENSE NO: **311016**  
DATE ISSUED: 8/4/2023  
DATE EXPIRES: 12/31/2023

# 2023

Issuance of this occupational license is a receipt for payment of said tax and entitles the recipient to operate a business at the location shown, provided said business is operated within the confines of the application thereof, and does not violate any city or state criminal, health, or zoning laws.

For the year ending December 31, 2023 the person or firm named hereon is hereby licensed to pursue the occupation of **2028 - SOLID WASTE COLLECTION**

TAXPAYER	<b>RICHARD'S DISPOSAL INC</b>	AMOUNT:	\$6,200.00
	<b>dba RICHARD'S DISPOSAL - RDI</b>	INTEREST:	\$78.00
ACCOUNT NO:	<b>101661199</b>	PENALTY:	\$310.00
BUSINESS LOCATION	<b>11600 OLD GENTILLY RD</b>	TOTAL:	\$6,588.00

*Naman White*  
DIRECTOR OF FINANCE

*Rony S. Samuel*  
COLLECTOR OF REVENUE

THIS PERMIT IS NOT TRANSFERABLE



# CITY OF NEW ORLEANS TAX CLEARANCE AUTHORIZATION

According to Section 2-8 of the Code of the City of New Orleans, the City cannot enter into or make payments under a contract, grant or cooperative endeavor agreement with any person, corporation, or entity delinquent in City taxes. This form supplies the needed tax clearance. This clearance is issued without prejudice to any tax liabilities discovered by audit.

**Please refer to the instructions on the back of this form**

**BUSINESS NAME:**  
HENRY CONSULTING, LLC

**OWNER'S NAME:**

TROY HENRY

**TYPE OF BUSINESS:**

MANAGEMENT CONSULTING

**BUSINESS ADDRESS:**

701 POYDRAS STREET, SUITE 4350

**MAILING ADDRESS:**

SAME AS ABOVE

**CONTACT TELEPHONE:**

504-529-9890

**FAX NUMBER:**

504-529-9899

**E-MAIL ADDRESS:**

TROY.HENRY@HENRYCONSULTING.COM

TROY HENRY

**PRINT NAME:**

PRESIDENT

**TITLE:**



**AUTHORIZED SIGNATURE:**

**DATE SIGNED:**

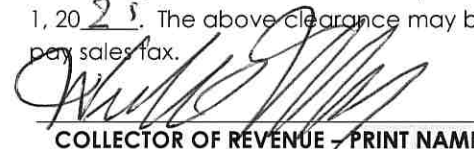
3/1/24

I certify that I have the authority to execute this form with respect to the tax matters covered and that the above is true and correct. The City of New Orleans is authorized to inspect and/or receive confidential tax information.

**BUREAU OF REVENUE (Room 1W15)**

This clearance covers Occupational License and Sales/Use taxes.

I hereby assert that after review of the taxpayer's records of this date that the taxpayer **IS NOT** delinquent in any taxes owed to the city. This clearance covers the period today through March 1, 2025. The above clearance may be revoked for failure to pay sales tax.



**COLLECTOR OF REVENUE - PRINT NAME**

3-20-2025

**DATE**

**BUREAU OF TREASURY (Room 1W37)**

This clearance covers Ad Valorem taxes for Real Estate and Business Property taxes.

I hereby assert that after review of the taxpayer's records of this date that the taxpayer **IS NOT** delinquent in any taxes owed to the city. This clearance covers the period today through March 1, 2025.



**TREASURY CHIEF - PRINT NAME**

3/21/24

**DATE**

I attest that the taxpayer named above is not delinquent in any taxes owed to the city.



**DIRECTOR OF FINANCE - PRINT NAME**

3/21/24

**DATE**

State of  
Louisiana  
Secretary of  
State



**COMMERCIAL DIVISION**  
**225.925.4704**

Fax Numbers  
225.932.5317 (Admin. Services)  
225.932.5314 (Corporations)  
225.932.5318 (UCC)

Name	Type	City	Status
HENRY CONSULTING, L.L.C.	Limited Liability Company	NEW ORLEANS	Active

### Previous Names

**Business:** HENRY CONSULTING, L.L.C.  
**Charter Number:** 35166118K  
**Registration Date:** 11/5/2001

### Domicile Address

701 POYDRAS ST., STE. 4350  
NEW ORLEANS, LA 70139

### Mailing Address

TROY A. HENRY  
701 POYDRAS ST., STE. 4350  
NEW ORLEANS, LA 70139

## Status

**Status:** **Active**  
**Annual Report Status:** **In Good Standing**  
**File Date:** 11/5/2001  
**Last Report Filed:** 10/11/2023  
**Type:** Limited Liability Company

## Registered Agent(s)

<b>Agent:</b>	TROY A. HENRY
<b>Address 1:</b>	701 POYDRAS ST., STE. 4350
<b>City, State, Zip:</b>	NEW ORLEANS, LA 70139
<b>Appointment Date:</b>	11/5/2001

## Officer(s)

**Additional Officers: No**

<b>Officer:</b>	TROY A. HENRY
<b>Title:</b>	Member
<b>Address 1:</b>	701 POYDRAS ST., STE. 4350
<b>City, State, Zip:</b>	NEW ORLEANS, LA 70139

## Amendments on File (3)

Description	Date
-------------	------

Amendment	3/9/2006
Appointing, Change, or Resign of Officer	9/29/2009
Domestic LLC Agent/Domicile Change	2/21/2020

**Print**

State of  
Louisiana  
Secretary of  
State



**COMMERCIAL DIVISION**  
**225.925.4704**

Fax Numbers  
225.932.5317 (Admin. Services)  
225.932.5314 (Corporations)  
225.932.5318 (UCC)

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Name	Type	City	Status
RICHARD'S DISPOSAL, INC.	Business Corporation	NEW ORLEANS	Active

#### Previous Names

**Business:** RICHARD'S DISPOSAL, INC.

**Charter Number:** 34419636D

**Registration Date:** 11/2/1992

#### Domicile Address

11600 OLD GENTILLY RD  
NEW ORLEANS, LA 70129

#### Mailing Address

11600 OLD GENTILLY RD  
NEW ORLEANS, LA 70129

#### Principal Office Address

11600 OLD GENTILLY RD  
NEW ORLEANS, LA 70129

### Status

**Status:** **Active**

**Annual Report Status:** **In Good Standing**

**File Date:** 11/2/1992

**Last Report Filed:** 10/9/2023

**Type:** Business Corporation

### Registered Agent(s)

<b>Agent:</b>	RONALD L. WILSON
<b>Address 1:</b>	701 POYDRAS ST., STE. 4100
<b>City, State, Zip:</b>	NEW ORLEANS, LA 70139
<b>Appointment Date:</b>	12/17/2008

### Officer(s)

**Additional Officers: No**

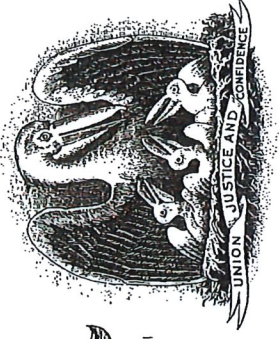
<b>Officer:</b>	ALVIN RICHARD, JR.
<b>Title:</b>	Director
<b>Address 1:</b>	11600 OLD GENTILLY ROAD
<b>City, State, Zip:</b>	NEW ORLEANS, LA 70129

## Amendments on File (2)

Description	Date
Domicile, Agent Change or Resign of Agent	4/8/2011
Amendment	8/5/2015

**Print**

# State of Louisiana



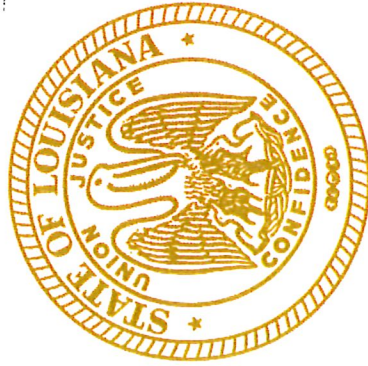
## State Licensing Board for Contractors

This is to Certify that:

RICHARD'S DISPOSAL, INC.  
11600 Old Gentilly Road  
New Orleans, LA 70129

is duly licensed and entitled to practice the following classifications

INDUSTRIAL CLEANING AND MATERIAL/WASTE HANDLING



Expiration Date: June 25, 2027

License No: 38377

Witness our hand and seal of the Board dated,  
Baton Rouge, LA 26th day of June 2024

Director

Chairman

Treasurer

This License Is Not Transferrable

# Smarter By Design, With Loyalty Built In

The DuraPack® 5000 was specifically designed to maximize your efficiency on daily collection routes.

## DuraPack® 5000

## Reliable Rear Loader Performance

### + IN-SIGHT™ DISPLAY

The In-Sight display allows for enhanced troubleshooting from the safety of the cab. This refresh also moved all in-cab switches to the In-Sight Display, allowing for constant modification.



### + TIME SAVER

The DuraPack 5000 features a flat, abrasion-resistant steel floor, which eliminates the messy job of cleaning trash buildup out of dirty troughs.

### + SUPERIOR FILTRATION

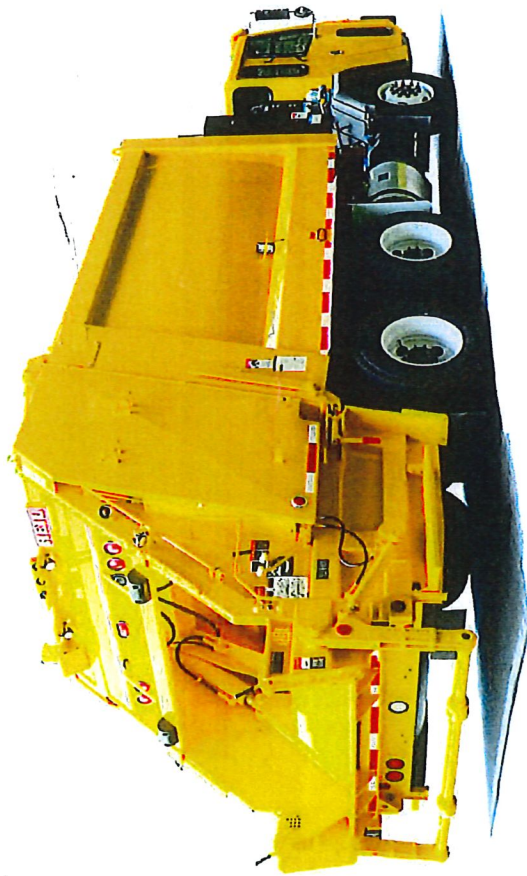
Our three-micron filtration system keeps oil cleaner, and extends the life of hydraulic components. Other manufacturers use 10-micron filtration, which can allow particulate matter to damage the hydraulic system.

### + ONE-HANDED MANUAL PACKING

Convenient one-handed manual controls stop, start, or reverse the upper panel or sweep panel at any point in the packing cycle.

### + COMMERCIAL CAPABILITIES

With one of the optional Commercial packages, the DuraPack 5000 can easily handle commercial containers. Packages can include a reeving system, winch, or roll bar coupled with a lip and latch kit.



## Discover What Sets The DuraPack® Apart



### HIGH CAPACITY HOPPER

The generous 3.94-cubic-yard hopper can accommodate large items with ease, and requires less cycling on the route.



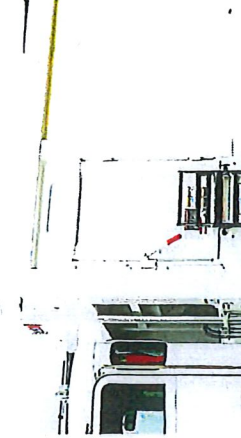
### DURABILITY AND LONGEVITY

Our exclusive, fully welded, interfaced subframe provides exceptional longevity, while resisting abrasion, corrosion, and salt damage. The body is constructed of 7-8 ga. high tensile strength steel, while the hopper features 1/4" thick AR400 steel on the floor, and 3/16" thick AR400 steel on the sides for superior strength and durability.



### MORE PACKING POWER

The Hei® Linkage Packing System is a proven performer. It has no rollers, slides, or slide shoes to wear out. Smaller cylinders deliver considerably more packing power for increased payloads.



### SERVICE SMART SIDE DOOR

Our Service Smart design simplifies routine maintenance, keeping your truck away from the shop, and out servicing your customers, making money. The side door provides easy access for common maintenance tasks.

# DuraPack® 5000 Specifications



## Performance Specifications

Compaction	1,000 + lbs. per yd <sup>3</sup>
Hopper Size	3.94 yd <sup>3</sup>
Packing Cycle Time	16-18 seconds*
Reload Time	6-8 seconds*
FET Exempt	18 yd <sup>3</sup> and 20 yd <sup>3</sup>

\* with fast cycle pump option

All designs, specifications, and components are subject to change at the manufacturer's sole discretion at any time without notice. Data published herein is for information purposes only and shall not be construed to warrant suitability of the unit for any particular purpose, as performance may vary with the conditions encountered. The only warranty is our standard written Warranty Statement for this product at the time of shipment. Hill does not provide tax advice. Please consult your tax advisor regarding the specific tax implications of your selected product.

## Hydraulic Specifications

<b>PUMP</b>	
Type	High pressure gear
Maximum Operating Pressure	2,500 psi
GPM	42 GPM
<b>OIL RESERVOIR</b>	
Tank Capacity (net)	50 gallons (190 liters)
Filters	3-micron return filter with in-cab filler/monitor, 140-micron suction line
<b>VALVES</b>	
Shutoff	Ball valve in suction line between pump and reservoir
Packing Control	Spool type
Ejector and Tailgate Raise	Spool type

## Tailgate Specifications

Hopper Capacity	yd <sup>3</sup>	3.94
	m <sup>3</sup>	3.01
S&H Height Below Chassis Frame	in.	3.8
	mm	97
Hopper Loading Width	in.	80
	mm	2,032
Hopper Opening Height	in.	55
	mm	1,397
Cycle Time (seconds)	complete	16-18*
	reload	6-8*

\* with fast cycle pump option

## Typical Chassis Configuration

Minimum GVWR <sup>m</sup>	18 yd <sup>3</sup>		20 yd <sup>3</sup>	25 yd <sup>3</sup>	27 yd <sup>3</sup>	32 yd <sup>3</sup>
	front	rear				
Minimum GAWR	Conventional					
	front	rear				
Usable CA	Cab-Over Engine					
	in.	mm				
Usable CT	N/A					
	in.	mm				
C.O.E. Wheelbase	2,667 - 2,819					
	in.	mm				
Conventional Cab Wheelbase	192 ± 3 (Single Axle)					
	in.	mm				
Minimum Platform	152 ± 3 (Single Axle)					
	in.	mm				

Hill Environmental does not recommend mounting any chassis that does not meet the minimum GVWR/GVAFs outlined above. (\*) If CA/CT is not as recommended, contact Hill Environmental for applicable weight distribution and GVWR/GVAF requirements.

## Body Specifications

Body Capacity	18 yd <sup>3</sup>		20 yd <sup>3</sup>	25 yd <sup>3</sup>	27 yd <sup>3</sup>	32 yd <sup>3</sup>
	yd <sup>3</sup>	m <sup>3</sup>				
Overall Length	in.	mm				
Overall Length With Tailgate Raised	in.	mm				
Overall Width	in.	mm				
Overall Height Above Frame	in.	mm				
Overall Height With Tailgate Raised	in.	mm				
Gross Weight (approximate)	lbs.	kg				

## Cylinder Specifications

Body Cylinders	Type	Model	Stages	Bore
Tailgate Raise	Single Acting	ALL	1	in. 4 mm 102
Packer Sweep	3-Stage Double Acting Telescopic	ALL	4	in. 5.5 mm 140
Upper Panel	Double Acting	ALL	1	in. 5 mm 127
Ejection	Double Acting	18, 20, 25, 27 yd <sup>3</sup>	4	in. 6 mm 152
		32 yd <sup>3</sup>	5	in. 7 mm 178



TAB 12



# Transition Plan

## Transition Plan

Henry Consulting recognizes that the incumbent vendors are in full operation now, and the new provider of sanitation services and CNO will need to undergo a transition and startup process. There are many details involved in a service launch of this magnitude, and the only way to make sure the process goes smoothly from the very first day is to plan effectively and to execute the plan with determination. **The following suggested Transition Plan is based on HC's experience with similar transitions at MSY and DDD, where we assumed sanitation services responsibilities from other contractors in mid-stream.**

150 days prior to launch

- Communicate with CNO to finalize HC selection as successful bidder.
- CNO to initiate contracting process
- Finalize this transition plan

90 Days Prior to Launch

- Finalize transition plan; assign transition team members (e.g. Project Manager)
- Identify management and supervisory candidates
- Generate final list of equipment purchases
- Start process to rent roll-off location

60 days prior to launch

- Written Plan of Operation, including collection routes in PDF format.

50 Days Prior to Launch

- Quality Control Planning
- Meet with City personnel to gather information for the Quality Control Program.
- Begin custom programming to fit the City's specific Quality Control needs.

30 Days Prior to Launch

- Security planning
- Staging and space planning
- Project management planning
- Training planning
- Order uniforms

25 Days Prior to Launch

- Obtain approval of Quality Control Program from City Officials
- Finalize Quality Control Program

20 Days Prior to Launch

- Offer jobs to key management and supervisory personnel
- Launch the employment process with current employees
- Finalize daily cleaning schedules, operations plan, and job assignments
- Recruit new employees.
- Interview and offer jobs to successfully-evaluated existing employees.

- Manager and supervisor training Session I

#### 10 Days Prior to Launch

- Offer jobs to new or existing employees
- Supervisor & manager training Session II
- Provide CNO with name and address of MRF
- Provide CNO with final Organization Chart
- Provide CNO with updated list of equipment

#### 5 Days Prior to Launch

- Staffing process completed or nearly completed
- Additional operations managers join the team at City's facility to assist in a successful launch
- HC Managing Director works to ensure that all contract specifications are met
- Review of all employee schedules and assignments; briefing with all managers and supervisors to review job assignments
- Employment paperwork completed
- Supply manager and supervisors assemble, inspect, and test equipment
- Supervisor & manager training Session III
- Orientation and training of all general cleaners; training security and safety procedures, distribute badges, train keys management, train customer service

#### Launch Day

- Conduct inspections of all cleaning functions
- Convene meeting with all management team and trainers
- Collect adjustments and information to communicate to employees
- Conduct employee meetings before the launch of each shift
- Meet with City officials to obtain feedback
- Make adjustments, changes, and refinements to the operations plan

#### Launch Day through Day 5

- HC Project Manager available 24/7 to ensure a smooth transition.
- Daily meetings with City administration to review the launch progress and address concerns
- Meetings with each shift to adjust staff, work schedules, procedures, communications, training, etc.
- Conduct daily Quality Control inspections
- Conduct remedial training anywhere necessary

#### Day 5 through Day 15

- Daily meetings with CNO to review the launch progress and address concerns
- Review of the Quality Control Program

#### Day 15 through Day 45

- Bi-weekly meetings with DDD administration to review progress and address concerns
- Full inspection of the DDD facility every other Monday, to include City Administration; formal evaluation

---

Day 45 +

- Conduct weekly meetings with City Administration at appropriate intervals
- Continue to train all employees to achieve performance standards

TAB13



# Continuity of Operations Plan

## Continuity of Operations Plan

Henry Consulting and Richard's Disposal have experience providing service after natural disasters.

- Richard's Disposal was selected by the USACE for post-Katrina solid waste collection in Orleans Parish, the largest natural disaster that this country has known. It has since provided uninterrupted service for several smaller hurricane events.
- Most recently, HC kept the Janitorial Services operating at the Airport after Hurricane Ida.

In the event of Force Majeure which includes any event or occurrence not reasonably foreseen by the City or the Contractor, RDI and HC will initiate our Continuity of Operations Plan to address resumption of all operations within a seventy-two (72) hour period.

RDI and HC will coordinate activities with the City's Solid Waste Dept., the Emergency Operations Center, and any other appropriate organization. Collection services will not be suspended until such a time that proper authorization has been secured from the City.

One critical task in assuring continuity of operation is a functioning communications system. As previously mentioned, all HC and RDI employees will have the ConnecTeam app installed on their personal cell phones, and recruiting and scheduling information can be delivered to it. The text and data communications to and from the ConnecTeam platform may be more reliable than voice communications. The app can be shared with CNO staff as they prefer.

At the time that it is apparent that there is a possibility of an impending emergency, employees will be made aware that everyone should be on alert. Once the storm is in the Gulf all employees will be asked to review emergency procedures. When a watch or warning is issued the Company will assemble employees and discuss timetables and procedures for an orderly evacuation if necessary and the procedure for acquiring company information and directives for operations.

When the City has determined that the services should be suspended, employees will be given notice and information on whom to contact regarding updates on the situation. Also, the Company will develop and maintain a roster of the location and contact numbers of displaced employees to facilitate their personal safety and the resumption of service when appropriate.

Our New Orleans locations are equipped with a functional generator which can power the facility. Each of our locations is fully operational and equipped with all the necessities required to ensure seamless operations within the 72-hour period. Each site is already set up with computers, a dispatch office, and phones. Fuel supplies will be the most reliable that is possible: Henry Consulting owns several local gas stations including one at 1667 Tchoupitoulas and others throughout the area.

One person from the unified HC/RDI team will be designated to serve as a contact point for information flow and to establish a provisional office if necessary.

One key issue in providing post-disaster service will be the ability to provide operators. As in the post-Katrina resumption of service, the company will subcontract with companies from outside of the area to supplement capacity where needed. RDI has pre-established contracts with companies outside of the area to provide temporary labor personnel post-disaster to replace or supplement existing personnel. Depending on severity of the disaster, the Company will provide resources, i.e., lodging, travel, and meals for personnel to insure the hasty return of services after the disaster.

As in the aftermath of any disaster, there are unknown conditions, and the safety of workers is a primary concern. The company will provide returning personnel with any shots recommended or any other medical precautions prescribed by the Cities, USACE or any other regulatory agencies.

The Company will coordinate with the City’s Disaster Management and Environmental personnel in determining the status of roadways, which routes should be prioritized and where it is safe for trucks and crews to travel. In resuming service, the Company will also work with any outside governmental agency in insuring collection and disposal of excess volume of waste. (i.e., areas physically cleared for collection, identification of continued hazards, alternative disposal sites if required, etc.)

The Company’s plan contains three alternatives for sites where equipment can be moved to minimize losses and ensure that equipment is available post-disaster: 1) Jefferson Parish Landfill 2) The Company’s office location in Baton Rouge and 3) The Company’s office located in Jackson, MS. Essential resources other than trucks can also be moved to either the Baton Rouge or Jackson office locations. The capacity for fuel storage is also available at both locations.

If necessary, planning and operations can be managed from out-of-town locations. RDI has two, at:

Richard’s Disposal, Inc.  
 12711 Ronaldson Road  
 Baton Rouge, LA 70807  
 (225) 775-30682

Richard’s Disposal, Inc. of Jackson  
 1 Dutchman Row  
 Jackson Mississippi 39209  
 (769) 333-4222

---

## Continuity: Key Personnel & Responsibilities

### Alvin Richard, Jr.

- Command Chief. Oversee and give executive orders and approval for all operations under an event of Force Majeure.
- Provide direction and communication to RDI emergency response team for daily operations.
- City of New Orleans main contact.
- To remain at local shelter during emergency. Contact information is Office Phone: 504-241-2142, Cell Phone: 504-512-2951

### Alvin Richard, III

- Oversee evacuation routing for collection vehicles.
- Primary contact for all maintenance, fuel, and mechanical supply
- Secure generators and PPE for evacuation and reentry.

To remain at local shelter during emergency Contact information is:

Office Phone: 504-241-2142

Cell Phone: 504-241-2952

### Rudy Courseault, Henry Consulting Project Manager

- Coordinator for contract tasks 4-10 as well as the overall project manager and customer relationship manager.

### Simone Richard

- Oversee move and set up of IT equipment, files, electronic files, and computer back up files and records.
- Confirm employee contact information, safety and evacuation plans and ability to work as required.

### Deidra Jones

- Oversee facility set up and emergency command center operations.
- Municipal contact CNO

### Kimberly Mueller

- Oversee lodging and meal arrangements.
- Oversee and provide support for emergency center daily operations.
- Employee contact for all internal issues and concerns



Glass Half Full Recycling Stats										
Statistics Across All 3 Drop-Off Locations	May	June	July	August	September	October	November	December	Year to Date Average	Total
<b>Glass (in lbs.)</b>	<b>1,314.00</b>	<b>1,913.00</b>	<b>3,373.50</b>	<b>2,362.50</b>					<b>2,240.75</b>	<b>8,963.00</b>
Plastic (May & June in lbs. July forward in cubic yards)	58.65	111.55	14.70	10.90					48.95	195.80
Metal (May & June in lbs. July forward in cubic yards)	61.88	171.88	7.19	3.71					61.17	244.66
Cardboard (May & June in supersacks July forward in cubic yards)	6.23	7.50	16.25	15.25					11.31	45.23

Drop- Off Site Breakdown							
	August	September	October	November	December	Year to Date Average	Total lbs. glass recycled
<b>Cabrini Park</b>	950.00					950.00	950.00
<b>HNOC</b>	225.00					225.00	225.00
<b>Jazz Museum</b>	1,187.50					1,187.50	1,187.50

# French Quarter KPI Reporting for the month of August

**99%**

Of 3x per week and daily pressure washing completed; incompletions due to construction, crime, movie filming, and other unforeseen detours



Graffiti removed from 1306 spaces of public property in August

**99%**

Street Flushing Completed



100% of monthly pressure washing blocks completed

**0**

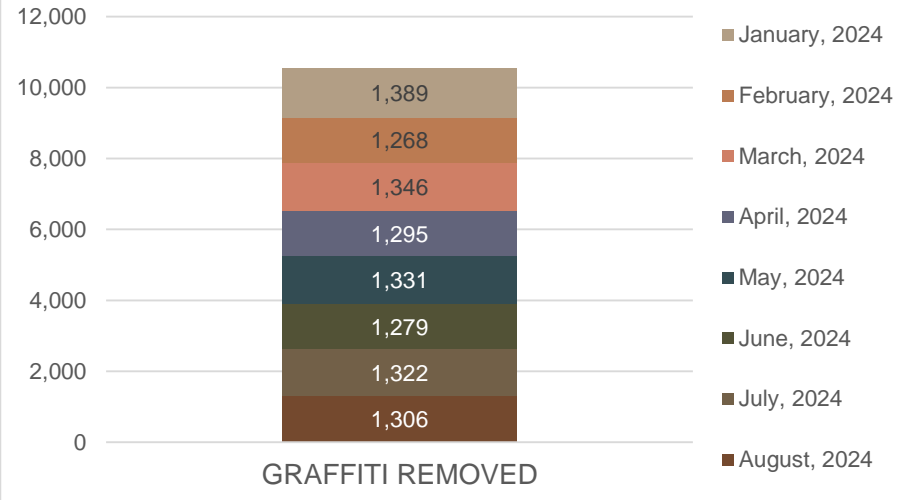
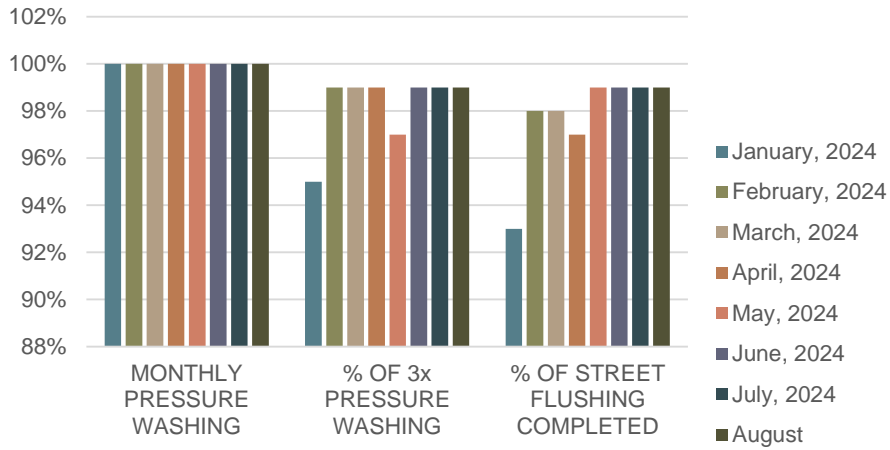
Instances of speeding 5+ miles over the speed limit over 120 routes in **August**



**524**

Detail litter can cleanings by our supplemental crew

### PRESSURE WASHING & FLUSHING



### INSTANCES OF SPEEDING

