



Thompson

## Professional Services Agreement General Terms and Conditions

This Professional Services Agreement ("Agreement") is by and between Thompson Consulting Services, LLC ("Consultant"), with offices at 2601 Maitland Center Parkway, Maitland, FL 32751 and Polk County, Texas ("Client"). In consideration of the mutual covenants to be performed by the parties pursuant to this Agreement, each party hereby represents, warrants, and agrees as follows:

### 1. TERM & APPLICABILITY

The term of this Agreement shall be for three (3) years from the effective date and shall automatically renew for two (2) successive one (1) year periods at the end of each prior term unless one party notifies the other party in writing prior to the expiration of the then current term of its intent not to renew the Agreement. This Agreement shall apply to all work performed at the request of the Client or for the benefit of the Client during the term hereof (the "Work") unless both parties agree in writing that the terms and conditions hereof shall not apply.

### 2. SCOPE OF WORK

Consultant shall perform such Work as the Client may direct from time to time during the term hereof and in accordance with Exhibit A, Request for Proposals and Exhibit B, Consultant Proposal Response to Client Request for Proposal which are both attached hereto and incorporated by reference as if fully recited herein. This Agreement is on an "as needed" basis and no Work shall result from this Agreement without a written Notice to Proceed from the Client to the Consultant. The Notice to Proceed shall be sent via email or facsimile. Following the Notice to Proceed, Consultant and Client will agree to specific services to be provided and a "Not to Exceed" amount via the issuance of a written Task Order executed by both parties. Following the issuance of a Task Order, Consultant shall provide a Performance Bond for the Task Order amount to the Client. This contract will cover Polk County, Texas and the cities of Corrigan, Goodrich, Onalaska, and Seven Oaks, and may be used to cover other jurisdictions within Polk County, Texas through a mutual aid agreement. Consultant must track disaster debris amounts removed, managed, and disposed of from each jurisdiction and keep those amounts separate in load tickets, unit rate tickets, logs, and reports provided to Client.

### 3. INDEPENDENT CONTRACTOR

Consultant is an independent contractor and is not an employee of Client. Services performed by Consultant under this Agreement are solely for the benefit of Client. Nothing contained in this Agreement creates any duties on the part of Consultant toward any person not a party to this Agreement.

### 4. STANDARD OF CARE

Consultant will perform services under this Agreement with the degree of skill and diligence normally practiced by professional consultants performing the same or similar services. No other warranty or guarantee, expressed or implied, is made with respect to the services furnished under this Agreement and all implied warranties are disclaimed.

### 5. CHANGES/AMENDMENTS

This Agreement and its exhibits constitute the entire agreement between the Parties and together with its exhibits supersede any prior written or oral agreements. This Agreement may not be changed

except by written amendment signed by both Parties. The estimate of the level of effort and schedule required to complete any services directed by the Client will be determined following a Notice to Proceed. Consultant shall promptly notify Client if the Work following a Notice to Proceed affect the schedule, level of effort, or payment to Consultant and the schedule and payment shall be equitably adjusted.

### 6. FEE FOR SERVICES

The fee for the services under this Agreement will be based on the actual hours of services furnished multiplied by Consultant's Billing Rates as set forth in Exhibit B. Consultant's rates are subject to annual Consumer Price Index (CPI) escalations on the annual anniversary of the execution date of the Agreement upon mutual written agreement by each party.

### 7. PAYMENT

Client shall pay Consultant for services furnished under this Agreement upon submission of invoices in an amount equal to actual hours of services furnished multiplied by the billing rates set forth in Exhibit B. Client shall pay Consultant within thirty (30) days of receipt of invoices less any disputed amounts. If Client disputes any portion of the invoice, the undisputed portion will be paid and Consultant will be notified in writing, within ten (10) days of receipt of the invoice of the exceptions taken. Consultant and Client will attempt to resolve the payment dispute within sixty (60) days or the matter may be submitted to litigation as provided herein. Additional charges for interest shall become due and payable at a rate of one and one-half percent (1-1/2%) per month (or the maximum percentage allowed by law) on the unpaid, undisputed invoiced amounts. Any interest charges due from Client on past due invoices are outside any amounts otherwise due under this Agreement. If Client fails to pay undisputed invoiced amounts within sixty (60) days after delivery of invoice, Consultant, at its sole discretion, may suspend services hereunder or may initiate collections proceedings, without incurring any liability or waiving any right established hereunder or by law.

### 8. INSURANCE

Consultant shall maintain insurance with the required coverage and minimum limits as described in the "Insurance Provisions" section of the Special Provisions contained within Exhibit A, Request for Proposals.

### 9. WORK PRODUCT

Consultant shall retain ownership of its trade secrets, and other proprietary and confidential information, including the Thompson Data Management System "TDMS System" and all Work Products (hereinafter defined) Client agrees to preserve the confidentiality of any trade secrets, confidential or propriety information; however, Client shall have the unrestricted right to use the documents, analyses and other data prepared by Consultant under this Agreement ("Work Products"); provided, however Client shall not rely on or use the Work Products for any purpose other than the purposes under this Agreement and the Work Products shall not be changed without the prior written approval of Consultant. If Client releases the Work Products to a third party without Consultant's prior written consent, or changes or uses the Work Products other than as intended hereunder, (a) Client does so at its sole risk and discretion, (b) Consultant shall not be liable for any claims or damages resulting from the change or use or connected with



Thompson

## Professional Services Agreement General Terms and Conditions

the release or any third party's use of the Work Products and (c) Client shall indemnify, defend and hold Consultant harmless from any and all claims or damages related to the release, change or reuse of any of the Work Products.

### 10. LIMITATION OF LIABILITY

No employee of Consultant shall have individual liability to Client. To the extent permitted by law, the total liability of Consultant, its officers, directors, shareholders, employees and sub-consultants for any and all claims arising out of this Agreement, including attorneys' fees, and whether caused by negligence, errors, omissions, strict liability, breach of contract, contribution or indemnity claims based on third party claims or any other case, shall not exceed the lesser of: 1.) the amount of insurance coverage identified in paragraph 9 which provides coverage and pays Client for a claim related to this Agreement; 2.) fee received by Consultant under this Agreement; or 3.) one hundred fifty thousand dollars (U.S. \$150,000.00).

### 11. NO CONSEQUENTIAL DAMAGES

In no event and under no circumstances shall Consultant be liable to Client for any principal, interest, loss of anticipated revenues, earnings, profits, increased expense of operation or construction, loss by reason of shutdown or non-operation due to late completion or otherwise or for any other economic, consequential, indirect or special damages.

### 12. INFORMATION PROVIDED BY OTHERS

Client shall provide to Consultant in a timely manner any information Consultant indicates is needed to perform the services hereunder. Consultant may rely on the accuracy of information provided by Client and its representatives.

### 13. SAFETY AND SECURITY

Consultant has established and maintains programs and procedures for the safety of its employees. Unless specifically included as a service to be provided under this Agreement, Consultant specifically disclaims any authority or responsibility for job site safety and safety of persons other than Consultant's employees. Consultant shall not provide any such services and disclaims any responsibility under this Agreement related to site security or the assessment, evaluation, review, testing, maintenance, operation or safety practices or procedures related to security.

### 14. TERMINATION

Either party may terminate this Agreement upon thirty (30) days prior written notice to the other party. Client shall pay Consultant for all services rendered to the date of termination plus reasonable expenses for winding down the services. If either party defaults in its obligations hereunder, the non-defaulting party, after giving seven (7) days written notice of its intention to terminate or suspend performance under this Agreement, may, if cure of the default is not commenced and diligently continued, terminate this Agreement or suspend performance under this Agreement. Upon termination, the terms and conditions found in this Agreement shall survive its termination, including but not limited to the language in sections 4, 7, 9, 10, 11, 12, 15, 16

### 15. GOVERNING LAW AND CHOICE OF FORUM

This Agreement shall be governed by the laws of the State of Texas and any suit brought by either party shall be brought in a court of competent jurisdiction in the State where the Work is performed.

### 16. DISPUTE RESOLUTION

Consultant and Client shall attempt to resolve conflicts or disputes under this Agreement in a fair and reasonable manner and agree that if resolution cannot be made to attempt to mediate the conflict by a professional mediator. If mediation does not settle any dispute or action which arises under this Agreement or which relates in any way to this Agreement or the subject matter of this Agreement within ninety (90) days after either requests mediation, the matter will be litigated as provided in the above paragraph 15.

### 17. COOPERATIVE PURCHASING

It is the intent of Client to allow other governments and other governmental agencies to utilize this contract by entering into a Cooperative Purchasing Agreement to the extent permissible by local and state law. The Cooperative Purchasing Agreement will stipulate that any modifications or changes to this document and resulting contract(s) including but not limited to Consultant requirements, scope, or price shall be submitted to Client in writing for acceptance and approval as the originator of the contract.

### 18. ASSIGNMENT

This Agreement is binding upon and will inure to the benefit of Client and Consultant and their respective successors and assigns. Neither party may assign its rights or obligations hereunder without the prior written consent of the other party.

### 19. NOTICES

Any notice required or permitted by this Agreement to be given shall be deemed to have been duly given if in writing and delivered personally or five (5) days after mailing by first-class, registered, or certified mail, return receipt requested, postage prepaid and addressed as follows:

Client:	<u>Polk County, Texas</u>
Attention:	<u>Courtney Comstock, EMC</u>
Address:	<u>602 E. Church St., Ste. 165</u>
	<u>Livingston, TX 77351</u>
	<u> </u>
Consultant:	<u>Thompson Consulting Services, LLC</u>
Attention:	<u>Jon Hoyle, President</u>
Address:	<u>2601 Maitland Center Parkway</u>
	<u>Maitland, FL 32751</u>



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## Professional Services Agreement General Terms and Conditions

With a copy to:

Attention: Chad Brown, Chief Legal Officer  
Address: 2970 Cottage Hill Road, Suite 190  
Mobile, AL 36606

C. Consultant shall maintain adequate records of all charges, expenses, and costs incurred in estimating and performing the work for at least seven (7) years after completion of the contract. The Client shall have access to all records, documents and information collected and/or maintained by others in the course of the administration of the Agreement. This information shall be made accessible at the Client's place of business for purposes of inspection, reproduction and audit without restriction.

### 20. MISCELLANEOUS

A. Client expressly agrees that all provisions of the Agreement, including the clause limiting the liability of Consultant, were mutually negotiated and that but for the inclusion of the limitation of liability clause in the Agreement, Consultant's compensation for services would otherwise be greater and/or Consultant would not have entered into the Agreement.

B. If any provision of this Agreement is invalid or unenforceable, the remainder of this Agreement shall continue in full force and effect and the provision declared invalid or unenforceable shall continue as to other circumstances.

D. Notwithstanding any statute to the contrary, the Parties agree that any action to enforce or interpret this Agreement shall be initiated within two (2) years from the time the party knew or should have known of the fact giving rise to its action, and shall not in any case be initiated later than five (5) years after Consultant completes its Scope of Services under this Agreement, or such shorter period for filing action in accordance with the governing law.

E. This Agreement may be executed in multiple counterparts, each of which shall be deemed to be an original instrument, but all of which taken together shall constitute one instrument.

F. Exhibit C, Federal Uniform Guidance Requirements, is attached hereto and fully incorporated into this Agreement.

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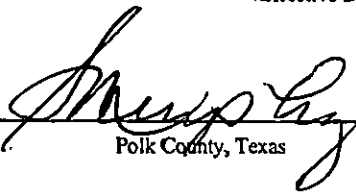


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**Professional Services Agreement  
General Terms and Conditions**

IN WITNESS WHEREOF, the parties hereto have caused this Agreement to be executed by their duly authorized officers or representatives.

Effective Date: August 18, 2022

  
\_\_\_\_\_  
Polk County, Texas

  
\_\_\_\_\_  
Thompson Consulting Services, LLC

Name: Sydney Murphy

Name: Jon Hoyle

Title: Polk County Judge

Title: President

Date: August 23, 2022

Date: August 18, 2022

Please return executed copy of these terms and conditions to the attention of:  
Lydia Pena  
[lpna@thompsoncs.net](mailto:lpna@thompsoncs.net)  
(407) 792-0018 - Phone

# CERTIFICATE OF INTERESTED PARTIES

FORM 1295

1 of 1

Complete Nos. 1 - 4 and 6 if there are interested parties.  
Complete Nos. 1, 2, 3, 5, and 6 if there are no interested parties.

## OFFICE USE ONLY CERTIFICATION OF FILING

1 Name of business entity filing form, and the city, state and country of the business entity's place of business.  
Thompson Consulting Services, LLC  
Maitland, FL United States

Certificate Number:  
2022-923832

Date Filed:  
08/18/2022

Date Acknowledged:

2 Name of governmental entity or state agency that is a party to the contract for which the form is being filed.  
Polk County

3 Provide the identification number used by the governmental entity or state agency to track or identify the contract, and provide a description of the services, goods, or other property to be provided under the contract.  
RFP 2022  
Disaster Debris Monitoring

4 Name of Interested Party	City, State, Country (place of business)	Nature of interest (check applicable)	
		Controlling	Intermediary
Thompson Holdings, Inc.	Mobile, AL United States	X	

5 Check only if there is NO Interested Party.

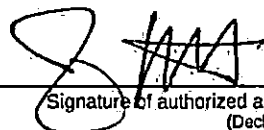
### 6 UNSWORN DECLARATION

My name is Jon Hoyle and my date of birth is 07/07/1979

My address is 1437 Sarazens Place Winter Park FL 32792 Orange  
(street) (city) (state) (zip code) (country)

I declare under penalty of perjury that the foregoing is true and correct.

Executed in Orange County, State of Florida, on the 18th day of August, 2022.  
(month) (year)

  
Signature of authorized agent of contracting business entity  
(Declarant)

Electronic Copy



# Polk County, Texas

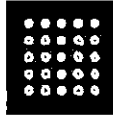
## Request for Proposal

### Prepositioned Contracts for Disaster Debris Monitoring & Consulting Services

Due Date / Time: June 24, 2022 | 2:00 pm



thompson  
CONSULTING SERVICES



**thompson**  
CONSULTING SERVICES

June 24, 2022

Polk County Texas  
Attn: Stephanie Dale, Assistant Auditor  
602 E. Church Street, Ste. 108  
Livingston, TX 77351

**RE: RFP 2022 – DISASTER DEBRIS MONITORING | LETTER OF TRANSMITTAL**

Dear Members of the Selection Committee,

Thompson Consulting Services, LLC (Thompson) is pleased to submit the enclosed proposal to provide Polk County, Texas (County) with disaster debris monitoring services. Thompson is a full-service emergency management planning, response, disaster recovery and grant management consultancy. Our consultants have over 75 years of combined experience in supporting local and state agencies in response to wildfires, tornadoes, hurricanes, floods, earthquakes, ice storms, rockslides, oil spills and other natural disasters. Our approach to providing disaster response and recovery services maintains a primary focus on the efficient and effective utilization of resources while assisting our clients with navigating the funding channels of the Federal Emergency Management Agency's (FEMA) Public Assistance (PA) program as well as other post-disaster grant programs.

**REQUIRED INFORMATION:**

- a. Name of Firm: Thompson Consulting Services, LLC
- b. Permanent Main Address: 2601 Maitland Center Parkway, Maitland, Florida 32751  
PH: 407-792-0018 | FX: 407-878-7858
- c. Disadvantaged Business Status: None
- d. State of Incorporation: Delaware (Thompson Consulting Services is organized as a Limited Liability Company (LLC))
- e. Business Name History: Thompson Consulting Services was established in 2011. Prior to the inception of Thompson Consulting Services disaster response and recovery services were performed by our sister company Thompson Engineering, which was organized in 1953. Thompson Consulting Services was founded to focus explicitly on disaster response and recovery service offerings.
- f. General Types of Work Performed: Thompson is a full-service emergency management planning, response, disaster recovery and grant management consultancy.
- g. Current Contracts: Thompson has 23 current stand-by contracts in the State of Texas, and we have provided a comprehensive existing contracts list in Section I Capability, Capacity, and Availability.
- h. Required Responses:
  1. Thompson has never failed to complete any work awarded to our Firm.
  2. Thompson has never defaulted on any contract or agreement.

3. Thompson will provide a detailed, independently audited financial statement or other financial information upon request from the County.
4. Thompson has submitted resumes for proposed personnel in Section H, Workforce Information and will submit updated resumes for all key personnel who might be assigned to this project if selected for work by the County.
5. Thompson will, upon request, furnish any documentation to support the information provided in this submittal.

**COMPANY SYNOPSIS/UNDERSTANDING OF PROJECT REQUIREMENTS:** We believe Thompson is best suited to assist the County with disaster debris removal monitoring and consulting services for the following reasons:

**POST-DISASTER DEBRIS REMOVAL MANAGEMENT AND FEMA FUNDING EXPERIENCE:** Thompson's experience with post-disaster debris removal monitoring and management services spans three decades and accounts for the administration of more than \$4 billion of debris removal funding on behalf of more than 275 local and state government agencies. Our staff's experience is unparalleled in the industry and provides assurance to the County that we will stand by our work from project inception to regulatory closeout and audit.

**TEXAS EXPERIENCE:** Thompson's consultants have responded to disaster incidents in the State of Texas since Hurricane Rita in 2005. Most recently, Thompson provided debris removal monitoring and grant consulting services to Texas clients following Severe Winter Storms in 2021, Tropical Storm Imelda in 2019, and Hurricane Harvey in 2017. We are well positioned to work closely with the County, the Texas Division of Emergency Management (TDEM), Texas Department of Transportation and the Texas Commission of Environmental Quality to implement a compliant and efficient disaster debris removal monitoring program.

**DELIVERY EFFICIENCY AND AUTOMATED DEBRIS MANAGEMENT SYSTEM:** Thompson's debris removal monitoring experience includes the documentation of over 90 million cubic yards of debris. We have consistently demonstrated Thompson's delivery efficiency through the use of our automated debris management system (ADMS), the Thompson Data Management Suite (TDMS). TDMS is used to electronically capture data, such as employee credentialing, equipment barcoding, GPS coordinate, digital photography, etc. in the field and ensure accurate and timely reporting to the County. TDMS significantly reduces the quantity of hours required to perform equivalent services by competitors with "lower" hourly rates. TDMS has been routinely deployed on FEMA reimbursed projects and meets the process requirements for the U.S. Army Corps of Engineers (USACE) Advanced Contracting Initiative.

**LOCAL PREFERENCE FOR HIRING MONITORS:** It is Thompson's intent to fill temporary debris monitoring positions with County residents in need of work. Thompson will provide qualified residents with safety training and job training with experienced debris monitoring supervisors. We will make sure that all local hires are thoroughly and properly trained prior to being deployed to monitor a debris removal crew. This effort will help residents participate in the County's recovery efforts with a meaningful impact and earn a competitive hourly wage.

**COMMITMENT TO SAFETY AND QUALITY:** Thompson is the only debris monitoring firm that performs motor vehicle operating record reviews and as-needed drug screening for temporary employees. This practice results in a team of monitors that is both safe and committed to quality. In addition, Thompson deploys a quality assurance team to each of its projects to ensure that certain quality standards are being upheld, regardless of the operating conditions and climate.

**VERSATILITY OF OUR TEAM:** Thompson provides the County with professional engineers and consultants that have experience with developing programs to address any of the following disaster recovery programs that may be required following a disaster event:



- Right-of-way (ROW) debris removal
- Right-of-way leaning tree and hanging limb removal (leaner/hanger)
- Parks, beaches and waterways cleanup
- Private property debris removal (PPDR)
- Right-of-entry (ROE) administration
- Demolition program management
- Vehicle/vessel recovery
- White goods removal and decommissioning

**SIGNATURE AUTHORIZATION:** Jon Hoyle is the President of Thompson Consulting Services and is authorized to represent and fully bind the company.

**AUTHORIZED CONTACTS:** Jon Hoyle, President, and Nathaniel Counsell, Executive Vice President of Thompson Consulting Services are authorized corporate officers and will serve as direct points of contact to the County.

**Corporate Office / Points of Contact:**

2601 Maitland Center Parkway  
Maitland, FL 32751  
O: 407-792-0018 | F: 407-878-7858  
www.thompsoncs.net


Jon Hoyle, President  
C: 321.303.2543  
jhoyle@thompsoncs.net

Nate Counsell, Executive Vice President  
C: 407.619.2781  
ncounsell@thompsoncs.net

Thompson has the experience and resources necessary to be responsive to the County's disaster debris monitoring needs. We stand prepared to guide the County through the debris removal and recovery process while working with the Texas Division of Emergency Management (TDEM) and the FEMA Public Assistance program to achieve maximum disaster recovery cost reimbursement for the County. We would be honored to serve as your disaster debris monitoring services provider and stand prepared to exceed the service expectations that the County has established.

Best regards,

**THOMPSON CONSULTING SERVICES, LLC**



Jon Hoyle, President

# Table of Contents

Polk County, Texas

Request for Proposal

Prepositioned Contracts for Disaster Debris Monitoring & Consulting Services

*Letter of Transmittal*

**Table of Contents**

	SECTION
• Qualification Requirements.....	A
• Contracting Requirements.....	B
• Insurance Requirements .....	C
• Use of Subcontractors.....	D
• Experience.....	E
– Exhibit E-1: Staff Experience Matrix	
• General Project Requirements.....	F
• Project Approach .....	G
• Workforce Information.....	H
– Exhibit H-1: Key Personnel Resumes	
• Capability, Capacity & Availability .....	I
• Description of Monitoring Services .....	J
• Automated Debris Tracking & Reporting Systems.....	K
• Exceptions to RFP Requirements.....	L
• Optional Additional Information.....	M
• Completed Forms & Appendices .....	N
– Vendor References	
– Proposal Signature Form	
– Company Information Form	
– Certification of Eligibility	
– Exceptions, deficiencies and Deviations Form	
– Safety Record Questionnaire	
– Environmental Compliance and Safety Record	
– Bid Pricing Form	
– Contractor MBE/WBE Identification	
– Conflict of Interest Questionnaire	
– Certification Regarding Lobbying	
– Disclosure of Lobbying Activities	

# SECTION A

## Qualification Requirements

### Firm Overview

Thompson Consulting Services, LLC is a full-service emergency response, disaster recovery and grant management consultancy, organized as a subsidiary of Thompson Holdings, Inc. (Thompson) which also includes our affiliate companies Thompson Engineering and Watermark Design. What began as a small company doing basic soils and materials testing in Mobile, Alabama has since grown into a national corporation with corporate and branch offices throughout five states in the southeastern United States. Our ongoing success, strong growth, consistent project delivery and commitment to **100** percent client satisfaction can be traced back to when our founder, Vester J. Thompson, established the high standards that lay the foundation of our work ethic. These standards are still upheld today and summarized as follows:

- Excellence in workmanship
- Innovative solutions
- Timely, responsive service
- Cost effectiveness

As a **100** percent employee-owned company with more than **325** personnel spanning the consulting, engineering and architecture disciplines, commitment to these standards ensures a universal threshold for project quality. Our staff has a vested interest in providing safe, quality driven, successful projects that are completed on time and within budget.

The corporate organizational chart below graphically depicts the relationship between the Thompson Family of Companies and provides a brief summary of each company's service offerings. Thompson Consulting Services will serve as the contracting entity for the services requested by Polk County, Texas (County).



## Years of Experience

Thompson was founded in **1953** and has been providing disaster debris monitoring and program management services since **1979** following Hurricane Frederic. Since then, our organization has supported various local, state, and federal entities, including the United States Army Corps of Engineers (USACE), throughout the Nation respond to and recover from a variety of natural disasters. In **2011**, Thompson Consulting Services, LLC was formed to focus solely on disaster preparedness, response and recovery service offerings and brings over **69** years of experience to the County through our family of companies and personnel.

*Thompson is in good standing and registered to do business in the State of Texas. Our Texas SOS ID is 10308 and our Texas Vendor ID is 801435312. Additionally, Thompson has not been prohibited from doing business with any governmental entity for any reason.*

## Disaster Response Experience

Thompson has provided disaster response and recovery services to over **275** federal, state, and local government entities in planning for and responding to a variety of disaster incidents, such as hurricanes, tornados, floods, ice storms, wildfires, earthquakes, oil spills and other natural disasters. Our emergency response and disaster recovery consultants have over **75** years of combined experience and have responded to some of the most devastating incidents to impact the United States in the last two decades. This work has resulted in the documentation of over **90** million cubic yards of debris and our clients successfully applying for and retaining more than **\$4** billion of federal grant funding for debris removal.

*Our approach to providing disaster response and recovery services to the County maintains a primary focus on the efficient and effective utilization of available resources while assisting the County in navigating the funding and compliance channels of the Texas Division of Emergency Management (TDEM) and the Federal Emergency Management Agency (FEMA) Public Assistance (PA) Program.*

Thompson's consultants have performed debris monitoring and grant administration services for over **45** Federal

## FIRM DATA SUMMARY

### FIRM NAME

Thompson Consulting Services, LLC

### ADDRESS

2601 Maitland Center Parkway  
Maitland, Florida 32751

### PHONE | FAX

407-792-0018 | 407-878-7858

### WEBSITE

www.thompsoncs.net

### EMAIL

info@thompsoncs.net

### YEAR ESTABLISHED

2011

### STATE OF FORMATION

Delaware

### FEDERAL ID NO.

45-2015453

### DUNS / SAM NO. | CAGE CODE

968677158 | 7NZ42

### E-VERIFY ID

1111126

### OFFICERS

Jon Hoyle, President

Nate Counsell, Executive VP

John H. Baker, III, BOM

Chad Brown, BOM

Michael Manning, BOM

Emergency Management Agency (FEMA) and Federal Highway Administration (FHWA) reimbursable federally declared disasters and emergencies. A summary of our experience is included in Section E, Experience.

## Financial Stability

Thompson has been in business for over 69 years. We are financially stable and have the necessary personnel, equipment, and financial resources to meeting contractual obligations and can provide services at the level required.

Thompson has both the financial capacity and the access to credit necessary to commence and continue project operations both before and while federal and state funds are approved for the declared emergency or disaster event, even when multiple projects are activated during the same time period. For example, in 2017, when Hurricanes Harvey and Irma made landfall within two weeks of each other, Thompson simultaneously ran project operations in Texas and Florida, covering over 53 client activations. In 2016, Thompson was simultaneously activated by twenty-five (25) county and city governments in Louisiana, Florida, Georgia, South Carolina, North Carolina, and Virginia. In addition, the Georgia Department of Transportation activated Thompson in eleven (11) counties, and the South Carolina Department of Transportation activated Thompson in seven (7) counties. At its peak operating period in the fall of 2016, Thompson was actively monitoring debris removal operations to manage and monitor the removal of over 4,000,000 cubic yards of debris by ten contractors working in a forty-three (43) county/parish area across six (6) states. Through project initiation and implementation Thompson has demonstrated our capacity to perform recovery programs prior to the obligation of federal funds. Thompson has a proven record of successfully deploying adequate personnel and resources to implement disaster debris removal monitoring and management services.

### Thompson Holdings Revenue

2016 - 2020

2020	- \$ 73,900,000
2019	- \$ 70,000,000
2018	- \$ 122,000,000
2017	- \$ 83,000,000
2016	- \$ 57,000,000

***Our goal is to provide the highest level of consulting services to our customers in a cost-effective manner.*** Through attainment of this goal we have been able to develop long-lasting relationships with our clients which have allowed our Company significant growth over the years.

***Thompson is not operating under Chapter 11 nor do we have any other financial constraints that would preclude us from entering into equipment leasing or rental agreements.***

# SECTION B

## Contracting Requirements

### Statements

Thompson Consulting Services, upon award of a contract and/or prior to beginning work, will secure a Performance and Payment Bond which will be valid for one year and automatically renew annually for the full term of the contract.

The Performance and Payment Bond will be secured in accordance with the requirements and specifications included in the request for proposal.

Thompson Consulting Services will perform as an independent contractor and will have and maintain complete control over all employees and operations.

Thompson Consulting Services will not assign, sublet, or transfer its interest or obligations of this contract.

# SECTION C

## Insurance Requirements

### Requirements & Acknowledgements

Thompson has included evidence of insurance coverage in the following pages of this section that meets the County's requirements for disaster debris removal monitoring and consulting services.

Thompson confirms that it will comply with the following requirement: *Successful Consultant must not begin any work under the contract until he/she has obtained all required insurance and provided the County Contract Administrator with the related certificates and endorsements. Nor shall the Consultant allow any Subcontractor to commence work until all similar insurance required of the Subcontractor has been so obtained. The Consultant may provide insurance coverage for all his Subcontractors, at Consultant's cost. However, all Subcontractors must provide their own Workers' Compensation Insurance per State law. For the duration of the project, the Consultant must provide the insurance listed below and document required coverage with certificates of insurance.*



# CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

12/27/2021

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> BXS Insurance P.O. Drawer 228 Biloxi MS 39533	<b>CONTACT NAME:</b> Patty Savage <b>PHONE (A/C, No, Ext):</b> 228-374-2000 <b>E-MAIL ADDRESS:</b> patty.savage@bxsi.com		<b>FAX (A/C, No):</b> 228-863-1957
	<b>INSURER(S) AFFORDING COVERAGE</b>		<b>NAIC #</b>
<b>INSURED</b> Thompson Consulting Services, LLC 2601 Maitland Center Parkway Maitland FL 32751	<b>THOMINC-03</b>	<b>INSURER A:</b> Scottsdale Insurance Co	41297
		<b>INSURER B:</b> Valley Forge Insurance Company	20508
		<b>INSURER C:</b> Transportation Insurance Company	20494
		<b>INSURER D:</b>	
		<b>INSURER E:</b>	
		<b>INSURER F:</b>	

**COVERAGES**

CERTIFICATE NUMBER: 606766916

REVISION NUMBER:

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

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR  GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input checked="" type="checkbox"/> PROJECT <input type="checkbox"/> LOC OTHER:			VRS0005620	1/1/2022	1/1/2023	EACH OCCURRENCE \$ 5,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 100,000 MED EXP (Any one person) \$ 5,000 PERSONAL & ADV INJURY \$ 5,000,000 GENERAL AGGREGATE \$ 10,000,000 PRODUCTS - COMP/OP AGG \$ 5,000,000 \$
B	<b>AUTOMOBILE LIABILITY</b> <input checked="" type="checkbox"/> ANY AUTO <input type="checkbox"/> OWNED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS <input checked="" type="checkbox"/> HIRED AUTOS ONLY <input checked="" type="checkbox"/> NON-OWNED AUTOS ONLY			2097385745	1/1/2022	1/1/2023	COMBINED SINGLE LIMIT (Ea accident) \$ 1,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$
	<input type="checkbox"/> UMBRELLA LIAB <input type="checkbox"/> EXCESS LIAB <input type="checkbox"/> DED <input type="checkbox"/> RETENTION \$						<input type="checkbox"/> OCCUR <input type="checkbox"/> CLAIMS-MADE EACH OCCURRENCE \$ AGGREGATE \$ \$
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 N	2097385843	1/1/2022	1/1/2023	<input checked="" type="checkbox"/> PER STATUTE <input type="checkbox"/> 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
A	Professional Liab Contractors Pollution Liability			VRS0005620	1/1/2022	1/1/2023	Per Claim/Agg \$5 mil/\$10 mil Per Claim/Agg \$5 mil/\$10 mil

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

**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.

EVIDENCE OF COVERAGE

AUTHORIZED REPRESENTATIVE

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# SECTION D

## Use of Subcontractors

### Subcontractor Participation

Thompson maintains the resources and experience to fulfill the scope of work requested by the County without the need to employ an additional subcontractor. However, should the scope of work expand to include an opportunity to engage additional resources, Thompson will work with the County to identify an appropriate subcontractor. In addition, we often encourage and engage the participation of HUB and/or M/WBE organizations in the communities where we work. As required, we will take all steps to confirm compliance with all applicable Federal or State laws or ordinances for HUB or M/WBE participation, including 2 CFR 200.321.

Thompson confirms that it will comply with the following requirement:

*No Subcontractor may provide services unless the County consents. The Contractor shall be responsible for completing all contract work even if a Subcontractor has assumed responsibility to complete certain work. Also, the Contractor shall be responsible for the actions and performance of all Subcontractors. Furthermore, the Contractor agrees that any subcontract for this project will include the same mandatory insurance requirements in favor of the County as are specified in the County's contract with the Contractor, unless Contractor provides such coverage for his/her Subcontractors. However, all subcontractors must provide their own Workers' Compensation Insurance per State law. Subcontractor certificates of insurance and endorsements must be collected by the Contractor and made available for County Contract Administrator review upon request.*

# SECTION E

## Experience

### Past Performance

Thompson's consultants have performed debris monitoring and grant administration services for over 45 Federal Emergency Management Agency (FEMA) and Federal Highway Administration (FHWA) reimbursable federally declared disasters and emergencies. A summary of our experience over the last decade is provided in the following table and a comprehensive staff experience matrix is include as Exhibit E-1.

Table E-1: Disaster Response Experience

Disaster	Year	Grant Funds Administered	Disaster	Year	Grant Funds Administered
KY Severe Storms (FEMA DR-4630)	2021	TBD	Hurricane Isaac (FEMA DR-4080-4081)	2012	\$2,000,000
Hurricane Ida (FEMA DR-4611)	2021	TBD	Indiana Tornados (FEMA DR-4058)	2012	\$2,500,000
Hurricane Zeta (FEMA DR-4576)	2020	\$23,000,000	Hurricane Irene (FEMA DR-4024)	2011	\$4,500,000
Hurricane Sally (FEMA DR-4563,4564)	2020	\$180,000,000	Alabama Tornados (FEMA DR-1971)	2011	\$25,000,000
Hurricane Laura (FEMA DR-4559)	2020	\$48,000,000	Iowa Flooding (FEMA DR-1763)	2010	\$1,640,325
Hurricane Dorian (FEMA DR-4465)	2019	\$5,000,000	MA Snow Storm (FEMA DR-1813)	2009	\$896,475
Hurricane Michael (FEMA DR-4399, 4400)	2018	\$40,000,000	Hurricane Ike (FEMA DR-1791)	2008	\$445,504,160
Hurricane Florence (FEMA DR-4393, 4394)	2018	\$12,000,000	Hurricane Gustav (FEMA DR-1786)	2008	\$19,374,540
Hurricane Maria (FEMA DR-4339)	2017	TBD	Hurricane Dolly (FEMA DR-1780)	2008	\$17,241,000
Hurricane Irma (FEMA DR-4337, 4338)	2017	\$100,000,000	Missouri Ice Storm (FEMA DR-1676)	2007	\$31,523,000
Hurricane Harvey (FEMA DR-4332)	2017	\$20,000,000	New York Winter Storm (FEMA DR-1665)	2006	\$20,700,000
Hurricane Matthew (FEMA DR-4283-86)	2016	\$100,000,000	Hurricane Wilma (FEMA DR-1609)	2005	\$214,491,000
Louisiana Severe Flooding (FEMA DR-4277)	2015	\$65,000,000	Hurricane Rita (FEMA DR 1606)	2005	\$96,000,000
SC Severe Flooding (FEMA DR-4241)	2015	\$35,000,000	Hurricane Katrina (FEMA DR 1602-1604)	2005	\$914,304,040
Winter Storm Pandora (FEMA DR-4211)	2015	\$750,000	Hurricane Ivan (FEMA DR-1551)	2004	\$243,332,500
Winter Storm Pax (FEMA DR-4166)	2014	\$200,000,000	Hurricane Frances (FEMA DR-1545)	2004	\$5,000,000
Hurricane Sandy (FEMA DR-4085-4086)	2012	\$250,000,000	Hurricane Charley (FEMA DR-1539)	2004	\$97,085,850

Thompson's clients benefit from our long and consistent history in providing disaster response and recovery services through the incorporation of program management best practices gained over the years and understanding of current federal disaster recovery guidelines and procedures.

### Similar Project Experience

The following select project examples highlight our staff's experience and capabilities performing similar services to the scope of work requested by the County and include several recent examples that demonstrate our experience and ability to guide local governments to meet the FEMA Public Assistance Program eligibility requirements for debris removal and monitoring.

In addition, many of these projects provide evidence of our ability to perform damage assessment, right-of-way monitoring, hazardous leaner/hanger removal, private property debris removal (PPDR), disposal site monitoring, solid and hazardous waste management, and FEMA reimbursement.

### Aransas County, Texas

Sept. 2017 – Dec. 2018

Hurricane Harvey Debris Removal Monitoring

Debris Quantity: 2,775,000 CY

**Contact:** Valerie Gonzalez, Environmental Health Director  
870 Airport Road, Rockport, Texas 78382  
946-330-6322 | vgonzalez@aransascounty.org

**Project Value:** \$ 4,000,0000

**Summary:** Following the devastating impacts of Hurricane Harvey, Aransas County selected Thompson to assist in implementing and properly documenting debris removal operations throughout the County. Thompson was selected by the County for these services and immediately began project operations following a notice to proceed. Working closely with thy County and their designated debris removal contractor, Thompson, to date, has substantiated over 2.7 million cubic yards of right-of-way debris removal and nearly 75,000 cubic yards of special program debris removal from private property and parks collection.



### Grant Parish, Louisiana

Aug. 2020 – Mar. 2021

Hurricane Laura Debris Removal Monitoring

Debris Quantity: 1,175,000 CY

**Contact:** Sissy Pace, Parish Manager  
200 Main Street – Courthouse Building, Colfax, LA 71417  
(318) 627-3157 | sissypace@gppj.org

**Project Value:** \$ 1,857,000

**Summary:** Following Hurricane Laura, one of the most devastating Category 4 hurricanes to affect the state of Louisiana, Grant Parish found themselves without a standby disaster debris monitoring contract in place. The Parish chose Thompson as their debris monitoring services provider following an emergency procurement period. Thompson was able to immediately respond to the Parish after receipt of the notice to proceed and worked diligently to recruit local residents to serve as debris removal monitors so that debris removal operations could begin as quickly and as safely possible.

Thompson has monitored the removal of over 1,173,000 cubic yards of vegetative, construction and demolition debris, as well as the removal of hazardous limbs from 28,390 trees and the complete removal of over 1178 hazardous leaning trees. Thompson will assist the Parish in seeking FEMA reimbursement and provide PA grant administration and management services.

### City of Corpus Christi, Texas

March – Apr. 2021

Hurricane Debris Removal Monitoring

Debris Quantity: 75,000 CY

**Contact:** Gabriel Maldonado, Contracts / Funds Administrator  
2525 Hygeia St. Corpus Christi, TX 78415  
361-826-1986 | GabrielM3@cctexas.com

**Project Value:** \$ 166,000

**Hurricane Irma:** Thompson has maintained a stand-by debris removal monitoring and consulting contract with the City of Corpus Christi (City) since 2018. Thompson has continually supported the City since then with its planning and preparedness efforts. Recently, Thompson was activated following an unprecedented severe winter storm that produced freezing rain and vegetative damage. Thompson was able to respond to the City immediately and mobilize resources such as personnel and equipment, so that debris removal operations could

begin expeditiously. Overall, Thompson monitored the removal of over 75,000 cubic yards of debris in just over 45 days.

**Terrebonne Parish, Louisiana** . 2012, 2019, 2020, 2021

Disaster Debris Removal Monitoring & PPDR Debris Quantity: 2,883,000 CY

Contact: Clay Naquin, Solid Waste Administrator  
301 Plant Road, Houma, LA 70363  
985-873-6739 | cnaquin@tpcg.org



Project Value: \$4,652,000

**2021 Hurricane Ida:** Following the devastating effects of Hurricane Ida, Thompson was once again activated by the Parish to monitor debris removal efforts. The Parish performed various debris removal operations including right-of-way debris removal, private property debris removal and program administration, hazardous leaning/hanging trees and limb removal, and waterway/marine debris removal.

Overall, Thompson monitored the removal of over 2.7 million cubic yards of debris from the Parish.

**2020 Hurricane Zeta:** Hurricane Zeta produced extremely strong winds and heavy rains causing severe damage to the Southeastern United States. The Parish activated Thompson's stand-by debris monitoring contract to support right-of-way debris removal operations throughout the Parish. Thompson was able to quickly mobilize and perform expeditious and efficient monitoring of the removal of over 12,000 cubic yards of debris from the Parish.

**2019 Hurricane Barry:** Following Hurricane Barry, the Parish activated Thompson to assist in monitoring and documenting debris removal efforts. Thompson immediately mobilized to the Parish and began implementing debris removal monitoring operations. In just two weeks, Thompson substantiated nearly 52,000 cubic yards of debris and assisted the Parish in a swift and efficient recovery operation.

**2012 Hurricane Isaac:** After Hurricane Isaac made landfall, Thompson immediately responded to Terrebonne Parish by deploying a field management team to train and on-board local residents to monitor and document emergency push and debris removal operations. As Isaac's eye passed over the Parish, high winds and heavy rainfall generated debris and downed trees and power lines throughout the Parish. Thompson worked with Terrebonne Parish on an expedited debris removal schedule, and after close coordination with the Governor's Office of Homeland Security and Emergency Preparedness (GOHSEP), Louisiana Department of Environmental Quality (LDEQ), and FEMA, completed emergency time and materials as well as ROW debris removal in less than 30 days. In addition, Thompson assisted the Parish with the development and implementation of a leaner hanger program in Parish parks. Thompson managed and documented the removal of nearly 56,000 CY of debris in order to satisfy FEMA and State reimbursement requirements.

**Newton County, Texas** Sept. – Dec. 2017

Disaster Debris Removal Monitoring Debris Quantity: 9,000 / 37,030 CY

Contact: Elizabeth Holloway, County Auditor  
110 Court Street, Room 125, Newton, Texas 75966  
409-379-5755 | elizabeth.holloway@co.newton

Project Value: \$ 200,600

**Hurricane Harvey:** Following the impacts of Hurricane Harvey, Newton County looked again to Thompson to provide disaster debris removal monitoring services as many areas within the County experienced severe flooding. Thompson substantiated nearly 9,000 cubic yards of construction and demolition debris in just under one month of operations on behalf of the County.

**2016 Severe Flooding:** Weeks of continual severe storms and heavy rainfall left low lying areas and neighborhoods throughout Newton County, particularly in the Deweyville area, almost completely underwater. After the flood waters receded, Thompson assisted the County in performing disaster debris removal monitoring

services to document and substantiate the removal of over 665 loads/37,303 CY of construction and demolition (C&D) debris as well as 418 units of white goods from the impacted areas of the County.

### Escambia County, Florida

Sept. 2020 – Mar. 2021

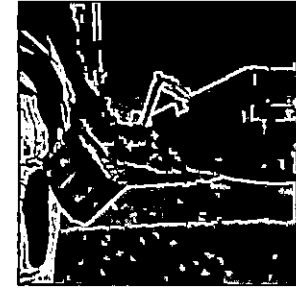
#### Hurricane Sally Debris Removal Monitoring

Debris Quantity: 4,400,000 CY

**Contact:** Jim Howes, Division Manager - Waste Services  
13009 Beulah Rd., Cantonment, FL 32533  
850-554-2752 | jehowes@myescambia.com

**Project Value:** \$7,600,000

**Summary:** Thompson has maintained a stand-by debris monitoring services contract with Escambia County since 2018. Since then, Thompson has supported the County in planning and preparedness efforts through the update of the County's Debris Management Plan in 2019 and assistance in developing scope of work materials for the County's debris hauler procurement. In 2020 Thompson was activated by Escambia County to perform debris removal monitoring services following the impacts of Hurricane Sally.



**Hurricane Sally 2020:** Thompson assisted Escambia County with their debris removal operations and FEMA PA activities following the impacts of Hurricane Sally. Thompson immediately responded to the County following the passing of Hurricane Sally to begin on-boarding and training local residents as debris removal monitors.

Concurrently, Thompson's management team was present at the County's EOC and worked hand in hand with the County to perform damage assessments and develop detailed debris and budget estimates, formalize a disaster specific collection and disposal plan including the selection and permitting for temporary debris management sites county-wide, and solicit final pricing from the County's list of pre-qualified debris management contractors for evaluation and award.

The County selected three (3) debris management contractors and operations were divided among three separate zones. All equipment was certified, and debris removal tracked and reported using Thompson's Automated Debris Management System, the Thompson Data Management Suite (TDMS). TDMS allowed the County access to real-time reporting, live mapping and a variety of program and budget management tools through the Client Portal. Overall, Thompson monitored, documented, and substantiated reimbursement for the removal of 4.4M cubic yards of debris and 86,948 hazardous limbs and trees.

### City-Parish of East Baton Rouge, Louisiana

2016, 2019, 2021

#### Severe Flooding Debris Removal Monitoring & PPDR

Debris Quantity: 1,800,000 CY

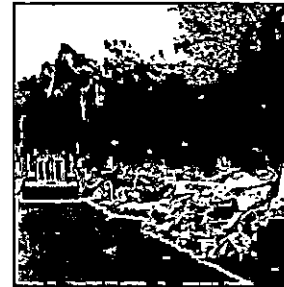
**Contact:** Richard Speer, P.E., Deputy Director  
222 Saint Louis St, Ste 816, Baton Rouge, LA 70802  
225-389-4865 | rspeer@brgov.com

**Project Value:** \$ 5,018,000

**2021 Hurricane Ida:** Most recently, Thompson's stand-by debris monitoring contract was activated following the devastating effects of Hurricane Ida. The City-Parish suffered widespread damage to due destructive winds and severe flooding. Thompson was able to respond immediately, mobilizing personnel and resources to the City-Parish. Thompson oversaw the collection and disposal of over 922,000 cubic yards of vegetative and demolition debris.

**2019 Hurricane Barry:** Following Hurricane Barry in 2019, the City-Parish activated Thompson to assist in monitoring and documenting debris removal efforts. Thompson immediately mobilized to the Parish and began implementing debris removal monitoring operations. In just two weeks, Thompson substantiated nearly 35,000 cubic yards of debris and assisted the Parish in a swift and efficient recovery operation.

**2016 Severe Flooding:** In August 2016 prolonged severe storms caused massive flooding throughout the City-Parish of East Baton Rouge, Louisiana leaving over 60,000 homes damaged or destroyed. As the flood waters subsided the City-Parish activated their debris removal hauler and monitor, Thompson, to assist in the monumental effort of managing the removal of debris generated from the thousands of flooded homes. Thompson oversaw the collection of more than 1.9 million cubic yards of constructing and demolition (C&D) debris throughout the City-Parish.



In addition, Thompson worked closely with the City-Parish and the debris removal hauler to design and implement a comprehensive Private Property Debris Removal Program for extended ROW collection. Thompson canvassed neighborhoods distributing right-of-entry forms and staffed multiple libraries and community centers to assist homeowners in completing the required paperwork. Once ownership of the property was verified, Thompson logged the record into TDMS and provided the debris removal contractor with a list and map of properties approved for PPDR. Over 1,450 right-of-entry forms were collected, validated, and processed for extended collection.

**City of Texas City, Texas**

**Sept. – Oct. 2017**

Hurricane Harvey Debris Removal Monitoring

Debris Quantity: 22,400 CY

**Contact:** Mike Stump, Solid Waste Manager  
3301 Loop 197, Texas City, Texas 77590  
409-643-5817 | mstump@texas-city-tx.org

**Project Value:** \$ 61,000

**Summary:** Thompson was able to immediately respond to the City of Texas City following receipt of a notice to proceed after the impact of Hurricane Harvey caused wide-spread flooding throughout the City. Thompson was able to substantiate the removal of more than 22,000 cubic yard of construction and demolition debris from the City maintained right-of-ways. Through close coordination with the City's debris hauler, the debris mission was completed in less than 30 days.

**Solid Waste Authority of Palm Beach County, Florida**

**Oct. 2016 – Feb. 2018**

Hurricane Debris Removal Monitoring

Debris Quantity: 2,300,000 CY

**Contact:** John Archambo, Customer Service Director  
7501 N. Jog Road, West Palm Beach, FL 33412  
561-315-2010 | jarchambo@swa.org

**Project Value:** \$ 4,000,000

**Hurricane Irma:** In preparation for the potential impacts of Hurricane Irma, a strong Category 4 hurricane, the Solid Waste Authority of Palm Beach County decided to activate its stand-by debris removal monitoring contract with Thompson. Following the passing of the storm and the allowance for safe reentry into the County, Thompson quickly mobilized to begin documenting debris removal efforts throughout the County. Thompson monitored debris removal in over 18 communities within the County, as well as documenting all disposal loads brought to the SWA's landfills. Over 2 million cubic yards of debris was documented by Thompson.

**Hurricane Matthew:** When Hurricane Matthew brushed Palm Beach County in 2016, the Solid Waste Authority of Palm Beach County (Authority) did not immediately elect to activate their emergency debris removal contracts. When the Authority made the decision to supplement their franchise haulers debris removal capacity and activate its emergency disaster debris removal contractor, Thompson mobilized within 24 hours with experienced debris management personnel and full Automated Debris Management System (ADMS) capabilities. Within two weeks of activation, Thompson monitored the removal of 14,500 cubic yards of vegetative debris, with an emphasis on providing relief to hot spots within the County identified by the Authority and its customers.

Thompson continues to support the Authority's recovery efforts with FEMA reimbursement support for contractor costs incurred as a result of Hurricane Matthew.

### Putnam County, Tennessee

Mar. – May 2019 / Mar. – June 2015

Disaster Debris Removal Monitoring

Debris Quantity: 77,000 / 140,000 CY

**Contact:** Randy Porter, County Executive  
300 E. Spring St., Room 8, Cookeville, Tennessee 38501  
931-526-2161 | rporter@putnamcountyttn.gov

**Project Value:** \$ 409,000

**Severe Storms & Tornadoes:** Following severe storms and an EF-3 tornado causing widespread vegetative and construction debris, Putnam County activated Thompson to provide disaster debris removal monitoring services. Thompson immediately began coordinating with the County's debris hauler and implementing operations following a notice-to-proceed from the County. Thompson documented the collection and disposal of vegetative, construction and demolition, mud and rock debris, as well as over 200 units of white goods. Thompson certified 28 pieces of equipment and worked closely with the debris removal contractor and the County to complete debris removal operations in 60 days.

**Winter Storm Pandora:** Following a severe winter storm in March of 2015, Putnam County was overcome with downed trees and hazardous hanging limbs lining critical roadways. The County retained Thompson to monitor contracted debris removal operations throughout the County. Thompson mobilized within hours of receiving a notice to proceed and began hiring and training local residents of the County to serve as debris monitors. Thompson monitored, documented, and substantiated reimbursement for the removal of 140,000 cubic yards of debris and the removal of 1,800 hazardous trees.



### Carteret County, North Carolina

Sept. 2018 – Feb. 2019

Hurricane Debris Removal Monitoring

Debris Quantity: 1,400,000 CY

**Contact:** Eugene Foxworth, Planning Director  
302 Court House Square, Beaufort, NC 28516  
252-728-8545 | eugene.foxworth@carteretcountync.gov

**Project Value:** \$ 1,436,000

**Summary:** Hurricane Florence was a powerful hurricane that caused catastrophic damage in the Carolinas in September 2018. Following the safe passage of the storm Thompson immediately responded to Carteret County to begin coordinating with the County on establishing and implementing monitoring debris disposal operations at temporary debris management site locations as well a citizen drop-off sites. Overall Thompson provided debris disposal monitoring at 15 sites throughout the County and documented the disposal of over 1,150,000 cubic yards of vegetative debris and 180,000 cubic yards of construction and demolition (C&D) debris. Thompson also monitored grinding and compacting activities resulting in over 280,000 cubic yards of mulch and 170,000 cubic yards of compacted C&D.

### Livingston Parish, Louisiana

Sept. 2021 – Jan. 2022

Hurricane Ida Debris Removal Monitoring

Debris Quantity: 1,324,000 CY

**Contact:** Brandi Janes, Director, Homeland Security and Emergency Preparedness  
20399 Government Blvd. Livingston, LA 70754  
225-686-3066 | Lohsep1@lpgov.com

**Project Value:** \$ 2,700,000

**Summary:** Thompson has served as the Parish's stand-by disaster debris monitoring and management services provider since 2018. Since that time, Thompson has worked closely with the Parish in order to maintain operational readiness and support preparedness initiatives.

**Hurricane Ida:** The Parish was severely impacted by Hurricane Ida in 2021 and Thompson was able to mobilize immediately with personnel and resources. The Parish performed right-of-way debris removal operations, leaning/hanging limbs and hazardous tree removal, and special debris removal projects such as schools and parks. Overall, Thompson monitored the removal of over 1.3M cubic yards of debris from the Parish, as well as the removal of 35,700 hazardous limbs, trees, and stumps.

### City of Fort Lauderdale, Florida

Sept. – Dec. 2017 / Apr. 2020 – Present

Hurricane Irma Debris Removal Monitoring / PPDR

Debris Quantity: 460,000 CY

**Contact:** Melissa Doyle, Program Manager

700 NW 19th Avenue, Fort Lauderdale, FL 33311

954-828-6111 | mdoyle@fortlauderdale.gov

**Project Value:** \$ 1,200,000

**Summary** Thompson has maintained a stand-by debris monitoring contract with the City of Fort Lauderdale (City) for over five years prior to being activated following Hurricane Irma in September of 2017. During that time, Thompson performed annual debris training and disaster response process reviews with the City in order to maintain a high level of operational readiness should our debris monitoring team ever be needed to respond.



**COVID-19:** Thompson is currently supporting the City of Fort Lauderdale with its recovery of grant funds to support the City's COVID-19 pandemic response efforts. This includes Category B costs related to the City's labor, equipment and material use for pandemic response costs as well as the establishment of temporary non-congregate shelters. Thompson has maintained an active knowledge of the disaster-specific guidance issued by FEMA for the COVID-19 declarations and continues to support the City as FEMA mobilizes to begin administering its PA program. Additionally, Thompson is coordinating with the City to identify its expenditures and potential grant funding opportunities, such as those available through the US Department of Health and Human Services (HHS) and the Center for Disease Control (CDC).

**Hurricane Irma:** In advance of Hurricane Irma, the City activated Thompson's contract, and Thompson deployed a response team to the City immediately following passage of Hurricane Irma. Thompson began debris operations immediately with over 75 field staff ready due to our pre-deployment of resources. Thompson monitored the removal of over 460,000 cubic yards of vegetative, construction and demolition debris, as well as the removal of hazardous limbs from 12,000 trees and the complete removal of over 400 hazardous leaning trees. Thompson also worked closely with the City and its stakeholders to obtain approval for, and implement a FEMA approved private property debris removal program that has resulted in the removal of debris from private property and gated communities.

Furthermore, high wind and storm surge displaced nearly 60,000 cubic yards of beach sand onto A1A, City sidewalks, City parking lots, and other facilities including picnic areas and volleyball courts. The sand on A1A was pushed back to the beach entrances and onto the sidewalks during the emergency push, leaving massive 10-foot piles of sand covering the iconic the Fort Lauderdale Beach wave wall. Within hours of a notice to proceed, Thompson began coordinating with the City, County, FDEP and FEMA to begin emergency sand recovery and screening to remove the large piles and return the sand to the beach. Thompson coordinated with the Contractor to ensure project completion within an expedited debris removal schedule that allowed the City to quickly recover from the costly environmental and economic impacts of Hurricane Irma.



## Large-Scale Contract Activations

### Managerial Capabilities

*Thompson recognizes that each disaster situation is going to be different. Although we will always be able to leverage our extensive experience and capabilities, we will also have to be prepared to draw on resources intelligently, prioritize efficiently, and act decisively when facing new challenges. In order to do this, Thompson promotes a collaborative working relationship with our clients and their debris removal contractors during routine and emergency conditions.*

Recent disaster incidents, including Hurricanes Florence and Michael in 2018, Hurricanes Harvey, Irma and Maria in 2017 and Hurricane Matthew in 2016 have tested and enhanced Thompson's managerial capabilities, especially in the State of Florida. These disaster incidents have resulted in regional, nearly state-wide and multi-state response operations. Hurricanes Michael and Florence made landfall within one month of each other and required simultaneous disaster response operations for nine (9) clients in North and South Carolina and six (6) clients in Florida and Georgia. Following Hurricane Irma, Thompson was activated by, and successfully responded to 47 clients within the State of Florida, including Lee County, Volusia County and the Solid Waste Authority of Palm Beach County, some of the hardest hit and largest debris removal missions throughout the State. In 2016 when a massive flooding event devastated the greater Baton Rouge area of Louisiana and Hurricane Matthew struck the Atlantic Seaboard of the United States, Thompson was simultaneously activated by twenty-five (25) county and city governments in Louisiana, Florida, Georgia, South Carolina, North Carolina, and Virginia. At peak times following Hurricane Irma in Florida alone, Thompson had deployed over 1,600 field staff, and nearly 1,200 pieces of ADMS equipment. Through these recent events Thompson worked closely with our clients and many different debris removal companies to work through the following challenges:

**Logistic Considerations:** When addressing a multi-state disaster response such as Hurricane Matthew, Thompson's debris removal monitoring assignments were extended over a large area including south central Louisiana and spanning nine hundred (900) miles along the Atlantic coast from Palm Beach County, FL to Norfolk, Virginia. In order to address client specific field personnel and equipment needs, Thompson implemented several operational hubs in six (6) states with runner and logistics support to all projects.

**Large Scale ADMS Deployment to Monitor All Types of Debris Collection:** Thompson's ADMS deployment following Hurricanes Harvey, Irma and Maria in 2017 was one of the largest simultaneous ADMS deployments in history, with over 1,300 units deployed to over 55 work locations. Thompson's ADMS units were configured to monitor the collection of nearly 15 million cubic yards of disaster related debris. Thompson's ADMS system was configured to monitor the removal of vegetative, construction and demolition (C&D), white goods, household hazardous waste, animal carcasses, sand, waterway, and private property debris removal.

**Staffing Execution Plan:** Thompson maintains a professional recruiting and staffing department in house so that we can respond quickly and efficiently to surge staffing demands. We maintain a network of over 1,000 potential field monitors on call to supplement monitors sourced locally. When tasked with ramping up quickly, efficiently, and simultaneously over a six (6) state area following Hurricane Matthew, Thompson relied on dedicated resources that owned the ramp-up process. We did not, and do not currently, rely on any third-party staffing firms that do not understand the disaster business. This was critical to our success with the Hurricanes Matthew, Irma and Michael mobilizations.

**Rapid Mobilization:** During these recent disasters, many of Thompson’s clients elected to participate in the Public Assistance Alternative Procedures (PAAP) Pilot Program for Debris Removal and tasked Thompson and the debris removal contractors with expedited debris removal schedules. Thompson, the debris removal contractors, and the clients were highly motivated to complete debris removal operations as quickly as possible. Thompson was able to handle the great deal of operational pressure associated with monitoring expedited debris removal operations, and over 90% of the work that we monitored was completed within 90 days.

## Mobilization Capabilities

Thompson’s staffing plans are designed to be flexible and scalable so that we can effectively and efficiently respond to our client’s needs no matter the operating climate. We maintain a staff of full time and on-call disaster debris monitoring experts, consultants and supervisors that are available to support the implementation and management of debris removal monitoring operations. Thompson maintains a network of more than 150 on-call debris removal monitoring managers and supervisors and more than 1,000 inspectors. In addition, we maintain professional human resources and recruiting staff that have over 10 years of experience in disaster response and recovery services available to assist in identifying and placing personnel.

We have made tremendous investments in our personnel, resources, technology, and tools to have the flexibility and scalability necessary to be an industry leader in debris removal monitoring. Part of this investment is in a proven process to recruit, train, and equip local hires and personnel in a safe manner in extremely short periods of time and extremely difficult environments.

Typically, Thompson begins the process of recruiting and on-boarding immediately upon contract award, not reactively following a notice to proceed. Thompson will issue contingent job postings through a variety of outlets to pre-identify a pool of candidates to serve as future debris removal monitors and field personnel.

Thompson is extremely proud of our response time record and our ability to deploy resources quickly and efficiently in disaster situations across the country. We have never failed to provide sufficient and continuous workforce solutions per individual contract specifications and take pride in meeting the staffing expectations of our clients. As an example of our response and staffing abilities, we have summarized our response times to previous disaster events and resources deployed in the following table.

Table E-2: Previous Response Times and Resources Deployed

Disaster	Year	Number of Clients	Response Time	Field Staff Hired
Hurricane Ida (FEMA DR-4611)	2021	13	Within 12-24 hours of NTP	2,900
Hurricane Sally (FEMA DR-4563,4564)	2020	10	Within 12-24 hours of NTP	1,425
Hurricane Dorian (FEMA DR-4465)	2019	2	Within 24 hours of NTP	160
Hurricane Michael (FEMA DR-4399, 4400)	2018	13	24 hours prior to NTP	1,300
Hurricane Florence (FEMA DR-4393, 4394)	2018	13	48 hours prior to NTP	989
Hurricane Maria (FEMA DR-4339)	2017	1	Within 24 hours of NTP	1,200
Hurricane Irma (FEMA DR-4337, 4338)	2017	47	Within 12-24 hours of NTP	1,600
Hurricane Harvey (FEMA DR-4332)	2017	6	Within 12 hours of NTP	200

Disaster	Year	Number of Clients	Response Time	Field Staff Hired
Hurricane Matthew (FEMA DR-4283-86)	2016	17	48 hours prior to NTP	600
Louisiana Severe Flooding (FEMA DR-4277)	2016	2	24 hours prior to NTP	440
South Carolina Severe Flooding (FEMA DR-4241)	2015	1	Within 48 hours of NTP	55
Winter Storm Pax (FEMA DR-4166)	2014	6	Within 48 hours of NTP	475

## Training Program

### Professional Licenses and Certifications / Training Courses

Thompson believes it is critical to educate our staff and provide them with the credentials that are recognized by the federal, state, and local emergency management community. Many of our staff members are credentialed with some combination of the certifications provided in the table below. Also, many of our project management consultants hold various Occupational Safety and Health Administration (OSHA) certifications for safety and other project related activities.

Table E-3: Staff Certifications & Training

Agency/Course	Certification Title
FEMA IS 1	Emergency Program Manager, an Orientation to the Position
FEMA IS 30	Mitigation eGrants System for the Subgrant Applicant
FEMA IS 31	Mitigation eGrants System for the Grant Applicant
FEMA IS 100a	Introduction to the Incident Command System
FEMA IS 120a	An Introduction to Exercises
FEMA IS 200b	ICS for Single Resources and Initial Action Incident
FEMA IS 208	State Disaster Management
FEMA IS 208a	State Disaster Management
FEMA IS 230	Principles of Emergency Management
FEMA IS 230a	Fundamentals of Emergency Management
FEMA IS 241	Decision Making and Problem Solving
FEMA IS 242	Effective Communication
FEMA IS 253	Coordinating Environmental and Historic Preservation Compliance
FEMA IS 292	Disaster Basics
FEMA IS 386	Introduction to Residential Coastal Construction
FEMA IS 393a	Introduction to Hazard Mitigation
FEMA IS 430	Introduction to Individual Assistance
FEMA IS 546	Continuity of Operations (COOP) Awareness
FEMA IS 547	Introduction to Continuity of Operations
FEMA IS 548	Continuity of Operations Manager
FEMA IS 630	Introduction to Public Assistance
FEMA IS 631	Public Assistance Operations
FEMA IS 632	Introduction to Debris Operations in FEMA's PA Program
FEMA IS 634	Introduction to FEMA's Public Assistance Program
FEMA IS 700	National Incident Management System (NIMS) an Introduction
FEMA IS 9	Section 508 Awareness

This coursework and continuing education allows our employees to remain current with ever-changing policy while earning certifications that will provide them with credibility within the federal, state and local emergency management community.

## Debris Removal Monitor Training

Disaster debris operations require program specific training related to the management and monitoring of disaster debris collection and disposal services activities. Thompson evaluates each project to ensure our employees have the training and resources to perform their duties properly. In accordance with FEMA Public Assistance Program and Policy Guide, FP-104-009-2, Thompson will train debris monitors, County employees, and other project stakeholders to have a thorough understanding of the roles and responsibilities of the debris manager, supervisor and field monitor including:

- Accurate and objective debris estimating techniques
- Process for determining debris eligibility: (1) threat to public health/safety, (2) direct result of the disaster event, and (3) existing in the public right-of-way
- A comprehensive understanding of all phases of debris management operations, including loading sites, debris management sites (DMS), and final disposal locations
- The ability to differentiate between debris types
- Understanding of Collection Site and DMS safety procedure
- Understanding of the Thompson Field Health and Safety Plan
- Understanding of the terms, conditions, and scope of the debris removal contract and other disaster specific guidance provided by the County, Texas Division of Emergency Management (TDEM), and FEMA

*Thompson begins training debris removal monitors at the inception of hiring and reinforces lessons learned daily in the field and as needed.*

Thompson has also developed a comprehensive Disaster Debris Removal Monitor Training Manual. This information is also provided via PowerPoint Presentation at local on-boarding and training session held to hire field monitors following a contract activation. A summary of Thompson's Debris Removal Monitor Training Manual is provided below.

**Section 1: Disaster Debris Removal Monitoring:** Provides an overview of disaster debris removal monitoring as well as the roles and responsibilities of the Debris Removal Monitoring Firm, the Debris Removal Contractor and introduces the various debris removal collection functions and positions.

**Section 2: Field Supervisor:** Provides a detailed description on the role of the Field Supervisor to include, management and oversight, debris operations, eligibility, compliance, safety requirements, safety equipment, and personnel protective equipment. This section also outlines the daily documentation required of the Field Supervisor.

**Section 3: Truck Certification Monitor:** Provides a detailed description on the role of the Truck Certification Monitor and includes instructions on making truck certification calculations for various types of trucks.

**Section 4: Debris Collection Monitor:** Provides a detailed description on the role of the Debris Collection Monitor and covers debris classifications, eligibility for right-of-way (ROW) and hazardous leaning tree,

hanging limb and stump removal programs. This section also includes a detailed checklist of the documentation required of the Debris Collection Monitor.

**Section 5: Debris Management Site Monitor:** Provides a detailed description on the role of the Debris Management Site Monitor and instruction on making load volume determinations based on FEMA guidelines and graphics. This section also includes a detailed checklist of the documentation required of the Debris Management Site Monitor.

**Appendix A: ADMS Debris Removal Monitoring Quick Reference Guides:** Detailed reference guides on utilizing Thomson's automated debris management system (ADMS) handheld device TDMSmobile, and completing ticket transactions for various debris programs. Reference guides also include specific information on the debris program including eligibility requirements.

# EXHIBIT E-1: STAFF EXPERIENCE MATRIX

# STAFF EXPERIENCE MATRIX

Thompson Consulting Services

Event/Client	FEMA- DR	Cubic Yardage/ Tonnage	Disaster Debris Contract Management	Contract Procurement Assistance	ROW Debris Removal Monitoring	Parks Debris Removal Monitoring	DMS/Disposal Monitoring	Leaner/ Hangers/ Stumps Removal Monitoring	DMS Environmental Support	Beach Remediation/Restoration	Private Property Debris Removal (PPDR) Administration	Marine/Waterway Debris Removal	Data Collection/ Management/ Billing/ Invoicing	Customer Information/ Service Call Centers	Demolition Administration & Program Management	FEMA Category A&B Reimbursement Support
<b>HURRICANE IDA 2021 – 2022</b>																
<b>EVENT TOTAL CUBIC YARDS – 11,760,000</b>																
Ascension Parish, LA	4611	469,000	◆		◆		◆	◆			◆		◆			
City of Denham Springs, LA	4611	71,000	◆	◆	◆		◆	◆					◆			◆
City-Parish of East Baton Rouge, LA	4611	922,000	◆		◆		◆						◆			
Jefferson Parish, LA	4611	1,621,600	◆		◆		◆	◆			◆		◆			
LA Department of Transportation	4611	2,038,000	◆		◆		◆	◆					◆			
Livingston Parish, LA	4611	1,324,000	◆		◆		◆	◆					◆	◆		
Town of Sorrento, LA	4611	9,400	◆		◆		◆						◆			
St. Tammany Parish, LA	4611	2,530,000	◆		◆		◆	◆					◆			
Terrebonne Parish, LA	4611	2,775,000	◆		◆		◆	◆			◆	◆	◆	◆	◆	
<b>SEVERE STORMS &amp; FLOODING</b>																
<b>EVENT TOTAL CUBIC YARDS – 42,800</b>																
City-Parish of East Baton Rouge, LA	4606	42,500	◆		◆								◆			
Ascension Parish, LA	4606	300	◆		◆								◆			
<b>SEVERE WINTER STORM 2021</b>																
<b>EVENT TOTAL CUBIC YARDS – 153,000</b>																
KY Transportation Cabinet	4592	153,000	◆		◆								◆			
<b>SEVERE WINTER STORM 2021</b>																
<b>EVENT TOTAL CUBIC YARDS – 64,000</b>																
City-Parish East Baton Rouge, LA	4590	64,000	◆		◆								◆			
<b>SEVERE WINTER STORM 2021</b>																
<b>EVENT TOTAL CUBIC YARDS – 79,400</b>																
City of Corpus Christi, TX	4586	75,000	◆		◆								◆			
City of Pearland, TX	4586	4,400	◆		◆								◆			
<b>HURRICANE ZETA 2020</b>																
<b>EVENT TOTAL CUBIC YARDS – 1,473,700</b>																
Jefferson Parish, LA	4577	143,000	◆		◆								◆			
Terrebonne Parish, LA	4577	12,000	◆		◆								◆			
City of Gautier, MS	4576	7,700	◆		◆								◆			
Jackson County, MS	4576	438,000	◆		◆								◆			
City of Long Beach, MS	4576	112,000	◆		◆			◆					◆			
City of Pascagoula, MS	4576	42,000	◆		◆								◆			
Clarke County, AL	4573	243,000	◆		◆		◆	◆					◆			
Mobile County, AL	4573	263,000	◆		◆		◆	◆		◆			◆			
Washington County, AL	4573	213,000	◆		◆		◆	◆					◆			
<b>SEVERE WINTER STORM 2020</b>																
<b>EVENT TOTAL CUBIC YARDS – 477,000</b>																
City of Norman, OK	4575	477,000	◆		◆								◆			

STAFF EXPERIENCE MATRIX

Event/Client	FEMA- DR	Cubic Yardage/ Tonnage	Disaster Debris Contract Management	Contract Procurement Assistance	ROW Debris Removal Monitoring	Parks Debris Removal Monitoring	DMS/Disposal Monitoring	Leaner/ Hangers/ Stumps Removal Monitoring	DMS Environmental Support	Beach Remediation/Restoration	Private Property Debris Removal (PPDR) Administration	Marine/Waterway Debris Removal	Data Collection/ Management/ Billing/ Invoicing	Customer Information/ Service Call Centers	Demolition Administration & Program Management	FEMA Category A&B Reimbursement Support
<b>HURRICANE DELTA 2020</b>																
<b>EVENT TOTAL CUBIC YARDS – 77,221</b>																
City-Parish East Baton Rouge, LA	4570	77,221	◆		◆		◆						◆			
<b>HURRICANE SALLY 2020</b>																
<b>EVENT TOTAL CUBIC YARDS – 9,456,677</b>																
Escambia County, FL	4564	4,427,522	◆		◆	◆	◆	◆					◆			◆
City of Gulf Breeze, FL	4564	98,600	◆		◆		◆	◆					◆			
AL Dept. of Transportation	4563	2,451,641	◆		◆		◆	◆					◆			
City of Gulf Shores, AL	4563	656,203	◆		◆	◆	◆	◆		◆			◆			
City of Mobile, AL	4563	848,367	◆		◆	◆	◆	◆					◆			
Mobile County, AL	4563	270,400	◆		◆		◆	◆		◆			◆			
City of Orange Beach, AL	4563	644,782	◆		◆		◆	◆				◆	◆			◆
City of Spanish Fort, AL	4563	95,162	◆		◆		◆	◆					◆			
<b>HURRICANE LAURA 2020</b>																
<b>EVENT TOTAL CUBIC YARDS – 2,415,052</b>																
Grant Parish, LA	4559	1,186,807	◆		◆		◆	◆					◆			◆
Jefferson Davis Parish, LA	4559	215,825	◆		◆		◆	◆					◆			
City of Jennings, LA	4559	54,600	◆		◆		◆	◆					◆			
LA Dept. of Transportation	4559	139,000	◆		◆		◆	◆					◆			
City of Natchitoches, LA	4559	31,600	◆		◆		◆	◆					◆			
City of Pineville, LA	4559	36,700	◆		◆		◆	◆					◆			
Vernon Parish, LA	4559	726,831	◆		◆		◆	◆					◆			
Winn Parish, LA	4559	148,789	◆		◆		◆	◆					◆			◆
<b>MIDWEST DERECHO 2020</b>																
<b>EVENT TOTAL CUBIC YARDS – 426,440</b>																
IA Dept. of Homeland Security and EM	4557	406,000	◆				◆						◆			
City of Bertram, IA	4557	20,440	◆		◆		◆						◆			
<b>HURRICANE ISAÍAS 2020</b>																
<b>EVENT TOTAL CUBIC YARDS – 2,400</b>																
New Hanover County, NC	4568	2,400	◆		◆		◆						◆			
<b>TROPICAL STORM IMELDA 2019</b>																
<b>EVENT TOTAL CUBIC YARDS – 3,755</b>																
City of Beaumont, TX	4466	3,850	◆		◆		◆						◆			
City of Liberty, TX	4466	3,755	◆		◆		◆						◆			
<b>HURRICANE DORIAN 2019</b>																
<b>EVENT TOTAL CUBIC YARDS – 186,600</b>																
Currituck County, NC	4465	31,200	◆		◆		◆	◆					◆			
Dare County, NC	4465	155,400	◆		◆		◆	◆					◆			
<b>HURRICANE BARRY 2019</b>																
<b>EVENT TOTAL CUBIC YARDS – 87,359</b>																
Terrebonne Parish, LA	4458	50,790	◆		◆		◆						◆			
City-Parish East Baton Rouge, LA	4458	36,569	◆		◆		◆						◆			
<b>HURRICANE MICHAEL 2018 – 2019</b>																
<b>EVENT TOTAL CUBIC YARDS – 4,392,415</b>																



STAFF EXPERIENCE MATRIX

Event/Client	FEMA- DR	Cubic Yardage/ Tonnage	Disaster Debris Contract Management	Contract Procurement Assistance	ROW Debris Removal Monitoring	Parks Debris Removal Monitoring	DMS/Disposal Monitoring	Leaner/ Hangers/ Stumps Removal Monitoring	DMS Environmental Support	Beach Remediation/Restoration	Private Property Debris Removal (PPDR) Administration	Marine/Waterway Debris Removal	Data Collection/ Management/ Billing/ Invoicing	Customer Information/ Service Call Centers	Demolition Administration & Program Management	FEMA Category A&B Reimbursement Support
Leon County, FL	4399	1,043,757	◆		◆		◆	◆					◆			
City of Tallahassee, FL	4399	427,650	◆		◆		◆	◆					◆			
Gadsden County, FL	4399	1,524,442	◆		◆	◆	◆	◆					◆			
Jackson County, FL	4399	122,956	◆		◆	◆	◆	◆			◆		◆			
Tyndall Air Force Base, FL	4399	57,466					◆						◆			
Georgia Department of Transportation	4400	184,527	◆		◆		◆						◆			
Thomas County, GA	4400	45,031	◆		◆		◆	◆					◆			
<b>HURRICANE FLORENCE 2018 – 2019</b>																
<b>EVENT TOTAL CUBIC YARDS – TBD</b>																
Town of Bogue, NC	4393	8,915	◆		◆		◆						◆			
Carteret County, NC	4393	1,507,059	◆		◆	◆	◆						◆			
Cumberland County, NC	4393	1,319	◆		◆		◆						◆			
City of Jacksonville, NC	4393	269,383	◆		◆		◆	◆					◆			
Dept. of Transportation, NC	4393	14,153	◆		◆		◆	◆					◆			
Town of Swansboro, NC	4393	30,816	◆		◆		◆	◆					◆			
<b>HURRICANE MARIA 2017 – 2019</b>																
<b>EVENT TOTAL CUBIC YARDS – 460,000</b>																
Dept. of Transportation, PR	4399	1,275,612	◆		◆		◆	◆					◆			
<b>HURRICANE IRMA 2017 – 2018</b>																
<b>EVENT TOTAL CUBIC YARDS – 12,000,000</b>																
City of Altamonte Springs, FL	4337	68,144	◆		◆		◆	◆					◆			
City of Bonita Springs, FL	4337	536,487	◆		◆	◆	◆	◆					◆			
City of Casselberry, FL	4337	31,317	◆		◆		◆	◆					◆			
Citrus County, FL	4337	173,920	◆		◆		◆	◆					◆			
Hendry County, FL	4337	300,110	◆		◆		◆	◆					◆			
City of Cooper City, FL	4337	153,376	◆		◆		◆	◆					◆			
City of Crystal River, FL	4337	3,142	◆		◆		◆	◆					◆			
City of Daytona Beach, FL	4337	117,077	◆		◆		◆	◆					◆			◆
City of Deland, FL	4337	129,377	◆		◆		◆	◆					◆			
City of Delray Beach, FL	4337	173,674	◆		◆		◆	◆					◆			
City of Flagler Beach, FL	4337	27,515	◆		◆		◆	◆					◆			
City of Ft Lauderdale, FL	4337	647,519	◆		◆	◆	◆	◆		◆			◆			◆
City of Ft Myers, FL	4337	331,986	◆		◆		◆	◆					◆			
Town of Ft Myers Beach, FL	4337	24,783	◆		◆		◆	◆					◆			
Glades County, FL	4337	40,827	◆		◆		◆	◆					◆			
Hernando County, FL	4337	118,699	◆		◆		◆	◆					◆			
City of Hialeah, FL	4337	211,704	◆		◆		◆	◆					◆			
City of Inverness, FL	4337	10,238	◆		◆		◆	◆					◆			
City of Lake Mary, FL	4337	55,826	◆		◆		◆	◆					◆			
City of Lakeland, FL	4337	260,084	◆		◆		◆	◆					◆			◆
City of Largo, FL	4337	54,992	◆		◆		◆	◆					◆			
Lee County, FL	4337	2,319,785	◆		◆	◆	◆	◆			◆		◆			
City of Leesburg, FL	4337	27,118	◆		◆		◆	◆					◆			
Leon County, FL	4337	37,619	◆		◆		◆	◆					◆			

STAFF EXPERIENCE MATRIX

Event/Client	FEMA- DR	Cubic Yardage/ Tonnage	Disaster Debris Contract Management	Contract Procurement Assistance	ROW Debris Removal Monitoring	Parks Debris Removal Monitoring	DMS/Disposal Monitoring	Leaner/ Hangers/ Stumps Removal Monitoring	DMS Environmental Support	Beach Remediation/Restoration	Private Property Debris Removal (PPDR) Administration	Marine/Waterway Debris Removal	Data Collection/ Management/ Billing/ Invoicing	Customer Information/ Service Call Centers	Demolition Administration & Program Management	FEMA Category A&B Reimbursement Support
City of Maitland, FL	4337	36,443	◆		◆		◆	◆			◆		◆			
Manatee County, FL	4337	560,188			◆		◆	◆			◆		◆			
City of Margate, FL	4337	94,506	◆		◆		◆	◆					◆			◆
City of Miami Springs, FL	4337	165,755	◆		◆		◆	◆					◆			
City of Oak Hill, FL	4337	6,124	◆		◆		◆	◆					◆			
City of Orange City, FL	4337	47,722	◆		◆	◆	◆	◆					◆			
City of Orlando, FL	4337	216,508	◆		◆		◆	◆					◆			
City of Ormond Beach, FL	4337	157,371	◆		◆		◆	◆					◆			
City of Oviedo, FL	4337	39,208	◆		◆		◆	◆					◆			
City of Palm Bay, FL	4337	253,867	◆		◆		◆	◆					◆			
City of Stuart, FL	4337	17,851	◆		◆		◆	◆					◆			
Sumter County, FL	4337	116,322	◆		◆		◆	◆					◆			
Solid Waste Authority Palm Beach Co	4337	3,035,786	◆		◆		◆	◆			◆		◆			◆
City of Venice, FL	4337	12,817	◆		◆		◆	◆					◆			
City of Vero Beach, FL	4337	69,897	◆		◆		◆	◆					◆			
Volusia County, FL	4337	858,138	◆		◆	◆	◆	◆			◆		◆			◆
Chatham County, GA	4338	100,889	◆		◆		◆	◆					◆			
Georgia Department of Transportation	4338	27,559	◆		◆		◆	◆					◆			
<b>HURRICANE HARVEY 2017 - 2018</b>																
<b>EVENT TOTAL CUBIC YARDS - 3,000,000</b>																
Aransas County, TX	4332	2,775,000	◆		◆	◆	◆	◆			◆		◆			
City of Beaumont, TX	4332	70,857	◆		◆		◆	◆					◆			
City of Lake Jackson, TX	4332	4,281	◆		◆		◆	◆					◆			
Newton County, TX	4332	8,859	◆		◆		◆	◆			◆		◆			
City of Santa Fe, TX	4332	22,690	◆		◆		◆	◆					◆			
City of Texas City, TX	4332	22,400	◆		◆		◆	◆					◆			
<b>TENNESSEE WILDFIRES 2016 - 2018</b>																
<b>EVENT TOTAL CUBIC YARDS - 676:</b>																
City of Gatlinburg, TN	4293	404:	◆	◆							◆		◆	◆	◆	
Sevier County, TN	4293	272:	◆	◆							◆		◆	◆	◆	
<b>HURRICANE MATTHEW 2016 - 2017</b>																
<b>EVENT TOTAL CUBIC YARDS OF DEBRIS - TBD</b>																
City of Norfolk, VA	4291	29,000	◆		◆		◆	◆					◆			
City of Southern Shores, NC	4285	20,000	◆		◆		◆	◆					◆			
Dare County, NC	4285	96,000	◆		◆		◆	◆				◆	◆			
City of Lumberton, NC	4285	26,000	◆		◆		◆	◆					◆			
SC Department of Transportation	4286	960,000	◆		◆		◆	◆					◆			◆
Chatham County, GA	4284	1,400,000	◆		◆	◆	◆	◆			◆		◆			
City of Effingham, GA	4284	11,000	◆		◆		◆	◆					◆			
City of Pooler, GA	4284	17,000	◆		◆		◆	◆					◆			
Georgia Department of Transportation	4284	180,000	◆		◆		◆	◆					◆			
City of St. Augustine, FL	4283	83,000	◆		◆		◆	◆					◆			◆
City of Orange City, FL	4283	13,000	◆		◆		◆	◆					◆			
City of Ormond Beach, FL	4283	170,000	◆		◆		◆	◆					◆			◆

STAFF EXPERIENCE MATRIX

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City of Deland, FL	4283	57,000	◆		◆		◆	◆					◆			◆
City of Daytona Beach, FL	4283	330,000	◆		◆		◆	◆					◆			◆
City of Palm Bay, FL	4283	99,000	◆		◆		◆	◆					◆			◆
Solid Waste Authority Palm Beach Co.	4283	14,000	◆		◆		◆	◆					◆			◆
City of Vero Beach, FL	4283	27,000	◆		◆		◆	◆					◆			◆
<b>SEVERE STORMS &amp; FLOODING 2016</b>																
<b>EVENT TOTAL CUBIC YARDS OF DEBRIS – TBD (Projects Ongoing)</b>																
City-Parish of East Baton Rouge, LA	4277	1,800,000	◆		◆		◆	◆	◆		◆		◆	◆		◆
City of Denham Springs, LA	4277	250,000	◆		◆		◆	◆			◆		◆	◆		◆
<b>SEVERE STORMS &amp; FLOODING 2016</b>																
<b>EVENT TOTAL CUBIC YARDS OF DEBRIS – 44,736</b>																
Vernon Parish, LA	4263	7,706	◆		◆		◆	◆					◆			◆
Newton County, TX	4266	37,030	◆		◆		◆	◆					◆			◆
<b>SEVERE STORMS &amp; FLOODING 2015</b>																
<b>EVENT TOTAL CUBIC YARDS OF DEBRIS – 120,000</b>																
SC Department of Transportation	4241	120,000	◆	◆	◆		◆						◆			◆
<b>SEVERE WINTER STORM PANDORA 2015</b>																
<b>EVENT TOTAL CUBIC YARDS OF DEBRIS – 271,000</b>																
Putnam County, TN	4211	140,000	◆		◆		◆	◆					◆			◆
Fentress County, TN	4211	77,000	◆		◆		◆	◆					◆			◆
Overton County, TN	4211	54,000	◆		◆		◆	◆					◆			◆
<b>TORNADOES 2014</b>																
<b>EVENT TOTAL CUBIC YARDS OF DEBRIS – 144,000</b>																
City of Adamsville, AL	4176	22,000	◆		◆		◆	◆					◆			◆
City of Graysville, AL	4176	80,000	◆		◆		◆	◆					◆			◆
City of Kimberly, AL	4176	20,000	◆		◆		◆	◆					◆			◆
Lee County, AL	4176	22,000	◆		◆		◆	◆					◆			◆
<b>SEVERE WINTER STORM PAX 2014</b>																
<b>EVENT TOTAL CUBIC YARDS OF DEBRIS – 2,930,000</b>																
South Carolina DOT	4166	1,200,000	◆		◆		◆	◆	◆				◆			◆
Georgetown County, SC	4166	105,000	◆		◆		◆	◆					◆	◆		◆
Marion County, SC	4166	25,000	◆		◆		◆	◆					◆			◆
Williamsburg County, SC	4166	40,000	◆		◆		◆	◆					◆			◆
Aiken County, SC	4166	1,500,000	◆		◆		◆	◆				◆	◆			◆
Allendale County, SC	4166	60,000	◆		◆		◆	◆					◆			◆
<b>HURRICANE ISAAC 2013</b>																
<b>EVENT TOTAL CUBIC YARDS OF DEBRIS – 950</b>																
Iberville Parish, LA (Waterways)	4080	950	◆				◆						◆	◆		◆
<b>HURRICANE ISAAC 2013</b>																
<b>EVENT TOTAL CUBIC YARDS OF DEBRIS – 1,000</b>																
AL Port Authority (Wetlands)	4082	1,000	◆										◆	◆		
<b>HURRICANE SANDY 2012</b>																
<b>EVENT TOTAL CUBIC YARDS OF DEBRIS – 125,000</b>																
City of Hoboken, NJ	4086	25,000	◆	◆	◆								◆			◆

STAFF EXPERIENCE MATRIX

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Town of Babylon, NY	4085	100,000	◆		◆								◆			
<b>HURRICANE ISAAC 2012</b>																
<b>EVENT TOTAL CUBIC YARDS OF DEBRIS – 92,000</b>																
Terrebonne Parish, LA	4080	56,000	◆		◆	◆	◆	◆					◆			◆
Denham Spring, LA	4080	9,000	◆		◆	◆	◆	◆					◆			◆
Hancock County, MS	4081	23,000			◆	◆	◆	◆		◆			◆			◆
Jackson County, MS	4081	4,000			◆	◆	◆	◆								◆
<b>HURRICANE IRENE 2011</b>																
<b>EVENT TOTAL CUBIC YARDS OF DEBRIS – 465,000</b>																
Saluda Residency, Virginia DOT	4024	100,000			◆	◆	◆	◆								
Petersburg Residency, Virginia DOT	4024	75,000			◆	◆	◆	◆								
Ashland Residency, Virginia DOT	4024	200,000			◆	◆	◆	◆								
Chesterfield Residency, Virginia DOT	4024	15,000			◆	◆	◆	◆								
City of Portsmouth, Virginia	4024	50,000			◆	◆	◆	◆								
Brunswick County, Virginia	4024	25,000			◆	◆	◆	◆								
<b>TORNADOES 2011</b>																
<b>EVENT TOTAL CUBIC YARDS OF DEBRIS – 450,000</b>																
City of Tuscaloosa, AL	1971	N/A		◆							◆		◆	◆	◆	◆
Calhoun County, AL	1971	350,000	◆		◆	◆	◆	◆	◆		◆		◆	◆	◆	◆
Alabama DCNR	1971	100,000	◆		◆	◆	◆	◆	◆				◆	◆	◆	◆
<b>TORNADOES 2010</b>																
<b>EVENT TOTAL CUBIC YARDS OF DEBRIS – 18,944</b>																
City of Norman, OK <sup>[1]</sup>	1926	18,944	◆		◆	◆	◆	◆	◆				◆			◆
<b>FLOODING 2010</b>																
<b>EVENT TOTAL CUBIC YARDS OF DEBRIS – 348,895</b>																
City of Nashville, TN <sup>[2]</sup>	1909	275,540			◆	◆	◆	◆	◆				◆	◆	◆	◆
City of Cedar Rapids, IA <sup>[2]</sup>	1763	109,355	◆		◆	◆	◆	◆	◆				◆	◆	◆	◆
<b>ROCKSLIDES 2009</b>																
<b>EVENT TOTAL CUBIC YARDS OF DEBRIS – 60,000</b>																
City of Chattanooga, TN	N/A	60,000	◆		◆	◆	◆	◆	◆							
<b>SNOWSTORMS 2009</b>																
<b>EVENT TOTAL CUBIC YARDS OF DEBRIS – 59,765</b>																
Town of Spencer, MA <sup>[1]</sup>	1813	10,930	◆		◆	◆	◆	◆	◆				◆	◆	◆	◆
Town of Sterling, MA <sup>[1]</sup>	1813	48,835	◆		◆	◆	◆	◆	◆				◆	◆	◆	◆
<b>HURRICANE IKE-2008</b>																
<b>EVENT TOTAL CUBIC YARDS OF DEBRIS – 12,275,208</b>																
City of Houston, TX <sup>[1]</sup>	1791	4,500,000	◆	◆	◆	◆	◆	◆	◆				◆	◆	◆	◆
Harris County, TX <sup>[1]</sup>	1791	2,500,000	◆	◆	◆	◆	◆	◆	◆				◆	◆	◆	◆
Galveston County, TX <sup>[1]</sup>	1791	1,400,000	◆	◆	◆	◆	◆	◆	◆		◆		◆	◆	◆	◆
City of Baytown, TX <sup>[1]</sup>	1791	1,000,000	◆	◆	◆	◆	◆	◆	◆				◆	◆	◆	◆
Montgomery County, TX <sup>[1]</sup>	1791	871,452	◆	◆	◆	◆	◆	◆	◆				◆	◆	◆	◆
Fort Bend County, TX <sup>[1]</sup>	1791	415,000	◆	◆	◆	◆	◆	◆	◆				◆	◆	◆	◆
Town of Dauphin Island, AL <sup>[1]</sup>	1797	50,000	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆
Hardin County, TX <sup>[1]</sup>	1791	200,000	◆	◆	◆	◆	◆	◆	◆				◆	◆	◆	◆

STAFF EXPERIENCE MATRIX

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City of Sugarland, TX <sup>[1]</sup>	1791	125,000	◆		◆	◆	◆	◆	◆				◆			◆
City of Missouri City, TX <sup>[1]</sup>	1791	97,238	◆		◆	◆	◆	◆	◆				◆			◆
<b>HURRICANE GUSTAV 2008</b>																
<b>EVENT TOTAL CUBIC YARDS OF DEBRIS – 968,727</b>																
Terrebonne Parish, LA <sup>[2]</sup>	1786	296,039	◆		◆	◆	◆	◆	◆		◆	◆	◆		◆	◆
St. Landry Parish, LA <sup>[2]</sup>	1786	225,000	◆		◆	◆	◆	◆	◆		◆	◆	◆		◆	◆
Iberville Parish, LA <sup>[2]</sup>	1786	179,185	◆		◆	◆	◆	◆	◆		◆	◆	◆		◆	◆
City of New Orleans, LA <sup>[2]</sup>	1786	136,559	◆		◆	◆	◆	◆	◆		◆	◆	◆		◆	◆
City of Thibodaux, LA <sup>[4]</sup>	1786	78,820	◆		◆	◆	◆	◆	◆		◆	◆	◆		◆	◆
St John the Baptist Parish, LA <sup>[1]</sup>	1786	53,124	◆		◆	◆	◆	◆	◆		◆	◆	◆		◆	◆
<b>HURRICANE DOLLY 2008</b>																
<b>EVENT TOTAL CUBIC YARDS OF DEBRIS – 612,050</b>																
Hidalgo County, TX <sup>[1]</sup>	1780	310,585	◆	◆	◆	◆	◆	◆	◆		◆	◆	◆	◆		◆
Cameron County, TX <sup>[2]</sup>	1780	301,465	◆	◆	◆	◆	◆	◆	◆		◆	◆	◆	◆		◆
<b>IOWA FLOODING 2008</b>																
<b>EVENT TOTAL CUBIC YARDS OF DEBRIS – 200,000</b>																
City of Waterloo, IA <sup>[1]</sup>	1763	200,000	◆		◆				◆				◆			
<b>MIDWEST ICE STORM 2007</b>																
<b>EVENT TOTAL CUBIC YARDS OF DEBRIS – 825,000</b>																
City of Norman, OK <sup>[1]</sup>	1735	750,000	◆		◆	◆	◆	◆	◆		◆	◆	◆		◆	◆
City of Webb City, MO <sup>[1]</sup>	1736	75,000	◆		◆			◆	◆		◆	◆	◆		◆	◆
<b>MIDWEST ICE STORM 2007</b>																
<b>EVENT TOTAL CUBIC YARDS OF DEBRIS – 2,101,539</b>																
City of Springfield, MO <sup>[1]</sup>	1676	1,448,539	◆		◆	◆	◆	◆	◆		◆	◆	◆		◆	◆
Greene County, MO <sup>[2]</sup>	1676	545,000	◆		◆	◆	◆	◆	◆		◆	◆	◆		◆	◆
City of Lebanon, MO <sup>[2]</sup>	1676	108,000	◆		◆			◆	◆		◆	◆	◆		◆	◆
<b>BUFFALO SNOW/STORM 2006</b>																
<b>EVENT TOTAL CUBIC YARDS OF DEBRIS – 1,386,000</b>																
Town of Amherst, NY <sup>[2]</sup>	1655	800,000	◆		◆	◆	◆	◆	◆		◆	◆	◆		◆	◆
Town of Tonawanda, NY <sup>[2]</sup>	1655	200,000	◆		◆	◆	◆	◆	◆		◆	◆	◆		◆	◆
City of Lackawanna, NY <sup>[2]</sup>	1655	150,000	◆		◆	◆	◆	◆	◆		◆	◆	◆		◆	◆
City of North Tonawanda, NY <sup>[2]</sup>	1655	100,000	◆		◆	◆	◆	◆	◆		◆	◆	◆		◆	◆
Genesee County, NY <sup>[2]</sup>	1655	80,000	◆		◆	◆	◆	◆	◆		◆	◆	◆		◆	◆
Erie County, NY <sup>[4]</sup>	1655	50,000	◆		◆			◆	◆		◆	◆	◆		◆	◆
Town of Alden, NY <sup>[4]</sup>	1655	6,000	◆		◆			◆	◆		◆	◆	◆		◆	◆
<b>HURRICANE WILMA 2005</b>																
<b>EVENT TOTAL CUBIC YARDS OF DEBRIS – 8,579,640</b>																
Miami-Dade County, FL <sup>[2]</sup>	1609	3,000,000	◆		◆	◆	◆	◆	◆		◆	◆	◆		◆	◆
Collier County, FL <sup>[4]</sup>	1609	932,000	◆		◆	◆	◆	◆	◆		◆	◆	◆		◆	◆
City of Ft. Lauderdale, FL <sup>[2]</sup>	1609	901,000	◆		◆	◆	◆	◆	◆		◆	◆	◆		◆	◆
City of Hollywood, FL <sup>[2]</sup>	1609	600,000	◆		◆	◆	◆	◆	◆		◆	◆	◆		◆	◆
Town of Davie, FL <sup>[4]</sup>	1609	593,789	◆		◆	◆	◆	◆	◆		◆	◆	◆		◆	◆
City of Boca Raton, FL <sup>[4]</sup>	1609	574,200	◆		◆	◆	◆	◆	◆		◆	◆	◆		◆	◆
City of Plantation, FL <sup>[4]</sup>	1609	366,551	◆		◆	◆	◆	◆	◆		◆	◆	◆		◆	◆

STAFF EXPERIENCE MATRIX

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City of Parkland, FL <sup>[4]</sup>	1609	244,910	◆										◆			◆
City of Weston, FL <sup>[4]</sup>	1609	244,395	◆													◆
City of Cooper City, FL <sup>[4]</sup>	1609	217,464	◆													◆
City of Coral Gables, FL <sup>[4]</sup>	1609	213,947	◆													◆
Broward County, FL <sup>[4]</sup>	1609	204,105	◆													◆
City of Sunrise, FL <sup>[4]</sup>	1609	199,548	◆													◆
City of Oakland Park, FL <sup>[4]</sup>	1609	151,906	◆													◆
City of Miami Beach, FL <sup>[4]</sup>	1609	135,825	◆													◆
<b>HURRICANE KATRINA 2005</b>																
<b>EVENT TOTAL CUBIC YARDS OF DEBRIS – 27,143,468</b>																
Hancock County, MS <sup>[4]</sup>	1604	5,773,291	◆										◆			◆
Jackson County, MS <sup>[4]</sup>	1604	3,183,425	◆										◆			◆
City of Gulfport, MS <sup>[1]</sup>	1604	2,600,000	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆
Forrest County, MS <sup>[4]</sup>	1604	2,496,933	◆													◆
Jones County, MS <sup>[4]</sup>	1604	1,961,427	◆													◆
Harrison County, MS <sup>[1]</sup>	1604	1,850,000	◆		◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆
Lamar County, MS <sup>[4]</sup>	1604	1,533,579	◆													◆
City of Pass Christian, MS <sup>[4]</sup>	1604	1,484,288	◆										◆			◆
City of Pascagoula, MS <sup>[4]</sup>	1604	1,236,646	◆										◆			◆
Mobile County, AL	1605	789,658	◆		◆		◆	◆								◆
City of Mobile, AL	1605	728,469	◆		◆		◆	◆								◆
George County, MS <sup>[4]</sup>	1604	651,359	◆													◆
Perry County, MS <sup>[4]</sup>	1604	550,967	◆													◆
Walthall County, MS <sup>[4]</sup>	1604	507,754	◆													◆
City of New Orleans, LA <sup>[2]</sup>	1603	401,238	◆	◆	◆				◆		◆		◆		◆	◆
Jefferson Parish, LA <sup>[4]</sup>	1603	397,770	◆													◆
City of Slidell, LA <sup>[4]</sup>	1603	153,165	◆													◆
City of Covington, LA <sup>[4]</sup>	1603	143,919	◆													◆
Lafourche Parish, LA <sup>[1]</sup>	1603	134,384	◆													◆
Jasper County, MS	1604	131,251	◆		◆		◆	◆								◆
Town of Dauphin Island, AL	1605	94,037	◆		◆		◆	◆		◆		◆				◆
City of Prichard, AL	1605	70,445	◆		◆		◆	◆								◆
Clark County, MS	1604	90,134	◆		◆		◆	◆								◆
City of Citronelle, AL	1605	48,423	◆		◆		◆	◆								◆
City of Saraland, AL	1605	44,419	◆		◆		◆	◆								◆
City of Satsuma, AL	1605	29,404	◆		◆		◆	◆								◆
Choctaw County, AL	1605	26,409	◆		◆		◆	◆								◆
City of Bayou Le Batre, AL	1605	18,336	◆		◆		◆	◆								◆
City of Creola, AL	1605	7,719	◆		◆		◆	◆								◆
City of Mt. Vernon, AL	1605	4,619	◆		◆		◆	◆								◆
<b>HURRICANE RITA 2005</b>																
<b>EVENT TOTAL CUBIC YARDS OF DEBRIS – 4,800,000</b>																
Jefferson County, TX <sup>[2]</sup>	1606	4,600,000	◆		◆		◆	◆	◆	◆	◆	◆	◆	◆	◆	◆
Monroe County, FL <sup>[2]</sup>	1602	200,000	◆	◆	◆		◆	◆	◆	◆	◆	◆	◆	◆	◆	◆

STAFF EXPERIENCE MATRIX

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<b>HURRICANE DENNIS 2005</b>																
<b>EVENT TOTAL CUBIC YARDS OF DEBRIS – 3,600,000</b>																
Santa Rosa County, FL <sup>[1]</sup>	1595	2,000,000	◆		◆	◆	◆	◆	◆				◆	◆		◆
Escambia County, FL <sup>[1]</sup>	1595	1,200,000	◆		◆	◆	◆	◆	◆				◆	◆		◆
City of Pensacola, FL <sup>[1]</sup>	1595	400,000	◆		◆	◆	◆	◆	◆				◆	◆		◆
<b>HURRICANE IVAN 2004</b>																
<b>EVENT TOTAL CUBIC YARDS OF DEBRIS – 9,733,300</b>																
Escambia County, FL <sup>[2]</sup>	1551	7,681,500	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆
City of Pensacola, FL <sup>[4]</sup>	1551	1,343,000	◆		◆	◆	◆	◆	◆		◆		◆	◆		◆
Florida Dept. of Transportation <sup>[1]</sup>	1551	708,800	◆		◆	◆	◆	◆	◆				◆	◆		◆
<b>HURRICANE FRANCES 2004</b>																
<b>EVENT TOTAL CUBIC YARDS OF DEBRIS – 200,000</b>																
City of Boca Raton, FL <sup>[1]</sup>	1545	200,000	◆		◆		◆						◆			◆
<b>HURRICANE CHARLEY 2004</b>																
<b>EVENT TOTAL CUBIC YARDS OF DEBRIS – 3,883,434</b>																
Charlotte County, FL <sup>[4]</sup>	1539	1,870,669	◆										◆			◆
City of Orlando, FL <sup>[2]</sup>	1539	1,035,500	◆		◆	◆	◆	◆	◆				◆	◆		◆
Orange County, FL <sup>[4]</sup>	1539	977,265	◆										◆			◆

[1] This work was completed by Beck Disaster Recovery's principal owners. Beck Disaster Recovery was acquired in 2009 and dissolved in 2011. Jon Hoyle, Thompson's President, served as the technical lead on this project.

[2] This work was completed by Beck Disaster Recovery's principal owners. Beck Disaster Recovery was acquired in 2009 and dissolved in 2011. Nate Counsell, Thompson's Vice President, served as the technical lead on this project.

[3] This work was completed by Beck Disaster Recovery. Beck Disaster Recovery was acquired in 2009 and dissolved in 2011. Nicole Counsell, Thompson's Grant Management Consultant, served as the technical lead on this project.

[4] This work was administered by Asevotech for Ashbrite Environmental. Wes Holden, Thompson's Director of Operations, served as the technical data administration lead on this project.

# SECTION F

## General Project Requirements

### Requirement Acknowledgement and Crosswalk

Thompson has prepared a detailed proposal that includes an overview of all the services and basic requirements requested by Polk County. We have detailed, in order presented, where each item is addressed in our proposal.

**1.)** Polk County intends to engage a Contractor to assist the County with monitoring the work of the Debris Management Contractor in the field, at Temporary Debris Management Sites (TDMS), and at disposal sites. Contract monitors are necessary to assure that the terms of the debris and waste management contracts are satisfied by the Debris Management Contractor and his subcontractors during the removal and hauling of debris/waste from public access roads, rights-of-way, and public property; during handling and processing at TDMS; and, at disposal sites. Monitors will be assigned to debris loading areas, TDMS, and disposal sites. In addition, roving monitors will be assigned to help verify that the debris management plan and contracts are effectively and efficiently executed:

Thompson acknowledges this requirement and has developed a detailed approach and description of debris monitoring services based on our extensive experience and the schedule of deliverables proposed herein. An overview of our monitor requirements, onboarding, and training is listed as parts of *Section J, Description of Debris Monitoring* pages J-3 through J-8.

**2.)** Polk County will assign a Debris Manager (DM) and will establish a Debris Management Center or other operational group setting to provide overall coordination of recovery operations. The Debris Manager will be the primary point of contact for the Contractor and will resolve contract administration issues and disputes. The Monitoring Services Contractor is to provide expertise for and assistance to the County's Debris Manager and also assists County staff at the Debris Management Center in overseeing and documenting the debris management operations. Services are to be provided in these general task areas, but are not necessarily limited to these task areas:

Thompson acknowledges these requirements. Details are provided in the Sections/Pages listed below.

- a. Development of a Monitoring Plan:** Thompson's approach to developing a disaster specific monitoring plan is detailed in *Section G, Project Approach* and *Section J, Description of Monitoring Services*.
- b. Truck and trailer measurement, certification, marking and tracking:** An overview of our Debris Vehicle Certification requirements is included as part of our Program Implementation detailed in *Section J, Description of Monitoring Services* on page J-5. Thompson will certify, mark and track contractor trucks and trailers using an Automated Debris Management System (ADMS). A description of our ADMS, the Thompson Debris Management Suite (TDMS), is included in *Section K, Automated Debris Tracking and Reporting System*.
- c. Equipment registry and tracking:** An overview of our equipment registry and tracking is included as part of our Program Implementation detailed in *Section J, Description of Monitoring Services* on page J-5 and *Section H, Workforce Information* on page H-3. Thompson will certify,



mark and track contractor trucks and trailers using an Automated Debris Management System (ADMS). A description of our ADMS, the Thompson Debris Management Suite (TDMS), is included in *Section K, Automated Debris Tracking and Reporting System*.

- d. **Debris/waste management workforce registry and tracking:** An overview of our debris/waste management registry and tracking process is included as part of our Program Implementation detailed in *Section J, Description of Monitoring Services* on page J-5 and *Section H, Workforce Information* on page H-3. Thompson will certify, mark and track contractor workforce using an Automated Debris Management System (ADMS). A description of our ADMS, the Thompson Debris Management Suite (TDMS), is included in *Section K, Automated Debris Tracking and Reporting System*.
- e. **Field monitoring:** An overview of our collection monitor requirements, onboarding, and training is listed as parts of our Mobilization and Program Implementation tasks detailed *Section J, Description of Monitoring Services* on pages J-3 through J-8. All field monitors will utilize ADMS which is detailed in *Section K, Automated Debris Tracking and Reporting System*.
- f. **Debris management tracking:** An overview of our DMS monitor requirements, onboarding, and training is listed as parts of our Mobilization and Program Implementation tasks detailed *Section J, Description of Monitoring Services* on pages J-3 and J-7 through J-8. All DMS monitors will utilize ADMS which is detailed in *Section K, Automated Debris Tracking and Reporting System*.
- g. **Trip ticket management:** An overview of our trip ticket management is included in *Section J, Description of Monitoring Services* on page J-6 and J-11 through J-13 as part of our Program Implementation Task and Data Management Task. All monitors will utilize ADMS which is detailed in *Section K, Automated Debris Tracking and Reporting System*.
- h. **Data management:** An overview of our Data Management is included in *Section J, Description of Monitoring Services* pages J-11 through J-13 as part of our Data Management Task. All monitors will utilize ADMS which is detailed in *Section K, Automated Debris Tracking and Reporting System*.
- i. **Invoice reconciliation:** An overview of our invoice reconciliation process is included in *Section J, Description of Monitoring Services* page J-13 through J-14 as part of our Data Management Task.
- j. **QA/QC program management:** An overview of our QA/QC program management is included in *Section J, Description of Monitoring Services* on page J-11 through J-12 as part of our Data Management Task.
- k. **Complaint resolution:** An overview of our damage complaint tracking is included in *Section J, Description of Monitoring Services* on page J-8 as part of our Debris Program Implementation Task.
- l. **Detailed daily reports on the status, effectiveness, volumes handled, and other pertinent data for all debris operations:** An overview of our reporting is included in *Section J, Description of Monitoring Services* pages J-12 through J-13 as part of our Data Management Task and *Section K, Automated Debris Tracking and Reporting System* pages K-4 through K-5.
- m. **All monitoring workforce requirements, including but not limited to staffing, training, equipment, safety training and enforcement, mobilization, transportation, and logistical support:** An overview of our monitor requirements, onboarding, and training is listed as parts of

*Section H, Workforce Information* page H-1 – through H-2, *Section J, Description of Debris Monitoring* pages J-3 through J-8 and *Section E, Experience* pages E-8 through E-9.

- n. **Site Safety Plan preparation and maintenance:** An overview of our Site Safety Plan preparation and maintenance is included in *Section J, Description of Debris Monitoring Services* pages J-4 through J-5.
- o. **Compliance with all applicable Federal, State, and local rules relative to the monitoring operations:** Thompson has developed a detailed approach and description of debris monitoring services that comply with all applicable Federal, State, and local rules based on our extensive experience and the schedule of deliverables proposed herein. An overview of our service offerings is included in *Section G, Project Approach* and *Section J, Description of Debris Monitoring Services*.
- p. **Preparation of documentation to support Federal cost reimbursement processes:** An overview of our close out support including Project Worksheet development and audit ready documentation is included in *Section G, Project Approach* pages G-6 through G-7.
- q. **Related activities for effective and efficient debris management operations deemed necessary or desirable on the basis of the Contractor's experience when authorized by the County Debris Manager:** Thompson is prepared to assist the County in preparing final reports for reimbursement by FEMA, FHWA and other stakeholder agencies detailed in *Section G, Project Approach* pages G-6 through G-7 as well as debris management planning and preparedness support highlighted on *Section G Project Approach* page G-2.

# SECTION G

## Project Approach

### Approach to Debris Removal Monitoring

Polk County, Texas (County) is in the eastern portion of the state, situated north of the Gulf of Mexico. The County is comprised of 1,110 square miles and has a population of 50,123. The County is highly vulnerable to the impacts of hurricanes, tropical storms, flooding, tornadoes, and other severe weather systems. In 2008, the County experienced major impacts from Hurricane Ike, which made landfall as a Category 2 Hurricane and cause extensive damage due to sustained hurricane force winds. More recently in 2017, the County was impacted by Major Hurricane Harvey which generated historic and catastrophic rainfall that caused extensive flooding in the County. As such, the County maintains a constant, high level of readiness to respond to a variety of hazards that may impact its citizens and is seeking proposals from qualified consultants to provide debris monitoring support and assist the County in navigating the funding and compliance channels of the Texas Division of Emergency Management (TDEM) and the Federal Emergency Management Agency (FEMA) Public Assistance (PA) Program.

Thompson's staff understands the challenges to providing effective debris monitoring to support the County. We will use what we have learned from previous disaster recovery projects throughout Texas and the United States to improve the efficiency of the debris removal program, reduce the overall cost of the various debris removal programs, and expedite the County's recovery following a future disaster event.

*Thompson agrees to fulfill all requirements outlined in the scope of services, with the exception that Thompson will not provide monitors with safety shoes or wet weather clothing as requested in*

*Workforce Information Part 2. on Page 19. The appropriate safety shoes or hard toe boots and wet weather clothing will be employment requirements for monitors, along with a cell phone and working automobile. This is Thompson's standard hiring policy.*

*Thompson will meet all other requirements and strive to exceed the service expectations of Polk County.*

### Approach to Debris Removal Monitoring

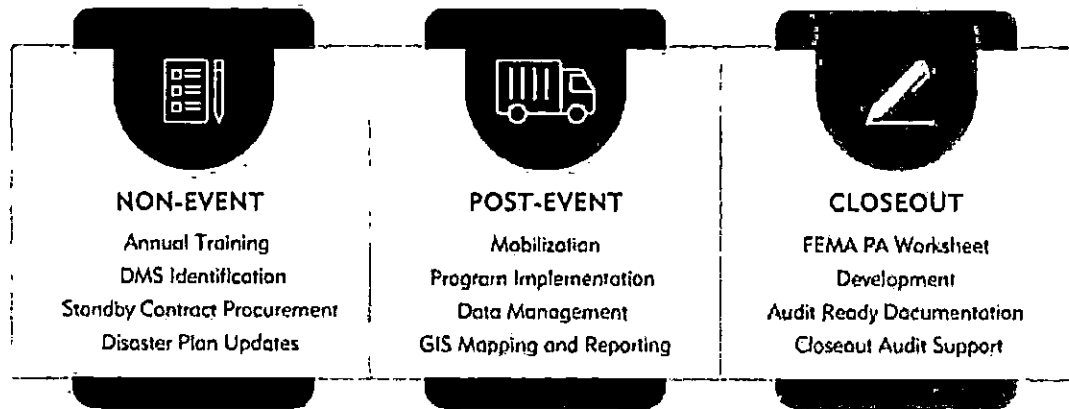
#### Maximizing Reimbursement

*Thompson's approach to providing disaster debris removal and disposal monitoring services begins with the desired outcome at the forefront of what we do: document debris removal in a manner to ensure maximum grant reimbursement to our clients.*

Through experience and lessons learned, we have been able to develop a fine-tuned and tested approach to efficiently and effectively meet or exceed the FEMA compliance regulation standards for maximum reimbursement to our clients. When dealing with disaster recovery and compliance with FEMA and other federal agency regulations, not many things can take the place of first-hand experience. Our debris monitoring and reimbursement procedures, tools and training methods are the results of a unique blend of theoretical and applied implementation strategies on real recovery projects.

This approach is applied throughout all contract activities and all phases of the disaster preparedness, response, and recovery program for disaster debris removal monitoring.

Figure G-1: Disaster Debris Removal Monitoring Phase and Task Summary



## Non-Event / Preparedness and Planning

Part of Thompson's commitment to pre-positioned clients is providing planning and training services to the communities we serve. Our team is constantly expanding education, training, and field experience in the disaster debris monitoring, grant management, and emergency management fields and will share their knowledge with County leadership and staff. Following contract award, Thompson will coordinate training schedules with the County to provide departments and key staff members training which will address prioritized topics, as requested by the County.

In addition, Thompson can provide a variety of planning services, training programs, and tools and templates that can be utilized by the County in future disasters or participate in exercises related to the County's disaster preparedness, response, and recovery. A listing of sample services that can be provided to the County is provided below.

- Disaster Debris Management Plans (DDMP)
- FEMA Public Assistance (PA) Training
- Identification of Debris Management Sites (DMS)
- Procurement Assistance
- Public Information
- Mitigation Planning and Support
- Comprehensive Emergency Management Planning
- Executive Guidance to Commissions, Boards, and Panels

## Post-Event / Disaster Debris Removal Monitoring Operations

Thompson has functionally organized our disaster debris removal monitoring operations by task predicated on the various debris streams and programs that can be expected based on our experience monitoring and documenting large scale debris removal operations. Thompson will tailor our approach to the County's debris recovery effort based on disaster specific challenges. Our tasks and task approach can be modified and scalable and our mobilization times can be either compressed or extended based on the needs of the County and the public.

## Debris Monitoring Operations Program Management

Thompson will assist the County in overseeing the debris management operations, obtaining proper approvals for special debris removal programs, and providing in-depth working knowledge of a variety of recovery operations, USACE debris management guidelines, and FEMA eligibility and reimbursement guidelines. Thompson will work with the County to develop a project management plan to ensure that contracted debris removal is properly documented to substantiate FEMA PA, FHWA ER, and NRCS funding. Some of the initial considerations will include, but not be limited to:

- Single/multiple debris removal contractors
- Debris removal contractor rates and specifications
- Debris estimates, by collection zone
- Debris removal from gated communities
- Crew/Monitor Estimates, by collection zone
- Onboarding and safety training locations and procedures
- Operations Manager/Supervisor Assignments
- Progress reporting distribution lists and protocols

In most cases, Thompson will deploy our project team in anticipation of receipt a notice to proceed so that we can be responsive to the County's needs and effectively manage the deployment of personnel and resources. Upon receipt of a Notice-to-Proceed, Thompson will deploy Project Quality Assurance and Project Administrative initiation teams to the County.

The Project Quality Assurance Team will consist of the Project Manager and appropriate number of Field Supervisors, based on the severity of the event. In addition to providing surge support to the County, the Project Quality Assurance Team will serve as the field project management team. The Project Quality Team will be deployed with equipment kits to accommodate all field staff.

The Project Administrative Team will consist of administrative/human resource employees. The Project Administrative Team will be temporarily deployed to the County to support the monitor on-boarding process, including:

- Employee application reviews
- Motor Vehicle record checks
- Debris Monitor Training
- Health and Safety Plan Implementation

**Collaboration with the County:** Immediately following Notice-to-Proceed, Thompson will begin coordinating with the County and County contractors to synchronize mobilization and response activities. Thompson will need the following information from the County prior to or upon mobilization:

- Points of Contact
- Copy of contract between County and debris removal contractor(s)
- GIS shapefiles
- List of priority roads
- Preferred debris removal zones (if available)
- Any inter-local agreements or memoranda of understanding with State, County or other municipalities

Throughout the project, the Thompson Project Manager will identify critical path functions that will require close coordination between the County and Thompson. These may include:

- Public Information
- Information on FEMA

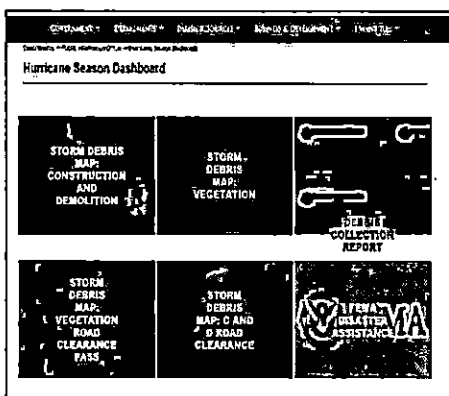
- Private Property Issues
- Special Needs Assistance
- Damage reports and resolution

Thompson will identify a lead for each function to serve as a direct interface with the appropriate County staff on each issue. The Thompson team member will be available in person, by phone, or email to communicate with the County and project stakeholders. To the extent that cellular connectivity is not available, Thompson will secure alternative communications methods (radios, satellite, etc.).

**Debris Removal Contractor Coordination:** Thompson recognizes that each disaster situation is going to be different and therefore promotes a collaborative working relationship with the County and their debris removal contractors. Immediately following a notice to proceed, Thompson will begin coordinating with the County and County contractors to synchronize mobilization and response activities. These activities may include:

- Identification/confirmation of equipment staging area
- Damage assessment
- Emergency push
- Zone assignment to contractors and subcontractors
- Distinct field management based on authorized scopes of work
- DMS permitting

**FEMA and State Agency Coordination:** To the extent that it is required by the County, Thompson will serve as a liaison between the FEMA, TDEM, and other public entities to document and demonstrate that debris removal, response and recovery activities are eligible, allowable, and in compliance with FEMA Publication FP-104-009-2 Public Assistance Program and Policy Guide (PAPPG). Thompson will work with the County, TDEM, FEMA Region 6, and FEMA Headquarters to facilitate a transparent, well documented partnership throughout the recovery effort. This will allow Thompson to integrate Disaster Specific Guidance (DSG) issued from FEMA into the County's debris removal efforts, and pro-actively create a positive working relationship with participating stakeholder regulatory agencies.



**Public Information Support:** Thompson has a variety of resources and tools to assist the County's public information and outreach efforts. During non-event times, prior to and immediately following a disaster incident, Thompson can work with the appropriate County staff to develop press releases to inform the public on topics related to debris removal efforts, including proper setout procedures for bring debris to the right-of-way, anticipated collection start, progress and end dates, and notification of special debris collection programs available to the public.

Thompson can also utilize our technology solutions, including our enhanced mapping capabilities, to provide project data summaries including debris types and collection totals as well as URL/web-based maps and dashboards that the County can share with the public.

Thompson can also establish and staff a hotline to assist with public telephone inquiries and complaints regarding debris removal operations. Thompson will ensure that all calls are documented and assigned a

status to track the complaint and resolution. Damage complaints concerning debris removal will be tracked and reported by debris contractor(s). All complaints will be provided to the project management team for resolution with the debris contractor. Thompson will provide a log of inquiries and complaints and their resolution to the County Project Manager on a weekly basis.

**Health and Safety Plan:** Thompson employees are trained to put the safety of anyone on a jobsite above all else – even a project timeline. Our behavioral-based program enables employees to conduct risk assessments to identify and control or eliminate hazards. Most importantly, our employees are authorized and required to stop work when safety is compromised. Our employees work in a variety of environments, from the field to the office. We believe that the health and safety of our employees are best protected when our activities are properly planned, so we work in advance to determine the different types of training and information our employees need.

Thompson will implement a Health and Safety Plan (HSP) that outlines site-specific precautions to be taken to avoid and mitigate the risk of hazards associated with work performed in the elements, around heavy equipment, near tree work, and close to vehicle traffic. The HSP will establish that work performed on the project shall comply with all applicable OSHA, State of Texas, and all other safety requirements provided by FEMA and its authorized contractors. Thompson will also provide a hard hat, reflective vest, safety glasses and hearing equipment to collection and disposal monitors, and field supervisors.

In addition, Thompson will ensure that all collection and disposal monitors, and field supervisors report to work with a cell phone, protective shoes, long pants, hot, cold, and/or wet weather gear, sunscreen, and a supply of bottled water.

**Damage Assessment:** At the direction of the County, Thompson can assist with preliminary damage assessments in accordance with the FEMA Damage Assessment Operations Manual. Thompson will perform damage assessments with the County and County contractors to determine the scope of the damage, identify the need for special debris programs such as leaner/hanger/stump removal, and develop crew configurations and assignments. Damage assessment assistance may include, and is not limited to, participation in one or more of the following tasks:

- Identifying damaged facilities
- Documenting damages
- Documenting work and cost
- Other Considerations (codes and standards, repair vs. replacement, hazard mitigation etc.)

All damage assessment documentation will be captured, digitized, and managed using TDMS. This information will allow Thompson and the County Contractor(s) to develop budget estimates to be used for task orders and Project Worksheet development.

**Estimation Methodology:** For purposes of pre-event planning and understanding resource requirements, Thompson utilizes the US Army Corps of Engineers (USACE) debris-estimating model for developing debris estimates. The USACE developed this model based on debris generated by Hurricanes Frederic, Hugo and Andrew. The model contemplates the number of households in an urban/suburban area, as well as the category of storm, vegetative characteristics, commercial density and precipitation. The estimated quantities produced by the model have a predicted accuracy of  $\pm 30\%$ .

Because of the margin of error in the model, Thompson validates the modeled result via windshield surveying and aerial drone flyover assessments in a post-disaster scenario. Windshield surveys provide debris removal professionals the opportunity to estimate the quantity of debris per parcel surveyed, which can be extrapolated to include the number of parcels within jurisdictional limits of the community. Aerial drone flyover assessments are important because they provide Thompson with the ability to gauge the consistency of the damage across the jurisdiction and provide a means for identifying areas that have been compromised which may be isolated without means of conventional travel due to debris or flooding.

*Thompson has provided a detailed mobilization and program implementation schedule in Section J, Description of Monitoring Services.*

## Closeout

Thompson's team of consultants, engineers, cost estimators and subject matter experts are disaster recovery and grant management practitioners and implementers that maintain an active knowledge of federal policy and industry leading expertise in navigating federal programs to maximize and retain federal funding for impacted communities.

## FEMA PA Worksheet Development

Thompson will assist the County with developing Project Worksheets (PWs) and necessary documentation to substantiate cost claims to FEMA for the Public Assistance (PA) program. Thompson will deploy consultants to coordinate PA operations with TDEM officials and prepare small and large project PWs to capture eligible costs incurred by the County. Throughout the PA process, Thompson carefully tracks all associated labor and expenses in accordance with FEMA DAP 9525.9, outlining eligibility requirements for reimbursement of Direct Administrative Costs (DAC), allowing the County to be reimbursed for the majority of Thompson's PA Consulting costs. Though some costs may remain ineligible for reimbursement by declaration in federal guidelines (i.e., indirect costs for FEMA PA), Thompson's emphasis on efficient performance and accurate cost tracking will ensure the County receives maximum reimbursement for Thompson's services.

Thompson applies a forward-thinking, collaborative, and cost-effective approach to FEMA PA consulting. Our tried and tested consultants are knowledgeable of PA program policy, requirements, and best-practices and draw upon experience to make certain PWs are efficiently and properly prepared, and whenever possible, are audit-ready at the time of submission. Through encouraging transparency between the County, TDEM, and FEMA, Thompson will seek to expedite County's recovery process, maximize reimbursement, and limit the need for post-submittal administration including audit preparation and appeals support. Thompson consultants have experience preparing and administering PWs in all categories of work (A-G and Z).

## Audit Ready Documentation

Throughout the duration of the project, the County will be provided access to the TDMSportal, which will include all project documentation and reports required by FEMA for review. Thompson's documentation process mirrors the FEMA GrantsPortal to expedite the submittal and review process.



For example, all reconciled invoices are delivered to the County for submission to FEMA as audit ready packages which include the contractor invoice, all supporting data in MS excel, Thompson's payment recommendation and an Adobe PDF of all associated load and unit tickets. Upon project completion, Thompson will provide the County with a final report that captures all reconciled cumulative project totals, with quantities broken out by debris type, DMS site, and final disposal location. A separate cost report, broken out by contract line item, will also be provided at project completion.

Figure G-2: TDMSportal Documentation Summary

The screenshot shows the 'REPORTS' section of the TDMSportal. The table lists reports for Leon County with columns for Date, Report Type, and User. The reports include 'All Truck Certs' by Ashbitt and 'All Daily Reports' by Ceres.

Download	Report ID	Client	Date	Report Type	User	Comment	Action
		Leon County	09/16/2019	All Truck Certs	Ashbitt		Download
		Leon County	09/16/2019	All Truck Certs	Ceres		Download
		Leon County	09/13/2019	All Daily Reports			Download
		Leon County	09/13/2019	All Daily Reports			Download
		Leon County	01/22/2019	Daily Report			Download
		Leon County	01/22/2019	Daily Report			Download
		Leon County	01/21/2019	Daily Report			Download

Audit Support

To the extent necessary, Thompson will provide the County with first and second appeal support for unfunded or de-obligated disaster related projects or initiatives that the County and Thompson mutually agree may be determined eligible by FEMA based on a re-review of existing project documentation or other review of new information presented to substantiate the eligibility of the project.

# SECTION H

## Workforce Information

### Workforce Planning Standards

Thompson understands the County requires the selected debris removal monitoring contractor to provide enough professional and qualified personnel to meet all contract requirements within **24** hours of receiving a notification to proceed from the County. This includes the establishment of a monitoring workforce management center required to implement and conduct debris removal monitoring operations, as well as implement a debris/waste contractor equipment and workforce registration and tracking program.

Thompson has the experience and resources to comply with the established workforce planning standards and is prepared to execute each when required by the County.

### Debris Removal Monitor Workforce Sourcing

Thompson's proposed staffing plan is designed to be flexible and scalable so that we can effectively and efficiently respond to the County's needs. We maintain a staff of full time and on-call disaster debris monitoring experts, consultants and supervisors that will be available to support the implementation and management of debris removal monitoring operations. In addition, Thompson maintains professional human resources and recruiting staff that have over **10** years of experience in disaster response and recovery services available to assist in identifying and placing personnel.

*It is Thompson's intent to fill temporary debris monitoring positions with the County's qualified residents in need of work. In addition to position-specific requirements all personnel will be a minimum of 18 years of age, be fluent in the English language, and have a valid driver license issued by the United States.*

Thompson will provide qualified residents with safety training and on the job training with experienced debris monitoring supervisors. Thompson is the only debris monitoring firm that performs motor vehicle operating record reviews and as-needed drug screenings for temporary employees. This practice results in a team of monitors that is both safe and committed to quality. We will make sure that all local hires are properly trained prior to being deployed to monitor a debris removal crew. In addition, this effort will help residents participate in the County recovery efforts with a meaningful impact and earn a competitive hourly wage.

### Recruiting and Onboarding

Typically, Thompson begins the process of recruiting and on-boarding immediately upon contract award, not reactively following a notice to proceed. Thompson will issue contingent job postings through a variety of outlets to pre-identify a pool of candidates to serve as future debris removal monitors and field personnel. Following an event, we utilize several tools to recruit debris removal monitors including social media outreach, word-of-mouth campaigns and scheduled local hiring and onboarding events.

*During Thompson's response to Hurricane Ida, which impacted many parishes and municipalities in Southeast Louisiana in 2021, we onboarded over **500** local candidates within the first seven days of activation; over **1,000** candidates within 10 days; and more than **1,400** within the first two weeks.*

Thompson is extremely proud of our response time record and our ability to deploy resources quickly and efficiently in disaster situations across the country. We have never failed to provide sufficient and continuous workforce solutions per individual contract specifications and take pride in meeting the staffing expectations of our clients.

## Safety Training and Equipment

Disaster debris operations require site-specific safety precautions relating to the management and monitoring of disaster debris collection and disposal services activities. Thompson evaluates each project to ensure our employees have the appropriate PPE and training to perform their duties safely. At a minimum, Thompson provides all debris monitors with hard hats, safety glasses, and safety vests. Appropriate work attire, including work boots, are the responsibility of the monitor and conditions of employment. To the extent working conditions require additional PPE, e.g., snake chaps, life vests, etc. Thompson will provide the necessary safety equipment to the debris monitor.

Thompson maintains safety managers on staff to evaluate project conditions and provide recommendations and guidance for implementing safety procedures and equipment. In addition, Thompson also stockpiles standard safety equipment year-round to ensure efficient and seamless project implementation.

Reliable transportation and communication devices are typically requirements of employment, however, can be provided to field personnel based upon project conditions.

## Workforce Management Center

With 24 corporate and satellite offices scattered throughout the Southeast United States, Thompson has the resources and capabilities to support the County's disaster debris removal monitoring needs from near and afar. In addition, Thompson is experienced and capable of establishing a field office within the County to serve as a workforce management and project operations center should the need arise. Thompson has the necessary resources, field equipment, industry relationships, and access to capital to identify and establish a functional office to support project needs through the duration of the County's debris recovery mission.

## Mobile Office Capabilities

Thompson knows immediately following a disaster incident access to a project operations office and communications infrastructure is critical to building a local workforce, however with the potential for office facilities and hotels being damaged in the event, it is imperative to have a reliable alternative. Therefore, Thompson has invested in a fully functional mobile field office that can be utilized to implement initial debris removal monitoring operations regardless of environmental conditions. We can implement onboarding and equipment staging from the mobile field office, and with integrated satellite capabilities our mobile office can serve as a communication center. Thompson's mobile field office is also beneficial when trying to onboard field personnel and establish field operations in remote locations.

*Thompson deployed our mobile field office following Hurricanes Laura, Sally, Delta, and Zeta in 2020 and Hurricane Ida in 2021.*

# Debris Contractor Equipment Registration and Tracking

## Equipment Registration / Truck Certification

Immediately following a notice to proceed with the County, Thompson will begin coordinating with the County's selected Debris Contractor(s) to establish a plan for registering and certifying the Debris Contractors' equipment (typically hauling containers).

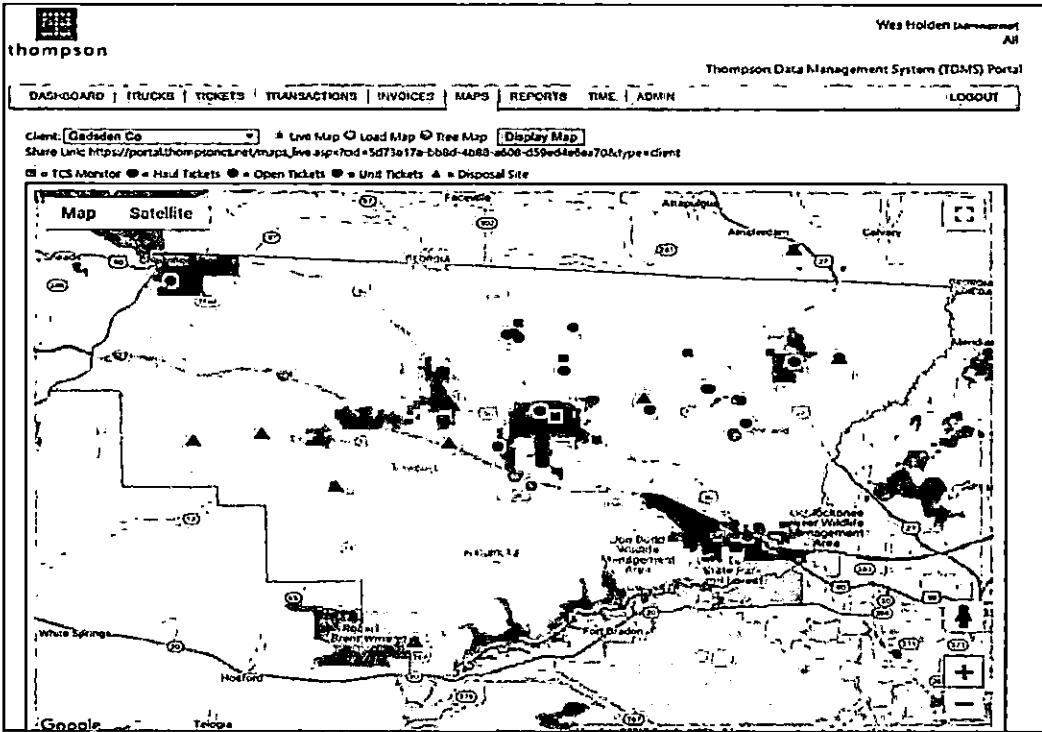
Truck certification includes measuring, documenting, and certifying the capacity of the debris contractor's hauling containers. Because debris is generally removed by volume, accurate, complete certification of trucks is critical. Thompson trains all truck certification monitors on proper measuring and documenting procedures per FEMA requirements.

Truck certification information is electronically recorded using a TDMS*mobile* device. The certified hauling container information is then printed on a placard and placed on the side of the debris removal contractor's truck.

## Equipment Tracking

Tracking debris removal trucks is typically the responsibility of the debris removal contractor. However, Thompson offers a similar service through Thompson's Data Management Suite (TDMS) Portal, TDMS*portal*, by which we can graphically document and track debris removal monitoring activities in real time. Each activity, collection monitor, haul out/disposal monitor, unit rate (leaner/hanger) monitor can be displayed on a map to indicate where monitors and crews are located and what activities are being conducted at that given time.

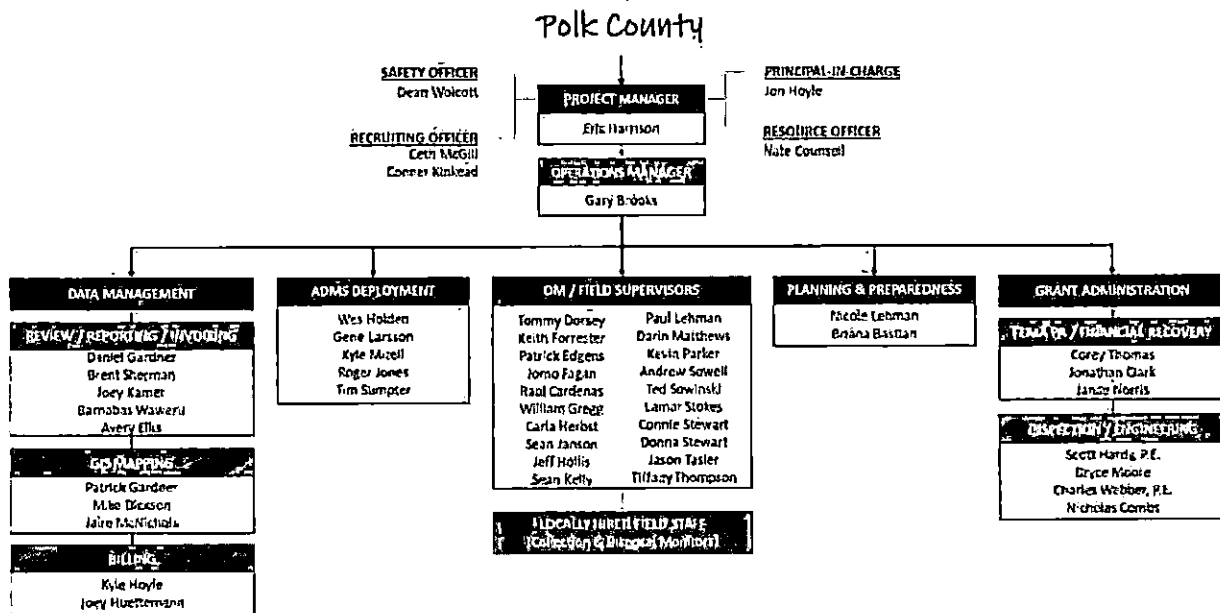
Figure H-1: Debris Removal Activity Tracking Map



## Proposed Project Personnel and Organization

Thompson is committed to staffing the County's disaster debris removal monitoring and related services project in accordance with the management staffing and key personnel proposed herein. Our technical approach is designed to be scalable in nature in order to effectively respond to both minor and catastrophic debris generating events. The following organizational chart graphically presents Thompson's proposed project staffing and key personnel.

Figure H-2: Organizational Chart



### Key Personnel Overview

**JON HOYLE** will serve as the Principal-in-Charge for the County and provide support as needed to ensure project operations are in accordance with the County's expectations. Mr. Hoyle has over eighteen years of experience providing management and oversight for disaster response and recovery efforts and grant writing administration / program management throughout the United States. He has managed 75 projects under contracts that total over \$1.5 billion in grant administration and recovery efforts that required the mobilization of over 5,000 field and professional personnel over the past 10 years. His programmatic experience includes FEMA-PA, FHWA-ER, NRCS-EWP, HUD-CDBG, FEMA-HMGP, and others.

**ERIC HARRISON** will serve as a Project Manager for the County and ensure project operations are implemented in accordance with the contract and task order(s) issued by the County. Mr. Harrison will also ensure project operations have the staff and resources necessary to remain on track, on schedule and on budget. Mr. Harrison has over seventeen years of experience providing debris monitoring program management support and oversight for disaster response and recovery efforts throughout the United States.

**GARY BROOKS** will serve as the Operations Manager for the County and oversee day-to-day operations of the project. Mr. Brooks is a retired United States Marine with over seventeen years of experience

supervising debris removal monitoring programs in Louisiana, Texas, Oklahoma, Missouri, New York, New Jersey, Florida, Alabama, Mississippi, and Puerto Rico. Throughout his career, Mr. Brooks has overseen many large-scale debris removal monitoring operations resulting in the substantiation of over 1,000,000 cubic yards of debris. Recently, Mr. Brooks served as the Operations Manager for Livingston Parish, Louisiana, following Hurricane Ida which resulted in the removal of over 1.3M cubic yards of debris from the Parish.

**DANNY GARDNER** will serve as the Data Manager for the County. Mr. Gardner has served as a data manager, program manager and grant management consultant for multiple federally funded grant programs on projects totaling approximately \$250 million. His extensive understanding of the eligibility requirements, federal regulations and policies across many federal grant programs allows clients to maximize disaster recovery and mitigation reimbursement.

**NICOLE LEHMAN** will serve as the Planning and Preparedness lead for the County. Ms. Lehman has fourteen years of disaster response and recovery experience. She is well versed in the programs, agencies, procedures and regulations involved in successfully running disaster debris management operations. Recently Ms. Lehman served as the Project Manager for the City of Fort Lauderdale debris mission following Hurricane Irma. In addition, Ms. Lehman provides annual training to many of our clients regarding debris removal monitoring operations and FEMA policy guidance.

**COREY THOMAS** will serve as the FEMA Coordination / Cost Recovery Specialist and work directly with the County as needed to oversee the financial recovery of all eligible costs associated with FEMA PA and FHWA-ER activities. Since 2009, Mr. Thomas has worked with state and local agencies throughout the United States to recover millions of dollars of disaster expenditures. Mr. Thomas managed the FEMA PA reimbursement for multiple applicants in New York and New Jersey following Hurricane Sandy. He supported the South Carolina Department of Transportation recovery of over \$195,000,000 in FEMA funding following two disaster incidents, and recently assisted applicants in Florida and Georgia following Hurricanes Matthew, Irma, and Michael.

**PATRICK GARDNER** will provide GIS and mapping support to the County. Mr. Gardner has over nine years of experience and has supported recovery operations in this capacity for several large-scale, multi-state, region, and municipal disaster incidents. He is well versed in ESRI ArcGIS applications and utilizing geospatial data to convey project operations and progress. Mr. Gardner is also a Federal Aviation Administration Certified Remote Pilot for Small Unmanned Aircraft.

**WES HOLDEN** Mr. Holden has eighteen years of experience providing data management and disaster recovery software application development for disaster response and recovery efforts throughout the United States for a broad range of local and state government clients.

The following table further summarizes the background and experience of our key personnel and outlines our staff's extensive experience managing and monitoring more than 2,000,000 cubic yards on behalf of local and state governments. *Resumes for key personnel have been provided in Exhibit H-1.*

Table H-1: Summary of Project Team Experience

Name, Education, Background	Representative Experience	
Jon Höyle   Principal-In-Charge MBA – Finance/Management 18 Years of experience	– Escambia County, FL – 3,700,000 CY – Puerto Rico DOT – 1,000,000 CY	– South Carolina DOT – 3,000,000 CY – Aiken County, SC – 1,500,000 CY

**Name, Education, Background**

**Representative Experience**

	- Lee County, FL – 2,300,000 CY	- Harris County, TX – 2,500,000 CY
<b>Eric Harrison   Project Manager</b>		
MS – Electronics Engineering 17 Years of experience	- Escambia County, FL – 3,700,000 CY - City-Parish E Baton Rouge – 2,000,000 CY - South Carolina DOT – 3,000,000 CY	- Volusia County, FL – 850,000 CY - St. Augustine, FL – 83,000 CY - Terrebonne Parish, LA – 55,000 CY
<b>Gary Brooks   Operations Manager</b>		
US Marine Corps 17 Years of experience	- City of Orange Beach, AL – 645,000 CY - City of Palm Bay, FL – 300,000 CY - Baton Rouge, LA – 1,800,000 CY	- City of Vero Beach – 24,000 CY - South Carolina DOT – 200,000 CY - Aiken County, SC – 1,500,000 CY
<b>Corey Thomas   FEMA Public Assistance Liaison</b>		
MBA – Finance/Management 14 Years of experience	- City-Parish E Baton Rouge – 2,000,000 CY - South Carolina DOT – \$37,000,000 - Alabama Tornados – \$25,000,000	- South Dakota – \$60,000,000 - Hurricane Alex – \$3,500,000 - Hurricane Ike – \$445,000,000
<b>Danny Gardner   Data Manager</b>		
MBA – Finance/Management 14 Years of experience	- SWA Palm Beach Co – 2,300,000 CY - Chatham Co, GA – 1,400,000 CY - Baton Rouge, LA – 1,800,000 CY	- Alabama DOT – 870,000 CY - South Carolina DOT – 3,000,000 CY - Escambia County, FL – 3,700,000 CY
<b>Nicole Lehman   Planning and Preparedness</b>		
BA – Psychology & Spanish 14 Years of experience	- Puerto Rico DOT – 400,000 CY - Fort Lauderdale, FL – 460,000 CY - St. Augustine, FL – 83,000 CY	- Chatham Co, GA – 1,400,000 CY - Daytona Beach, FL – 330,000 CY - Escambia County, FL – 3,700,000 CY
<b>Wes Holden   ADMS Deployment</b>		
BS – Mgmt. Info. Systems 18 Years of experience	- SWA Palm Beach Co – 2,300,000 CY - City-Parish E Baton Rouge – 2,000,000 CY - South Carolina DOT – 3,000,000 CY	- Alabama DOT – 870,000 CY - Chatham Co, GA – 1,400,000 CY - Aiken County, SC – 1,500,000 CY
<b>Patrick Gardner   GIS / Environmental</b>		
MS – Fisheries & Aquatic Sciences BS – Marine Science 9 Years of experience	- Gadsden County, FL – 900,000 CY - SWA Palm Beach Co, FL – 3,200,000 CY - Fort Lauderdale, FL – 400,000 CY	- Chatham Co, GA – 1,400,000 CY - Baton Rouge, LA – 1,800,000 CY - South Carolina DOT – 3,000,000 CY

## Subcontracting

Thompson maintains the resources and experience to fulfill the scope of work requested by the County without the need to employ an additional subcontractor. However, should the scope of work expand to include an opportunity to engage additional resources, Thompson will work with the County to identify an appropriate subcontractor. In addition, we often encourage and engage the participation of HUB and/or M/WBE organizations in the communities where we work. As required, we will take all steps to confirm compliance with all applicable Federal or State laws or ordinances for HUB or M/WBE participation, including 2 CFR 200.321.

## Equipment Capacity

Thompson has provided disaster recovery services to various clients over the years; on past projects we have not had any issues with supplying sufficient amounts of equipment and supplies. However, we do have pre-event contracts in place to provide additional supplies as needed within 24-hours. The following items are supplied to field personnel prior to mobilization:

- **Safety Equipment:** Hard hats, safety glasses, and safety vests are provided to all personnel. All personnel are required to wear steel toed boots at their own expense. Field supervisors are provided medical kits.

- **Communication Device:** Cell phones, and/or radios are provided to our field personnel based upon the project needs.
- **Laptops and Portable Printers / Scanners / Copiers / Fax Machines:** These items are provided to the Thompson’s management personnel for use in vehicles or mobile command centers as needed.
- **Additional Field / Office Supplies:** All necessary forms (field documents, truck certification, etc.) and office supplies are kept in stock and provided prior to mobilization.

A listing of our office and field equipment is shown in the following table.

Table H-2: Available Field Equipment

Resources/Field Equipment	Quantity	Resources/Field Equipment	Quantity
Southeast Offices	24	Full Time Employees	350
ADMS Sets	1,750	Stand-by Disaster Recovery Employees	1,200
Computer – Desktop Station	175	Printers / Copier – Color Laser	25
Computer – Laptop	175	Printers – Black and White Laser	25
Air Card	18	Printer / Copier / Scanner / Fax– Portable	30
MiFi Access Point	35	Digital Cameras	50
Communication –Cell Phones	250	Handheld GPS Units	100
Communication – Radios	83	Boats (12’ to 22’)	25
Communication – Desktop Phones	350	Trucks	6

Thompson has the personnel and equipment to be fully responsive to the County following a disaster incident. We are prepared to meet contact requirements within 24 hours of a notice to proceed and within 48 hours of notification will be able to:

- Monitor a minimum of 30 debris loading sites
- Monitor operations at Temporary Debris Management Sites (TDMS)
- Monitor operations as disposal sites
- Provide roving debris monitors to enhance project effectiveness



# EXHIBIT H-1: KEY PERSONNEL RESUMES

thompson  
CONSULTING SERVICES

# Jon Hoyle

## President

### FIRM

Thompson Consulting Services  
2601 Maitland Center Parkway  
Maitland, Florida 32751

### EDUCATION

BA: International Relations  
MBA: Management and Finance

### EXPERIENCE

18 years

### PROGRAM EXPERIENCE

FEMA Public Assistance Emergency Work (Categories A-B) and Permanent Work (Categories C-G) | FEMA Hazard Mitigation Grant Program (404 and 406) | FHWA ER Program | CDBD Disaster Recovery | CDBG Housing

Mr. Hoyle has 18 years of experience providing management and oversight for disaster response and recovery efforts and grant writing administration / program management throughout the United States. He has managed 70 projects under contracts that total over \$1.5 Billion in grant administration and recovery efforts that required the mobilization of over 5,000 field and professional personnel.

## PROJECT EXPERIENCE

**Escambia County, Florida, Hurricane Disaster Debris Removal Monitoring, 2020** | Mr. Hoyle served as the principal-in-charge for Escambia County, Florida following Hurricane Sally. He was responsible for over-seeing cost controls for projects and maintaining contract obligations. Thompson provided FEMA reimbursement support as well as debris removal monitoring and substantiation for over 4M cubic yards of construction, demolition, and vegetative debris.

**Puerto Rico Department of Transportation and Public Works (DTOP), Hurricane Maria, 2017 - 2018** | Hurricane Maria is regarded as the worst natural disaster on record to impact Puerto Rico. Following the devastating impacts of the storm Mr. Hoyle worked with DTOP to ensure proper procurement measures were in place to solicit and begin disaster debris removal and monitoring services. Ultimately, Thompson began performing debris monitoring services in three DTOP zones. Mr. Hoyle oversaw the establishment of project operations and is responsible for contract obligations and cost controls.

**Hurricane Irma, Disaster Recovery Operations, State of Florida, 2017 - 2018** | Mr. Hoyle served as principal-in-charge during Thompson's state-wide mobilization in response to Hurricane Irma. Thompson conducted debris removal monitoring operations on behalf of 45 unique clients simultaneously. Mr. Hoyle was responsible for contract obligations and cost controls for all projects. Thompson

provided debris monitoring and substantiation for more than 11.6M cubic yards of debris as a result of Hurricane Irma.

**Hurricane Matthew, Disaster Recovery Operations, Multiple States, 2016 - 2017** | Mr. Hoyle served as principal-in-charge during Thompson's multi-state mobilization in response to Hurricane Matthew. Thompson conducted debris removal monitoring operations in five (5) states and 23 unique clients simultaneously. Mr. Hoyle was responsible for contract obligations, cost controls, and FEMA Category A&B reimbursement for all projects. Thompson provided debris monitoring and substantiation for more than 3.2M cubic yards of debris as a result of Hurricane Matthew.

**South Carolina Department of Transportation, Severe Flooding, 2015 - 2016** | Mr. Hoyle again served on the Thompson management team during the SCDOT's response to statewide severe flooding. He was responsible for contract obligations, cost controls, and FEMA Category A&B reimbursement for all projects. Thompson provided debris monitoring services on behalf of the SCDOT in 11 counties as well as FEAM PA services to identify and document damages to approximately 600 sites and prepared and submitted both large and small project worksheets totaling over \$35,000,000 and including hazard mitigation measures.

**Putnam, Fentress and Overton Counties, Tennessee, Severe Winter Storm, 2015** | Mr. Hoyle served as the Principal-in-Charge during for all projects following a regional ice storm

that impacted Tennessee. He managed and ensured all contracts and task orders were processed and implemented.

**South Carolina, Winter Storm Pax Regional Response and Disaster Recovery, 2014** | Winter Storm Pax impacted the State of South Carolina generating widespread vegetative disaster debris. Thompson was activated by the South Carolina Department of Transportation (SCDOT), Georgetown, Marion, Williamsburg, Aiken and Allendale Counties to provide debris removal monitoring services. Mr. Hoyle served on the Thompson management team responsible for contract obligations, cost controls, and FEMA Category A&B reimbursement for all projects. Thompson monitored, documented, and substantiated reimbursement for the removal of over 2,900,000 cubic yards of debris and the removal of 400,000 hazardous limbs and trees.

**Louisiana and Mississippi, Hurricane Isaac Regional Response and Disaster Recovery, 2012** | In August 2012, Hurricane Isaac struck the Louisiana and Mississippi gulf coast with Category 1 strength winds and 24 hours of sustained rainfall. Mr. Hoyle served on the Thompson debris program team responsible for mobilizing and deploying project staff and resources to multiple jurisdictions along coastal Mississippi and Louisiana, including Jackson and Hancock County, MS, and Terrebonne Parish and Denham Springs, LA. In all, Thompson's field monitoring efforts documented and substantiated reimbursement for the removal of nearly 100,000 cubic yards of debris from roadways, canals, and beaches.

**Virginia Department of Transportation (VDOT), Multiple Locations, Hurricane Recovery Debris Monitoring, 2011** | In the wake of Hurricane Irene the VDOT called upon their pre-positioned contractors to assist it with collecting and disposing of debris strewn about its rights-of-way in the Central and Eastern regions of the State. Thompson was tasked with providing debris removal monitoring services in the Ashland, Chesterfield, Petersburg, South Hill, and Saluda Residencies, which included a territory of 23 Counties. Mr. Hoyle served as the Principal-In-Charge acting as the liaison officer between the VDOT's pre-positioned contractors and the field management team.

**Alabama Department of Conservation and Natural Resources (ADCNR), Disaster Management and Debris Monitoring, Alabama, 2011** | Mr. Hoyle served as the Project Manager for the disaster management and debris monitoring at Gunterville, Buck's Pocket, and Morgan's Cove State Parks following the crippling tornados of April 2011. The campgrounds were totally destroyed and massive amounts of debris were scattered in the roadways, trail systems, and fire

lines. At peak, 90 crews were mobilized, managed, and monitored. Contract value totals \$1.5-million.

**Calhoun County, Alabama, Tornado Recovery Operations, 2011** | During April of 2011, north/central Alabama, eastern Mississippi, northwest Georgia, and southeast Tennessee, were struck with a record-breaking number of crippling, deadly tornados. Thompson was selected by Calhoun County to provide disaster response and recovery consulting services including grant administration and debris removal monitoring. Mr. Hoyle served as the Principal-In-Charge while supporting the field management team's efforts to aid the County in a swift recovery.

**Texas and Louisiana, Hurricane Ike Long Term Recovery, Infrastructure Repair and Grant Management Administration, 2008-2011** | Following the devastating impact that Hurricanes Ike made on the Texas and Louisiana coast, Mr. Hoyle implemented and managed over 15 large long term recovery, infrastructure repair, and grant administration programs in Texas and Louisiana and helping obtain over \$250 million FEMA PA, FHWA ER, and CDBG DR funds on behalf of local governments and agencies such as the Port of Galveston, City of Galveston, and Texas Department of Transportation.

**Escambia County, Florida, BP Deep-water Horizon Oil Spill Response, 2010** | As oil threatened the beaches and waterways of Escambia County (Pensacola), FL during the summer of 2010, Mr. Hoyle deployed a team responsible for documenting and accounting for over \$10 million of contracted efforts to contain the oil and mitigate the environmental impact the oil spill made on beaches, waterways, and tourism.

**Norman, Oklahoma, Ice Storm Deployment, 2008** | Following a crippling ice storm in Norman, Oklahoma in 2008, Mr. Hoyle served as the Principal in Charge for a program to document and account for contracted response, recovery, and debris removal operations initiated by the City. The effort documented and substantiated over \$3 million worth of eligible FEMA and FHWA funding.

**Florida and Mississippi, Hurricane Deployment, Hurricane Katrina, 2005-2007** | Mr. Hoyle deployed teams to simultaneously respond to multiple local governments in Florida and Mississippi to provide debris monitoring and grant administration assistance. The effort documented and substantiated the removal of over 5,000,000 cubic yards of debris, representing \$175 million of FEMA and FHWA reimbursement to local governments.

# Nathaniel Counsell

Executive Vice President

## FIRM

Thompson Consulting Services  
2601 Maitland Center Parkway  
Maitland, Florida 32751

## EDUCATION

BA: Economics  
MBA: International Business

## EXPERIENCE

18 years

## PROGRAM EXPERIENCE

FEMA Public Assistance Emergency Work (Categories A-B) and Permanent Work (Categories C-G) | FEMA Hazard Mitigation Grant Program (404 and 406) | FEMA Severe Repetitive Loss Program | FHWA ER Program | CDBD Disaster Recovery | CDBG Housing

Mr. Counsell has 18 years of experience providing management and oversight for disaster response and recovery efforts throughout the United States. He has managed 80 projects under contracts that total over \$1.5 Billion in recovery efforts that required the mobilization of over 5,000 field and professional personnel.

## PROJECT EXPERIENCE

**City of Mobile, Alabama, Hurricane Disaster Debris Removal Monitoring, 2020 - 2021** | Mr. Counsell served as the principal-in-charge / corporate resource officer for the City of Mobile following the effects of Hurricane Sally. Severe flooding produced large amounts of construction, demolition, and vegetative debris, and Thompson monitored the removal of over 660,000 CY of debris from the City. Mr. Counsell ensured all projects had the resources necessary to implement monitoring operations including special debris removal programs involving City parks and the environmental preservation of historical flora.

**Solid Waste Authority of Palm Beach County (SWA), Hurricane Irma, 2017 - 2018** | Mr. Counsell served as the principal-in-charge / program manager to coordinate debris monitoring and disposal operations throughout the county, this included performing monitoring services for 18 communities within the County and documenting all disposal loads brought to the SWA's landfills. Overall Thompson provided the substantiation for more than 3M cubic yards of debris as a result of Hurricane Irma.

**Hurricane Irma, Disaster Recovery Operations, State of Florida, 2017 - 2018** | Mr. Counsell served as the principal-in-charge / corporate resource officer during Thompson's state-wide mobilization in response to Hurricane Irma. Thompson conducted debris removal monitoring operations on behalf of 45 unique clients simultaneously. Mr. Counsell ensured all projects had the resources necessary to implement monitoring

operations for all projects and programs. Thompson provided debris monitoring and substantiation for more than 11.6M cubic yards of debris as a result of Hurricane Irma.

**Louisiana Severe Flooding, City of Baton Rouge, Parish of East Baton Rouge and Denham Springs, LA, 2016 - 2017** | Mr. Counsell served as the principal-in-charge / corporate resource officer for the City of Baton Rouge, Parish of East Baton Rouge and Denham Springs disaster recovery operations conducted by Thompson. Each of these communities were severely impacted by massive flooding and required specialized debris removal programs. Recovery operations in the City / Parish of East Baton Rouge resulted in the collection of over 1.9M cubic yards of construction and demolition debris, the largest C&D removal program since Hurricane Katrina. Over 90% of the City of Denham Springs was impacted by flooding resulting in 250,000 CY of debris collected. Both projects also required extended ROW debris removal and Thompson worked with each community to implement a private property debris removal (PPDR) program. Mr. Counsell ensured all projects had the resources necessary to implement monitoring operations for all programs. He also worked closely with the leadership of each community to address public information concerns and worked closely with the debris removal contractors to assist in organized debris removal operations.

**South Carolina Department of Transportation, Severe Flooding, 2015** | Mr. Counsell served as the corporate resource officer during the SCDOT's response to statewide severe flooding. Mr. Counsell ensured all projects had the

resources necessary to implement debris removal monitoring in 11 counties throughout the State.

**South Carolina, Winter Storm Pax Regional Response and Disaster Recovery, 2014** | Winter Storm Pax impacted the State of South Carolina covering various regions of the State in up to 1.5" of ice which generated widespread vegetative disaster debris. Thompson was activated by the South Carolina Department of Transportation (SCDOT), Georgetown, Marion, Williamsburg, Aiken and Allendale Counties to provide debris removal monitoring services. Mr. Counsell served on the Thompson management team responsible for contract obligations, cost controls, and FEMA Category A&B reimbursement for all projects. Thompson monitored, documented, and substantiated reimbursement for the removal of over 2,900,000 cubic yards of debris and the removal of 400,000 hazardous limbs and trees.

**Louisiana and Mississippi, Hurricane Isaac Regional Response and Disaster Recovery, 2012** | In August 2012, Hurricane Isaac struck the Louisiana and Mississippi gulf coast with Category 1 strength winds and 24 hours of sustained rainfall. Mr. Counsell served on the Thompson financial team responsible for contract cost controls and FEMA Category A&B reimbursement for multiple jurisdictions along coastal Mississippi and Louisiana, including Jackson and Hancock County, MS, and Terrebonne Parish and Denham Springs, LA. In all, Thompson's data and financial management efforts authorized nearly a \$1,000,000 of eligible contractor payments and substantiated reimbursement for the removal of nearly 100,000 cubic yards of debris from roadways, canals, and beaches.

**Virginia Department of Transportation (Multiple Locations), Hurricane Recovery and Debris Removal, 2011** | In the wake of Irene, the Virginia Department of Transportation (VDOT) called upon their pre-position contractors to assist it with collecting and disposing of debris strewn about its rights-of-way in the Central and Eastern regions of the State. Thompson was tasked with providing debris removal monitoring services in the Ashland, Chesterfield, Petersburg, South Hill, and Saluda Residencies, which included a territory of 23 Counties. Mr. Counsell served as Project Manager for this engagement and oversaw all debris monitoring operations.

**Calhoun County, Alabama, Tornado Disaster Debris Monitoring, 2011** | Mr. Counsell served as the Project Manager for disaster debris removal monitoring following the crippling tornados of April 2011. The project involved monitoring right-of-way collection of vegetative and construction and demolition (C&D) debris throughout the

County and administering and monitoring contracted debris removal from private property through a right-of-entry (ROE) program as part of Operation Clean Sweep administered by FEMA and AEMA. Contract value totals \$3-million.

**New Orleans, Louisiana, FEMA Funded Commercial and Residential Demolition Program, 2007-2009** | Between 2007 and 2009, Mr. Counsell served as the Program Manager of the City of New Orleans residential and commercial demolition program, helping the City design and implement a multi-phase process for the identification, historical review, decommissioning, demolition, and disposal of over 1,500 residential and commercial structures located throughout the City. The program required coordinated cost tacking to 5 large Project Worksheets totaling over \$50 million in FEMA Public Assistance Funding.

**Louisiana and Texas, Hurricane Deployment, Hurricanes Dolly, Gustav, and Ike, 2008-2010** | Following the devastating impact that Hurricanes Dolly, Gustav, and Ike made on the Texas and Louisiana coast, Mr. Counsell deployed, implemented, and executed 10 large scale debris monitoring and grant administration programs in Texas and Louisiana and helped obtain \$250 million FEMA PA, FHWA ER, and CDBG DR funds on behalf of local governments and agencies such as Terrebonne Parish, City of New Orleans, and City of Houston.

**South Florida, Hurricane Deployment, Hurricane Wilma, 2005-2006** | Mr. Counsell deployed teams to simultaneously respond to 17 local governments in Broward, Miami-Dade, and Monroe County, FL to provide debris monitoring and grant administration assistance. The effort documented and substantiated the removal of over 5,000,000 cubic yards of debris, representing \$175 million of FEMA and FHWA reimbursement to local governments.

# Eric Harrison

Vice President / Field Operations

## FIRM

Thompson Consulting Services  
2601 Maitland Center Parkway  
Maitland, Florida 32751

## EDUCATION

BS: Electronic Engineering Technology  
Graduate Certificate: Geographic  
Information Science

## EXPERIENCE

17 years

## PROGRAM EXPERIENCE

FEMA Public Assistance Emergency Work (Categories A-B) | FHWA ER Program | Demolition Program Management | Occupational Safety and Health Administration Implementation

Mr. Harrison has 17 years of experience assisting communities with disaster response and recovery efforts throughout the United States. He has led and supported multiple debris operations through project management, mobilization of response teams, staging logistics, data management and permitting debris sites. Also, as a geographic information systems (GIS) specialist he has extensive experience in developing zone and routing maps for disaster recovery projects.

## PROJECT EXPERIENCE

**Hurricane Laura, Disaster Recovery Operations, Louisiana, 2020** | Mr. Harrison served as the program manager for multiple contract activations across Louisiana following Hurricane Laura. He oversaw debris removal operations for eight (8) unique clients ensuring projects had all the necessary resources and adhered to federal, state and local requirements. Overall, Thompson monitored the removal of over 2.4M cubic yards of debris as a result of Hurricane Laura.

**Hurricane Michael, Disaster Recovery Operations, Florida and Georgia, 2018 - 2019** | Mr. Harrison served as a program manager during Thompson's response to Hurricane Michael which included over 12 contract activations. Mr. Harrison assigned and managed project and operations managers across all projects and ensured each had the resources necessary to complete efficient and effective debris removal monitoring operations.

**Hurricane Florence, Disaster Recovery Operations, North Carolina, 2018** | Mr. Harrison served as a program manager for Thompson's response missions following Hurricane Florence. Clients included the NCDOT, Carteret and Cumberland Counties and the City of Jacksonville. He ensured all projects were staffed appropriately and operating in accordance with federal, state and local requirements.

**Puerto Rico Department of Transportation and Public Works (DTOP), Hurricane Maria, 2017 - 2018** | Mr. Harrison served as a program manager overseeing project operations for debris

monitoring services in three DTOP designated zones. He was responsible for ensuring all projects were operating in accordance with federal, state and local requirements and that project managers were operating consistently across the DTOP zones.

**Hurricane Irma, Disaster Recovery Operations, State of Florida, 2017 - 2018** | Mr. Harrison oversaw Thompson's debris removal monitoring operations throughout the State of Florida. He assigned and managed project and operations managers across all projects and ensured each had the resources necessary to complete efficient and effective debris removal monitoring operations. Thompson provided debris monitoring and substantiation for more than 11.6M cubic yards of debris as a result of Hurricane Irma.

**Hurricane Matthew, Disaster Recovery Operations, Multiple States, 2016 - 2017** | Mr. Harrison oversaw Thompson's debris removal monitoring operations in five (5) states and 23 unique clients simultaneously. He assigned and managed project and operations managers across all projects and ensured each had the resources necessary to complete efficient and effective debris removal monitoring operations. Thompson provided debris monitoring and substantiation for more than 3.2M cubic yards of debris as a result of Hurricane Matthew.

**South Carolina, Winter Storm Pax Regional Response and Disaster Recovery, 2014** | Winter Storm Pax impacted the State of South Carolina which generated widespread vegetative disaster debris. Thompson was activated by the

## ERIC HARRISON

South Carolina Department of Transportation (SCDOT), Georgetown, Marion, Williamsburg, Aiken and Allendale Counties to provide debris removal monitoring services. Mr. Harrison served on the Thompson management team responsible overseeing operations, staffing and controls on all active projects. Thompson monitored, documented, and substantiated reimbursement for the removal of 1,000,000 cubic yards of debris and the removal of hazardous limbs from 154,000 hazardous trees.

**Hurricane Deployment, Hurricane Sandy, New Jersey, New York, 2012** | Mr. Harrison deployed teams to respond to Hoboken, NJ and Babylon, New York following Hurricane Sandy to provide debris monitoring using ADMS and grant administration assistance. Mr. Harrison performed quality control of field supervisors and monitors utilizing ADMS to certify equipment, credential new monitors, and track debris removal. Concurrently, Mr. Harrison also deployed a field team skilled in ADMS and special programs to manage the extensive documentation associated with the identification, removal, and inventory management of flooded vehicles and vessels in New York City.

**Mississippi and Louisiana, Hurricane Deployment, Hurricane Isaac, 2012** | Mr. Harrison deployed teams to simultaneously respond to four local governments in Terrebonne Parish, LA, Denham Springs, LA, Hancock County, MS, and Jackson County, MS to provide debris monitoring and grant administration assistance. The effort documented and substantiated the removal of nearly 100,000 cubic yards of debris in less than 45 days.

**Virginia Department of Transportation (VDOT), Hurricane Irene Recovery Operations, 2011** | Mr. Harrison served as project manager overseeing disaster debris removal operations in the Richmond and Fredericksburg VDOT Districts which included six different residencies across the eastern part of state. The recovery efforts included the collection and removal of over 450,000 cubic yards of debris which was tracked and managed with TDMSweb.

**City of New Orleans, FEMA Funded Commercial and Residential Demolition Program, New Orleans, LA, 2007-2011** | Between 2007 and 2011, Mr. Harrison served as the Deputy Project Manager of the City of New Orleans Residential and Commercial Demolition Program. He was responsible for preparing applications for two historic review committees for demolition requests and for carrying out all required procedures set forth in City ordinances prior to committee review. Also, using GIS software Mr. Harrison mapped demolition progress and managed a demolition database of

nearly 3,000 properties. The program required coordinated cost tacking to 5 large Project Worksheets totaling over \$50 million in FEMA Public Assistance Funding.

**Louisiana and Texas, Hurricane Deployment, Hurricanes, Gustav, and Ike, 2008-2010** | Following the devastating impact that Hurricanes Gustav and Ike made on the Louisiana and Texas coast, Mr. Harrison supported the debris monitoring operations in New Orleans as well as providing GIS support for multiple field operations in Texas.

**City of Waveland, Mississippi, Hurricane Deployment, Hurricane Katrina, 2005-2007** | Mr. Harrison served as GIS specialist and assisted the City of Waveland, MS with developing zone maps, conducting damage assessments and leaner and hanger debris removal programs following Hurricane Katrina.

**Pembroke Pines, Florida, Hurricane Deployment, Hurricane Wilma, 2005-2006** | Mr. Harrison served as the operations manager and assisted in the deployment of an immediate response team to provide storm debris cleanup and recovery planning on behalf of the City of Pembroke Pines, FL in response to Hurricane Wilma. He also assisted in the development of zone and routing maps for the City's recovery efforts.

**South Florida, Hurricane Deployment, Hurricanes Charley, Frances and Jeanne, 2004-2005** | Mr. Harrison was a part of a response team to provide immediate on-site assistance and a wide range of disaster recovery management and storm debris clean-up monitoring services to aid multiple South Florida communities in making a quick recovery. Mr. Harrison assisted with surveying areas for special collection needs such as tree stumps, hazardous trees and construction and demolition (C&D) debris.

## TRAINING & CERTIFICATIONS

- Occupation Safety and Health Administration (OSHA) 7600 Disaster Site Worker
- Occupation Safety and Health Administration (OSHA) 10-hour Construction Safety
- Federal Emergency Management Agency (FEMA) IS-700a -- NIMS an Introduction
- ArcGIS 9.x and ArcGIS Server 9.x
- ArcGIS Spatial and Network Analyst

# Corey Thomas

Vice President / Grants Management Services

## FIRM

Thompson Consulting Services  
2601 Maitland Center Parkway  
Maitland, Florida 32751

## EDUCATION

BS: Communication, Advertising, and Public  
Relations  
MBA: Finance and Management

## EXPERIENCE

14 years

## PROGRAM EXPERIENCE

FEMA Public Assistance Emergency Work (Categories A-B) and Permanent Work (Categories C-G) | FEMA Hazard Mitigation Grant Programs (404 and 406) | FHWA ER Program | HUD CDBG Disaster Recovery

Mr. Thomas has 14 years of project management and consulting experience assisting local and state governments in determining and claiming eligible costs under FEMA's Public Assistance program. He has assisted clients with developing project worksheets for all categories of work (A-G) and performed tasks associated with project formulation, scoping, cost estimating, 406 mitigation, project inspection, financial compliance, invoice and cost reconciliation, and appeals.

Presenter: National Hurricane Conference, 2013 – Debris Monitoring and Contracting Training Workshop

## PROJECT EXPERIENCE

**City of Fort Lauderdale, Florida, COVID-19 Economic Recovery & Program Management, 2020** | Mr. Thomas served as the grant management consultant for the City providing support in the recovery of grant funds for the response to the City's pandemic response efforts. Support included Category B cost reimbursement, as well as the identification of additional potential grant funding opportunities.

**Hurricane Irma, Disaster Recovery Operations, State of Florida, 2017 - 2018** | Mr. Thomas served on the Thompson management team responsible for contract obligations, cost controls, and FEMA Category A&B reimbursement for all projects during Thompson's state-wide mobilization in response to Hurricane Irma. Thompson conducted debris removal monitoring operations on behalf of 45 unique clients simultaneously. Mr. Thomas conducted project kickoff meetings and coordinated ensured projects had the necessary personnel and equipment to implement monitoring operations. Thompson provided debris monitoring and substantiation for more than 11.6M cubic yards of debris as a result of Hurricane Irma.

**Hurricane Matthew State of Florida FEMA PA Consulting 2016 – 2017** | Mr. Thomas provided subject matter expertise while overseeing a team of consultants responsible preparing project worksheets, and supporting documentation to

substantiate reimbursement of costs to perform eligible storm-related response and recovery work on behalf of seven Florida communities - Cities of Daytona Beach, St. Augustine, Ormond Beach, Deland, Deltona, Orange City and the Solid Waste Authority of Palm Beach County. In total, over 70 project worksheets substantiating more than \$12 million in FEMA Public Assistance reimbursement will be submitted. Additionally, Thompson developed Hazard Mitigation Grant Program projects and applications to improve public infrastructure for each of our clients.

**South Carolina Department of Transportation (SCDOT), Severe Flooding FEMA PA Consulting, 2015 – 2016** | Mr. Thomas provided subject matter expertise to SCDOT leadership while developing and implementing a financial recovery plan to recoup over \$35 million in FEMA Public Assistance (PA) funding. He successfully managed a team of consultants responsible for developing over 200 project worksheets for emergency and permanent work which included repair, replacement and/or mitigation of over 500 damaged roads throughout the state.

**South Carolina Department of Transportation (SCDOT), Winter Storm Pax FEMA PA Consulting, 2014 - 2015** | Winter Storm Pax impacted the State of South Carolina which generated widespread vegetative disaster debris. Thompson was activated by the SCDOT to provide FEMA PA consulting services related to the debris removal missions being



performed throughout the State. Mr. Thomas assisted the SCDOT with the application of over \$250 million in FEMA Category A reimbursement using alternative procedures in accordance with the Sandy Recovery Improvement Act of 2013. The effort included the consolidation of debris removal and monitoring data from five debris removal contractors and three monitoring firms for work completed in an 18 county area in order to obtain an increased federal cost share on behalf of SCDOT for performing an accelerated debris removal mission.

**Middlesex County Utilities Authority, NJ, FEMA Public Assistance Consulting, Hurricane Sandy, 2012-2013** | Mr. Thomas provided FEMA PA consulting services to MCUA to assist the Authority with development of PWs to capture costs associated with debris removal, emergency protective measures, and permanent work. The MCUA suffered damages to sewage pumping stations estimated at over \$200 million. Mr. Thomas continues to provide PA and HMA support to help the Authority properly navigate FEMA policy requirements and federal regulations.

**City of Fort Lauderdale, Florida, FEMA Public Assistance Consulting, Hurricane Wilma, 2012** | Following hurricanes Wilma and Katrina in 2005, The City of Fort Lauderdale sustained widespread damage generating large amounts of debris throughout the City, particularly in parks and along beaches. In 2012, following a federal OIG audit of the City's FEMA project worksheets, approximately \$10 million in funding for debris removal activities was de-obligated. Mr. Thomas assisted the City in collecting project documentation, preparing a formal appeal, and submitting to FDEM and FEMA Region IV. The State has supported the City's claims and FEMA approval of the \$10 million appeal is expected in early 2013.

**Clark County, Indiana, FEMA Public Assistance Consulting, Severe Storms and Tornadoes, 2012** | A massive EF-4 tornado caused widespread damage across a 20 mile long path in Clark County, IN on March, 2nd 2012, generating an estimated 1.2 million cubic yards of debris and over \$40 million in damage. Responding to the County and State Incident Command Centers just days after the storm, Mr. Thomas served as grant management consultant, participating in debris operations and long-term FEMA PA program administration including PW preparation and audit and close-out support.

**City of Tuscaloosa, Alabama, FEMA Hazard Mitigation Grant Program Consulting, Severe Storms and Tornadoes, 2011** | The City of Tuscaloosa was struck by one of the most deadly tornado outbreaks in recent history in April, 2011. Mr. Thomas served as a grant management consultant, preparing

applications for ten community safe rooms to be funded by the HMGP. The safe rooms will provide shelter to over 2,000 residents and City employees during future emergencies.

**City of Daytona Beach, Florida, FEMA Public Assistance Consulting, Severe Storms and Flooding, 2009** | The City of Daytona Beach was struck by severe storms and record rainfall during May, 2009. Thousands of labor and equipment hours associated with emergency response efforts, as well as costs associated with permanent repairs were incurred. Mr. Thomas assisted the City in identifying eligible costs and preparing PWs for Categories A-E and provided support throughout project implementation and closeout preparation.

**Port of Galveston, Texas, FEMA Public Assistance Consulting, Hurricane Ike, 2009-2011** | During Hurricane Ike, the Port of Galveston's infrastructure was inundated with floodwaters caused by record storm surge. While the Port experienced over \$100 million of damages as a result of the storm, not all damages were evident immediately following the event. Mr. Thomas identified additional eligible projects and prepared small and large project PWs to provide the Port with additional FEMA PA funding as well as prepare for grant closeout.

## TRAINING & CERTIFICATIONS

- FEMA IS-30: Mitigation eGrants System for the Subgrant Applicant
- FEMA IS-100a: Introduction to the Incident Command System
- FEMA IS-208a: State Disaster Management
- FEMA IS-230: Principles of Emergency Management
- FEMA IS-253: Coordinating Environmental and Historic Preservation Compliance
- FEMA IS-279: Retrofitting Flood Prone Residential Structures
- FEMA IS-393a: Introduction to Hazard Mitigation
- FEMA IS-630: Introduction to Public Assistance
- FEMA IS-631: Public Assistance Operations
- FEMA IS-632: Introduction to Debris Operations in FEMA's PA Program
- FEMA IS-634: Introduction to FEMA's Public Assistance Program
- FEMA IS-700a: National Incident Management System, An Introduction

# Daniel Gardner

Vice President / Data Operations

## FIRM

Thompson Consulting Services  
2601 Maitland Center Parkway  
Maitland, Florida 32751

## EDUCATION

BSBA: Management Information Systems  
MBA: Finance and Management

## EXPERIENCE

14 years

## PROGRAM EXPERIENCE

FEMA Public Assistance Emergency Work (Categories A-B) and Permanent Work (Categories C-G) | FEMA Hazard Mitigation Grant Program (404 and 406) | FEMA Severe Repetitive Loss Program | CDBD Disaster Recovery | CDBG Housing

Mr. Gardner has served as a program manager and grant management consultant for multiple federally funded grant programs on projects totaling approximately \$160 million. His extensive understanding of the eligibility requirements, regulations and policies across many federal grant programs allows clients to maximize disaster recovery and mitigation reimbursement. He provides oversight throughout grant and project implementation and is intimately familiar with such activities as application development, public outreach, environmental review, vendor procurement, project and process monitoring, fair housing and Davis Bacon compliance, project closeout and program audits.

Mr. Gardner has assisted clients obtain funding from multiple federally funded grant programs including the U.S. Department of Housing and Urban Development (HUD) Community Development Block Grant (CDBG) Program, the Federal Emergency Management Agency (FEMA) Public Assistance (PA) Program and the FEMA Hazard Mitigation Grant Program (HMGP).

## PROJECT EXPERIENCE

**Grant Parish, Louisiana, Hurricane Laura Disaster Recovery Operations, 2020 - 2021** | Mr. Gardner served as the Data Manager overseeing all data operations for Grant Parish following the severe effects of Hurricane Laura. He was responsible for daily ticket reviews, data reconciliation and validation, daily reporting and contractor invoice tracking. Overall, Thompson has monitored and documented the removal of over 1.1M cubic yards of debris from the Parish.

**Puerto Rico Department of Transportation and Public Works (DTOP), Hurricane Maria, 2017 - 2018** | Hurricane Maria is regarded as the worst natural disaster on record to impact Puerto Rico. Following the devastating impacts of the storm DTOP selected Thompson to perform debris monitoring services in three DTOP zones. Mr. Gardner served as Data Manager and was responsible for overseeing all daily ticket review, detailed road review and daily reporting. In addition, Mr. Gardner performs all contract review and invoice reconciliation.

**Hurricane Irma, Disaster Recovery Operations, State of Florida, 2017 - 2018** | Mr. Gardner served as the lead Data

Manager overseeing Thompson's state-wide mobilization in response to Hurricane Irma. Thompson conducted debris removal monitoring operations on behalf of 45 unique clients simultaneously within the State. Mr. Gardner was responsible for all QA/QC activities as well as contractor invoice reconciliation. Thompson substantiated more than 11.6M cubic yards of debris as a result of Hurricane Irma.

**Hurricane Matthew, Data Management Operations, 2016 - 2017** | Mr. Gardner oversaw Thompson's data management operations, to include daily reporting, ticket/data review and invoice reconciliation for all projects activated as a result of Hurricane Mathew. Following the hurricane, Thompson was activated in five (5) states and 23 unique clients simultaneously. Managing a team of data administrators, Mr. Gardner ensured each client received customized daily reporting within 24 hours of debris removal operations beginning. He also worked closely with eight (8) different debris contractors to review and reconcile debris removal invoices and provide payment recommendations to each client. Thompson provided debris monitoring and substantiation for more than 3.2M cubic yards of debris as a result of Hurricane Matthew.

**South Carolina Department of Transportation, Severe Flooding Statewide Response, 2015 - 2016** | The SCDOT activated Thompson to provide debris removal monitoring services in 11 counties throughout the State following severe storms and flooding. Mr. Gardner served on the on-site project kickoff team and managed the data reporting and invoice reconciliation tasks throughout the projects. He oversaw the daily review of data and produced reports for the Counties including a daily summary, cost estimation and contractor summary.

**Putnam, Fentress and Overton Counties, Tennessee, Severe Winter Storm, 2015** | Mr. Gardner served on the on-site project kickoff team and managed the data reporting and invoice reconciliation tasks throughout the projects. He oversaw the daily review of data and produced reports for the Counties including a daily summary, cost estimation and contractor summary. Additionally, Mr. Gardner worked with the debris hauler to reconcile all project data for invoicing and provided payment recommendations to the Counties. All data was submitted to FEMA in a Project Worksheet ready package for immediate review and submission for reimbursement.

**South Carolina, Winter Storm Pax Regional Response and Disaster Recovery, 2014** | In February of 2014 Severe Winter Storm Pax impacted the State of South Carolina covering various regions of the State in up to 1.5" of ice which generated widespread vegetative disaster debris. Thompson was activated by the South Carolina Department of Transportation (SCDOT), Georgetown, Marion, Williamsburg, Aiken and Allendale Counties to provide debris removal monitoring services. Mr. Gardner managed the Thompson data management team responsible for validation and reporting of all project data. He was also responsible for data reconciliation and contractor invoicing. Thompson monitored, documented, and substantiated reimbursement for the removal of 2,000,000 cubic yards of debris and the removal of 400,000 hazardous limbs and trees.

**City of Hoboken, NJ, Emergency Operations Planning, Debris Monitoring, and FEMA PA Consulting, Hurricane Sandy 2012-2013** | The City of Hoboken was severely impacted by Hurricane Sandy, experiencing widespread flooding throughout the majority of the City. Mr. Gardner assisted with the oversight and coordination of debris removal operations immediately following the hurricane, and served as the Senior Grant Consultant during preparation the City's FEMA Project Worksheets.

**Louisiana and Mississippi, Hurricane Isaac Regional Response and Disaster Recovery, 2012** | In August 2012, Hurricane Isaac struck the Louisiana and Mississippi gulf coast with Category 1

strength winds and 24 hours of sustained rainfall. Mr. Gardner served on the Thompson financial team responsible for contract cost controls and FEMA Category A&B reimbursement for multiple jurisdictions along coastal Mississippi and Louisiana, including Jackson and Hancock County, MS, and Terrebonne Parish and Denham Springs, LA. In all, Thompson's data and financial management efforts authorized nearly a \$1,000,000 of eligible contractor payments and substantiated reimbursement for the removal of nearly 100,000 cubic yards of debris from roadways, canals, and beaches.

**City of Tuscaloosa, Alabama, Public Assistance and Long Term Recovery Grant Program, 2011** | The City of Tuscaloosa was impacted by multiple large and small tornadoes in April, 2011. The largest tornado flattened a one mile by six mile swath of the City causing an estimated \$85M in damage. Critical infrastructure was damaged and hundreds of residents lost their homes and property during the event. Mr. Gardner aided the City secure federal funding across several grant programs including CDBG, to assist with the rebuilding of lost public housing while focusing on the goal of energy efficiency and sustainability.

## TRAINING & CERTIFICATIONS

- Homeland Security Exercise and Evaluation Program (HSEEP)
- FEMA IS-31: Mitigation eGrants System for the Grant Applicant
- FEMA IS-100a: Introduction to the Incident Command System
- FEMA IS-208a: State Disaster Management
- FEMA IS-230: Principles of Emergency Management
- FEMA IS-253: Coordinating Environmental and Historic Preservation Compliance
- FEMA IS-279: Retrofitting Flood Prone Residential Structures
- FEMA IS-386: Introduction to Residential Coastal Construction
- FEMA IS-559: Local Damage Assessment
- FEMA IS-631: Public Assistance Assessment
- FEMA IS-632: Introduction to Debris Operations in FEMA's PA Program
- FEMA IS-634: Introduction to FEMA's Public Assistance Program
- FEMA IS-700a: National Incident Management System (NIMS) An Introduction
- FEMA IS-922: Applications of GIS for Emergency Management

# Wesley Holden

Senior Vice President / ADMS Operations

## FIRM

Thompson Consulting Services  
2601 Maitland Center Parkway  
Maitland, Florida 32751

## EDUCATION

BS: Management Information Systems

## EXPERIENCE

18 years

## PROGRAM EXPERIENCE

FEMA Public Assistance Emergency Work (Categories A-B) and Permanent Work (Categories C-G) | FEMA Hazard Mitigation Grant Program (404 and 406)

Mr. Holden has 18 years of experience providing data management and disaster recovery software application development for disaster response and recovery efforts throughout the United States for a broad range of local and state government clients.

## PROJECT EXPERIENCE

**Iowa, Midwest Derecho Disaster Recovery Response, 2020 - 2021** | Following an unprecedented derecho that caused devastating damage statewide, Thompson was activated by the Iowa Department of Homeland Security and Emergency Management and the City of Bertram to provide debris removal monitoring services. Mr. Holden was responsible for overseeing the deployment of all equipment and personnel needed to begin debris monitoring operations and provided oversight of the implementation of Thompson's automated debris management system (ADMS). Overall, Thompson monitored the removal of over 425,000 cubic yards of debris resulting from the derecho event.

**Hurricane Irma, Disaster Recovery Operations, State of Florida, 2017 - 2018** | Mr. Holden oversaw Thompson's ADMS deployment during Thompson's state-wide mobilization in response to Hurricane Irma. Thompson conducted debris removal monitoring operations on behalf of 45 unique clients simultaneously. Mr. Holden ensured all projects had the equipment and personnel necessary to perform monitoring operations utilizing Thompson's ADMS for all projects and programs. Thompson provided debris monitoring and substantiation for more than 11.6M cubic yards of debris as a result of Hurricane Irma.

**Hurricane Matthew, Disaster Recovery Operations, Multiple States, 2016 - 2017** | Mr. Holden oversaw Thompson's ADMS deployment in five (5) states and 23 unique clients simultaneously as a result of Hurricane Matthew. He assigned and managed a team of ADMS operators across all projects.

This effort included the setup, distribution and management of more than 500 ADMS handheld and hip printer units which enable real-time data collection of debris monitoring operations. Overall, Thompson provided debris monitoring and substantiation for more than 3.2M cubic yards of debris as a result of Hurricane Matthew.

**Chatham County, Georgia, Hurricane Matthew Recovery Operations, 2016 - 2017** | Mr. Holden served as the project manager for debris removal monitoring services on behalf of Chatham County following Hurricane Matthew. He worked closely with the County and the debris removal contractor to ensure right-of-way (ROW), hazardous tree and limb, and private property debris removal (PPDR) programs were performed efficiently and in accordance with federal and state regulations. Thompson substantiated the removal of over 1,400,000 cubic yards of vegetative debris.

**South Carolina Department of Transportation, Severe Flooding, 2015** | Following severe statewide flooding in South Carolina, SCDOT contracted Thompson to provide debris removal monitoring services in 11 counties throughout the State. Mr. Holden provided oversight of the implementation of Thompson's automated debris management system (ADMS), the Thompson Data Management Suite, and our handheld field units, TDMSmobile across all projects throughout the State.

**Mississippi Department of Transportation, Road Sign Tracking Analysis, 2015** | The Mississippi Department of Transportation (MDOT) contracted Thompson to conduct an analysis of current roadway sign shop operations, systems

integration of roadway sign shop operations, field maintenance operations, data gathering, and creation of standard operating procedures of roadway sign creation and maintenance. Mr. Holden served as Project Manager and ensured project deliverables were completed and presented to MDOT stakeholders in accordance with the project task order.

**South Carolina, Winter Storm Pax Regional Response and Disaster Recovery, 2014** | Winter Storm Pax impacted the State of South Carolina covering various regions of the State in up to 1.5" of ice which generated widespread vegetative disaster debris. Thompson was activated by the South Carolina Department of Transportation (SCDOT), Georgetown, Marion, Williamsburg, Aiken and Allendale Counties to provide debris removal monitoring services. Mr. Holden provided oversight of the implementation of Thompson's automated debris management system (ADMS), the Thompson Data Management Suite, and our handheld field units, TDMSmobile. Overall Thompson deployed 450 units to document and substantiate reimbursement for the removal of an over 2,900,000 cubic yards of debris and the removal of 400,000 hazardous limbs and trees throughout the State.

**Town of Babylon, New York, Hurricane Sandy Recovery Operations, 2012 -2013** | Following the devastating landfall of Hurricane Sandy, Mr. Holden provided oversight of the implementation of Thompson's automated debris management system (ADMS), TDMSmobile, which was utilized to track a number of different inventory metrics associated with the Town's debris removal program, including equipment deployed, trucks assigned to different work zones, debris types removed, debris collection locations, and recyclable material recovered.

**Louisiana and Mississippi, Hurricane Isaac Regional Response and Disaster Recovery, 2012** | In August 2012, Hurricane Isaac struck the Louisiana and Mississippi gulf coast with Category 1 strength winds and 24 hours of sustained rainfall. Mr. Holden served on the Thompson financial team responsible for contract cost controls and FEMA Category A&B reimbursement for multiple jurisdictions along coastal Mississippi and Louisiana, including Jackson and Hancock County, MS, and Terrebonne Parish and Denham Springs, LA. In all, Thompson's data and financial management efforts authorized nearly a \$1,000,000 of eligible contractor payments and substantiated reimbursement for the removal of nearly 100,000 cubic yards of debris from roadways, canals, and beaches.

**Clark County, Indiana, Tornado Recovery Operations, Data Management, 2012** | Mr. Holden managed a team tasked with supporting data entry, document scanning and data management to track and report debris removal operations for Clark County. He was also in charge of debris hauler invoice reconciliation and payment recommendations.

**Calhoun County, AL, Tornado Recovery Operations, 2011** | Mr. Holden served as the County's project manager during the disaster debris removal monitoring efforts following the April 2011 tornadoes. He was in charge of overseeing collection operations for the County to ensure that all debris removal and monitoring was within federal regulations.

**Texas, Hurricane Ike Data Management, 2008-2009** | Following Hurricane Ike, Mr. Holden managed a team tasked with supporting data entry, document scanning, and data management to track and report debris removal operations for multiple municipalities and counties throughout Texas. At the peak of the engagement, Mr. Holden was tasked with managing the scanning and entry of over 250,000 documents and images per day.

**City of New Orleans, FEMA Funded Commercial and Residential Demolition Document Management, New Orleans, LA, 2007-2009** | Between 2007 and 2009, Mr. Holden helped design a software application to electronically store critical field documents that supported a multi-phase process for the identification, historical review, decommissioning, demolition, and disposal of over 1,500 residential and commercial structures located throughout the City of New Orleans.

**Mississippi, Hurricane Katrina, Data Management 2005-2007** | Following the devastating impact that Hurricanes Katrina made on the Mississippi coast, Mr. Holden managed a data management operation responsible for inputting, tracking, and reporting the quantities of debris removed and disposed of by the United States Army Corps of Engineers contractors throughout the State of Mississippi.

## TECHNOLOGY EXPERTISE

- Enterprise Web, Accounting and Document Management Applications
- ASP.Net, VB.Net, C#, JavaScript, HTML, Visual Studio, Source Control
- SQL Server, T-SQL, Stored Procedures, Index Tuning, Performance Management

# Nicole Lehman

Director of Client Services / Program Manager

## FIRM

Thompson Consulting Services  
2601 Maitland Center Parkway  
Maitland, Florida 32751

## EDUCATION

BA: Psychology and Spanish

## EXPERIENCE

15 years

## PROGRAM EXPERIENCE

FEMA Public Assistance Emergency Work (Categories A-B) and Permanent Work (Categories C-G) | FHWA ER Program | CDBG Disaster Recovery | CDBG Housing

Ms. Lehman has 15 years of experience providing grant and program management support and oversight for disaster response and recovery efforts throughout the United States. Following Hurricane Ike, she managed multiple projects for Galveston County and the City of Galveston, the most heavily impacted communities by the storm.

Presenter: National Hurricane Conference, 2013 – Debris Monitoring and Contracting Training Workshop

## PROJECT EXPERIENCE

**Escambia County, Florida, Hurricane Disaster Recovery Operations, 2020 - 2021** | Ms. Lehman served as a program manager during the recovery operations and response by Escambia County following Hurricane Sally. She was responsible for ensuring all projects had the adequate resources necessary for completion, and that all projects were adhering to all federal, state, and local requirements. As the County's stand-by debris monitoring service provider, Ms. Lehman has provided planning support and preparedness services to the County.

**Puerto Rico Department of Transportation and Public Works (DTOP), Hurricane Maria, 2017 - 2019** | Ms. Lehman served as a program manager overseeing project operations for debris monitoring services in three DTOP designated zones. She was responsible for ensuring all projects were operating in accordance with federal, state and local requirements.

**Fort Lauderdale, Florida, Hurricane Irma Disaster Recovery, 2017** | Ms. Lehman served as program manager for Fort Lauderdale's recovery efforts following Hurricane Irma. Thompson monitored the removal of over 600,000 cubic yards of vegetative and construction and demolition debris, as well as the removal of hazardous limbs from 13,000 trees and the complete removal of over 450 hazardous leaning trees. In addition, Thompson implemented a sand recovery and screening operation to return the displaced sand to the public

beaches. She coordinated closely with the City and the debris removal contractors to implement and carry out debris removal programs.

**City of Daytona Beach, Florida, Disaster Debris Management Plan Update, 2015** | Ms. Lehman led a planning team in the update of the City's Disaster Debris Management Plan. The update included ensuring the plan met new FEMA policy and procedure guidance as well as a review and update of the City's debris management roles and responsibilities and the debris collection and monitoring strategies.

**Alabama Department of Transportation Southwest Region, Disaster Debris Management Plan, 2014 - 2015** | Ms. Lehman assisted in the development and preparation of a Disaster Debris Management Plan (DDMP) for the ALDOT Southwest Region. She worked closely with the Region to develop the debris collection and monitoring strategies included in the plan. In addition Ms. Lehman reviewed debris management site options throughout the Region.

**South Carolina Department of Transportation (SCDOT), Winter Storm Pax Recovery Operations, 2014** | Ms. Lehman is currently serving as operations manager for the SCDOT debris removal monitoring mission in Georgetown County. She is in charge of overseeing day-to-day operations for all monitoring projects including emergency road clearance, right-of-way collection, and removal of hazardous leaners and hangers on SCDOT maintained roadways throughout the County.

**Georgetown County, South Carolina, Winter Storm Pax Recovery Operations, 2014** | Ms. Lehman served as the operations manager for debris removal monitoring operations in Georgetown County. She was in charge of overseeing day-to-day operations for all monitoring projects including emergency road clearance, right-of-way collection, and removal of hazardous leaners and hangers on County maintained roadways.

**City of Hoboken, NJ, Emergency Operations Planning, Debris Monitoring, and FEMA PA Consulting, Hurricane Sandy 2012-2013** | The City of Hoboken was severely impacted by Hurricane Sandy, experiencing widespread flooding throughout the majority of the City. Ms. Lehman has served as the City's Project Manager for debris operations immediately following the hurricane, and PA Consultant in preparing the City's FEMA Project Worksheets. Additionally, Ms. Lehman assisted in the preparation of the City's Emergency Operations Plan, to help prepare the City and all department personnel to respond during future disaster events.

**Trinity Bay Conservation District, Texas, FEMA PA Project Worksheet Close-out and Audit Preparation, 2012** | Ms. Lehman served as Grant Management Specialist for the final reconciliation of expenditures to grant funds received for Hurricane Ike bridge and facility replacements. Ms. Lehman organized all supporting documentation for project worksheets and prepared projects for close-out and federal audit.

**Louisiana and Mississippi, Hurricane Isaac Regional Response and Disaster Recovery, 2012** | In August 2012, Hurricane Isaac struck the Louisiana and Mississippi gulf coast with Category 1 strength winds and 24 hours of sustained rainfall. Ms. Lehman served on the Thompson debris program team responsible for mobilizing and deploying project staff and resources to multiple jurisdictions along coastal Mississippi and Louisiana, including Jackson and Hancock County, MS, and Terrebonne Parish and Denham Springs, LA.

**Trinity Bay Conservation District, Texas, Disaster Debris Management Planning, 2012** | Ms. Lehman assisted in the development and preparation of a Disaster Debris Management Plan (DDMP) for the Trinity Bay Conservation District in Chambers County, Texas to ensure increased eligibility for federal PA cost-share in accordance with recent changes to FEMA's PA Pilot Program.

**City of Tuscaloosa, Alabama, Severe Storms, Tornadoes, Straight-line Winds, and Flooding, 2011** | Ms. Lehman served as project manager for the City of Tuscaloosa, Alabama and ran the FEMA Public Assistance (PA) and assisted the City with the

design and implementation of Housing Demolition Programs following the April 2011 tornadoes that devastated the City and caused an estimated \$85M in damages.

**Escambia County, Florida, BP Deepwater Horizon Oil Spill Response, 2010** | Ms. Lehman served as Program Manager of a program designed to minimize the impact that the BP oil spill made on Escambia County's (Pensacola area) beaches, waterways, and tourism. During this effort, over \$1.5 million in claims for oil containment and public outreach were documented and substantiated. Ms. Lehman coordinated and documented the efforts of participating local, state, federal, and private to substantiate the BP claims.

**City of Galveston, Texas, Standing Dead Tree Removal Program, Hurricane Ike, 2009-2010** | Following Hurricane Ike, Ms. Lehman monitored a contracted program to remove over 10,000 standing dead trees throughout the City that were killed as a result of saltwater inundation. The monitoring and documentation efforts substantiated over \$3.5 Million in FEMA PA funding. In addition, Ms. Lehman worked with Galveston County to monitor and document over \$62 million worth of debris removal programs including sand removal, vessel recovery, and private property debris removal.

**Galveston County/Bolivar, Texas, ROW Debris Removal and Specialized PPDR Programs Following Hurricane Ike, 2008-2009** | Ms. Lehman served as the Project Manager for Galveston County, including the Bolivar Peninsula and eleven cities within the County following Hurricane Ike. Ms. Lehman oversaw disaster debris removal programs and assisted the County with planning and implementing specialized voluntary and involuntary PPDR programs under which debris, sand, vessels, and hazardous materials were removed from over 1500 private properties on the Bolivar Peninsula and mainland Galveston County.

## TRAINING & CERTIFICATIONS

- HAWOPER 40-hour Certification
- OSHA 30-hour Certification
- ISO 9000
- Applying for Federal Grants and Cooperative Agreements for Recipients Certificate
- FEMA IS 700.a - National Incident Management Systems (NIMS) an Introduction

# Patrick Gardner

## GIS Manager

### FIRM

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Maitland, Florida 32751

### EDUCATION

BS: Marine Science  
MS: Fisheries and Aquatic Sciences

### EXPERIENCE

9 years

### PROGRAM EXPERIENCE

FEMA Public Assistance Emergency Work (Categories A-B)

Mr. Gardner brings GIS and data management experience from the State University System of Florida. He oversaw data collection and processing for state and federally funded research projects. During this time, he worked both locally and internationally to complete grant deliverables. These deliverables included the creation of publication quality maps and figures which communicated complex spatial data into clear and coherent representations. Most recently, Mr. Gardner assists with data management, invoice reconciliation, and GIS analysis.

## PROJECT EXPERIENCE

**City of Mobile, Alabama, Hurricane Sally Recovery Operations, 2020 - 2021** | Mr. Gardner served as the GIS manager for the City following Hurricane Sally. He was responsible for coordinating with the City to provide geospatial analysis and maps and figures representing City-wide debris monitoring operations data. Overall, Thompson monitored the removal of over 850,000 cubic yards of debris from the City.

**Hurricane Michael, Disaster Recovery Operations, Florida and Georgia, 2018 - 2019** | Mr. Gardner provided GIS and data management services during Thompson's mobilization in response to Hurricane Michael which included over 12 contract activations. Mr. Gardner coordinated with each community to establish eligible roadway maps and was responsible for mapping data points through GIS and providing support to the QA/QC team.

**Hurricane Florence, Disaster Recovery Operations, North Carolina, 2018** | Mr. Gardner provided GIS support for all of Thompson's projects following Hurricane Florence, including the NCDOT, Carteret and Cumberland Counties and the City of Jacksonville. Mr. Gardner also provided geospatial analysis utilizing Thompson's drone capabilities to measure and substantiate disaster debris piles.

**Hurricane Irma, Disaster Recovery Operations, State of Florida, 2017 - 2018** | Mr. Gardner provided GIS and data management services during Thompson's state-wide

mobilization in response to Hurricane Irma. Thompson conducted debris removal monitoring operations on behalf of 45 unique clients simultaneously within the State. Mr. Gardner was responsible for mapping data points through GIS and providing support to the QA/QC team. Thompson substantiated more than 11.6M cubic yards of debris as a result of Hurricane Irma.

**Sevier County, Tennessee, Chimney Tops 2 Wildfire, 2016 - 2018** | Mr. Gardner served as the onsite project manager overseeing debris monitoring services for right-of-way tree removal of standing dead trees as a result of the 2016 wildfires which burned over 17,000 acres and destroyed more than 2,400 properties. In addition, Mr. Gardner administered the private property debris removal program established to eliminate hazardous conditions located on private property.

**Dare County and included municipalities, North Carolina, Hurricane Matthew, 2016** | Dare County activated Thompson to provide debris removal monitoring services to the county and local municipalities following Hurricane Matthew. Mr. Gardner assisted with data management and invoice reconciliation.

**South Carolina Department of Transportation, Severe Flooding Statewide Response, 2015 - 2016** | The SCDOT activated Thompson to provide debris removal monitoring services in 11 counties throughout the State following severe storms and flooding. Mr. Gardner assisted with data reporting and invoice reconciliation tasks throughout the projects.



**Putnam, Fentress and Overton Counties, Tennessee, Sever Winter Storm, 2015** | Mr. Gardner assisted with data reporting and invoice reconciliation tasks throughout the projects. He oversaw the daily review of data for the Counties. All data was submitted to FEMA in a Project Worksheet ready package for immediate review and submission for reimbursement.

**South Carolina, Winter Storm Pax Regional Response and Disaster Recovery, 2014** | In February of 2014, Severe Winter Storm Pax impacted the State of South Carolina covering various regions of the State in up to 1.5" of ice which generated widespread vegetative disaster debris. Thompson was activated by the South Carolina Department of Transportation (SCDOT), Georgetown, Marion, Williamsburg, Aiken and Allendale Counties to provide debris removal monitoring services. Mr. Gardner assisted with the data management and invoice reconciliation. Thompson monitored and substantiated reimbursement for the removal of approximately 2,000,000 cubic yards of debris and the removal of 400,000 hazardous limbs and trees.

**Brevard County, FL, Hurricane Sandy Beach Renourishment, 2013 - 2014** | Federal funding following Hurricane Sandy provided funding for Beach renourishment on Florida's east coast. While working for Land and Sea Surveying Concepts Inc., Mr. Gardner acted as surveying technician using real-time kinematic GPS to produce 1000 m beach elevation transects before and after sand renourishment.

#### Environmental Project Experience

**Exploration, Habitat Characterization, and Coral Health Assessment in Flower Garden Banks National Marine Sanctuary, 2015 -2016** | Mr. Gardner served as a Research Coordinator at Harbor Branch Oceanographic Institute at Florida Atlantic University. While assisting with this project in the lab, Mr. Gardner used transect photos to characterize habitat on shallow and mesophotic reefs. Field collections included technical diving to 170 fsw collect live coral tissue for RNA sequencing analyses.

**Development of Fisheries Independent, Habitat-Based indices of Abundance for Pre-Reproductive Gag Grouper in the Northeastern Gulf of Mexico, 2013 - 2015** | As a research assistant Mr. Gardner performed counts of gag grouper on artificial reefs using closed-circuit rebreathers. He interpreted and classified side scan SONAR data, constructed sampling regimes, validated and analyzed data for use by resource managers, and created publication quality maps in ArcGIS.

**Impact of invertebrate grazers on freshwater algae in Kings Bay, FL, 2013 - 2015** | As a research assistant, Mr. Gardner

conducted fieldwork collecting freshwater invertebrate grazers and implemented lab studies to determine grazing rates on freshwater algae.

**Reproductive Biology of Invasive Lionfish (Pterois volitans/miles complex) from Little Cayman Island, 2013 - 2014** | Mr. Gardner developed, implemented, and published results determining spawning seasonality, frequency and batch fecundity of invasive lionfish. This project was completed in fulfillment of his master's degree at the University of Florida. (Peer reviewed publication: Gardner PG, Frazer TK, Jacoby CA, Yanong RPE. 2015. Reproductive biology of invasive Lionfish (Pterois volitans) from Little Cayman. *Frontiers in Marine Science* 2:7).

**Assessing Organic Soil Amendments in Saltwater Marsh Restoration, 2007 - 2009** | While a student at Eckerd College, Mr. Gardner served as a research assistant working in the field to collect plant biomass, invertebrate, and water samples. In the lab, he performed sulfide analysis, prepared plant biomass for nitrogen analysis, and composed a research paper on the effects of sulfides on wetland plants. In a supervisory role, he trained volunteers and interns for various project tasks.

## TRAINING & CERTIFICATIONS

- Federal Aviation Administration Certified Remote Pilot for Small Unmanned Aircraft Systems
- U.S. Environmental Protection Agency Scientific Diver.
- NAUI SCUBA Instructor
- Department of the Interior Motorboat Operations Certification Course
- First Aid, CPR, Oxygen Delivery, and Blood Borne Pathogens
- GIS Applications for Natural Resource Management, Florida Sea Grant

# Gary Brooks

Project / Operations Manager

## FIRM

Thompson Consulting Services  
2601 Maitland Center Parkway  
Maitland, Florida 32751

## MILITARY EXPERIENCE

United States Marine Corps

## EXPERIENCE

17 years

## PROGRAM EXPERIENCE

FEMA Public Assistance Emergency Work (Categories A-B) | FHWA ER Program

Mr. Brooks has 17 years of experience managing debris monitoring operations throughout the United States. In addition to Right-of-Way (ROW) debris monitoring programs, Mr. Brooks has worked extensively on large scale debris reduction sites, including a temporary site in Pensacola, Florida that reduced over 1,000,000 cubic yards of Construction and Demolition debris following Hurricane Ivan. Mr. Brooks also has extensive experience Leaner, Hanger, and Stump Removal, Vessel Recovery and Waterways Debris Removal monitoring programs.

## PROJECT EXPERIENCE

**Escambia County, Florida, Hurricane Sally Disaster Recovery Operations, 2020 - 2021** | Mr. Brooks served as the operations manager overseeing day-to-day operations for all debris monitoring operations including special projects such as public parks debris removal within the County and Private Property Debris Removal (PPDR) efforts. Thompson monitored the collection and removal of over 4.4M cubic yards of vegetative and construction and demolition debris from the County.

**Gadsden County, Florida, Hurricane Michael Recovery Operations, 2018 - 2019** | Mr. Brooks served as the operations manager for debris removal monitoring efforts in Gadsden County, Florida, following Hurricane Michael. He was in charge of overseeing day-to-day operations for all monitoring programs including right-of-way (ROW) debris removal and hazardous tree and stump removal on County maintained roadways. Overall, approximately 1.5M cubic yards of debris was collected from the County.

**Puerto Rico Department of Transportation and Public Works (DTOP), Hurricane Maria, 2017 - 2018** | Hurricane Maria is regarded as the worst natural disaster on record to impact Puerto Rico. Mr. Brooks served as the operations manager overseeing day-to-day debris removal monitoring operations from the North DTOP Zone.

**Solid Waste Authority of Palm Beach County (SWA), Hurricane Irma, 2017 - 2018** | Mr. Brooks served as the project manager to coordinate debris monitoring and disposal operations throughout the County including performing

monitoring services for 18 communities within the County and documenting all disposal loads brought to the SWA's landfills. Overall, Thompson provided the substantiation for more than 3M cubic yards of debris as a result of Hurricane Irma.

**South Carolina Department of Transportation, Hurricane Matthew Recovery Operations, 2016 - 2017** | Mr. Brooks served as project manager for debris removal monitoring services on behalf of SCDOT following Hurricane Matthew. Mr. Brooks oversaw debris monitoring operations in seven counties, including Colleton, Darlington, Florence, Horry, Orangeburg, Sumter and Williamsburg. These operations substantiated the removal of over 956,000 cubic yards of vegetative debris.

**South Carolina Department of Transportation, Lexington and Richland Counties, South Carolina, Severe Flooding Recovery Operations, 2015** | Mr. Brooks served as operations manager for debris removal monitoring in Lexington and Richland Counties on behalf of SCDOT following a severe flooding event. He oversaw day-to-day operations for right-of-way collection on SCDOT maintained roadways throughout the Counties.

**Putnam County, Tennessee, Severe Winter Storm Recovery Operations, 2015** | Mr. Brooks served as the operations manager overseeing day-to-day debris removal monitoring operations throughout Putnam County. The County performed both hazardous tree and limb removal as well as right-of-way (ROW) collection programs on County maintained roadways.

**South Carolina Department of Transportation (SCDOT), Winter Storm Pax Recovery Operations, 2014** | Mr. Brooks

served as the operations manager for the SCDOT debris removal monitoring mission in Williamsburg County. He was in charge of overseeing day-to-day operations for all monitoring projects including emergency road clearance, right-of-way collection, and removal of hazardous leaners and hangers on SCDOT maintained roadways throughout the County.

**Alabama State Port Authority, Hurricane Isaac Recovery, Wetland Debris Removal Monitoring, 2013** | Mr. Brooks served as operations manager and field supervisor overseeing the debris removal monitoring effort in the ASPA Arlington Park wetlands in Mobile, AL. Debris impacting the 27-acre wetlands consisted of an up to four foot thick layer of logs and wood debris carried into the park by the storm surge in late August 2012. The FEMA-funded debris program involved specialized, low-impact debris removal techniques in accordance with the United States Corps of Engineers permit. A total of 771 cubic yards of debris was successfully removed, allowing for the recovery of the wetlands.

**Denham Springs, Louisiana, Hurricane Isaac Recovery Operations, 2012** | Mr. Brooks served as an operations manager for debris removal monitoring efforts on behalf of Denham Springs following the landfall of Hurricane Irene. He was in charge of overseeing day-to-day operations for all monitoring projects including emergency road clearance and debris removal operations and right-of-way collection of over 9,300 CY of vegetative and construction and demolition (C&D) debris throughout the affected areas.

**Clark County, Indiana, Tornado Recovery Operations, 2012** | Mr. Brooks served as an operations manager for debris removal efforts following the devastating February severe weather incident which swept through the County and surrounding areas. He was in charge of overseeing day-to-day operations for all monitoring staff throughout the County.

**City of Portsmouth, Virginia, Hurricane Irene Recovery Operations, 2011** | Mr. Brooks served as field supervisor overseeing disaster debris removal operations for the City of Portsmouth, VA following Hurricane Irene. The recovery efforts included the collection and removal of over 50,000 cubic yards of debris from the City.

**Alabama Department of Conservation and Natural Resources, Tornado Debris Removal Monitoring, 2011** | The devastating tornados in the spring of 2011 ripped through the State of Alabama and ravaged two of the state parks. Mr. Brooks served as the parks field supervisor to oversee field monitors tasked to monitor the removal and reduction of thousands of damaged trees in compliance with FEMA 325 and 327 guidelines.

**City of Baytown, Texas, Hurricane Debris Removal Monitoring, 2008** | In 2008, Mr. Brooks served as the field project manager on the City of Baytown debris monitoring effort. Mr. Brooks' monitoring team oversaw, monitored, and documented the removal of over 1,000,000 cubic yards of storm debris by two prime contractors. Mr. Brooks also coordinated with the City, State, and FEMA to monitor the removal of derelict vessels displaced by the Hurricane Ike storm surge onto public property.

**Town of Amherst, New York, Snow Storm Debris Removal Monitoring, 2006** | Following an unusual snow storm that collapsed the pre-fall vegetative canopy in Western New York in 2006, Mr. Brooks served as a field operations supervisor for the Town of Amherst's debris removal monitoring program. The effort monitored, documented, and secured FEMA funding for the removal of over 900,000 cubic yards of vegetative storm debris as well as damaged trees, and hanging limbs from the Town's Right-of-Way.

**Escambia County, Florida, Hurricane Debris Disposal Monitoring, 2004** | Following the devastating impact that Hurricane Ivan made on Escambia County, Mr. Brooks served as the Debris Management Site (DMS) manager for Bronson Field, a former U.S. Military base that served as the largest DMS to support Escambia County's debris removal program. County-wide, three prime contractors removed nearly 8,000,000 cubic yards of vegetative and construction and demolition debris, nearly 30% of which was processed and reduced at Bronson Field.

## TRAINING & CERTIFICATIONS

- Occupation Safety and Health Administration (OSHA) 30-hour Construction Safety
- Occupation Safety and Health Administration (OSHA) 10-hour Construction Safety
- Federal Emergency Management Agency (FEMA) IS-700a - NIMS An Introduction

# Raul Cardenas

## Project / Operations Manager

### FIRM

Thompson Consulting Services  
2601 Maitland Center Parkway  
Maitland, Florida 32751

### EDUCATION

BA: Political Science  
MA: Liberal Studies – Political Theory

### EXPERIENCE

17 years

### PROGRAM EXPERIENCE

FEMA Public Assistance Emergency Work (Categories A-B) and Permanent Work (Categories C-G) | FHWA ER Program

Mr. Cardenas has 17 years of experience supporting and managing debris monitoring operations throughout the United States. He has worked extensively on private property debris removal programs as well as, right-of-way (ROW) debris monitoring, and leaner, hanger, and stump removal programs in some of the largest areas impacted by debris generating events in the last decade.

## PROJECT EXPERIENCE

**City of Mobile, Alabama, Hurricane Sally Disaster Recovery Operation, 2020 - 2021** | Hurricane Sally inundated the Gulf Coast with heavy rains and damaging winds causing large amount of disaster debris. Mr. Cardenas served as the operations manager for the City and monitored all debris removal operations including right-of-way (ROW) removal projects and hazardous tree and limb removal projects. Overall, Thompson monitored the removal of over 848,000 cubic yards of debris from the City.

**Aransas County, Texas, Hurricane Harvey Recovery Operations, 2017 – 2018** | Mr. Cardenas served as the project operations manager for debris removal monitoring services on behalf of Aransas County following Hurricane Harvey. Mr. Cardenas oversaw day-to-day operations of the extensive right-of-way (ROW), parks, and private property debris removal (PPDR) programs. Thompson substantiated the removal of over 2.8 million cubic yards of vegetative debris.

**Chatham County, Georgia, Hurricane Matthew Recovery Operations, 2016 – 2017** | Mr. Cardenas served as senior operations manager for debris removal monitoring services on behalf of Chatham County following Hurricane Matthew. Mr. Cardenas oversaw day-to-day operations of the extensive right-of-way (ROW), hazardous tree and limb, and private property debris removal (PPDR) programs. Thompson substantiated the removal of over 1,400,000 cubic yards of vegetative debris.

**City/Parish of East Baton Rouge, Louisiana, Severe Flooding, ROW and PPDR Program Management, 2016 - 2017** | Mr.

Cardenas served as a senior field supervisor for debris removal monitoring efforts on behalf of the City/Parish. He assisted in daily field operations for all monitoring programs including right-of-way (ROW) debris removal and an extended ROW Private Property Debris Removal (PPDR) program. To date over 1.8 million cubic yard of construction and demolition debris have been collected and more than 1,450 applicants participated in the extended ROW PPDR program.

**South Carolina Department of Transportation, Dorchester and Berkeley Counties, South Carolina, Severe Flooding Recovery, 2015** | Mr. Cardenas served as operations manager for debris removal monitoring in Dorchester and Berkeley Counties on behalf of SCDOT following a severe flooding event. He oversaw day-to-day operations for right-of-way collection on SCDOT maintained roadways throughout the Counties.

**South Carolina Department of Transportation (SCDOT), Winter Storm Pax Recovery Operations, 2014** | Mr. Cardenas served as the operations manager for the SCDOT debris removal monitoring mission in Marion County. He was in charge of overseeing day-to-day operations for all monitoring projects including emergency road clearance, right-of-way collection, and removal of hazardous leaners and hangers on SCDOT maintained roadways throughout the County. County-wide, nearly 500,000 cubic yards of vegetative debris was collected, temporarily disposed, and burned. In addition, nearly 45,500 hazardous trees were addressed.

**Marion County, South Carolina, Winter Storm Pax Recovery Operations, 2014** | Mr. Cardenas served as the operations manager for debris removal monitoring operations in Marion

## RAUL CARDENAS

County. He was in charge of overseeing day-to-day operations for all monitoring projects including emergency road clearance, right-of-way collection, and removal of hazardous leaners, hangers on County maintained roadways.

**Virginia Department of Transportation (VDOT), Hurricane Irene Recovery Operations, 2011** | Mr. Cardenas served as field supervisor overseeing disaster debris removal operations in the Richmond and Fredericksburg VDOT Districts which included six different residencies across the eastern part of state. The recovery efforts included the collection and removal of over 450,000 cubic yards of debris.

**MEMA, Hurricane Deployment, Hurricane Katrina, 2005-2007** | Mr. Cardenas worked as part of a disaster recovery team contracted by MEMA following Hurricane Katrina. The team was responsible for conducting damage assessments, reviewing Right-off-Way collection and disposal operations and the permitting of temporary debris sites. In addition, Mr. Cardenas would review leaner and hanger debris removal programs, private property debris removal programs, and other specialized debris removal programs performed by local governments and the United States Army Corps of Engineers to closely monitor compliance, eligibility, and proper documentation.

**South Florida, Hurricane Deployment, Hurricanes Charley, Frances and Jeanne, 2004-2005** | Mr. Cardenas was a part of a response team to provide immediate on-site assistance and a wide range of disaster recovery management and storm debris clean-up monitoring services to aid multiple South Florida communities in making a quick recovery. Mr. Cardenas was assigned to multiple municipalities in Broward County, where he oversaw collection and disposal operations performed at County Debris Management Sites. In addition, Mr. Cardenas provided Quality Assurance/Quality control over municipal debris being disposed of and reduced at County Temporary Debris Management Sites.

## TRAINING & CERTIFICATIONS

- OSHA 29 CFR 1910.120 40-Hour HAZWOPER Training
- OSHA 29 CFR 1910.120 8-Hour Refresher Trainings
- National Safety Council Defensive Driving Training
- TSCA Title II 24-Hour Asbestos Inspection and Assessment Training
- FEMA IS 700a. – National Incident Management System, An Introduction

# Thomas "Tommy" Dorsey

Project / Operations Manager

## FIRM

Thompson Consulting Services  
2601 Maitland Center Parkway  
Maitland, Florida 32751

## EDUCATION

BS: Emergency Management (In Progress)  
Manager of Environmental Safety and Health  
(MESH)

## EXPERIENCE

11 years

## PROGRAM EXPERIENCE

FEMA Public Assistance Emergency Work (Categories A-B) | FHWA ER Program

Mr. Dorsey has 11 years of experience managing debris monitoring and data management operations throughout the Southeast following some of the largest debris generating natural disaster in recent history. In addition to Right-of-Way (ROW) debris monitoring programs, Mr. Dorsey has worked extensively on Hazardous Leaker, Hanger, and Stump Removal programs. Mr. Dorsey has extensive knowledge in ADMS hardware, software, and communications infrastructure and has overseen day-to-day ADMS project operations and reporting in recent activations.

## PROJECT EXPERIENCE

**City of Orange Beach, Alabama, Hurricane Sally Disaster Recovery Operations, 2020 - 2021** | The City of Orange Beach was inundated with heavy rains and damaging winds causing extensive damage throughout the City. Mr. Dorsey served as the operations manager for the City and oversaw day-to-day debris removal and monitoring operations including special projects such as marine and waterway debris removal. Thompson documented the removal of over 645,000 cubic yards of debris from the City.

**Town of Swansboro, North Carolina, Hurricane Florence Recovery Operations, 2018 - 2019** | Mr. Dorsey served as the operations manager for the Town of Swansboro following Hurricane Florence. Tommy was responsible for overseeing all debris removal operations within the Town including right-of-way collection projects and hazardous tree and limb removal as well. Overall, Thompson substantiated the removal of over 30,000 cubic yards of debris from the Town.

**City of Palm Bay, Florida, Hurricane Irma Recovery Operations, 2017 - 2018** | Mr. Dorsey served as the operations manager overseeing day-to-day debris removal monitoring operations throughout the City of Palm Bay following the devastating impacts of Hurricane Irma. The City performed both hazardous tree and limb removal as well as right-of-way (ROW) collection programs on City maintained roadways. Thompson documented the removal of over 253,867 cubic yards of debris.

**City of Stuart, Florida, Hurricane Irma Recovery Operations, 2017** | Mr. Dorsey served as the operations manager overseeing debris removal monitoring operations throughout the City of Stuart. Through the efficiencies managed by Mr. Dorsey, the City was able to complete debris removal operations in less than 30 days.

**City of Vero Beach, Florida, Hurricane Matthew Recovery Operations, 2016** | Mr. Dorsey served as the operations manager overseeing day-to-day debris removal monitoring operations throughout the City of Vero Beach. The City performed both hazardous tree and limb removal as well as right-of-way (ROW) collection programs on City maintained roadways.

**South Carolina Department of Transportation, Orangeburg, Bamberg and Clarendon Counties, South Carolina, Severe Flooding Recovery Operations, 2015** | Mr. Dorsey served as operations manager and field supervisor for debris removal monitoring in multiple counties on behalf of SCDOT following a severe flooding event. He oversaw day-to-day operations for right-of-way collection on SCDOT maintained roadways throughout the Counties.

**Putnam County, Tennessee, Severe Winter Storm Recovery Operations, 2015** | Mr. Dorsey served as the field supervisor supporting daily debris removal monitoring operations throughout Putnam County. He was also responsible for managing and supporting debris removal monitors in the field.

## THOMAS DORSEY

The County performed both hazardous tree and limb removal as well as right-of-way (ROW) collection programs.

**Aiken County, South Carolina Winter Storm Pax Response and Disaster Recovery, 2014** | In February of 2014 Severe Winter Storm Pax impacted the State of South Carolina covering various regions of the State in up to 1.5" of ice which generated widespread vegetative disaster debris. Thompson was activated by Aiken County to provide debris removal monitoring services. Mr. Dorsey served as the Operations Manager responsible for overseeing all of the Counties debris removal monitoring programs. The County performed ROW debris removal, hazardous trees and limb removal, and a waterway debris removal program throughout the historic Horse Creek Trail. Overall more than 1,400,000 cubic yards of debris was substantiated by Thompson in Aiken County.

**Jefferson Parish, LA, Hurricane Recovery Operations 2012** | Mr. Dorsey served as an operations manager for debris removal monitoring efforts on behalf of Jefferson Parish following the landfall of Hurricane Isaac. He was in charge of overseeing day-to-day operations monitoring projects including truck certification, monitor training, emergency road clearance and debris removal operations and right-of-way collection.

## TRAINING & CERTIFICATIONS

- HAZWOPER Supervisor - OSHA
- 40-Hour HAZWOPER - OSHA
- 30-Hour OSHA Safety for the Construction Industry
- Over 50 FEMA EMI Courses

# Connie Stewart

## Field Operations Supervisor

### FIRM

Thompson Consulting Services  
2601 Maitland Center Parkway  
Maitland, Florida 32751

### EXPERIENCE

17 years

### PROGRAM EXPERIENCE

FEMA Public Assistance Emergency Work (Categories A-B) and Permanent Work (Categories C-G) | FHWA ER Program

Ms. Stewart has 17 years of experience supporting and managing debris monitoring operations throughout the United States. She has worked extensively on private property debris removal programs as well as, right-of-way (ROW) debris monitoring, and leaner, hanger, and stump removal programs in some of the largest areas impacted by debris generating events in the last decade.

## PROJECT EXPERIENCE

**Alabama Department of Transportation (ALDOT), Hurricane Sally Disaster Recovery Operations, 2020 - 2021** | Hurricane Sally inundated the Gulf Coast with heavy rains and destructive winds causing a large amount devastating debris. Ms. Stewart served as the operations manager for ALDOT and oversaw debris removal operations such as right-of-way (ROW) debris removal programs and hazardous tree/limb removal on ALDOT maintained roadways. Overall, more than 2.4M cubic yards of debris was monitored, collected, and removed.

**Jackson County, Florida, Hurricane Michael, 2018 - 2019** | Ms. Stewart served as the operations manager overseeing day-to-day debris removal monitoring operations throughout the County following Hurricane Michael. The County performed right-of-way (ROW) debris removal programs, hazardous tree, limb and stump removal, and County parks debris removal projects. Thompson substantiated more than 120,000 cubic yards of debris.

**Carteret County, North Carolina, Hurricane Florence, 2018 - 2019** | Following the landfall of Hurricane Florence, Carteret County experienced pervasive damage and extensive flooding. Ms. Stewart served as operations manager overseeing debris removal monitoring operations including right-of-way (ROW) debris monitoring, and leaner, hanger, and stump removal throughout the County. Overall, approximately 1.5 million cubic yards of debris was removed from the County.

**Puerto Rico Department of Transportation and Public Works (DTOP), Hurricane Maria, 2017 - 2018** | Hurricane Maria is regarded as the worst natural disaster on record to impact

Puerto Rico. Ms. Stewart served as the project coordinator overseeing day-to-day personnel management for various debris programs.

**Lee County, Florida, Hurricane Irma Recovery, 2017 - 2018** | Ms. Stewart served as the operations manager overseeing day-to-day debris removal monitoring operations throughout the Lee County, including the City of Fort Myers and the Town of Fort Myers Beach. The County performed both hazardous tree and limb removal, right-of-way (ROW) and waterway collection programs on County maintained roadways/waterways. Overall, Thompson substantiated more than 2.4 million cubic yards of vegetative debris.

**City of Ormond Beach, Florida, Hurricane Matthew Recovery Operations, 2016 - 2017** | Ms. Stewart served as the operations manager overseeing day-to-day debris removal monitoring operations throughout the City of Ormond Beach following Hurricane Matthew. The City performed both hazardous tree and limb removal as well as right-of-way (ROW) collection programs on City maintained roadways.

**Sumter County and City of Sumter, SC, Winter Storm Pax, 2014** | Ms. Stewart served as a project manager and oversaw debris removal monitoring project operations from project inception to closing the local field office. Duties also included hiring, training and managing field supervisors and field monitors.

**New York Department of Transportation, Hurricane Sandy, 2012 - 2013** | Ms. Stewart served as a project data manager and disposal site supervisor. Her responsibilities included



overseeing a crew of oil recovery technicians along the shoreline and barrier islands of the Mississippi coast line.

**US Army Corp of Engineers, New Orleans, LA, Levee Restoration, 2010- 2011** | Ms. Stewart operated heavy equipment, including trackhoes, dozers and off-road dump trucks in removing and stockpiling clay for the USACE Levee Restoration Mission. In addition, Ms. Stewart served as the site Safety Officer.

**Decon Facility, Pascagoula, MS, BP Deep-water Horizon Oil Spill Response, 2010** | Ms. Stewart served as a project manager overseeing a crew of oil recovery technicians along the shoreline and barrier islands of the Mississippi coast line.

**Galveston County, TX, Hurricane Debris Removal Monitoring, 2008** | In 2008, Ms. Stewart served as a field operation manager for the Galveston County debris monitoring effort. Ms. Stewart managed a field team responsible for monitoring the removal of debris from the Bolivar Peninsula off of Galveston County.

**St. Landry Parish, LA, Hurricane Debris Removal Monitoring, 2008** | Ms. Stewart served as a field operation manager for St. Landry Parish following Hurricane Gustav. Ms. Stewart was responsible for the hiring, training and management of field debris monitors overseeing right-of-way and leaner and hanger debris removal programs.

**Norman, Oklahoma, Ice Storm Deployment, 2007 - 2008** | Following a crippling ice storm in Norman, Oklahoma in 2008, Ms. Stewart served as a field supervisor overseeing daily activities of a group of debris removal monitors and ensured project compliance.

**Monroe County, Florida, Hurricane Wilma, Waterway Debris Removal 2006** | Ms. Stewart was responsible for hiring, training and managing field monitors to document waterway debris removal and derelict vessel removal programs throughout the Florida Keys. In addition, Ms. Stewart performed canal surveys identifying debris posing potential navigational hazards.

**City of Gulfport, MS, Hurricane Katrina, 2005-2006** | Ms. Stewart was responsible for hiring, training and managing field monitors to document a variety of debris removal programs including, right-of-way, saltwater kill tree removal, private property debris removal, hazardous leaning tree and hanging limb removal, and abandoned storm damaged car and boat removal. She also oversaw a special program to provide temporary fencing around swimming pools.

## TRAINING & CERTIFICATIONS

- FEMA Professional Development Series (consists of 7 different courses)
- FEMA IS-00005.A An Introduction to Hazardous Materials
- FEMA IS-00100.B Introduction to Incident Command Systems ICS-100
- FEMA IS-00340 Hazardous Materials Prevention
- FEMA IS-631 Public Assistance Operations 1
- FEMA IS-00632.A Introduction to Debris Operations
- FEMA IS-00634 Introduction to FEMA's Public Assistance Program
- FEMA IS-00700.A National Incident Management System (NIMS) An Introduction
- FEMA IS-00703.A NIMS Resource Management
- FEMA IS-00704 NIMS Communications and Information Management
- FEMA IS-00800.B Nation Response Framework, An Introduction
- FEMA IS-00805 Emergency Support Function (ESF) #5 Emergency Management
- FEMA IS-00810 Emergency Support Function (ESF) #10 Oil and Hazardous Materials Response
- OSHA 16 Hour Course #7600 Disaster Site Worker
- OSHA 40 Hour HAZWOPER + 8 Hour Refresher to Stay Current
- OSHA 10 Hour Construction Safety and Health
- OSHA 30 Hour Construction Safety and Health
- OSHA 510 – Construction Safety and Health
- OSHA 500 – Authorized Construction Safety and Health Instructor
- TWIC Card
- Class D CDL

# Jeff Hollis

Field Operations Supervisor

## FIRM

Thompson Consulting Services  
2601 Maitland Center Parkway  
Maitland, Florida 32751

## EXPERIENCE

17 years

## PROGRAM EXPERIENCE

FEMA Public Assistance Emergency Work (Categories A-B) and Permanent Work (Categories C-G) | FHWA ER Program

Mr. Hollis has 17 years of experience supporting and managing debris monitoring operations throughout the United States. He has worked extensively on private property debris removal programs as well as, right-of-way (ROW) debris monitoring, and leaner, hanger, and stump removal programs in some of the largest areas impacted by debris generating events in the last decade.

## PROJECT EXPERIENCE

**Winn Parish, Louisiana, Hurricane Laura Disaster Recovery Operations, 2020** | Mr. Hollis served as the operations manager for Winn Parish following Hurricane Laura. He oversaw all debris removal monitoring operations including right-of-way debris removal and hazardous tree and limb removal. Overall, 149,000 cubic yards of debris was documented and removed from the Parish.

**Puerto Rico Department of Transportation and Public Works (DTOP), Hurricane Maria, 2017 - 2018** | Hurricane Maria is regarded as the worst natural disaster on record to impact Puerto Rico. Mr. Hollis served as the operations manager overseeing day-to-day debris removal monitoring operations from the South DTOP Zone.

**City of Santa Fe, Texas, Hurricane Harvey Recovery, 2017 - 2018** | Mr. Hollis served as the operations manager overseeing day-to-day debris removal monitoring operations throughout the City of Santa Fe. The City performed both hazardous tree and limb removal as well as right-of-way (ROW) collection programs on County maintained roadways.

**City of St. Augustine, Florida, Hurricane Matthew Recovery Operations, 2016 - 2017** | Mr. Hollis served as the operations manager overseeing day-to-day debris removal monitoring operations throughout the City of St. Augustine following Hurricane Matthew. The City performed both hazardous tree and limb removal as well as right-of-way (ROW) collection programs on City maintained roadways. Thompson documented over 83,000 cubic yards of vegetative debris.

**Lumberton, North Carolina, Hurricane Matthew, 2016 - 2017** | Mr. Hollis served as operations manager for debris removal monitoring in Lumberton County, NC following Hurricane Matthew. He oversaw day-to-day operations including up to 35 debris removal monitors ADMS units for right-of-way collection on County maintained roadways. Overall, Thompson substantiated more than 26,000 cubic yards of vegetative debris.

**City/Parish of East Baton Rouge, Louisiana, Severe Flooding, ROW and PPDR Program Management, 2016 - 2017** | Mr. Hollis served as a senior field supervisor for debris removal monitoring efforts on behalf of the City/Parish. He assisted in daily field operations for all monitoring programs including right-of-way (ROW) debris removal and an extended ROW Private Property Debris Removal (PPDR) program. To date over 1.8 million cubic yard of construction and demolition debris have been collected and more than 1,450 applicants participated in the extended ROW PPDR program.

**South Carolina Department of Transportation, Horry and Georgetown Counties, South Carolina, Severe Flooding Recovery Operations, 2015** | Mr. Hollis served as operations manager for debris removal monitoring in Horry and Georgetown Counties on behalf of SCDOT following a severe flooding event. He oversaw day-to-day operations for right-of-way collection on SCDOT maintained roadways throughout the Counties.

**Allendale County, South Carolina, Winter Storm Pax Recovery Operations, 2014** | Mr. Hollis served as the operations manager for debris removal monitoring operations in

Allendale County following Winter Storm Pax. He was in charge of overseeing day-to-day operations for all monitoring projects including emergency road clearance, right-of-way collection, and removal of hazardous leaners, hangers on County maintained roadways. County-wide, nearly 30,000 cubic yards of vegetative debris was collected, temporarily disposed, and burned. In addition, over 6,000 hazardous trees were addressed.

**South Carolina Department of Transportation (SCDOT), Winter Storm Pax Recovery Operations, 2014** | Mr. Hollis served as operations manager for the SCDOT debris removal monitoring mission in Dillon County. He was in charge of overseeing day-to-day operations for all monitoring projects including emergency road clearance, right-of-way collection, and removal of hazardous leaners and hangers on SCDOT maintained roadways throughout the County. County-wide, nearly 200,000 cubic yards of vegetative debris was collected, temporarily disposed, and burned.

**Harris County, TX, Hurricane Debris Removal Monitoring, 2008** | In 2008, Mr. Hollis served as a field operations manager for the Harris County debris monitoring effort. Mr. Hollis managed a field team responsible for monitoring the removal of over 2,500,000 cubic yards of debris.

**City of New Orleans, Louisiana, Demolition Field Manager, 2007-2008** | Mr. Hollis served as a demolition field manager on the City of New Orleans residential demolition program in 2007 and 2008. Mr. Hollis was responsible for ensuring that each FEMA eligible property had been properly condemned, posted, and decommissioned prior to being demolished. In addition, Mr. Hollis was responsible for ensuring that properties containing Asbestos Containing Materials (ACM) were properly demolished and disposed of at Type I Disposal facilities.

**St. Landry Parish, Louisiana, Hurricane Gustav, 2008** | Following the devastating impact that Hurricane Gustav, Mr. Hollis served as the field project manager for the Parish's debris removal monitoring program. Mr. Hollis's field team monitored and documented the removal of eligible storm debris and worked with the Parish, State, and FEMA to address many unique challenges. Parish-wide, nearly 225,000 cubic yards of vegetative and construction and demolition debris was collected.

**Escambia County, Florida, Hurricane Debris Disposal Monitoring, 2004** | Mr. Hollis served a field supervisor responsible for overseeing field monitors and ensuring only eligible debris was collected. County-wide, nearly 8,000,000

cubic yards of vegetative and construction and demolition debris was collected.

## TRAINING & CERTIFICATIONS

- OSHA 29 CFR 1910.120 40-Hour HAZWOPER Training

# SECTION I

## Capability, Capacity, and Availability

### Capability

Thompson's staff of consultants is amongst the most educated, qualified, and dynamic in the industry. Our personnel are disaster recovery and response experts, business and financial consultants; registered professional engineers, geologists, and surveyors; scientists; and technical professionals in the following disciplines: civil, structural, environmental, geotechnical, hydraulic, mechanical, and electrical engineering. Thompson has over 325 multi-disciplined personnel on staff with diverse qualifications that can be drawn upon to address any project needs. Thompson has provided the following list of personnel by discipline as evidence of our unique qualifications and credentials as well as our capacity to support projects of any size and scope.

#### Personnel by Discipline

Grant/Financial Consultants	10	Environmental Engineers	9
Debris Project Managers	25	Geologists	10
Debris Supervisors	50	Scientists/Environmental	20
On-call Debris Monitors	1000	Credentialed Inspectors	57
Construction Managers	26	Investigative/ Roof Consultants	13
Architects	3	Professional Land Surveyors	9
Civil Engineers	30	LEED Accredited Professionals	5
Marine Engineers	4	Construction Engineering Inspectors	50
Structural Engineers	7	Construction Materials Techs	19
Geotechnical Engineers	14	C.P. - Stormwater Quality (CPSWQ)	1
Transportation Engineers	5	C.P. - Erosion & Sediment Control	5
Hydraulic Engineers	3	Safety Professionals	4

With advanced degrees in business, economics, finance, engineering, computer science and other disciplines we provide a well-rounded perspective and approach to problem solving in the emergency management and disaster recovery industry.

Thompson provides the County with access to a unique combination of experience, services, resources and personnel through our family of companies. With access to personnel and 24 corporate and satellite offices scattered throughout the southeast, Thompson has the resources and capabilities to support the County's disaster debris removal monitoring needs from near and afar.

In addition, Thompson maintains a staff of full time and on-call disaster debris monitoring experts, consultants and supervisors that are available to support the implementation and management of debris removal monitoring operations. ***Thompson holds a network of more than 150 on-call debris removal monitoring managers and supervisors and more than 1,000 inspectors.***

The names and resumes of Thompson's proposed Project Management Team have been provided in Section G, Workforce Information.

### Capacity

Thompson strongly believes that responsible disaster response consultants should disclose their commitments so that perspective clients can gauge whether they can reliably provide critical resources in the event of mobilization. To ensure that we can deliver the full force of manpower committed in our

proposal, Thompson limits its stand-by commitments to ensure that we can responsibly exceed our clients' expectations. The following table includes a list of Thompson's current contract commitments in the State of Texas.

Table I-1: Current Contracts

**Texas Contracts**

Aransas County	Lumberton, City of
Chambers County - Alternate	McKinney, City of
Corpus Christi, City of	Pearland, City of
Fort Worth, City of	Pharr, City
Galveston County	Plano, City of
Hardin County	Richardson, City of
Harris County – Alternate	Santa Fe, City of
Houston, City of	Silsbee, City of
Houston-Galveston Area Council (H-GAC)	Sour Lake, City of
Jackson County	Texas City, City of
Lake Jackson, City of	Trinity Bay Conservation District
La Porte, City of	

Thompson is fully prepared to respond to both large and small disaster incidents, our technical approach is carefully developed to be scalable and flexible so that we remain extremely responsive and provide the appropriate level of resources required by our clients. Thompson Consulting Services has never failed to respond to a client or had a contract terminated. ***Thompson estimates that it is at less than 10% of its capacity to perform debris monitoring disaster response work in the State of Texas.***

*We have the capacity to execute the required debris monitoring services following a disaster that impacts the County and none of the above listed contracts would interfere or preclude Thompson from providing the County the manpower and equipment needed to successfully implement debris removal monitoring operations.*

### Simultaneous Contract Activations

Thompson is extremely proud of our response time record and our ability to deploy resources quickly and efficiently in disaster situations across the country and following major disaster events that require simultaneous multi- state, region, and local level contract activations. The following table summarizes Thompson's response to recent major disaster events requiring simultaneous contract activations.

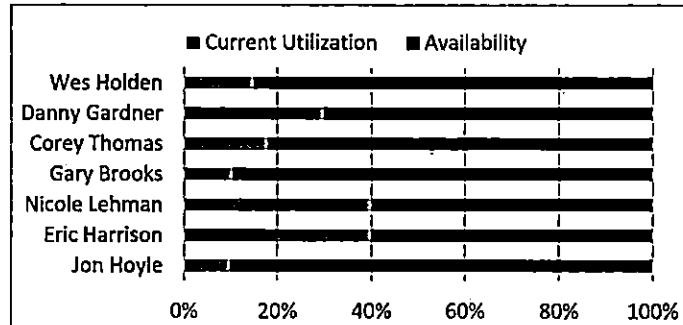
Table I-2: Major Disaster Events and Simultaneous Contract Activations

<b>Disaster Event</b>	<b>Contract Activations</b>
2021 Hurricane Ida	10
2020 Hurricanes Laura, Sally, and Zeta	17
2018 Hurricane Michael	6
2017 Hurricanes Harvey, Irma, and Maria	54
2016 Hurricane Matthew	27

## Availability

The following graphic represents the current commitment over the next year of key members of the assigned project personnel. The exact number of dedicated days of each assigned staff member as well as the various quantity of staff and technical expertise will vary depending on the severity and length of a disaster event and the subsequent recovery process.

Figure I-1: Availability – Assigned Personnel



Thompson maintains the experience, personnel and resources necessary to fulfill the scope of work required by the County. Following a future disaster, the County can expect the priority treatment that Thompson is committed to delivering.

# SECTION J

## Description of Monitoring Services

### Disaster Debris Removal Monitoring Operations

Thompson has functionally organized our disaster debris removal monitoring operations by task predicated on the various debris streams and programs that can be expected based on our experience monitoring and documenting large scale debris removal operations. Thompson will tailor our approach to the County's debris recovery effort based on disaster specific challenges. Our tasks and task approach can be modified and scalable and our mobilization times can be either compressed or extended based on the needs of the County and the public.

*For all operations detailed below, Thompson will utilize our best-in-class automated debris management system, the Thompson Data Management Suite (TDMS) which is further outlined in Section K, Automated Debris Tracking and Reporting System.*

Table J-1: Mobilization Timeline

Task	Mobilization Time
<b>Mobilization</b>	
Program Management	Immediately following NTP
Damage Assessment	12-24 hours following notice to proceed (NTP)
Onboarding and Training of Employees	12-24 hours following NTP
<b>Debris Program Implementation</b>	
Health and Safety Plan Implementation	12-24 hours following NTP
Measure and Certify Trucks by FEMA PAPPG Standards	12-24 hours following NTP
Deploy Field Supervisors / Field Supervisors	24-48 hours following NTP
Deploy Loading Site Collection Monitors	24-48 hours following NTP
Deploy Debris Management Site Monitors	24-48 hours following NTP
Monitor the Removal of Leaning Trees, Hanging Limbs, and Hazardous Stumps	24-48 hours following NTP
Perform Special Debris Removal Programs (e.g., private property debris removal)	TBD, based on input from TDEM and FEMA
<b>Data Management</b>	
Accumulate and Review Daily Field Data (QA/QC)	Onset of debris collection activities
Reporting and Progress Mapping	On-going throughout recovery operation
Reconcile Contractor Invoices	On-going throughout recovery operation

### Mobilization

#### Mobilization | Program Management

Thompson will assist the County in overseeing the debris management operations, obtaining proper approvals for special debris removal programs, and providing in-depth working knowledge of a variety of recovery operations, USACE debris management guidelines, and FEMA eligibility and reimbursement guidelines.

*Our Approach to Program Management, including collaboration with the County, debris removal contractor coordination, FEMA and State Agency Coordination, Public Information Support and damage assessment support is further detailed in Section G, Project Approach.*

#### Mobilization | Organizational Structure

Thompson's team of disaster response and recovery consultants bring over 75 years of experience in disaster response program management including responding to some of the most devastating incidents to impact the United States in the last four (4) decades. We are well versed in the understanding and implementation of the National Incident Management System (NIMS) / Incident Command System (ICS).

During instances of disaster Thompson implements our Incident Command System (ICS) which enables our team of managers to identify the key concerns associated with the incident—often under urgent conditions—without sacrificing attention to any component of the command system. Thompson's ICS is structured to facilitate communication and activities in four major functional areas:

**Planning:** provides modeling and forecasting of debris estimates and resource needs

**Logistics:** planning and coordination through various purchasing channels to ensure timely delivery of resources, to include personnel and equipment

**Operations and Information Systems:** field operations delivery to include deployment and utilization of Thompson automated debris management system, the Thompson Data Management Suite (TDMS)

**Finance and Administration:** ensure resource availability to the other sections (internal) and vendors/suppliers (external) as well as ensures documentation sufficiency for accounting purposes

Thompson has also applied NIMS and ICS principals to our project operations, especially when managing large-scale debris removal projects, projects with state agencies that have multiple locations and varying levels of stakeholder participation, and projects with multiple teaming partners. Applying a framework for command, control and coordination establishes an understanding of project roles and responsibilities and yields better communication and efficiencies throughout the project.

*Thompson has provided our organizational chart detailing assignments and specific responsibilities to key personnel in Section H, Workforce Information.*

#### Mobilization | Debris Removal Contractor Coordination

Thompson recognizes that each disaster situation is going to be different and therefore promotes a collaborative working relationship with the County and their debris removal contractors. Immediately following a notice to proceed, Thompson will begin coordinating with the County and County contractors to synchronize mobilization and response activities. These activities may include:

**Identification/Confirmation of Equipment Staging Area:** If a staging location is identified during planning sessions and the site is compromised/unavailable due to the event, Thompson will work with the contractor to identify an area outside of the impacted zone to stage equipment and begin equipment certification.

**Damage Assessment:** Thompson will perform damage assessments with County and County contractors to determine the scope of the damage, identify the need for special debris programs such as leaner/hanger/stump removal or waterway debris removal, and develop crew configurations and



assignments. This information will allow Thompson and County Contractor(s) to develop budget estimates to be used for task orders and Project Worksheet development.

**Emergency Push:** Thompson will work with the County and contractor(s) to ensure that all hours and activities are well documented to substantiate FEMA reimbursement. Thompson will also work to expedite 70-hour push activities, focusing on the County's list of priority roadways, while ensuring that the period of performance adheres to FEMA's eligibility standards and all labor and equipment time is tracked and documented.

**Zone Assignment to Contractors and Subcontractors:** Thompson will work with the debris removal contractors to coordinate and schedule the appropriate number of crews for each pass. Zone parameters will be entered into TDMS to generate detailed reports by zone, contractor, debris type, etc.

**Distinct Field Management Based on Authorized Scopes of Work:** ADMS will be configured to discretely document and manage multiple contractors and the type of debris that has been approved for collection. For example, if a contractor is tasked only with the collection of vegetative debris, the ADMS devices will only be configured to that specific debris type. A monitor will not be able to issue a ticket for C&D debris if the hauler has only been approved to collect vegetative debris.

**DMS Permitting:** Thompson will ensure that each contractor obtains environmental authorization and/or permits for DMS sites. Thompson will also work with each contractor to obtain copies of permits for final disposal locations.

**Managing Multiple Contractors:** If the County decides to activate multiple contractors, Thompson will assign a field operations manager for each contractor activated to streamline communications and ensure quality control.

Each contractor will be set up discretely in TDMS which allows Thompson to provide the County with truck, collection, and disposal data broken out by contractor, including:

- Truck certifications
- Daily and cumulative collection totals
- Collection locations
- Eligible/ineligible ticket locations
- Collection debris type breakdowns

### Mobilization | Onboarding and Training of Employees

Thompson's staffing plans are designed to be flexible and scalable so that we can effectively and efficiently respond to the County's needs no matter the operating climate. Typically, Thompson begins the process of recruiting and onboarding immediately upon contract award, not reactively following a notice to proceed. Thompson will issue contingent job postings through a variety of outlets to pre-identify a pool of candidates to serve as future debris collection and disposal monitors. Thompson will contact these candidates immediately following the issuance of a notice to proceed and simultaneously begin recruiting efforts for the County.

**100+**  
monitors  
onboarded daily

Thompson is fully prepared to deploy the appropriate number of fully trained field staff to the County within 24 hours of receiving a notice to proceed and will make every effort to hire residents from impacted communities within the County to serve as debris monitors. This effort will help residents

participate in the County's recovery efforts with a meaningful impact and earn a competitive hourly wage. In accordance with FEMA PAPPG, Thompson will train debris monitors, County employees, and other project stakeholders to have a complete understanding of the roles and responsibilities of the debris monitor, including:

- Accurate and objective debris estimating techniques
- Process for determining debris eligibility: (1) threat to public health/safety, (2) direct result of the disaster event, and (3) existing in the public right-of-way
- A comprehensive understanding of all phases of debris management operations, including loading sites, debris management site (DMS), and final disposal locations
- The ability to differentiate between debris types
- Ability to operate ADMS device and issue load tickets properly
- Understanding of collection site and DMS safety procedures
- Understanding of the Thompson Health and Safety Plan
- Understanding of the terms, conditions, and scope of the debris removal contract and other disaster specific guidance provided by TDEM, TCEQ, and FEMA
- Ability to communicate effectively and efficiently

**Ability to Onboard and Train within 24 Hours:** Thompson has made a tremendous investment in our personnel, resources, technology, and tools to have the flexibility and scalability necessary to be an industry leader in debris monitoring. Part of this investment is in a proven process to identify, train, and equip local hires in a safe manner in extremely short periods of time.

*The table below outlines Thompson's local hire tasks and timelines to ensure that we deploy trained and safe local hires within 24 hours of a notice-to-proceed and fully staff the project within 72 hours of receipt of notice to proceed.*

Table J-2: Local Hire Task Summary

Task	Mobilization Time
Non- event local hire recruiting	Year-round
Local hire recruiting (activation imminent or issued)	12-48 hours
Driver motor vehicle record check	12-48 hours
Health and safety training	12-48 hours
Debris collection and disposal monitor training	12-48 hours
TDMS – debris management system training	12-48 hours
Issuance of personnel protective equipment (PPE)	First day of field operations for each monitor
Project is fully staffed	< 72 hours

## Debris Program Implementation

### Debris Program Implementation | Health and Safety Plan

Thompson employees are trained to put the safety of anyone on a jobsite above all else – even a project timeline. Our behavioral-based program enables employees to conduct risk assessments to identify and control or eliminate hazards. Most importantly, our employees are authorized and required to stop work when safety is compromised. Our employees work in a variety of environments, from the field to the office. We believe that the health and safety of our employees are best protected when our

activities are properly planned, so we work in advance to determine the different types of training and information our employees need.

Thompson will implement a Health and Safety Plan (HSP) that outlines site-specific precautions to be taken to avoid and mitigate the risk of hazards associated with work performed in the elements, around heavy equipment, near tree work, and close to vehicle traffic. The HSP will establish that work performed on the project shall comply with all applicable OSHA, State of Texas, and all other safety requirements provided by FEMA and its authorized contractors. Thompson will also provide a hard hat, reflective vest, safety glasses and hearing equipment to collection and disposal monitors, and field supervisors.

In addition, Thompson will ensure that all collection and disposal monitors, and field supervisors report to work with a cell phone, protective shoes, long pants, hot, cold, and/or wet weather gear, sunscreen, and a supply of bottled water.

#### Debris Program Implementation | Truck Certification

In accordance with FEMA PAPPG standards, Thompson will complete equipment check-in and certification of trucks and other equipment mobilized by the Contractor so that debris removal operations can be recorded and substantiated in accordance with the terms, conditions, and unit rates in County's debris removal contract. To comply with these standards, Thompson will observe and record the following information during truck certifications:

- Valid truck registration
- Volumetric capacity of the inside of the loading container
- Calculated deductions of volumetric capacity for dog boxes, round container bottoms, and other volumetric capacity reductions
- Brief physical description of the truck
- Photographs of the truck and container

Thompson will assign a unique identification number to each truck and a placard with the truck number affixed to each side of the debris removal truck.

#### Debris Program Implementation | Deploy Field Supervisors

Thompson will deploy Field Supervisors at a 10 monitor: 1 supervisor ratio to oversee, document, and substantiate debris removal efforts efficiently and effectively. Field Supervisors will:

- Be prepared to operate a minimum of 12-14 hours per day, 7 days per week
- Verify that only eligible debris is being removed from designated public ROW and public property within assigned collection zones
- Maintain regular communication with and ensure that collection monitors are documenting the collection and removal of eligible debris from approved public areas
- Confirm the completeness and accuracy of load tickets and field documentation generated by collection monitors to substantiate debris removal operations
- Identify, address, and troubleshoot any questions or problems that could impact work safety and eligibility

# 10:1

monitor to  
supervisor ratio

- Suggest methods to improve the efficiency of collection and removal of debris

**Field Personnel Timekeeping:** After operations conclude each evening, Thompson project managers will perform a review on all clock in/clock out times to ensure that electronic time stamps are captured in TDMS. Time entries will be finalized on a nightly basis. Following each work week, individual monitor time logs are distributed in the field by Supervisors for employee review and approval. Any discrepancies in time are reviewed and reconciled by management before the monitor signs their timesheet.

#### Debris Program Implementation | Deploy Debris Collection Monitors

Thompson will deploy a debris removal collection monitor for each piece of loading equipment deployed by the Contractor. The Collection Monitor's primary responsibility is to observe, document, and substantiate the removal of eligible storm debris from County property and other collection zones identified and approved by the County. The Collection Monitor will be responsible for:

- Ensuring that only eligible, disaster related debris is removed for loading and hauling from approved public areas
- Utilizing maps developed by the County and debris removal contractor that designate work zones
- Ensuring that debris collected is in accordance with the regulations, safety considerations, and contract terms of the specific waste stream (i.e., hazardous waste is not loaded into container of clean vegetative debris, etc.)
- Recording the time, date, disaster number, truck number, and loading location using TDMS
- Issuing load ticket to driver when loading container is fully loaded
- Ensuring that debris loads are contained properly in the loading container prior to the departure of the truck from the loading location to the DMS
- Checking for safety considerations and areas of potential problems (school zone, utility meters, power lines, mailboxes, etc.) and reporting potential issues to the Field Supervisor
- Recording and reporting any damages caused to streets, curbs, utility meters, mailboxes, and other public property because of debris removal operations including photos, owner information, and circumstances of the damage within 24 hours of incident
- Ensuring all white goods and freon containing appliances are sorted and ready for freon removal on site or separate transport for Freon removal before final disposal
- Certifying household hazardous wastes (HHW) are segregated, handled, loaded, and hauled in accordance with environmental laws and local, state, and federal regulations. HHW must be handled by specialists licensed by TCEQ
- Ensuring work area is clear of debris to the specified level before equipment moves to a new loading area
- Remaining in constant contact with their Field Supervisor
- Other duties as directed by the debris management project manager or designated County personnel

#### eligibility:

- eliminates threat to public health and safety
- result of the disaster
- located within assigned collection zone and on the right-of-way

### Debris Program Implementation | Deploy Hazardous Leaning Tree, Hanging Limb, and Stump Removal Monitors

Thompson anticipates beginning hazardous tree removal operations prior to or concurrent with right-of-way (ROW) debris collection. By getting the bucket trucks out ahead of the debris removal trucks with hazardous tree and limb removal, the overall collection operation will be more efficient. Thompson will ensure that hazardous stumps are pre-approved by FEMA and that the stump removal process is documented to include before and after photographs and GPS coordinates. The leaner, hanger, and stump monitor will be responsible for:

- Ensuring that only eligible leaners, hangers, and stumps are removed, as defined by FEMA PAPPG, from approved public areas
- Recording the date, GPS location, physical address, and time that the work was performed
- Measuring the eligible tree work in accordance with the County's contract
- Photo documenting the work performed to facilitate an audit ready paper trail for FEMA review

### Debris Program Implementation | Deploy Debris Management Site Disposal Monitors

Thompson will work with the County and their contractor(s) to establish the appropriate number of debris management site (DMS) required and staff each site with trained DMS Disposal Monitors. Disposal Monitors are responsible for completing the load transactions and recording debris volumes for loads that have been transported to the DMS for processing and storage or final disposal. DMS monitors will remain in contact with Field Supervisors and report any issues at the DMS site immediately. Disposal Monitors are responsible for observing and recording the following information:

- Debris classification
- Debris load call/volume estimation
- Truck unloading time and date
- Spot check photographs of loads before and after unloading as a Quality Assurance measure for load call methodology and to ensure that trucks are completely unloaded at the DMS
- Identifying hand-loaded trucks and trailers to grade in accordance with low load compaction
- Use badge credentials to electronically sign each ticket
- Record load information from other agencies/entities that utilize County debris management sites
- Ensure white goods and freon containing appliances are sorted and ready for freon removal
- Document that white goods are cleaned and processed to remove putrescent debris inside and all oils, solvents, and refrigerants are removed
- Verify and document that DMS has ample space to process collected white goods
- Ensure hazardous and household hazardous wastes are segregated, handled, stored, and disposed in accordance with environmental laws and local, state, and federal regulations
- Document and immediately report any improper segregation of hazardous waste debris
- Observe site safety and security and report any concerns or issues

**DMS Quality Control Measures:** Thompson understands that a large-scale debris removal operation may require cooperation between County contractors and other government entities/contracted

resources that utilize the County's DMS sites. While Thompson's ADMS system ensures that only County certified trucks are issued tickets and included in project data totals, Thompson will adhere to the following best- practices to ensure that County debris is kept separate from other agencies for FEMA reimbursement:

- Where possible, separate towers will be utilized
- To prevent co-mingling of debris, Thompson will address options with County and debris haulers prior to project start-up
- Thompson will ensure that all tower monitors have extensive training and authority to prevent co-mingling at the site
- If the debris pile is not within sight of the tower, a monitor will be staged near the debris pile to oversee hauler unloading operations and guarantee pile separation.

**Debris Disposal Diversion:** Thompson will work with the County and TCEQ to develop a recycling/debris diversion plan that minimizes the amount of potentially recyclable debris that is disposed of at landfills. White goods, e-waste, metals, vegetative and other types of debris may be processed and recycled. Thompson will ensure salvage operations are documented separately in accordance with FEMA policy.

#### Debris Program Implementation | Damage Complaint Tracking

**Mitigating Damages:** Thompson will proactively work with debris removal contractor(s) to discuss operational conditions to mitigate damages. Collection and Disposal Monitors are trained to identify and notify the debris removal contractors of potential causes damages before they occur. Thompson can also appoint a Field Supervisor dedicated to receiving and documenting damages that occur and are reported from the Collection and Disposal Monitors.

**Documenting Damages:** Collection and Disposal Monitors and Field Supervisors will be trained on the process for reporting and documenting damages, in addition Thompson will also appoint a dedicated Field Supervisor to each work zone for receiving damage reports and documenting all required information to track the incident from occurrence through resolution, including photographs, descriptions, and GPS coordinates.

**Tracking Damages:** Thompson will assign a unique work order number to each damage complaint and will track the work order by the GPS coordinate of the complaint. A map will be maintained of all damage related work orders showing the status (identified, verified, and resolved) of each incident. Thompson will maintain the following information for each damage complaint work order and organize work orders by service area:

- Work order point of contact
- Responsible contractor/sub-contractor
- Photographs of damage
- Description of actions by responsible party
- Photographs/other evidence of repair
- Cost summary, if available

#### Debris Program Implementation | Special Debris Removal Programs

The damage caused by major debris events including hurricanes and flood events often create the need for special debris removal programs which include, but limited to:

- Private property debris removal (PPDR)
- Debris removal and restoration of waterways and canals
- Debris removal from parks and recreation trails
- Vehicle recovery and disposal
- Hazardous waste and contaminated debris management
- Debris removal from storm drains and catch basins

To the extent necessary, Thompson management staff will review existing maintenance records to establish the pre-disaster conditions and ensure compliance with FEMA policy and work with the County's contractors, TDEM, TCEQ, NRCS, USACE and other regulatory agencies to expeditiously remove storm generated debris from affected public facilities. Special debris program monitors will be responsible for:

- Demonstrating that the debris/sediment/vehicle presents a hazard or immediate threat to public health and safety
- Ensuring that only eligible debris is removed as defined by FEMA PAPPG from approved public areas
- Ensuring that contaminated debris/soil is handled, processed, and disposed in accordance with the type of contaminant
- Verifying that any contaminated disaster-related debris is addressed by the specialist from TCEQ and/or EPA and managed appropriately in the designated areas
- Recording the date, GPS location, physical address, and time that the work was performed
- Measure the eligible debris removal in accordance with the County's contract (e.g., linear foot)
- Ensuring vehicles are abandoned, i.e., the vehicle is not the owner's property and ownership is undetermined
- Verifying and documenting the chain of custody, transport and disposal of the vehicle
- Photo documenting the work performed to facilitate an audit ready paper trail for FEMA review

**Private Property Debris Removal (PPDR) Monitoring:** Thompson has extensive experience in developing and implementing private property debris removal (PPDR) programs, including the management of many of the largest multi-phase, multi-property demolition and housing initiatives in the United States over the past ten (10) years.

Thompson will review local ordinances and design a PPDR program that demonstrates and documents that local governments have the legal authority (and FEMA eligibility) to perform a variety of debris removal programs on private property. We have performed comprehensive PPDR ordinance feasibility reviews and PPDR program implementation in California, Puerto Rico, Texas, Alabama, Mississippi, Louisiana, and Florida. To ensure that the PPDR program is successful, Thompson will have the following objectives during ordinance review:

- Identify an ordinance that clearly grants the County with the authority to enter private property to remove and dispose of debris, such as a nuisance abatement or public nuisance ordinance. This is critical to establish legal authority and FEMA eligibility.
- Establish a multi-step process to ensure that all proper notifications are made to property owners.

## DESCRIPTION OF MONITORING SERVICES

- Develop a public outreach plan to ensure that residents in need can participate in the program.

Upon review and approval of a proposed PPDR program by the County, TDEM, and FEMA Thompson will implement and document the program to maximize available reimbursement. PPDR programs may include:

- Vegetative, construction and demolition (C&D), and mixed waste debris removal
- Residential and commercial structural demolitions
- Leaner, hanger, and stump removal

In managing, monitoring, and documenting PPDR programs, Thompson will develop a property identification number for each property. Each property will have a PPDR "packet" that documents the following information:

- Ordinance granting legal authority under which the private property debris removal work was performed
- Documentation of all necessary actions taken to satisfy the requirements of the ordinance
- Notification to property owner
- Posting on property
- Executed Right-of Entry Agreement
- FEMA/TDEM Approval
- FEMA Historic Preservation review / approval
- Documentation of asbestos abatement (if necessary)
- Documentation of utility disconnections (if necessary)
- Field documents and site schematic documenting eligible work performed
- Before/after photographs
- Property close-out documentation

All PPDR documentation is managed through multiple elements of TDMS, including organizing and storing program and property documentation, mapping, and property status and program statistics.

Figure J-1: TDMSweb Management and Administration of PPDR Documents

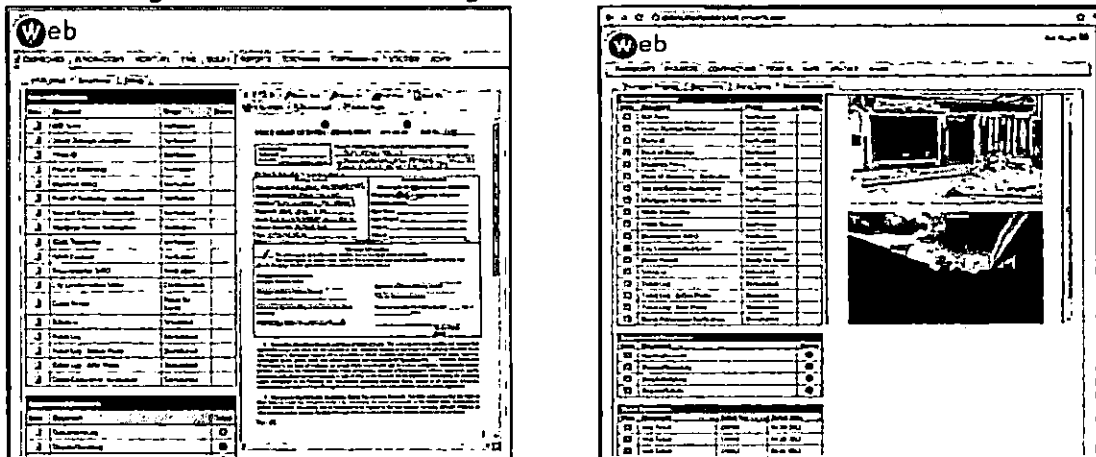




Figure J-2: PPDR Applicant Intake Dashboard



### Data Management

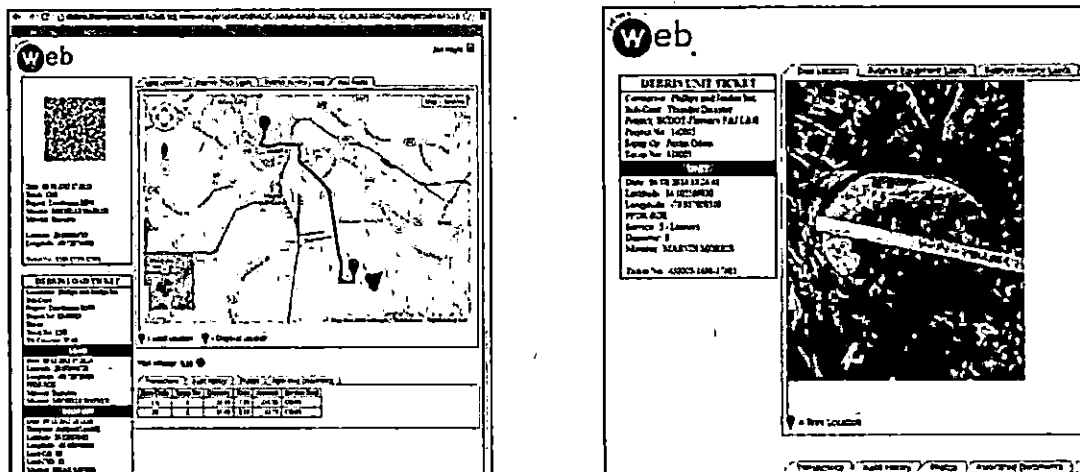
Thompson utilizes technology as integral part of our approach to providing debris removal monitoring services for purposes of quality assurance/quality control (QA/QC), reporting, and contractor invoice reconciliation.

#### Data Management | Quality Control / Quality Assurance

Debris collection and disposal information generated from tickets created in the field utilizing TDMS*mobile* is uploaded into a secure electronic disaster debris data management system, TDMS*web*, that summarizes debris quantities to include collection and disposal information by date, debris type, collection zone, and collection and disposal location. This information is reviewed daily through Thompson’s quality assurance/quality control (QA/QC) queries and parameters which check for irregularities and outliers. Such queries and parameters include:

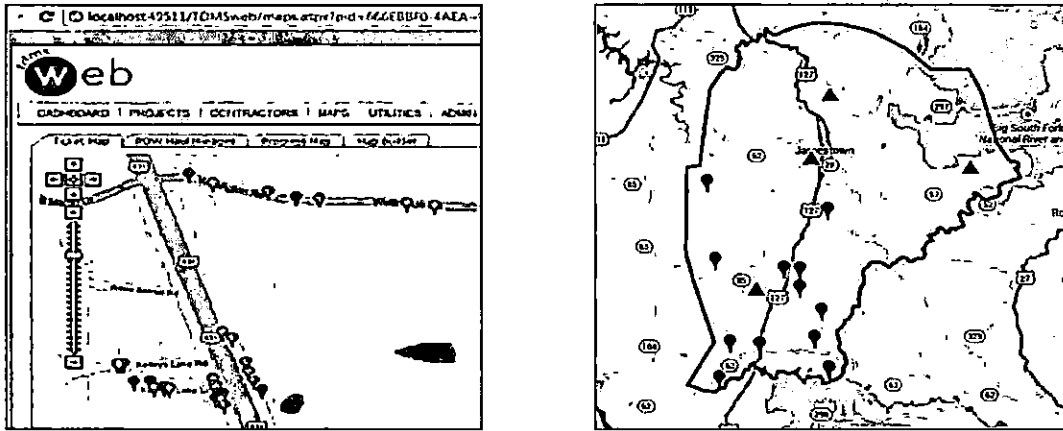
- Count of loads by collection truck
- Trip time per load
- Trip distance
- Average load call by truck
- Average load call by disposal monitor
- Count of loads by collection location

Figure J-3: Ticket Data Presented in TDMSweb



*Thompson will also plot daily collection activities using GIS software to review collection locations against eligible County boundaries to ensure collection is occurring in designated work zones.*

Figure J-4: Ticket Location and Boundary Mapping



### Data Management | Reporting

Thompson collects a large amount of information from field operations daily and can provide our clients a variety of reports, maps, and dashboards to summarize this information. We develop and manage all reports in-house and can customize each product based on the client's reporting needs and program configuration.

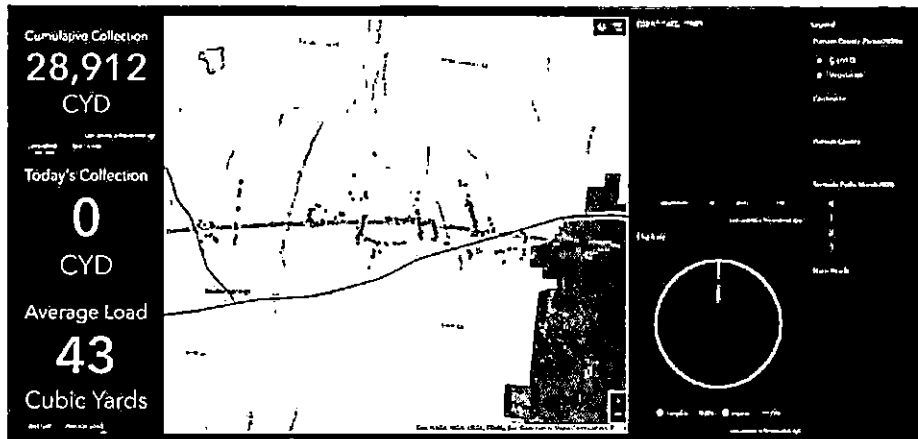
**Daily Debris Collection Report:** Thompson's Daily Debris Collection Report is produced each day and summarizes the previous day's field activities as well as providing project metrics and trend reporting. This can include, daily and cumulative haul totals or unit counts for each type of debris collected along with several other totals and statistics including but limited to:

- Date of reporting, client, disaster number, project, and contract number
- Summary of the previous day's activities
- Number of contractor certified equipment in field
- Total number of monitors in the field
- Minimum, maximum, and average load size
- Average load call percentage
- Days from debris removal start date
- Days from FEMA Disaster Incident start
- Disposal locations with debris totals

The main body of the report contains standard reporting metrics to meet the requirements of FEMA, however, Thompson can adjust the Daily Debris Collection Report to also meet the needs of any additional contractual (e.g., requirement of minimum contractor trucks in field within a certain hours/days timeframe) or local needs (e.g., collection or political zones or districts).

**GIS Mapping and Dashboards:** Thompson can also provide project data through GIS mapping and dashboards that also displays real time data including daily and cumulative collection totals, collection locations, eligible/ineligible ticket locations, collection debris type breakdowns, etc.

Figure J-5: Project Operations Dashboard



*Our goal is to provide efficient and effective insight into the debris removal and recovery operation through a customized approach to avoid submitting an unnecessary or overwhelming amount of "off the shelf" reports.*

**Field Documentation:** Thompson captures a variety of physical and digital field documentation through logs and our automated debris management system. Unique to Thompson, our process retains one physical copy of the electronic receipts created at the disposal site or in the field for unit rate work. These paper copies are housed with the other paper field logs throughout the life of the project as a backup for any technical issue that may arise in the field. Additional copies of the paper ticket are provided to the truck driver, scale house (if applicable) and the debris contractor representative.

**TDMSportal:** A main component of TDMS, the *TDMSportal*, serves as the client and contractor information center. The *TDMSportal* provides real-time access to project related documents and data, including but not limited to:

- Contract documents
- Environmental permits
- Truck Certifications
- Ticket and image details
- Daily Reports
- Maps (live, progress, pass, roadway)
- Contractor invoice packages
- Monitor invoice packages

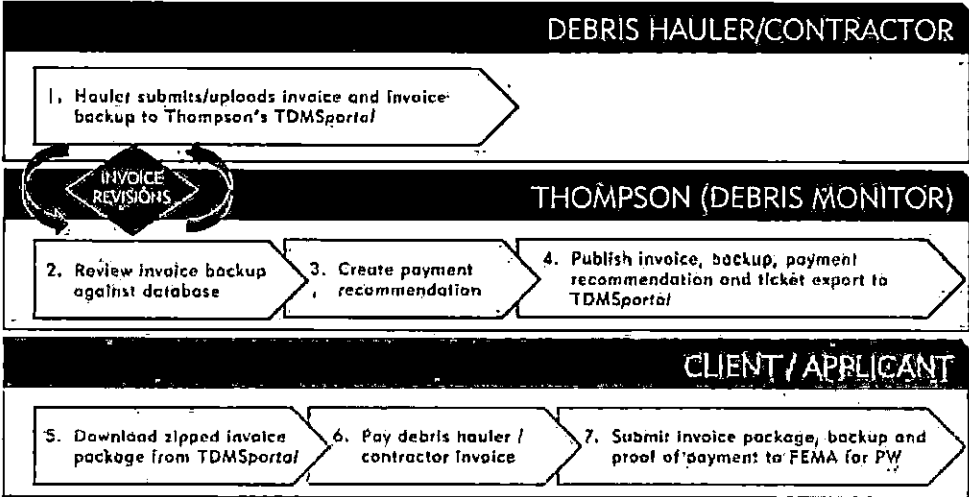
#### Data Management | Invoice Reconciliation

Thompson will perform a thorough review and reconciliation of contractor invoices submitted to the County. For contractor payments to be verified as accurate and correct, Thompson verifies truck certification, load transactions and unit rate transactions with its database. The reconciliation will include a review of the collection date, time, and location, as well as the debris volume, disposal time and location submitted by the Contractor against the data maintained by Thompson on behalf of the County. Upon completing the verification of each record being claimed for payment, Thompson will render a payment recommendation to the County. Thompson's payment recommendation will include the following:

- A copy of the contractor invoice
- Invoice back-up organized by program, date, service type, contract line item, and location

- A summary of discrepancies identified
- A payment recommendation report
- A cover letter summarizing the reconciliation findings and payment recommendation

Figure J-6: Invoice Process Summary



# SECTION K

## Automated Debris Tracking and Reporting System

### Utilization of Technology Solutions

#### Thompson's Automated Debris Management System (ADMS)

Thompson has invested considerable resources in technologies to support more efficient debris removal monitoring. Among these technologies is our best-in-class ADMS solution, the Thompson Data Management Suite (TDMS). TDMS is a collection of hardware, software and communications infrastructure for the management of data and documents related to disaster recovery. The suite provides near real time debris collection data to applicants, grantees, FEMA, FHWA, debris removal contractors, and others without disrupting the speed of the recovery. Each major component of TDMS is summarized below:

**10+**  
years of TDMS  
deployments

**TDMSmobile:** is an ADMS hardware solution that provides clients the option to manage and monitor debris recovery missions electronically in the field utilizing a handheld device and hip printer. The handheld device and system have configurable security settings to protect use and data. Specified locations, such as debris pickup and disposal sites, are captured by the GPS capabilities of the handheld and verified in the web-based system. **TDMSmobile** also has a disconnected architecture and is fully operational in a post storm environment where cellular networks are compromised or destroyed.

**TDMSweb:** is a web-based application that serves as the backbone of the TDMS for storage and data management. **TDMSweb** provides access to viewing, querying, sorting, reporting, mapping and managing project related data and documents including electronic tickets, contractor invoices, text message updates, reports, and FEMA data and image exports.

**TDMSmaps:** is a web-based GIS application that integrates geospatial and relational data to enhance management and public information capabilities. **TDMSmaps** provides full access to live maps, progress maps and query maps which assist in the evaluation of progress, assignment, or re-assignment of crews, and provide graphical information to make debris management decisions that support effective and efficient operations. Thompson can tailor progress and real-time operation mapping to meet the needs of the project.

**TDMSportal:** is a web-based portal that serves as the client and contractor information center for contract documents, project costs, electronic tickets, accounting transactions and invoices. **TDMSportal** also provides access to viewing, querying, sorting, reporting, mapping, and managing project related data and documents. The portal eliminates email for document sharing and transfer and ultimately increases visibility between the applicant, Thompson, and the debris contractor.

Through the implementation of these technologies, TDMS limits the propensity for human error, fraud, data entry error, and reconciliation challenges resulting in efficiencies, increased accuracy, and cost savings. *Thompson owns and maintains TDMS and does not lease any part of our ADMS solution from an alternate provider.*

## Successful Deployment History

TDMS has been deployed by Thompson on nearly every FEMA eligible disaster debris removal monitoring project we have performed since **2012**. TDMS can be utilized for a variety of programs and activities, including but not limited to:

- Truck Certification
- Right-of-Way (ROW) Collection
- Hazardous Tree Work (L/H/S)
- Private Property Debris Removal (PPDR)
- Demolitions
- Haul Out/Disposal
- Project and Data Administration
- Monitor Role and Time Management

TDMS has also been evaluated and proven to meet the process requirements for the U.S. Army Corps of Engineers (USACE) Advanced Contracting Initiative (ACI). The following list includes a summary of each disaster incident and the number of handheld units deployed.

Table K-1: TDMS Deployments

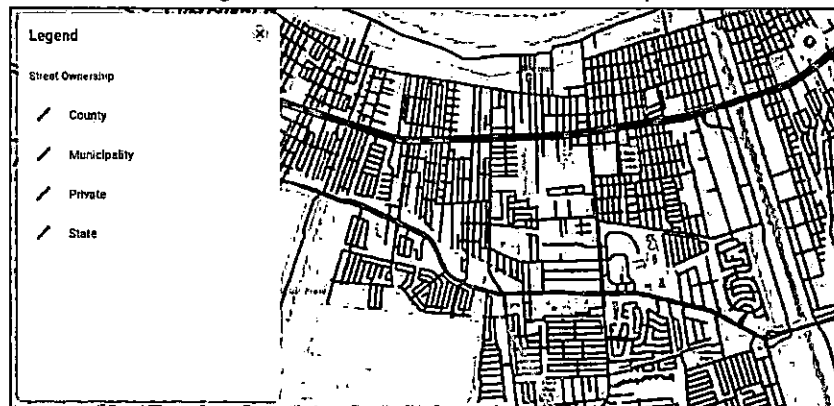
Disaster	Units Deployed	Disaster	Units Deployed
2020 Hurricane Delta	61	2017 Hurricane Irma	1,200
2020 Hurricane Zeta	343	2017 Hurricane Harvey	400
2020 Hurricane Sally	1,619	2016 Hurricane Matthew	876
2020 Hurricane Laura	438	2016 Louisiana Flooding	330
2019 Hurricane Dorian	91	2015 South Carolina Flooding	180
2018 Hurricane Michael	1,300	2014 Winter Storm Pax	475
2018 Hurricane Florence	235	2012 Hurricane Sandy	100
2017 Hurricane Maria	375	2012 Hurricane Isaac	12

Thompson maintains over **1,750** TDMS*mobile* units on hand and has access to additional units within 24 hours of notification when necessary. Thompson's TDMS*mobile* devices have been deployed successfully over the last ten (10) years, and from day one of debris removal operations Thompson will be able to provide the County with paperless ticketing.

## GIS Mapping Capabilities

Thompson continues to expand our geographic information system (GIS) resources and capabilities to better support debris removal management. This includes enhanced gathering, managing, and analyzing data to provide spatial location information such as project boundaries and roadway maintenance responsibility designations (e.g., local vs. state roadways).

Figure K-1: Road Clearance Pass Map



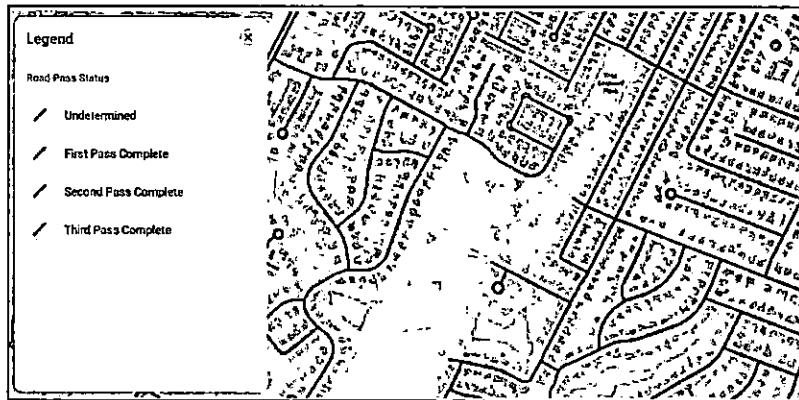
Thompson employs ArcGIS Pro, ESRI's latest desktop GIS application, which allows for seamless integration with our company's ArcGIS Online and Enterprise platforms. Additionally, we can integrate data collected through ESRI's Survey123 and Field Maps for display in ArcGIS applications (Web Mapping Applications, Dashboards, or StoryMaps).

TDMSmaps is a web-based GIS application that integrates geospatial and relational data to enhance management and public information capabilities and is available to our clients through the TDMSportal. Thompson's clients have full access to a variety of live maps, progress maps and query maps and can be tailored to the needs of the County.

Pass, Progress, and Activity Mapping

Progress and pass mapping, which geographically present debris removal contractor activity, is a valuable tool for our clients, the contractors, and the community. The ability to show which roadways debris removal crews have performed collection allows the client and project managers to evaluate progress, assign or re-assign crews, and make general debris management decisions.

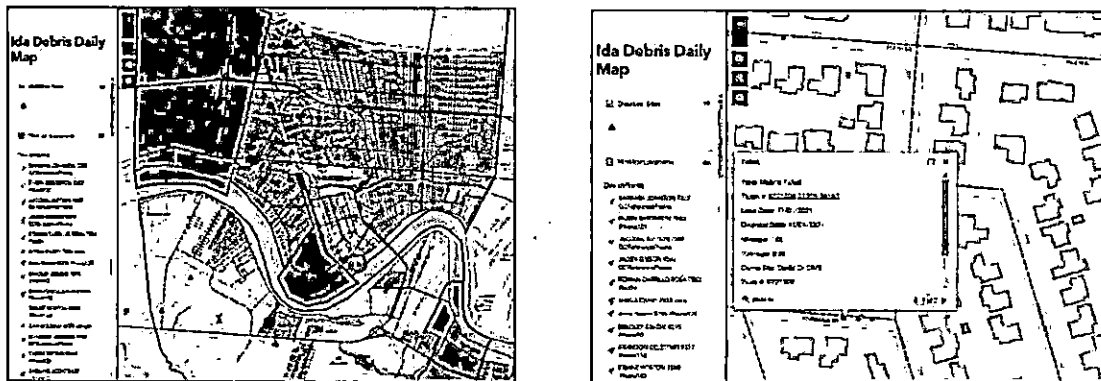
Figure K-2: Road Clearance Pass Map



**Progress maps can be URL/web-based and shared with the public to communicate debris removal activity.** Zoom functions within the map can provide street-level detail.

Debris monitor activity maps depict, in real-time, where monitors are documenting debris removal. Zoom features provide street-level view and ticket details including date, time, location debris collection type and quantity. Activity maps can also be searched by exact street addresses to check progress.

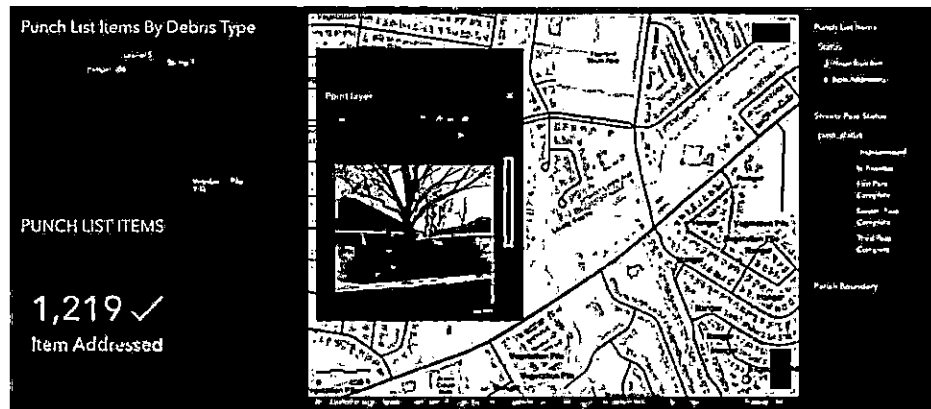
Figure K-3: Daily Debris Monitor Activity Maps



## Dashboards

Thompson can also create GIS Operations Dashboard that displays real time data including daily and cumulative collection totals, collection locations, eligible/ineligible ticket locations, collection debris type breakdowns, etc. Dashboards can be created for a variety of debris removal programs, including private property debris removal.

Figure K-4: Punch List and Pass Map Dashboard



## Reporting

Thompson collects a large amount of information from field operations daily and can provide our clients a variety of reports, maps, and dashboards to summarize this information. We develop and manage all reports in-house and can customize each product based on the client's reporting needs and program configuration.

**Daily Debris Collection Report:** Thompson's Daily Debris Collection Report is produced each day and summarizes the previous day's field activities as well as providing project metrics and trend reporting. This can include, daily and cumulative haul totals or unit counts for each type of debris collected along with several other totals and statistics including but limited to:

- Date of reporting, client, disaster number, project, and contract number
- Summary of the previous day's activities
- Number of contractor certified equipment in field
- Total number of monitors in the field
- Minimum, maximum, and average load size
- Average load call percentage
- Days from debris removal start date
- Days from FEMA Disaster Incident start
- Disposal locations with debris totals

The main body of the report contains standard reporting metrics to meet the requirements of FEMA, however, Thompson can adjust the Daily Debris Collection Report to also meet the needs of any additional contractual (e.g., requirement of minimum contractor trucks in field within a certain hours/days timeframe) or local needs (e.g., collection or political zones or districts).

**GIS Mapping and Dashboards:** Thompson can also provide project data through GIS mapping and dashboards that also displays real time data including daily and cumulative collection totals, collection locations, eligible/ineligible ticket locations, collection debris type breakdowns, etc.



Figure K-5: Project Operations Dashboard



*Our goal is to provide efficient and effective insight into the debris removal and recovery operation through a customized approach to avoid submitting an unnecessary or overwhelming amount of “off the shelf” reports.*

**Field Documentation:** Thompson captures a variety of physical and digital field documentation through logs and our automated debris management system. Unique to Thompson, our process retains one physical copy of the electronic receipts created at the disposal site or in the field for unit rate work. These paper copies are housed with the other paper field logs throughout the life of the project as a backup for any technical issue that may arise in the field. Additional copies of the paper ticket are provided to the truck driver, scale house (if applicable) and the debris contractor representative.

**TDMSportal:** A main component of TDMS, the *TDMSportal*, serves as the client and contractor information center. The *TDMSportal* provides real-time access to project related documents and data, including but not limited to:

- Contract documents
- Environmental permits
- Truck Certifications
- Ticket and image details
- Daily Reports
- Maps (live, progress, pass, roadway)
- Contractor invoice packages
- Monitor invoice packages

# SECTION L

## Exceptions

### Page 19 of RFP 2022 – Disaster Debris Monitoring

Thompson will not provide monitors with safety shoes or wet weather clothing as requested in Section D. Workforce Information Part 2d. on Page 19. The appropriate safety shoes or hard toe boots and wet weather clothing will be employment requirements for monitors, along with a cell phone and working automobile. This is Thompson's standard hiring policy.

# SECTION M

## Optional Additional Information

### Mitigating Operational Risks

Thompson has drawn on years of experience performing disaster debris removal monitoring services and has incorporated best-practices in mitigating a variety of risks associated with these services. Thompson invests considerable resources in technologies to support efficient debris removal monitoring including the Thompson Data Management Suite (TDMS) a critical component to ensuring quality data captured for reimbursement by FEMA. Sections VII and VIII, detail how we utilize TDMS to capture, review, and present quality data in a FEMA audit-ready format.

### Data Redundancy, Security and Accessibility

#### Redundancy

Thompson utilizes the latest technologies and scalable enterprise relational database management systems (RDMS) for data management. All production databases reside on Thompson owned, dedicated, and collocated servers in a Tier 3 data center that provides redundant power, space and internet connectivity.

Field level data collection with TDMS units are stored with Extensible Markup Language (XML) and stored in multiple locations on the localized device, middle tier servers, web servers and database servers. Middle tier processes control the batch level processing of the XML transactions with full rollback capabilities. The relational databases contain Globally Unique Identifiers (GUID) for all database table primary keys and foreign keys in a normalization concept of fourth normal form (4NF), adhering to the highest professional data standards.

#### Security

Thompson takes a proactive approach to ADMS management by utilizing real time analytics in the field. Software is utilized on tablets that manage staff, truck and disposal site locations while analyzing real time trip times, departures, and productivity. Operational analytic reports are used throughout daily operations to identify possible outliers for investigation.

In the event an ADMS unit is compromised, all load tickets for that day are immediately marked as ineligible and transferred to an investigation queue for review. Investigations typically will span 7 – 14 days of tickets in search of anomalies or fraud by desktop audit and then progressing to a field audit, depending upon findings. All findings are presented to the Contractor and Client for review and can be disputed and re-evaluated by either party.

#### Accessibility

Thompson provides access to *TDMSportal* which houses all information related to a project in a user-friendly web interface (not just an FTP file share type site). *TDMSportal* contains real time access to all field data as well as project maps, reports, invoices, and other administrative functions. All data can be downloaded in excel or as a zipped package (include excel exports, ticket image PDFs, photographs, etc.). *TDMSportal* has been developed specifically with the end goal of easily exporting all FEMA Project Worksheet related documents from a single source following the completion of the removal operations.

# SECTION N

## Completed Forms & Appendices

Thompson has completed and included the following appendices and clauses in the subsequent pages of this section:

- Vendor References
- Proposal Signature Form
- Company Information Form
- Certification of Eligibility
- Exceptions, deficiencies and Deviations Form
- Safety Record Questionnaire
- Environmental Compliance and Safety Record
- Bid Pricing Form
- Contractor MBE/WBE Identification
- Conflict of Interest Questionnaire
- Certification Regarding Lobbying
- Disclosure of Lobbying Activities

### VENDOR REFERENCES

Please list three (3) references, not including Polk County, Texas, who can verify your performance as a contractor. Performance includes but shall not be limited to, sales and/or service, delivery, invoicing, and other items as may be required for Polk County, Texas to determine your firm's ability to provide the intended goods or service of this RFP. The County prefers references to be from customers for whom your firm has provided the same items (sales and/or services) as those specified in this RFP. Inaccurate, obsolete or negative responses from the listed references could result in rejection of your proposal.

#### REFERENCE ONE

GOVERNMENT/COMPANY NAME: Aransas County, Texas  
ADDRESS: 870 Airport Road, Rockport, Texas 78382  
CONTACT PERSON AND TITLE: Valerie Gonzalez, Environmental Health Director  
TELEPHONE NUMBER: 946-330-6322  
E-MAIL ADDRESS: vgonzalez@aransascounty.org  
SCOPE OF WORK: Disaster Debris Removal Monitoring & PPDR  
CONTRACT PERIOD: Sept. 2017 – Dec. 2018

#### REFERENCE TWO

GOVERNMENT/COMPANY NAME: City of Corpus Christi, Texas  
ADDRESS: 2525 Hygeia St, Corpus Christi, TX 78415  
CONTACT PERSON AND TITLE: Gabriel Maldonado, Contracts / Funds Administrator  
TELEPHONE NUMBER: 361-826-1986  
E-MAIL ADDRESS: GabrielM3@ccctexas.com  
SCOPE OF WORK: Disaster Debris Removal Monitoring  
CONTRACT PERIOD: March – April 2021

#### REFERENCE THREE

GOVERNMENT/COMPANY NAME: Grant Parish, Louisiana  
ADDRESS: 200 Main Street – Courthouse Building, Colfax, LA 71417  
CONTACT PERSON AND TITLE: Sissy Pace, Parish Manager  
TELEPHONE NUMBER: 318-627-3157  
E-MAIL ADDRESS: sissypace@gppj.org  
SCOPE OF WORK: Debris Removal Monitoring & FEMA PA  
CONTRACT PERIOD: Aug. 2020 – Mar. 2021

# PROPOSAL SIGNATURE FORM

The undersigned agrees this proposal becomes the property of Polk County, Texas after the official submission.

The undersigned affirms firm has familiarized itself with the local conditions under which the work is to be performed; satisfied itself of the conditions of delivery, handling and storage of equipment and all other matters which may be incidental to the work, before submitting a proposal.

The undersigned agrees if this proposal is accepted, to furnish any and all items/services upon which prices are offered, at the price(s) and upon the terms and conditions contained in the Specifications. The period for acceptance of this Proposal will be ninety (90) calendar days unless a different period is noted by the Respondent.

The undersigned affirms that they are duly authorized to execute this contract, that this proposal has not been prepared in collusion with any other Respondent, nor any employee of Polk County, Texas, and that the contents of this proposal have not been communicated to any other Respondent or to any employee of Polk County, Texas prior to the official submission of this RFP.

The undersigned hereby assigns to purchase any and all claims for overcharges associated with this contract which arise under the antitrust laws of the United States, 15 USCA Section 1 et seq., and which arise under the antitrust laws of the State of Texas, Tex. Bus. & Com. Code, Section 15.01, et seq.

The undersigned affirms that they have read and do understand the specifications and any attachments contained in this RFP package. **Failure to sign and return this form will result in the rejection of the entire proposal.**

**Signature**



X

Authorized Representative

**NAME AND ADDRESS OF COMPANY:**

Thompson Consulting Services, LLC

Date 6/22/2022 Jon Hoyle Name

2601 Maitland Center Parkway

Title President

Maitland, FL 32751

Fax No. 407-878-7858

Tel. No. 407-792-0118

E-Mail Address: info@thompsoncs.net

**AFTER HOURS EMERGENCY CONTACT:**

Name: Jon Hoyle

Tel. No. 321-303-2543

**COMPANY IS:**

Business included in a corporate income Tax Return?     YES     NO

Corporation organized and existing under the laws of the State of Delaware

Partnership consisting of \_\_\_\_\_

Individual trading as \_\_\_\_\_

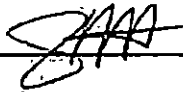
Principal offices are in the city of Maitland, FL

# CERTIFICATION OF ELIGIBILITY

By submitting a proposal in response to this solicitation, the Respondent certifies that at the time of submission, it is not on the Federal Government's list of suspended, ineligible, or debarred contractors (Sam.gov), State of Texas debarment list on the Texas State Comptroller's website, or listed on the Texas State Comptroller's Divestment Statute List.

In the event of placement on the lists between the time of proposal submission and time of award, the Respondent will notify the RFP Coordinator, Stephanie Dale, County Assistant Auditor of Polk County, Texas, by e-mail at Stephanie.Dale@co.polk.tx.us. Failure to do so may result in terminating this contract for default.

Signature \_\_\_\_\_

A handwritten signature in black ink, appearing to be 'SAAA', is written over a horizontal line.

THIS FORM MUST BE SIGNED.





## SAFETY RECORD QUESTIONNAIRE

In order to obtain proper information from Respondents so that County may consider the safety records of potential contractors prior to awarding bids on County contracts, Polk County, Texas requires that Respondents answer the following three (3) questions and submit them with their proposals:

### QUESTION ONE

Has the Respondent, or the firm, corporation, partnership, or institution represented by the Respondent, or anyone acting for such firm, corporation, partnership or institution, received citations for violations of OSHA within the past three (3) years?

Yes  No

If the Respondent has indicated Yes for question number one above, the Respondent must provide Polk County, Texas, with its proposal response, the following information with respect to each such citation.

1. Date of offense;
2. Location of establishment inspected;
3. Category of offense;
4. Final disposition of offense, if any; and
5. Penalty assessed.

## SAFETY RECORD QUESTIONNAIRE

### QUESTION TWO

Has the Respondent, or the firm, corporation, partnership, or institution represented by the Respondent, or anyone acting for such firm, corporation, partnership or institution, received citations for violations of environmental protection laws or regulations with the past five years? Citations include notice of violation, notice of enforcement, suspension/revocations of state or federal licenses, or registrations, fines assessed pending criminal complaints, indictments, or convictions, administrative orders, draft orders, final orders, judicial final judgments. Notice of Violations and Notice of Enforcement received from TCEQ shall include those classified as major violations and moderate violations under TCEQ'S regulations for documentation of Compliance History, 30TAC, Chapter 60.2 (c) (1) and (2).

Yes     No

If the Respondent has indicated Yes for question number two above, the Respondent must provide Polk County, Texas, with its proposal response, the following information with respect to each such citation.

1. Date of offense;
2. Location where offense occurred;
3. Type of offense;
4. Final disposition of offense, if any; and
5. Penalty assessed.

**SAFETY RECORD QUESTIONNAIRE**

**QUESTION THREE**

Has the Respondent, or the firm, corporation, partnership, or institution represented by Respondent, or anyone acting for such firm, corporation, partnership, or institution, ever been convicted, within the past ten (10) years, of a criminal offense which resulted in serious bodily injury or death?

       Yes   x   No

If the Respondent has indicated Yes for question number three above, the Respondent must provide Polk County, Texas, with its proposal response, the following information with respect to each such citation.

1. Date of offense;
2. Location where offense occurred;
3. Type of offense;
4. Final disposition of offense, if any; and
5. Penalty assessed.

I certify that I have made no willful misrepresentations in this Questionnaire nor have I withheld information in my statements and answers to questions. I am aware that the information given by me in this questionnaire will be investigated, with my full permission, and that any misrepresentations or omissions may cause my proposal to be rejected.

Date:

6/22/2022

  
\_\_\_\_\_  
Signature

Jon Hoyle  
\_\_\_\_\_  
Printed Name

President  
\_\_\_\_\_  
Title

**ENVIRONMENTAL COMPLIANCE AND SAFETY RECORD**

Pursuant to Sections 252.0435 of the Texas Local Government Code, the County shall consider the environmental compliance/safety record of the Respondents and may determine at its reasonable discretion the disqualification of any Respondent which in response to the following question reveals more than two (2) or more violations, with the severity and nature of the violations to be considered in the determination.

Has the Respondent, or the firm, corporation, partnership, or institution represented by Respondent, or anyone acting for such firm, corporation, partnership, or institution, received citations for violations of environmental laws within the past three years? Citations include, but are not limited to: notices of violation; suspensions/revocations of state/federal licenses or registrations; fines assessed; pending criminal complaints; indictments; convictions; deferred adjudications; administrative orders; draft orders; final orders; and final judgments. Any citations from the following agencies must be supplied: Environmental Protection Agency (EPA); Texas Commission on Environmental Quality or its past associated agencies such as the Texas Natural Resource Conservation Commission (TNRCC), the Texas Water Commission, and the Texas Air Control Board; and the Texas Department of State Health Services and its predecessor agency the Texas Department of Health. Also include any citations from environmental regulatory agencies of other states of the United States.

\_\_\_\_\_ Yes     No


If the Respondent has indicated Yes for question number one above, the Respondent must provide Polk County, Texas, with its proposal response, the following information with respect to each such citation.

1. Date of Citation;
2. Location of establishment inspected;
3. Category of offense;
4. Final disposition of offense, if any; and
5. Penalty assessed.

I certify that I have made no willful misrepresentations in this Questionnaire nor have I withheld information in my statements and answers to questions. I am aware that the information given by me in this questionnaire will be investigated, with my full permission, and that any misrepresentations or omissions may cause my proposal to be rejected.

Date:

6/22/2022

  
\_\_\_\_\_  
Signature

Jon Hoyle  
\_\_\_\_\_  
Printed Name

President  
\_\_\_\_\_  
Title

**DEBRIS MONITORING AND CONSULTING FIRM  
BID PRICING FORM**

ITEM NO.	POSITION DESCRIPTION	NO. OF NEEDED PERSONNEL	HOURLY RATE	RATE TOTAL
1.	Project Manager	1	\$ 75.00	\$ 75.00
2.	Operations Manager <sup>1</sup>	0	\$ 68.00	\$ 0.00
3.	Scheduler/Expeditors <sup>2</sup>	0	\$ 45.00	\$ 0.00
4.	GIS Analyst <sup>3</sup>	0.1	\$ 49.00	\$ 4.90
5.	Field Supervisors	1	\$ 49.00	\$ 49.00
6.	Debris Site/Tower Monitor	2	\$ 34.00	\$ 68.00
7.	Environmental Specialist <sup>3</sup>	0.1	\$ 65.00	\$ 6.50
8.	Project Inspectors (Citizen Drop-Off Site Monitors) <sup>3</sup>	0.1	\$ 35.00	\$ 3.50
9.	Field Coordinators (Crew Monitors)	8	\$ 35.00	\$ 280.00
	Loading Debris Monitors	0	\$ 35.00	\$
	Roving Debris Monitors	0	\$ 35.00	\$
	Loading Site Monitors	0	\$ 35.00	\$
10.	Load Ticket Data Entry Clerks (QA/QC) <sup>2</sup>	0	\$ 18.50	\$ 0.00
11.	Billing/Invoice Analyst <sup>3</sup>	0.25	\$ 45.00	\$ 11.25
12.	Project Coordinators <sup>2</sup>	0	\$ 32.00	\$ 0.00
13.	Residential Monitors <sup>4</sup>	0	\$ 35.00	\$ 0.00
14.	Automated Ticketing Specialist <sup>2</sup>	0	\$ 49.00	\$ 0.00
15.	Aerial Photographer <sup>3</sup>	0	\$ 95.00	\$ 0.00
16.	Data Manager <sup>3</sup>	0.1	\$ 55.00	\$ 5.50
17.	Safety Manager <sup>3</sup>	0.1	\$ 65.00	\$ 6.50
18.	Administrative Assistant <sup>2</sup>	0	\$ 32.00	\$ 0.00
19.	FEMA Public Assistance Policy Specialist <sup>3</sup>	0.1	\$ 120.00	\$ 12.00

ITEM NO.	POSITION DESCRIPTION	NUMBER NEEDED	HOURLY RATE	RATE TOTAL
20.	Other Positions			
	_____		\$	\$
	_____		\$	\$
21.	Other Fees			
	<u>ADMS Electronic Ticketing</u>	10	\$ 3.50	\$ 35.00
	<u>GSA Travel Stipend</u>	1.5	\$ 14.00	\$ 21.00
	_____		\$	\$

RESPONDENTS MAY NOT MODIFY THE BID PRICING FORM ITEMS 1 THROUGH 19. RESPONDENTS HAVE THE OPTION TO COMPLETE ITEMS 20 AND 21 "RATES/PRICING FOR OTHER POSITIONS AND OTHER FEES FOR ITEMS NOT LISTED IN THE BID PRICING FORM ITEMS 1 THROUGH 19."

Assumptions to Provided 500,000 CY Hurricane Scenario

- 90 - Estimated Days to Complete Work
- 5556 - Average Cubic Yards Collected per Day by the Contractor
- 1 - Estimated Debris Management Sites
- 2 - Each Debris Removal Crew is a Tandem Truck and Trailer
- 68 - Average Truck Capacity
- 75% - Average Load Call
- 51 - Estimated Cubic Yards Per Load/Container
- 7 - Estimated Trips Per Debris Removal Crew Per Day
- 8 - Estimated Number of Contractor Debris Removal Crews Needed
- Ratio of 1:10 for Field Supervisors to Field Monitors

Footnotes

- <sup>1</sup>Duplicative management position not necessary to complete the scope of work requested by the County; therefore will not be charged to the County.
- <sup>2</sup>Position not necessary due to efficiencies of our Automated Debris Management System (ADMS), therefore position will not be charged to the County.
- <sup>3</sup>The provided hurricane scenario/scope does not require dedicated, full-time personnel. Only the portion of time directly attributable to delivery of services to County will be charged.
- <sup>4</sup>Duplicative position, tasks can be completed by the project inspector (Citizen Drop-Off Site Monitors).

**CONTRACTOR MBE/WBE IDENTIFICATION**

Minority Business Enterprise (MBE) - The Respondent represents that it:

is,  is not a minority-owned business

Woman Business Enterprise (WBE) - The Respondent represents that it:


is,  is not a woman-owned business

Contractor MBE/WBE Identification is included in the RFP and must be submitted with the response.



**CONFLICT OF INTEREST QUESTIONNAIRE**  
For vendor doing business with local governmental entity

**FORM CIQ**

<p>This questionnaire reflects changes made to the law by H.B. 23, 84th Leg., Regular Session.</p> <p>This questionnaire is being filed in accordance with Chapter 176 Local Government Code, by a vendor who has a business relationship as defined by Section 176.001(1-a) with a local governmental entity and the vendor meets requirements under Section 176.006(a).</p> <p>By law this questionnaire must be filed with the records administrator of the local governmental entity not later than the 7th business day after the date the vendor becomes aware of facts that require the statement to be filed. See Section 176.006(a-1), Local Government Code.</p> <p>A vendor commits an offense if the vendor knowingly violates Section 176.006, Local Government Code. An offense under this section is a misdemeanor.</p>	<p><b>OFFICE USE ONLY</b></p> <p>Date Received</p>
<p>1. Name of vendor who has a business relationship with local governmental entity.</p> <p><u>Not Applicable</u></p>	
<p>2. <input type="checkbox"/> Check this box if you are filing an update to a previously filed questionnaire. (The law requires that you file an updated completed questionnaire with the appropriate filing authority not later than the 7th business day after the date on which you became aware that the originally filed questionnaire was incomplete or inaccurate.)</p>	
<p>3. Name of local government officer about whom the information is being disclosed.</p> <p style="text-align: center;">_____</p> <p style="text-align: center;">Name of Officer</p>	
<p>4. Describe each employment or other business relationship with the local government officer, or a family member of the officer, as described by Section 176.003(a)(2)(A). Also describe any family relationship with the local government officer. Complete subparts A and B for each employment or business relationship described. Attach additional pages to this Form CIQ as necessary.</p> <p>A. Is the local government officer or a family member of the officer receiving or likely to receive taxable income, other than investment income, from the vendor?</p> <p style="text-align: center;"><input type="checkbox"/> Yes      <input type="checkbox"/> No</p> <p>B. Is the vendor receiving or likely to receive taxable income, other than investment income, from or at the direction of the local government officer or a family member of the officer AND the taxable income is not received from the local governmental entity?</p> <p style="text-align: center;"><input type="checkbox"/> Yes      <input type="checkbox"/> No</p>	
<p>5. Describe each employment or business relationship that the vendor named in Section 1 maintains with a corporation or other business entity with respect to which the local government officer serves as an officer or director, or holds an ownership interest of one percent or more.</p>	
<p>6. <input type="checkbox"/> Check this box if the vendor has given the local government officer or a family member of the officer one or more gifts as described in Section 176.003(a)(2)(B), excluding gifts described in Section 176.003(a-1).</p>	
<p>7.</p> <p style="text-align: center;">           _____          Signature of Vendor Doing Business with the Governmental Entity     </p> <p style="text-align: right;">         6/22/2022          _____          Date     </p>	

**Certification Regarding Lobbying**  
**(To be submitted with each bid or offer exceeding \$100,000)**

The undersigned certifies, to the best of his or her knowledge and belief, that:

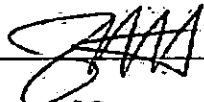
(a) No Federal appropriated funds have been paid or will be paid, by or on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of an agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of any Federal contract, the making of any Federal grant, the making of any Federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment, or modification of any Federal contract, grant, loan, or cooperative agreement.

(b) If any funds other than Federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this Federal contract, grant, loan, or cooperative agreement, the undersigned shall complete and submit Standard Form-LLL, "Disclosure Form to Report Lobbying," in accordance with its instructions.

(c) The undersigned shall require that the language paragraph 1 and 2 of this anti-lobbying certification be included in the award documents for all subawards at all tiers (including subcontracts, subgrants, and contracts under grants, loans, and cooperative agreements) and that all subrecipients shall certify and disclose accordingly.

This certification is a material representation of fact upon which reliance was placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by 31, U.S.C. § 1352 (as amended by the Lobbying Disclosure Act of 1995).

The Contractor, Thompson Consulting Services, LLC, certifies or affirms the truthfulness and accuracy of each statement of its certification and disclosure, if any. In addition, the Contractor understands and agrees that the provisions of 31 U.S.C. § 3801 et seq., apply to this certification and disclosure, if any.



\_\_\_\_\_  
Signature of Contractor's Authorized Official

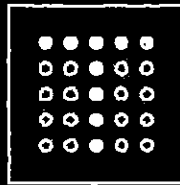
Jon Hoyle, President

Printed Name and Title of Contractor's Authorized Official

6/22/2022

Date





thompson  
CONSULTING SERVICES