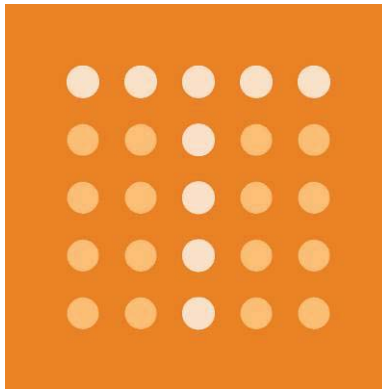


Electronic Copy



City of Delray Beach, Florida

Request for Proposal No. 2016-058

EMERGENCY DEBRIS REMOVAL MONITORING

Due Date/Time: July 20, 2016 | 2:00 P.M.

thompson
CONSULTING SERVICES

TABLE OF CONTENTS

City of Delray Beach, Florida

Request for Proposals No. 2016-058
Emergency Debris Removal Monitoring

CHAPTER

Table of Contents

• Letter of Intent / Transmittal Letter	1
— Proposal Submittal Signature Page	
• Statement of Organization.....	2
• Public Entity Form, Drug Free Workplace Form, Conflict of Interest Form	3
• Acknowledgement of Addenda Form	4
• Response to Proposal Requirements	5
— Qualifications.....	5-A
• Bid Bond	
— Background and Experience	5-B
• Exhibit 5B-1: Staff Experience Matrix	
• Exhibit 5B-2: Key Personnel Resumes	
— Approach-Technical Response	5-C
— Cost / Pricing	5-D
• Evidence of Insurance, Professional Licenses and Certificates.....	6

CHAPTER 1

LETTER OF INTENT / TRANSMITTAL LETTER

July 20, 2016

City of Delray Beach
Attn: Purchasing Office
100 N.W. 1st Avenue
Delray Beach, Florida 33444

RE: REQUEST FOR PROPOSALS NO. 2016-058 EMERGENCY DEBRIS REMOVAL MONITORING

Dear Members of the Selection Committee,

Thompson Consulting Services (Thompson) is pleased to submit the following proposal to provide the City of Delray Beach, Florida (City) with professional disaster debris removal monitoring services. Thompson's consultants have over 50 years of combined experience in supporting more than \$2.5 billion of federal grant funding in response to tornadoes, hurricanes, floods, earthquakes, ice storms, rock slides, oil spills and other natural disasters on behalf of over 120 local government agencies. We believe Thompson is best suited to assist the City with disaster debris monitoring 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 \$2.5 billion of debris removal funding on behalf of more than 120 local and state government agencies. Our staff's experience is unparalleled in the industry and provides assurance to the City that we will stand by our work from project inception to regulatory closeout and audit.

QUALIFICATIONS OF OUR STAFF: Thompson's staff of consultants is amongst the most educated, qualified, and dynamic in the industry. All of Thompson's staff has extensive experience with disaster recovery programs including large scale debris removal programs involving a minimum of 1,000,000 cubic yards. Our emergency response and disaster recovery experts have responded to some of the most devastating incidents to impact the United States in the last two decades. This experience means that the City can rest assured that its disaster reimbursement is in the hands of the industries most qualified professionals.

AUTOMATED DEBRIS MANAGEMENT SYSTEM (ADMS): Thompson has invested considerable resources in technologies to support more efficient debris removal monitoring. Among these is our best-in-class ADMS solution, the Thompson Data Management Suite (TDMS) comprised of our handheld device, *TDMSmobile*, which allows us to capture data in the field, and our software, *TDMSweb*, which is a variety of web – based software applications that serve as the backbone for data storage and management. TDMS has been routinely deployed on FEMA reimbursed projects and has been validated as meeting the requirements for the U.S. Army Corps of Engineers (USACE) Advanced Contracting Initiative (ACI).

ABILITY TO QUICKLY RESPOND: Thompson has more than 1,000 inspectors on stand-by. Should a debris generating incident occur we will be able to deploy staff and resources within hours of receiving a notice to proceed from the City. Thompson is set-up to quickly adapt to the uncertain and changing needs of

the City. The senior leadership of Thompson will be on-the-ground prior to activation (for known incidents) and have final authority to commit firm resources and make firm-wide decisions. During times of emergency, this ability to rapidly respond to the needs of the City is of paramount importance.

VERSATILITY OF OUR TEAM: While many firms can offer experience and personnel in certain aspects of the City's needs, Thompson provides the City with professional engineers and consultants that have experience with developing programs to address any of the following disaster recovery programs:

- Right-of-way (ROW) debris removal
- Right-of-way leaning tree and hanging limb removal (leaner/hanger)
- Park(s) cleanup
- Private property debris removal (PPDR)
- Right-of-entry (ROE) administration
- Demolition program management
- Inland/non-navigable and navigable waterway debris removal
- Vehicle/vessel recovery
- White goods removal and decommissioning

A LOCAL PREFERENCE FOR HIRING DEBRIS MONITORS: It is Thompson's intent to fill all temporary debris monitoring positions with skilled and experienced City residents in need of work. Thompson will provide qualified residents with safety training, drug screening, and on the 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 City'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 drug screening and motor vehicle operating record reviews for 100% of its 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.

FIRM AGENTS & CONTACT INFORMATION: The following is a list of primary principals who will serve as direct points of contact to the City for all inquiries related to this submittal, and are authorized agents of the firm.

Corporate Office / Points of Contact:

1135 Townpark Ave., Ste. 2101
Lake Mary, FL 32746
O: 407-792-0018 | F: 407-878-7858
www.thompsoncs.net

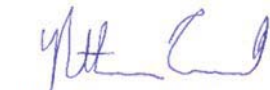
Jon Hoyle, President
C: 321.303.2543
jhoyle@thompsoncs.net

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

Thompson has the experience and resources necessary to be extremely responsive to the City's needs in preparing for and responding to a disaster incident. We are committed to performing the services requested according to the requirements noted in the request for proposal. Thompson would be honored to serve as your emergency debris removal monitoring services provider and stand prepared to exceed the service expectations that the City has established.

Best regards,

THOMPSON CONSULTING SERVICES, LLC



Nate Counsell, Vice President

Proposal Submittal Signature Page

By signing this Proposal, the Proposer certifies that it satisfies all legal requirements as an entity to do business with the City, including all Conflict of Interest and Code of Ethics provisions.

Firm Name: Thompson Consulting Services, LLC

Street Address: 1135 Townpark Avenue, Suite 2101, Lake Mary, Florida 32746

Mailing Address (if different from Street Address): _____

Telephone Number(s): 407-792-0018

Fax Number(s): 407-878-7858

Email Address: info@thompsoncs.net

Federal Employer Identification Number: 45-2015453

Thompson Consulting Services, LLC

Firm Name



Signature

Nathaniel Counsell, Vice President

Name and Title(Print or Type)

7/12/2016

Date

By signing this document, the Proposer agrees to all terms and conditions of the solicitation and the resulting contract/agreement.

THE EXECUTION OF THIS FORM CONSTITUTES THE UNEQUIVOCAL OFFER OF PROPOSER TO BE BOUND BY THE TERMS OF ITS PROPOSAL. FAILURE TO SIGN THIS SOLICITATION WHERE INDICATED ABOVE BY AN AUTHORIZED REPRESENTATIVE SHALL RENDER THE PROPOSAL NON-RESPONSIVE. THE CITY MAY, HOWEVER, IN ITS SOLE DISCRETION, ACCEPT ANY PROPOSAL THAT INCLUDES AN EXECUTED DOCUMENT WHICH UNEQUIVOCALLY BINDS THE PROPOSER TO THE TERMS OF ITS PROPOSAL.

(Remainder of page intentionally left blank)

CHAPTER 2

STATEMENT OF ORGANIZATION

Thompson has provided a response to items A – J below as required in the request for proposal.

A. Legal contracting name including any dba.

Thompson Consulting Services, LLC

B. State of organization or incorporation.

Delaware

C. Ownership structure of Proposer's company. (e.g., Sole Proprietorship, Partnership, Limited Liability Corporation, Corporation)

Thompson Consulting Services is registered as a Limited Liability Company.

D. Federal Identification Number.

FIN: 45-2015453

E. Contact information for Proposer's corporate headquarters.

Thompson Consulting Services
1135 Townpark Avenue, Suite 2101
Lake Mary, Florida 32746
407-792-0018

F. Contact information for Proposer's Local office (if any).

Not applicable

G. List of officers, owners and/or partners, or managers of the firm. Include names, addresses, and phone numbers

The majority membership interest (79%) of Thompson Consulting Services is held by Thompson Holdings, Inc., an employee owned company of approximately 325 personnel. The balance of Thompson Consulting Services ownership interest is held by Jon Hoyle, the company President and Nathaniel Counsell, the company Vice President. A list of Officers and Board Members is provided below.

Principals

Jon Hoyle, President	1135 Townpark Avenue, Suite 2101
Nathaniel Counsell, Vice President	Lake Mary, Florida 32746
	407-792-0018

Board Members

John H. Baker, III, BOM	2970 Cottage Hill Road, Suite 190
James H. Shumock, C.P.A., BOM	Mobile, Alabama 36606
Michael Manning, BOM	251.666.2443

H. Any additional organizational information that Proposer wishes to supply to augment its proposal

Please see Chapter 5-A and 5-B

I. Contact information for Proposer's Primary representative during this RFP process.

Jon Hoyle, President
321-303-2543
jhoyle@thomsoncs.net
1135 Townpark Avenue, Suite 2101
Lake Mary, Florida 32746

J. Contact information for Proposer's Secondary representative during this RFP process.

Nate Counsell, Vice President
407-619-2781
ncounsell@thomsoncs.net
1135 Townpark Avenue, Suite 2101
Lake Mary, Florida 32746

CHAPTER 3

PUBLIC ENTITY CRIMES, DRUG FREE WORKPLACE & CONFLICT OF INTEREST FORMS

Thompson has completed and included the following required forms in the subsequent pages of this section.

- Public Entity Crimes Form
- Drug Free Workplace Form
- Conflict of Interest Form

Public Entity Crimes**NOTIFICATION OF PUBLIC ENTITY CRIMES LAW**

Pursuant to Section 287.133, *Florida Statutes*, you are hereby notified that a person or affiliate who has been placed on the convicted contractors list following a conviction for a public entity crime may not submit a proposal on a contract to provide any goods or services to a public entity; may not submit a proposal on a contract with a public entity for the construction or repair of a public building or public work; may not submit proposals on leases or real property to a public entity; may not be awarded or perform work as a contractor, supplier, sub-Proposer, or consultant under a contract with any public entity; and may not transact business with any public entity in excess of the threshold amount provided in Section 287.017 [F.S.] for Category Two [\$35,000.00] for a period of thirty-six (36) months from the date of being placed on the convicted contractors list.

Acknowledged by:

Thompson Consulting Services, LLC

Firm Name



Signature

Nathaniel Counsell, Vice President

Name and Title(Print or Type)

7/12/2016

Date

Drug-Free Workplace

If identical tie bids exist, preference will be given to the vendors who submit a certification with their bid/proposal certifying they have a drug-free workplace in accordance with Section 287.087, Florida Statutes. The drug-free workplace preference is applied as follows:

IDENTICAL TIE BIDS: Preference shall be given to businesses with drug-free workplace programs. Whenever two or more bids which are equal with respect to price, quality, and service are received by the State or by any political subdivision for the procurement of commodities or contractual services, a bid received from a business that certifies that it has implemented a drug-free workplace program shall be given preference in the award process. Established procedures for processing tie bids will be followed if none of the tied vendors have a drug-free workplace program.

As the person authorized to sign this statement, I certify that this firm complies fully with the following requirements:

- 1) This firm publishes a statement notifying employees that the unlawful manufacture, distribution, dispensing, possession, or use of a controlled substance is prohibited in the workplace and specifying the actions that will be taken against employees for violations of such prohibition.
- 2) This firm informs employees about the dangers of drug abuse in the workplace, the business's policy of maintaining a drug-free workplace, any available drug counseling, rehabilitation, and employee assistance programs, and the penalties that may be imposed upon employees for drug abuse violations.
- 3) This firm gives each employee engaged in providing the commodities or contractual services that are under bid a copy of the statement specified in subsection (1).
- 4) In the statement specified in subsection (1), this firm notifies the employees that, as a condition of working on the commodities or contractual services that are under bid, the employee will abide by the terms of the statement and will notify the employer of any conviction of, or plea of guilty or nolo contendere to, any violation of chapter 893 or of any controlled substance law of the United States or any state, for a violation occurring in the workplace no later than five (5) days after such conviction.
- 5) This firm imposes a sanction on or requires the satisfactory participation in a drug abuse assistance or rehabilitation program if such is available in the employee's community, by any employee who is so convicted.
- 6) This firm will continue to make a good faith effort to maintain a drug-free workplace through implementation of this section.

Thompson Consulting Services, LLC

Firm Name



Signature

Nathaniel Counsell

Name (Print or Type)

Vice President

Title

7/12/2016

Date

Conflict of Interest Disclosure Form

The award of the agreement is subject to the provisions of Chapter 112, Florida Statutes. All Proposers must disclose within their Proposal, the name of any officer, director, or agent who is also an employee or relative of an employee of the City of Delray Beach.

Furthermore, all Proposers must disclose the name of any City employee or relative(s) of a City employee who owns, directly or indirectly, an interest in the Proposers firm or any of its branches.

The purpose of this disclosure form is to give the City the information needed to identify potential conflicts of interest for key personnel involved in the award of this contract.

The term "conflict of interest" refers to situations in which financial or other personal considerations may adversely affect, or have the appearance of adversely affecting, an employee's professional judgment in exercising any City duty or responsibility in administration, management, instruction, research, or other professional activities.

Please check one of the following statements and attach additional documentation if necessary:

☒ To the best of our knowledge, the undersigned firm has no potential conflict of interest as defined in Chapter 112, Florida Statutes and Section 2-443, Palm Beach County Code of Ordinances.

☐ The undersigned firm, by attachment to this form, submits information which may be a potential conflict of interest due to other Cities, Counties, contracts, or property interest for this RFP.

Acknowledged by:

Thompson Consulting Services, LLC

Firm Name

Signature

Nathaniel Counsell, Vice President

Name and Title(Print or Type)

7/12/2016

Date

CHAPTER 4

ACKNOWLEDGEMENT OF ADDENDA FORM

Thompson has included the Acknowledgement of Addenda Form in the following pages of this section.

Acknowledgment of Addenda

The Proposer hereby acknowledges the receipt of the following addenda, which were issued by the City and incorporated into and made part of this RFP. It is the sole responsibility of the Proposer to ensure that all addenda have been received and receipt of each has been acknowledged. Failure to submit acknowledgement of each addendum issued may result in the Respondent being deemed non-responsive.

ADDENDA NUMBER	ADDENDA DATE
No. 1	7/13/16


Signature of Proposer's Agent

Vice President
Title

Nathaniel Counsell
Printed Name

7/18/16
Date

CHAPTER 5

RESPONSE TO PROPOSAL REQUIREMENTS

As suggested in the request for proposal, Thompson has provided our response to the proposal requirements in the following subsections:

- TAB 5-A Qualifications
- TAB 5-B Background and Experience
- TAB 5-C Approach-Technical Response
- TAB 5-D Cost / Pricing

CHAPTER 5-A

QUALIFICATIONS

Thompson has provided a response to the qualifications criteria included in the request for proposal below:

i. Must be registered with the States of Florida, Division of Corporations to do business in Florida.

Thompson Consulting Services, LLC is registered to do business in the State of Florida. Our document number is M11000002276. A certificate of status is also included in Chapter 6.

ii. Must have been in the business of providing emergency debris removal monitoring services for a minimum of four years.

Thompson Consulting Services, LLC was established in 2011, prior to the inception of Thompson Consulting Services disaster response a recovery services were provided by our sister company Thompson Engineering, Inc. since 1973 following Hurricane Frederic. Thompson Consulting Services was formed to explicitly focus on disaster response and recovery services. An occupational licenses is not required to perform disaster debris removal monitoring services within the State of Florida, however we have included a certificate of status from the Florida Division of Corporations in Chapter 6 which establishes our business status in Florida since 2011. In addition, Chapter 5-B includes a record of past performance over the last four-plus years.

iii. Is NOT listed on the Florida Department of Management Services, Convicted Vendor List as defined in Florida Statute Section 287.133(3)(d).

Thompson Consulting Services, LLC is not listed on the Florida Department of Management Services, Convicted Vendor List.

iv. Is NOT listed on the Federal Convicted Vendor list.

Thompson Consulting Services, LLC is not listed on the Federal Convicted Vendor list.

v. Is NOT listed on the Florida State Board of Administration, Scrutinized List of Prohibited Companies.

Thompson Consulting Services, LLC is not listed on the Florida State Board of Administration, Scrutinized List of Prohibited Companies list.

vi. Must have submitted a Bid Bond per the requirements of Section 1 Item (B)(15).

Thompson Consulting Services has provided a bid bond for 5% of the total bid amount. A copy of the bond is included in subsequent pages of this section. The original bond has been provided in a separate envelope along with our proposal response.

vii. Has no conflict of interest in relation to the City RFP 2016-034 for Disaster Debris Removal.

Thompson Consulting Services is not submitting a proposal and is not employed by or affiliated in any way with any Proposer for the RFP 2016-034 for Disaster Debris Removal.

viii. *Must have completed a minimum of four emergency debris removal monitoring projects.*

Thompson Consulting Services has provided the following project references to attest to our completion of a minimum of four emergency debris removal monitoring projects. Additional information on the projects listed below, as well as a more thorough performance history is included in Chapter 5-B.

1. Putnam County, Tennessee

April - July 2015

Disaster Debris Removal Monitoring

Debris Quantity: 140,000 CY

Randy Porter
(931) 526-2161
rporter@putnamcountyttn.gov

300 E. Spring Street, Room 8
Cookeville, TN 38501

2. Fentress County, Tennessee

May - July 2015

Disaster Debris Removal Monitoring

Debris Quantity: 77,000 CY

J. Michael Cross, County Executive
(931) 879-7713
JMCross@twlakes.net

101 Main Street
Jamestown, TN 38556

3. City of Hoboken, New Jersey

November 2012 - Present

Disaster Debris Removal Monitoring and Public Assistance Services

Debris Quantity: 25,000 CY

Leo Pellegrini, Director
(201) 420-2012
lpellegrini@hobokennj.gov

94 Washington Street
Hoboken, NJ 07030

4. City of Kimberly, Alabama

May – August 2014

Disaster Debris Removal Monitoring

Debris Quantity: 20,000 CY

Robert (Bob) S. Ellerbock, III, Mayor
(205) 647-5551
mayor@kimberlyal.org

9256 Stouts Rd.
Kimberly, AL 35091



AIA[®] Document A310[™] – 2010

Bid Bond

CONTRACTOR:

(Name, legal status and address)

Thompson Consulting Services, LLC
1135 Townpark Avenue, Suite 2101
Lake Mary, FL 32746

SURETY:

(Name, legal status and principal place of business)

U.S. Specialty Insurance Company
13403 Northwest Freeway
Houston, TX 77040-6094

OWNER:

(Name, legal status and address)

City of Delray Beach, Florida
Purchasing Department
100 NW 1st Avenue
Delray Beach, FL 33444

This document has important legal consequences. Consultation with an attorney is encouraged with respect to its completion or modification.

Any singular reference to Contractor, Surety, Owner or other party shall be considered plural where applicable.

BOND AMOUNT: Five Percent (5%) of the Amount Bid-----

PROJECT:

(Name, location or address, and Project number, if any)

Emergency Debris Removal Monitoring
RFP No. 2016-058

The Contractor and Surety are bound to the Owner in the amount set forth above, for the payment of which the Contractor and Surety bind themselves, their heirs, executors, administrators, successors and assigns, jointly and severally, as provided herein. The conditions of this Bond are such that if the Owner accepts the bid of the Contractor within the time specified in the bid documents, or within such time period as may be agreed to by the Owner and Contractor, and the Contractor either (1) enters into a contract with the Owner in accordance with the terms of such bid, and gives such bond or bonds as may be specified in the bidding or Contract Documents, with a surety admitted in the jurisdiction of the Project and otherwise acceptable to the Owner, for the faithful performance of such Contract and for the prompt payment of labor and material furnished in the prosecution thereof; or (2) pays to the Owner the difference, not to exceed the amount of this Bond, between the amount specified in said bid and such larger amount for which the Owner may in good faith contract with another party to perform the work covered by said bid, then this obligation shall be null and void, otherwise to remain in full force and effect. The Surety hereby waives any notice of an agreement between the Owner and Contractor to extend the time in which the Owner may accept the bid. Waiver of notice by the Surety shall not apply to any extension exceeding sixty (60) days in the aggregate beyond the time for acceptance of bids specified in the bid documents, and the Owner and Contractor shall obtain the Surety's consent for an extension beyond sixty (60) days.

If this Bond is issued in connection with a subcontractor's bid to a Contractor, the term Contractor in this Bond shall be deemed to be Subcontractor and the term Owner shall be deemed to be Contractor.

When this Bond has been furnished to comply with a statutory or other legal requirement in the location of the Project, any provision in this Bond conflicting with said statutory or legal requirement shall be deemed deleted herefrom and provisions conforming to such statutory or other legal requirement shall be deemed incorporated herein. When so furnished, the intent is that this Bond shall be construed as a statutory bond and not as a common law bond.

Signed and sealed this 20th day of July, 2016

Mary Counsell
(Witness)

Thompson Consulting Services, LLC

(Contractor as Principal)

(Seal)

[Signature]
(Title)

U.S. Specialty Insurance Company

(Surety)

(Seal)

[Signature]
(Witness)

[Signature]
(Title)

Dewey Brashier, Attorney-In-Fact

Florida Resident Countersigning Agent:

[Signature]
James N. Congelio

Bowen, Miclette & Britt of Florida

1020 N. Orlando Ave., Ste. 200

Maitland, FL 32751

POWER OF ATTORNEY

AMERICAN CONTRACTORS INDEMNITY COMPANY TEXAS BONDING COMPANY
UNITED STATES SURETY COMPANY U.S. SPECIALTY INSURANCE COMPANY

KNOW ALL MEN BY THESE PRESENTS: That American Contractors Indemnity Company, a California corporation, Texas Bonding Company, an assumed name of American Contractors Indemnity Company, United States Surety Company, a Maryland corporation and U.S. Specialty Insurance Company, a Texas corporation (collectively, the "Companies"), do by these presents make, constitute and appoint:

**Jim A. Brashier, Troy P. Wagener, Loren Richard Howell, Jr., Dewey Brashier,
Kathleen B. Scarborough, Susan Skrmetta**

its true and lawful Attorney(s)-in-fact, each in their separate capacity if more than one is named above, with full power and authority hereby conferred in its name, place and stead, to execute, acknowledge and deliver **any and all bonds, recognizances, undertakings or other instruments or contracts of suretyship to include riders, amendments, and consents of surety, providing the bond penalty does not exceed** *****Unlimited***** Dollars (\$ ***unlimited***). This Power of Attorney shall expire without further action on December 20, 2017. This Power of Attorney is granted under and by authority of the following resolutions adopted by the Boards of Directors of the Companies:

Be it Resolved, that the President, any Vice-President, any Assistant Vice-President, any Secretary or any Assistant Secretary shall be and is hereby vested with full power and authority to appoint any one or more suitable persons as Attorney(s)-in-Fact to represent and act for and on behalf of the Company subject to the following provisions:

Attorney-in-Fact may be given full power and authority for and in the name of and on behalf of the Company, to execute, acknowledge and deliver, any and all bonds, recognizances, contracts, agreements or indemnity and other conditional or obligatory undertakings, including any and all consents for the release of retained percentages and/or final estimates on engineering and construction contracts, and any and all notices and documents canceling or terminating the Company's liability thereunder, and any such instruments so executed by any such Attorney-in-Fact shall be binding upon the Company as if signed by the President and sealed and effected by the Corporate Secretary.

Be it Resolved, that the signature of any authorized officer and seal of the Company heretofore or hereafter affixed to any power of attorney or any certificate relating thereto by facsimile, and any power of attorney or certificate bearing facsimile signature or facsimile seal shall be valid and binding upon the Company with respect to any bond or undertaking to which it is attached.

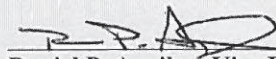
IN WITNESS WHEREOF, The Companies have caused this instrument to be signed and their corporate seals to be hereto affixed, this 1st day of December, 2014.

AMERICAN CONTRACTORS INDEMNITY COMPANY TEXAS BONDING COMPANY
UNITED STATES SURETY COMPANY U.S. SPECIALTY INSURANCE COMPANY

Corporate Seals



By:


Daniel P. Aguilar, Vice President

A notary public or other officer completing this certificate verifies only the identity of the individual who signed the document to which this certificate is attached, and not the truthfulness, accuracy, or validity of that document.

State of California
County of Los Angeles SS:

On this 1st day of December, 2014, before me, Maria G. Rodriguez-Wong, a notary public, personally appeared Dan P. Aguilar, Vice President of American Contractors Indemnity Company, Texas Bonding Company, United States Surety Company and U.S. Specialty Insurance Company who proved to me on the basis of satisfactory evidence to be the person whose name is subscribed to the within instrument and acknowledged to me that he executed the same in his authorized capacity, and that by his signature on the instrument the person, or the entity upon behalf of which the person acted, executed the instrument.

I certify under PENALTY OF PERJURY under the laws of the State of California that the foregoing paragraph is true and correct.
WITNESS my hand and official seal.

Signature  (Seal)

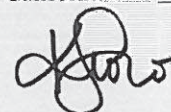


I, Kio Lo, Assistant Secretary of American Contractors Indemnity Company, Texas Bonding Company, United States Surety Company and U.S. Specialty Insurance Company, do hereby certify that the above and foregoing is a true and correct copy of a Power of Attorney, executed by said Companies, which is still in full force and effect; furthermore, the resolutions of the Boards of Directors, set out in the Power of Attorney are in full force and effect.

In Witness Whereof, I have hereunto set my hand and affixed the seals of said Companies at Los Angeles, California this 20th day of July, 2016.

Corporate Seals





Kio Lo, Assistant Secretary

Bond No. N/A
Agency No. 17033

CHAPTER 5-B

BACKGROUND & EXPERIENCE

Firm Overview

Thompson Consulting Services 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 sister 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 thirteen 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 1953 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

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 the City of Delray Beach, Florida (City).



Prior to the inception of Thompson Consulting Services in 2011, disaster debris monitoring and program management services have been provided by Thompson Engineering since 1979 following Hurricane Frederic. Since then our organization has supported various local, state, and federal entities throughout the Nation, including the United States Army Corps of Engineers (USACE), respond to and recover from a

variety of natural disasters. *Thompson Consulting Services was founded to focus solely on disaster preparedness, response and recovery service offerings.*

Firm Data

Firm Name:	Thompson Consulting Services, LLC	
Address:	1135 Townpark Avenue, Suite 2101 Lake Mary, Florida 32746	
Telephone:	(407) 792-0018	
Fax:	(407) 878-7858	
Email:	info@thompsoncs.net	
Website:	www.thompsoncs.net	
Company / Ownership Type:	Limited Liability Company	
Year Established:	2011	
Former Name:	Thompson Engineering	
Year Est.:	1953	
Sate of Formation:	Delaware	
Officers/Board of Managers:	Jon Hoyle, President Nate Counsell, Vice President James H. Shumock, C.P.A., BOM	John H. Baker, III, BOM Michael Manning, BOM

Office Locations

Thompson Consulting Services' corporate office is located in Lake Mary, Florida, less than 3 hours away from the City of Delray Beach. All project operations for the City will be carried out through Thompson's Lake Mary office. In addition, Thompson maintains 13 corporate and eight satellite offices scattered throughout the southeast. The geographic distribution of our offices will ensure the City will receive a timely response to a disaster event regardless of its magnitude.



Background and Experience

Thompson has provided disaster response and recovery services since **1979** following Hurricane Frederic. Since then, our staff has supported over **120** federal, state and local government entities plan for and respond to a variety of disaster incidents, such as, tornadoes, hurricanes, floods, earthquakes, ice storms, oil spills and other natural disasters. Our emergency response and disaster recovery consultants have over **50** years of combined experience and have responded to some of the most devastating incidents to impact the United States in the last two decades including: Hurricanes Charley, Frances and Ivan in 2004; Hurricane Katrina in 2005; the Buffalo, NY ice and snow storm of 2006; Hurricane Ike in 2008; the Nashville, TN floods in 2010; the Southeast tornadoes of April 2011; Hurricane Irene in 2011; the Midwest tornados of 2012 which impacted Missouri, Illinois, Indiana, Kentucky, Tennessee and West Virginia, Hurricanes Isaac and Sandy in 2012, Winter Storm Pax in 2014; Winter Storm Pandora in Tennessee and the South Carolina flooding in 2015. This work has resulted in our clients successfully applying for and retaining more than **\$2.5** billion of federal grant funding for debris removal.

Our staff has monitored the federally reimbursed removal of over 80 million cubic yards of debris on behalf of over 120 different local and state government agencies across the United States.

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

Thompson's consultants have performed debris monitoring and grant administration services for a variety of Federal Emergency Management Agency (FEMA) and Federal Highway Administration (FHWA) reimbursable federally declared disasters, many of which resulted in the collection of 1,000,000 cubic yards or more of debris. A summary of our experience listed by disaster event over the last twelve years is provided in the table below, in addition a comprehensive matrix of our staff's experience in these disasters is provided in Exhibit 5B-1 following this section.

Table 1: Grant Programs and Funding Administered by Disaster

Disaster	Year	Clients	Grant Funds Administered	Grant Programs
South Carolina Severe Flooding (FEMA DR-4241)	2015	1	\$35,000,000	FEMA PA, FEMA HMGP
Winter Storm Pandora (FEMA DR-4211)	2015	3	\$750,000	FEMA PA
Alabama Severe Storms (FEMA DR-4176)	2014	4	\$2,000,000	FEMA PA
Winter Storm Pax (FEMA DR-4166)	2014	6	\$200,000,000	FEMA PA, FHWA ER, FEMA HMGP
Hurricane Sandy (FEMA DR-4085-4086)	2012	7	\$250,000,000	FEMA PA, FHWA ER, FEMA HMGP
Hurricane Isaac (FEMA DR-4080-4081)	2012	4	\$2,000,000	FEMA PA, FHWA ER
Indiana Tornados (FEMA DR-4058)	2012	1	\$2,500,000	FEMA PA, FHWA ER
Hurricane Irene (FEMA DR-4024)	2011	1	\$4,500,000	FEMA PA, FHWA ER
Alabama Tornados (FEMA DR-1971)	2011	3	\$25,000,000	FEMA PA, FEMA HMGP, FHWA ER, CDBG DR, DOE
Oklahoma Severe Storms (FEMA DR-1876)	2010	1	\$284,160	FEMA PA, FHWA ER
Tennessee Flooding (FEMA DR-1909)	2010	1	\$4,133,100	FEMA PA, FHWA ER
Iowa Flooding (FEMA DR-1763)	2010	2	\$1,640,325	FEMA PA, FEMA HMGP FHWA ER
Massachusetts Snow Storm (FEMA \DR-1813)	2009	2	\$896,475	FEMA PA, FHWA ER
Hurricane Ike (FEMA DR-1791)	2008	12	\$445,504,160	FEMA PA, FEMA SRL, FHWA ER, CDBG DR
Hurricane Gustav (FEMA DR-1786)	2008	6	\$19,374,540	FEMA PA, FEMA SRL, FEMA HMGP, FHWA ER
Hurricane Dolly (FEMA DR-1780)	2008	2	\$17,241,000	FEMA PA, FHWA ER
Oklahoma/Missouri Ice Storm (FEMA DR-1735)	2007	2	\$12,375,000	FEMA PA, FHWA ER
Missouri Ice Storm (FEMA DR-1676)	2007	3	\$31,523,000	FEMA PA, FHWA ER
New York Winter Storm (FEMA DR-1665)	2006	7	\$20,700,000	FEMA PA, FHWA ER, NRCS
Hurricane Wilma (FEMA DR-1609)	2005	15	\$214,491,000	FEMA PA, FEMA HMGP, FHWA ER, NRCS
Hurricane Rita (FEMA DR 1606)	2005	2	\$96,000,000	FEMA PA, FHWA ER
Hurricane Katrina (FEMA DR 1602-1604)	2005	30	\$914,304,040	FEMA PA, FEMA HMGP, FHWA ER, NRCS
Hurricane Dennis (FEMA DR-1595)	2005	3	\$90,000,000	FEMA PA, FHWA ER
Hurricane Ivan (FEMA DR-1551)	2004	3	\$243,332,500	FEMA PA, FEMA HMGP, FHWA ER, NRCS
Hurricane Frances (FEMA DR-1545)	2004	1	\$5,000,000	FEMA PA, FHWA ER
Hurricane Charley (FEMA DR-1539)	2004	3	\$97,085,850	FEMA PA, FHWA ER

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. We have a thorough understanding of how agencies at the federal, state, and local levels coordinate during a recovery operation.

Past Performance

Thompson has an exceptional record of performance on our previous and existing contracts. The following select project examples highlight our experience and capabilities performing similar services to the scope of work requested by the City 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 monitoring. In addition, many of these projects provide evidence of our ability to perform damage assessment, right-of-way monitoring, hazardous leaner/hanger removal, disposal site monitoring, solid and hazardous waste management and FEMA reimbursement.

South Carolina Department of Transportation (SCDOT)

2014 - 2016

Debris Removal Monitoring and Public Assistance Consulting

Debris Quantity: 1,300,000 CY



Severe Flooding 2015: South Carolina experienced severe storms and heavy rainfall which left multiple counties throughout the State flooded. Homeowners began removing damaged household items and piling debris along the right-of-way. SCDOT activated Thompson to guide and assist with response and recovery efforts. Thompson worked with the SCDOT to quickly establish debris removal operations along State maintained roadways in 11 counties throughout the State and documented over 111,500 cubic yards of C&D debris, as well as 39.89 tons of unregulated E-Waste, 1,480 units of regulated E-Waste, 48.4 tons of HHW and 486 units of white goods. In addition, hundreds of roadways and bridges throughout the

State were compromised from the flood waters and SCDOT has again sought the services of Thompson's FEMA Public Assistance professionals to assist in the management and development of project worksheets.

Winter Storm Pax 2014: Winter Storm Pax generated widespread vegetative debris throughout the State of South Carolina. The SCDOT activated its pre-event contract with Thompson to monitor a six county area in the eastern part of the state including, Horry, Georgetown, Williamsburg, Florence, Dillon, and Marion Counties. Thompson monitored, documented, and substantiated reimbursement for the removal of 1,200,000 cubic yards of debris and the removal of hazardous limbs from 175,000 hazardous trees by three debris removal contractors.

Thompson also supported the SCDOT by providing Federal Emergency Management Agency (FEMA) Public Assistance, Category A and B consulting services, overseeing the preparation of more than 115 large Project Worksheets on behalf of SCDOT and recovering more than \$155,000,000 in funding.



Putnam County, Tennessee

March – June 2015

Debris Removal Monitoring

Debris Quantity: 140,000 CY

Summary: Following a severe, Putnam County was overcome with downed trees and hazardous hanging limbs lining critical roadways. Thompson assisted the County in monitoring contracted debris removal operations throughout the County. Thompson mobilized within hours of receiving a notice to proceed and began hiring and training local residents 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 115 hazardous trees.

Fentress County, Tennessee

March – June 2015

Debris Removal Monitoring

Debris Quantity: 77,000 CY

Summary: Following a severe winter, Fentress 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 over 77,000 cubic yards of debris.

City of Kimberly, Alabama

May – June 2014

Debris Removal Monitoring

Debris Quantity: 20,000 CY

Summary: Following an outbreak of severe weather and tornados, the City of Kimberly retained Thompson to monitor contracted debris removal operations throughout the City. The City was overwhelmed beyond their capacity with mixed debris, C&D, and hazardous trees. Thompson monitored, documented, and substantiated reimbursement for the removal of 20,000 cubic yards of debris and the removal of 118 hazardous trees.

Aiken County, South Carolina

February – August 2014

Debris Removal Monitoring

Debris Quantity: 1,500,000 CY



Summary: In February, 2014 Winter Storm Pax, a powerful ice storm, coated an 18 County area in South Carolina with up to 1.5" of ice and generated widespread vegetative debris. Aiken County activated a contract with Thompson following an emergency procurement to monitor debris removal from County maintained roads, schools, parks, facilities and waterways. Thompson monitored, documented, and substantiated reimbursement for the removal of 1,500,000 cubic yards of debris and the removal of hazardous limbs from 155,000 hazardous trees from County roads ways. In addition, Thompson is monitored the removal of debris and hazardous hanging limbs from the Horse Creek Water Trail, a historically significant waterway, in

order to substantiate reimbursement for the removal of over 40,000 cubic yards of debris and the removal of hazardous limbs from 4,000 hazardous trees.

City of Hoboken, New Jersey

November 2012 - Present

Disaster Debris Removal Monitoring & Public Assistance Consulting

Debris Quantity: 25,000 CY

Hurricane Sandy Recovery: The City of Hoboken was severely impacted by the storm surge produced by Hurricane and Post-Tropical Cyclone Sandy which caused the Hudson River to overcome the seawall at the north and south ends of the City. After the water receded contents of flooded homes and basements were placed on the City right of way (ROW) for disposal. Overwhelming amounts of mixed debris quickly filled City sidewalks and roads. In response, the City retained Thompson to manage, monitor, and document work performed by Contract haulers and City force account resources to ensure that all emergency work performed was documented with the detail necessary to maximize available federal disaster assistance, including FEMA Public Assistance funding. Thompson assisted with coordination among the City, Hudson County, NJDEP, and NJOEM. Furthermore, Thompson played a key role in the design and implementation of 24-hour debris removal operations that addressed unique urban challenges such as narrow streets, heavy traffic through debris congested City ROW, and large quantities of debris obstructing pedestrian walkways and private residences. With the assistance of Thompson, the City of Hoboken expeditiously recovered from one of the most devastating Hurricanes in recent history.

Emergency Management Planning: Following Hurricane Sandy recovery efforts the City conducted an after-action review of response activities and identified areas of best practices and needed improvement. Many items needed to be incorporated into the City's existing Emergency Operations Plan, for which they contracted Thompson to assist in the updating process. Thompson met with City officials and identified areas of the base

plan and departmental annexes that would require updating. Specific attention was drawn to updating the City's debris management procedures as well as providing various tools and checklist to better implement debris management operations following a disaster-debris generating event. Thompson was also able to update and expanded upon a roles and responsibility matrix, which provided a quick reference and framework for which City, County, State, and federal agencies/departments were responsible to for various emergency response activities. In addition, Thompson is currently finalizing a Disaster Debris Management Plan for the City of Hoboken.

Terrebonne Parish, Louisiana

September – October 2012

Hurricane Recovery Management and Debris Removal Monitoring

Debris Quantity: 56,000 CY



Summary: After Hurricane Isaac made landfall along the Louisiana Gulf Coast, 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. 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.

Denham Springs, Louisiana

September 2012- October 2012

Disaster Recovery Management and Debris Removal Monitoring

Debris Quantity: 9,300 CY

Summary: Following Hurricane Isaac's landfall, Thompson was engaged by the City of Denham Springs to provide disaster debris removal monitoring services. The force of the wind downed power lines and trees and scattered debris throughout the City. Within hours of a notice to proceed, Thompson deployed a field management team to train and on-board local debris monitors in the impacted area, as well as coordinated with the City, GOHSEP, LDEQ, and FEMA to begin emergency debris removal. Thompson monitored 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.

Furthermore, Thompson conducted a city-wide survey to identify hurricane damaged trees and assisted with the development and implantation of a leaner/hanger program to address City ROW and public parks.



Hancock County, Mississippi

September 2012

Hurricane Recovery Management and Debris Removal Monitoring

Debris Quantity: 15,000 CY

Summary: Following Hurricane Isaac's landfall, Thompson was engaged by Hancock County, MS to provide disaster debris removal monitoring services for debris removal from County Beaches and ROW debris removal from FHWA Beach Blvd. Storm surge wrought by Hurricane Isaac drowned thousands of nutria which subsequently washed onto the County's beaches along with thousands of cubic yards of debris and sea grass. Piles of debris posed an immediate threat to public health and safety, as the thick grass harbored thousands of snakes, decaying nutria, and served as a breeding ground for mosquitos and viruses such as West Nile. Furthermore, storm surge and several days of pounding waves caused extensive erosion along the Hancock County shoreline and displaced beach sand onto Beach Blvd. and other high traffic roads. Within hours



of a notice to proceed, Thompson deployed a field management team to train and on-board local debris monitors in the impacted area, as well as coordinated with the County, Mississippi Department of Environmental Quality (MDEQ), and FEMA to begin emergency debris removal from the beaches and with FHWA to coordinate debris and sand removal from Beach Blvd. The County activated two separate contractors and Thompson coordinated with each to ensure project completion within an expedited debris removal schedule that allowed the County to quickly recover from the costly environmental and economic impacts of Hurricane Isaac.

Virginia Department of Transportation

August - November 2011

Hurricane Debris Removal Monitoring and PA Support

Debris Quantity: 460,000 CY

Summary: Following Hurricane 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 served as a sub-contractor to Tidal Basin Government Consulting (TBGC), a partner of the Louis Berger Group team. 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. Thompson mobilized within 12 hours of receiving a notice-to-proceed and began the process of onboarding and training local staff.

AL Department of Conservation and Natural Resources

May - October 2011

Tornado Recovery Management & Debris Removal Monitoring

Debris Quantity: 100,000 CY



Summary: Following tornados of April 2011 throughout central and northern Alabama, Thompson was engaged by the Alabama Department of Conservation and Natural Resources (ADCNR) to assist with assessing the damages left by the storm and implementing a program to restore the Gunter'sville, Buck's Pocket and Morgan's Cove State parks to their pristine condition. The assessment found camp grounds being totally destroyed, bath and shower facilities completely displaced, and significant damage to chalets, cabins and lodge facilities. In addition to the infrastructure damage, ADCNR was faced with the necessity to remove massive amounts of debris from its roadways, trail system and fire lines. ADCNR called on

Thompson to provide debris removal monitoring and management services. At its peak, ADCNR's debris removal contractor mobilized 90 crews that required monitoring and documentation of work completed.

United States Army Corps of Engineers, Vicksburg District

2005 - 2007

Hurricane Recovery Management & Debris Removal Monitoring

Debris Quantity: 7,000,000 CY

Summary: Thompson Engineering provided 240 debris monitoring inspectors to support the Hurricane Katrina recovery effort in multiple counties in southern Mississippi. Thompson mobilized 100 Inspectors in 3 days and reached the Corps staffing goal of 250 within the timeframe established by the mission managers. Thompson debris removal monitoring responsibilities included daily quality assurance inspection, load ticket preparation, daily reports, by County, and project record keeping. Thompson inspectors monitored the collection of over 7M cubic yards of debris throughout the mission. Thompson also served as a liaison between the USACE, state agencies, and county representatives to report debris removal progress and resolve issues in the field. There were no FEMA reimbursement issues on this project.

References

The following references attest to the versatility of Thompson and the capabilities that we maintain in debris removal monitoring and disaster related services. We believe the highest praise a consultancy can receive is that of a recommendation from a previous or current client.

1. South Carolina Department of Transportation

February 2014 – Present

Disaster Debris Removal Monitoring & FEMA Grant Consulting

David Cook
(803) 737-1290
CookDB@scdot.org

Debris Quantity: 1,300,000 CY

955 Park Street
Columbia, South Carolina 29202

2. Putnam County, Tennessee

April - July 2015

Disaster Debris Removal Monitoring

Randy Porter
(931) 526-2161
rporter@putnamcountyttn.gov

Debris Quantity: 140,000 CY

300 E. Spring Street, Room 8
Cookeville, TN 38501

3. Fentress County, Tennessee

May - July 2015

Disaster Debris Removal Monitoring

J. Michael Cross, County Executive
(931) 879-7713
JMCross@twlakes.net

Debris Quantity: 77,000 CY

101 Main Street
Jamestown, TN 38556

4. City of Hoboken, New Jersey

November 2012 - Present

Disaster Debris Removal Monitoring and Public Assistance Services

Leo Pellegrini, Director
(201) 420-2012
lpellegrini@hobokennj.gov

Debris Quantity: 25,000 CY

94 Washington Street
Hoboken, NJ 07030

5. City of Kimberly, Alabama

May – August 2014

Disaster Debris Removal Monitoring

Robert (Bob) S. Ellerbock, III, Mayor
(205) 647-5551
mayor@kimberlyal.org

Debris Quantity: 20,000 CY

9256 Stouts Rd.
Kimberly, AL 35091

Experience & Knowledge of Federal, State & Local Emergency Management

Our recent disaster recovery and debris monitoring experience in South Carolina, Virginia, New York, New Jersey, Louisiana, Mississippi, Indiana and Alabama demonstrates Thompson's ability to comply with application requirements of the Sandy Recovery Improvement Act (SRIA) and the guidance documents and eligibility requirements issued by FEMA. Thompson closely monitors changes to FEMA policy and guidance so that we can make the appropriate changes to our own practices and procedures in order to best protect the clients we serve. *For instance, our team is thoroughly versed and ready to implement the Public Assistance Program and Policy Guide (PAPP) issued on January 1, 2016 which incorporates and supersedes language from other PA Program publications including FEMA 325, 327 and the 9500 Series.*

Thompson's approach to providing disaster debris 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 past 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. The City receives the benefits of past client successes which have been retained and included in our program knowledge base. By the same token, we have been able to actively morph our tools based on the ever changing environment of debris monitoring and reimbursement assistance.

Federal Guideline Understanding & Training / Certifications

Thompson's consultants are well versed in federal program compliance regulations and policy for FEMA and other federal agencies. Although the guidance listed is not exhaustive in nature, it is a sample of specific material which may shape the City's recovery. Our consultants understand the material contained in these documents and will use this to aid in the recovery and reimbursement of all eligible debris and other related project costs in conjunction with local regulations and existing agreements. Thompson's goal is to promote an effective recovery in the most efficient amount of time while focusing on the end product of reimbursement through compliance with all applicable federal, state and local regulations.

- Local/state government debris management plan/standard operating procedures
- Local/state government purchasing guidelines and manuals
- Local government code of ordinances
- Local memorandums of understanding or mutual aid agreements
- FEMA Public Assistance Program and Policy Guide (FEMA PAPPG), recent policy guide which supersedes the FEMA 300 and 900 series.
- OMB Circular A-87 – Cost Principles for State, Local and Indian Tribal Governments
- OMB Circular A-133 – Audits of States, Local Governments and Non-Profit Organizations
- 44 CFR Part 13 – Uniform Administrative Requirements for Grants and Cooperative Agreements to State and Local Governments

FEMA Direct Administrative Costs Compliant

The FEMA PAPPG provides guidance on allowable direct administrative costs (DAC) and activities which may be eligible for reimbursement by FEMA. This guidance describes what costs may be requested for reimbursement, lessening the chance that the Region will be surprised with unreimbursed disaster expenses which must be paid out of pocket. Also, it identifies what types of activities may be performed by the Region or another procured agent of the Region during the recovery process. Applying a unique understanding of DAC requirements, Thompson has developed and utilizes electronic timekeeping and other cost tracking and reporting documents to substantiate costs for FEMA. The Region will have the benefit of knowing that tracking, reporting and documentation tools used by Thompson for any monitoring, consulting, or recovery projects have been tested, successfully implemented and withstood FEMA and OIG audits.

Key Personnel Experience and Qualifications

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. 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 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

Thompson provides the City with access to a unique combination of experience, services, resources and personnel through our family of companies. With 13 corporate and eight (8) satellite offices scattered throughout the southeast, Thompson has the resources and capabilities to support the City's disaster debris monitoring and management needs. ***In addition to our full-time roster of over 325 personnel, Thompson maintains a network of more than 150 on-call debris removal monitoring managers and supervisors and more than 1,000 inspectors.***

Debris Removal Monitoring Program Experience

Thompson's proposed team of disaster response and recovery experts have responded to some the most devastating natural disasters to impact the United States in the last decade. Each team member has served in a variety of recovery operations roles and has real-world experience managing and supporting special disaster recovery programs as well. Thompson's consultants have experience with all of the following disaster recovery programs:

Debris Removal Monitoring

- Debris hauling vehicle certification (volumetric)
- Right-of-way debris collection
- Debris management site operations
- Leaning tree, hanging limb, and hazardous stump removal
- Private property debris removal
- Right-of-Entry (ROE) administration
- Waterways debris removal monitoring
- Data management
- Document management
- Progress reporting
- Contractor invoice reconciliation and payment recommendation
- Vessel and vehicle recovery
- Asbestos abatement
- Health and safety monitoring
- Multi-jurisdictional coordination/scheduling
- Damage claim resolution
- Disaster recovery monitoring with handheld devices
- Hazardous material removal
- GIS reporting
- Cost recovery/grant applications

Special Debris Removal Monitoring Program Experience

Thompson's consultants consider special debris removal programs such as private property/right of entry work, waterways clean-up, demolition management, vessel and vehicle recovery, etc. as service offerings that our clients expect following a disaster event.

Thompson has extensive coastal recovery experience, including waterway/marine debris clean-up, sand recovery and beach remediation, and vessel and vehicle recovery. This experience includes the removal of over 1,000,000 cubic yards of sand from houses and the restoration of over 8 miles of berm on Pensacola beach. In 2012, Thompson documented the removal of debris and seagrass from the beaches of Hancock County following Hurricane Isaac. We are also assisted New York City's debris removal contractor with the inventory of over 3,500 abandoned vehicles following Hurricane Sandy.



In 2013, Thompson monitored a debris removal program covering seven (7) waterways throughout Iberville Parish, Louisiana and managed a wetland debris removal project for the Alabama Port Authority, both due to the lingering impacts of Hurricane Isaac. In 2014, Thompson monitored the removal of debris and hazardous hanging limbs from the Horse Creek Water Trail, a historically significant waterway in Aiken, South Carolina. Thompson substantiated the removal of over 40,000 cubic yards of debris and the removal of hazardous limbs from 4,000 hazardous trees.



In addition, Thompson's consultants have extensive and unique experience with demolition programs and private property housing initiatives, including the management of many of the largest multi-phase, multi-property demolition and housing initiatives in the United States over the past ten years. Thompson Principal Jon Hoyle managed the demolition of, and private property debris removal from over 8,000 properties in Gulfport and Harrison County Mississippi following Hurricane Katrina. Thompson Principal Nate Counsell served as the FEMA funded Demolition Program Manager for the

City of New Orleans from 2007 to 2009. In 2011 and 2012 Thompson managed the City of Tuscaloosa, Alabama's residential demolition program. Nearly 200 uninsured structures were totally destroyed as a result of the April, 2011 tornado outbreak. Thompson was responsible for managing all phases of the demolition process, including property condemnation, utility disconnection, abatement, demolition, and disposal. The table below summarizes our proposed key staff's experience with special debris removal programs.

Table 2: Thompson Special Debris Program Experience

Name(s)	Special Debris Program Experience	
Jon M. Hoyle Eric Harrison Nate Counsell Nicole Counsell Wes Holden	<ul style="list-style-type: none"> – Private Property Debris Removal – Leaners, Hangers, and Stumps – Beach Re-nourishment – Sand recovery and screening – Demolitions – Oil Spill Recovery – Vessel Recovery 	<ul style="list-style-type: none"> – Carcass Removal – Vehicle Recovery – Waterways debris removal – Hazardous Materials – Household Hazardous Waste – Invoice Reconciliation – FEMA appeals support
Keith Forrester Raul Cardenas Gary Brooks David Harrell	<ul style="list-style-type: none"> – Private Property Debris Removal – Leaners, Hangers, and Stumps – Beach Re-nourishment – Sand recovery and screening 	<ul style="list-style-type: none"> – Demolitions – Oil Spill Recovery – Vessel Recovery – Vehicle Recovery

Disaster Cost Recovery and Reimbursement Process Experience

Thompson's consultants are experts in federal program compliance regulations and policy for FEMA and other federal agencies. Our consultants thoroughly understand the programs, policies, and regulations related to disaster reimbursement and will use this knowledge to aid in the recovery and reimbursement of all eligible debris and other related project costs. Thompson's goal is to promote an

effective recovery in the most efficient amount of time while focusing on the end product of reimbursement though compliance with all applicable federal, state and local regulations.

Public Assistance Program Consulting Services

- Preliminary damage assessment (PDA) data management tool development (categories A-G)
- Collection and compilation of PDAs
- Applicant kickoff meeting facilitation
- Debris staging site consultation (environmental, logistical, etc.)
- Project worksheet development
- Housing inventory damage assessment
- Direct administrative cost (DAC) support
- Damage site surveying (photography, GPS, condition reports, cost estimation, etc.)
- Small/large project formulation and scoping
- Alternate / improved projects
- Section 406 mitigation consultation
- Procurement assistance
- Expenditure review/approval and reconciliation
- EMMIE monitoring/support
- FEMA appeals assistance

Thompson is currently assisting the South Carolina Department of Transportation with FEMA Public Assistance consulting services following a major ice storm in 2014 and more recent flooding event in 2015. This work has resulted in developing both small and large project worksheets totaling over \$195,000,000 in disaster funding.

Grant Application, Administration, and Management Experience

Thompson's experience in supporting recovery efforts for local and state governments spans three decades and accounts for the administration of more than \$2.5 billion in federal grant funding. Our consultants can draw upon their knowledge and experience in working with over eight different federal grant funding agencies and 15 grant programs, including the following:

- Federal Emergency Management Agency
 - Public Assistance (PA)
 - Hazard Mitigation Grant Program (HMGP)
 - Pre-disaster Mitigation (PDM)
 - Flood Mitigation Assistance (FMA)
- Federal Highway Administration (FHWA)
 - Emergency Relief (ER)
- Environmental Protection Agency (EPA)
- Department of Housing & Urban Development
 - Community Development Block Grant (CDBG)
- Natural Resources Conservation Service (NRCS)
 - Emergency Watershed Protection (EWP)
- Small Business Administration (SBA)
- Department of Agriculture (USDA)

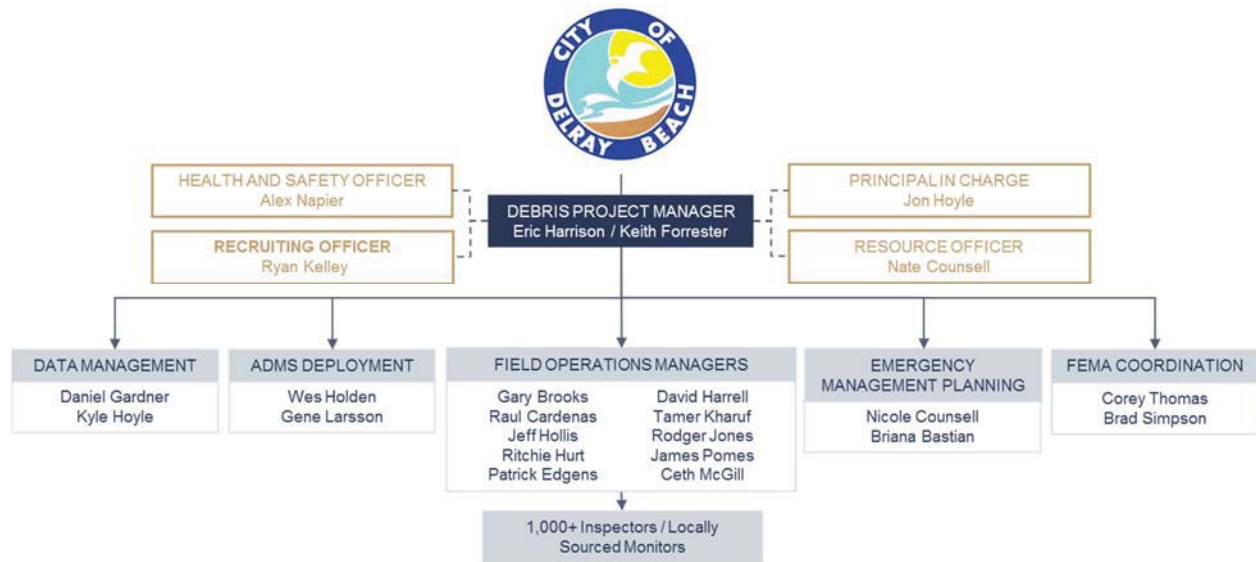
Before, during and after a disaster incident our team can draw upon our knowledge and experience in working with a variety of funding sources to assist in developing and implementing a variety of recovery and mitigation programs.

Proposed Project Organization, Management and Qualifications

Thompson is committed to staffing the City's disaster debris monitoring 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. Because the City's needs and Thompson's staff obligations may change over time, Thompson will routinely update the City on the status and availability of the key personnel proposed, should they change.

The following organizational chart graphically presents Thompson's proposed project staffing and key personnel.

Figure 1: Proposed Organizational Chart



Key Personnel Overview

JON HOYLE will serve as the Principal-in-Charge for the City and provide support as needed to ensure project operations are in accordance with the City's expectations. Mr. Hoyle has over twelve years of experience including ten years 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 13 years. His programmatic experience includes FEMA-PA, FHWA-ER, NRCS-EWP, HUD-CDBG, FEMA-HMGP, and others.

NATE COUNSELL will serve as the Client Resource Officer to ensure project operations have the staff and resources necessary to remain on track, on schedule and on budget in accordance with the contract and task order(s) issued by the City. Mr. Counsell has managed over 60 projects under contracts that total over \$1 billion in recovery efforts and required the mobilization of over 5,000 professional and field personnel. He has designed and managed removal projects in Texas, Louisiana, Florida, Mississippi, Alabama, South Carolina, North Carolina, Virginia, New Jersey and New York.

ERIC HARRISON will serve as a Project Manager for the City and ensure project operations are implemented in accordance with the contract and task order(s) issued by the City. Mr. Harrison will also coordinate closely with the City's debris hauler to coordinate crew requirements and scheduling. Mr. Harrison has over twelve years of experience providing debris monitoring program management support and oversight for disaster response and recovery efforts throughout the United States.

KEITH FORRESTER will serve as a Project Manager as well for the City and oversee day-to-day operations of the project. Mr. Forrester has managed FEMA funded storm debris removal projects in Texas, Florida, Arkansas, Oklahoma, Missouri, New York, and South Carolina. Mr. Forrester managed multiple debris deployments in 2014, including FEMA funded projects and field audits on behalf of the South Carolina Department of Transportation. Most recently, Mr. Forrester managed debris removal monitoring operations in Fentress County, Tennessee.

Resumes for key personnel have also been included in Exhibit 5B-2 following this section.

Staff Experience and Qualifications Summary

The following tables further summarize the background and experience of our key personnel, outlines our staff's extensive experience managing and monitoring more than 1,000,000 cubic yards on behalf of local and state governments.

Table 3: Summary of Project Team Experience

Name / Project Role / Background	Representative Experience/ Cubic Yards of Debris (as applicable)	Debris Program Experience
Jon M. Hoyle, Principal in Charge		
MBA – Finance/Management 13 Years of experience	<ul style="list-style-type: none"> – Aiken County, SC – 1,500,000 CY – Harris County, TX – 2,500,000 CY – Chambers County, TX – 500,000 CY – Norman, OK – 750,000 CY – Springfield, MO – 1,448,539 CY 	<ul style="list-style-type: none"> – ADMS Implementation – ROW Debris Removal – Leaners, Hangers, and Stumps – DMS Operations – Vessel/Vehicle Recovery – Waterways Debris Removal – Beach Restoration – Private Property Debris Removal – Demolition Management – Recycling (DMS site separation)
Nate Counsell, Principal in Charge		
MBA – Finance/Management 12 Years of experience	<ul style="list-style-type: none"> – South Carolina DOT – 1,200,000 CY – Virginia DOT – 500,000 CY – New Orleans, LA – 1,000,000 CY – Amherst, NY – 800,000 CY – Miami-Dade County, FL – 3,000,000 CY – Escambia County, FL – 7,681,500 CY 	<ul style="list-style-type: none"> – ADMS Implementation – ROW Debris Removal – Leaners, Hangers, and Stumps – DMS Operations – Vessel/Vehicle Recovery – Waterways Debris Removal – Beach Restoration – Private Property Debris Removal – Demolition Management – White Goods (household appliances)
Eric Harrison, Project Manager		
MS – Electronics Engineering 12 Years of experience	<ul style="list-style-type: none"> – South Carolina DOT – 1,200,000 CY – Virginia DOT – 500,000 CY – New Orleans, LA – 1,000,000 CY – Pembroke Pines, FL – 800,000 CY – Tonawanda, NY – 200,000 CY – Greene County, MO – 545,000 CY 	<ul style="list-style-type: none"> – ADMS Implementation – ROW Debris Removal – Leaners, Hangers, and Stumps – DMS Operations – Vessel/Vehicle Recovery – Waterways Debris Removal – Beach Restoration – Private Property Debris Removal – Demolition Management – Recycling (DMS site separation) – White Goods (household appliances)
Keith Forrester, Project/Operations Manager		
B.A Marketing and Management 12 Years of experience	<ul style="list-style-type: none"> – Springfield, MO – 1,448,539 CY – Virginia DOT – 500,000 CY – Alabama DCNR – 100,000 CY – Escambia County, FL – 7,681,500 CY – Harrison County, MS – 1,850,000 CY – Escambia County, FL – 7,681,500 CY 	<ul style="list-style-type: none"> – ADMS Implementation – ROW Debris Removal – Leaners, Hangers, and Stumps – DMS Operations – Vessel/Vehicle Recovery – Waterways Debris Removal – Beach Restoration – Private Property Debris Removal – Demolition Management – Recycling (DMS site separation) – White Goods (household appliances)
Corey Thomas, Public Assistance Consulting		
MBA – Finance/Management	<ul style="list-style-type: none"> – South Carolina DOT – \$160,000,000 – Alabama Tornadoes – \$25,000,000 	<ul style="list-style-type: none"> – ADMS Implementation – ROW Debris Removal

Name / Project Role / Background	Representative Experience/ Cubic Yards of Debris (as applicable)	Debris Program Experience
8 Years of experience	<ul style="list-style-type: none"> – Iowa Flooding – \$1,640,325 – South Dakota Winter Storms – \$60,000,000 – Hurricane Alex – \$3,500,000 – Hurricane Ike – \$445,000,000 	<ul style="list-style-type: none"> – Leaners, Hangers, and Stumps – Private Property Debris Removal – Demolitions/ROE Program Design – Debris Project Formulation – Debris Removal Invoice Management – Debris Closeout Audit Support – Debris Appeals Assistance
Nicole Counsell, Recovery Program Consultant/Planner		
BA – Psychology & Spanish 9 Years of experience	<ul style="list-style-type: none"> – Georgetown County, SC – 100,000 CY – Virginia DOT – 500,000 CY – Galveston County, TX – 1,700,000 CY – City of Galveston, TX 1,700,000 CY – New Orleans, LA - 1,000,000 CY – Norman, OK – 750,000 CY 	<ul style="list-style-type: none"> – ADMS Implementation – ROW Debris Removal – Leaners, Hangers, and Stumps – DMS Operations – Vessel/Vehicle Recovery – Waterways Debris Removal – Beach Restoration – Private Property Debris Removal – Demolition Management – Recycling (DMS site separation) – White Goods (household appliances)
Wes Holden, ADMS Deployment		
BS – Mgmt. Info. Systems 13 Years of experience	<ul style="list-style-type: none"> – South Carolina DOT – 1,200,000 CY – Houston, TX – 4,500,000 CY – New Orleans, LA – 1,000,000 CY – Harris County, TX – 2,500,000 CY – Baytown, TX – 1,000,000 CY – Charlotte County, FL – 1,870,669 CY 	<ul style="list-style-type: none"> – ADMS Implementation – Private Property Debris Removal – Leaners, Hangers, and Stumps – Debris Data Management – Debris Document Management – Waterways Debris Removal – Hazardous Materials
Danny Gardner, Data Manager		
MBA – Finance/Management 8 Years of experience	<ul style="list-style-type: none"> – South Carolina DOT – 1,200,000 CY – Aiken County, SC – 1,500,000 CY – Alabama Tornadoes – \$25,000,000 – Hurricane Ike – \$445,000,000 – Hurricane Gustav – \$19,374,540 – Hurricane Dolly – \$12,241,000 – Massachusetts Severe Storms – \$896,475 	<ul style="list-style-type: none"> – ADMS Implementation – Demolitions/ROE Program Design – Debris Project Formulation – Debris Data Management – Debris Document Management – Debris Removal Invoice Management – Debris Closeout Audit Support

Table 4: Summary of Operations Manager/Supervisor Experience

Name/Background	Representative Experience/ Cubic Yards of Debris (as applicable)	Debris Program Experience
Gary Brooks, Operations Manager/Supervisor		
U. S. Marine Corps, Ret. 12 Years of experience	<ul style="list-style-type: none"> – South Carolina DOT – 1,200,000 CY – Virginia DOT – 500,000 CY – Springfield, MO – 1,448,539 CY – Baytown, TX – 1,000,000 CY – Harrison County, MS – 1,850,000 CY – Escambia County, FL – 7,681,500 CY 	<ul style="list-style-type: none"> – ADMS Implementation – ROW Debris Removal – Leaners, Hangers, and Stumps – DMS Operations – Vessel/Vehicle Recovery – Waterways Debris Removal – Beach Restoration – Private Property Debris Removal – Demolition Management – White Goods (household appliances)
Raul Cardenas, Operations Manager/Supervisor		
11 Years of experience	<ul style="list-style-type: none"> – South Carolina DOT – 1,200,000 CY – Virginia DOT – 500,000 CY – Broward County, FL – 1,800,000 CY – Florida DOT – 1,000,000 CY 	<ul style="list-style-type: none"> – ADMS Implementation – ROW Debris Removal – Leaners, Hangers, and Stumps – DMS Operations – Recycling (DMS site separation)

Name/Background	Representative Experience/ Cubic Yards of Debris (as applicable)	Debris Program Experience
Patrick Edgens, Operations Manager/Supervisor		
BS – Chemical Engineering 20 Years of experience	<ul style="list-style-type: none"> – Hancock County, MS – 5,773,291 CY – Forrest County, MS – 2,496,933 CY – Jones County, MS – 1,961,427 CY – Mobile County, AL – 789,658 CY – Mobile, AL – 728,469 CY 	<ul style="list-style-type: none"> – ADMS Implementation – ROW Debris Removal – Leaners, Hangers, and Stumps – DMS Operations – Recycling (DMS site separation)
David Harrell, Operations Manager/Supervisor		
BA – Marketing 12 Years of experience	<ul style="list-style-type: none"> – Virginia DOT – 500,000 CY – Calhoun County, AL – 350,000 CY – Clark County, IN – 25,000 CY – Olive, NY – 25,000 CY – Alabama DCNR – 100,000 CY 	<ul style="list-style-type: none"> – ADMS Implementation – ROW Debris Removal – Leaners, Hangers, and Stumps – DMS Operations – Recycling (DMS site separation)
Jeff Hollis, Operations Manager/Supervisor		
12 Years of experience	<ul style="list-style-type: none"> – South Carolina DOT – 1,200,000 CY – Texas DOT – 1,000,000 CY – Harrison County, MS – 1,850,000 CY – Escambia County, FL – 7,681,500 CY 	<ul style="list-style-type: none"> – ADMS Implementation – ROW Debris Removal – Leaners, Hangers, and Stumps – DMS Operations – Vessel/Vehicle Recovery – Waterways Debris Removal – Private Property Debris Removal – Demolition Management
Tamer Kharuf, Operations Manager/Supervisor		
High School Diploma 12 Years of experience	<ul style="list-style-type: none"> – Orange County, TX – 616,518 CY – Webb City, MO – 75,000 CY – Springfield, MO – 1,448,539 CY – Harrison County, MS – 1,850,000 CY – Escambia County, FL – 7,681,500 CY 	<ul style="list-style-type: none"> – ADMS Implementation – ROW Debris Removal – Leaners, Hangers, and Stumps – DMS Operations – Vessel/Vehicle Recovery – Waterways Debris Removal – Beach Restoration – Private Property Debris Removal

Debris Removal Monitor Labor Force Sourcing

Thompson's proposed staffing plan is designed to be flexible and scalable so that we can effectively and efficiently respond to the City'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 all temporary debris monitoring positions with the City's qualified residents in need of work. Thompson will provide qualified residents with safety training, drug screening, and on the job training with experienced debris monitoring supervisors. Thompson is the only debris monitoring firm that performs drug screening and motor vehicle operating record reviews for 100% of its 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 City's recovery efforts with a meaningful impact and earn a competitive hourly wage.

EXHIBIT 5B.1

STAFF EXPERIENCE MATRIX

Thompson Consulting Services

Staff Experience Matrix

Event/Client	FEMA-DR	Cubic Yardage	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
SEVERE WINTER STORM PANDORA – 2015																
EVENT TOTAL CUBIC YARDS OF DEBRIS – 271,000																
Putnam County, TN	4211	140,000	♦		♦		♦	♦					♦			♦
Fentress County, TN	4211	77,000	♦		♦		♦	♦					♦			♦
Overton County, TN	4211	54,000	♦		♦		♦	♦					♦			♦
TORNADOES – 2014																
EVENT TOTAL CUBIC YARDS OF DEBRIS – 144,000																
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	♦		♦		♦	♦					♦			♦
SEVERE WINTER STORM PAX – 2014																
EVENT TOTAL CUBIC YARDS OF DEBRIS – 2,930,000																
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	♦		♦		♦	♦					♦			
HURRICANE ISAAC – 2013																
EVENT TOTAL CUBIC YARDS OF DEBRIS – 950																
Iberville Parish, LA (Waterways)	4080	950	♦				♦					♦	♦			♦
HURRICANE ISAAC – 2013																
EVENT TOTAL CUBIC YARDS OF DEBRIS – 1,000																
AL Port Authority (Wetlands)	4082	1,000	♦									♦	♦			
HURRICANE SANDY – 2012																
EVENT TOTAL CUBIC YARDS OF DEBRIS – 125,000																
City of Hoboken, NJ	4086	25,000	♦	♦	♦								♦			♦
Town of Babylon, NY	4085	100,000	♦		♦								♦			
HURRICANE ISAAC – 2012																
EVENT TOTAL CUBIC YARDS OF DEBRIS – 92,000																
Terrebonne Parish, LA	4080	56,000	♦		♦	♦	♦	♦					♦			♦
Denham Spring, LA	4080	9,000	♦		♦	♦	♦	♦					♦			♦
Hancock County, MS	4081	23,000			♦		♦			♦			♦			
Jackson County, MS	4081	4,000			♦		♦									♦
HURRICANE IRENE – 2011																
EVENT TOTAL CUBIC YARDS OF DEBRIS – 465,000																
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			♦		♦	♦								
TORNADOES – 2011																
EVENT TOTAL CUBIC YARDS OF DEBRIS – 450,000																
City of Tuscaloosa, AL	1971	N/A		♦							♦		♦	♦	♦	♦
Calhoun County, AL	1971	350,000	♦		♦		♦	♦	♦		♦		♦		♦	♦
Alabama DCNR	1971	100,000	♦		♦	♦	♦	♦	♦				♦		♦	
TORNADOES – 2010																
EVENT TOTAL CUBIC YARDS OF DEBRIS – 18,944																
City of Norman, OK ^[1]	1926	18,944	♦		♦		♦	♦	♦				♦			♦

Thompson Consulting Services

Staff Experience Matrix

Event/Client	FEMA-DR	Cubic Yardage	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
FLOODING – 2010																
EVENT TOTAL CUBIC YARDS OF DEBRIS – 348,895																
City of Nashville, TN ^[2]	1909	275,540			♦		♦		♦				♦			
City of Cedar Rapids, IA ^[2]	1763	109,355	♦												♦	
ROCK SLIDES – 2009																
EVENT TOTAL CUBIC YARDS OF DEBRIS – 60,000																
City of Chattanooga, Tennessee	N/A	60,000	♦		♦	♦										
SNOW STORMS – 2009																
EVENT TOTAL CUBIC YARDS OF DEBRIS – 59,765																
Town of Spencer, Massachusetts ^[1]	1813	10,930	♦		♦		♦	♦	♦				♦			♦
Town of Sterling, Massachusetts ^[1]	1813	48,835	♦		♦		♦	♦	♦				♦			♦
HURRICANE IKE – 2008																
EVENT TOTAL CUBIC YARDS OF DEBRIS – 12,275,208																
City of Houston, Texas ^[1]	1791	4,500,000	♦	♦	♦	♦	♦	♦	♦				♦	♦		♦
Harris County, Texas ^[1]	1791	2,500,000	♦	♦	♦	♦	♦	♦	♦				♦	♦		♦
Galveston County, Texas ^[3]	1791	1,400,000	♦		♦	♦	♦	♦	♦		♦		♦	♦		♦
City of Baytown, Texas ^[1]	1791	1,000,000	♦		♦	♦	♦	♦	♦			♦	♦	♦		♦
Montgomery County, Texas ^[1]	1791	871,452	♦		♦	♦	♦	♦	♦				♦			♦
Fort Bend County, Texas ^[1]	1791	415,000	♦		♦	♦	♦	♦	♦				♦			♦
Town of Dauphin Island, Alabama ^[1]	1797	50,000	♦		♦	♦				♦	♦	♦	♦			♦
Hardin County, Texas ^[1]	1791	200,000	♦		♦		♦	♦	♦				♦			♦
City of Sugarland, Texas ^[1]	1791	125,000	♦		♦	♦	♦	♦	♦				♦			♦
City of Missouri City, Texas ^[1]	1791	97,238	♦		♦	♦	♦	♦	♦				♦			♦
HURRICANE GUSTAV – 2008																
EVENT TOTAL CUBIC YARDS OF DEBRIS – 968,727																
Terrebonne Parish, Louisiana ^[2]	1786	296,039	♦		♦	♦	♦	♦	♦		♦	♦	♦		♦	♦
St. Landry Parish, Louisiana ^[2]	1786	225,000	♦		♦	♦	♦	♦	♦		♦		♦			♦
Iberville Parish, Louisiana ^[2]	1786	179,185	♦		♦	♦	♦	♦	♦				♦			♦
City of New Orleans, Louisiana ^[2]	1786	136,559	♦		♦	♦	♦	♦	♦				♦			♦
City of Thibodaux, Louisiana ^[4]	1786	78,820	♦		♦	♦	♦	♦	♦				♦			♦
St John the Baptist Parish, Louisiana ^[1]	1786	53,124	♦		♦	♦	♦	♦	♦				♦			♦
HURRICANE DOLLY – 2008																
EVENT TOTAL CUBIC YARDS OF DEBRIS – 612,050																
Hidalgo County, Texas ^[1]	1780	310,585	♦	♦	♦	♦	♦	♦	♦				♦	♦		♦
Cameron County, Texas ^[2]	1780	301,465	♦	♦	♦	♦	♦	♦	♦				♦	♦		♦
IOWA FLOODING – 2008																
EVENT TOTAL CUBIC YARDS OF DEBRIS – 200,000																
City of Waterloo, Iowa ^[1]	1763	200,000	♦		♦		♦		♦				♦			
MIDWEST ICE STORM – 2007																
EVENT TOTAL CUBIC YARDS OF DEBRIS – 825,000																
City of Norman, Oklahoma ^[1]	1735	750,000	♦		♦	♦	♦	♦	♦		♦		♦		♦	♦
City of Webb City, Missouri ^[1]	1736	75,000	♦		♦		♦	♦	♦		♦		♦		♦	♦
MIDWEST ICE STORM – 2007																
EVENT TOTAL CUBIC YARDS OF DEBRIS – 2,101,539																
City of Springfield, Missouri ^[1]	1676	1,448,539	♦		♦	♦	♦	♦	♦		♦		♦		♦	♦
Greene County, Missouri ^[2]	1676	545,000	♦		♦	♦	♦	♦	♦		♦		♦		♦	♦
City of Lebanon, Missouri ^[2]	1676	108,000	♦		♦		♦	♦	♦		♦		♦		♦	♦
BUFFALO SNOW STORM – 2006																
EVENT TOTAL CUBIC YARDS OF DEBRIS – 1,386,000																
Town of Amherst, New York ^[2]	1655	800,000	♦		♦	♦	♦	♦	♦				♦			♦
Town of Tonawanda, New York ^[2]	1655	200,000	♦		♦	♦	♦	♦	♦				♦			♦
City of Lackawanna, New York ^[2]	1655	150,000						♦					♦			

Thompson Consulting Services

Staff Experience Matrix

Event/Client	FEMA-DR	Cubic Yardage	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 North Tonawanda, New York ^[2]	1655	100,000	♦		♦	♦	♦	♦	♦				♦			♦
Genesee County, New York ^[2]	1655	80,000	♦		♦	♦	♦	♦	♦				♦			♦
Erie County, New York ^[4]	1655	50,000	♦										♦			
Town of Alden, New York ^[4]	1655	6,000	♦										♦			
HURRICANE WILMA – 2005																
EVENT TOTAL CUBIC YARDS OF DEBRIS – 8,579,640																
Miami-Dade County, Florida ^[2]	1609	3,000,000	♦		♦		♦		♦				♦			♦
Collier County, Florida ^[4]	1609	932,000	♦										♦			♦
City of Ft. Lauderdale, Florida ^[2]	1609	901,000	♦		♦	♦	♦	♦	♦	♦		♦	♦	♦		♦
City of Hollywood, Florida ^[2]	1609	600,000	♦		♦	♦	♦	♦	♦				♦			♦
Town of Davie, Florida ^[4]	1609	593,789	♦										♦			♦
City of Boca Raton, Florida ^[4]	1609	574,200	♦										♦			♦
City of Plantation, Florida ^[4]	1609	366,551	♦										♦			♦
City of Parkland, Florida ^[4]	1609	244,910	♦										♦			♦
City of Weston, Florida ^[4]	1609	244,395	♦										♦			♦
City of Cooper City, Florida ^[4]	1609	217,464	♦										♦			♦
City of Coral Gables, Florida ^[4]	1609	213,947	♦										♦			♦
Broward County, Florida ^[4]	1609	204,105	♦										♦			♦
City of Sunrise ^[4]	1609	199,548	♦										♦			♦
City of Oakland Park, Florida ^[4]	1609	151,906	♦										♦			♦
City of Miami Beach, Florida ^[4]	1609	135,825	♦										♦			♦
HURRICANE KATRINA – 2005																
EVENT TOTAL CUBIC YARDS OF DEBRIS – 27,143,468																
Hancock County, Mississippi ^[4]	1604	5,773,291	♦										♦			♦
Jackson County, Mississippi ^[4]	1604	3,183,425	♦										♦			♦
City of Gulfport, Mississippi ^[1]	1604	2,600,000	♦	♦	♦	♦	♦	♦	♦		♦	♦	♦	♦	♦	♦
Forrest County, Mississippi ^[4]	1604	2,496,933	♦										♦			♦
Jones County, Mississippi ^[4]	1604	1,961,427	♦										♦			♦
Harrison County, Mississippi ^[1]	1604	1,850,000	♦		♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦
Lamar County, Mississippi ^[4]	1604	1,533,579														
City of Pass Christian, Mississippi ^[4]	1604	1,484,288	♦										♦			♦
City of Pascagoula, Mississippi ^[4]	1604	1,236,646	♦										♦			♦
Mobile County, Alabama	1605	789,658	♦		♦		♦	♦								
City of Mobile, Alabama	1605	728,469	♦		♦		♦	♦								
George County, Mississippi ^[4]	1604	651,359	♦										♦			♦
Perry County, Mississippi ^[4]	1604	550,967	♦										♦			♦
Walthall County, Mississippi ^[4]	1604	507,754	♦										♦			♦
City of New Orleans, Louisiana ^[2]	1603	401,238	♦	♦	♦		♦		♦		♦		♦	♦	♦	♦
Jefferson Parish, Louisiana ^[4]	1603	397,770	♦										♦			♦
City of Slidell, Louisiana ^[4]	1603	153,165	♦										♦			♦
City of Covington, Louisiana ^[4]	1603	143,919	♦										♦			♦
Lafourche Parish, Louisiana ^[4]	1603	134,384	♦										♦			♦
Jasper County, Mississippi	1604	131,251	♦		♦		♦	♦								
Town of Dauphin Island, Alabama	1605	94,037	♦		♦		♦	♦		♦		♦				
City of Prichard, Alabama	1605	70,445	♦		♦		♦	♦								
Clark County, Mississippi	1604	90,134	♦		♦		♦	♦								
City of Citronelle, Alabama	1605	48,423	♦		♦		♦	♦								
City of Saraland, Alabama	1605	44,419	♦		♦		♦	♦								
City of Satsuma, Alabama	1605	29,404	♦		♦		♦	♦								
Choctaw County, Alabama	1605	26,409	♦		♦		♦	♦								
City of Bayou Le Batre, Alabama	1605	18,336	♦		♦		♦	♦								
City of Creola, Alabama	1605	7,719	♦		♦		♦	♦								

Thompson Consulting Services

Staff Experience Matrix

Event/Client	FEMA-DR	Cubic Yardage	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	FEIMA Category A&B Reimbursement Support
City of Mt. Vernon, Alabama	1605	4,619	♦		♦		♦	♦								
HURRICANE RITA – 2005																
EVENT TOTAL CUBIC YARDS OF DEBRIS – 4,800,000																
Jefferson County, Texas ^[2]	1606	4,600,000	♦		♦		♦	♦	♦		♦		♦	♦		♦
Monroe County, Florida ^[2]	1602	200,000	♦	♦	♦		♦		♦	♦		♦	♦			♦
HURRICANE DENNIS – 2005																
EVENT TOTAL CUBIC YARDS OF DEBRIS – 3,600,000																
Santa Rosa County, Florida ^[1]	1595	2,000,000	♦		♦	♦	♦	♦	♦				♦	♦		♦
Escambia County, Florida ^[1]	1595	1,200,000	♦		♦	♦	♦	♦	♦				♦	♦		♦
City of Pensacola, Florida ^[1]	1595	400,000	♦		♦	♦	♦	♦	♦				♦	♦		♦
HURRICANE IVAN – 2004																
EVENT TOTAL CUBIC YARDS OF DEBRIS – 9,733,300																
Escambia County, Florida ^[2]	1551	7,681,500	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦		♦
City of Pensacola, Florida ^[1]	1551	1,343,000	♦		♦	♦	♦	♦	♦		♦		♦	♦		♦
Florida Dept. of Transportation ^[1]	1551	708,800	♦		♦		♦		♦				♦			
HURRICANE FRANCES – 2004																
EVENT TOTAL CUBIC YARDS OF DEBRIS – 200,000																
City of Boca Raton, Florida ^[1]	1545	200,000	♦		♦		♦						♦			♦
HURRICANE CHARLEY – 2004																
EVENT TOTAL CUBIC YARDS OF DEBRIS – 3,883,434																
Charlotte County, Florida ^[4]	1539	1,870,669	♦										♦			♦
City of Orlando, Florida ^[2]	1539	1,035,500	♦		♦	♦	♦	♦	♦				♦			
Orange County, Florida ^[4]	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.

EXHIBIT 5B.2

KEY PERSONNEL RESUMES

Jon M. Hoyle

President

FIRM

Thompson Consulting Services
1135 Townpark Avenue, Suite 2101
Lake Mary, FL 32746

EDUCATION

BA: International Relations
MBA: Management and Finance

EXPERIENCE

13 years

PROGAM 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

Experience and Qualifications

Mr. Hoyle has thirteen 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 65 projects under contracts that total over \$1 Billion in grant administration and recovery efforts that required the mobilization of over 5,000 field and professional personnel over the past 9 years

Project Experience

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, Sever 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 generated widespread vegetative disaster debris. Thompson was activated by the South Carolina Department of Transpiration (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 it's 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. 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 Guntersville, Buck's Pocket, and Morgan's Cove State Parks following the crippling tornados of April 2011. The camp grounds 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 Consulting Services (Thompson) was selected by Calhoun County (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.

Previous Employment Experience

Science Applications International Corporation (SAIC), Maitland, FL, 2009-2011 – Mr. Hoyle served as the Director of the Financial Recovery Services Division. His responsibilities included:

- Managed \$11.5-million division that provides consultancy with grant application, administration and program management services (founded and grew from inception)
- Directly oversaw division business development team to manage CRM pipeline of \$20-million
- Senior oversight of project delivery including design of standard operating procedures and project deliverable guidelines
- Member of the Senior Management Team that provided company business planning including the development of budgets, strategy, tactics, goals, and business initiatives

Beck Disaster Recovery (BDR), Maitland, FL, 2005-2009 – Mr. Hoyle was a company co-founder, owner and managing principal of the Response and Recovery Services division. As a Vice President of BDR, his responsibilities included:

- Managed project delivery for \$150-million of consulting services during four-year period, including projects with Cities of Houston, New Orleans, Orlando and Miami
- Created Financial Recovery Services division to meet company objective of diversifying revenues to provide financial stability (revenue of \$3-million during first year of operation)

R.W. Beck, Orlando, FL, 2003-2005 – Mr. Hoyle served as a Consultant for R.W. Beck. His responsibilities included:

- Solid waste rate design and review to include contested rate hearings with private sector service providers
- Utility operational efficiency studies to include time and motion, process design, work flow, etc.
- Develop and design utility rates and impact fee models and studies



Nathaniel T. Counsell

Vice President

FIRM

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EDUCATION

BA: Economics
MBA: International Business

EXPERIENCE

12 years

PROGAM 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

Experience and Qualifications

Mr. Counsell has twelve years of experience providing management and oversight for disaster response and recovery efforts throughout the United States. He has managed 60 projects under contracts that total over \$1 Billion in recovery efforts that required the mobilization of over 5,000 field and professional personnel.

Project Experience

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 is serving 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.

Clark County, Indiana, Tornado Recovery and Debris Removal, 2012 – Mr. Counsell served as Principal in Charge for the debris removal efforts in Clark County, Indiana following severe storms with tornadoes events. He worked with the County and FEMA throughout the project to ensure compliance with federal regulations and to maximize reimbursement funding.

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.

Cedar Rapids, Iowa, FEMA Funded Demolition Sinclair Meatpacking Plant, 2010-2011 – Between 2010 and 2011, Mr. Counsell served as the Principal in Charge for the FEMA funded demolition of the historic Sinclair Meatpacking Plant located on the Cedar River in Cedar Rapids, IA. At the time the largest FEMA funded commercial demolition in the Country, the project required the administration and implementation of over \$5 million FEMA PA funds.

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.

Previous Employment Experience

Science Applications International Corporation (SAIC), Maitland, FL, 2009-2011 – Mr. Counsell served as the Director of the Response and Recovery Services Division. His responsibilities included:

- Management of a \$25-million division that provides debris monitoring, grant management and implementation, and housing program management services (founded and grew from inception) to over 200 state and local government agencies throughout the United States
- Directed a national business development team to manage CRM pipeline of \$3-million annual non-disaster related contract opportunities
- Provided senior oversight on project delivery including design of standard and customized operating procedures, project deliverable guidelines, training materials, sub-contracts, and fraud prevention
- Member of the Senior Management Team that provided company business planning including the development of budgets, strategy, tactics, goals, and business initiatives

Beck Disaster Recovery (BDR), Maitland, FL, 2005-2009 – Mr. Counsell was a company co-founder, owner and managing principal of the Program Management Services division. As a Vice President of BDR, his responsibilities included:

- Managed business development, client capture, and project delivery for \$150-million of program management services during 4 year period, including projects with the cities of New Orleans, Pensacola, Orlando, and Fort Lauderdale, and multiple projects in the states of New York, Missouri, Florida, Mississippi, Louisiana, and Texas
- Designed and implemented multiple large scale housing and private property assistance programs in Florida and Louisiana



Eric Harrison

Post-event Operations Practice Manager

FIRM

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EDUCATION

BS: Electronic Engineering Technology
Graduate Certificate: Geographic Information Science

EXPERIENCE

12 years

PROGAM EXPERIENCE

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

Experience and Qualifications

Mr. Harrison has twelve years of experience assisting communities with disaster response and recovery efforts throughout the United States. He has lead 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. Utilizing his extensive knowledge and experience with debris removal programs, Mr. Harrison has been a major innovator in the development of the TDMSmobile solution and the configuration of electronic debris removal program documentation. He is also responsible for training field management staff on the capabilities and use of ADMS.

Project Experience

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. Harrison served on the Thompson management team responsible overseeing operations, staffing and controls on all active projects including the mobilization and demobilization of staff and resources throughout the State.

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 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 is scheduled to monitor, document, and substantiate 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. Mr. Harrison was responsible for the deployment and project specific configuration of handheld devices to each activated contract. The effort documented and substantiated the removal of nearly 100,000 cubic yards of debris in less than 45 days.

Clark County, Indiana, Tornado Recovery Operations, 2012 – Mr. Harrison served as the operations manager for Clark County's Tornado recovery efforts. He assisted the County in initiating its 70 hour push and right-of-way (ROW) debris removal operation. Using GIS, he assisted in tracking right-of-entry approvals for the NRCS funded waterway debris removal which he



later managed with TDMSweb. He also used GIS to assist the County in identifying critical debris removal areas and set up zones to make the ROW program progress quickly and efficiently.

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.

Green County, Missouri, Snow/Ice Storm Recovery Program Management, 2007 – Mr. Harrison was part of a critical management team mobilized to begin the disaster debris removal and clean-up program after a devastating ice storm swept through Green County, MO. Mr. Harrison served as the leaner/hanger operations manager and was responsible for overseeing the removal of 53,856 trees with hangers and 409 leaning trees on behalf of the County.

Town of North Tonawanda, New York, Snow/Ice Storm Recovery Program Management, 2006 – Mr. Harrison served as the operations manager for the Town of North Tonawanda's snow storm recovery efforts. He assisted the Town in initiating its right-of-

way (ROW) debris removal operation and ROW leaner and hanger removal program. He worked closely with the Town to identify critical debris removal areas and earmark hazardous trees and hanging limbs for removal from over 14,000 eligible trees.

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.

Hurricane Deployment, Hurricane Rita, Texas, 2005 – Mr. Harrison was a part of the response team and served as the operations manager to provide immediate on-site assistance of disaster recovery management and storm debris clean-up monitoring services to aid the city of Beaumont and Port Arthur Texas.

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 and 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



Ryan Kelley

Debris Management Program Specialist/Recruiter

FIRM

Thompson Consulting Services
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EDUCATION

BA: Marketing

EXPERIENCE

12 years

PROGAM EXPERIENCE

- FEMA Public Assistance Emergency Work (Categories A-B)
- FEMA Programs Staff Placement
- Disaster Recovery Program Recruiting
- Disaster Recovery Program Staff Augmentation

Experience and Qualifications

Mr. Kelley has twelve years of experience providing professional recruiting and staff augmentation services to assist disaster recovery companies and state and local government agencies with properly staffing large scale disaster recovery operations with the appropriate level of qualified man-power. Mr. Kelley has also managed several large scale debris monitoring operations in Florida, Texas, and South Carolina.

Project Experience

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. Kelley managed the recruiting and staffing requirements of all of the projects, which included onboarding over 80 local debris monitors across the 11 counties.

Tennessee Regional Winter Storm Response, 2015 – Mr. Kelley served as a recruiting and staffing specialist for the debris monitoring effort in Putnam, Overton and Fentress Counties in Tennessee. Mr. Kelley ensured local hires to serve as debris monitors were residents of the impacted Counties and qualified for the position. The effort included monitoring, documenting, and substantiating FEMA reimbursement for right-of-way vegetative debris removal, as well as and monitoring the removal of hazardous leaning trees and hanging limbs.

Alabama Regional Tornado Response following severe weather outbreak, 2014 – Following a severe weather outbreak just outside of Birmingham, AL in 2014, Mr. Kelley provided professional recruiting, staff augmentation, and field operations management support for the Cities of Graysville, Adamsville, and Kimberly, Alabama. In total, Mr. Kelley recruited and on-boarded over 40 monitors to document and substantiate the removal of over 120,000 cubic yards of tornado debris. Mr. Kelley worked closely with City leaders to help ensure that local residents impacted by the storm had an opportunity to fill temporary monitor positions and make a meaningful contribution to the recovery effort.

South Carolina Regional Response following severe Winter Storm Pax, 2014 – Winter Storm Pax blanketed an 18 County area in South Carolina with over 1.5" of ice and generated widespread vegetative debris. Mr. Kelley provided professional recruiting, staff augmentation, and field operations management support for a six county area on behalf of the South Carolina Department of Transportation. In addition, Mr. Kelley provided professional recruiting and staff augmentation support for Thompson efforts in Williamsburg, Georgetown, Marion, Aiken, and Allendale Counties. This state-wide effort including the onboarding and training of nearly 600 monitors.

Galveston County/Bolivar, Texas, ROW Debris Removal and Specialized PPDR Programs Following Hurricane Ike, 2008-2009 – Mr. Kelley served as a recruiting and staffing specialist for Galveston County, including the Bolivar Peninsula and eleven cities within the County following Hurricane Ike. Mr. Kelley supported disaster debris removal programs with the appropriate levels of qualified manpower. The large scale effort included many specialized programs, including 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.

City of Beaumont, TX, Hurricane Debris Removal Monitoring – In 2008, Mr. Kelley served as a recruiting and staffing specialist on the City of Beaumont debris monitoring effort. The effort included monitoring, documenting, and substantiating FEMA reimbursement for Right-of-Way vegetative debris removal, as well as and monitoring the removal of



debris fields created by storm surge, as well as inland waterway debris removal and oversight of the leaning tree, hanging limbs, and hazardous stump removal program.

City of Houston, TX, Hurricane Debris Removal

Monitoring – In 2008, Mr. Kelley served as a recruiting and staffing specialist on the City of Houston debris monitoring effort.

Seminole County, FL, Hurricane Debris Removal

Monitoring - In 2004 following Hurricane Charley, Mr. Kelley served as a recruiting and staffing specialist on the Seminole County debris monitoring effort.



Corey Thomas

Senior Grants Management Consultant

FIRM

Thompson Consulting Services
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Lake Mary, FL 32746

EDUCATION

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

EXPERIENCE

8 years

PROGAM 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

Experience and Qualifications

Mr. Thomas has eight 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

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 includes 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.

Town of Babylon, NY, FEMA Public Assistance Consulting, Hurricane Sandy, 2012-2013 – The Town of Babylon, located on the south shore of Long Island, suffered severe damage and large amounts of vegetative and C&D debris following Hurricane Sandy. Mr. Thomas was able to quickly and accurately prepare large project Category A PW's valued at \$5.5 million. All PWs were approved in their entirety, and funded as part of the State's first round of reimbursement for Sandy.

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.

State of South Dakota, FEMA Public Assistance Grant Closeout, Severe Winter Storms, 2011 – Mr. Thomas served as project manager overseeing the FEMA PA grant closeout for seven disasters declared in the State of South Dakota in 2010. Mr. Thomas performed project worksheet review and generation which will assist the State in obtaining an estimated \$90 million in FEMA PA grant funds.

City of Houston, Texas, Financial Recovery and Grant Management, Hurricane Ike, 2011 – The City of Houston suffered over \$1 billion of damages as a result of Hurricane Ike. Mr. Thomas assisted the City in the preparation of large project PW documentation and closeout of large projects valued at over \$150 million.

As a result, the City received millions of dollars in additional funding not originally included in the FEMA PWs. Additionally; the City was prepared for an expedited grant closeout and audit process.

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.

Hidalgo and Cameron County, Texas, FEMA Public Assistance Consulting, Hurricane Alex, 2010 – South Texas and the Rio Grande Valley area experienced prolonged flooding following Hurricane Alex. Mr. Thomas assisted with identifying eligible FEMA PA projects and prepared all PWs on behalf of the County. The County received 100% approval of submitted PWs and began receiving funds within 30 days of project completion.

Professional Training Courses

- 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



Nicole S. Counsell

Grants Management & Disaster Recovery Consultant

FIRM

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EDUCATION

BA: Psychology and Spanish

EXPERIENCE

9 years

PROGAM EXPERIENCE

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

Experience and Qualifications

Ms. Counsell has nine 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

City of Daytona Beach, Florida, Disaster Debris Management Plan Update, 2015 – Ms. Counsell 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. Counsell 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. Counsell reviewed debris management site options throughout the Region.

South Carolina Department of Transportation (SCDOT), Winter Storm Pax Recovery Operations, 2014 – Ms. Counsell 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. Counsell is currently serving as operations manager for debris removal monitoring operations 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 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. Counsell 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. Counsell 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. Counsell served as Grant Management Specialist for the final reconciliation of expenditures to grant funds received for Hurricane Ike bridge and facility replacements. Ms. Counsell 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. Counsell 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. Counsell 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.

Clark County, Indiana, Severe Storm and Tornado Recovery Operations, 2012 – Ms. Counsell served as the Project Manager for Clark County following the March 2nd severe weather and tornado event that forged a 17 mile path, downed power lines and trees, destroyed hundreds of residential homes, damaged critical infrastructure, and filled over 40,000 LF of creek with vegetative and C&D debris. Ms. Counsell assisted the County with NRCS program implementation, ROW debris removal, and Severely Damaged Structure Assessments.

City of Tuscaloosa, Alabama, Severe Storms, Tornadoes, Straight-line Winds, and Flooding, 2011 – Ms. Counsell 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.

City of Galveston, Texas, Community Development Block Grant (CDBG) Administration, 2011 – Ms. Counsell served as Financial Recovery Specialist for the administration of \$106 million in Housing and Urban Development (HUD) non-housing CDBG funds for the City. At this capacity, Ms. Counsell coordinated with HUD, and the Texas Department of Rural Affairs and provided guidance to the City to ensure that the program was properly documented and administered in compliance with statutory regulations and program guidelines. In addition, Ms. Counsell assisted the City with the development of contracts, procurement documentation, and comparison of data for federal reimbursement.

Escambia County, Florida, BP Deepwater Horizon Oil Spill Response, 2010 – Ms. Counsell 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. Counsell 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. Counsell 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. Counsell 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. Counsell served as the Project Manager for Galveston County, including the Bolivar Peninsula and eleven cities within the County following Hurricane Ike. Ms. Counsell 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 and Certifications

- HAZWOPER 40 hour certification
- OSHA 30 hour certification
- ISO 9000
- Applying for Federal Grants and Cooperative Agreements Certificate
- Managing Federal Grants and Cooperative Agreements for Recipients Certificate
- FEMA IS 001 – Emergency Manager Orientation
- FEMA IS 230 – Principles of Emergency Management
- FEMA IS 292 – Disaster Basics
- FEMA IS 631 – Public Assistance Operations
- FEMA IS 700.a – National Incident Management System (NIMS) An Introduction
- FEMA IS-5.a – An Introduction to Hazardous Materials
- Drug Screen Collection Certification
- First Aid, CPR and AED Certification



Daniel M. Gardner

Data & Program Manager

FIRM

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EDUCATION

BSBA: Management Information Systems
MBA: Finance and Management

EXPERIENCE

8 years

PROGAM EXPERIENCE

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

Experience and Qualifications

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. He provides QA/QC oversight throughout project and program implementation and is intimately familiar with such activities as application development, public outreach, environmental review, vendor procurement, project and process monitoring, invoice reconciliation, project closeout and program audits.

Mr. Gardner has assisted clients navigate 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

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 ticket data and produced customized, real-time reports for the counties.

Putnam, Fentress and Overton Counties, Tennessee, Sever 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 customized reports for the Counties. 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 supervised the Thompson data management team responsible for validation and reporting of all project data. He also worked with the various debris haulers to reconcile invoice data for payment recommendations. 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.

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.

Clark County, Indiana, Disaster Debris Monitoring and Data Management, 2012 – In March 2012, tornadoes impacted Clark County and damaged much of the County's infrastructure and residential homes. Mr. Gardner monitored data collection and developed the daily debris and financial report presented to County staff. He also assisted with the reconciliation of all contractor invoices and prepared payment recommendations to the County.

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.

City of Galveston, Texas, CDBG DR Round 2 Application Development, 2010 – In order to help communities continue to recover from the devastation of Hurricane Ike (2008), the State of Texas provided several rounds of funding through the CDBG Disaster Recovery Program. Mr. Gardner assisted the City of Galveston with the development of their CDBG DR Round 2 Phase 1 application for Roadway and Associated Underground Utility Repair. The project was approved by the State and the City is awaiting receipt of approximately \$26 million in order to begin the reconstruction.

City of Galveston, Texas, CDBG DR Round 1 Administration, 2009 – The City of Galveston was the epicenter of Hurricane Ike's landfall in September 2008 and suffered massive damage as a result. As program

manager, Mr. Gardner managed the administration of approximately \$107 million in CDBG Disaster Recovery funding and assisted City staff coordinate all grant activities for infrastructure projects including a business economic recovery loan program and the reconstruction of the City's Main Wastewater Treatment Plant (estimated at \$70 million). He was in charge of program design and oversight, as well as ensuring all day to day activities were carried out according to federal, state and local regulations.

Texas Department of Transportation, Public Assistance Administration, 2009 – Mr. Gardner assisted the Texas Department of Transportation recover eligible costs for disaster clean up across several Texas counties following Hurricane Ike. He assisted with the development and submission of FEMA Project Worksheets (PWs) for multiple categories of work.

Training and Certifications

- Homeland Security Exercise and Evaluation Program (HSEEP)
- FEMA IS-100a: Introduction to the Incident Command System
- FEMA IS-100PWb: Introduction to the Incident Command System for Public Works
- 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-393a: Introduction to Hazard Mitigation
- FEMA IS-631: Public Assistance Operations
- FEMA IS-632: Introduction to Debris Operations in FEMA's PA Program
- FEMA IS-700a: National Incident Management System (NIMS) An Introduction
- FEMA IS-800b: National Response Framework An Introduction
- FEMA IS-922: Applications of GIS for Emergency Management



Wesley Holden

Director of Data Operations

FIRM

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EDUCATION

BS: Management Information Systems

EXPERIENCE

13 years

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

Experience and Qualifications

Mr. Holden has thirteen 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

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, TDMS*mobile* 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, TDMS*mobile*. Overall Thompson deployed 450 units to documents 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), TDMS*mobile*, 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.

Alabama Tornadoes, Data Management, 2011 – Mr. Holden managed a data management operation responsible for scanning, inputting, mapping, tracking and reporting the quantities of debris removed and disposed by various contractors throughout the State of Alabama.

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.

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



Gary Brooks

Operations Manager / Field Monitor Supervisor

FIRM

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MILITARY EXPERIENCE

United States Marine Corps

EXPERIENCE

12 years

PROGAM EXPERIENCE

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

Experience and Qualifications

Mr. Brooks has twelve 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

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 is performing 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.

Williamsburg County, South Carolina, Winter Storm Pax Recovery Operations, 2014 – Mr. Brooks served as the operations manager for debris removal monitoring operations 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, hangers on County maintained roadways.

Iberville Parish, Louisiana, Hurricane Isaac Recovery, Waterway Debris Removal Monitoring, 2013 – Mr. Brooks served as operations manager and field supervisor overseeing the debris removal monitoring effort in various Parish waterways. The debris congestion in the waterways was remaining from the impacts of Hurricane Isaac.

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's 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, 3 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.



Keith Forrester

Field Operations Manager

FIRM

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EDUCATION

BA: Marketing and Management

EXPERIENCE

12 years

PROGAM EXPERIENCE

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

Experience and Qualifications

Mr. Forrester has twelve 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. Forrester has worked extensively on Leaner, Hanger, and Stump Removal programs in some of the largest parks impacted by debris generating events in the last decade, including programs in Alabama, Arkansas, Missouri, and Texas. Mr. Forrester has extensive knowledge in ADMS hardware, software, and communications infrastructure and has overseen day-to-day ADMS project operations and reporting in recent activations including Hurricanes Isaac and Sandy.

Project Experience

Fentress County, Tennessee, Severe Winter Storm Recovery Operations, 2015 – Mr. Forrester is currently serving as the operations manager overseeing day-to-day debris removal monitoring operations throughout Fentress County. The County is performing both hazardous tree and limb removal as well as right-of-way (ROW) collection programs on County maintained roadways.

Hurricane Deployment, Hurricane Sandy, New York, 2012 – Mr. Forrester served as an operations manager for debris removal monitoring efforts on behalf of Babylon, New York following Hurricane Sandy. Keith

oversaw truck certification, monitor onboarding and badge distribution, right-of-way collection and tree work using ADMS and TDMSweb. Keith performed QA/QC and on-site training for monitors utilizing ADMS handheld devices in the field.

Terrebonne Parish, LA, Hurricane Recovery Operations 2012

– Mr. Forrester served as an operations manager for debris removal monitoring efforts on behalf of Terrebonne Parish following the landfall of Hurricane Irene. He was in charge of overseeing day-to-day operations for all ADMS monitoring projects including handheld deployment, truck certification, monitor intake and badge distribution, emergency road clearance and debris removal operations and right-of-way collection of over 56,000 CY of vegetative and construction and demolition (C&D) debris throughout the affected areas. Mr. Forrester was also responsible for assisting for generating reports on TDMSweb for daily distribution to project stakeholders.

Virginia Department of Transportation (VDOT), Hurricane Recovery Operations, Hurricane Irene, 2011

– Mr. Forrester served as field supervisor overseeing disaster debris removal operations in the several different residencies across the eastern part of Virginia. He was also responsible for the supervision of 5 – 20+ collection monitors daily. In total, the recovery efforts included the collection and removal of over 450,000 cubic yards of debris which was tracked and managed with TDMSweb.

Alabama Department of Conservation and Natural Resources, Tornado Debris Removal Monitoring – The devastating tornados in the spring of 2011 ripped through the State of Alabama and ravaged two of the state parks. Mr. Forrester served as the field project manager to monitor the removal and reduction of thousands of damaged trees in compliance with FEMA 325 and 327 guidelines. Mr. Forrester managed all tree work documentation with TDMSweb and was responsible for daily distribution of progress maps and project financial reporting.

Arkansas Game and Fish Commission, Ice Storm

Debris Removal Monitoring – Mr. Forrester served as a field supervisor on state debris removal program to remove hazardous trees and hanging limbs from State parks and hunting grounds damaged by an ice storm.



Mr. Forrester's team monitored debris removal in adverse outdoor conditions and ensured that the Global Position System (GPS) coordinates, electronic photographs, and field documentation were properly maintained to substantiate FEMA Category A reimbursement.

City of Beaumont, TX, Hurricane Debris Removal

Monitoring – In 2008, Mr. Forrester served as a field project manager on the City of Beaumont debris monitoring effort. In addition to monitoring, documenting, and substantiating FEMA reimbursement for Right-of-Way vegetative debris removal, Mr. Forrester also managed and monitored the removal of debris fields created by storm surge, as well as inland waterway debris removal and oversight of the leaning tree, hanging limbs, and hazardous stump removal program.

City of Springfield, MO, Ice Storm Debris Removal

Monitoring – Following the devastating impact that a large ice storm made on Oklahoma and Missouri, Mr. Forrester served as the field operations manager for the City of Springfield's debris removal monitoring program. Mr. Forrester's field team monitored and documented the removal of over 1,000,000 cubic yards of vegetative storm debris and worked with the City, State, and FEMA to address many unique challenges, including a parks debris, damaged tree, and hanging limb removal program in compliance with newly issued FEMA Disaster Specific Guidance.



Raul Cardenas

Field Operations Supervisor

FIRM

Thompson Consulting Services
1135 Townpark Avenue, Suite 2101
Lake Mary, FL 32746

EXPERIENCE

11 years

PROGAM EXPERIENCE

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

Experience and Qualifications

Mr. Cardenas has eleven 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

South Carolina Department of Transportation, Dorchester and Berkeley Counties, South Carolina, Severe Flooding Recovery Operations, 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 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 and 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



Jeff Hollis

Field Operations Supervisor

FIRM

Thompson Consulting Services
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Lake Mary, FL 32746

EXPERIENCE

11 years

PROGAM EXPERIENCE

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

Experience and Qualifications

Mr. Hollis has eleven 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

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. In addition, nearly 34,000 hazardous trees were addressed.

Harris County, TX, Hurricane Debris Removal Monitoring, 2008 – In 2008, Mr. Hollis served as a field operation 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. Newton was responsible for ensuring that each FEMA eligible property had been properly condemned, posted, and decommissioned prior to being demolished. In addition, Mr. Newton 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 – Following the devastating impact that Hurricane Ivan made on Escambia County, 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 and Certifications

- OSHA 29 CFR 1910.120 40-Hour HAZWOPER Training
- OSHA 29 CFR 1910.120 8-Hour Refresher Trainings



CHAPTER 5-C

APPROACH - TECHNICAL RESPONSE

Project Understanding

The City of Delray Beach, Florida (City) is located in Palm Beach County along the southeast Florida Atlantic Coast. The City encompasses a land area of 15.8 square miles on the Atlantic Ocean and has a population of approximately 50,522 citizens. As evidenced by Hurricanes Katrina and Wilma in 2005, and numerous near-misses over of the last decade, the City is highly vulnerable to the impacts of debris-generating disasters such as hurricanes, severe weather, flooding, and tornadoes. The City maintains a constant, high level of readiness to respond to a variety of hazards that may impact its citizens. Consequently, the City is seeking proposals from qualified consultants to provide debris removal monitoring support on a stand-by, as needed basis to comply with the following agency grant programs and requirements:

- Federal Emergency Management Agency (FEMA) Public Assistance (PA)
- Federal Highway Administration (FHWA) Emergency Relief (ER)
- Florida Division of Emergency Management (FDEM)
- US Department of Agriculture (USDA) Natural Resource Conservation Service (NRCS)
- US Department of Housing and Urban Development (HUD)
- US Fish and Wildlife
- All other applicable state and local ordinances

Thompson has the expertise, resources and local knowledge to be extremely responsive to the City before, during and after a disaster debris-generating incident. *Thompson currently serves as the Palm Beach County Solid Waste Authority's stand-by debris monitoring contractor and has participated in preparedness meetings with the County each year; we understand the County's response plan and will assist the City in implementing a coordinated disaster debris removal operation.*

Disaster Debris Forecasting

Estimation Methodology

With experience assisting local governments in disaster response and recovery for a variety of events, ranging from the most costly hurricanes in our nation's history to relatively smaller disasters including minor storms and localized flooding, Thompson has recognized that responsiveness and adaptability are critical to success. Thompson stands ready to serve the City in any capacity. Our approach to services can be transformed to fit a particular task or event in effort to best meet the City's recovery goals by taking the most efficient and cost-effective actions.

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 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 flyovers are important because they provide Thompson with the ability to gage 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.

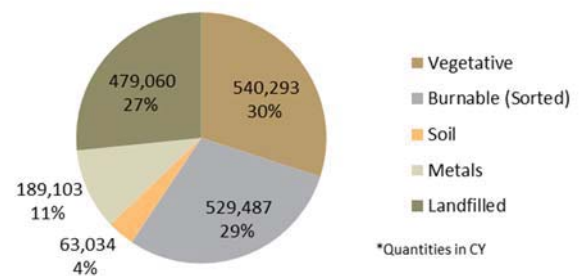
Forecasted Debris Types

Debris types from disaster events may include items such as vegetative debris, construction and demolition debris, household appliances, household furnishings, sediment, sand, household hazardous wastes, and vehicles. This debris may have to be removed from a variety of physical environments, including on and near roadways, underwater in canals and lakes, or even hanging in large trees. Debris types, volumes and locations can require many different removal and disposal techniques. Based on the debris model for a strong Category 3 Hurricane, Table 1 and Figure 1 below provide a breakdown of the anticipated debris types by cubic yard.

Table 1: Projected Debris Type Breakdown

Debris Type	Estimated CY
Vegetative	
Clean Woody	540,293 CY
Mixed Construction and Demolition (C&D)	
Burnable (sorted)	529,487 CY
Soil	63,034 CY
Metals	189,103 CY
Landfilled	479,060 CY
Total CY of Debris	1,800,978 CY

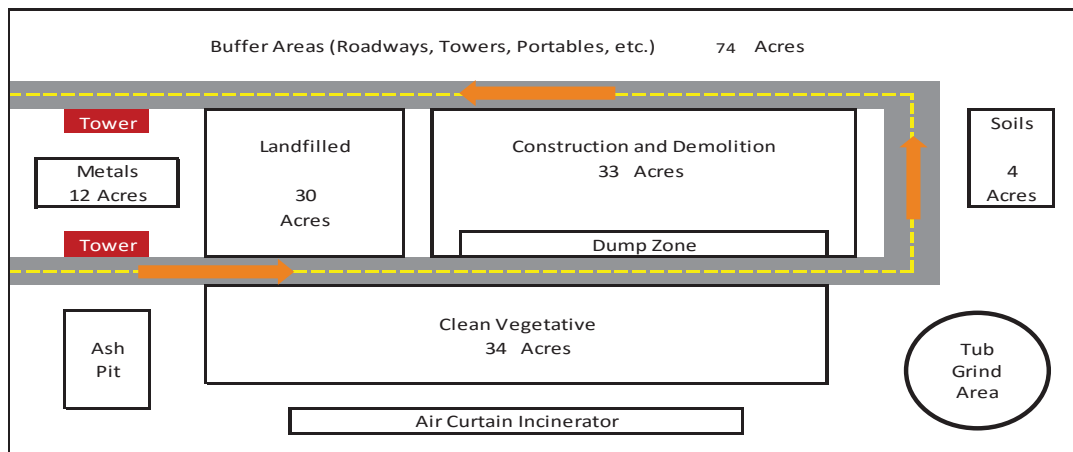
Figure 1: Projected Debris Type Breakdown



Based on the projected debris quantities and types, the estimated debris management and storage site requirements are included in Figure 2.

Figure 2: Estimated Debris Management and Storage Site Requirements

Total Debris Acres Required: **112 Acres** Total Debris and Site Requirements: **185 Acres**
 * Assumes 10 foot pile height * Includes buffer space for debris management site



Acreage totals are for all debris management sites

Resource Estimates

The total amount of debris generated by any particular disaster will depend on the location and type of event experienced, as well as its severity, duration, and intensity. Thompson understands that the crew numbers and subsequent monitor requirements are subject to change based on the actual incident. We have developed this estimate to demonstrate to the City that we have the capacity and experience to develop a flexible, scalable staffing plan that addresses the City's needs. For planning purposes, the table below summarizes the impacts that various hurricane categories could have on the City:

Table 2: Disaster Impact and Resource Estimates

Description	Category 1	Category 2	Category 3
Total Debris	138,537 CY	554,147 CY	1,800,978 CY
Avg Daily ROW Crew/Monitor/ADMS Requirement	6-8	15-18	33-36
Avg Daily DMS Monitor/ADMS Requirement	2	2-3	4-5
Required Land Area for DMS	14 Acres	57 Acres	185 Acres
Est Time to Complete Debris Removal	30 Days	60 Days	90 Days
Load Transactions	3,463	13,854	45,024
Unit Rate Transactions	2,771	11,083	36,020

Debris Collection Strategy

While the modeling and results presented herein are based on an unknown and hypothetical event, following an actual event Thompson would model the storm characteristics taking into account our understanding of impacts caused by historical storm events, to assist the City with developing strategies for debris collection. It may be determined that the City has the capability to perform debris removal with in-house staff and equipment following smaller incidents such as severe storms or local flooding. For more significant disaster debris events, the City may elect to engage its contracted forces for debris removal and monitoring. Regardless of which approach the City takes following a debris generating incident, the Debris Collection Strategy will be scalable to the size of incident and resources necessary and will include the following elements:

- Anticipated events and assumptions
- An anticipated scope of work based on the debris forecasting developed
- Anticipated debris streams and debris programs
- An overview of the use of City force account labor to perform debris removal operations
- Specialized debris programs
- Debris removal from gated communities and private property
- Monitoring of debris operations
- Health and safety requirements
- Environmental considerations
- Debris collection zone maps with road designations (City/County/FDOT)
- Action items checklists for preparedness, response, and recovery operations
- A public information strategy with draft press releases

Project Execution Utilizing Automated Debris Management System

Thompson will execute the proposed tasks described below with our ADMS hardware and software system, Thompson Data Management Suite (TDMS). TDMS has been successfully deployed over the past four (4) years and utilized by the South Carolina Department of Transportation (SCDOT), as well as for county, parish, and municipal clients in Louisiana, Alabama, South Carolina, and New York to electronically document debris removal, hazardous tree work, vehicle recovery, and private property debris removal.

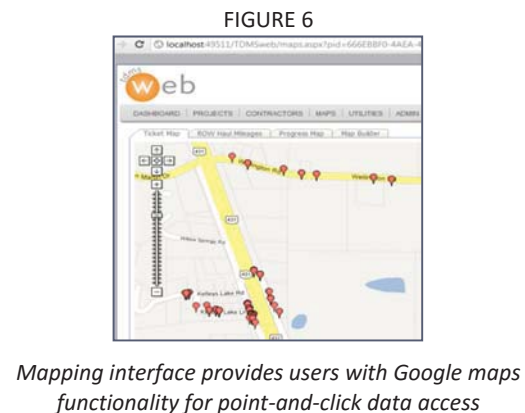
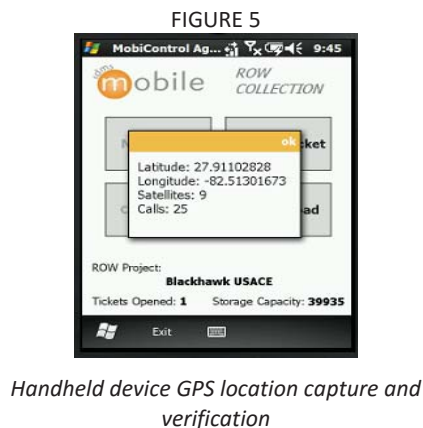
TDMS is a collection of hardware, software and communications infrastructure for the management of data and documents related to disaster recovery. The TDMS collection includes our hardware solution or handheld device, *TDMSmobile*, which allows us to capture data in the field and provide near real-time analysis through our software solution, *TDMSweb*, which is a variety of web –based software applications that serve as the backbone for data storage and management. The *TDMSmobile* solution meets the USACE ACI standard for ADMS and is configured to document a variety of debris removal activities and programs including the following:

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

Figures 1 - 4 provide graphical depictions of the *TDMSmobile* solution and its components.



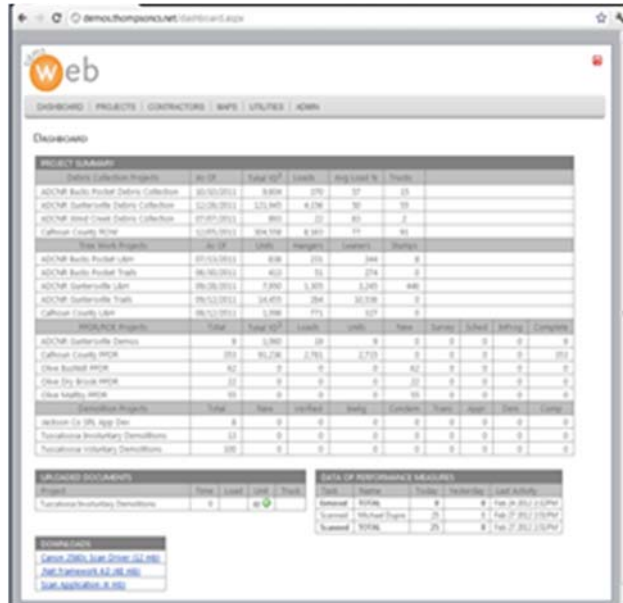
TDMSmobile provides enhanced quality control through geofencing, geocoding, and location verification. The handheld device and system have configurable security settings to protect use and data. Specified locations, such as debris pickup and disposal sites, are captured by the GPS capabilities of the handheld and verified in the web-based system. This enhanced level of accuracy and corroboration increases the efficiency and production of debris removal operations. To date we have observed cost savings to our clients ranging from 20 – 30 percent with the use of our ADMS solution. Figures 5 and 6 provide an example of the interface between *TDMSmobile* and *TDMSweb*.



TDMSweb a web based application that servers as the backbone of the TDMS for storage and data management while providing access to viewing, querying, sorting, reporting, mapping and managing

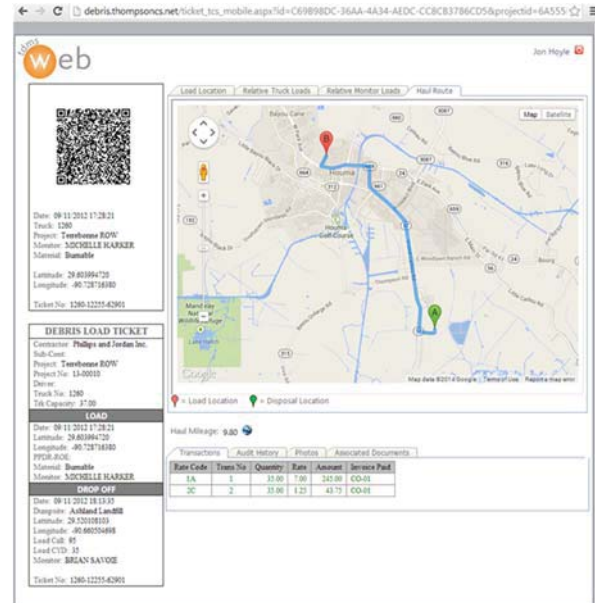
project related data and documents. In addition, Thompson is able to control access to TDMSweb and what permissions (read, read/write, etc.) users have through credentialing. The following figures (7 to 10) provide graphical highlights and depictions of TDMSweb and its components.

FIGURE 7



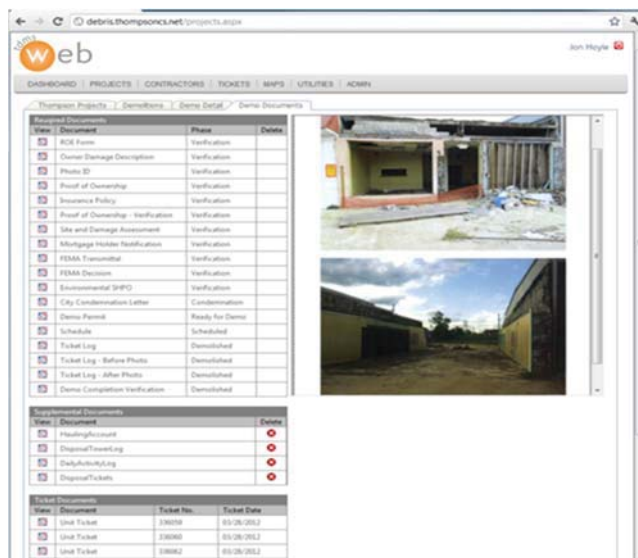
TDMSweb dashboard displays summary project statistics online with the ability to drill down to varying levels of detail.

FIGURE 8



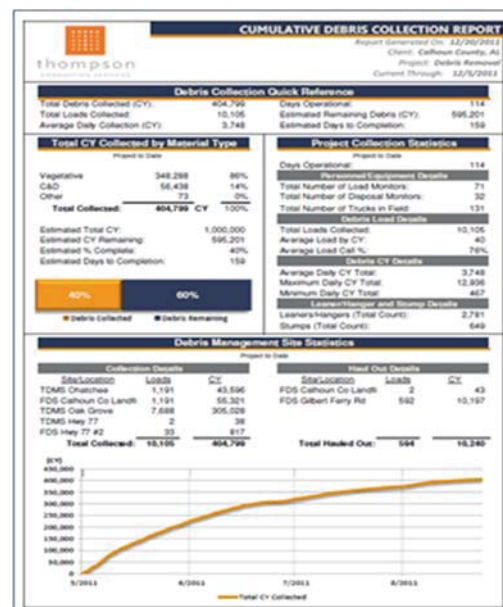
More accurate and efficient collection of field data provides for near real time data analysis and review.

FIGURE 9



TDMSweb system allows Thompson to electronically manage a variety of client debris removal programs such as, ROW, ROE, blue roof and demolition, including photographs, field forms, logs, transmittals, etc.

FIGURE 10



TDMSweb generates various project reporting documents, such as daily reports and financial summary logs.

TDMS was designed with over 50 years and \$2.5 billion of industry knowledge and experience. 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.

Technical Approach

Thompson has functionally organized its technical approach 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 City's debris recovery effort based on the unique challenges of the City's specific future disaster. Our tasks and task approach can be modified and scalable to address both large and small scale events and our mobilization times can be either compressed or extended based on the needs of the City and the public.

Table 3: Mobilization Method and Approach

Task / Mobilization Time	Description
1. Debris Program Implementation	
Within twenty-four (24) hours from notification date	Program Management Team will report to the City 48 hours prior to known disaster events and within 6 hours passage of no-notice disaster events. Thompson will implement a program based on the specific needs of the City, feedback from debris removal contractors, and debris estimates developed through the preliminary damage assessment.
2. Onboarding and Training of Employees	
Within forty-eight (48) hours from notification date	Thompson performs Motor Vehicle Reports (MVR's) and drug testing on all field staff.
3. Health and Safety Plan Implementation	
Within forty-eight (48) hours from notification date	Health and Safety Plan will be periodically reviewed and updated to address any disaster specific hazards. Thompson's safety program is focused on the safety of Thompson monitors and field personnel.
4. Measure and Certify Trucks by FEMA PAPP Standards	
Within forty-eight (48) hours from notification date	Thompson will certify contractor equipment once a contractor crew schedule is reviewed and approved by the City.
5. Deploy Loading Site Collection Monitors	
Within forty-eight (48) hours from notification date	Thompson will deploy a collection monitor to each debris removal crew. Based on our planning assumption, we expect many of the crews to be tandem, self-loading trucks or two to three trucks paired with a single loading device.
6. Monitor the Removal of Leaning Trees, Hanging Limbs, and Hazardous Stumps	
Within forty-eight (48) hours from notification date	Thompson will document the removal of hazardous trees and limbs to meet all requirements outlined in FEMA Publication FP-104-009-2 Public Assistance Program and Policy Guide (PAPP).
7. Deploy Debris Management Site Monitors	
Within forty-eight (48) hours from notification date	Thompson will coordinate with the Debris Contractor to ensure that the City Debris Management Sites (DMS) meet all FDEP requirements.
8. Deploy Field Supervisors / Field Supervisors	
Within forty-eight (48) hours from notification date	Thompson will deploy one (1) Field Supervisor for every ten (10) collection monitors to appropriately supervise collection operations. The 1:10 supervisor to monitor ration is encouraged in the FEMA PAPP.
9. Damage Complaint Tracking	
Concurrent with field operations	Thompson will assign a unique work order to each damage complaint and track the actions taken, responsible sub-contractor, and satisfactory/unsatisfactory resolution in a report, by Service Area that may be tracked through GIS.

Task / Mobilization Time	Description
10. FEMA Consultation	
Within seventy-two (72) hours from Federal Declaration	Applicant kickoff generally takes place within one week of the federal disaster declaration, which is imminent.
11. Ordinance Review to Determine Best Method to Perform Private Property Debris Removal (PPDR)	
2-3 weeks after debris operations begin (subject to need)	Thompson management staff has experience analyzing and designing PPDR programs based on Voluntary/Right-of Entry, Imminent Danger of Collapse, and Public Nuisance Programs.
12. Private Property Debris Removal Monitoring	
TBD, based on input from FDEM and FEMA	PPDR programs may include vegetative and C&D debris, as well as leaners, hangers, stumps, and structural demolitions.
13. Specialized Debris Removal Monitoring	
TBD, based on input from City, FDEM, and FEMA	Thompson management staff has experience with the operational methods to properly document special debris removal programs such as removal of debris from waterways and lakes, vessel and vehicle removal, and the removal of debris and sediment from storm drains, catch basins and other public facilities.
14. Accumulate Daily Field Data	
Immediately following the start of ROW and hazardous tree programs	Thompson will maintain field data for all debris recovery programs monitored. Debris removal data will be organized by debris type, road type, and program
15. Reconcile Contractor Invoices	
Weekly following the start of ROW and tree programs	Thompson will comply with the invoicing and payment term in the debris removal contract.



1. Debris Program Implementation

The Thompson Management Team will assist the City 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 City 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

Proposed Meetings

Thompson is prepared to meet with the City Debris Manager, City Stakeholders, and representatives from FEMA, FDEM, FDEP, and other agencies on a daily basis at a time and location specified by the City. To the extent necessary, Thompson will help the City secure a meeting location. Thompson recommends that

project stakeholders conduct a daily briefing while the EOC is fully operational and re-evaluate the frequency of meetings after the first 10 days of project operations.

Methods for communicating with City Emergency Staff and Teamwork Assignments

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

- Public Information
- Private Property Issues
- Special Needs Assistance
- Information on FEMA
- Damage reports and resolution

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

Response Time by Task

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 City's needs and effectively manage the deployment of personnel and resources. For example, if the City is within a cone of certainty for severe weather, Thompson will deploy a representative to meet with the City 48 to 72 hours prior to the anticipated event. Thompson's response times by task are summarized in the table below.

Table 4: Thompson Task Response Times

Response Time	Task Description
Immediately after notification	Thompson will report to the City's EOC or Contract Management Center
No more than 48 hours after notification	Thompson ready to assist the City with truck certification
No more than 48 hours after notification	Thompson ready to staff public drop-off sites and other City locations
No more than 48 hours after notification	Thompson to have monitors ready for ROW debris removal operations
No more than 72 hours after notification	Thompson to have monitors ready for hazardous tree removal operations

Prior to known events, Thompson will stage personnel and equipment either in or as close as possible to the City. Upon receipt of a Notice-to-Proceed, Thompson will deploy the following project initiation teams to the City responsible for the City's contract deliverables:

- Debris Management Consultant
- Project Quality Assurance Team
- Project Administrative Team

The Project Quality Assurance Team will consist of the Project Manager and six to ten Field Supervisors, based on the severity of the event. In addition to providing surge support to the City, 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 City to support the monitor on-boarding process, including:

- Employee application reviews
- Drug testing and Department of Motor Vehicle records checks
- Health and Safety Plan Implementation
- Debris Monitor Training

2. Onboarding and Training of Employees

Following an event, Thompson will establish a local office in the City of Delray Beach from which to perform recruiting, onboarding, and training. These activities will be coordinated and supported from our headquarters in Lake Mary, Florida. Thompson will also make every effort to hire residents from within the City to serve as debris monitors. This effort will help skilled residents participate in the City's recovery efforts with a meaningful impact and earn a competitive hourly wage.

In accordance with FEMA FP-104-009-2, Thompson will train debris monitors, City employees, and other project stakeholders to have a complete understanding of the roles and responsibilities of the debris manager, 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's (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 City, FDEM, FDEP, and FEMA

Ability to Onboard and Train within 48 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. 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 existing candidates to serve as field monitors. Table 4-5 below outlines Thompson's local hire tasks and timelines to ensure that we deploy trained, safe, drug-free local hires within 48 hours of a notice-to-proceed:

Table 5: Local Hire Task Summary

Task	Timeframe (to meet or exceed)	Comments
Local Hiring Recruiting (non-event)	Year-round	When no task order is imminent, Thompson pro-actively develops a pool of local hire candidates.
Local Hiring Recruiting (activation known)	12 to 48 hours	Once activated, Thompson Project Administrative team can recruit and onboard 100 local hires per day. Thompson initiates on-boarding 72 to 96 hours prior to known disaster events.
Drug-testing	12 to 48 hours	Thompson requirement for employment
Driver Motor Vehicle Record Check	12 to 48 hours	Thompson requirement for employment

Task	Timeframe (to meet or exceed)	Comments
Safety Training	12 to 48 hours	Thompson requirement for employment
Continued on the Job Safety Training	48 to 72 hours	Thompson requirement for employment
Debris Monitor Training	12 to 48 hours	Thompson requirement for employment
Automated Debris Management System Training	12 to 48 hours	Contract specific requirement
Issuance of Personal Protective Equipment	48 hours	Issued by Project Administration team upon completion of Safety Training



3. Health and Safety Plan Implementation

Thompson is the only debris monitoring firm that performs drug screening and motor vehicle operating record reviews for 100% of our employees, including temporary field staff. 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.

At project initiation, Thompson will implement a Health and Safety Plan (HASP) 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 HASP will outline that work performed on the project shall comply with all applicable OSHA, State of Florida, and all other safety requirements provided by FEMA and its authorized contractors. Thompson will also provide the following personal protective equipment to collection monitors, debris management site monitors and field supervisors:

- Hard hat
- Reflective vest
- Safety glasses
- Hearing protection

In addition, Thompson will ensure that all collection monitors, debris management site monitors and field supervisors report to work with the following personal protective equipment and communication equipment:

- Cell phone
- Protective shoes
- Long pants
- Hot, cold, and/or wet weather gear
- Sunscreen and supply of bottled water

Thompson's safety program is focused on Thompson monitors and field personnel. The safety of debris removal crews is the responsibility of the debris removal contractor(s).

4. Measure and Certify Trucks by 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 the City's debris removal contract. In order to comply with these standards, Thompson has observed and recorded the following information during truck certifications:



- Valid driver's license of truck operator
- Valid truck registration and insurance
- 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, container, and driver

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

5. Deploy Loading Site Collection Monitors

Thompson will deploy a debris removal collection monitor for each mechanized piece of loading equipment deployed by the Contractor unless multiple debris loading operations can be safely and substantially observed and documented by a single monitor. The Collection Monitor's primary responsibility is to observe, document, and substantiate the removal of eligible storm debris from City ROW and other collection zones identified and approved by the City. Eligible debris may include, but is not limited to:

- | | |
|--|---|
| • Vegetative debris | • Vehicles and vessels |
| • Construction and demolition (C&D) debris | • Putrescent debris |
| • Hazardous waste | • Infectious waste |
| • Household hazardous waste | • Chemical, biological, radiological, and nuclear contaminated debris |
| • White goods | |

The Thompson collection monitor will be responsible for:

- Ensuring that only eligible, disaster related debris is removed for loading and hauling from approved public areas
- 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 ADMS
- 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 problem (school zone, utility meters, power lines, mailboxes, etc.) and reporting potential issues the Thompson Field Supervisor
- Recording and reporting any damages caused to streets, curbs, utility meters, mailboxes and other public property as a result of debris removal operations including photos, owner information, and circumstances of the damage
- Ensuring all white good 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 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 FDEP

- Ensuring work area is clear of debris to the specified level before equipment moves to a new loading area
- Other duties as directed by the debris management project manager or designated City personnel



6. Monitor the Removal of Leaning Trees, Hanging Limbs, and Hazardous Stumps

Thompson anticipates beginning hazardous tree removal operations prior to or concurrent with Right-of-Way 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 Thompson 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 City's contract
- Photo documenting the work performed to facilitate an audit ready paper trail for FEMA review

7. Deploy Debris Management Site Monitors

Thompson will work with the City and its contractor to establish the appropriate number of Debris Management Site (DMS) and staff it with a DMS Monitor. DMS 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 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 insure that trucks are completely unloaded at the DMS
- 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 remove all oils, solvents, and refrigerants
- 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
- Ensuring site safety and security



Debris Disposal Diversion

Thompson will work with the City and FDEP 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 that salvage

operations are documented separately to substantiate retainage of salvage proceeds in accordance with the FEMA Alternative Procedures Pilot Program for Debris Removal.

8. Deploy Field Supervisors

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

- Work Zone Safety and Awareness
- Introduction to Hazardous Materials
- Introduction to Site Manager
- First Aid and CPR
- FHWA ER Program Training
- FEMA Operations Training
- FDEM Program Training
- EMI Debris Management Course

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 authorizing the collection and removal of eligible debris from approved public areas
- Confirm the completeness and accuracy of load tickets and field documentation generated by Thompson field staff to substantiate debris removal operations

9. Damage Complaint Tracking

Thompson field supervisors will have the primary responsibility for damage report tracking and resolution. 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. Thompson will maintain the following information for each damage complaint Work Order and organize Work Orders by Precinct:

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

10. FEMA Consultation

To the extent that it is required by the City, Thompson will serve as a liaison between the City, FDEM and FEMA to document and demonstrate that debris removal, response and recovery activities are eligible, allowable, and in compliance and in compliance with FEMA Publication FP-104-009-2 Public Assistance Program and Policy Guide.

Thompson will work with the City, FDEM, FEMA Region 4, 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 City's debris removal efforts, and pro-actively create a positive working relationship with participating stakeholder regulatory agencies.

To the extent necessary, Thompson will provide the City with first and second appeal support for unfunded or de-obligated disaster related projects or initiatives that the City 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.

11. Ordinance Review to Determine the Best Method to Perform Private Property Debris Removal

Thompson's proposed management team has previous experience with reviewing local ordinances and designing a private property debris removal (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 Alabama, Mississippi, Louisiana, and Florida. In order to ensure that the PPDR program is successful, Thompson will have the following objectives during ordinance review:

- Identify an ordinance that clearly grants the City 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 in order to establish legal authority and FEMA eligibility.
- Establish a multi-step process to ensure that all proper notifications are made to property owners.
- Develop a public outreach plan to ensure that City residents in need are able to participate in the program.

12. Private Property Debris Removal Monitoring

Upon review and approval of a proposed PPDR program by FDEM 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 | • FEMA Historic Preservation (HP) review and approval |
| • Documentation of all necessary actions taken to satisfy the requirements of the ordinance | • Documentation of asbestos abatement (if necessary) |
| • Notification to property owner | • Documentation of utility disconnections (if necessary) |
| • Posting on property | • Field documents and site schematic documenting eligible work performed |
| • Executed Right-of Entry Agreement | • Before/after photographs |
| • FEMA/FDEM Approval | • Property close-out documentation |

13. Special Debris Removal Monitoring

The damage caused by hurricanes often necessitate the need for special debris removal programs which include, among others:

- Waterway debris removal
- Debris removal from storm drains and catch basins
- Abandoned Vehicle removal

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 City's contractors, FEMA, FDEP, NRCS and other regulatory agencies to expeditiously remove storm generated debris from affected public facilities.

Special debris program monitors will be responsible for:

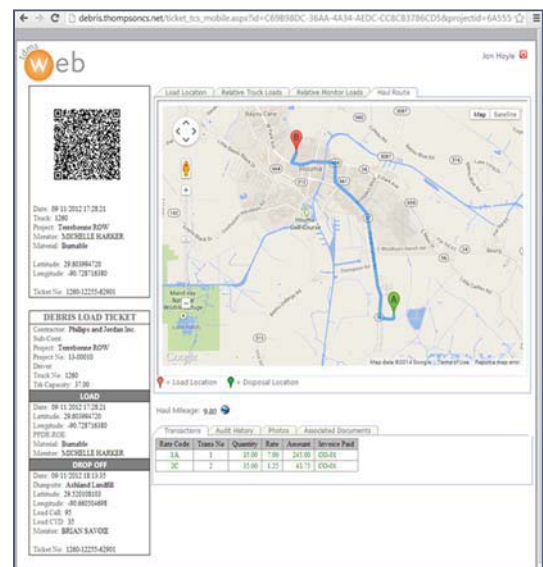
- Demonstrating that the debris/sediment/vehicle presents a hazard or immediate threat to public health and safety
- Ensuring that only eligible debris is removed as defined by FEMA PAPPG from approved public areas
- Ensuring that contaminated debris/soil is handled, processed, and disposed in accordance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

14. Accumulate Daily Field Data

Thompson uploads daily debris collection and disposal information from our ADMS system into a secure electronic disaster debris data management system that summarizes debris quantities to include collection and disposal information by date, debris type, collection zone, and collections and disposal location.

Thompson will plot daily collection totals using GIS software and provide the City with a map of daily collection operations and cumulative debris removal to date. Thompson's graphical reporting tools can provide the City with the collection information needed to make critical decisions and report progress to the public.

In addition the Thompson data management system will serve as an electronic clearinghouse for photographs,



electronic “ticket” transaction images, and other field reports developed to document the debris removal operation.

The following information further outlines Thompson’s data management operations and capabilities. Our scalable approach has been developed to accommodate both small and large scale activations and multiple debris removal contractors.

Data Management, Project Tracking, and Computer Accountability Programs

Thompson utilizes technology as integral part of its approach to providing debris removal monitoring services for purposes of quality assurance/quality control (QA/QC), contractor invoice reconciliation, and reporting. Each day Thompson queries and reviews truck certifications, load transactions, and unit rate transactions. This data is then used for the following purposes.

Quality Assurance/Quality Control

A critical component of the debris removal monitoring firm’s responsibilities is to identify and correct any impropriety that may occur in the debris removal process. To do this, Thompson leverages its data management system to provide QA/QC through standard data queries. 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

Reporting

The final tool employed by Thompson through its data and document management system allows us to timely report progress of debris removal to the City. This reporting tool is flexible and can be tailored to report debris removal by any number of parameters. In the past we have reported debris removal according to the following:

- Percent of total estimate complete
- By GIS grid
- By Service Area
- By voting precinct
- By City political district (council districts, commission district, etc.)
- FEMA eligible versus state aid eligible
- Quantity by DMS
- By material type (vegetative, C&D, white goods, etc.)

Thompson will review the QA/QC reports each day to identify anomalies. In most cases these anomalies are explained through investigations of circumstances surrounding the irregularity. Our experience has shown that the mere fact that debris removal contractors and monitors are aware that such metrics are being monitored deters impropriety.

In addition to the cumulative debris collection and financial report, Thompson will coordinate with the contractor to provide morning summaries that will address the following:

- Number of crews deployed

- Types and quantities of equipment deployed
- Equipment/crew/monitor assignments (area/zone)
- Status of DMS operations
- Changes in operational status or problems encountered since previous report

Daily, Thompson and the contractor will provide summaries that will include:

- Overall status of debris removal operations
- Actual number of crews/monitors deployed that day
- Issues or problems encountered in the field

15. Reconcile Contractor Invoices

Thompson will perform a thorough review and reconciliation of contractor invoices submitted to the City. In order 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 City. Upon completing the verification of each record being claimed for payment, Thompson will render a payment recommendation to the City. 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

Large Workforce Mobilization

Managing Similar Services of Comparable Size

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 have to be prepared to draw on resources intelligently, prioritize efficiently, and act decisively when facing new challenges in the future. In order to do this, Thompson promotes a collaborative working relationship with the City and its debris removal contractors. Thompson encourages the City to host an annual meeting to test readiness, capacity, discuss potential project hot-buttons, and plan based on new state and federal guidance. This is a great way to collaborate prior to having to respond to a disaster with one another.

Thompson's managerial capabilities were recently tested in South Carolina following a large regional ice storm. Thompson was simultaneously activated by five (5) counties and the State Department of Transportation to manage and monitor the removal of over 2,000,000 cubic yards of debris by five contractors working in an eight (8) county-area. At peak, Thompson deployed over 600 field staff and 450 automated debris management system (ADMS) handheld field devices to permit temporary debris management sites and monitor the removal, temporary disposal, and reduction of over 2,000,000 cubic yards of debris. Thompson worked closely with our clients and the five (5) different debris removal companies to work through the following challenges:

LOGISTIC CONSIDERATIONS: The work for which Thompson and the debris removal contractors was spread out over a large area ranging from the far west part of South Carolina to the Atlantic coast. In order

to address County specific field personnel and equipment needs, Thompson implemented several operational hubs with runner and logistics support to all projects.

LARGE SCALE ADMS DEPLOYMENT: Thompson's ADMS deployment was one of the largest ADMS deployments in history, and the first to feature large scale photo-documentation of hazardous tree trimming and removal. In order to meet peak project equipment and data needs, Thompson worked simultaneously with four (4) suppliers to ensure that adequate equipment was sourced and deployed.

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 and efficiently, Thompson has dedicated resources that own the ramp-up process. We do not rely on third party staffing firms that do not understand the disaster business. This was critical to our success with our recent South Carolina mobilization

RAPID MOBILIZATION: All of Thompson's clients elected to participate in the Sandy Recovery Improvement Act (SRIA) and tasked Thompson and the debris removal contractors with expedited debris removal schedules. Thompson was responsible for documenting over 75% of the work being completed, including over 200,000 hazardous trees, prior to the State being declared a disaster and FEMA being deployed to provide oversight. In order to accomplish this, Thompson not only had to work closely with the SCDOT and County governments to weigh pros and cons to endeavoring such an aggressive program, but we also had to ensure that all eligible scopes of work were captured and documented properly.

Added Value Benefits

Emergency Management Planning and Training

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 City leadership and staff. Following contract award, Thompson will coordinate training schedules with the City to provide departments and key staff members training which will address prioritized topics, as requested by the City. Thompson can provide a variety of planning services, training programs, and tools and templates that can be utilized by the City in future disasters, or participate in exercises related to the City's disaster preparedness, response, and recovery.

A listing of sample services that can be provided to the City is outlined in the following table.

Table 6: Emergency Management Planning and Training Services

Service	Description
1. Mitigation Planning and Support	Review hazard mitigation plans (HMP) and provide the City strategies to implementing long-term resiliency measures. Conduct or train City staff to prepare Benefit-Cost Analysis, provide project management support, train City staff in environmental and historical requirements of mitigation programs, and augment City staff to complete mitigation applications and projects.
2. Comprehensive Emergency Management Planning	Review and provide revision recommendations for Emergency Operations Plan (EOP), Continuity of Operations Plan (COOP), and/or additional requested City plans. Provide City with written and exercised guidance to

Service	Description
	assist in future disasters and emergencies.
3. Disaster Debris Management Plans (DDMP)	Provide hands-on guidance during the City's planning strategies. Update regularly to ensure accuracy and maintain City's eligibility for increased federal PA cost-share under the FEMA PAAP Pilot Program and FEMA PA Program and Policy Guide.
4. FEMA Public Assistance (PA) Training	Conduct training courses on the FEMA PA program for City officials and key departments expected to incur costs. Discuss eligibility and documentation requirements, as well as best-practices to help maximize likelihood of receiving reimbursement while minimizing the City's administrative burden.
5. Identification of Debris Management Sites	Identify and rank multiple potential DMS sites and submit to City for approval and action.
6. Procurement Assistance	Offer procurement assistance related to contracting with debris removal contractors, engineering or architectural firms, and additional contractors relevant to the City's response and recovery efforts. Thompson will ensure procurements are in compliance with City, FDEM, and FEMA requirements so that funding is not jeopardized due to improper procurement practices.
7. Project Management	Provide long-term project management support for permanent work projects, mitigation activities, and other grant-funded projects. Management of task forces assigned to project, City stakeholders, and City contractors.
8. Executive Guidance to City Commissions, Boards, and Panels	Subject-matter and program management expertise to ensure City leadership is knowledgeable of the City's response and recovery status as well as involvement in federal programs.
9. Public Information Support	Provide technical support and assistance in the development and disbursement of public information notices. Conduct community outreach meetings, host telephone call centers, and provide general public relations support as requested.
10. Other Training and Assistance as Requested by the City	Thompson is prepared to provide additional training or assistance requested by the City as related to debris removal and monitoring, grant management, emergency management, and additional City concerns that may arise.
11. Other Reports and Data as Required by the City	Thompson utilizes numerous reports and data sources in our daily operations serving local governments. Thompson is prepared to deliver or prepare reports and data that may be required by the City.

CHAPTER 5-D

COST / PRICING

Financial Resources

Thompson has been in business for over 63 years. We are financially stable and have the necessary resources, personnel and financial resources, to provide the services at the level required by the City. 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.

Recently, Thompson monitored over 450 debris removal crews in the State of South Carolina on behalf of the South Carolina Department of Transportation (SCDOT) and five (5) county governments. Through project initiation and implementation Thompson has demonstrated our capacity to perform recovery programs prior to the obligation of federal funds. While still performing in South Carolina, Thompson simultaneously responded to four (4) Alabama communities following a severe weather event, successfully deploying adequate personnel and resources to implement and carry out recovery operations.

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.

Thompson has provided the requested financial data and a letter demonstrating our available lines of credit, and confirming our creditworthiness under separate cover and marked "Confidential".

Pricing Schedule

Thompson has completed and included the provided Pricing Schedule in the following pages of this section.

D. COST/PRICING

- i. In a narrative, detail the financial resources of Proposer to include the following, as is applicable:
 - a) Cash reserves
 - b) Long-term debt
 - c) Current assets
 - d) Current liabilities
 - e) Shareholder's equity
 - f) Lines of credit
- ii. Pricing Schedule - Provide an hourly price for each of the positions listed below. Proposer may include pricing for other related positions on additional sheets with Proposer's Cost/Pricing form. Note that descriptions below are indicative of the type of work normally performed but descriptions are not comprehensive.

Item #	Personnel / Description	Estimated Hours	Hourly Rate	Estimated Extended Price
1)	Project Manager: This position will serve as the Contractors' manager on the project. This position will direct the activities of contractor staff. Will work directly with the City's representative on the project. The Project Manager will be involved in pre-event planning and meetings as to become familiar with the City and its' operation.	540	\$ 62.50	\$ 33,750.00
2)	Lead Monitors: Assist in setting-up and manning the TDSRS. Help train the Site and Field Monitors and track their performance. Assist in assigning Field Monitors to contract haulers. Assist in assigning Field Monitors and contract haulers to collection grids. Assist in tracking the daily collection on a citywide grid map. Assist in coordinating the daily collection operation in concert with the contract haulers Site Superintendent. Track the daily count of Field Monitors necessary to meet the contract hauler's demands. Track the daily count of contract hauler's trucks, trailers and loading equipment. Provide daily collection status reports to the Project Coordinator on request. Fill in as Site Monitor if needed. Record and inspect any property damage, public or private that may occur during the debris removal operation. Track and verify the satisfactory repair of any damage.	1650	\$ 49.00	\$ 80,850.00
3)	Site Monitors: Trained to evaluate and certify that each load of debris represents the actual size of the load by percentage of total rated capacity. FEMA staff rates the performance of each Site Monitor for accuracy. FEMA requires that two trained inspectors rate each load	1500	\$ 35.00	\$ 52,500.00

	before it can be offloaded at the collection site. One inspector is representing the City and the other is representing the Contractor. Both Site Monitors must agree on the percentage of load and sign off on the load ticket for the cubic yard quantity to be FEMA reimbursable.			
4)	Field Monitors: Trained to follow each contract hauler as debris is collected throughout the City. The Monitor must witness and certify by street address that the storm debris was collected from public roadways only. The Monitor must certify that the debris piles are not mixed (vegetation or construction & demolition debris) before loading. The Monitor is assigned to hauler(s) and given a certain grid in the City to collect either vegetation or C&D debris. The Monitor must assure that all targeted debris is removed by the contract hauler during each pass before the contract hauler may move to a new area. The Monitor must record the time, location and sign the contract haulers load ticket before the load can be delivered to the collection site for processing. The Monitor is responsible for reporting any unsafe or unauthorized collection practices to the Site Monitors for corrective action.	2100	\$ 35.00	\$ 73,500.00
5)	Data Manager: Manager to collect data from monitoring operations	540	\$ 50.00	\$ 27,000.00
TOTAL				\$ 267,600.00

NOTE: Estimated quantities in this Cost/Pricing form are for evaluation purposes of Proposers Proposal and for calculation of Bid and Performance Bonds only. Only those position listed above in Item D, Cost/Pricing form, Items 1-5, will be utilized in the evaluation of cost/price.

Any escalation in pricing for each renewal period will be based on the Bureau of Labor Statistics Employment Cost Index (ECI), private industry workers, total compensation, management, professional, and other related occupations, service providers, non-seasonal (C.I.U. 2015 00100000A) change in most recent 12 month period. The option for renewal shall be exercised upon mutual agreement between Contractor and CITY, by written agreement with all original terms and conditions adhered to with no deviations.

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CHAPTER 6

EVIDENCE OF INSURANCE, PROFESSIONAL LICENSES & CERTIFICATES

Evidence of Insurance

Thompson has provided our certificates of insurance as evidence of coverage in the following pages of this section.

State of Florida Registration

Thompson Consulting Services has included a Certificate of Status confirming the Company is registered as “Active” with the State of Florida in the subsequent pages of this section.

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. In addition, many of our project management consultants hold various Occupational Safety and Health Administration (OSHA) certifications for safety and other project related activities.

Table 6-1: Staff Credentials & 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 279	Engineering Principles and Practices for Retrofitting Flood Prone Residential Structures
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

Agency/Course	Certification Title
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 901	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.

Additional Licenses

Through the Thompson Family of Companies we have access to many ancillary services including full service engineering, architecture and interior design. Thompson maintains 13 Florida registered Professional Engineers and holds the required licenses and certificates to perform engineering services within the State. As needed, or upon request by the City, Thompson will provide the City with these professional licenses.

ACORDTM**CERTIFICATE OF LIABILITY INSURANCE**

DATE (MM/DD/YYYY)

1/05/2016

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 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).

PRODUCER Greyling Ins. Brokerage/EPIC 3780 Mansell Road, Suite 370 Alpharetta, GA 30022	CONTACT NAME: Carly Underwood PHONE (A/C, No, Ext): 770.552.4225 FAX (A/C, No): 866.550.4082 E-MAIL ADDRESS: carly.underwood@greyling.com																					
INSURED Thompson Consulting Services, LLC 1135 Townpark Avenue Suite 2101 Lake Mary, FL 32746	<table border="1"> <tr> <th colspan="2">INSURER(S) AFFORDING COVERAGE</th><th>NAIC #</th></tr> <tr> <td colspan="2">INSURER A : James River Insurance Co</td><td>12203</td></tr> <tr> <td colspan="2">INSURER B :</td><td></td></tr> <tr> <td colspan="2">INSURER C :</td><td></td></tr> <tr> <td colspan="2">INSURER D :</td><td></td></tr> <tr> <td colspan="2">INSURER E :</td><td></td></tr> <tr> <td colspan="2">INSURER F :</td><td></td></tr> </table>	INSURER(S) AFFORDING COVERAGE		NAIC #	INSURER A : James River Insurance Co		12203	INSURER B :			INSURER C :			INSURER D :			INSURER E :			INSURER F :		
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INSURER F :																						

COVERAGES**CERTIFICATE NUMBER: 16-17****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 INSR	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 checked="" type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC OTHER:			653441	01/01/2016	01/01/2017	EACH OCCURRENCE \$5,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$50,000 MED EXP (Any one person) \$ PERSONAL & ADV INJURY \$5,000,000 GENERAL AGGREGATE \$10,000,000 PRODUCTS - COMP/OP AGG \$5,000,000 \$
	AUTOMOBILE LIABILITY <input type="checkbox"/> ANY AUTO <input type="checkbox"/> ALL OWNED AUTOS <input type="checkbox"/> SCHEDULED AUTOS <input type="checkbox"/> HIRED AUTOS <input type="checkbox"/> NON-OWNED AUTOS						COMBINED SINGLE LIMIT (Ea accident) \$ BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$
	UMBRELLA LIAB <input type="checkbox"/> OCCUR EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE DED \$ RETENTION \$						EACH OCCURRENCE \$ AGGREGATE \$ \$
	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? <input type="checkbox"/> Y / <input checked="" type="checkbox"/> N (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below						PER STATUTE <input type="checkbox"/> OTH-ER <input type="checkbox"/> E.L. EACH ACCIDENT \$ E.L. DISEASE - EA EMPLOYEE \$ E.L. DISEASE - POLICY LIMIT \$
A	Professional Liab			653441	01/01/2016	01/01/2017	Per Claim/Agg \$5M/\$10
A	Contractors			653441	01/01/2016	01/01/2017	Per Claim/Agg \$5M/\$10
	Pollution Liab						

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

CERTIFICATE HOLDER**CANCELLATION****Evidence of Coverage**

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

AUTHORIZED REPRESENTATIVE



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CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)
1/22/2016

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 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).

PRODUCER The Insurance Center, A Division of BancorpSouth Insurance Services P. O. Box 228 Biloxi MS 39533		CONTACT NAME: Patty Savage PHONE (A/C, No, Ext): 228-374-2000 E-MAIL ADDRESS: patty.savage@bksi.com FAX (A/C, No): 228-863-1957	
		INSURER(S) AFFORDING COVERAGE	
		INSURER A: National Fire Insurance Co of Hartford	
		INSURER B: Transportation Insurance Company	
		INSURER C:	
		INSURER D:	
		INSURER E:	
		INSURER F:	

COVERAGES

CERTIFICATE NUMBER: 750266752

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
	COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input type="checkbox"/> OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC <input type="checkbox"/> OTHER:						EACH OCCURRENCE DAMAGE TO RENTED PREMISES (Ea occurrence) \$ MED EXP (Any one person) \$ PERSONAL & ADV INJURY \$ GENERAL AGGREGATE \$ PRODUCTS - COMP/OP AGG \$ \$
A	AUTOMOBILE LIABILITY <input checked="" type="checkbox"/> ANY AUTO <input type="checkbox"/> ALL OWNED AUTOS <input type="checkbox"/> SCHEDULED AUTOS <input checked="" type="checkbox"/> HIRED AUTOS <input checked="" type="checkbox"/> NON-OWNED AUTOS			2097385745	1/1/2016	1/1/2017	COMBINED SINGLE LIMIT (Ea accident) \$1,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$
	UMBRELLA LIAB <input type="checkbox"/> OCCUR EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE DED <input type="checkbox"/> RETENTION \$						EACH OCCURRENCE \$ AGGREGATE \$ \$
B	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? <input type="checkbox"/> Y <input checked="" type="checkbox"/> N (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below		N/A	2097385843	1/1/2016	1/1/2017	<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

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

CERTIFICATE HOLDER

CANCELLATION

EVIDENCE OF COVERAGE XX XX XX XXXXXXXXXXXXXXXXXXXXXXXXXXXX -	SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.
	AUTHORIZED REPRESENTATIVE

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State of Florida

Department of State

I certify from the records of this office that THOMPSON CONSULTING SERVICES, LLC is a Delaware limited liability company authorized to transact business in the State of Florida, qualified on May 5, 2011.

The document number of this limited liability company is M11000002276.

I further certify that said limited liability company has paid all fees due this office through December 31, 2016, that its most recent annual report was filed on March 7, 2016, and that its status is active.

I further certify that said limited liability company has not filed a Certificate of Withdrawal.

*Given under my hand and the
Great Seal of the State of Florida
at Tallahassee, the Capital, this
the Twentieth day of June, 2016*



Ken DeFries
Secretary of State

Tracking Number: CU2250350337

To authenticate this certificate, visit the following site, enter this number, and then follow the instructions displayed.

<https://services.sunbiz.org/Filings/CertificateOfStatus/CertificateAuthentication>



thompson
CONSULTING SERVICES