



# City of Delray Beach, Florida

## Request for Proposal No. 2022-013

### Emergency Debris Removal Monitoring

Due Date / Time: March 9, 2022 | 2:00 pm



thompson  
CONSULTING SERVICES

# SECTION 1

## Introduction

March 9, 2022

City of Delray Beach  
100 NW 1<sup>st</sup> Avenue  
Delray Beach, FL 33444

**RE: REQUEST FOR PROPOSAL NO.2022-013 – EMERGENCY DEBRIS REMOVAL MONITORING**

Dear Members of the Selection Committee,

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

**PREVIOUS EXPERIENCE WITH THE CITY:** Thompson has served as the City's stand-by emergency debris monitoring services provider since 2016. Following the devastating effects on the City due to Hurricane Irma in 2017, Thompson's stand-by contract was activated, and our team mobilized immediately. Overall, Thompson substantiated the removal of over **173,000** cubic yards of debris. Through our past experience working with the City, we have a thorough understanding of the City's unique operational needs and expectations.

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

**QUALIFICATIONS OF OUR STAFF:** Thompson's consultants are amongst the most educated, qualified, and dynamic in the industry. All of Thompson's proposed staff has experience with disaster recovery programs, including monitoring large scale debris removal programs involving a minimum of **1,000,000** cubic yards. Our team's 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.

**DELIVERY EFFICIENCY AND AUTOMATED DEBRIS MANAGEMENT SYSTEM:** Thompson's debris removal monitoring experience includes the documentation of over **90** million cubic yards of debris. We have consistently demonstrated Thompson's delivery efficiency through the use of our automated debris

management system (ADMS), the Thompson Data Management Suite (TDMS). TDMS is used to electronically capture data, such as employee credentialing, equipment barcoding, GPS coordinate, digital photography, etc. in the field and ensure accurate and timely reporting to the City. TDMS significantly reduces the quantity of hours required to perform equivalent services by competitors with “lower” hourly rates. TDMS has been routinely deployed on FEMA reimbursed projects and meets the process requirements for the U.S. Army Corps of Engineers (USACE) Advanced Contracting Initiative.

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

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

**LOCAL PREFERENCE FOR HIRING MONITORS:** It is Thompson’s intent to fill temporary debris monitoring positions with City residents in need of work. Thompson will provide qualified residents with safety training and job training with experienced debris monitoring supervisors. We will make sure that all local hires are thoroughly and properly trained prior to being deployed to monitor a debris removal crew. This effort will help residents participate in the 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 motor vehicle operating record reviews and as-needed drug screening for temporary employees. This practice results in a team of monitors that is both safe and committed to quality. In addition, Thompson deploys a quality assurance team to each of its projects to ensure that certain quality standards are being upheld, regardless of the operating conditions and climate.

Thompson has the experience and resources necessary to be responsive to the City’s emergency debris monitoring services needs following a disaster incident. We stand prepared to guide the City through the debris removal and recovery process while working with the Florida Division of Emergency Management (FDEM) and the FEMA Public Assistance program to achieve maximum disaster recovery cost reimbursement for the City. **Thompson agrees to provide all required services of the City.** We would be honored to continue to serve as your emergency debris monitoring services provider and stand prepared to exceed the service expectations that the City has established.

Best regards,

**THOMPSON CONSULTING SERVICES, LLC**



Jon Hoyle, President

**AUTHORIZED POINTS OF CONTACT:**

Jon Hoyle, President  
2601 Maitland Center Parkway Maitland, FL 32751  
O: 407.792.0018 | C: 321.303.2543 | F: 407.878.7858  
E-mail: jhoyle@thompsoncs.net

Nate Counsell, Executive Vice President  
2601 Maitland Center Parkway Maitland, FL 32751  
O: 407.792.0018 | C: 407.619.2781 | F: 407.878.7858  
E-mail: ncounsell@thompsoncs.net

# SECTION 2

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### City of Delray Beach, Florida

Request for Proposal No. 2022-013  
Emergency Debris Removal Monitoring

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# SECTION 3

## Minimum Qualifications

### Certifications and Statements

#### Doing Business in the State of Florida

Thompson is registered to do business with the State of Florida, Division of Corporations and is in good standing. Additionally, Thompson will obtain and maintain any additional certifications or licenses deemed necessary by the City.

#### Scrutinized List of Prohibited Companies Statement

Thompson is not listed on the Florida State Board of Administration, Scrutinized List of Prohibited Companies. We have completed the City's Scrutinized Company Certification Form and included it in Section 9 – Attachments.

#### Conflict of Interest Statement

Thompson has no current or potential conflicts of interest due to any other Cities, Counties, contracts, or property interest for this proposal. We have completed the City's Conflict of Interest Disclosure Form and included it in Section 9 – Attachments.



# SECTION 4

## Firm Information

### Firm Structure

Thompson Consulting Services, LLC is a full-service emergency response, disaster recovery and grant management consultancy, organized as a subsidiary of Thompson Holdings, Inc. (Thompson) which also includes our 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 **24** corporate and satellite offices throughout the southeastern United States.

*Thompson's corporate headquarters in Maitland, Florida is less than three (3) hours from the City and will be the main office servicing this contract.*

### W-9

Thompson has provided a completed and executed copy of our W-9 including our federal identification number in the subsequent pages of this section.

### Representatives Contact Information

The City may contact the following representatives and authorized agents of the firm with any questions during this solicitation process.

**Primary:** Jon Hoyle, President  
O: 407.792.0018 | C: 321.303.2543  
jhoyle@thompsoncs.net  
2601 Maitland Center Parkway  
Maitland, FL 32751

**Secondary:** Nate Counsell, Executive Vice President  
O: 407.792.0018 | C: 407.619.2781  
ncounsell@thompsoncs.net  
2601 Maitland Center Parkway  
Maitland, FL 32751

### Change of Ownership

There have been no ownership changes to our organization in the past three (3) years, and there are no anticipated changes in the future.

### FIRM DATA SUMMARY

#### FIRM NAME

Thompson Consulting Services, LLC

#### CORPORATE ADDRESS

2601 Maitland Center Parkway  
Maitland, Florida 32751

#### PHONE | FAX

407-792-0018 | 407-878-7858

#### WEBSITE

www.thompsoncs.net

#### EMAIL

info@thompsoncs.net

#### YEAR ESTABLISHED

2011

#### STATE OF FORMATION

Delaware

#### FEDERAL ID NO.

45-2015453

#### DUNS / SAM NO. | CAGE CODE

968677158 | 7NZ42

#### E-VERIFY ID

1111126

#### OFFICERS

Jon Hoyle, President  
Nate Counsell, Executive VP  
John H. Baker, III, BOM  
Chad Brown, BOM

# Request for Taxpayer Identification Number and Certification

Give Form to the  
requester. Do not  
send to the IRS.

► Go to [www.irs.gov/FormW9](http://www.irs.gov/FormW9) for instructions and the latest information.

**1** Name (as shown on your income tax return). Name is required on this line; do not leave this line blank.  
Thompson Consulting Services, LLC

**2** Business name/disregarded entity name, if different from above

**3** Check appropriate box for federal tax classification of the person whose name is entered on line 1. Check only **one** of the following seven boxes.

☐ Individual/sole proprietor or single-member LLC

☐ C Corporation

☐ S Corporation

☐ Partnership

☐ Trust/estate

☒ Limited liability company. Enter the tax classification (C=C corporation, S=S corporation, P=Partnership) ► **S**

**Note:** Check the appropriate box in the line above for the tax classification of the single-member owner. Do not check LLC if the LLC is classified as a single-member LLC that is disregarded from the owner unless the owner of the LLC is another LLC that is **not** disregarded from the owner for U.S. federal tax purposes. Otherwise, a single-member LLC that is disregarded from the owner should check the appropriate box for the tax classification of its owner.

☐ Other (see instructions) ►

**4** Exemptions (codes apply only to certain entities, not individuals; see instructions on page 3):

Exempt payee code (if any) \_\_\_\_\_

Exemption from FATCA reporting code (if any) \_\_\_\_\_

(Applies to accounts maintained outside the U.S.)

**5** Address (number, street, and apt. or suite no.) See instructions.  
2601 Maitland Center Parkway

**6** City, state, and ZIP code  
Maitland, FL 32751

**7** List account number(s) here (optional)

**8** Requester's name and address (optional)

## Part I Taxpayer Identification Number (TIN)

Enter your TIN in the appropriate box. The TIN provided must match the name given on line 1 to avoid backup withholding. For individuals, this is generally your social security number (SSN). However, for a resident alien, sole proprietor, or disregarded entity, see the instructions for Part I, later. For other entities, it is your employer identification number (EIN). If you do not have a number, see *How to get a TIN*, later.

**Note:** If the account is in more than one name, see the instructions for line 1. Also see *What Name and Number To Give the Requester* for guidelines on whose number to enter.

**Social security number**

			-			-					
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**or**

**Employer identification number**

4	5	-	2	0	1	5	4	5	3
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## Part II Certification

Under penalties of perjury, I certify that:

- The number shown on this form is my correct taxpayer identification number (or I am waiting for a number to be issued to me); and
- I am not subject to backup withholding because: (a) I am exempt from backup withholding, or (b) I have not been notified by the Internal Revenue Service (IRS) that I am subject to backup withholding as a result of a failure to report all interest or dividends, or (c) the IRS has notified me that I am no longer subject to backup withholding; and
- I am a U.S. citizen or other U.S. person (defined below); and
- The FATCA code(s) entered on this form (if any) indicating that I am exempt from FATCA reporting is correct.

**Certification instructions.** You must cross out item 2 above if you have been notified by the IRS that you are currently subject to backup withholding because you have failed to report all interest and dividends on your tax return. For real estate transactions, item 2 does not apply. For mortgage interest paid, acquisition or abandonment of secured property, cancellation of debt, contributions to an individual retirement arrangement (IRA), and generally, payments other than interest and dividends, you are not required to sign the certification, but you must provide your correct TIN. See the instructions for Part II, later.

**Sign Here**

Signature of U.S. person ► 

Date ► 3/3/2022

## General Instructions

Section references are to the Internal Revenue Code unless otherwise noted.

**Future developments.** For the latest information about developments related to Form W-9 and its instructions, such as legislation enacted after they were published, go to [www.irs.gov/FormW9](http://www.irs.gov/FormW9).

## Purpose of Form

An individual or entity (Form W-9 requester) who is required to file an information return with the IRS must obtain your correct taxpayer identification number (TIN) which may be your social security number (SSN), individual taxpayer identification number (ITIN), adoption taxpayer identification number (ATIN), or employer identification number (EIN), to report on an information return the amount paid to you, or other amount reportable on an information return. Examples of information returns include, but are not limited to, the following.

- Form 1099-INT (interest earned or paid)

- Form 1099-DIV (dividends, including those from stocks or mutual funds)
- Form 1099-MISC (various types of income, prizes, awards, or gross proceeds)
- Form 1099-B (stock or mutual fund sales and certain other transactions by brokers)
- Form 1099-S (proceeds from real estate transactions)
- Form 1099-K (merchant card and third party network transactions)
- Form 1098 (home mortgage interest), 1098-E (student loan interest), 1098-T (tuition)
- Form 1099-C (canceled debt)
- Form 1099-A (acquisition or abandonment of secured property)

Use Form W-9 only if you are a U.S. person (including a resident alien), to provide your correct TIN.

If you do not return Form W-9 to the requester with a TIN, you might be subject to backup withholding. See *What is backup withholding*, later.

# SECTION 5

## Experience

### Firm Overview

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

Our ongoing success, strong growth, consistent project delivery and commitment to **100** percent client satisfaction can be traced back to when our founder, Vester J. Thompson, established the high standards that lay the foundation of our work ethic. These standards are still upheld today and summarized as follows:

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

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).

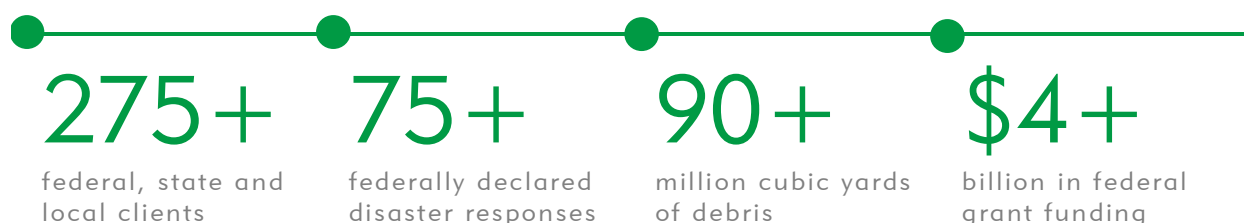




## Disaster Response Experience

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

*Our approach to providing disaster response and recovery services to the City 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 over **75** Federal Emergency Management Agency (FEMA) and Federal Highway Administration (FHWA) reimbursable federally declared disasters and emergencies. A summary of our experience over the last decade is provided in the table below, and a comprehensive staff experience matrix is included as Exhibit 5-1 following this section.

Table 5-1: Grant Programs and Funding Administered by Disaster

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

Disaster	Year	Grant Funds Administered	Disaster	Year	Grant Funds Administered
SC Severe Flooding (FEMA DR-4241)	2015	\$35,000,000	Hurricane Katrina (FEMA DR 1602-1604)	2005	\$914,304,040
Winter Storm Pandora (FEMA DR-4211)	2015	\$750,000	Hurricane Ivan (FEMA DR-1551)	2004	\$243,332,500
Winter Storm Pax (FEMA DR-4166)	2014	\$200,000,000	Hurricane Frances (FEMA DR-1545)	2004	\$5,000,000
Hurricane Sandy (FEMA DR-4085-4086)	2012	\$250,000,000	Hurricane Charley (FEMA DR-1539)	2004	\$97,085,850

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

## Comparable Past Projects

### Experience with the City of Delray Beach

Thompson has maintained a stand-by emergency debris monitoring contract with the City of Delray Beach since **2016**. During this time, Thompson has provided support to the City in order to maintain a high level of operational readiness should our debris monitoring team ever be needed to respond.

Following Hurricane Irma in **2017**, the City activated Thompson's stand-by emergency debris monitoring contact and we were able to mobilize within **24** hours with experienced debris management personnel and full Automated Debris Management System (ADMS) capabilities. Overall, Thompson monitored the removal of over **173,000** cubic yards of debris from the City.

Thompson understands the unique challenges that the City faces in the event of a future disaster. We are prepared to continue to provide emergency debris removal monitoring and support services to the City and strive to continually meet the service expectations of the City.

### Record of Prior Successful Experience

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 and monitoring.

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

<b>Escambia County, Florida</b>	<b>Sept. 2020 – March 2021</b>
Hurricane Sally Debris Removal Monitoring	Debris Quantity: 4,400,000 CY
<p><b>Summary:</b> Thompson has maintained a stand-by debris monitoring services contract with Escambia County since 2018. Since then, Thompson has supported the County in planning and preparedness efforts through the update of the County's Debris Management Plan in 2019 and assistance in developing scope of work materials for the County's debris hauler procurement. In 2020 Thompson was activated by Escambia County to perform debris removal monitoring services following the impacts of Hurricane Sally.</p> <p><b>Hurricane Sally 2020:</b> Thompson assisted Escambia County with their debris removal operations and FEMA PA activities following the impacts of Hurricane Sally. Thompson immediately responded to the County following the passing of Hurricane Sally to begin on-boarding and training local residents as debris removal monitors.</p>	

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

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

### Grant Parish, Louisiana

Aug. 2020 – March 2021

#### Hurricane Laura Debris Removal Monitoring

Debris Quantity: 1,175,000 CY

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

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

### Lee County, Florida

Sept. 2017 – March 2018

#### Hurricane Irma Disaster Debris Removal Monitoring

Debris Quantity: 2,319,784 CY

**Summary:** As Lee County braced for the potential impact of Hurricane Irma, the strongest Atlantic basin hurricane ever recorded, they activated Thompson's contract for debris removal monitoring services, and Thompson prepared to deploy a response team to the County immediately following the passage of Hurricane Irma. Hurricane Irma made a secondary U.S. landfall just South of Lee County, however still passed through the County as a strong devastating storm. Hurricane Irma left property damage, flooding from rainfall, and downed trees and power lines throughout the County.



Thompson began operations immediately upon receiving a notice to proceed and working closely with the County's debris removal contractor to quickly begin debris removal operations.

Thompson monitored the removal of over 2 million cubic yards of debris from County ROW, and performed special debris removal programs including commercial, parks, and utilities ROW removal monitoring. Thompson also monitored the removal of over 70,000 hazardous limbs, and 4,000 trees throughout the County. In addition, Thompson substantiated the removal of nearly 10,000 CY of vegetation from County waterways.

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

2016, 2019, 2021

#### Debris Removal Monitoring & PPDR

Debris Quantity: 35,000 / 1,800,000 CY / 922,000 CY

**2021 Hurricane Ida:** Most recently, Thompson's stand-by debris monitoring contract was activated following the devastating effects of Hurricane Ida. The City-Parish suffered widespread damage to due destructive winds and

severe flooding. Thompson was able to respond immediately, mobilizing personnel and resources to the City-Parish. Thompson oversaw the collection and disposal of over 922,000 cubic yards of vegetative and demolition debris.

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



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

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

## Leon County, Florida

Oct. 2018 – Jan. 2019

Hurricane Michael Debris Removal Monitoring

Debris Quantity: 900,000 CY

**Summary:** In anticipation of widespread storm damage from Hurricane Michael, Leon County activated its storm-related debris collection efforts days before the storm. This included activating the County's stand-by debris hauling contractor and Thompson for debris removal monitoring services. Even with the majority of the County still without power, Thompson worked diligently to recruit local residents to serve as debris removal monitors so that debris removal operations could begin as quickly and as safely possible.

Thompson and the County's debris removal hauler worked closely with the County and the City of Tallahassee to conduct debris removal operations, as the City was simultaneously running a debris removal program as well. Thompson provided enhanced GIS support to assist in managing this effort and coordination between the two applicants. The County also required the use of Thompson's drone and aerial imaging capabilities to perform pile volume measurements at various temporary debris management sites. Ultimately, Thompson monitored and substantiated the removal of over 900,000 cubic yards of debris from County right-of-way (ROW) and the removal of over 57,000 hazardous limbs, and 2,000 hazardous trees throughout the County.

## City of Fort Lauderdale, Florida

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

Hurricane Irma Debris Removal Monitoring & PPDR

Debris Quantity: 460,000 CY

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

**COVID-19:** Thompson is currently supporting the City of Fort Lauderdale with its recovery of grant funds to support the City's COVID-19 pandemic response efforts. This includes Category B costs related to the City's labor,

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



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

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

#### City of Vero Beach, Florida

Oct. 2016 – Feb. 2018

Disaster Debris Removal Monitoring

Debris Quantity: 70,000 CY

**Hurricane Irma:** Following Hurricane Irma, the City once again activated Thompson to provide disaster debris removal monitoring services. Thompson immediately began coordinating with the City's debris removal contractor to determine crew configurations and onboarding local residents for debris removal monitor positions. Thompson monitored and documented the removal of over 43,000 cubic yards of debris.

**Hurricane Matthew:** Thompson has been the contractor of record for disaster debris removal monitoring services for the City of Vero Beach since 2013. Over the course of this contract term Thompson has performed planning and preparedness and disaster debris removal monitoring services to the City. On an annual basis Thompson has provided debris management support and training as requested by the City, and following Hurricane Matthew in 2016, Thompson was activated by the City to perform debris removal monitoring and management services. We mobilized operations within hours of receiving a notice-to-proceed from the City and began on-boarding and training local residents as debris removal monitors. Throughout project operations, Thompson monitored, documented, and substantiated reimbursement for the removal of nearly 30,000 cubic yards of debris.

## Proposed Project Personnel

### 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 eighteen years of experience providing management and oversight for disaster response and recovery efforts and grant



writing administration / program management throughout the United States. He has managed 75 projects under contracts that total over \$1.5 billion in grant administration and recovery efforts that required the mobilization of over 5,000 field and professional personnel over the past 10 years. His programmatic experience includes FEMA-PA, FHWA-ER, NRCS-EWP, HUD-CDBG, FEMA-HMGP, and others.

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

**TED SOWINSKI** Mr. Sowinski will serve as the on-site Operations Manager for the City to oversee day-to-day operations of the project as well as work closely with the City's debris hauler to coordinate crew requirements and scheduling. Mr. Sowinski is a retired member of the US Air Force and has over fourteen years of experience managing debris monitoring and data management operations throughout the Southeast. Previously, Mr. Sowinski served as the Operations Manager on behalf of Glades County, Florida following Hurricane Irma. Most recently, he served as the Operations Manager for the Iowa Department of Homeland Security where over 425,000CY of debris was removed across the state following an unprecedented derecho.

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

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

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

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

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

The following table further summarizes the background and experience of our key personnel and outlines our staff's extensive experience managing and monitoring more than 2,000,000 cubic yards on behalf of local and state governments. Further details about staff can be found in Section 6 – Approach & Capacity. *Resumes for key personnel have been provided as Exhibit 5-2 following this section.*

Table 5-2: Summary of Project Team Experience

Name, Education, Background	Representative Experience	
Jon Hoyle   Principal-in-Charge		
MBA – Finance/Management 18 Years of experience	– Escambia County, FL – 3,700,000 CY – Puerto Rico DOT – 1,000,000 CY – Lee County, FL – 2,300,000 CY	– South Carolina DOT – 3,000,000 CY – Aiken County, SC – 1,500,000 CY – Harris County, TX – 2,500,000 CY
Eric Harrison   Program/Project Manager		
MS – Electronics Engineering 17 Years of experience	– Escambia County, FL – 3,700,000 CY – City-Parish E. Baton Rouge – 2,000,000 CY – South Carolina DOT –3,000,000 CY	– Volusia County, FL – 850,000 CY – St. Augustine, FL – 83,000 CY – Terrebonne Parish, LA – 55,000 CY
Ted Sowinski   Operations Manager/Supervisor		
United States Air Force 14 Years of experience	– Beaumont, TX – 3,850 tons – Jackson Co, FL – 123,000 CY – Carteret County, NC – 1,400,000 CY	– Puerto Rico DOT – 400,000 CY – Bonita Springs – 536,487 CY – Newton County, TX - 37,500 CY
Corey Thomas   FEMA Public Assistance Liaison		
MBA – Finance/Management 14 Years of experience	– City-Parish E. Baton Rouge – 2,000,000 CY – South Carolina DOT – \$37,000,000 – Alabama Tornadoes – \$25,000,000	– South Dakota – \$60,000,000 – Hurricane Alex – \$3,500,000 – Hurricane Ike – \$445,000,000
Danny Gardner   Data Manager		
MBA – Finance/Management 14 Years of experience	– SWA Palm Beach Co – 2,300,000 CY – Chatham Co, GA – 1,400,000 CY – Baton Rouge, LA – 1,800,000 CY	– Alabama DOT – 870,000 CY – South Carolina DOT – 3,000,000 CY – Escambia County, FL – 3,700,000 CY
Nicole Lehman   Planning and Preparedness		
BA – Psychology & Spanish 14 Years of experience	– Puerto Rico DOT – 400,000 CY – Fort Lauderdale, FL – 460,000 CY – St. Augustine, FL – 83,000 CY	– Chatham Co, GA – 1,400,000 CY – Daytona Beach, FL – 330,000 CY – Escambia County, FL – 3,700,000 CY
Wes Holden   ADMS Deployment		
BS – Mgmt. Info. Systems 18 Years of experience	– SWA Palm Beach Co – 2,300,000 CY – City-Parish E. Baton Rouge – 2,000,000 CY – South Carolina DOT – 3,000,000 CY	– Alabama DOT – 870,000 CY – Chatham Co, GA – 1,400,000 CY – Aiken County, SC – 1,500,000 CY
Patrick Gardner   GIS / Environmental		
MS – Fisheries and Aquatic Sciences BS – Marine Science 9 Years of experience	– Gadsden County, FL – 900,000 CY – SWA Palm Beach Co, FL – 3,200,000 CY – Fort Lauderdale, FL – 400,000 CY	– Chatham Co, GA – 1,400,000 CY – Baton Rouge, LA – 1,800,000 CY – South Carolina DOT – 3,000,000 CY

## Professional Licenses and Certifications / Training Courses

Thompson believes it is critical to educate our staff and provide them with the credentials that are recognized by the federal, state and local emergency management community. Many of our staff members are credentialed with some combination of the certifications provided in the table below.

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

Table 5-3: Staff Certifications &amp; Training

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

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

### Debris Removal Monitor 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 and on the job training with experienced debris monitoring supervisors. Thompson is the only debris monitoring firm that performs motor vehicle operating record reviews and as needed drug screening for temporary

employees. This practice results in a team of monitors that is both safe and committed to quality. We will make sure that all local hires are properly trained prior to being deployed to monitor a debris removal crew. In addition, this effort will help residents participate in the City's recovery efforts with a meaningful impact and earn a competitive hourly wage.

## Expertise of Designated Staff

### Debris Removal Programs

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 to include right-of-way (ROW), private property/right-of-entry (ROE) work, waterways clean-up and reimbursement, leaning tree and hanging limb removal, hazardous material removal, vessel and vehicle recovery, asbestos abatement, data management and hauler invoice reconciliation and contracting, and FEMA appeals assistance. 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
- Beach and shoreline restoration
- 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 Services Debris Removal Programs

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's consultants have extensive and unique experience with private property debris removal and demolition 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. In addition, Thompson has extensive waterway/coastal recovery experience, including waterway, wetland and beach sand removal and restoration monitoring. A sample of Thompson's extensive experience with special debris removal monitoring programs includes, but is not limited to:

- Puerto Rico Infrastructure Financing Authority: Private Property Debris Removal and Demolition
- City-Parish of East Baton Rouge: C&D, HHW, E-Waste, White Goods
- SC Department of Transportation: Leaning Trees/Hazardous Limbs
- New York City: Abandoned Vehicle Recovery

- Hancock County: Animal Carcasses
- Sevier County: Private Property Debris Removal
- City of Tuscaloosa: Structural Demolitions
- City of Gulfport: Food Waste
- City of Fort Lauderdale: Beach Sand Removal and Restoration
- Alabama State Port Authority: Wetland Debris Removal
- Aiken County, South Carolina: Waterway Debris Removal

Thompson's has extensive experience working closely with various federal, state and local agencies, including departments of transportation, environmental protection, FEMA, FHWA and the NRCS to monitor special debris removal programs.

## Experience and Knowledge of Environmental Requirements

In addition to our disaster related debris removal monitoring and grant administration experience, Thompson stands fully equipped and prepared to assist the City as needed with services related to permitting, solid waste management, hazardous waste management, asbestos abatement, lead based paint testing and other environmental and engineering inspection requirements. Our Environmental Group was established in 1982 and is comprised of 30+ environmental engineers, water/wastewater engineers, geologists, biologists, NEPA specialists, GIS specialists, soils scientists, hazardous materials managers, asbestos and lead-based paint specialists, storm water and erosion control experts, safety professionals, inspectors, and technicians.

## Disaster Cost Recovery and Reimbursement Processes

Thompson's consultants are well versed 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) | – Damage site surveying (photography, GPS, condition reports, cost estimation, etc.) |
| – Collection and compilation of PDAs  | – Small/large project formulation and scoping  |
| – Applicant kickoff meeting facilitation  | – Alternate / improved projects  |
| – Debris staging site consultation (environmental, logistical, etc.)                    | – Section 406 mitigation consultation  |
| – Project worksheet development   | – Procurement assistance   |
| – Housing inventory damage assessment   | – Expenditure review/approval and reconciliation                                     |
| – Direct administrative cost (DAC) support  | – EMMIE monitoring/support   |
|   | – FEMA appeals assistance  |

## Grant Application, Administration, and Management

Thompson's experience in supporting recovery efforts for local and state governments spans three decades and accounts for the administration of more than \$3 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
  - HOME Investment Partnership Program
- Natural Resources Conservation Service (NRCS)
  - Emergency Watershed Protection (EWP)
- Small Business Administration (SBA)
- Department of Agriculture (USDA)

## Debris Management Planning

Thompson has leveraged the lessons that we have learned from managing previous disaster debris programs as well as our strong regulatory knowledge and capabilities to develop a number of comprehensive debris management plans (DMP). Thompson works closely with our clients throughout the DMP development process to make certain the resulting plan is both in accordance with the Federal Emergency Management Agency (FEMA) Public Assistance Program and Policy Guide and the Alternate Procedures Pilot Program for Debris Removal and contains the components critical to the success of a debris removal operation.

Though conceptually similar, Thompson understands that each DMP will vary to reflect the intricacies and needs of our clients. Our plan development process is scalable and flexible depending on the need for developing a new plan or updating an existing plan; or the need for selecting and validating potential debris management sites (DMS) or to have existing sites reviewed and permitted by specific state agencies. Typically, the geographic size, population characteristics, propensity for and type of disaster, and many other factors dictate the complexity of a DMP.

## Subcontractors

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

## Litigation

Thompson Consulting Services, LLC does not currently have, and has not had in the past five (5) years any settled or pending litigation or judgements; nor has Thompson been a party to any lawsuit or arbitration with regard to a contract for services similar to those requested in the specifications.

Furthermore, Thompson has never had a contract terminated unfavorably, nor have we ever failed to complete a project or provide the goods/services for which we have been contracted, resulting in contractual breaches or defaults.



# EXHIBIT 5-1: STAFF EXPERIENCE MATRIX

# STAFF EXPERIENCE MATRIX

Thompson Consulting Services

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

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Event/Client	FEMA-DR	Cubic Yardage/Tonnage	Disaster Debris Contract Management	Contract Procurement Assistance	ROW Debris Removal Monitoring	Parks Debris Removal Monitoring	DMS/Disposal Monitoring	Leaner/ Hangers/ Stumps Removal Monitoring	DMS Environmental Support	Beach Remediation/Restoration	Private Property Debris Removal (PPDR) Administration	Marine/Waterway Debris Removal	Data Collection/ Management/ Billing/ Invoicing	Customer Information/ Service Call Centers	Demolition Administration & Program Management	FEMA Category A&B Reimbursement Support
Leon County, FL	4399	1,043,757	◆		◆		◆	◆					◆			
City of Tallahassee, FL	4399	427,650	◆		◆		◆	◆					◆			
Gadsden County, FL	4399	1,524,442	◆		◆	◆	◆	◆					◆			
Jackson County, FL	4399	122,956	◆		◆	◆	◆	◆			◆		◆			
Tyndall Air Force Base, FL	4399	57,466					◆						◆			
Georgia Department of Transportation	4400	184,527	◆		◆		◆						◆			
Thomas County, GA	4400	45,031	◆		◆		◆	◆					◆			
<b>HURRICANE FLORENCE 2018 – 2019</b>																
<b>EVENT TOTAL CUBIC YARDS – TBD</b>																
Town of Bogue, NC	4393	8,915	◆		◆		◆						◆			
Carteret County, NC	4393	1,507,059	◆		◆	◆	◆						◆			
Cumberland County, NC	4393	1,319	◆		◆		◆						◆			
City of Jacksonville, NC	4393	269,383	◆		◆		◆	◆					◆			
Dept. of Transportation, NC	4393	14,153	◆		◆		◆	◆					◆			
Town of Swansboro, NC	4393	30,816	◆		◆		◆	◆					◆			
<b>HURRICANE MARIA 2017 - 2019</b>																
<b>EVENT TOTAL CUBIC YARDS – 460,000</b>																
Dept. of Transportation, PR	4339	1,275,612	◆		◆		◆	◆					◆			
<b>HURRICANE IRMA 2017 – 2018</b>																
<b>EVENT TOTAL CUBIC YARDS – 12,000,000</b>																
City of Altamonte Springs, FL	4337	68,144	◆		◆		◆	◆					◆			
City of Bonita Springs, FL	4337	536,487	◆		◆	◆	◆	◆					◆			
City of Casselberry, FL	4337	31,317	◆		◆		◆	◆					◆			
Citrus County, FL	4337	173,920	◆		◆		◆						◆			
Hendry County, FL	4337	300,110	◆		◆		◆	◆					◆			
City of Cooper City, FL	4337	153,376	◆		◆		◆	◆					◆			
City of Crystal River, FL	4337	3,142	◆		◆		◆						◆			
City of Daytona Beach, FL	4337	117,077	◆		◆		◆						◆			◆
City of Deland, FL	4337	129,377	◆		◆		◆	◆					◆	◆		
City of Delray Beach, FL	4337	173,674	◆		◆		◆	◆					◆			
City of Flagler Beach, FL	4337	27,515	◆		◆		◆						◆			
City of Ft Lauderdale, FL	4337	647,519	◆		◆	◆	◆	◆		◆			◆			◆
City of Ft Myers, FL	4337	331,986	◆		◆		◆	◆					◆			
Town of Ft Myers Beach, FL	4337	24,783	◆		◆		◆						◆			
Glades County, FL	4337	40,827	◆		◆		◆						◆			
Hernando County, FL	4337	118,699	◆		◆		◆	◆					◆			
City of Hialeah, FL	4337	211,704	◆		◆		◆	◆					◆			
City of Inverness, FL	4337	10,238	◆		◆		◆						◆			
City of Lake Mary, FL	4337	55,826	◆		◆		◆	◆					◆			
City of Lakeland, FL	4337	260,084	◆		◆		◆	◆					◆			◆
City of Largo, FL	4337	54,992	◆		◆		◆						◆			
Lee County, FL	4337	2,319,785	◆		◆	◆	◆	◆				◆	◆			
City of Leesburg, FL	4337	27,118	◆		◆		◆	◆					◆			
Leon County, FL	4337	37,619	◆		◆		◆						◆			



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

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

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Town of Babylon, NY	4085	100,000	◆		◆							◆				
<b>HURRICANE ISAAC – 2012</b>																
<b>EVENT TOTAL CUBIC YARDS OF DEBRIS – 92,000</b>																
Terrebonne Parish, LA	4080	56,000	◆		◆	◆	◆	◆					◆			◆
Denham Spring, LA	4080	9,000	◆		◆	◆	◆	◆					◆			◆
Hancock County, MS	4081	23,000			◆		◆			◆			◆			
Jackson County, MS	4081	4,000			◆		◆									◆
<b>HURRICANE IRENE – 2011</b>																
<b>EVENT TOTAL CUBIC YARDS OF DEBRIS – 465,000</b>																
Saluda Residency, Virginia DOT	4024	100,000			◆		◆	◆								
Petersburg Residency, Virginia DOT	4024	75,000			◆		◆	◆								
Ashland Residency, Virginia DOT	4024	200,000			◆		◆	◆								
Chesterfield Residency, Virginia DOT	4024	15,000			◆		◆	◆								
City of Portsmouth, Virginia	4024	50,000			◆		◆	◆								
Brunswick County, Virginia	4024	25,000			◆		◆	◆								
<b>TORNADOES – 2011</b>																
<b>EVENT TOTAL CUBIC YARDS OF DEBRIS – 450,000</b>																
City of Tuscaloosa, AL	1971	N/A		◆							◆		◆	◆	◆	◆
Calhoun County, AL	1971	350,000	◆		◆		◆	◆	◆		◆		◆		◆	◆
Alabama DCNR	1971	100,000	◆		◆	◆	◆	◆	◆				◆		◆	
<b>TORNADOES – 2010</b>																
<b>EVENT TOTAL CUBIC YARDS OF DEBRIS – 18,944</b>																
City of Norman, OK <sup>[1]</sup>	1926	18,944	◆		◆		◆	◆	◆				◆			◆
<b>FLOODING – 2010</b>																
<b>EVENT TOTAL CUBIC YARDS OF DEBRIS – 348,895</b>																
City of Nashville, TN <sup>[2]</sup>	1909	275,540			◆		◆		◆				◆			
City of Cedar Rapids, IA <sup>[2]</sup>	1763	109,355	◆												◆	
<b>ROCK SLIDES – 2009</b>																
<b>EVENT TOTAL CUBIC YARDS OF DEBRIS – 60,000</b>																
City of Chattanooga, TN	N/A	60,000	◆		◆	◆										
<b>SNOW STORMS – 2009</b>																
<b>EVENT TOTAL CUBIC YARDS OF DEBRIS – 59,765</b>																
Town of Spencer, MA <sup>[1]</sup>	1813	10,930	◆		◆		◆	◆	◆				◆			◆
Town of Sterling, MA <sup>[1]</sup>	1813	48,835	◆		◆		◆	◆	◆				◆			◆
<b>HURRICANE IKE – 2008</b>																
<b>EVENT TOTAL CUBIC YARDS OF DEBRIS – 12,275,208</b>																
City of Houston, TX <sup>[1]</sup>	1791	4,500,000	◆	◆	◆	◆	◆	◆	◆				◆	◆		◆
Harris County, TX <sup>[1]</sup>	1791	2,500,000	◆	◆	◆	◆	◆	◆	◆				◆	◆		◆
Galveston County, TX <sup>[3]</sup>	1791	1,400,000	◆		◆	◆	◆	◆	◆		◆		◆	◆		◆
City of Baytown, TX <sup>[1]</sup>	1791	1,000,000	◆		◆	◆	◆	◆	◆			◆	◆	◆		◆
Montgomery County, TX <sup>[1]</sup>	1791	871,452	◆		◆		◆	◆	◆				◆			◆
Fort Bend County, TX <sup>[1]</sup>	1791	415,000	◆		◆	◆	◆	◆	◆				◆			◆
Town of Dauphin Island, AL <sup>[1]</sup>	1797	50,000	◆		◆	◆				◆	◆	◆	◆			◆
Hardin County, TX <sup>[1]</sup>	1791	200,000	◆		◆		◆	◆	◆				◆			◆

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

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City of Parkland, FL <sup>[4]</sup>	1609	244,910	◆										◆			◆
City of Weston, FL <sup>[4]</sup>	1609	244,395	◆										◆			◆
City of Cooper City, FL <sup>[4]</sup>	1609	217,464	◆										◆			◆
City of Coral Gables, FL <sup>[4]</sup>	1609	213,947	◆										◆			◆
Broward County, FL <sup>[4]</sup>	1609	204,105	◆										◆			◆
City of Sunrise, FL <sup>[4]</sup>	1609	199,548	◆										◆			◆
City of Oakland Park, FL <sup>[4]</sup>	1609	151,906	◆										◆			◆
City of Miami Beach, FL <sup>[4]</sup>	1609	135,825	◆										◆			◆

**HURRICANE KATRINA – 2005****EVENT TOTAL CUBIC YARDS OF DEBRIS – 27,143,468**

Hancock County, MS <sup>[4]</sup>	1604	5,773,291	◆										◆			◆
Jackson County, MS <sup>[4]</sup>	1604	3,183,425	◆										◆			◆
City of Gulfport, MS <sup>[1]</sup>	1604	2,600,000	◆	◆	◆	◆	◆	◆	◆		◆	◆	◆	◆	◆	◆
Forrest County, MS <sup>[4]</sup>	1604	2,496,933	◆										◆			◆
Jones County, MS <sup>[4]</sup>	1604	1,961,427	◆										◆			◆
Harrison County, MS <sup>[1]</sup>	1604	1,850,000	◆		◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆
Lamar County, MS <sup>[4]</sup>	1604	1,533,579	◆													
City of Pass Christian, MS <sup>[4]</sup>	1604	1,484,288	◆										◆			◆
City of Pascagoula, MS <sup>[4]</sup>	1604	1,236,646	◆										◆			◆
Mobile County, AL	1605	789,658	◆		◆		◆	◆								
City of Mobile, AL	1605	728,469	◆		◆		◆	◆								
George County, MS <sup>[4]</sup>	1604	651,359	◆										◆			◆
Perry County, MS <sup>[4]</sup>	1604	550,967	◆										◆			◆
Walthall County, MS <sup>[4]</sup>	1604	507,754	◆										◆			◆
City of New Orleans, LA <sup>[2]</sup>	1603	401,238	◆	◆	◆		◆		◆		◆		◆	◆	◆	◆
Jefferson Parish, LA <sup>[4]</sup>	1603	397,770	◆										◆			◆
City of Slidell, LA <sup>[4]</sup>	1603	153,165	◆										◆			◆
City of Covington, LA <sup>[4]</sup>	1603	143,919	◆										◆			◆
Lafourche Parish, LA <sup>[4]</sup>	1603	134,384	◆										◆			◆
Jasper County, MS	1604	131,251	◆		◆		◆	◆								
Town of Dauphin Island, AL	1605	94,037	◆		◆		◆	◆		◆		◆				
City of Prichard, AL	1605	70,445	◆		◆		◆	◆								
Clark County, MS	1604	90,134	◆		◆		◆	◆								
City of Citronelle, AL	1605	48,423	◆		◆		◆	◆								
City of Saraland, AL	1605	44,419	◆		◆		◆	◆								
City of Satsuma, AL	1605	29,404	◆		◆		◆	◆								
Choctaw County, AL	1605	26,409	◆		◆		◆	◆								
City of Bayou Le Batre, AL	1605	18,336	◆		◆		◆	◆								
City of Creola, AL	1605	7,719	◆		◆		◆	◆								
City of Mt. Vernon, AL	1605	4,619	◆		◆		◆	◆								

**HURRICANE RITA – 2005****EVENT TOTAL CUBIC YARDS OF DEBRIS – 4,800,000**

Jefferson County, TX <sup>[2]</sup>	1606	4,600,000	◆		◆		◆	◆	◆		◆		◆	◆		◆
Monroe County, FL <sup>[2]</sup>	1602	200,000	◆	◆	◆		◆		◆	◆		◆	◆			◆



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

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

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

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

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

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# EXHIBIT 5-2: KEY PERSONNEL RESUMES

# Jon Hoyle

President

## FIRM

Thompson Consulting Services  
2601 Maitland Center Parkway  
Maitland, Florida 32751

## EDUCATION

BA: International Relations  
MBA: Management and Finance

## EXPERIENCE

18 years

## PROGRAM EXPERIENCE

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

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

## PROJECT EXPERIENCE

### Escambia County, Florida, Hurricane Disaster Debris Removal

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

### Puerto Rico Department of Transportation and Public Works (DTOP), Hurricane Maria, 2017 - 2018

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

### Hurricane Irma, Disaster Recovery Operations, State of Florida, 2017 - 2018

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

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

### Hurricane Matthew, Disaster Recovery Operations, Multiple States, 2016 - 2017

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

### South Carolina Department of Transportation, Severe Flooding, 2015 - 2016

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

### Putnam, Fentress and Overton Counties, Tennessee, 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 generating widespread vegetative disaster debris. Thompson was activated by the South Carolina Department of Transportation (SCDOT), Georgetown, Marion, Williamsburg, Aiken and Allendale Counties to provide debris removal monitoring services. Mr. Hoyle served on the Thompson management team responsible for contract obligations, cost controls, and FEMA Category A&B reimbursement for all projects. Thompson monitored, documented, and substantiated reimbursement for the removal of over 2,900,000 cubic yards of debris and the removal of 400,000 hazardous limbs and trees.

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

**Virginia Department of Transportation (VDOT), Multiple Locations, Hurricane Recovery Debris Monitoring, 2011** | In the wake of Hurricane Irene the VDOT called upon their pre-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 campgrounds were totally destroyed and massive amounts of debris were scattered in the roadways, trail systems, and fire

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

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

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

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

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

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

# Nathaniel Counsell

Executive Vice President

## FIRM

Thompson Consulting Services  
2601 Maitland Center Parkway  
Maitland, Florida 32751

## EDUCATION

BA: Economics  
MBA: International Business

## EXPERIENCE

18 years

## PROGRAM EXPERIENCE

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

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

## PROJECT EXPERIENCE

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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



# Eric Harrison

Vice President / Field Operations

## FIRM

Thompson Consulting Services  
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Maitland, Florida 32751

## EDUCATION

BS: Electronic Engineering Technology  
Graduate Certificate: Geographic  
Information Science

## EXPERIENCE

17 years

## PROGRAM EXPERIENCE

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

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

## PROJECT EXPERIENCE

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

## TRAINING & CERTIFICATIONS

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

# Corey Thomas

Vice President / Grants Management Services

## FIRM

Thompson Consulting Services  
2601 Maitland Center Parkway  
Maitland, Florida 32751

## EDUCATION

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

## EXPERIENCE

14 years

## PROGRAM EXPERIENCE

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

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

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

## PROJECT EXPERIENCE

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

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

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

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

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

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

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

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

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

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

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

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

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

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

## TRAINING & CERTIFICATIONS

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

# Daniel Gardner

Vice President / Data Operations

## FIRM

Thompson Consulting Services  
2601 Maitland Center Parkway  
Maitland, Florida 32751

## EDUCATION

BSBA: Management Information Systems  
MBA: Finance and Management

## EXPERIENCE

14 years

## PROGRAM EXPERIENCE

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

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

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

## PROJECT EXPERIENCE

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

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

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

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

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



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

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

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

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

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

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

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

## TRAINING & CERTIFICATIONS

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



# Wesley Holden

Senior Vice President / ADMS Operations

## FIRM

Thompson Consulting Services  
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Maitland, Florida 32751

## EDUCATION

BS: Management Information Systems

## EXPERIENCE

18 years

## PROGRAM EXPERIENCE

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

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

## PROJECT EXPERIENCE

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

## TECHNOLOGY EXPERTISE

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

# Nicole Lehman

Director of Client Services / Program Manager

## FIRM

Thompson Consulting Services  
2601 Maitland Center Parkway  
Maitland, Florida 32751

## EDUCATION

BA: Psychology and Spanish

## EXPERIENCE

15 years

## PROGRAM EXPERIENCE

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

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

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

## PROJECT EXPERIENCE

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

## TRAINING & CERTIFICATIONS

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

# Patrick Gardner

## GIS Manager

### FIRM

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Maitland, Florida 32751

### EDUCATION

BS: Marine Science  
MS: Fisheries and Aquatic Sciences

### EXPERIENCE

9 years

### PROGRAM EXPERIENCE

FEMA Public Assistance Emergency Work (Categories A-B)

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

## PROJECT EXPERIENCE

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

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

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

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

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

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

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

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



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

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

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

#### Environmental Project Experience

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

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

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

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

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

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

## TRAINING & CERTIFICATIONS

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



# Gary Brooks

Project / Operations Manager

## FIRM

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Maitland, Florida 32751

## MILITARY EXPERIENCE

United States Marine Corps

## EXPERIENCE

17 years

## PROGRAM EXPERIENCE

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

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

## PROJECT EXPERIENCE

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

## TRAINING & CERTIFICATIONS

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

# Ted Sowinski

## Field Operations Manager

### FIRM

Thompson Consulting Services  
2601 Maitland Center Parkway  
Maitland, Florida 32751

### MILITARY EXPERIENCE

United States Air Force

### EXPERIENCE

14 years

### PROGRAM EXPERIENCE

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

Mr. Sowinski has over 14 years of experience managing debris monitoring and data management operations throughout the United States following some of the largest debris generating natural disasters in recent history. In addition to right-of-way (ROW) debris monitoring programs, Mr. Sowinski has worked extensively on hazardous leaner, hanger, and stump removal programs. Mr. Sowinski also has extensive knowledge in ADMS hardware, software, and communications infrastructure and has overseen day-to-day ADMS project operations and reporting in recent activations.

## PROJECT EXPERIENCE

**Iowa, Midwest Derecho Disaster Recovery Response, 2020 - 2021** | Following an unprecedented derecho that caused devastating damage statewide, Thompson was activated by the Iowa Department of Homeland Security and Emergency Management and the City of Bertram to provide debris removal monitoring services. Mr. Sowinski served as the Operations Manager and was responsible for overseeing day-to-day debris removal monitoring operations throughout the State. Overall, Thompson monitored the removal of over 425,000 cubic yards of debris resulting from the derecho event.

**City of Beaumont, Texas, Tropical Storm Imelda Recovery Operations, 2019** | Mr. Sowinski recently served as the operations manager overseeing day-to-day debris removal monitoring operations throughout the City of Beaumont following Tropical Storm Imelda. The City performed both hazardous tree and limb removal as well as right-of-way (ROW) collection programs on City maintained roadways.

**Carteret County, North Carolina, Hurricane Florence Recovery Operations, 2018 - 2019** | Mr. Sowinski served as the field supervisor overseeing debris removal monitoring efforts on behalf of the County. The County performed hazardous tree and limb removal as well as right-of-way (ROW) collection programs on County maintained roadways. Thompson documented the removal of over 1.5 million cubic yards of debris.

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

**Lee County, Florida, Hurricane Irma Recovery Operations, 2017 - 2018** | Mr. Sowinski served as the field supervisor overseeing debris removal monitoring efforts on behalf of the County. The County performed both hazardous tree and limb removal as well as right-of-way (ROW) collection programs on County maintained roadways. Overall, Thompson substantiated more than 2.4 million cubic yards of vegetative debris.

**Glades County, Florida, Hurricane Irma Recovery Operations, 2017 - 2018** | Mr. Sowinski served as the operations manager overseeing day-to-day debris removal monitoring operations throughout the County following Hurricane Irma. The County performed hazardous tree and limb removal as well as right-of-way (ROW) collection programs on County maintained roadways. Thompson documented the removal of 40,827 cubic yards of debris.

**South Carolina Department of Transportation (SCDOT), Hurricane Matthew Recovery Operations, 2016 - 2017** | Mr. Sowinski served as operations manager for the SCDOT debris removal monitoring mission in Orangeburg 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 Orangeburg County.

## TRAINING & CERTIFICATIONS

- LADOTD Traffic Control Supervisor Certification

# Raul Cardenas

Project / Operations Manager

## FIRM

Thompson Consulting Services  
2601 Maitland Center Parkway  
Maitland, Florida 32751

## EDUCATION

BA: Political Science  
MA: Liberal Studies – Political Theory

## EXPERIENCE

17 years

## PROGRAM EXPERIENCE

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

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

## PROJECT EXPERIENCE

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

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

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

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

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

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

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

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

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

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

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

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

## TRAINING & CERTIFICATIONS

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



# Thomas "Tommy" Dorsey

Project / Operations Manager

## FIRM

Thompson Consulting Services  
2601 Maitland Center Parkway  
Maitland, Florida 32751

## EDUCATION

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

## EXPERIENCE

11 years

## PROGRAM EXPERIENCE

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

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

## PROJECT EXPERIENCE

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

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

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

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

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

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

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

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

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

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

## TRAINING & CERTIFICATIONS

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

# Connie Stewart

## Field Operations Supervisor

### FIRM

Thompson Consulting Services  
2601 Maitland Center Parkway  
Maitland, Florida 32751

### EXPERIENCE

17 years

### PROGRAM EXPERIENCE

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

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

## PROJECT EXPERIENCE

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

## TRAINING & CERTIFICATIONS

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

# Jeff Hollis

Field Operations Supervisor

## FIRM

Thompson Consulting Services  
2601 Maitland Center Parkway  
Maitland, Florida 32751

## EXPERIENCE

17 years

## PROGRAM EXPERIENCE

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

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

## PROJECT EXPERIENCE

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

## TRAINING & CERTIFICATIONS

- OSHA 29 CFR 1910.120 40-Hour HAZWOPER Training

# SECTION 6

## Approach and Capacity

### Our Understanding

The City of Delray Beach, Florida (City) is in Palm Beach County and encompasses 16.52 square miles along the southeast Florida Atlantic Coast. As evidenced by Hurricanes Katrina and Wilma in 2005, Hurricane Irma in 2017 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. As such, the City maintains a constant, high level of readiness to respond to a variety of hazards that may impact its citizens and consequently, is seeking proposals from qualified consultants to provide debris monitoring support and assist 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 staff have proven experience in supporting the City's previous response and recovery efforts following Hurricane Irma in 2017 and understand the challenges to providing effective debris monitoring and grant administration support to the City. We will use what we have learned from previous disaster recovery projects in the City and throughout Florida to improve the efficiency of the debris removal program and expedite the City's recovery following a future disaster. We are familiar with the challenges that make debris removal and disaster recovery unique in the City and stand prepared to assist the City with implementing a recovery program that mitigates and addresses many of the City's concerns and expectations, which include:

- Knowledge and familiarity with the City of Delray Beach
- A dedicated point of contact with Thompson
- Immediate, well-orchestrated, and documented force account and contractor response during the 70-hour push
- Equipment and personnel access challenges due to flood water and storm surge
- Proper management of the debris removal contractor's pledged resources and commitments
- A local preference for hiring debris monitors
- Limited availability of debris management sites (DMS)
- Effects of debris operations on tourism
- Service issues with gated communities/private property

*Thompson agrees to fulfill all requirements outlined in the scope of services and strives to exceed the service expectations of the City of Delray Beach.*

### Utilization of Technology Solutions

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

Thompson has invested considerable resources in technologies to support more efficient debris removal monitoring. Among these technologies is our best-in-class ADMS solution, the Thompson Data Management Suite (TDMS). TDMS is a collection of hardware, software and communications



infrastructure for the management of data and documents related to disaster recovery. The suite provides near real time debris collection data to applicants, grantees, FEMA, FHWA, debris removal contractors, and others without disrupting the speed of the recovery. Each major component of TDMS is summarized below:

10+

years of TDMS  
deployments

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

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

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

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

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

## Successfully Deployment History

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

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

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

Table 6-1: TDMS Deployments

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

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

## GIS Mapping Capabilities

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

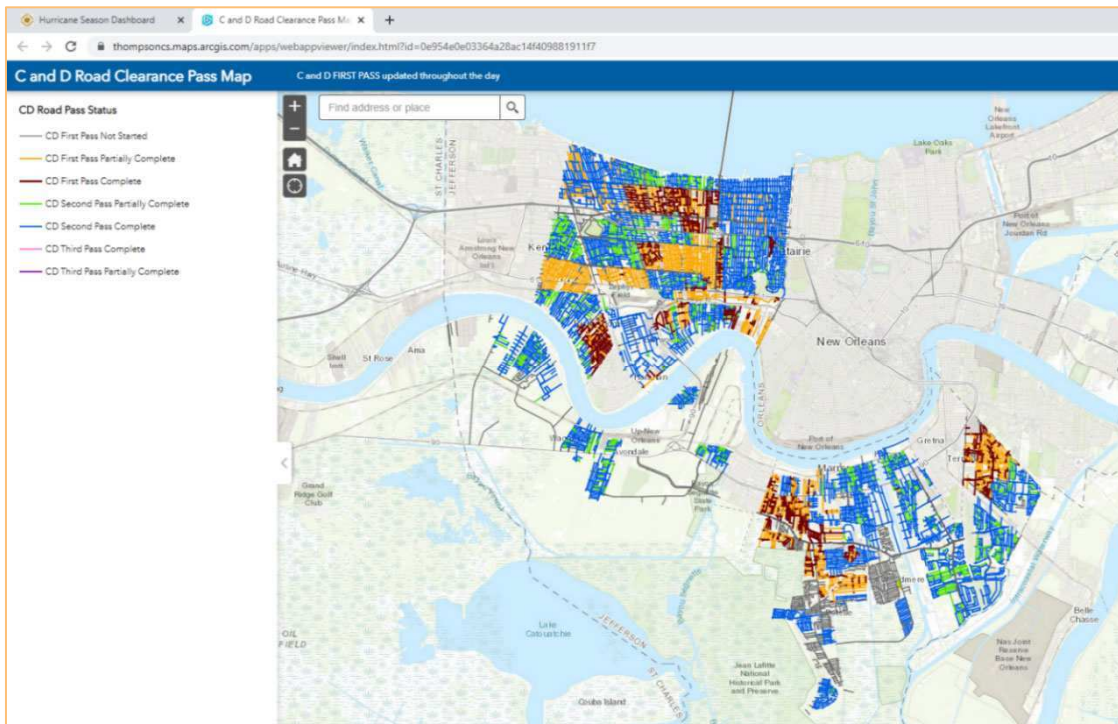
Thompson employs ArcGIS Pro, ESRI's latest desktop GIS application, which allows for seamless integration with our company's ArcGIS Online and Enterprise platforms. Additionally, we can integrate data collected through ESRI's Survey123 and Field Maps for display in ArcGIS applications (Web Mapping Applications,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

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

## Pass, Progress, and Activity Mapping

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

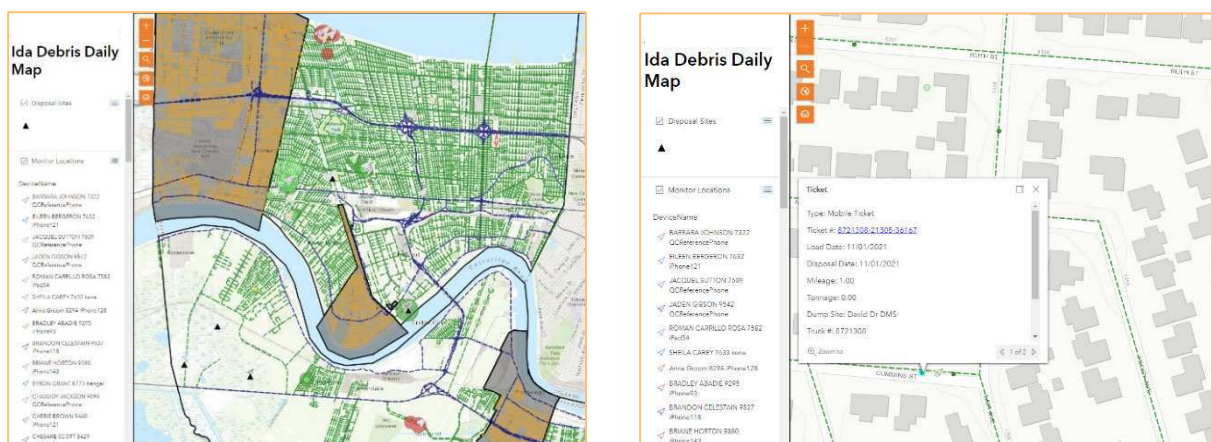
Figure 6-1: Road Clearance Pass Map



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

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

Figure 6-2: Daily Debris Monitor Activity Maps

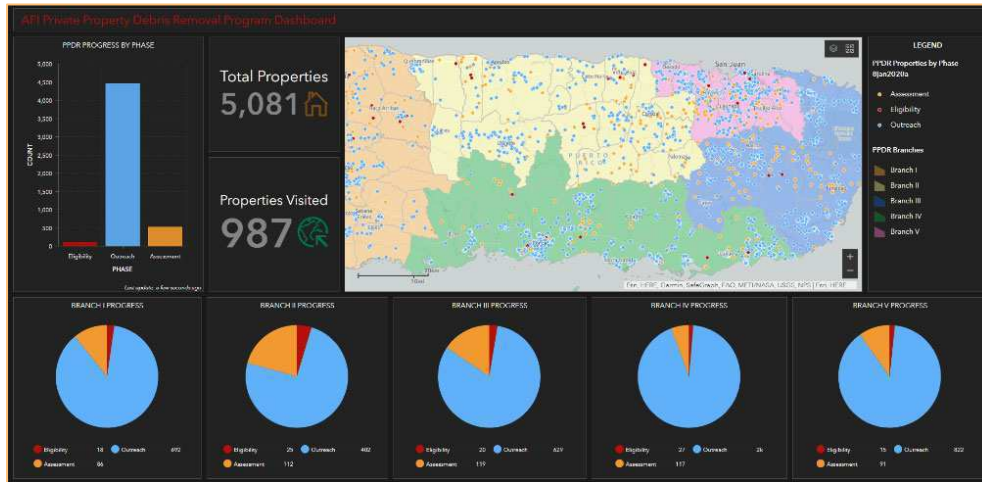


## Dashboards

Thompson can also create GIS Operations Dashboard that displays real time data including daily and cumulative collection totals, collection locations, eligible/ineligible ticket locations, collection debris type

breakdowns, etc. Dashboards can be created for a variety of debris removal programs, including private property debris removal.

Figure 6-3: Operational Dashboard



## Approach to Debris Removal Monitoring

### Maximizing Reimbursement

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

Through 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.

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

Figure 6-4: Disaster Debris Removal Monitoring Phase and Task Summary



## Non-Event / Preparedness and Planning

Part of Thompson's commitment to pre-positioned clients is providing planning and training services to the communities we serve. Our team is constantly expanding education, training, and field experience in the disaster debris monitoring, grant management, and emergency management fields and will share their knowledge with 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.

In addition, 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 provided below.

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

## Post-Event / Disaster Debris Removal Monitoring Operations

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

Table 6-2: Mobilization Timeline

Task	Mobilization Time
<b>Mobilization</b>	
Program Management	Immediately following NTP
Damage Assessment	12-24 hours following notice to proceed (NTP)
Onboarding and Training of Employees	12-24 hours following NTP
<b>Debris Program Implementation</b>	
Health and Safety Plan Implementation	12-24 hours following NTP
Measure and Certify Trucks by FEMA PAPPG Standards	12-24 hours following NTP
Deploy Field Supervisors / Field Supervisors	24-48 hours following NTP
Deploy Loading Site Collection Monitors	24-48 hours following NTP
Deploy Debris Management Site Monitors	24-48 hours following NTP



Task	Mobilization Time
Monitor the Removal of Leaning Trees, Hanging Limbs, and Hazardous Stumps	24-48 hours following NTP
Perform Special Debris Removal Programs (e.g., private property debris removal)	TBD, based on input from FDEM and FEMA
<b>Data Management</b>	
Accumulate and Review Daily Field Data (QA/QC)	Onset of debris collection activities
Reporting and Progress Mapping	On-going throughout recovery operation
Reconcile Contractor Invoices	On-going throughout recovery operation

## Mobilization

### Mobilization | Program Management

Thompson will assist the 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

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. Upon receipt of a Notice-to-Proceed, Thompson will deploy Project Quality Assurance and Project Administrative initiation teams to the City.

The Project Quality Assurance Team will consist of the Project Manager and appropriate number of Field Supervisors, based on the severity of the event. In addition to providing surge support to the 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
- Motor Vehicle record checks
- Debris Monitor Training
- Health and Safety Plan Implementation

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



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

Throughout the project, the Thompson Project Manager will identify critical path functions that will require close coordination between the 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.).

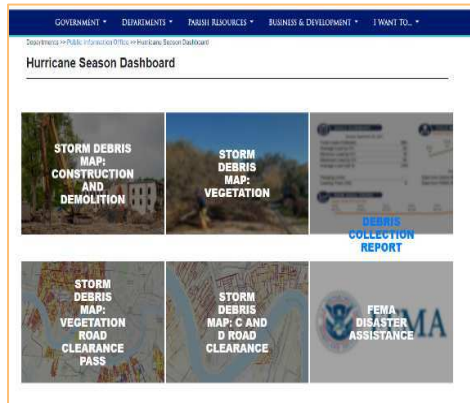
**Debris Removal Contractor Coordination:** Thompson recognizes that each disaster situation is going to be different and therefore promotes a collaborative working relationship with the City and their debris removal contractors. Immediately following a notice to proceed, Thompson will begin coordinating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

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

**FEMA and State Agency Coordination:** To the extent that it is required by the City, Thompson will serve as a liaison between the FEMA, FDEM, and other public entities to document and demonstrate that debris removal, response and recovery activities are eligible, allowable, and in compliance with FEMA Publication FP-104-009-2 Public Assistance Program and Policy Guide (PAPPG). Thompson will work with the 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.

**Public Information Support:** Thompson has a variety of resources and tools to assist the City's public information and outreach efforts. During non-event times, prior to and immediately following a disaster incident, Thompson can work with the appropriate City staff to develop press releases to inform the public on topics related to debris removal efforts, including proper setout procedures for bring debris to

the right-of-way, anticipated collection start, progress and end dates, and notification of special debris collection programs available to the public.



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

Thompson can also establish and staff a hotline to assist with public telephone inquiries and complaints regarding debris removal operations. Thompson will ensure that all calls are documented and assigned a status to track the complaint and resolution. Damage complaints concerning debris removal will be tracked and reported by debris contractor(s). All complaints

will be provided to the project management team for resolution with the debris contractor. Thompson will provide a log of inquiries and complaints and their resolution to the City Project Manager on a weekly basis.

### Mobilization | Damage Assessment

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

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

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

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

Because of the margin of error in the model, Thompson validates the modeled result via windshield surveying and aerial drone flyover assessments in a post-disaster scenario. Windshield surveys provide debris removal professionals the opportunity to estimate the quantity of debris per parcel surveyed, which can be extrapolated to include the number of parcels within jurisdictional limits of the community. Aerial drone flyover assessments are important because they provide Thompson with the

ability to gauge the consistency of the damage across the jurisdiction and provide a means for identifying areas that have been compromised which may be isolated without means of conventional travel due to debris or flooding.

### Mobilization | Onboarding and Training of Employees

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

**100+**  
monitors  
onboarded daily

Thompson is fully prepared to deploy the appropriate number of fully trained field staff to the City within 24 hours of receiving a notice to proceed and will make every effort to hire residents from impacted communities within the City to serve as debris monitors. This effort will help residents participate in the City's recovery efforts with a meaningful impact and earn a competitive hourly wage. In accordance with FEMA PAPPG, Thompson will train debris monitors, City employees, and other project stakeholders to have a complete understanding of the roles and responsibilities of the debris monitor, including:

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

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

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

Table 6-3: Local Hire Task Summary

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

## Debris Program Implementation

### Debris Program Implementation | Health and Safety Plan

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

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

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

### Debris Program Implementation | Truck Certification

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

- Valid truck registration
- Volumetric capacity of the inside of the loading container

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

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

### Debris Program Implementation | Deploy Field Supervisors

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

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

# 10:1

monitor to  
supervisor ratio

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

### Debris Program Implementation | Deploy Debris Collection Monitors

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

- Ensuring that only eligible, disaster related debris is removed for loading and hauling from approved public areas
- Utilizing maps developed by the City and debris removal contractor that designate work zones
- Ensuring that debris collected is in accordance with the regulations, safety considerations, and contract terms of the specific waste stream (i.e., hazardous waste is not loaded into container of clean vegetative debris, etc.)

#### eligibility:

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

- Recording the time, date, disaster number, truck number, and loading location using TDMS
- Issuing load ticket to driver when loading container is fully loaded
- Ensuring that debris loads are contained properly in the loading container prior to the departure of the truck from the loading location to the DMS
- Checking for safety considerations and areas of potential problems (school zone, utility meters, power lines, mailboxes, etc.) and reporting potential issues to the Field Supervisor
- Recording and reporting any damages caused to streets, curbs, utility meters, mailboxes, and other public property because of debris removal operations including photos, owner information, and circumstances of the damage within 24 hours of incident
- Ensuring all white goods and freon containing appliances are sorted and ready for freon removal on site or separate transport for Freon removal before final disposal
- Certifying household hazardous wastes (HHW) are segregated, handled, loaded, and hauled in accordance with environmental laws and local, state, and federal regulations. HHW must be handled by specialists licensed by FDEP
- Ensuring work area is clear of debris to the specified level before equipment moves to a new loading area
- Remaining in constant contact with their Field Supervisor
- Other duties as directed by the debris management project manager or designated City personnel

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

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

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

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

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



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

**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 in accordance with FEMA policy.

### Debris Program Implementation | Damage Complaint Tracking

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

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

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

- Work order point of contact
- Responsible contractor/sub-contractor
- Description of actions by responsible party
- Photographs/other evidence of repair

- Photographs of damage
- Cost summary, if available

### Debris Program Implementation | Special Debris Removal Programs

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

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

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

- Demonstrating that the debris/sediment/vehicle presents a hazard or immediate threat to public health and safety
- Ensuring that only eligible debris is removed as defined by FEMA PAPPG from approved public areas
- Ensuring that contaminated debris/soil is handled, processed, and disposed in accordance with the type of contaminant
- Verifying that any contaminated disaster-related debris is addressed by the specialist from 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 (e.g., linear foot)
- Ensuring vehicles and vessels are abandoned, i.e., the vehicle/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

**Monitor Beach Scraping, Stockpiling, Screening, Placement and Shaping:** Storm surge and high winds associated with a future tropical storm or hurricane may result in extensive damage to beaches, including erosion and a variety of debris that could include marine debris, vessels, vegetative debris and construction and demolition debris from damaged or destroyed coastal structures and infrastructure. Thompson will assist in the development of a beach restoration program which will include cost and quality analysis of various sand sources and recovery methods. Debris removal from beaches involves a multitude of environmental, operational and funding challenges. Central to the matter is the fact that the removal of debris from beaches may involve as many as five (5) independent processes as summarized below:

1. Beach Scraping: process of recovering sand to a pre-determined depth for screening. Thompson will verify depth via transom readings at determined intervals.

2. Stockpiling of Debris Laden Sand: screened sand will be staged at locations along the beach. Thompson will account for debris laden sand in order to prevent double-counting.
3. Power-screening of Debris Laden Sand: stockpiled debris laden sand will be power-screened to level of granular acceptance. Thompson will perform QA/QC testing on the sand to ensure it meets minimum standards.
4. Screened Sand Placement: screened sand will be returned to scrape locations along the beach. Thompson will work with the debris contractor to manage quantities and locations for distribution.
5. Scraping of Placed Sand: placed sand will be shaped to its pre-storm configuration. Thompson will assist the City with ensuring that shaping meets minimum QA/QC standards established by the City.

Depending on the individual beach impacted and the magnitude of the disaster, other means for beach debris removal such as raking may be implemented. To the extent that erosion can be demonstrated, and appropriate maintenance records are maintained, Thompson may also assist the City with dredge and pumping operations to re-nourish its beaches.

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

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

- Identify an ordinance that clearly grants the 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 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 residents in need can participate in the program.

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

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

Figure 6-5: TDMSweb Management and Administration of PPDR Documents

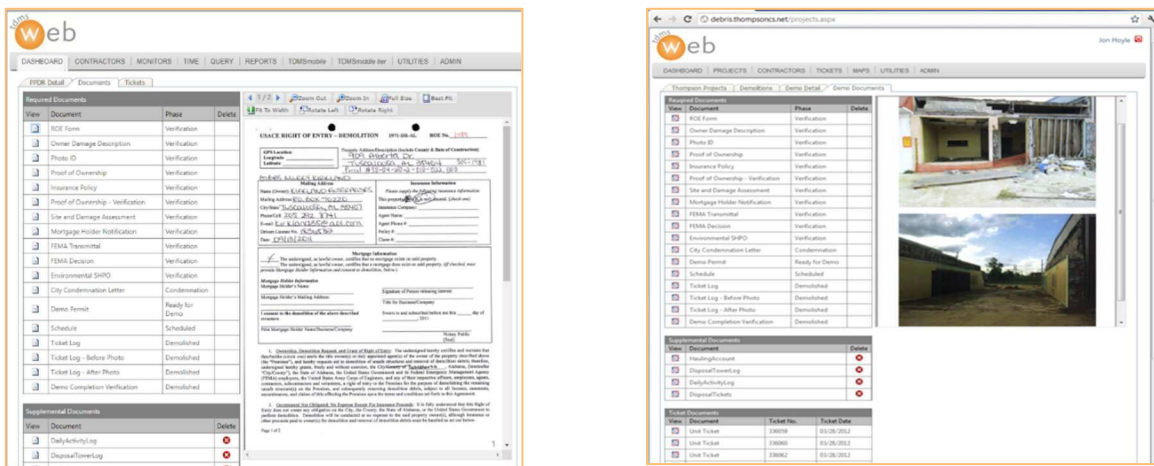
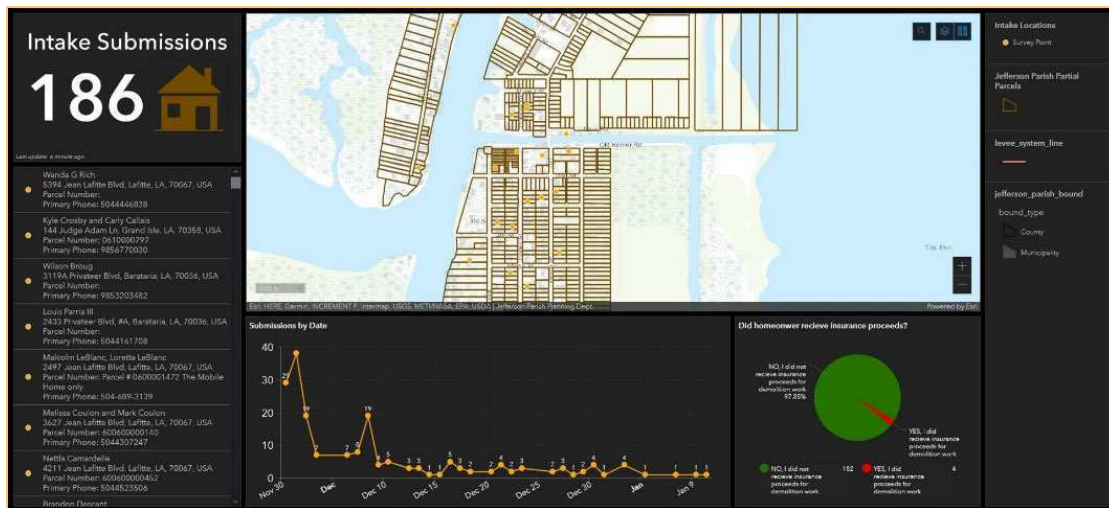


Figure 6-6: PPDR Applicant Intake Dashboard



## Data Management

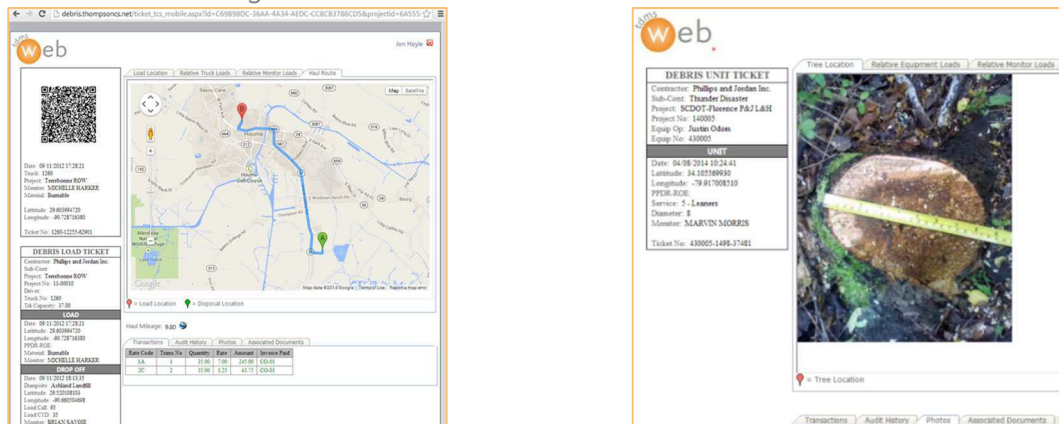
Thompson utilizes technology as integral part of its approach to providing debris removal monitoring services for purposes of quality assurance/quality control (QA/QC), contractor invoice reconciliation, and reporting.

### Data Management | Quality Control / Quality Assurance

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

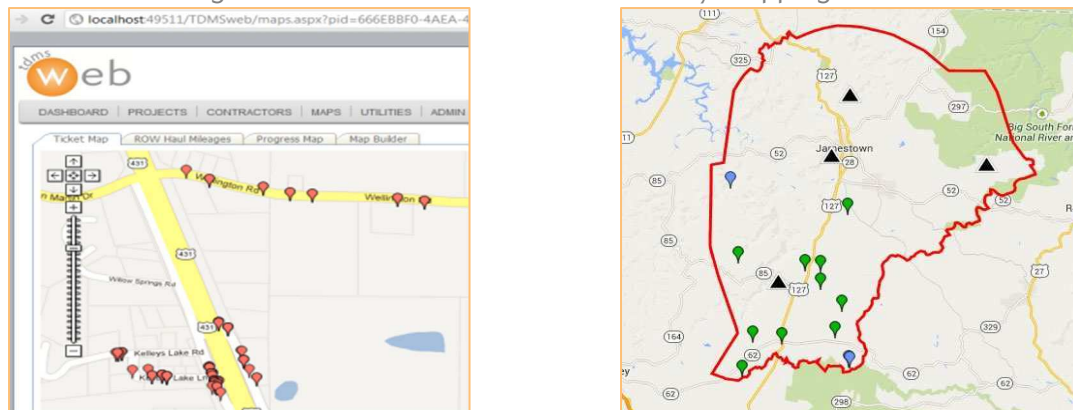
- Count of loads by collection truck
- Trip time per load
- Trip distance
- Average load call by truck
- Average load call by disposal monitor
- Count of loads by collection location

Figure 6-7: Ticket Data Presented in TDMSweb



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

Figure 6-8: Ticket Location and Boundary Mapping





## Data Management | Reporting

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

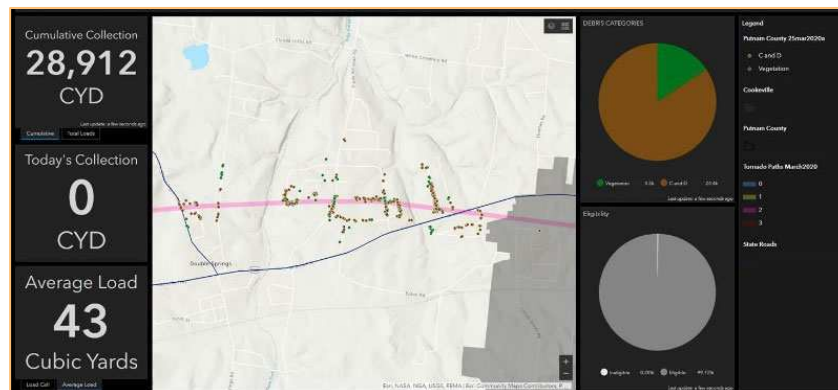
**Daily Debris Collection Report:** Thompson's Daily Debris Collection Report is produced each day and summarizes the previous day's field activities as well as providing project metrics and trend reporting. This can include, daily and cumulative haul totals or unit counts for each type of debris collected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

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

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

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

Figure 6-9: Project Operations Dashboard



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

**Field Documentation:** Thompson captures a variety of physical and digital field documentation through logs and our automated debris management system. Unique to Thompson, our process retains one physical copy of the electronic receipts created at the disposal site or in the field for unit rate work.



These paper copies are housed with the other paper field logs throughout the life of the project as a backup for any technical issue that may arise in the field. Additional copies of the paper ticket are provided to the truck driver, scale house (if applicable) and the debris contractor representative.

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

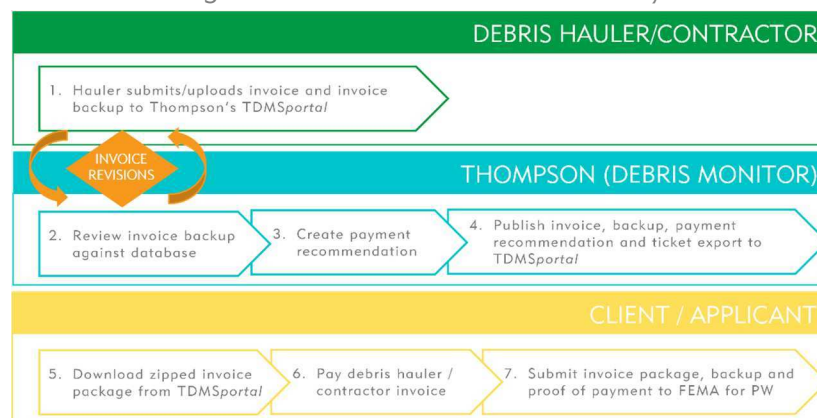
- Contract documents
- Environmental permits
- Truck Certifications
- Ticket and image details
- Daily Reports
- Maps (live, progress, pass, roadway)
- Contractor invoice packages
- Monitor invoice packages

### Data Management | Invoice Reconciliation

Thompson will perform a thorough review and reconciliation of contractor invoices submitted to the City. 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

Figure 6-10: Invoice Process Summary



## Closeout

Thompson's team of consultants, engineers, cost estimators and subject matter experts are disaster recovery and grant management practitioners and implementers that maintain an active knowledge of

federal policy and industry leading expertise in navigating federal programs to maximize and retain federal funding for impacted communities.

## FEMA PA Worksheet Development

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

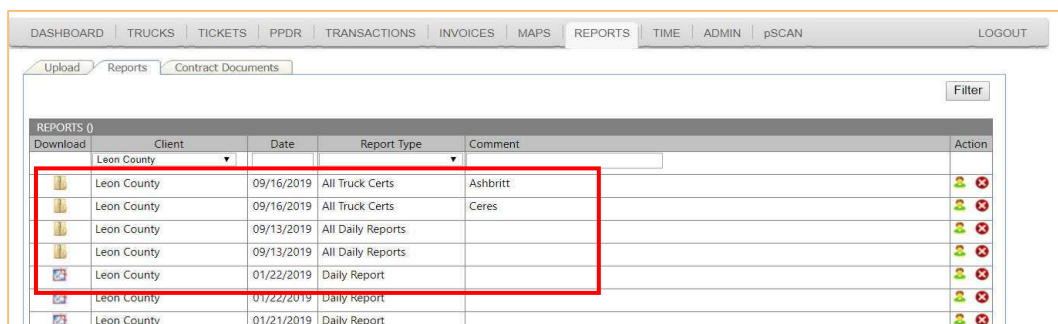
Thompson applies a forward-thinking, collaborative, and cost-effective approach to FEMA PA consulting. Our tried and tested consultants are knowledgeable of PA program policy, requirements, and best-practices and draw upon experience to make certain PWs are efficiently and properly prepared, and whenever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

## Audit Ready Documentation

Throughout the duration of the project, the City will be provided access to the TDMS*portal*, which will include all project documentation and reports required by FEMA for review. Thompson's documentation process mirrors the FEMA Grants*Portal* to expedite the submittal and review process.

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

Figure 6-11: TDMS*portal* Documentation Summary



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

## Audit Support

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.

## Capacity to Perform Services

Thompson prides itself on our ability to maintain lasting professional relationships with our clients. This is achieved through our consistent commitment to complete support, accessibility, and availability for all our clients. At the direction and convenience of the City, Thompson will coordinate annual pre-storm season meetings and/or trainings for key City leadership and staff, ensuring a high level of preparedness and transparency with the City.

## Experience with Simultaneous Contract Activations

Thompson recognizes that each disaster situation is going to be different, and the exact location of work to be performed within City cannot be determined until a disaster event occurs. Although we will always be able to leverage our extensive experience and capabilities, we will also have to be prepared to draw on resources intelligently, prioritize efficiently, and act decisively when facing new challenges. In order to do this, Thompson promotes a collaborative working relationship with our clients and their debris removal contractors.

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

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

**LARGE SCALE ADMS DEPLOYMENT TO MONITOR ALL TYPES OF DEBRIS COLLECTION:** Thompson's ADMS deployment following Hurricanes Harvey, Irma and Maria in 2017 was one of the largest simultaneous ADMS deployments in history, with over 1,300 units deployed to over 55 work locations. Thompson's ADMS units were configured to monitor the collection of nearly 15 million cubic yards of disaster related debris. Thompson's ADMS system was configured to monitor the removal of vegetative, construction and demolition (C&D), white goods, household hazardous waste, animal carcasses, sand, waterway, and private property debris removal.

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

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

## Staffing Resources

Thompson's staff of consultants is amongst the most educated, qualified and dynamic in the industry. Our personnel are disaster recovery and response experts, business and financial consultants; registered professional engineers, geologists, and surveyors; scientists; and technical professionals in the following disciplines: civil, structural, environmental, geotechnical, hydraulic, mechanical, and electrical engineering. Thompson has over 350 multi-disciplined personnel on staff with diverse qualifications that can be drawn upon to address any project needs.

Thompson has provided the following list of personnel by discipline as evidence of our unique qualifications and credentials as well as our capacity to support projects of any size and scope.

### Personnel by Discipline

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

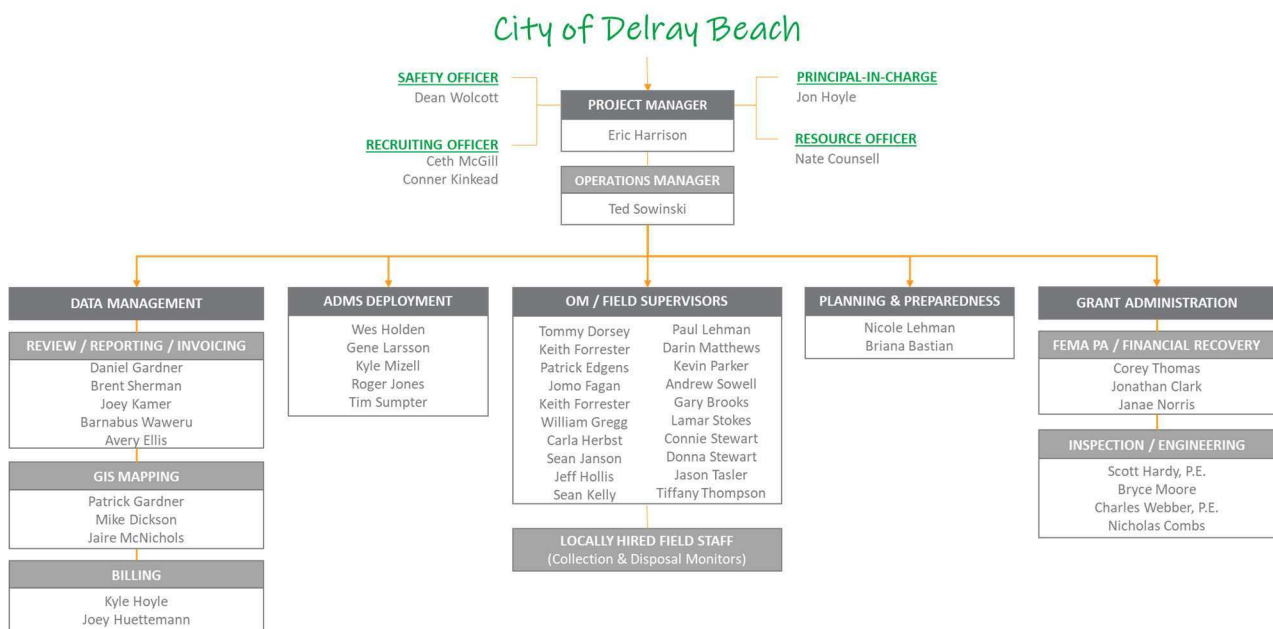
With advanced degrees in business, economics, finance, engineering, computer science and other disciplines we provide a well-rounded perspective and approach to problem solving in the emergency management and disaster recovery industry.

Thompson provides the City with access to a unique combination of experience, services, resources and personnel through our family of companies. With 24 corporate and branch offices scattered throughout the nation and a network of more than **150** on-call debris removal monitoring managers and supervisors and more than **1,000** inspectors, Thompson has the personnel and experience to support the City's disaster debris monitoring needs.

### Organization of Proposed Personnel

Thompson is committed to staffing the City's emergency debris removal monitoring and related services project in accordance with the management staffing and key personnel proposed herein. Our technical approach is designed to be scalable in nature in order to effectively respond to both minor and catastrophic debris generating events as well as adjust to the changing needs of the City throughout the recovery process. The following organizational diagram graphically presents Thompson's proposed project staffing and key personnel.

Figure 6-12: Organizational Diagram



**Additional information on proposed staff experience and qualifications can be found in Section 5 – Experience.**

### Equipment Resources

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

- **Safety Equipment:** Hard hats, safety glasses, and safety vests are provided to all personnel. All personnel are required to wear steel toed boots at their own expense. Field supervisors are provided medical kits.
- **Communication Device:** Blackberries, cell phones, and/or radios are provided to our field personnel based upon the project needs.
- **Laptops and Portable Printers / Scanners / Copiers / Fax Machines:** These items are provided to the Thompson Team's management personnel for use in vehicles or mobile command centers as needed.
- **Additional Field / Office Supplies:** All necessary forms (field documents, truck certification, etc.) and office supplies are kept in stock and provided prior to mobilization.

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

Table 6-4: Available Field Equipment

Resources/Field Equipment	Quantity	Resources/Field Equipment	Quantity
Southeast Offices	13	Full Time Employees	1,200
ADMS Sets	1,350	Stand-by Disaster Recovery Employees	350
Computer – Desktop Station	175	Printers / Copier – Color Laser	1000
Computer – Laptop	175	Printers – Black and White Laser	25
Air Card	18	Printer / Copier / Scanner / Fax– Portable	30
WiFi Access Point	35	Digital Cameras	5
Communication – Blackberries / Cell Phones	213	Handheld GPS Units	100
Communication – Radios	83	Boats (12' to 22')	100
Communication – Desktop Phones	350	Trucks	6

Thompson servers automatically revert to this power backup system seamlessly with no loss of power when an outage occurs. This enables our employees to continue to work and respond quickly to our clients in a disaster event. Our fiber optic-based communications are provided by Southern Light through a fiber loop that is also generator supplied during a power outage.



# SECTION 7

## References

### Former References for Similar Services

The following references attest to the versatility of Thompson and the capabilities that we maintain in debris removal monitoring and disaster related services. The provided references have utilized a combination of services including:

- Disaster debris contract management
- Debris removal monitoring including right-of-way, leaning/hanging hazardous trees and stumps, and debris disposal management sites
- Beach sand removal and restoration
- Private property debris removal and administration
- FEMA PA reimbursement support and administration

We believe the highest praise a consultancy can receive is that of a recommendation from a previous or current client. Thompson is not aware of any unrecovered FEMA reimbursements related to our work supporting the referenced clients. Additional project details are provided in Section 5 – Experience.

#### Fort Lauderdale, Florida

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

Hurricane Irma Disaster Debris Removal & PPDR

Debris Quantity: 460,000 CY

Melissa Doyle, Program Manager

700 NW 19<sup>th</sup> Avenue

954-828-6111 | mdoyle@fortlauderdale.gov

Fort Lauderdale, FL 33311

Project Value: \$ 1,200,000.00

#### Leon County, Florida

Oct. 2018 – Jan. 2019

Hurricane Michael Disaster Debris Removal Monitoring

Debris Quantity: 900,000 CY

Roshaunda Bradley, Administrative Services Manager

2280 Miccosukee Road

850-606-1542 | bradleyr@leoncountyfl.gov

Tallahassee, FL 32308

Project Value: \$ 2,030,000.00

#### Lee County, Florida

Sept. 2017 – Mar. 2018

Disaster Debris Removal Monitoring

Debris Quantity: 2,319,784 CY

Amanda Condomina, Public Utilities Manager

6431 Topaz Ct.

239-533-8009 | acondomina@leegov.com

Fort Myers, FL 33966

Project Value: \$ 5,362,000.00

# SECTION 8

## Fee Proposal

Thompson has completed and included the Price Proposal Form in the subsequent pages of this section.

## SECTION 7 PRICING INFORMATION

### 7.1 PRICING PROPOSAL

Item #	Personnel / Description	Hourly Rate
1.	<b>Project Manager:</b> 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.	\$ 85.00
2.	<b>Lead Monitors:</b> 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.	\$ 49.00
3.	<b>Site Monitors:</b> 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 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.	\$ 36.00

4.	<b>Field Monitors:</b> 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.	\$ 37.00
5.	<b>Data Manager:</b> Manager to collect data from monitoring operations. Works under the supervision of the Project Manager and employed by the Consultant.	\$ 55.00

Proposers shall submit the electronic bid form in BidSync to submit its Fee Proposal. The pricing submitted shall be all inclusive to provide Emergency Debris Removal Monitoring in accordance with the requirements identified in this Scope of Work, and as set forth in this solicitation document. The Proposer shall submit a breakdown of the fees with its proposal.

Fee Schedule - Provide an hourly price for each of the positions listed above. If your company provides other related positions, please add as appropriate. Note that descriptions are indicative of the type of work normally performed but descriptions are not comprehensive. Please use additional sheets if necessary.

END OF SECTION 7

# SECTION 9

## Attachments

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

- Acknowledgement of Addenda
- Proposal Submittal Signature Page
- Conflict of Interest Disclosure Form
- Notification of Public Entity Crimes Law
- Notification of Public Records Law
- Drug-free Workplace
- Non-Collusion Affidavit
- Truth-in-Negotiation Certificate
- Solicitation Summary
- Scrutinized Company Certification

**ACKNOWLEDGEMENT OF ADDENDA**

INSTRUCTIONS: COMPLETE PART I OR PART II, WHICHEVER APPLIES

**PART I:**

List below the dates of issue for each addendum received in connection with this solicitation:

Addendum #1, Dated 3/1/2022

Addendum #2, Dated 3/1/2022

Addendum #3, Dated 3/3/2022

Addendum #4, Dated \_\_\_\_\_

Addendum #5, Dated \_\_\_\_\_

Addendum #6, Dated \_\_\_\_\_

Addendum #7, Dated \_\_\_\_\_

Addendum #8, Dated \_\_\_\_\_

Addendum #9, Dated \_\_\_\_\_

Addendum #10, Dated \_\_\_\_\_

**PART II:**

☐ NO ADDENDUM WAS RECEIVED IN CONNECTION WITH THIS SOLICITATION

Thompson Consulting Services, LLC

Firm Name

Signature

Jon Hoyle, President

Name and Title (Print or Type)

3/4/2022

Date



### 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: 2601 Maitland Center Pkwy  
Maitland, FL 32751

---

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

Signature: 

(Signature of authorized agent)

Print Name: Jon Hoyle

Title: President

Date: 2/25/2022

By signing this document, the Proposer agrees to all terms and conditions of this 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, FOR NOT LESS THAN 90 DAYS, AND THE PROPOSER'S UNEQUIVOCAL OFFER TO BE BOUND BY THE TERMS AND CONDITIONS SET FORTH IN THIS SOLICITATION. 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.

### CONFLICT OF INTEREST DISCLOSURE FORM

The award of this contract 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 of the City of Delray Beach.

Furthermore, all Proposers must disclose the name of any City employee who owns, directly or indirectly, an interest of more than five percent (5%) in the Proposer's 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 evaluation team members and other 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 due to any other Cities, Counties, contracts, or property interest for this Proposal.
- ☐ 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 Proposal.

Acknowledged by:

Thompson Consulting Services, LLC

Firm Name



Signature

Jon Hoyle, President

Name and Title (Print or Type)

2/25/2022

Date

### 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

Jon Hoyle, President

Name and Title (Print or Type)

2/25/2022

Date

**Notification of Public Records Law Pertaining to Public Contracts and Requests  
for Contractor Records Pursuant to Chapter 119, *Florida Statutes***

Pursuant to Chapter 119, *Florida Statutes*, Contractor shall comply with the public records law by keeping and maintaining public records required by the City of Delray Beach in order to perform the service. Upon request from the City of Delray Beach' custodian of public records, contract shall provide the City of Delray Beach with a copy of the requested records or allow the records to be inspected or copied within a reasonable time at a cost that does not exceed the cost provided in Chapter 119, *Florida Statutes* or as otherwise provided by law. Contractor shall ensure that public records that are exempt or confidential and exempt from public records disclosure requirements are not disclosed except as authorized by law for the duration of the contract term and following completion of the contract. If the Contractor does not transfer the records to the City of Delray Beach. Contractor upon completion of the contract, shall transfer, at no cost, to the City of Delray Beach all public records in possession of the Contractor or keep and maintain public records required by the City of Delray Beach in order to perform the service. If the Contractor transfers all public records to the City of Delray Beach upon completion of the contract, the Contractor shall destroy any duplicate public records that are exempt or confidential and exempt from public records disclosure requirements. If the Contractor keeps and maintains public records upon completion of the contract, the Contractor shall meet all applicable requirements for retaining public records. All records stored electronically must be provided to the City of Delray Beach, upon request from the City of Delray Beach' custodian of public records, in a format that is compatible with the information technology systems of the City of Delray Beach.

**IF CONTRACTOR HAS QUESTIONS REGARDING THE APPLICATION OF CHAPTER 119, *FLORIDA STATUTES*, TO THE CONTRACTOR'S DUTY TO PROVIDE PUBLIC RECORDS RELATING TO THIS CONTRACT, CONTACT THE CUSTODIAN OF PUBLIC RECORDS AT OFFICE OF THE CITY CLERK LOCATED AT 100 NW 1<sup>ST</sup> AVENUE, DELRAY BEACH, FLORIDA 33444, PHONE NUMBER (561) 243-7000, EMAIL ADDRESS: [JOHNSONK@MYDELRAYBEACH.COM](mailto:JOHNSONK@MYDELRAYBEACH.COM).**

Acknowledged:

[Thompson Consulting Services, LLC](#)

Firm Name

Signature

Name and Title (Print or Type) [Jon Hoyle, President](#)

Date [2/25/2022](#)

**DRUG-FREE WORKPLACE**

Thompson Consulting Services, LLC is a drug-free workplace and has  
(Company Name)  
a substance abuse policy in accordance with and pursuant to Section 440.102, *Florida Statutes*.

Acknowledged by:

Thompson Consulting Services, LLC

Firm Name



Signature

Jon Hoyle, President

Name and Title (Print or Type)

2/25/2022

Date



**NON-COLLUSION AFFIDAVIT**

STATE OF Florida  
COUNTY OF Orange

Before me, the undersigned authority, personally appeared Jon Hoyle, who, after being by me first duly sworn, deposes and says of his/her personal knowledge that:

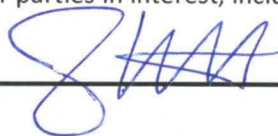
- a. He/She is President of Thompson Consulting Services, LLC, the Proposer that has submitted a Proposal to perform work for the following:

RFP No.: 2022-013 Title: Emergency Debris Removal Monitoring

- b. He/She is fully informed respecting the preparation and contents of the attached Request for Proposals, and of all pertinent circumstances respecting such solicitation.

Such Proposal is genuine and is not a collusive or sham Proposal.

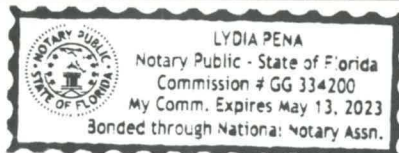
- c. Neither the said Proposer nor any of its officers, partners, owners, agents, representatives, employees, or parties in interest, including this affiant, has in any way colluded, conspired, connived, or agreed, directly or indirectly, with any other Proposer, firm, or person to submit a collusive or sham Proposal in connection with the solicitation and contract for which the attached Proposal has been submitted or to refrain from proposing in connection with such solicitation and contract, or has in any manner, directly or indirectly, sought by agreement or collusion or communication or conference with any other Proposer, firm, or person to fix the price or prices in the attached Proposal or any other Proposer, or to fix any overhead, profit, or cost element of the Proposal price or the Proposal price of any other Proposer, or to secure through any collusion, conspiracy, connivance, or unlawful agreement any advantage against the City or any person interested in the proposed contract.
- d. The price or prices quoted in the attached Proposal are fair and proper and are not tainted by any collusion, conspiracy, connivance, or unlawful agreement on the part of the Proposer or any of its agents, representatives, owners, employees, or parties in interest, including this affiant.



Signature

Subscribed and sworn to (or affirmed) before me this 25th day of February, 2022, by Jon Hoyle, who is personally known to me or who has produced personally known as identification.

SEAL



Notary Signature Lydia Pena  
Notary Name: Lydia Pena  
Notary Public (State): Florida  
My Commission No: GG334200  
Expires on: 5/13/2023



**TRUTH – IN – NEGOTIATION CERTIFICATE**

The undersigned warrants (i) that it has not employed or retained any company or person, other than bona fide employees working solely for the undersigned, to solicit or secure the Agreement and (ii) that it has not paid or agreed to pay any person, company, corporation, individual, or firm other than its bona fide employees working solely for the undersigned or agreed to pay any fee, commission, percentage, gift, or any other consideration contingent upon or resulting from the award or making of the Agreement.


The undersigned certifies that the wage rates and other factual unit costs used to determine the compensation provided for in the Agreement are accurate, complete, and current as of the date of the Agreement.

(This document must be executed by a Corporate Officer.)

Name: Jon Hoyle

Title: President

Date: 2/25/2022

Signature: 

**SECTION 12**  
**SOLICITATION SUMMARY**

The City of Delray Beach  
100 NW 1<sup>st</sup> Avenue  
Delray Beach, FL 33444


PURCHASING DEPARTMENT

**SOLICITATION SUMMARY**

**IMPORTANT NOTICE**

The information you provide on this page will be read aloud at the PUBLIC OPENING for this solicitation. It is VERY IMPORTANT that the summary information you provide below is exactly the same information contained in your Proposal. If subsequent to the opening of Proposals, the City determines that the information contained in the electronic version of your Proposal is different from the information on this solicitation Summary, the City reserves the right to deem your Proposal NON-RESPONSIVE, and remove your Proposal from further evaluation and consideration for contract award.

**PROPOSAL INFORMATION**

Proposal Number:	RFP 2022-013
Title:	Emergency Debris Removal Monitoring
Due Date and Time:	March <sup>9</sup> <del>2</del> , 2022, 2:00 P.M., ET
Name of Proposer:	<u>Thompson Consulting Services, LLC</u>
Address:	<u>2601 Maitland Center Pkwy, Maitland, FL 32751</u>
Contact Person:	<u>Jon Hoyle</u>
Authorized Signature:	<u></u>
Date:	<u>3/4/2022</u>

By signing and submitting this solicitation Summary, the Proposer affirms that the information provided above is an exact and correct summary of the information contained in the electronic version of the Proposer's Proposal to the City of Delray Beach.

**THIS SOLICITATION SUMMARY MUST BE SIGNED AND INCLUDED AS AN ORIGINAL HARDCOPY IN THE ENVELOPE CONTAINING YOUR PROPOSAL.**

### Scrutinized Company Certification

RFP No. 2022-013  
Emergency Debris Removal Monitoring  
Request for Proposals

This certification is required pursuant to Florida State Statute Section 287.135.

As of July 1, 2011, a company that, at the time of bidding or submitting a proposal for a new contract or renewal of an existing contract, is on the Scrutinized Companies with Activities in Sudan List or the Scrutinized Companies with Activities in the Iran Petroleum Energy Sector List is ineligible for, and may not bid on, submit a proposal for, or enter into or renew a contract with an agency or local governmental entity for goods or services of \$1 million or more.

Companies must complete and return this form with its response.

Company. Thompson Consulting Services, LLC

FID or EIN No. 45-2015453

Address. 2601 Maitland Center Parkway

City. Maitland

State. FL

Zip. 32751

I, Jon Hoyle, as a representative of Thompson Consulting Services, LLC  
certify and affirm that this company is not on the Scrutinized Companies with Activities in Sudan List or  
the Scrutinized Companies with Activities in the Iran Petroleum Energy Sector List.

  
Signature

President  
Title

Jon Hoyle  
Printed Name

3/3/2022  
Date

