

**Thompson Consulting Services**

Bid Contact **Briana Bastian**  
**bbastian@thompsoncs.net**  
**Ph 407-792-0018**

Address **951 Market Promenade Ave.**  
**Suite 2101**  
**Lake Mary, FL 32746**

Item #	Line Item	Notes	Unit Price	Qty/Unit	Attch. Docs
12527-825--01-01	Item 1: Disaster Debris Management, Cost Recovery, Project Management and Other Support	<b>Supplier Product Code:</b>	<b>First Offer - \$3,379,982.50</b>	1 / job	<b>\$3,379,982.50</b> Y Y

Lot Total **\$3,379,982.50**

Supplier Total **\$3,379,982.50**

**Thompson Consulting Services**

Item: **Item 1:Disaster Debris Management, Cost Recovery, Project Management and Other Support**

**Attachments**

RFP No. 12527-825 Disaster Debris Management Cost Recovery Project Management Other Support Services\_Thompson Response.pdf

*Electronic Submittal**City of Fort Lauderdale, Florida*

Request For Proposal No. 12527-825

DISASTER DEBRIS MANAGEMENT, COST RECOVERY, PROJECT MANAGEMENT &  
OTHER SUPPORT SERVICES

Due Date/Time: November 17, 2021 | 2:00 P.M.

CAM 22-0018  
Exhibit 4  
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November 17, 2021

City of Fort Lauderdale, Florida  
Attn: Procurement Services Division  
100 N. Andrews Avenue, #619  
Fort Lauderdale, Florida 33301

**RE: RFP #12527-825 Disaster Debris Management, Cost Recovery, Project Management and Other Support Services**

Dear Members of the Selection Committee,

Thompson Consulting Services, LLC (Thompson), along with our local partner, WSP, and local, certified MBE, CES Consultants, is pleased to submit the enclosed proposal to provide the City of Fort Lauderdale, Florida (City) with professional disaster debris monitoring, cost recovery, project management and other support services. Thompson is a full service emergency 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 tornadoes, hurricanes, floods, wildfires, earthquakes, ice storms, rock slides, 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 continues to be best suited to assist the City with disaster debris monitoring services for the following reasons:

**EXPERIENCE WITH THE CITY & UNDERSTANDING OF CITY'S RESPONSE CHALLENGES:** Thompson has maintained a stand-by debris monitoring contract with the City of Fort Lauderdale since 2012. During that time, Thompson has prepared and participated in City preparedness workshops and debris management training and provided disaster response process reviews with the City. Following Hurricane Irma in 2017, Thompson was activated by the City to provide debris monitoring and cost recovery services to substantiate the removal of over 460,000 cubic yards of vegetative and C&D debris, as well as the removal of 12,000 hanging limbs and 400 leaning trees. Furthermore, Thompson monitored the recovery, screening and placement of nearly 60,000 cubic yards of beach sand that had been washed onto A1A, City sidewalks, City parking lots and other recreational facilities. Our experience means that Thompson has a unique understanding of the challenges faced by the City prior to and following a future disaster incident.

**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 250 local and state government agencies. Our staff's experience is unparalleled in the industry and provides assurance to the City that its disaster reimbursement is in the hands of the industry's most qualified professionals, and we will stand by our work from project inception to regulatory closeout and audit.



**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 Advanced Contracting Initiative (ACI).

**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 extensive 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.

**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

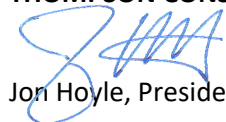
**LOCAL PREFERENCE FOR HIRING MONITORS:** It is Thompson's intent to fill temporary debris monitoring positions with City residents in need of work. Thompson will provide qualified residents with safety training, drug screening, and on the job training with experienced debris monitoring supervisors. We will make sure that all local hires are thoroughly and properly trained prior to being deployed to monitor a debris removal crew. This effort will help residents earn a competitive wage and participate in the City's recovery effort with a meaningful contribution, ultimately turning FEMA funding over within the City's local businesses.

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

Thompson has the experience and resources necessary to be extremely responsive to the City's needs in preparing for and responding to a disaster incident. We would be honored to continue to serve as your disaster management, recovery and consulting 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  
O: 407.792.0018 | C: 321.303.2543 | F: 407.878.7858  
E-mail: jhoyle@thompsoncs.net

Nate Counsell, Executive Vice President  
O: 407.792.0018 | C: 407.619.2781 | F: 407.878.7858  
E-mail: ncounsell@thompsoncs.net

# SECTION 1

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City of Fort Lauderdale, Florida

Request for Proposal No. 12527-825

Disaster Debris Management, Cost Recovery, Project Management and Other Support Services

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# SECTION 2

## EXECUTIVE SUMMARY

### Company Overview

Thompson Consulting Services, LLC is a full service emergency response, disaster recovery and grant management consultancy, organized as a subsidiary of Thompson Holdings, Inc. (Thompson) which also includes our sister companies Thompson Engineering and Watermark Design. What began as a small company doing basic soils and materials testing in Mobile, Alabama has since grown into a national corporation with thirteen branch offices throughout five states in the southeastern United States. Our ongoing success, strong growth, consistent project delivery and commitment to 100 percent client satisfaction can be traced back to 1953 when our founder, Vester J. Thompson, established the high standards that lay the foundation of our work ethic. These standards are still upheld today and summarized as follows:

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

With more than 350 personnel spanning the consulting, engineering and architecture disciplines, commitment to these standards ensures a universal threshold for project quality. Our staff has a vested interest in providing safe, quality, successful projects that are completed on time and within budget.

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



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

## EXECUTIVE SUMMARY

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

## Firm Data Summary

<b>Firm Name:</b>	Thompson Consulting Services, LLC	
<b>Address:</b>	2601 Maitland Center Parkway Maitland, Florida 32751	
<b>Telephone:</b>	(407) 792-0018	
<b>Fax:</b>	(407) 878-7858	
<b>Email:</b>	<a href="mailto:info@thompsoncs.net">info@thompsoncs.net</a>	
<b>Website:</b>	<a href="http://www.thompsoncs.net">www.thompsoncs.net</a>	
<b>Company / Ownership Type:</b>	Limited Liability Company	
<b>Year Established:</b>	2011	
<b>Former Name:</b>	Thompson Engineering	
<b>Year Est.:</b>	1953	
<b>Sate of Formation:</b>	Delaware	
<b>Federal ID No.:</b>	45-2015453	
<b>SAM No. / CAGE Code:</b>	968677158 / 7NZ42	
<b>E-Verify Company ID:</b>	1111126	
<b>Officers/Board of Managers:</b>	Jon Hoyle, President Nate Counsell, Vice President Chad Brown, BOM	John H. Baker, III, BOM Michael Manning, BOM

## State of Florida Registration

Thompson Consulting Services, LLC is authorized to do business in the State of Florida. Our status with the State of Florida is Active and in good standing. A Certificate of Status is provided in Section 8 Required Forms.

## Primary Office Location for Immediate Response

With 24 corporate and satellite offices scattered throughout the southeast, Thompson has the resources and capabilities to support the City's disaster debris monitoring needs from near and afar, in the event of a catastrophic disaster.

*Thompson's corporate office in Maitland, Florida will be the primary office servicing the City.* Thompson encourages the City to consider the benefits of our office locations:

- The geographic distribution of our offices will ensure the City will receive a timely response to a disaster event regardless of its magnitude.



**thompson**  
CONSULTING SERVICES

## EXECUTIVE SUMMARY

- During a mobilization, we will draw on resources from our offices around the Southeast to ensure immediate and continuous operations.

Thompson understands that responsiveness is important to the City and we will be able to deploy resources and personnel to the City within hours of receiving a notice to proceed.

### Points-of-Contact

The City may contact the following representatives and authorized agents of the firm with any questions regarding Thompson's proposal response. All of the personnel below primarily work and report from Thompson's corporate office in Maitland, Florida.

<b>Principals / Authorized Agents:</b>	Jon Hoyle, President O: 407.792.0018   C: 321.303.2543 jhoyle@thompsoncs.net	Nate Counsell, Executive Vice President O: 407.792.0018   C: 407.619.2781 ncounsell@thompsoncs.net
<b>Proposed Project Managers:</b>	Nicole Counsell, Program Manager O: 407.792.0018   C: 407.756.7589 nscounsell@thompsoncs.net	Corey Thomas, Program Manager O: 407.792.0018   C: 407.415.7602 cthomas@thompsoncs.net

### Proposed Project Key Personnel

Thompson's proposed officers, principals, supervisory staff and key individuals are summarized below. Each member has prior disaster response and recovery experience with the City. Additional information on key personnel and subcontractors qualifications is included in Section 4.

#### 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 seventeen 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.

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

**NICOLE LEHMAN** will serve as a Project Manager as well as the Planning and Preparedness lead for the City. *Ms. Lehman has worked with the City of Fort Lauderdale on an annual basis since 2012 in support of the City's disaster debris management operations. She also served as the City's Project Manager following the impacts of Hurricane Irma in 2017.* Ms. Counsell will continue to support the City's annual planning and preparedness efforts and will work with City officials in the EOC and field following a disaster incident. Ms. Counsell is well versed in the programs, agencies, procedures and regulations involved in successfully running disaster debris management operations.

## EXECUTIVE SUMMARY

**COREY THOMAS** will serve as a Project Manager and 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. *Mr. Thomas has also routinely supported the City through FEMA PA needs over the years, and most recently assisted the City with recovery of grant funds to support the City's COVID-19 pandemic response efforts.*

**PAUL LEHMAN** will serve as an Operations Manager for the City to oversee day-to-day operations of the project and will also work closely with the City's debris hauler to coordinate crew requirements and scheduling. Mr. Lehman has over eight years of experience in disaster debris removal operations. *He recently served as the Operation Manager for the City of Fort Lauderdale following Hurricane Irma which included a variety of debris removal programs and the substantiation of over 400,000 cubic yards of debris.*

**KEITH FORRESTER** will serve as an additional Operations Manager for the City if needed and oversee day-to-day operations of the project and will also coordinate closely with the City's debris hauler to coordinate crew requirements and scheduling. Mr. Forrester has managed FEMA funded storm debris removal projects in Texas, Florida, Arkansas, Oklahoma, Missouri, New York, and South Carolina, including the management of debris removal monitoring operations in excess of 2M cubic yards of construction and demolition debris in Baton Rouge, Louisiana following a severe flooding incident. Recently, Mr. Forrester served as the Operations Manager for Grant Parish, Louisiana, where over 1M cubic yards of debris was removed from the Parish following Hurricane Laura.

### Proposal Summary

The following proposal sections highlight Thompson's experience and capabilities in providing disaster debris monitoring services, our implementation of project operations and our understanding of the City and the challenges it may face following a disaster incident. *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.*



# SECTION 3

## EXPERIENCE & QUALIFICATIONS

### Disaster Debris Removal Monitoring Experience Summary

*Our staff has monitored the federally reimbursed removal of over 90 million cubic yards of debris on behalf of over 275 different local and state government agencies across the United States.*

Thompson has provided disaster response and recovery services since **1979** following Hurricane Frederic. Since then, our staff has supported over **275** federal, state and local government entities plan for and respond to a variety of disaster incidents, such as, tornados, hurricanes, floods, earthquakes, ice storms, 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 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 **50** 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 3-1 following this section.

Table 3-1: Grant Programs and Funding Administered by Disaster

Disaster	Year	Clients	Grant Funds Administered	Grant Programs
Hurricane Sally (FEMA DR-4563,4564)	2020	8	TBD	FEMA PA
Hurricane Laura (FEMA DR-4559)	2020	8	TBD	FEMA PA
Hurricane Dorian (FEMA DR-4465)	2019	2	TBD	FEMA PA
Hurricane Michael (FEMA DR-4399, 4400)	2018	10	TBD	FEMA PA
Hurricane Florence (FEMA DR-4393, 4394)	2018	11	TBD	FEMA PA
Hurricane Maria (FEMA DR-4339)	2017	1	TBD	FEMA PA
Hurricane Irma (FEMA DR-4337, 4338)	2017	47	\$100,000,000	FEMA PA
Hurricane Harvey (FEMA DR-4332)	2017	6	\$20,000,000	FEMA PA
Hurricane Matthew (FEMA DR-4283-86, 4291)	2016	17	\$100,000,000	FEMA PA, FEMA HMGP
Louisiana Severe Flooding (FEMA DR-4277)	2015	2	\$65,000,000	FEMA PA, FEMA HMGP
South Carolina Severe Flooding (FEMA DR-4241)	2015	1	\$35,000,000	FEMA PA, FEMA HMGP
Winter Storm Pandora (FEMA DR-4211)	2015	3	\$750,000	FEMA PA

## EXPERIENCE &amp; QUALIFICATIONS

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

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

## Program Experience and Qualifications

### 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

## EXPERIENCE &amp; QUALIFICATIONS

### Special Services Debris Removal Programs

Thompson considers 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 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 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.

### 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  |

Thompson assisted the South Carolina Department of Transportation with FEMA Public Assistance consulting services following a major ice storm in 2014 and more recent flooding event in 2015. This

## EXPERIENCE &amp; QUALIFICATIONS

work resulted in developing both small and large project worksheets totaling over \$195,000,000 in disaster funding.

### 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 \$4 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 our lessons 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 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 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.

### 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. Our environmental experience extends back 29 years and a sampling of our solid and hazardous waste management project experience is shown below:

Table 3-2: Solid and Hazardous Waste Management Experience

Project	Scope
Gulf Village Housing Project, Mobile Housing Board	Provided asbestos and lead-based paint inspections and abatement specifications for 200 housing units.

## EXPERIENCE &amp; QUALIFICATIONS

Project	Scope
ExxonMobil Offshore Platform Decommissioning	Provided asbestos and lead-based paint surveys, naturally occurring radioactive material (NORM) survey, hazardous waste identification, and disposal coordination
Alabama Dept. of Transportation, On-Call HAZMAT Services	Provided environmental assessments; and soil and groundwater sampling and remediation.
Alabama State Port Authority, Monitoring Well 8-S	Provided subsurface investigation, monitoring and sampling, environmental assessment, site development, geotechnical engineering, contouring/geo-statistics, risk assessment, data management, corrective action remediation, plans and specifications, and construction management to characterize areas of concern, define contamination sources and extent of contamination.
Kerr-McGee Waste Surface Impoundment Closure	Provided permitting, engineering design, GIS, regulatory certification and reporting, field investigations, remedial design, construction management, and construction engineering inspection that involved the closure of 29-acres of wastewater ponds, 61 monitoring wells and 5-60' deep recovery wells.

### Experience & Knowledge of Federal, State & Local Emergency Management

Our recent disaster recovery and debris monitoring experience in Georgia, Florida, Texas, South Carolina, Virginia, Louisiana, Mississippi, and Alabama demonstrates Thompson's ability to comply with application requirements of the FEMA Public Assistance Alternative Procedures Pilot Program for Debris Removal as well as other guidance documents and eligibility requirements issued by FEMA. Thompson closely monitors changes to FEMA policy and guidance so that we can make the appropriate changes to our own practices and procedures in order to best protect the clients we serve. For instance, our team is thoroughly versed and ready to implement the Public Assistance Program and Policy Guide (PAPPG) which incorporates and supersedes language from other PA Program publications including FEMA 325, 327 and the 9500 Series.

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

- Local/state government debris management plan/standard operating procedures
- Local/state government purchasing guidelines and manuals
- Local government code of ordinances
- Local memorandums of understanding or mutual aid agreements
- FEMA Public Assistance Program and Policy Guide (FEMA PAPPG)
- FEMA Damage Assessment Operations Manual (April 5, 2016)
- OMB Circular A-87 – Cost Principles for State, Local and Indian Tribal Governments
- OMB Circular A-133 – Audits of States, Local Governments and Non-Profit Organizations
- 44 CFR Part 13 – Uniform Administrative Requirements for Grants and Cooperative Agreements to State and Local Governments

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

## EXPERIENCE &amp; QUALIFICATIONS

Through past experience and lessons learned, we have been able to develop a fine tuned and tested approach to efficiently and effectively meet or exceed the FEMA compliance regulation standards for maximum reimbursement to our clients. When dealing with disaster recovery and compliance with FEMA and other federal agency regulations, not many things can take the place of first-hand experience. Our debris monitoring and reimbursement procedures, tools and training methods are the results of a unique blend of theoretical and applied implementation strategies on real recovery projects. The City receives the benefits of past client successes which have been retained and included in our program knowledge base. By the same token, we have been able to actively morph our tools based on the ever changing environment of debris monitoring and reimbursement assistance.

## Performance / Comparable Projects Past

### Experience with the City of Fort Lauderdale

Thompson has maintained a stand-by debris monitoring contract with the City of Fort Lauderdale since 2012 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.

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 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.

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).



## EXPERIENCE &amp; QUALIFICATIONS

Thompson understands the unique challenges the City may face in the event of a future disaster. We are prepared to continue to provide disaster debris removal monitoring and grant management services to the City and strive to continually meet the service expectations of the City.

### Record of Prior Successful Experience and References

Thompson has an exceptional record of performance on our previous and existing contracts. The following select project examples highlight our experience and capabilities performing similar services to the scope of work requested by the City and include several recent examples of 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. Thompson served as the prime contract for the all of the projects listed below.

#### Escambia County, Florida

September 2020 – March 2021

#### Hurricane Sally Disaster Debris Removal Monitoring

Debris Quantity: 3,750,000 CY

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

**Project Value:** \$ 7,138,315.00

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

**Hurricane Sally 2020:** Thompson assisted Escambia County with their debris removal operations and FEMA PA activities following the impacts of Hurricane Sally. Thompson immediately responded to the County following the passing of Hurricane Sally to begin on-boarding and training local residents as debris removal monitors. Concurrently, Thompson's management team was present at the County's EOC and worked hand in hand with the County to perform damage assessments and develop detailed debris and budget estimates, formalize a disaster specific collection and disposal plan including the selection and permitting for temporary debris management sites county-wide, and solicit final pricing from the County's list of pre-qualified debris management contractors for evaluation and award.

The County selected three (3) debris management contractors and operations were divided among three separate zones. All equipment was certified and debris removal tracked and reported using Thompson's Automated Debris Management System, the Thompson Data Management Suite (TDMS). TDMS allowed the County access to real-time reporting, live mapping and a variety of program and budget management tools through the Client Portal. Overall, Thompson monitored, documented, and substantiated reimbursement for the removal of 3,758,480 cubic yards of debris and 86,948 hazardous limbs and trees.



#### Grant Parish, Louisiana

August 2020 – March 2021

#### Hurricane Laura Debris Removal Monitoring

Debris Quantity: 1,175,000 CY

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

**Project Value:** \$ 1,731,580.00

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## EXPERIENCE &amp; QUALIFICATIONS

**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 as 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.

City-Parish of East Baton Rouge, Louisiana

June – Aug 2019 / Aug 2016 – Dec 2017

Disaster Debris Removal Monitoring & PPDR

Debris Quantity: 35,000 / 1,900,000 CY

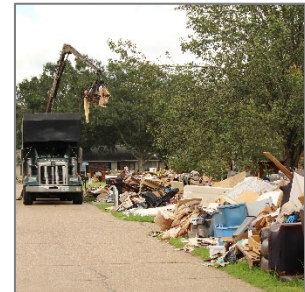
**Reference:** Adam M. Smith, P.E., Deputy Director

222 Saint Louis St., Suite 816, Baton Rouge, LA 70802

225-389-4865 | AMSmith@brgov.com

**Project Value:** \$ 5,800,000.00

**2019 Hurricane Barry:** Most recently, 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 PPRD 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 paper work. 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

October 2018 – January 2019

Hurricane Michael Debris Removal Monitoring

Debris Quantity: 900,000 CY

**Reference:** Roshaunda Bradley, Administrative Services Manager

2280 Miccosukee Road Tallahassee, Florida 32308

850-606-1542 | bradleyr@leoncountyfl.gov

**Project Value:** \$ 2,030,000.00

**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 as possible.

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## EXPERIENCE &amp; QUALIFICATIONS

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 yard 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 Daytona Beach, Florida

October 2016 – March 2017

## Debris Removal Monitoring &amp; FEMA Grant Management Support

Debris Quantity: 330,000 CY

**Reference:** David Waller, Deputy Public Works Director  
950 Bellevue Avenue, Daytona Beach, FL 32115  
386-671-8681 | wallerd@codb.us

**Project Value:** \$ 747,00.00.00

**Hurricane Irma:** Following Hurricane Irma, the City once again activated Thompson to provide disaster debris removal monitoring and FEMA PA 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 117,077 cubic yards of debris, completing operations in less than three months.

**Hurricane Matthew:** Thompson assisted the City of Daytona Beach with their debris removal operations and FEMA PA activities following the devastating impacts of Hurricane Matthew. Thompson immediately responded to the City following the passing of Hurricane Matthew to begin on-boarding and training local residents as debris removal monitors. Over all, Thompson monitored, documented, and substantiated reimbursement for the removal of 330,000 cubic yards of debris. In addition, Thompson has assisted the City with the identification of eligible projects, provided FEMA policy and process guidance, and continues to provide hands-on support to prepare and review the City's documentation and FEMA project worksheets. Thompson's FEMA PA consultants have a seven-year history of performance with Daytona Beach.

**DDMP Update:** In 2015 the City Public Works Department contracted Thompson to assist in updating their existing Disaster Debris Management Plan to meet current FEMA guidelines. The updated DDMP defines debris management roles and responsibilities and policies and procedures the City will refer to following a debris generating incident. Thompson also conducted validity assessments of the City's pre-identified temporary debris management site locations.



## Terrebonne Parish, Louisiana

June – Aug 2019 / Sept – Oct 2012

## Hurricane Recovery / Debris Removal Monitoring

Debris Quantity: 52,000 / 56,000 CY

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

**Project Value:** \$ 182,000.00

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

**Hurricane Isaac:** After Hurricane Isaac made landfall, Thompson immediately responded to Terrebonne Parish by deploying a field management team to train and on-board local residents to monitor and document emergency push and debris removal operations. As Isaac's eye passed over the Parish, high winds and heavy rainfall generated debris and downed trees and power lines throughout the Parish. Thompson worked with

## EXPERIENCE &amp; QUALIFICATIONS

Terrebonne Parish on an expedited debris removal schedule, and after close coordination with the Governor's Office of Homeland Security and Emergency Preparedness (GOHSEP), Louisiana Department of Environmental Quality (LDEQ), and FEMA, completed emergency time and materials as well as ROW debris removal in less than 30 days.

In addition, Thompson assisted the Parish with the development and implementation of a leaner hanger program in Parish parks. Thompson managed and documented the removal of nearly 56,000 CY of debris in order to satisfy FEMA and State reimbursement requirements.

Lee County, FloridaSeptember 2017 – March 2018Hurricane Irma Disaster Debris Removal MonitoringDebris Quantity: 2,319,784 CY

**Reference:** Jason Fournier, Public Utilities Manager  
1500 Monroe St., Ft. Myers, FL 33901  
239-533-8920 | JFournier@leegov.com

**Project Value:** \$ 5,361,920.00

**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 yard 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 of Vero Beach, FloridaOctober 2016 – February 2018Debris Removal MonitoringDebris Quantity: 70,000 CY

**Reference:** Donald Dexter, Manager Public Works  
3405 Airport West Drive, Vero Beach, Florida 32960  
772-978-4800 | ddexter@covb.gov

**Project Value:** \$ 163,100.00

**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.

## EXPERIENCE &amp; QUALIFICATIONS

Solid Waste Authority of Palm Beach County, Florida

October 2016 – February 2018

## Hurricane Irma Debris Removal Monitoring

Debris Quantity: 2,300,000

**Reference:** John Archambo, Director

7501 N. Jog Road, West Palm Beach, FL 33412

(561) 315-2010 | jarchambo@swa.org

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

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



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

## FEMA Performance Record

Thompson is proud to have a 100% success rate with adhering to FEMA Public Assistance regulations. Thompson does not have any closed, active or pending FEMA disputes, audits, or lawsuits. In addition, Thompson is not aware of any denials for eligible service/work items performed for our clients.

## Response Time on Previous Contracts

Thompson is extremely proud of our response time record and our ability to deploy resources quickly and efficiently in disaster situations across the country. We have summarized our response times and resources deployed in the following table.

Table 3-3: Previous Response Times and Resources Deployed

Disaster	Year	Number of Clients	Response Time	Field Staff Hired
Hurricane Sally (FEMA DR-4563,4564)	2020	8	Within 12-24 hours of NTP	1,650
Hurricane Dorian (FEMA DR-4465)	2019	2	Within 24 hours of NTP	160
Hurricane Michael (FEMA DR-4399, 4400)	2018	10	24 hours prior to NTP	600
Hurricane Florence (FEMA DR-4393, 4394)	2018	11	48 hours prior to NTP	150
Hurricane Maria (FEMA DR-4339)	2017	1	Within 24 hours of NTP	1,200
Hurricane Irma (FEMA DR-4337, 4338)	2017	47	Within 12-24 hours of NTP	1,600
Hurricane Harvey (FEMA DR-4332)	2017	6	Within 12 hours of NTP	200
Hurricane Matthew (FEMA DR-4283-86, 4291)	2016	17	48 hours prior to NTP	600
Louisiana Severe Flooding (FEMA DR-4277)	2016	2	24 hours prior to NTP	440
South Carolina Severe Flooding (FEMA DR-4241)	2015	1	Within 48 hours of NTP	55
Winter Storm Pax (FEMA DR-4166)	2014	6	Within 48 hours of NTP	475

# EXHIBIT 3-1

## STAFF EXPERIENCE MATRIX



# Thompson Consulting Services

## Staff Experience Matrix

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

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Exhibit 4  
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# Thompson Consulting Services

## Staff Experience Matrix

Event/Client	FEMA-DR	Cubic Yardage/Tonnage	Disaster Debris Contract Management	Contract Procurement Assistance	ROW Debris Removal Monitoring	Parks Debris Removal Monitoring	DMS/Disposal Monitoring	Leaner/ Hangers/ Stumps Removal Monitoring	DMS Environmental Support	Beach Remediation/Restoration	Private Property Debris Removal (PPDR) Administration	Marine/Waterway Debris Removal	Data Collection/ Management/ Billing/ Invoicing	Customer Information/ Service Call Centers	Demolition Administration & Program Management	FEIMA Category A&B Reimbursement Support
<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	♦		♦		♦						♦			
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	♦		♦		♦						♦			

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## Staff Experience Matrix

Event/Client	FEMA-DR	Cubic Yardage/Tonnage	Disaster Debris Contract Management	Contract Procurement Assistance	ROW Debris Removal Monitoring	Parks Debris Removal Monitoring	DMS/Disposal Monitoring	Leaner/ Hangers/ Stumps Removal Monitoring	DMS Environmental Support	Beach Remediation/Restoration	Private Property Debris Removal (PPDR) Administration	Marine/Waterway Debris Removal	Data Collection/ Management/ Billing/ Invoicing	Customer Information/ Service Call Centers	Demolition Administration & Program Management	FEMA Category A&B Reimbursement Support
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>																
EVENT TOTAL CUBIC YARDS – 3,000,000																
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>																
EVENT TOTAL CUBIC YARDS – 676t																
City of Gatlinburg, TN	4293	404t	♦	♦							♦		♦	♦	♦	
Sevier County, TN	4293	272t	♦	♦							♦		♦	♦	♦	
<b>HURRICANE MATTHEW – 2016-2017</b>																
EVENT TOTAL CUBIC YARDS OF DEBRIS – TBD																
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	♦		♦		♦	♦					♦			♦
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>																
EVENT TOTAL CUBIC YARDS OF DEBRIS – TBD (Projects Ongoing)																
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>																
EVENT TOTAL CUBIC YARDS OF DEBRIS – 44,736																
Vernon Parish, LA	4263	7,706	♦		♦		♦						♦			♦
Newton County, TX	4266	37,030	♦		♦		♦						♦			♦
<b>SEVERE STORMS &amp; FLOODING – 2015</b>																
EVENT TOTAL CUBIC YARDS OF DEBRIS – 120,000																
SC Department of Transportation	4241	120,000	♦	♦	♦		♦						♦			♦
<b>SEVERE WINTER STORM PANDORA – 2015</b>																
EVENT TOTAL CUBIC YARDS OF DEBRIS – 271,000																
Putnam County, TN	4211	140,000	♦		♦		♦	♦					♦			♦
Fentress County, TN	4211	77,000	♦		♦		♦	♦					♦			♦
Overton County, TN	4211	54,000	♦		♦		♦	♦					♦			♦
<b>TORNADOES – 2014</b>																
EVENT TOTAL CUBIC YARDS OF DEBRIS – 144,000																

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# Thompson Consulting Services

## Staff Experience Matrix

Event/Client	FEMA-DR	Cubic Yardage/Tonnage	Disaster Debris Contract Management	Contract Procurement Assistance	ROW Debris Removal Monitoring	Parks Debris Removal Monitoring	DMS/Disposal Monitoring	Leaner/ Hangers/ Stumps Removal Monitoring	DMS Environmental Support	Beach Remediation/Restoration	Private Property Debris Removal (PPDR) Administration	Marine/Waterway Debris Removal	Data Collection/ Management/ Billing/ Invoicing	Customer Information/ Service Call Centers	Demolition Administration & Program Management	FEMA Category A&B Reimbursement Support
City of 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>																
EVENT TOTAL CUBIC YARDS OF DEBRIS – 2,930,000																
South Carolina DOT	4166	1,200,000	♦		♦		♦	♦	♦				♦			♦
Georgetown County, SC	4166	105,000	♦		♦	♦	♦	♦					♦	♦		♦
Marion County, SC	4166	25,000	♦		♦		♦	♦					♦			
Williamsburg County, SC	4166	40,000	♦		♦	♦	♦	♦					♦			
Aiken County, SC	4166	1,500,000	♦		♦	♦	♦	♦				♦	♦			♦
Allendale County, SC	4166	60,000	♦		♦		♦	♦					♦			
<b>HURRICANE ISAAC – 2013</b>																
EVENT TOTAL CUBIC YARDS OF DEBRIS – 950																
Iberville Parish, LA (Waterways)	4080	950	♦				♦					♦	♦			♦
<b>HURRICANE ISAAC – 2013</b>																
EVENT TOTAL CUBIC YARDS OF DEBRIS – 1,000																
AL Port Authority (Wetlands)	4082	1,000	♦									♦	♦			
<b>HURRICANE SANDY – 2012</b>																
EVENT TOTAL CUBIC YARDS OF DEBRIS – 125,000																
City of Hoboken, NJ	4086	25,000	♦	♦	♦								♦			♦
Town of Babylon, NY	4085	100,000	♦		♦								♦			
<b>HURRICANE ISAAC – 2012</b>																
EVENT TOTAL CUBIC YARDS OF DEBRIS – 92,000																
Terrebonne Parish, LA	4080	56,000	♦		♦	♦	♦	♦					♦			♦
Denham Spring, LA	4080	9,000	♦		♦	♦	♦	♦					♦			♦
Hancock County, MS	4081	23,000			♦		♦			♦			♦			
Jackson County, MS	4081	4,000			♦		♦									♦
<b>HURRICANE IRENE – 2011</b>																
EVENT TOTAL CUBIC YARDS OF DEBRIS – 465,000																
Saluda Residency, Virginia DOT	4024	100,000			♦		♦	♦								
Petersburg Residency, Virginia DOT	4024	75,000			♦		♦	♦								
Ashland Residency, Virginia DOT	4024	200,000			♦		♦	♦								
Chesterfield Residency, Virginia DOT	4024	15,000			♦		♦	♦								
City of Portsmouth, Virginia	4024	50,000			♦		♦	♦								
Brunswick County, Virginia	4024	25,000			♦		♦	♦								
<b>TORNADOES – 2011</b>																
EVENT TOTAL CUBIC YARDS OF DEBRIS – 450,000																
City of Tuscaloosa, AL	1971	N/A		♦							♦		♦	♦	♦	♦
Calhoun County, AL	1971	350,000	♦		♦		♦	♦	♦		♦		♦		♦	♦
Alabama DCNR	1971	100,000	♦		♦	♦	♦	♦	♦				♦		♦	
<b>TORNADOES – 2010</b>																
EVENT TOTAL CUBIC YARDS OF DEBRIS – 18,944																
City of Norman, OK <sup>[1]</sup>	1926	18,944	♦		♦		♦	♦	♦				♦			♦
<b>FLOODING – 2010</b>																
EVENT TOTAL CUBIC YARDS OF DEBRIS – 348,895																
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>																
EVENT TOTAL CUBIC YARDS OF DEBRIS – 60,000																
City of Chattanooga, TN	N/A	60,000	♦		♦	♦										
<b>SNOW STORMS – 2009</b>																

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# Thompson Consulting Services

## Staff Experience Matrix

Event/Client	FEMA-DR	Cubic Yardage/Tonnage	Disaster Debris Contract Management	Contract Procurement Assistance	ROW Debris Removal Monitoring	Parks Debris Removal Monitoring	DMS/Disposal Monitoring	Leaner/ Hangers/ Stumps Removal Monitoring	DMS Environmental Support	Beach Remediation/Restoration	Private Property Debris Removal (PPDR) Administration	Marine/Waterway Debris Removal	Data Collection/ Management/ Billing/ Invoicing	Customer Information/ Service Call Centers	Demolition Administration & Program Management	FEMA Category A&B Reimbursement Support
<b>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	♦		♦		♦	♦	♦				♦			♦
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	♦										♦			♦

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# Thompson Consulting Services

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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	♦										♦			♦
City of Parkland, FL <sup>[4]</sup>	1609	244,910	♦										♦			♦
City of Weston, FL <sup>[4]</sup>	1609	244,395	♦										♦			♦
City of Cooper City, FL <sup>[4]</sup>	1609	217,464	♦										♦			♦
City of Coral Gables, FL <sup>[4]</sup>	1609	213,947	♦										♦			♦
Broward County, FL <sup>[4]</sup>	1609	204,105	♦										♦			♦
City of Sunrise, FL <sup>[4]</sup>	1609	199,548	♦										♦			♦
City of Oakland Park, FL <sup>[4]</sup>	1609	151,906	♦										♦			♦
City of Miami Beach, FL <sup>[4]</sup>	1609	135,825	♦										♦			♦
<b>HURRICANE KATRINA – 2005</b>																
<b>EVENT TOTAL CUBIC YARDS OF DEBRIS – 27,143,468</b>																
Hancock County, MS <sup>[4]</sup>	1604	5,773,291	♦										♦			♦
Jackson County, MS <sup>[4]</sup>	1604	3,183,425	♦										♦			♦
City of Gulfport, MS <sup>[1]</sup>	1604	2,600,000	♦	♦	♦	♦	♦	♦	♦		♦	♦	♦	♦	♦	♦
Forrest County, MS <sup>[4]</sup>	1604	2,496,933	♦										♦			♦
Jones County, MS <sup>[4]</sup>	1604	1,961,427	♦										♦			♦
Harrison County, MS <sup>[1]</sup>	1604	1,850,000	♦		♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦
Lamar County, MS <sup>[4]</sup>	1604	1,533,579														
City of Pass Christian, MS <sup>[4]</sup>	1604	1,484,288	♦										♦			♦
City of Pascagoula, MS <sup>[4]</sup>	1604	1,236,646	♦										♦			♦
Mobile County, AL	1605	789,658	♦		♦		♦	♦								
City of Mobile, AL	1605	728,469	♦		♦		♦	♦								
George County, MS <sup>[4]</sup>	1604	651,359	♦										♦			♦
Perry County, MS <sup>[4]</sup>	1604	550,967	♦										♦			♦
Walthall County, MS <sup>[4]</sup>	1604	507,754	♦										♦			♦
City of New Orleans, LA <sup>[2]</sup>	1603	401,238	♦	♦	♦		♦		♦		♦		♦	♦	♦	♦
Jefferson Parish, LA <sup>[4]</sup>	1603	397,770	♦										♦			♦
City of Slidell, LA <sup>[4]</sup>	1603	153,165	♦										♦			♦
City of Covington, LA <sup>[4]</sup>	1603	143,919	♦										♦			♦
Lafourche Parish, LA <sup>[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	♦		♦		♦	♦								
<b>HURRICANE RITA – 2005</b>																
<b>EVENT TOTAL CUBIC YARDS OF DEBRIS – 4,800,000</b>																
Jefferson County, TX <sup>[2]</sup>	1606	4,600,000	♦		♦		♦	♦	♦		♦		♦	♦		♦
Monroe County, FL <sup>[2]</sup>	1602	200,000	♦	♦	♦		♦		♦	♦		♦	♦			♦
<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	♦		♦	♦	♦	♦	♦				♦	CAM 22-0018 Exhibit 4		♦



# Thompson Consulting Services

## Staff Experience Matrix

Event/Client	FEMA-DR	Cubic Yardage/Tonnage	Disaster Debris Contract Management	Contract Procurement Assistance	ROW Debris Removal Monitoring	Parks Debris Removal Monitoring	DMS/Disposal Monitoring	Leaner/ Hangers/ Stumps Removal Monitoring	DMS Environmental Support	Beach Remediation/Restoration	Private Property Debris Removal (PPDR) Administration	Marine/Waterway Debris Removal	Data Collection/ Management/ Billing/ Invoicing	Customer Information/ Service Call Centers	Demolition Administration & Program Management	FEMA Category A&B Reimbursement Support
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>																
EVENT TOTAL CUBIC YARDS OF DEBRIS – 9,733,300																
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>																
EVENT TOTAL CUBIC YARDS OF DEBRIS – 200,000																
City of Boca Raton, FL <sup>[1]</sup>	1545	200,000	♦		♦		♦						♦			♦
<b>HURRICANE CHARLEY – 2004</b>																
EVENT TOTAL CUBIC YARDS OF DEBRIS – 3,883,434																
Charlotte County, FL <sup>[4]</sup>	1539	1,870,669	♦										♦			♦
City of Orlando, FL <sup>[2]</sup>	1539	1,035,500	♦		♦	♦	♦	♦	♦				♦			
Orange County, FL <sup>[4]</sup>	1539	977,265	♦										♦			♦

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

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

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

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

# SECTION 4

## KEY PERSONNEL & SUBCONTRACTORS

### Staff Overview and Capacity

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	100	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 southeast 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.

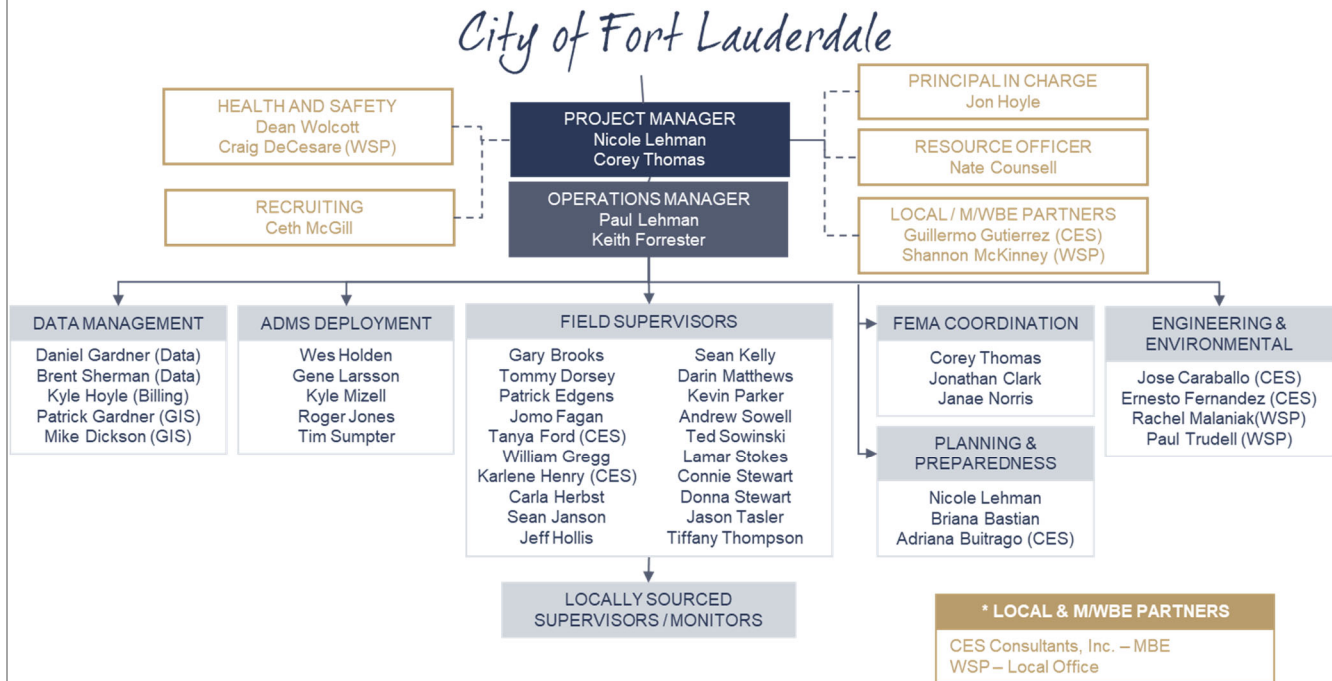
### Proposed Project Organization, Management and Qualifications

Thompson is committed to staffing the City's disaster debris monitoring services project in accordance with the management staffing and key personnel proposed herein. Our technical approach is designed to be scalable in nature in order to effectively respond to both minor and catastrophic debris generating events. Because the City's needs and Thompson's staff obligations may change over time, Thompson will routinely update the City on the status and availability of the key personnel proposed, should they

## KEY PERSONNEL &amp; SUBCONTRACTORS

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

Figure 4-1: Organizational Chart



## Key Personnel Overview

**JON HOYLE** will serve as the Principal-in-Charge for the City and provide support as needed to ensure project operations are in accordance with the City's expectations. Mr. Hoyle has over seventeen 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.

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

**NICOLE LEHMAN** will serve as a Project Manager as well as the Planning and Preparedness lead for the City. *Ms. Lehman has worked with the City of Fort Lauderdale on an annual basis since 2012 in support of the City's disaster debris management operations. She also served as the City's Project Manager following the impacts of Hurricane Irma in 2017.* Ms. Lehman will continue to support the City's annual planning and preparedness efforts and will work with City officials in the EOC and field following a disaster incident. Ms. Lehman is well versed in the programs, agencies, procedures and regulations involved in successfully running disaster debris management operations.

## KEY PERSONNEL &amp; SUBCONTRACTORS

**COREY THOMAS** will serve as a Project Manager and 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. *Mr. Thomas has also routinely supported the City through FEMA PA needs over the years, and most recently assisted the City with recovery of grant funds to support the City's COVID-19 pandemic response efforts.*

**PAUL LEHMAN** will serve as an Operations Manager for the City to oversee day-to-day operations of the project and will also work closely with the City's debris hauler to coordinate crew requirements and scheduling. Mr. Lehman has over eight years of experience in disaster debris removal operations. *He recently served as the Operations Manager for the City of Fort Lauderdale following Hurricane Irma which included a variety of debris removal programs and substantiation of over 400,000 cubic yards of debris.*

**KEITH FORRESTER** will serve as an additional Operations Manager for the City if needed and oversee day-to-day operations of the project and will also coordinate closely with the City's debris hauler to coordinate crew requirements and scheduling. Mr. Forrester has managed FEMA funded storm debris removal projects in Texas, Florida, Arkansas, Oklahoma, Missouri, New York, and South Carolina, including the management of debris removal monitoring operations in excess of 2M cubic yards of construction and demolition debris in Baton Rouge, Louisiana following a severe flooding incident. Recently, Mr. Forrester served as the Operations Manager for Grant Parish, Louisiana, where over 1M cubic yards of debris was removed from the Parish following Hurricane Laura.

**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.

**WES HOLDEN** Mr. Holden has seventeen 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.

**PATRICK GARDNER** Mr. Gardner will provide GIS and mapping support to the City. Mr. Gardner is also a Federal Aviation Administration Certified Remote Pilot for Small Unmanned Aircraft (drone) and will be able to assist the City in conducting damage assessments as well as visual progress inspections with aerial photography captured through drone footage.

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

#### Key Personnel Qualifications Summary

The following table briefly summarizes the background and experience of our key personnel, outlining our staff's extensive experience managing and monitoring debris removal operations on behalf of local

## KEY PERSONNEL &amp; SUBCONTRACTORS

and state governments. Thompson's proposed team of disaster response and recovery experts have served in a various recovery operations roles and have real-world experience managing and supporting the following disaster recovery programs.

#### Debris Removal Monitoring Program Experience

- 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

Table 4-1: Summary of Project Team Experience

Name, Education, Background		Representative Experience	
Jon Hoyle   Principal-in-Charge			
MBA – Finance/Management 17 Years of professional experience	<ul style="list-style-type: none"><li>– Escambia County, FL – 3,700,000 CY</li><li>– Puerto Rico DOT – 1,000,000 CY</li><li>– Lee County, FL – 2,300,000 CY</li></ul>	<ul style="list-style-type: none"><li>– South Carolina DOT – 3,000,000 CY</li><li>– Aiken County, SC – 1,500,000 CY</li><li>– Harris County, TX – 2,500,000 CY</li></ul>	
Nate Counsell   Resource Officer			
MBA – Economics/Management 17 Years of experience	<ul style="list-style-type: none"><li>– SWA Palm Beach Co – 2,300,000 CY</li><li>– Chatham Co, GA – 1,400,000 CY</li><li>– Baton Rouge, LA – 1,800,000 CY</li></ul>	<ul style="list-style-type: none"><li>– South Carolina DOT – 200,000 CY</li><li>– Virginia DOT – 500,000 CY</li><li>– New Orleans, LA – 1,000,000 CY</li></ul>	
Nicole Lehman   Project Manager / Planning and Preparedness			
BA – Psychology & Spanish 14 Years of experience	<ul style="list-style-type: none"><li>– Puerto Rico DOT – 400,000 CY</li><li>– Fort Lauderdale, FL – 460,000 CY</li><li>– St. Augustine, FL – 83,000 CY</li></ul>	<ul style="list-style-type: none"><li>– Chatham Co, GA – 1,400,000 CY</li><li>– Daytona Beach, FL – 330,000 CY</li><li>– Escambia County, FL – 3,700,000 CY</li></ul>	
Corey Thomas   Project Manager / FEMA Public Assistance Liaison			
MBA – Finance/Management 13 Years of professional experience	<ul style="list-style-type: none"><li>– City-Parish E. Baton Rouge – 2,000,000 CY</li><li>– South Carolina DOT – \$37,000,000</li><li>– Alabama Tornadoes – \$25,000,000</li></ul>	<ul style="list-style-type: none"><li>– South Dakota – \$60,000,000</li><li>– Hurricane Alex – \$3,500,000</li><li>– Hurricane Ike – \$445,000,000</li></ul>	
Paul Lehman   Operations Manager			
8 Years of professional experience	<ul style="list-style-type: none"><li>– Puerto Rico DOT – 400,000 CY</li><li>– Fort Lauderdale, FL – 460,000 CY</li><li>– Deland, FL – 57,000 CY</li></ul>	<ul style="list-style-type: none"><li>– Georgetown Co., SC – 105,000 CY</li><li>– Jefferson Davis Co, LA – 216,000 CY</li><li>– Escambia County, FL – 3,700,000 CY</li></ul>	
Keith Forrester   Operations Manager			
BA – Marketing & Management 13 Years of professional experience	<ul style="list-style-type: none"><li>– Grant Parish, LA – 1,100,000 CY</li><li>– Calhoun Co, AL – 58,000 CY</li><li>– Volusia County, FL – 800,000 CY</li></ul>	<ul style="list-style-type: none"><li>– Virginia DOT – 500,000 CY</li><li>– Alabama DCNR – 100,000 CY</li><li>– Escambia County, FL – 7,681,500 CY</li></ul>	
Danny Gardner   Data Manager			
MBA – Finance/Management 13 Years of experience	<ul style="list-style-type: none"><li>– SWA Palm Beach Co – 2,300,000 CY</li><li>– Chatham Co, GA – 1,400,000 CY</li><li>– Baton Rouge, LA – 1,800,000 CY</li></ul>	<ul style="list-style-type: none"><li>– Alabama DOT – 870,000 CY</li><li>– South Carolina DOT – 3,000,000 CY</li><li>– Escambia County, FL – 3,700,000 CY</li></ul>	
Wes Holden   ADMS Deployment			
BS – Mgmt. Info. Systems 17 Years of experience	<ul style="list-style-type: none"><li>– SWA Palm Beach Co – 2,300,000 CY</li><li>– City-Parish E. Baton Rouge – 2,000,000 CY</li><li>– South Carolina DOT – 3,000,000 CY</li></ul>	<ul style="list-style-type: none"><li>– Alabama DOT – 870,000 CY</li><li>– Chatham Co, GA – 1,400,000 CY</li><li>– Aiken County, SC – 1,500,000 CY</li></ul>	
Patrick Gardner   GIS / Environmental			

## KEY PERSONNEL &amp; SUBCONTRACTORS

Name, Education, Background	Representative Experience	
MS – Fisheries and Aquatic Sciences BS – Marine Science 8 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

*Resumes for select key personnel have been provided in Exhibit 4-1 following this section.*

### 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 throughout the recovery process. 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 extensive experience in disaster response and recovery services available to assist in identifying and placing personnel.

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

In 2017 following Hurricane Irma, Thompson demonstrated this commitment to local disaster recovery participation by screening, hiring and training 89 qualified City residents to fill temporary debris monitoring positions.

### Subcontractors

Thompson has proudly partnered with the following firms to ensure the City is thoroughly supported throughout disaster debris removal monitoring and management, and cost recovery operations.

#### CES Consultants, Inc. (M/SBE)

**Local Office Location:** 880 SW 145th Avenue, Suite 106  
Pembroke Pines, FL 33027

**Role:** CES will support Thompson with engineering and field personnel support on an as needed basis following future disaster events that impact City infrastructure.



CES Consultants, Inc. is a minority-owned corporation with the capabilities of providing full engineering, construction management, program management, and disaster management consulting services to municipal, governmental, and private sector clients throughout Florida and New York out of seven office locations. As a full-service engineering and consulting firm CES is committed to delivering incomparable services and cutting-edge innovation while focusing on building lasting relationships with their clients. CES has engineered some of the largest infrastructure improvement projects in Florida with a continuous need to serve the community and pioneer towards a greater future. CES is a Florida S Corporation founded by Rudy M. Ortiz, PE, CGC in 2001.



## KEY PERSONNEL &amp; SUBCONTRACTORS

Disaster management consulting services experience of the firm and its staff date back to Hurricane Andrew in 1992, and our expertise includes Disaster Debris Removal Monitoring, Automated Debris Management System, Data Administration, Cost Recovery, Preparedness and Planning, and Workforce Solutions. Their vast local personnel field resources and capabilities cannot be matched. In addition to Thompson's resources, CES is set up to dispatch experienced field personnel comprised of Operation Managers, Field Supervisors and Monitors that are ready to mobilize on a moment's notice.

*Thompson and CES have a successful history partnering and responding to disaster incidents. In 2017, following Hurricane Irma, CES supported Thompson's disaster debris removal monitoring mission for the Solid Waste Authority of Palm Beach County. The project resulted in the documentation of over 2.3 million cubic yards of debris.*

## WSP

**Local Office Location:** WSP Pompano Beach  
470 South Andrews Avenue Suite 206  
Pompano Beach, FL



**Role:** WSP will support Thompson with consulting, engineering, and environmental field services on an as needed basis following future disaster events that impact City infrastructure.

Founded in 1885 and incorporated in New York in 1919, WSP has more than 130 years of professional consulting service experience across a variety of market sectors. WSP is a full-service firm with more than 8,000 employees in more than 160 offices nationwide. This includes 14 offices throughout Florida employing over 500 professionals. WSP is one of the world's largest engineering professional services consulting firms.

WSP has also grown into a nationally recognized firm in the fields of disaster response, recovery, and resiliency. Under numerous government contracts, WSP has provided disaster response, recovery and mitigation services for Hurricanes Maria, Super Storm Sandy, Harvey, Irma, Katrina, Ike, Matthew, Florence, Michael, Dorian and more. To date, WSP has responded to events in every state and 17 of the 20 U.S. territories.

WSP's integrated Florida based team of subject matter experts (SME) has the extensive project experience to deliver innovative planning, engineering, and recovery solutions to the City of Fort Lauderdale. WSP provides a team of professionals that include civil, structural, hydraulic, mechanical, and electrical engineers; construction managers and inspectors; and LEED APs and ENV SPs with experience in design-bid-build and design-build projects around the globe.

WSP continuously provides civil, structural, MEP, and inspection engineering services to several Broward County clients, including the Broward Sheriff's Office, Port Everglades, and the Cities of Hollywood and Fort Lauderdale. WSP has been providing engineering services for a continuing service contract for work at the Broward Sheriff's Office for the past 10 years. This work has included: mechanical and electrical design and emergency power for the main jail facility, crime lab renovations, mechanical and structural engineering for ADA and elevator additions, electrical review for a dispatch center upgrade study and electrical design for the north operations laundry facility. WSP recently worked for the City of Fort Lauderdale CRA, providing lighting study for Flagger Village with regards to safety and security. *WSP is committed to the creation and improvement of public infrastructure and the enhancement of communities. Immediately in the post disaster stage WSP is able to deploy the professionals needed for all building components.*

thompson  
CONSULTING SERVICES

# EXHIBIT 4-1

## KEY PERSONNEL RESUMES

# Jon M. Hoyle

## President

### FIRM

Thompson Consulting Services  
2601 Maitland Center Parkway  
Maitland, FL 32751

### EDUCATION

BA: International Relations  
MBA: Management and Finance

### EXPERIENCE

17 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

## Experience and Qualifications

Mr. Hoyle has seventeen 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 overseeing 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 its 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 Gunter'sville, Buck's Pocket, and Morgan's Cove State Parks following the crippling tornados of April 2011. The camp grounds were totally destroyed and massive amounts of debris were scattered in the roadways, trail systems, and fire lines. At peak, 90 crews were mobilized, managed, and monitored. Contract value totals \$1.5-million.

**Calhoun County, Alabama, Tornado Recovery Operations, 2011** – During April of 2011, north/central Alabama, eastern Mississippi, northwest Georgia, and southeast Tennessee, were struck with a record-breaking number of crippling, deadly tornados. Thompson 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 T. Counsell

## Executive Vice President

### FIRM

Thompson Consulting Services  
2601 Maitland Center Parkway  
Maitland, FL 32751

### EDUCATION

BA: Economics  
MBA: International Business

### EXPERIENCE

17 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

## Experience and Qualifications

Mr. Counsell has seventeen 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.



# GUILLERMO GUTIERREZ

Senior Project Manager



Mr. Guillermo Gutierrez is a Construction Administrator and Emergency Manager with over 25 years experience in public and private sectors in addition, he also holds all major FEMA Course Certifications. EM experience is with FEMA, State and applicants. Areas of expertise include grant management, cost analysis with RS Means, hazard mitigation including BCA, debris operations, and emergency response. Mr. Gutierrez has experience with PW Categories A through G, but mostly E. His broad range of disaster experience is from Hurricane Andrew in 1992 to Hurricane Michael in 2017. Mr. Gutierrez served as Senior Capital Improvement Technician with Miami Dade County Public Schools where he Managed DSR's following Hurricane Andrew, initiated closeout team, led safety inspections of state public facilities and roads, and acted as liaison between FEMA project officers and applicants.

He also holds all major FEMA Course Certifications,

## FEMA COURSES:

- » IS-100 Introduction to the Incident Command System (ICS)
- » IS-200 ICS for single resources and initial action incidents
- » IS-230 Principles of Emergency Management
- » IS-235 Emergency Planning
- » IS-292 Disaster Basics
- » IS-362 Multi-Hazard Emergency Planning for Schools
- » IS-393.A Intro to Hazard Mitigation
- » IS-547 Intro to Continuity of Operations (COOP)
- » IS-631 Public Assistance Operations I (OPS I)
- » IS-632 Intro to Debris Operations
- » IS-700 Intro to National Incident Management System
- » IS-00800A Intro to National Response Plan (NIMS), (NRP)
- » FEMA: CEF Writing, 50% Calculation, Hazard Mitigation, BCA. Winchester, VA; Jan 2019

## EXPERIENCE INCLUDES:

### State of Florida Department of Community Affairs, Grant Manager

- » Managed DSR's following Hurricane Andrew, initiated closeout team, led safety inspections of state public facilities and roads.
- » Acted as liaison between FEMA project officers and applicants.

### Miami-Dade Co. Public Schools Educational Facilities Management Department, Senior Capital Improvement Technician

- » Managed DSR's following Hurricane Andrew, initiated closeout team, led safety inspections of state public facilities and roads.
- » Acted as liaison between FEMA project officers and applicants.

### Project Coordinator for Witt O'Brien's

- » State Representative for Louisiana Governor's Office of Homeland Security & Emergency Management; Katrina, Oregon and Sandy New Jersey

## YEARS EXPERIENCE

25

## EDUCATION/ CERTIFICATIONS

BS Bachelor of Science  
Construction Engineering  
Technology, Florida  
Agricultural & Mechanical  
University

Associate of Arts in Surveying  
& Geomatics, Miami-Dade  
College

## SKILLS

Construction OSHA 30 Safety/  
First Aid/Defibrillator training

Software Programs: AutoCAD,  
MicroStation, BIM, Revit, ESRI  
ArcView & ESRI GIS expert.

Estimating software of RS  
Means and Xactimate and  
others

Familiarity with Oracle ERP  
Database, MS Access, and  
Construction Accounting

Scheduling Software of  
Primavera and Microsoft  
Project and Timberline

Microsoft Server Configuration  
and Enterprise Administration

EQIP Passed, Upper level  
Government Background Check  
Passed

Use of Digitizing Equipment

Use of GPS Global Positioning  
System

Florida Security D License,  
Armed

Xactimate Training by Bradley  
Stinson Associates Adjusters

Current FEMA Badge &  
Coursework Including Ops 1

Current US Passport with KTN

- » Member of LA Appeals team with 2/3 win ratio
- » Coordinated applicant closeout of Hurricanes Katrina, Rita, Gustav and Ike.

### **Senior Project Coordinator for Solid Resources, Inc. SEACOR**

- » Reviewed Scopes of Work for closeouts of FDOT projects, organized debris removal documentation of Palm Beach and Broward applicants.

### **DEPLOYMENT HISTORY:**

- » Hurricane Andrew FL DR-955 Aug 1992 DSR management
- » Northridge Earthquake CA DR-1008 Sep to Nov 1994 DSR management, IA
- » Florida Hurricane Jean DR-1561 Closeout
- » Florida Hurricane Ivan DR-1551 Closeout
- » Florida Hurricane Francis DR-1545 Closeout
- » Florida Hurricane Wilma Oct 2005 DR-1609 Closeout
- » Flooding NY DR-1650 July 2006 State PW Management
- » Hurricane Katrina LA DR-1603 Aug 2005 State PW Management
- » Hurricane Rita LA DR-1607 Sep 2005 State PW Management
- » Hurricane Gustav LA DR-1786 Closeout
- » Hurricane Ike LA DR-1792 Closeout
- » Oregon Flooding DR-1824 State PW Management
- » Hurricane Sandy NJ DR-4086 State PW Management
- » Alaska Flooding DR-4162 IA Xactimate
- » Texas Flooding DR-4245 PA Applicant Direct, IA
- » Hurricane Matthew FL DR-4283 IA
- » Hurricane Maria PR DR-4339 IA
- » Hurricane Harvey DR-4339 PA Galveston
- » Hurricane Irma, City of Homestead, Applicant Direct Assistance
- » Hurricane Michael, DR-4399 PA FEMA Specialized Inspector

# Eric Harrison

## Vice President | Field Operations

### FIRM

Thompson Consulting Services  
2601 Maitland Center Parkway  
Maitland, FL 32751

### EDUCATION

BS: Electronic Engineering Technology  
Graduate Certificate: Geographic Information Science

### EXPERIENCE

16 years

### PROGRAM EXPERIENCE

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

## Experience and Qualifications

Mr. Harrison has sixteen 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,

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

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

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

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

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

committee review. Also, using GIS software Mr. Harrison mapped demolition progress and managed a demolition database of nearly 3,000 properties. The program required coordinated cost tacking to 5 large Project Worksheets totaling over \$50 million in FEMA Public Assistance Funding.

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

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

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

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

## Training and Certifications

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

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Exhibit 4

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# Corey Thomas

## Vice President | Grants Management Services

### FIRM

Thompson Consulting Services  
2601 Maitland Center Parkway  
Maitland, FL 32751

### EDUCATION

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

### EXPERIENCE

13 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
- HUD CDBG Disaster Recovery

## Experience and Qualifications

Mr. Thomas has thirteen 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, 2<sup>nd</sup> 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.

## Professional Training Courses

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



# Daniel M. Gardner

Vice President | Data Operations

## FIRM

Thompson Consulting Services  
2601 Maitland Center Parkway  
Maitland, FL 32751

## EDUCATION

BSBA: Management Information Systems  
MBA: Finance and Management

## EXPERIENCE

13 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

## Experience and Qualifications

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

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

## Project Experience

**Grant Parish, Louisiana, Hurricane Laura Disaster Recovery Operations, 2020 - 2021** – Mr. Gardner served as the Data Manager overseeing all data operations for Grant Parish following the severe effects of Hurricane Laura. He was responsible for daily ticket reviews, data

reconciliation and validation, daily reporting and contractor invoice tracking. Overall, Thompson has monitored and documented the removal of over 1.1M cubic yards of debris from the Parish.

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

**Hurricane Irma, Disaster Recovery Operations, State of Florida, 2017 - 2018** – Mr. Gardner served as the lead Data Manager overseeing Thompson's state-wide mobilization in response to Hurricane Irma. Thompson conducted debris removal monitoring operations on behalf of 45 unique clients simultaneously within the State. Mr. Gardner was responsible for all QA/QC activities as well as contractor invoice reconciliation. Thompson substantiated more than 11.6M cubic yards of debris as a result of Hurricane Irma.

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

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

data and produced reports for the Counties including a daily summary, cost estimation and contractor summary.

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

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

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

**Louisiana and Mississippi, Hurricane Isaac Regional Response and Disaster Recovery, 2012** – In August 2012, Hurricane Isaac struck the Louisiana and Mississippi gulf coast with Category 1 strength winds and 24 hours of sustained rainfall. Mr. Gardner served on the Thompson financial team responsible for contract cost controls and FEMA Category A&B reimbursement for multiple jurisdictions along coastal Mississippi and Louisiana, including Jackson and Hancock County, MS, and

Terrebonne Parish and Denham Springs, LA. In all, Thompson's data and financial management efforts authorized nearly a \$1,000,000 of eligible contractor payments and substantiated reimbursement for the removal of nearly 100,000 cubic yards of debris from roadways, canals, and beaches.

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

## Training and 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 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 (NIMS) An Introduction
- FEMA IS-922: Applications of GIS for Emergency Management

# Wesley Holden

## Senior Vice President | ADMS Operations

### FIRM

Thompson Consulting Services  
2601 Maitland Center Parkway  
Maitland, FL 32751

### EDUCATION

BS: Management Information Systems

### EXPERIENCE

17 years

### TECHNOLOGY EXPERTISE

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

## Experience and Qualifications

Mr. Holden has seventeen 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, TDMS*mobile*. 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), TDMS*mobile*, which was utilized to track a number of different inventory metrics associated with the Town's debris removal program, including equipment deployed, trucks assigned to different work zones, debris types removed, debris collection locations, and recyclable material recovered.

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

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

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

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

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

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

## Program Experience

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



# Nicole Lehman

Director of Client Services | Program Manager

## FIRM

Thompson Consulting Services  
2601 Maitland Center Parkway  
Maitland, FL 32751

## EDUCATION

BA: Psychology and Spanish

## EXPERIENCE

14 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

## Experience and Qualifications

Ms. Lehman has fourteen 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 and Certifications

- HAZWOPER 40 hour certification
- OSHA 30 hour certification
- ISO 9000
- Applying for Federal Grants and Cooperative Agreements Certificate
- Managing Federal Grants and Cooperative Agreements for Recipients Certificate
- FEMA IS 700.a – National Incident Management System (NIMS) An Introduction



# JOSE CARABALLO, PE

*Vice President; Director of Engineering; Civil & Environmental Engineer*



Mr. Jose Caraballo is a Florida-licensed Professional Civil Engineer and has nearly 20 years of professional experience in the areas of civil, water, wastewater, stormwater and drainage design, transportation and environmental engineering, and project management with various public entities, including more than 250,000 LF of residential water main, 150,000 LF of force main/sanitary sewer, and 50 pump and lift stations. He has been involved in a variety of civil and environmental engineering projects related to the improvement of roadways, public utilities, drainage systems, pump stations, lift stations, water treatment plants, ports and airports, Class IV Freshwater Wetland Permitting and SFWMD Environmental Resources Permitting, amongst others. Jose has successfully overseen projects from the initial assessment, feasibility analysis and conceptual stages through completion, including full design, permitting, construction management/administration and close-out.

## EXPERIENCE INCLUDES:

**West Avenue North & South D/B Neighborhood Utility & Resiliency Improvements, Miami Beach, FL:** Project Manager for the 600-acre, Design-Build project to develop a stormwater model, water/sewer/utility and roadway design, permitting and infrastructure construction of 2.2 miles of roadway to address sea level rise in the West Avenue Basin. This resiliency project will provide the community protection from flooding during storm events and high seasonal tides. The project requires raising the roadway approximately 30 inches while providing a 10-year level of service with no structure flooding. Rising seas, high groundwater, king tides, wind and deteriorating infrastructure contribute to frequent flooding of facilities in the basin. The contributing basin is 600 acres and all 19 utilities along the roadway will be affected. Modeling using AdICPR4 and upsizing and design of all curb inlets and yard inlets followed by significant upsizing and modifications of two pumps stations is required. The project includes 16,000 LF of water main, 7,050 LF of sanitary gravity sewer, 12,800 LF of storm sewer, a 120,000 GPM stormwater pump station and outfall, and water meter service conversions from the rear of private properties to new water lines and connections in the right-of-way.

**D/B NW 13th Street Phase I Force Main Replacement, Fort Lauderdale, FL:** Design Project Manager for the design, permitting, construction, testing and startup of a new 30" force main along NW 13th Street in an urban area of Fort Lauderdale, including connections to the existing pipe and reconnection of Pump Stations A-28 and A-29. The project also includes, the design, permitting, construction, and installation of a new plug valve and piping near NE 14th Avenue and 11th Street to replace the existing inoperable valve and provide isolation to perform the required tie-in work.

**MDWASD D/B Water Main Replacement & Service Conversions in the Shenandoah Area, Phase B, Miami, FL:** Engineer-of-Record and Design Project Manager leading the project team in providing engineering analysis and design services for the upgrade of approximately 46,000 LF of water main. The project consisted of upgrading existing 4-inch and 6-inch residential water main to 8-inch water mains. This effort improved pressure and provided fire protection within the area. Additionally, approximately 650 residents within the project area receive potable water through water mains located within easements to the rear of the properties. The project eliminated these water mains and moved them to the right-of-way. Led the effort to provide service conversions for all residents with water meters to the rear of the property, working closely with the client and Design-Build Team to produce the most technically sound and cost-effective



## YEARS EXPERIENCE

19

## EDUCATION

BS, Environmental Engineering,  
Louisiana State University,  
2002

## REGISTRATIONS & CERTIFICATIONS

Florida Professional Engineer  
#73064

New York Professional  
Engineer #094777

design that incorporated all of the client's requirements and needs. Provided permitting expertise to acquire the mainline water main permits and approximately 650 private property building permits. Developed a phasing plan to accelerate the schedule by allowing surveying, design, and construction operations to occur simultaneously throughout various areas of the project boundary.

**MDWASD D/B Replacement of Water Main & Service Conversions in "Donut Hole" Area, Miami Gardens, FL:**

Project Manager/Engineer for the replacement of the existing undersized and deteriorated water mains and existing main loop closures in order to improve system pressure and provide fire flow protection and for water service conversions (transfer of services from the rear to the front of properties and replacement of certain existing old services in front of properties to meet new standard) in the "Donut Hole" service area. The project includes the following main elements: ±22,450 LF of 8-inch DIP and fittings; ±12,060 LF of 12-inch DIP and fittings; ±1,050 LF of 6-inch DIP and fittings; ±560 water service conversions from rear of property to front of property. Additionally, the project involved permitting both within the right-of-way and on private property. The right-of-way permits included City of Miami Gardens and Florida Department of Transportation (FDOT) roadways. The D/B Team developed a procedure with WASD to execute the water meter conversion, with considerable time spent analyzing, developing, and testing the mechanism by which the portion of the water meter conversions within private property could be finalized. Extensive public outreach and MOT planning ensured a smooth construction process.

**SW 27th Ave Drainage System from US-1 to Bayshore Drive, Miami Dade County, FL:**

Project Manager providing engineering analysis and design services for a closed storm water drainage system along SW 27th Avenue between South Dixie Highway and South Bayshore Drive. The project consisted of widening a stretch of roadway measuring approximately 0.75 miles. Elevation changes throughout the stretch of roadway and the high amount of utilities located throughout this older corridor were encountered, but the team worked diligently to provide a technically sound and cost-effective design that incorporated all of the client's requirements and needs, including permitting for the drainage system through Miami-Dade County DERM.

**ADA Sidewalk Compliance Project, Miami-Dade County, FL:**

Project Manager for the evaluation of and corrective measures for over 100 bus stops throughout Miami-Dade County, with responsibilities that included quality control, scheduling, and coordination with the County.

**Washington Road Utility & Stormwater Outfall Improvements, West Palm Beach, FL:**

Design Technical Advisor/ Engineer for design of new stormwater conveyance, replacement watermain, and replacement sanitary sewer mains and manholes. The stormwater conveyance and management system included curb and gutter, piping up to 60" RCP, sediment and floatable baffle box, a 30cfs pump station to handle King Tide flooding, and gravity outfall to the Intracoastal Waterway. The project also entailed the redesign of the road cross section to include new sidewalks, driveways and bike lanes along with raised intersections and roundabouts for traffic calming, all while preserving the trees along the project corridor. CES also provided neighborhood outreach to this very high-profile part of the City. The project included new water mains and sewer collection system. The project also includes new water mains and sewer collection system. The complete design was performed in AutoCad Civil 3D.

**MDWASD Ocean Outfall Legislation (OOL) Program, Miami-Dade County, FL:**

CES is providing Program Management, Construction Management and Program Controls Support Services on this Miami-Dade County Water and Sewer Department's \$3.3 billion OOL Program, as part of the Jacobs Team. CES support services include assisting the Jacobs Team with managing the overall delivery of a comprehensive, technically sound, long-term program that encompasses the design, procurement, construction, and commissioning of projects under the OOL program. This program will eliminate wastewater from being discharged to ocean. The objective is to reverse the County's wastewater system flows away from the ocean outfalls and reroute flows to a new membrane bioreactor treatment plant. CES Program Management Support and Project Management Services also include Program Controls and Technical Support on the following Task Orders: Multiple Lift Station Evaluations & Design; West District WWTP Conceptual Design; NDWWTP Effluent Pumps; NDWWTP Peak Flow CDR; NDWWTP High-Level Disinfection System & Peak Flow; NDWWTP Conveyance; and Design Project Management Support Services.

**SFWMDC Pump Station Hardening, Okeechobee, FL:**

Project Manager for the assessment of nine pump stations located around Lake Okeechobee, acting as a liaison between SFWMDC staff in the field and the consulting team, and collecting data at the sites for use in assessment and design.

**City of Opa-Locka Canal Cleaning Project, Opa-Locka, FL:**

Construction Engineering Inspector completing construction oversight of canal cleaning projects for the city of Opa-Locka, including inspection and documentation of project construction and close-out.

## **RACHEL MALANIAK, PG, ENVSP**

### **MANAGER/PROJECT MANAGER/SENIOR SCIENTIST**

Ms. Malaniak has more than 20 years of experience in the fields of environmental geology, contaminant hydrogeology, and report writing and preparations. Her responsibilities range from project manager to senior environmental scientist and include contract management, project management, due diligence management, field coordination, and field management of subsurface investigations which consist of monitoring well installations, soil boring programs, soil excavations, hydrogeologic studies such as slug testing, packer testing, vapor intrusion studies, and soil, air, and groundwater sampling. Ms. Malaniak is also responsible for the evaluation and reporting of the above-mentioned field activities and projects in compliance with state and federal regulations as well as developing proposals, workplans, and health and safety plans (HASPs). While her project sites are primarily within New York and New Jersey, Ms. Malaniak has also worked in Pennsylvania, Connecticut, Virginia, and Maryland, and most recently aided in emergency response contracts for the US Army Corps of Engineers in Texas, Connecticut, Puerto Rico and the U.S. Virgin Island of St. Croix.

#### **RELEVANT EXPERIENCE**

**CALRECYCLE 2020 FIRE DEBRIS REMOVAL – BAY BRANCH, CALIFORNIA** Ms. Malaniak was the Environmental Unit Lead for the CalRecycle emergency structural debris and hazard tree removal for the Bay Branch region south of San Francisco covering Santa Cruz, Santa Clara, San Mateo, Stanislaus, and Monterey Counties. The project included providing multiple assessment services for 1,154 private and 10 State Park properties, including hazardous tree assessments and removals. Ms. Malaniak was responsible for overseeing and supporting the field work conducted by a staff of over 75 environmental scientists including biologists, archeologists, and arborists, in addressing the environmental requirements of the structural debris removal and hazard tree Environmental Protection Plan, Environmental Compliance Plan as well as meeting the Forest Practice Rules environmental protection measures. Environmental oversight activities included asbestos abatements and monitoring, community air monitoring, radiological and mercury surveying, soil and water sampling and analysis, water quality best management practices, biological and cultural resource assessments, and hazardous tree assessments. Additional tasks included, development of conceptual approach plans for ancillary incidents and response, development of Standard Operating Procedures for site specific remedial measures, data evaluation, and reporting.

**VARIOUS MAINTENANCE FACILITIES, NEW JERSEY DEPARTMENT OF TRANSPORTATION, STATEWIDE** Ms. Malaniak is the project and task manager responsible for project management, coordination and oversight needed to successfully conduct and complete preliminary and comprehensive remedial investigations at five NJDOT maintenance facilities sites throughout the State

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#### **COMPANY**

Louis Berger U.S., Inc.  
A WSP Company

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#### **EDUCATION**

BA, Geography  
w/concentration in  
Environmental Studies

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#### **REGISTRATIONS**

- Professional Geologist (NY)
- Envision Sustainability Professional (Env Sp)
- OSHA 8-Hour Site Supervisor for Hazardous Waste Operations
- OSHA 30-Hour OSHA Construction Safety Training
- OSHA 40-Hour Hazardous Waste Operations and Emergency Response Training
- FEMA Emergency Management Systems ICS-100, ICS-200, and ICS-700 Training
- Department of Defense ATI Training
- Certified in CPR and First Aid

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#### **YEARS OF EXPERIENCE**

21

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#### **YEARS WITH COMPANY**

20

ranging in various size and complexity. Working alongside the program manager, Ms. Malaniak is also responsible for management coordination and assurance that all technical, administrative, and financial aspects of the contract continue to be implemented and are completed to the client's satisfaction and in compliance of all applicable state and federal regulations during the course of the contact. Additional tasks included the development of conceptual approach, remedial investigation workplan, bid solicitation and cost estimating for remedial investigation activities as well as data evaluation, presentation, and reporting.

**GENERAL ENVIRONMENTAL SERVICES CONTRACT, STATEWIDE NEW JERSEY DEPARTMENT OF TREASURY – DIVISION OF PROPERTY MANAGEMENT AND CONSTRUCTION** Ms. Malaniak is the project and task manager responsible for project management, coordination and oversight needed to successfully conduct and complete preliminary and comprehensive remedial investigations at multiple sites throughout the State ranging in various size and complexity. Ms. Malaniak is also responsible for management coordination and assurance that all technical, administrative, and financial aspects of the contract continue to be implemented and are completed to the client's satisfaction and in compliance of all applicable state and federal regulations during the course of the contact. Additional tasks included the development of conceptual approach, remedial investigation workplan, bid solicitation and cost estimating for remedial investigation activities as well as data evaluation, presentation, and reporting.

**UNIVERSITY SQUARE, RXR REALTY, WEST WINDSOR TOWNSHIP, NEW JERSEY** Ms. Malaniak is the project and task manager responsible for project management, coordination and oversight needed to successfully conduct and complete preliminary and comprehensive remedial investigations and remedial actions. Ms. Malaniak was also responsible for management coordination and assurance that all technical, administrative, and financial aspects of the contract were implemented and completed to the client's satisfaction and in compliance of all applicable state and federal regulations during the course of the contact. Additional tasks included the development of conceptual approach, remedial investigation workplan, bid solicitation and cost estimating for groundwater investigation activities as well as data evaluation, presentation, and reporting.

**REMEDIAL CONSTRUCTION OVERSIGHT HARBOR AT HASTINGS SITE, THE VILLAGE OF HASTINGS-ON-HUDSON, HASTINGS-ON-HUDSON, NEW YORK** Ms. Malaniak was the third-party remedial construction oversight inspector conducting daily field observations during the decommissioning and demolition of Building 52 at the former Anaconda Wire and Cable Plant Site. Building 52 was contaminated with PCBs and mercury due to historical manufacturing processes at the Site. Ms. Malaniak observed the demolition activities to evaluate adherence to the approved demolition work plan, specifically dust control, debris management, and air monitoring activities. Additional activities included daily review and evaluation of air monitoring results to assure compliance with the Community Air Monitoring Plan's action criteria, and preparation of photo documentation and field notes.

# Patrick Gardner

## GIS Manager

### FIRM

Thompson Consulting Services  
2601 Maitland Center Parkway  
Maitland, FL 32751

### EDUCATION

BS: Marine Science  
MS: Fisheries and Aquatic Sciences

### EXPERIENCE

8 years

### PROGRAM EXPERIENCE

- FEMA Public Assistance (Categories A-B)

## Experience and Qualifications

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.

## Disaster 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, Severe 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 and Certifications

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



# Gary Brooks

## Project / Operations Manager

### FIRM

Thompson Consulting Services  
2601 Maitland Center Parkway  
Maitland, FL 32751

### MILITARY EXPERIENCE

United States Marine Corps

### EXPERIENCE

16 years

### PROGRAM EXPERIENCE

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

## Experience and Qualifications

Mr. Brooks has sixteen 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 and 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

# Keith Forrester

## Field Operations Manager

### FIRM

Thompson Consulting Services, LLC  
2601 Maitland Center Parkway  
Maitland, FL 32751

### EDUCATION

BA: Marketing and Management

### EXPERIENCE

13 years

### PROGRAM EXPERIENCE

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

## Experience and Qualifications

Mr. Forrester has thirteen years of experience managing debris monitoring and data management operations throughout the Southeast following some of the largest debris generating natural disaster in recent history. In addition to Right-of-Way (ROW) debris monitoring programs, Mr. Forrester has worked extensively on Leaner, Hanger, and Stump Removal programs in some of the largest parks impacted by debris generating events in the last decade, including programs in Alabama, Arkansas, Missouri, and Texas. Mr. Forrester has extensive knowledge in ADMS hardware, software, and communications infrastructure and has overseen day-to-day ADMS project operations and reporting in recent activations including Hurricanes Isaac and Sandy.

## Project Experience

**Grant Parish, Louisiana, Hurricane Disaster Debris Removal Monitoring, 2020 - 2021** – Mr. Forrester served as the operations manager overseeing day-to-day debris removal monitoring operations throughout Grant Parish following Hurricane Laura. The Parish performed both hazardous tree and limb removal, right-of-way (ROW) collection programs, and Parish schools debris removal projects. Overall, more than 1.1 million cubic yards of construction, demolition, and vegetative debris have been collected from the Parish.

**Volusia County, Florida, Hurricane Irma Recovery, 2017 - 2018** – Mr. Forrester served as the operations manager overseeing day-to-day debris removal

monitoring operations throughout Volusia County, Florida. The County performed both hazardous tree and limb removal as well as right-of-way (ROW) collection programs on County maintained roadways.

**City/Parish of East Baton Rouge, Louisiana, Severe Flooding, ROW and PPDR Program Management, 2016 - 2017** – Mr. Forrester served as project/operations manager for debris removal monitoring efforts on behalf of the City/Parish. He was in charge of overseeing day-to-day 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 1.9 million cubic yard of construction and demolition debris have been collected and more than 1,450 applicants participated in the extended ROW PPDR program.

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

**Hurricane Deployment, Hurricane Sandy, New York, 2012** – Mr. Forrester served as an operations manager for debris removal monitoring efforts on behalf of Babylon, New York following Hurricane Sandy. Keith oversaw truck certification, monitor onboarding and badge distribution, right-of-way collection and tree work using ADMS and TDMSweb. Keith performed QA/QC and on-site training for monitors utilizing ADMS handheld devices in the field.

**Terrebonne Parish, LA, Hurricane Recovery Operations 2012** – Mr. Forrester served as an operations manager for debris removal monitoring efforts on behalf of Terrebonne Parish following the landfall of Hurricane Irene. He was in charge of overseeing day-to-day operations for all ADMS monitoring projects including handheld deployment, truck certification, monitor intake and badge distribution, emergency road clearance and debris removal operations and right-of-way collection of over 56,000 CY of vegetative and construction and demolition (C&D) debris throughout the affected areas. Mr. Forrester was also responsible for assisting

for generating reports on TDMSweb for daily distribution to project stakeholders.

**Virginia Department of Transportation (VDOT), Hurricane Recovery Operations, Hurricane Irene, 2011** – Mr. Forrester served as field supervisor overseeing disaster debris removal operations in the several different residencies across the eastern part of Virginia. He was also responsible for the supervision of 5 – 20+ collection monitors daily. In total, the recovery efforts included the collection and removal of over 450,000 cubic yards of debris which was tracked and managed with TDMSweb.

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

**Arkansas Game and Fish Commission, Ice Storm Debris Removal Monitoring** – Mr. Forrester served as a field supervisor on state debris removal program to remove hazardous trees and hanging limbs from State parks and hunting grounds damaged by an ice storm. Mr. Forrester's team monitored debris removal in adverse outdoor conditions and ensured that the Global Position System (GPS) coordinates, electronic photographs, and field documentation were properly maintained to substantiate FEMA Category A reimbursement.

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

**City of Springfield, MO, Ice Storm Debris Removal Monitoring** – Following the devastating impact that a large ice storm made on Oklahoma and Missouri, Mr.

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

# Raul Cardenas

## Project / Operations Manager

### FIRM

Thompson Consulting Services  
2601 Maitland Center Parkway  
Maitland, FL 32751

### EDUCATION

BA: Political Science  
MA: Liberal Studies – Political Theory

### EXPERIENCE

16 years

### PROGRAM EXPERIENCE

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

## Experience and Qualifications

Mr. Cardenas has sixteen 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 and Certifications

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



# Thomas "Tommy" Dorsey

Field Operations Manager / Supervisor

## FIRM

Thompson Consulting Services  
2601 Maitland Center Parkway  
Maitland, FL 32751

## EDUCATION

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

## EXPERIENCE

10 years

## PROGRAM EXPERIENCE

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

## Experience and Qualifications

Mr. Dorsey has ten 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 and 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, FL 32751

### EXPERIENCE

16 years

### PROGRAM EXPERIENCE

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

## Experience and Qualifications

Ms. Stewart has sixteen 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, salt water 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 and Certifications**

- FEMA Emergency Management Institute
  - Professional Development Series (consists of 7 different courses)
  - IS-00005.A An Introduction to Hazardous Materials
  - IS-00100.B Introduction to Incident Command System ICS-100
  - IS-00340 Hazardous Materials Prevention
  - IS-631 Public Assistance Operations 1
  - IS-00632.A Introduction to Debris Operations

- IS-00634 Introduction to FEMA's Public Assistance Program
- IS-00700.A National Incident Management System (NIMS) An Introduction
- IS-00703.A NIMS Resource Management
- IS-00704 NIMS Communications and Information Management
- IS-00800.B Nation Response Framework, An Introduction
- IS-00805 Emergency Support Function (ESF)#5 Emergency Management
- IS-00810 Emergency Support Function (ESF)#10 Oil and Hazardous Materials Response
- OSHA Certifications
  - 16 Hour OSHA Course # 7600 Disaster Site Worker
  - 40 Hour HAZWOPER + 8hr refresher to stay current
  - 10 Hour OSHA Construction Safety and Health
  - 30 Hour OSHA 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, FL 3275

### EXPERIENCE

16 years

### PROGRAM EXPERIENCE

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

## Experience and Qualifications

Mr. Hollis has sixteen 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 and Certifications

- OSHA 29 CFR 1910.120 40-Hour HAZWOPER Training



# Paul Lehman

## Project / Operations Manager

### FIRM

Thompson Consulting Services  
2601 Maitland Center Parkway  
Maitland, FL 32751

### EXPERIENCE

8 years

### PROGRAM EXPERIENCE

- FEMA Public Assistance Emergency Work (Categories A-B)
- Automated Debris Management System

## Experience and Qualifications

Mr. Lehman has eight years of experience in debris removal operations, including experience working on behalf of the debris hauler and now managing debris monitoring operations. He has worked extensively on right-of-way (ROW) debris monitoring, and leaner, hanger, and stump removal programs as well as private property debris removal programs.

## Project Experience

**Jefferson Davis Parish, Louisiana, Hurricane Ida Recovery Operations, 2020** – Mr. Lehman served as the operations manager overseeing day-to-day debris removal monitoring operations for Jefferson Davis Parish following Hurricane Ida. The Parish carried out debris removal programs including emergency road clearance, right-of-way collection, and removal of hazardous leaners and hangers on roadways throughout the Parish. Overall, Thompson has substantiated over 216,000 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. Lehman served as the operations manager overseeing day-to-day debris removal monitoring operations for all programs including emergency road clearance, right-of-way collection, and removal of hazardous leaners and hangers on DTOP maintained roadways throughout the Central Region. Thompson has substantiated over 400,000 cubic yards of debris throughout three DTOP zones.

**Fort Lauderdale, Hurricane Irma, 2017** – Mr. Lehman served as project / operations 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 beach.

**City of Deland, Florida, Hurricane Matthew Recovery Operations, 2016 - 2017** – Mr. Lehman served as the operations manager overseeing day-to-day debris removal monitoring operations throughout the City of Deland 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.

**Georgetown County, South Carolina, Winter Storm Pax Debris Removal Operations, 2014** – Winter Storm Pax coated an 18 county area in South Carolina with up to 1.5" of ice and generated widespread vegetative debris. Mr. Lehman served as an equipment operator for a debris removal crew addressing hazardous hanging limbs and trees throughout the County.

**Toms River, New Jersey, Hurricane Sandy Debris Removal Operations, 2012** – Mr. Lehman served as an equipment operator for a debris removal crew addressing hazardous hanging limbs and trees caused but the devastating impacts of Hurricane Sandy.

## Training and Certifications

- OSHA 29 CFR 1910.120 40-Hour HAZWOPER Training

# TANYA FORD

Field Supervisor



## EXPERIENCE INCLUDES:

### Hurricane Irma Project with CES / SWA of West Palm Beach

Ms. Tanya Ford was Operations supervisor. She trained monitors to accurately measure and certified trucks she was also hands on in the certification. She trained them how to properly and accurately complete and control load tickets in the tower and in the field. She made sure trucks were accurately credited for their loads and were not artificially loaded. Tanya would verify load calls made by monitors and ensured that hazardous waste was not mixed with debris.

Tanya ensured that contractors picked up debris within the assigned scope of work and reported to PM if contractors were not in compliance and those trucks were immediately removed from dumpsite. Tanya did troubleshooting of scanners when necessary and replaced as needed. Tanya would relieve any monitor who needed to break for a reasonable time so she was trained in all areas related to the scope of work. Tanya assisted with morning safety meetings along with both Project Managers. Tanya worked with both Project Managers in the field validating hazardous trees, ie leaners and hangers and stumps. Tanya trained and supervised monitors in bound and out bound mulch, doing load calls and documenting accordingly.

### Roving Operations Manager-SWA

Tanya Supervised 28 monitors in all areas of Boca, City of Delray, Lantana, Loxahatchee, and Jupiter. She relieved and assisted in training monitors working with crews cleaning up for Hurricane Irma, doing leaners and hangers. Tanya brought and troubleshooted equipment used by monitors to scan trucks hauling debris and assisted greatly in the smooth day to day activities of monitors and truck drivers. She reported to Project Manager, trained personnel as directed and accompanied SWA personnel and Project Manager on walk throughs. Tanya supervised a total of 15 towers at different disposal sites.

### Hurricane Katrina Site Supervisor at the Ashmono Landfill

As Site Supervisor Tanya certified trucks and supervised site monitors in the tower. She also trained monitors, conducted safety meetings and training workshops. She worked closely with the Project Manager going to various locations responding to citizens' complaints and dispute resolutions to ensure client satisfaction.

### City of Fort Lauderdale Water Works 2011 Program

As inspector for CMTS Engineers, Tanya inspected crews doing testing and restoration of pipe line projects, conducted density testing and asphalt monitoring. In addition she attended meetings regarding work being conducted, observed and submitted reports in written format as well as video diaries for this project.

### Restoration Project in Coral Springs and the City of Parkland on three Projects

As inspector for CMTS Engineers, Tanya worked independently inspecting two different crews clearing debris from canals and right-of-way. She completed progress reports, photography and video diaries in effort to keep all documentation for clients accurate and legible.

### Coral Springs Water Improvement

As inspector for CMTS Engineers, Tanya worked closely with CH2MHILL on this project.



## YEARS EXPERIENCE

10+

## EDUCATION

North University High School  
2015

Broward Community College  
2016

## CERTIFICATIONS

N.I.M.S. 400 (National  
Management Systems)

Tailgating – Large vehicles  
(Pure Safety)

Bank & Canal Erosion

D.O.T. Classes

HIPPA (Pure Safety)

# SECTION 5

## APPROACH TO THE SCOPE OF WORK

### Our Understanding

The City of Fort Lauderdale, Florida (City) is located in Broward County along the southeast Florida Atlantic Coast. The City is centrally located between the cities of Miami and Palm Beach and encompasses 36.30 square miles on the Atlantic Ocean. The City has a population of 182,437 and is characterized by 7 miles of beaches, 25 miles of Intracoastal waterways, and 165 miles of navigable canals. As evidenced by Hurricanes Katrina and Wilma in 2005, Hurricane Irma in 2017 and numerous near-misses over 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 understands 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, reduce the overall cost of the various debris removal programs, 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 Fort Lauderdale:** Thompson has maintained a stand-by debris monitoring contract with the City of Fort Lauderdale since 2012. During that time, Thompson has participated in City preparedness workshops and debris management training and provided disaster response process reviews with the City in order to maintain a high level of operational readiness should our team be activated. Following Hurricane Irma in September of 2017, Thompson was activated by the City to provide debris monitoring services for ROW debris removal, leaner/hanger removal, debris removal from private roads and gated communities, sand recovery, screening and placement and extensive parks projects. In addition to field monitoring and supporting project worksheet development for Irma, Thompson also supported the City with grant fund recovery associated with the City's COVID-19 pandemic response efforts. As a result of our long standing commitment and support of the City's planning, preparedness and response initiatives, Thompson understands the challenges the City may face in the event of a future disaster. We are prepared to continue to provide disaster debris removal monitoring and grant management services to the City and strive to meet the service expectations of the City.

**Use of Automated Debris Management System to Ensure Accurate Reporting:** Thompson proposes using our Automated Debris Management System, the Thompson Data Management Suite (TDMS) to ensure accurate and timely reporting to the City. We understand that daily progress reporting and mapping will be critical to the City and Thompson's ADMS will produce accurate, daily collection maps by Council District and collection zone.

## APPROACH TO THE SCOPE OF WORK

**A Dedicated Point of Contact with Thompson:** Thompson understands that a major hurricane that impacts the City will likely result in multiple recovery initiatives that are managed by numerous City departments. Thompson will provide a dedicated project team to ensure that each debris removal program is managed and documented properly in order to maximize available federal reimbursement. Our team will ensure that there is consistency from FEMA and FDEM in terms of how Project Worksheets are written so that all eligible City expenditures are captured and reimbursed to the City.

**Immediate, Well-Orchestrated, and Well Documented Force Account and Contractor Response during the 70-Hour Push:** Following a disaster incident, the City has the responsibility to ensure that City maintained roadways are cleared and accessible as quickly and efficiently as possible. It is imperative that the City implement a coordinated response between force account and contracted resources. Thompson will ensure that all hours and activities are documented to substantiate FEMA reimbursement. Thompson will also work with the City and its debris removal contractors to expedite 70-hour push activities, focusing on the pre-determined list of priority roadways, while ensuring that the period of performance adheres to FEMA's eligibility standards and all labor and equipment time is tracked and documented.

**Equipment and Personnel Access Challenges Due to Flood Water and Storm Surge:** The City is highly susceptible to flooding during heavy rain events and especially during tropical storms and hurricanes. Thompson understands that adaptability is key to success in a post-disaster response and recovery effort and is prepared to explore access alternatives. For example, many areas may require access by boat or air. Thompson will also coordinate with the debris management contractor to stage equipment and resources just outside the impacted area to facilitate truck and equipment certification while water is receding. This will ensure that debris removal activities can begin as soon as possible.

**Proper Management of the Debris Removal Contractor's Pledged Resources and Commitments:** Hurricanes Harvey and Irma are examples of how large regional disasters put pressure on contractor's ability to deliver trucks and resources necessary to complete debris removal missions in an expeditious manner. Thompson will work with the City's debris removal contractor ensuring that the City takes priority, and that the contractor mobilizes equipment and trucks that the City expects in a timely manner.

**A Local Preference for Hiring Debris Monitors:** It is Thompson's intent to fill all temporary debris monitoring positions with City of Fort Lauderdale residents in need of work. Thompson will provide qualified residents with safety training, drug screening, and on the job training with experienced debris monitoring supervisors. We will make sure that all local hires are thoroughly and properly trained prior to being deployed to monitor a debris removal crew. This effort will help residents participate in the City's recovery efforts with a meaningful impact and earn a competitive hourly wage.

**The Ability to Work Closely with FEMA and FDEM to get Disaster Specific Guidance in Writing:** Thompson's staff maintains a strong working relationship with FDEM and FEMA Region VI. We will work to ensure that all guidance pertaining to waterway debris removal, tree removal, vehicle and vessel removal, and debris removal from private property, including demolitions, is obtained in writing prior to proceeding with specialized recovery operations. This will minimize the financial risk to the City of proceeding with costly contracted debris removal operations that are later under-funded or un-funded by FEMA and FDEM.

**Effects of Debris Operations on Tourism:** Crisis management and disaster recovery could create an economic hardship to the City. As necessary, Thompson will work with the City to tailor recovery programs, such as sand recovery and screening, right-of-way (ROW) debris removal, leaner/hanger tree programs, private property debris removal (PPDR), and waterway debris removal to minimize a disaster's impact on

## APPROACH TO THE SCOPE OF WORK

tourism activities. Thompson will coordinate with the City, essential local enterprises, US Fish and Wildlife, USACE and FEMA to schedule debris removal operations in consideration of high density tourist seasons.

**Limited Availability of Debris Management Sites (DMS):** Fort Lauderdale has the least amount of undeveloped land compared to other Broward County locations. With continued development and environmental sensitivities, it will be more challenging than ever for the City to identify and permit land to serve as a Debris Management Site, particularly near flood zones, high velocity zones, and environmentally sensitive ecosystems. The City has identified land to serve as DMS sites in order to expedite and streamline debris removal operations in both mainland and coastal Fort Lauderdale. However, the City only has sufficient capacity to handle debris up to a Category 2 Hurricane. In addition, neighboring communities such as Lauderdale-by-the-Sea and Wilton Manor may again request approval to utilize the City's DMS sites following a future event. Thompson maintains a strong working relationship with the City's debris management firm, having worked with them on some of the largest debris removal initiatives in the last decade. Our strong level of operational coordination and communication will allow for strong pre-event planning initiatives focused on identifying viable land to use as DMS and also recognizing recycling alternatives in accordance with the City's sustainability plan.

**Adherence to City sustainability plan regardless of market saturation for recycled materials.** 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. In addition to identifying green alternatives for vegetative by-product, Thompson will work with the City and the City's debris management firm to develop recycling programs for white goods, C&D, and e-waste. This will involve a coordinated public information strategy to educate residents on proper debris set-out procedures that will minimize the occurrence of co-mingled and/or contaminated waste streams and allow greater recycling options.

**Service issues with gated communities/private property.** As experienced by the City during the Hurricane Irma recovery effort, Fort Lauderdale includes many large, gated community developments. It is anticipated that these communities will expect the City to provide debris removal services following a disaster event. Thompson is prepared to assist the City with critical tasks associated with managing debris removal efforts within the City's private communities including:

- Damage assessment and cost estimation for City executives to consider in the event a private property debris removal program is not approved by FEMA
- Participation in HOA meetings to explain the process and obtain necessary documentation
- Assistance in managing the Right of Entry (ROE) process including the segregation of data as required by FEMA.

### 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. 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).

***Thompson owns and maintains TDMS and does not lease any part of our ADMS solution from an alternate provider.***



## APPROACH TO THE SCOPE OF WORK

TDMS has been deployed by Thompson on nearly every FEMA eligible disaster debris removal monitoring project we have performed since 2012. The following list includes the disaster incident and the number of handheld units deployed.

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 1,300 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 nine (9) years, and from day one of debris removal operations Thompson will be able to provide the City with paperless ticketing.

### Project Execution Utilizing TDMS

TDMS is a collection of hardware, software and communications infrastructure for the management of data and documents related to disaster recovery, each major component is described below:

#### TDMS*mobile*

TDMS*mobile* is Thompson's ADMS hardware solution that provides clients the option to manage and monitor debris recovery missions electronically in the field utilizing our handheld device and hip printer. Figures 1 - 4 provide graphical depictions of the TDMS*mobile* solution and its components.



FIGURE 1  
*Motorola ES400 running TDMSmobile.*



FIGURE 2  
*Employee badges utilize QR coding for identification ticket development.*



FIGURE 3  
*Paper tickets are created with encrypted QR code to transmit information/data.*



FIGURE 4  
*RW 220 hip belt printer uses direct thermal laser technology*

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



## APPROACH TO THE SCOPE OF WORK

TDMS*mobile* 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

*In addition, TDMSmobile has a disconnected architecture and is fully operational in a post storm environment where cellular networks are destroyed or compromised.* This capability has been routinely field tested, most significantly during Thompson's response to Hurricane Maria in Puerto Rico. Given the geographic nature of the island and lack of reliable cellular connectivity, Thompson was still able to successfully document and capture debris collection and disposal data substantiating over 600,000 cubic yards of debris on behalf of the Puerto Rico Department of Transportation and Public Works.

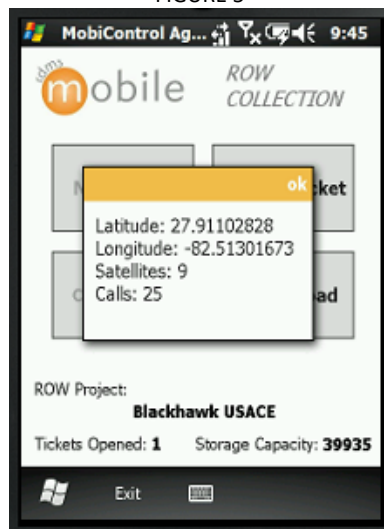
### TDMSweb

TDMS*web* is a web based application that serves as the backbone of the TDMS for storage and data management. TDMS*web* 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.

In addition, Thompson is able to control access to TDMS*web* and what permissions (read, read/write, etc.) users have through credentialing.

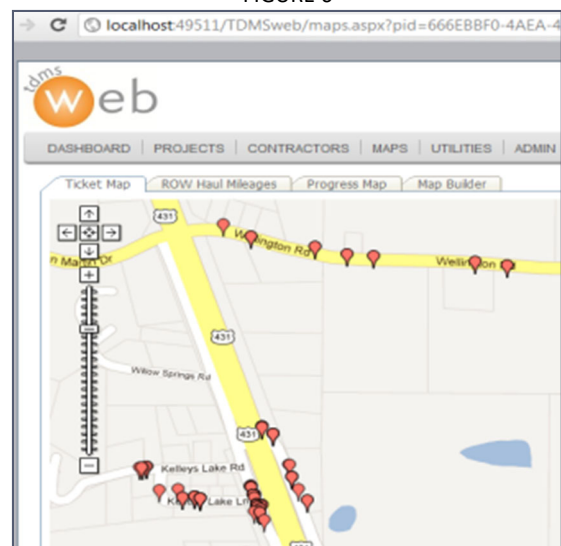
Figures 5 and 6 provide an example of the interface between TDMS*mobile* and TDMS*web*. GPS and collection or disposal data is captured in the field via TDMS*mobile*, in near-real time the field data is accessible via TDMS*web* for viewing and reporting.

FIGURE 5



*Handheld device GPS location capture and verification*

FIGURE 6



*Mapping interface provides users with Google maps functionality for point-and-click data access*

Figures (7 to 10) provide graphical highlights and depictions of TDMS*web* and its components.

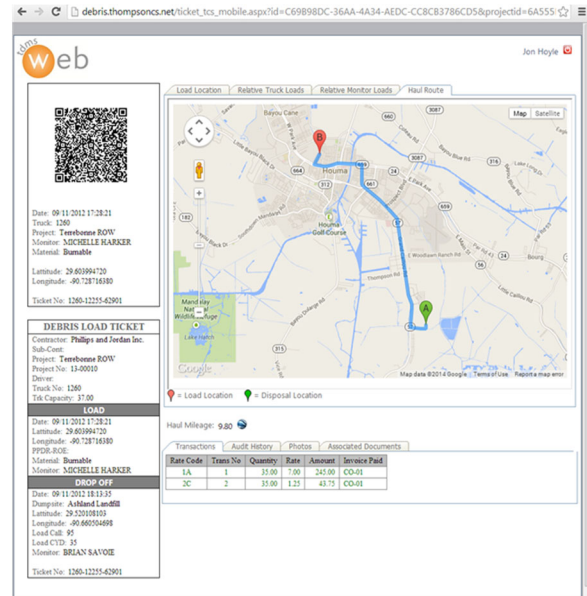
## APPROACH TO THE SCOPE OF WORK

FIGURE 7



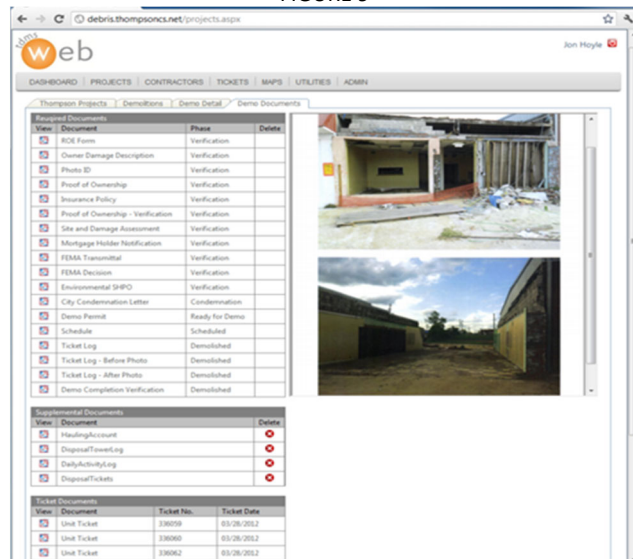
TDMSweb dashboard displays summary project statistics online with the ability to drill down to varying levels of detail.

FIGURE 8



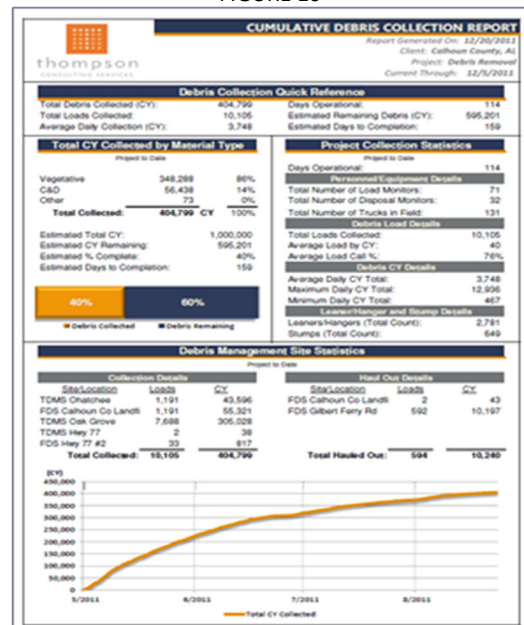
Accurate and efficient collection of field data provides for near real time data analysis and review. Financial encumbrances and project progress can now be tracked via the Internet.

FIGURE 9



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

FIGURE 10



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

## TDMSmaps

TDMSmaps is a web based GIS application that integrates geospatial and relational data to enhance management and public information capabilities. Thompson's clients have full access to live maps, progress maps and query maps which will allow the client and project managers to evaluate progress, assign or re-assign crews, and make general debris management decisions. Thompson has the ability to tailor progress

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CONSULTING SERVICES

## APPROACH TO THE SCOPE OF WORK

and real-time operation mapping to meet the needs of the City. *During routine debris meetings, the City, Thompson, and City contractors can utilize the mapping tools to evaluate progress, assign or re-assign crews, and make general debris management decisions.* Figures 11 and 12 below provide examples of some of the mapping capabilities that may be utilized for right of way (ROW) debris removal and special debris removal programs.

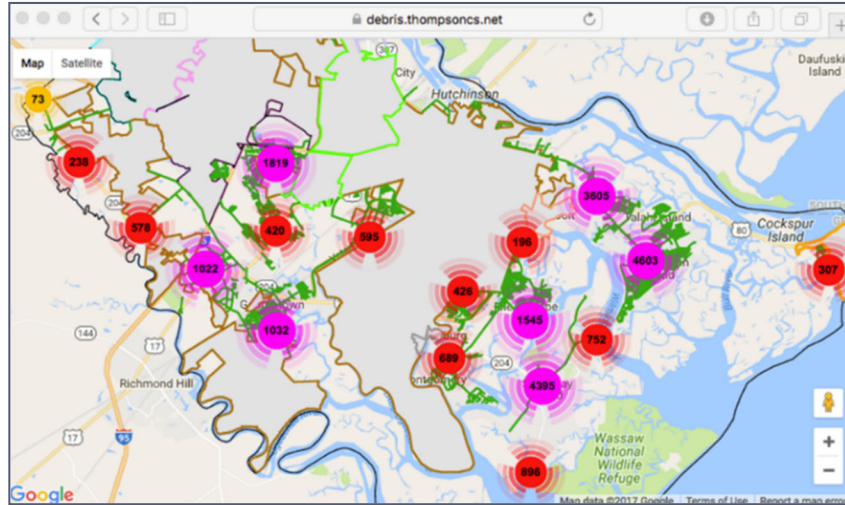
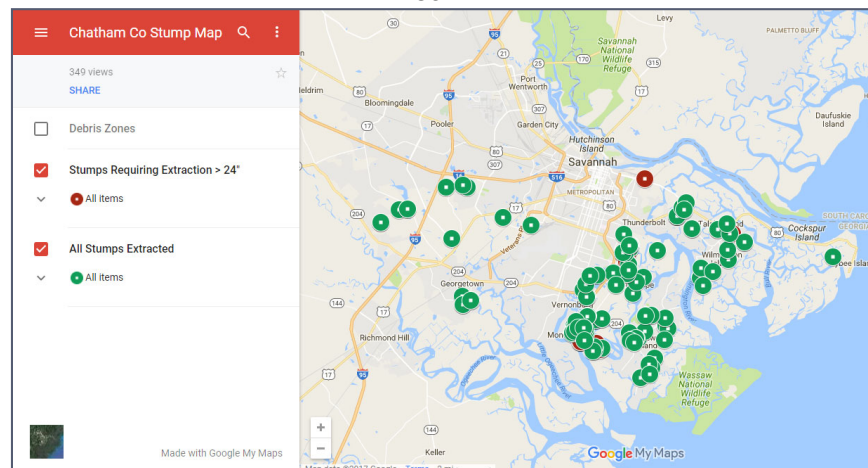


FIGURE 11

*Debris Load and Tree Work Heat Maps that illustrate the concentration of damage with the ability to drill down within each cluster and access individual transaction data.*

FIGURE 12



*Hazardous Stump Map provides color-coded stump locations to allow increased operational efficiencies and real-time situational reporting for project stakeholders.*

## TDMSportal

TDMSportal is a web based portal that serves as the client and contractor information center for project costs, electronic tickets, accounting transactions and invoices. TDMSportal 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 increase visibility between the City, Thompson, and the debris contractor. Figure 13 displays a document tree for organizing and sharing project related data.



## APPROACH TO THE SCOPE OF WORK

FIGURE 13

REPORTS 0	Client	Date	Report Type	Comment	Action
Download	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		

*Document tree organizing project related documents including truck certifications, daily reports, and invoices.*

## Enhanced GIS Technology and 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 (i.e. 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 are able to integrate data collected through ESRI's Survey123 and Collector for ArcGIS applications.

Thompson has also implemented the utilization of drone technologies to enhance debris removal and monitoring operations. This includes conducting qualitative damage assessments with drones to provide a means for identifying areas that have been compromised which may be isolated without means of conventional travel due to debris, flooding, or otherwise inaccessible terrain. Drone data can also improve the management of debris management sites (DMS). Through photogrammetric volume calculations, different debris types can be quantified and reported to provide quick, actionable data to local government officials. For example, this information can indicate when a site has reached maximum capacity and needs to be shut down or if additional sites should be opened.

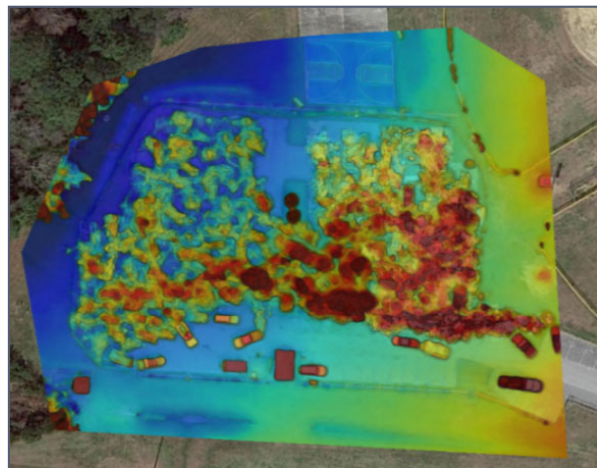
Figures 14 and 15 below provide examples of some of the volumetric measurement capabilities that may be utilized for DMS piles.

FIGURE 14



*Aerial drone footage illustrating the volume of debris at Resident Drop-Off Site*

FIGURE 15



*Debris pile heat maps that illustrate the density of debris*

## APPROACH TO THE SCOPE OF WORK

## Annual Planning and Support Services (Non-Event)

Thompson staff have extensive experience in supporting the City of Fort Lauderdale's disaster planning and preparedness initiatives, and have prepared and participated in preparedness workshops and debris management training sessions with City of Fort Lauderdale department management and key personnel. This effort has included an overview of roles and responsibilities of the City and the City's debris monitor and debris management firm, advanced modeling of disaster scenarios in order to identify estimated quantities and resource requirements following both minor and major events, in-depth discussions on DMS needs vs. availability, special debris programs the City can expect following a major debris event, public information strategies and documentation requirements for FEMA reimbursement.

Thompson will continue to provide a variety of planning services, training programs, and tools and templates that can be utilized by the City, or participate in exercises related to the City's disaster preparedness, response, and recovery. A listing of sample services that can be provided to the City is outlined in the following table.

Table 5-1: Planning and Training Services

Service	Description
1. Mitigation Planning and Support	Develop hazard mitigation plans (HMP) to provide the City strategies to implementing long-term resiliency measures. Conduct or train City staff to prepare Benefit-Cost Analyses, provide project management support, train City staff in environmental and historical requirements of mitigation programs, and augment City staff to complete mitigation applications and projects.
2. Comprehensive emergency management planning	Prepare, review, and revise Emergency Operations Plan (EOP), Continuity of Operations Plan (COOP), and/or additional plans to provide the City with written and exercised guidance to assist in future disasters and emergencies.
3. Disaster debris management plans (DDMP)	Provide hands-on guidance during the City's planning strategies. Manage DDMP development stages and prepare final plan. Update regularly to ensure accuracy.
4. FEMA Public Assistance (PA) training	Conduct training courses on the FEMA PA program with City officials and key departments expected to incur costs. Discuss eligibility and documentation requirements, as well as best-practices to help maximize likelihood of receiving reimbursement while minimizing the City's administrative burden.
5. Identification of debris management sites (DMS)	Identify and rank multiple potential DMS sites and submit to the City for approval and action.
6. Procurement assistance	Offer procurement assistance related to contracting with debris removal contractors, engineering or architectural firms, and additional contractors relevant to the City's response and recovery efforts. Thompson will ensure procurements are in compliance with the FEMA Super Circular (2 C.F.R. Part 200) as well as City, FDEM, and FEMA requirements so that funding is not jeopardized due to improper procurement practices.
7. Project management	Provide long-term project management support for permanent work projects, mitigation activities, and other grant-funded projects. Management of task forces assigned to project, City stakeholders, and City contractors.
8. Executive guidance to City Boards, Councils and Commissions	Subject-matter and program management expertise to ensure City leadership is knowledgeable of the City's response and recovery status as well as involvement in federal programs.
9. Public information support	Provide technical support and assistance in the development and disbursement of public information notices. Conduct community outreach meetings, host telephone call centers, and provide general public relations support as requested.



## APPROACH TO THE SCOPE OF WORK

Service	Description
10. Other training and assistance as requested by the City	Thompson is prepared to provide additional training or assistance requested by the City as related to debris removal and monitoring, grant management, emergency management, and additional City concerns that may arise.
11. Other reports and data as required by the City	Thompson utilizes numerous reports and data sources in our daily operations serving local governments. Thompson is prepared to deliver or prepare reports and data that may be required by the City.
12. Other emergency management consulting services	Should the need for additional services related to the City's emergency management practices be required, Thompson stands ready to assist the City.

## Post-Event Approach and Methodology (Response and Recovery)

Thompson has functionally organized its mobilization method 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 5-2: Mobilization Method and Approach

Task / Mobilization Time	Description
<b>1. Program Management</b>	
Immediately following NTP	Dedicated Program Management Team will be deployed to address the City's disaster needs.
<b>2. Debris Program Implementation</b>	
12-24 hours following notice to proceed (NTP)	Thompson will prepare programs to address the specific needs of the City such as sand recovery, a leaner/hanger program and park programs. Thompson will implement these programs based on the specific needs of the City, feedback from debris removal contractors, and debris estimates developed through the preliminary damage assessment.
<b>3. Onboarding and Training of Employees</b>	
12-24 hours following NTP	Thompson will identify local residents to onboard and train to be debris monitors. This effort will help skilled residents participate in the recovery efforts with a meaningful impact and earn a competitive hourly wage. Thompson performs Motor Vehicle Reports (MVR's) and drug testing on all field staff.
<b>4. Health and Safety Plan Implementation</b>	
12-24 hours following NTP	Health and Safety Plan will be periodically reviewed and updated to address any disaster specific hazards including working near traffic. Thompson's safety program is focused on the safety of Thompson monitors and field personnel. Thompson will deploy 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.
<b>5. Measure and Certify Trucks by FEMA PAPP Standards</b>	
12-24 hours following NTP	Peak truck certification occurs during the first week of debris removal operations. Thompson will perform "spot field audits" and recertify trucks throughout the debris removal operation. Thompson will assign a unique identification number to each truck and a placard with the truck number will be affixed to the side of each debris removal truck.
<b>6. Deploy Loading Site Collection Monitors</b>	
24-48 hours following NTP	Thompson will deploy collection monitors based on the debris removal contractor's mobilization and certification of trucks. Trucks must be certified prior to beginning collection operations. The Collection Monitor's primary

## APPROACH TO THE SCOPE OF WORK

Task / Mobilization Time	Description
	responsibility is to observe, document, and substantiate the removal of eligible storm debris from City ROW and other collection zones identified and approved by the City. The collection monitor will perform all duties outlined in the SOW and directed by City debris management personnel. All monitors will be equipped with ADMS.
<b>7. Deploy Debris Management Site Monitors</b>	
24-48 hours following NTP	Thompson will ensure that the City Debris Management Sites (DMS) meet all FDEM requirements. DMS Monitors are responsible for completing the load transactions and recording debris volumes for loads that have been transported to the DMS for processing and storage or final disposal. Thompson will work with Debris Removal Contractor(s) to obtain copies of all DMS permits. All monitors will be equipped with ADMS.
<b>8. Deploy Field Supervisors / Field Supervisors</b>	
24-48 hours following NTP	Thompson will deploy one (1) Field Supervisor for every ten (10) collection monitors to appropriately supervise collection operations. The 1:10 supervisor to monitor ratio is encouraged by FEMA.
<b>9. FEMA Consultation</b>	
Scheduled after applicant kickoff	Thompson has recent experience with FEMA's new delivery model using Grants Portal and, at the direction of the City, is prepared to participate in project scoping meetings with FEMA.
<b>10. Monitor the Removal of Leaning Trees, Hanging Limbs, and Hazardous Stumps</b>	
24-48 hours following NTP	Thompson is prepared to expedite the program based on availability of specialized tree equipment. GPS coordinates, measurements, and photos will be taken for tree work. All hazardous stumps must be approved by FEMA prior to removal.
<b>11. Ordinance Review to Determine Best Method to Perform Private Property Debris Removal (PPDR)</b>	
Once debris operations begin (subject to need)	Thompson management staff has experience analyzing and designing PPDR programs based on Voluntary/Right-of Entry, Imminent Danger of Collapse, and Public Nuisance Programs. Thompson will work with the City to identify an ordinance that clearly grants the City with the authority to enter private property to remove and dispose of debris, establish a multi-step process to ensure all proper notifications are made to property owners and develop a public outreach plan to ensure that City residents in need are able to participate in the program.
<b>12. Private Property Debris Removal Monitoring</b>	
TBD, based on input from FDEM and FEMA	PPDR programs may include vegetative and C&D debris, as well as leaners, hangers, stumps, and structural demolitions. Each property will have a "PPDR" packet with all documentation necessary for regulatory requirements and FEMA reimbursement including City ordinance, notifications, executed ROE, FEMA/FDEM approval, FEMA HP review and approval, asbestos abatement approval, utility disconnect documentations, site survey, photographs, and close-out documentation.
<b>13. Specialized Debris Removal Monitoring</b>	
TBD, based on input from FDEM and FEMA	Thompson management staff has experience with the operational methods to properly document special debris removal programs such as removal of debris from waterways, lakes and canals, debris removal from parks and trails, sand reclamation and the removal of abandoned vehicles and vessels.
<b>14. Accumulate Daily Field Data</b>	
48 hours following NTP	Thompson will maintain field data for all debris recovery programs monitored. Debris removal data will be organized by debris type, road type, and program.
<b>15. Reconcile Contractor Invoices</b>	

## APPROACH TO THE SCOPE OF WORK

Task / Mobilization Time	Description
1 week after removal operations begin	Thompson will comply with the invoicing and payment term in the debris removal contract.
<b>16. Develop FEMA Project Worksheets</b>	
On-going throughout recovery operation	Thompson will prioritize Category A and B Project Worksheets and provide support to the City with Permanent Work (Categories C-G) Project Worksheets upon request.

### Debris Program Implementation

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

### Breakdown upon Issuance of Activation for Disaster

In most cases, Thompson will deploy our project team in anticipation of receipt a notice to proceed so that we can be responsive to the City's needs and effectively manage the deployment of personnel and resources. For example, if the City is within a cone of certainty for severe weather, Thompson will deploy a representative to meet with the City 48 to 72 hours prior to the anticipated event. Thompson's response times by task are summarized in Table 5-3.

Table 5-3: Thompson Task Response Times

Response Time	Task Description
<b>Immediately</b> after notification	Thompson will report to the City's EOC within 8 hours notification following impact from a disaster incident
<b>No more than 24</b> hours after notification	Thompson ready to assist the City with emergency debris clearance
<b>No more than 24</b> hours after notification	Thompson ready to assist the City with truck certification
<b>No more than 48</b> hours after notification	Thompson ready to staff Citizen Drop Off Sites and other City locations
<b>No more than 48</b> hours after notification	Thompson to have monitors ready for ROW debris removal operations
<b>No more than 72</b> hours after notification	Thompson to have monitors ready for hazardous tree removal operations

Upon receipt of a Notice-to-Proceed, Thompson will deploy the following project initiation teams to the City responsible for the City's contract deliverables:

- Project Quality Assurance Team
- Project Administrative Team

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.

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

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

#### 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 its 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:** If a staging location is identified during planning sessions and the site is compromised/unavailable due to the event, Thompson will work with the contractor to identify an area outside of the impacted zone to stage equipment and begin equipment certification.
- **Damage assessment:** Thompson will perform damage assessments with 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. This information will allow Thompson and the City Contractor(s) to develop budget estimates to be used for task orders and Project Worksheet development.
- **Emergency push:** Thompson will work with the City and contractor(s) to ensure that all hours and activities are well documented to substantiate FEMA reimbursement. Thompson will also work to expedite 70-hour push activities, focusing on the City's list of priority roadways, while ensuring that the period of performance adheres to FEMA's eligibility standards and all labor and equipment time is tracked and documented.
- **Zone assignment to contractors and subcontractors:** Thompson will work with the debris removal contractors to coordinate and schedule the appropriate number of crews for each pass. Zone parameters will be entered into TDMS to generate detailed reports by zone, contractor, debris type, etc.
- **Discrete field management:** ADMS will be configured to discretely document and manage multiple contractors and the type of debris that has been approved for collection. For example, if a contractor is tasked only with the collection of vegetative debris, the ADMS devices will only be configured to that specific debris type. A monitor will not be able to issue a ticket for C&D debris if the hauler has only been approved to collect vegetative debris.
- **DMS permitting:** Thompson will ensure that each contractor obtains environmental authorization and/or permits for DMS sites. Thompson will also work with each contractor to obtain copies of permits for final disposal locations.

#### Damage Assessment

At the request of the City, Thompson will coordinate aerial drone flyover assessments to facilitate debris estimation and collect post-disaster photographs and geographical data. At the direction of the City, Thompson will also assist with preliminary damage assessments in accordance with the FEMA Damage Assessment Operations Manual. Damage assessment assistance may include, and is not limited to, participation in one or more of the following tasks:

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- 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.

#### 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.

#### Forecasted Debris Types and Resource Estimates

Debris types from hurricane events may include items such as vegetative debris, construction and demolition debris, household appliances, household furnishings, sediment, sand, household hazardous wastes, and vehicles, among others. This debris may have to be removed from a variety of physical environments, including on and near roadways, underwater in canals and lakes, or even hanging in large trees. Debris types, volumes and locations can require many different removal and disposal techniques.

#### Proposed Meetings

Thompson is prepared to meet with the City Debris Manager, City Stakeholders, and representatives from FEMA, FDEM, FDEP, and other agencies on a daily basis at a time and location specified by the City. To the extent necessary, Thompson will help the City secure a meeting location. Thompson recommends that project stakeholders conduct a daily briefing while the EOC is fully operational and re-evaluate the frequency of meetings after the first 14 days of project operations.

#### Methods for communicating with City Emergency Staff and Teamwork Assignments

Throughout the project, the Thompson Project Manager will identify critical path functions that will required 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



## APPROACH TO THE SCOPE OF WORK

with the City and project stakeholders. To the extent that cellular connectivity is not available, Thompson will secure alternative communications methods (radios, satellite, etc.).

### Requirements of 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 or municipalities

### Public Information Support

Immediately following notice to proceed from the City, Thompson will 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 in order 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 complaints and their resolution to the City Project Manager on a weekly basis.

### Onboarding and Training of Employees

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 PAMPG, Thompson will train debris monitors, City employees, and other project stakeholders to have a complete understanding of the roles and responsibilities of the debris manager, including:

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

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

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 5-4: Local Hire Task Summary

Task	Timeframe (to meet or exceed)	Comments
Local Hiring Recruiting (non-event)	Year-round	When no task order is imminent, Thompson pro-actively develops a pool of local hire candidates.
Local Hiring Recruiting (activation known)	12 to 48 hours	Once activated, Thompson Project Administrative team can recruit and onboard 100 local hires per day. Thompson initiates on-boarding 72 to 96 hours prior to known disaster events.
Drug-testing	12 to 48 hours	Thompson requirement for employment
Driver Motor Vehicle Record Check	12 to 48 hours	Thompson requirement for employment
Safety Training	12 to 48 hours	Thompson requirement for employment
Continued on the Job Safety Training	48 to 72 hours	Thompson requirement for employment
Debris Monitor Training	12 to 48 hours	Thompson requirement for employment
Automated Debris Management System Training	12 to 48 hours	Contract specific requirement
Issuance of Personal Protective Equipment	24 hours	Issued by Project Administration team upon completion of Safety Training
Project is fully staffed	<72 hours	Project will be fully staffed within 72 hours of notice to proceed

### Health and Safety Plan Implementation

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

In addition, Thompson will ensure that all collection, DMS, 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.

### Measure and Certify Trucks by FEMA PAPPG Standards

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

- Valid driver license of truck operator
- Valid truck registration and insurance

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

Thompson has assigned a unique identification number to each truck and a placard with the truck number is affixed to each side of the debris removal truck.

### Deploy Loading Site Collection Monitors

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

- Ensuring that only eligible, disaster related debris is removed for loading and hauling from approved public areas
- 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.)
- Recording the time, date, disaster number, truck number, and loading location using ADMS
- Issuing load ticket to driver when loading container is fully loaded
- Ensuring that debris loads are contained properly in the loading container prior to the departure of the truck from the loading location to the DMS
- Checking for safety considerations and areas of potential problem (school zone, utility meters, power lines, mailboxes, etc.) and reporting potential issues the Thompson Field Supervisor
- Recording and reporting any damages caused to streets, curbs, utility meters, mailboxes and other public property as a result of debris removal operations including photos, owner information, and circumstances of the damage 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 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 debris field supervisor
- Other duties as directed by the debris management project manager or designated City personnel

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

Thompson anticipates beginning hazardous tree removal operations prior to or concurrent with Right-of-Way debris collection. By getting the bucket trucks out ahead of the debris removal trucks with hazardous tree and limb removal, the overall collection operation will be more efficient. Thompson will ensure that hazardous stumps are pre-approved by FEMA and that the stump removal process is documented to

## APPROACH TO THE SCOPE OF WORK

include before and after photographs and GPS coordinates. The Thompson leaner, hanger, and stump monitor will be responsible for:

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

### Deploy Debris Management Site Monitors

Thompson will work with the City and its contractor(s) to establish the appropriate number of Debris Management Site (DMS) and staff it with a DMS Monitor. DMS Monitors are responsible for completing the load transactions and recording debris volumes for loads that have been transported to the DMS for processing and storage or final disposal. DMS monitors will remain in contact with debris management supervisors and report any issues at the DMS site immediately. DMS Monitors are responsible for observing and recording the following information:

- Debris classification
- Debris load call/volume estimation
- Truck unloading time and date
- Spot check photographs of loads before and after unloading as a Quality Assurance measure for load call methodology and to insure that trucks are completely unloaded at the DMS
- 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 remove all oils, solvents, and refrigerants
- 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
- Ensure site safety and security

### Debris Disposal Diversion

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

### Deploy Field Supervisors

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

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- Maintain regular communication with and ensure that collection monitors are authorizing the collection and removal of eligible debris from approved public areas
- Confirm the completeness and accuracy of load tickets and field documentation generated by Thompson field staff to substantiate debris removal operations
- 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

### Damage Complaint Tracking

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Thompson field supervisors will have the primary responsibility for damage report tracking and resolution. Thompson will assign a unique Work Order number to each damage complaint and will track the Work Order by the GPS coordinate of the complaint. A map will be maintained of all damage related Work Orders. Thompson will maintain the following information for each damage complaint Work Order and organize Work Orders by Service Area:

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

### FEMA Consultation

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To the extent that it is required by the City, Thompson will serve as a liaison between the FDEM, other public entities, and FEMA 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.

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.

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

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Thompson's proposed management team has previous experience with reviewing local ordinances and designing a private property debris removal (PPDR) program that demonstrates and documents that local governments have the legal authority (and FEMA eligibility) to perform a variety of debris removal programs on private property. We have performed comprehensive PPDR ordinance feasibility reviews and PPDR program implementation in Alabama, Mississippi, Louisiana, and Florida. In order to ensure that the PPDR program is successful, Thompson will have the following objectives during ordinance review:



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- Identify an ordinance that clearly grants the City with the authority to enter private property to remove and dispose of debris, such as a nuisance abatement or public nuisance ordinance. This is critical in order to establish legal authority and FEMA eligibility.
- Establish a multi-step process to ensure that all proper notifications are made to property owners.
- Develop a public outreach plan to ensure that residents in need are able to participate in the program.

### Private Property Debris Removal Monitoring

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

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

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

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

### Special Debris Removal Monitoring

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

- Debris removal and restoration of waterways and canals
- Debris removal from parks and recreation trails
- Sand reclamation and removal
- 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

## APPROACH TO THE SCOPE OF WORK

- Ensuring that contaminated debris/soil is handled, processed, and disposed in accordance with the type of contaminant
- Verifying that any contaminated disaster-related debris is addressed by the specialist from FDEP and/or EPA and managed appropriately in the designated areas
- Recording the date, GPS location, physical address, and time that the work was performed
- Measure the eligible debris removal in accordance with the City's contract (i.e. linear foot)
- Ensuring vehicles or vessels are abandoned, e.g. the vehicle or vessel is not the owner's property and ownership is undetermined
- Verifying and documenting the chain of custody, transport and disposal of the vehicle or vessel
- Photo documenting the work performed to facilitate an audit ready paper trail for FEMA review

### 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.

### Accumulate Daily Field Data

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

Thompson will plot daily collection totals using GIS software and provide the City with a map of daily collection operations and cumulative debris removal to date. Thompson's graphical reporting tools can provide the City with the collection information needed to make critical decisions and report progress to the public. In addition, the Thompson data management system will serve as an electronic clearinghouse

## APPROACH TO THE SCOPE OF WORK

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

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

#### Data Management, Project Tracking, and Computer Accountability Programs

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

#### Quality Assurance/Quality Control

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

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

Thompson provides real time access to all project documents and data through the *TDMSportal* a component of Thompson’s automated debris management system (ADMS) the Thompson Data Management Suite (TDMS). The *TDMSportal* web interface is credentialed for unique user access and is the single resource for clients, contractors and other federal project supervisors to access project documentation including truck certifications, contracts, maps, reports, ticket data, financial transaction detail and reconciled invoice packages. Because Thompson utilizes a USACE approved ADMS, most of the data entry required during a paper operation has been removed. The ADMS also allows for more accurate data collection and real time data QA/QC which speeds up the invoice creation and reconciliation processes. Following the completion of a project, Thompson creates zipped folders specific to a document type that can be used to support claimed cost on the FEMA Project Worksheet.

#### Timekeeping QA/QC

After operations conclude each evening, Thompson will perform QA/QC 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 for employee review and approval. Any discrepancies in time are reviewed and reconciled by management before the monitor signs their timesheet.

#### Project Reporting

Thompson provides all reports through the *TDMSportal* which can be accessed by the City at any time. The Daily Report includes daily and cumulative haul totals or unit counts for each type of debris collected along with a number of other totals and statistics including but limited to:

- Minimum, maximum load size, and average load size
- Average load call percentage
- Number of contractor certified equipment in field

## APPROACH TO THE SCOPE OF WORK

- Contract number
- Total number of monitors in the field (separated by load/disposal and unit rate)
- Days from debris removal start date
- Disposal location debris totals

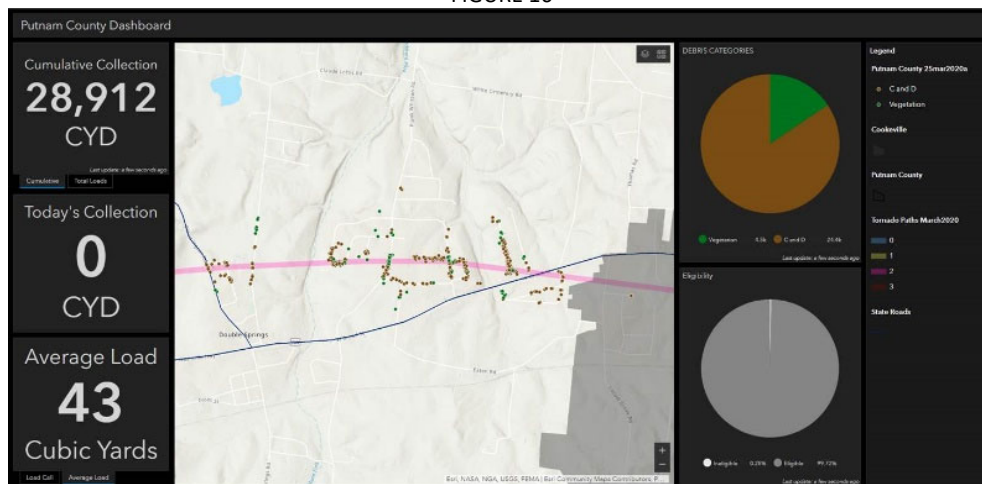
Thompson manages the Daily Report and all other reports in house and can customize the documents based on the City's reporting needs. For example, Thompson has provided custom reporting sections in the Daily Report including collection totals by zip code or political zone, collection totals by City or County under a larger client contract, trucks with vegetative debris loads versus trucks with construction and demolition debris loads, days from disaster declaration, etc. Although the main body of the report contains standard reporting metrics to meet the requirements of FEMA, Thompson can adjust the Daily Report to also meet the needs of any additional contractual (for example, requirement of minimum contractor trucks in field within XX hours/days) or local needs (for example, City zones or districts for supervising staff).

Daily Reports are uploaded to TDMSportal daily at a time dictated by the City based on daily briefing time. The Daily Report is created and maintained in house and can be customized for City use as needed. In addition to PDF daily reports, Thompson can also set up automatic text notifications for daily and cumulative totals collected by project. Other performance logs and reports are uploaded to TDMSportal as applicable and available for City review as needed.

Once the project has been completed, Thompson packages up all reports which can easily be downloaded from TDMSportal and provided to FEMA for inclusion in the Project Worksheets. The ability for Thompson to customize the reports on demand provides a tailored management tool to the City to support an efficient and effective recovery operation. **A sample report has been provided as Exhibit 5-1 in the subsequent pages of this section.**

In conjunction with TDMSportal, Thompson provides access to a GIS Operations Dashboard that also displays real time data including daily and cumulative collection totals, collection locations, eligible/ineligible ticket locations, collection debris type breakdowns, etc. Like the Daily Report, the GIS Operations Dashboard is customizable and can be configured based on the City's specific reporting or operational oversight needs.

FIGURE 16



Sample GIS Operations Dashboard showing daily and lifetime project collection data through ArcGIS.

As mentioned, Thompson has the ability to use existing reporting and project management tools to meet the needs of the City's reporting requirements. Our goal is to provide efficient and effective insight in to the

## APPROACH TO THE SCOPE OF WORK

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.

### Reconcile Contractor Invoices

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

- A copy of the contractor invoice
- Invoice back-up organized by program, date, service type, contract line item, and location
- A summary of discrepancies identified
- A payment recommendation report
- A cover letter summarizing the reconciliation findings and payment recommendation

### Final Reports and FEMA Submittal

Throughout the duration of the project, the City will be provided real-time access to the TDMS live portal, which will include the following reports and project management tools:

- Daily reports
- Live and cumulative mapping
- Contractor invoices
- Truck certifications
- Permits
- Other project specific documents

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.

### Grant Application, Administration & Management Services

Thompson consultants possess expertise in a variety of grant programs and are able to assist the City in maximizing grant funding, retaining obligated funds, and ensuring the City is prepared for audit and closeout. Committed to providing staff with real-life experience and success in managing grant programs including those of FEMA, FHWA and HUD, Thompson’s staffing and approach will be adjusted based on the situational needs of the City.



## APPROACH TO THE SCOPE OF WORK

The FEMA Public Assistance (PA) Grant Program is the most common grant program funding disaster response and recovery projects for local governments. Thompson consultants have successfully assisted local governments, states, and FEMA in applying for and administering FEMA PA funding. What sets Thompson apart from other firms is our ability to maximize federal funding through efficient management of the City's FEMA PA participation, while capitalizing on additional federal grant sources to provide the City a complete recovery including community development and mitigation opportunities. The following sections provide a brief overview of the types of services Thompson may provide to the City under the FEMA PA program and other long-term recovery grant programs.

### FEMA Public Assistance Consulting

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 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). Thompson's primary tasks associated with FEMA PA application, management, and administration include the following:

Table 5-5: FEMA Public Assistance Consulting Services and Approach

Service	Description
1. Preliminary Damage Assessment (PDA)	Assist the City with damage assessment immediately following a disaster event in order to accurately capture estimated damages and provide state and federal officials the information required to warrant a presidential disaster declaration, activating opportunities for federal funding. PDAs will be performed in accordance with FEMA PAPPG and the Damage Assessment Operations Manual.
2. Data Collection and Documentation Management	Establish and maintain a documentation management process to quickly and completely capture costs associated with response and recovery. Prepare supporting documentation to fulfill grant application, reporting, and audit requirements.
3. Site Visits	Conduct site visits to damaged facilities, document damages and dimensions, collect GPS location and photographs.
4. Project Description and Scope Development	Complete detailed damage descriptions and scopes of work to include as narrative in PWs. Fully and accurately capture all damages to ensure the City's applications are submitted for maximum reimbursement of all eligible costs.
5. Project Cost Estimation and	Prepare cost estimates and supporting documentation for incomplete

## APPROACH TO THE SCOPE OF WORK

Service	Description
Documentation	projects and large projects. Include in PWs to obtain small project reimbursement and expedited payment of large projects.
6. Insurance Review and Subrogation	Identify insurance proceeds due to and/or received by the City for projects to be submitted for PA funding. Adjust City funding requests appropriately.
7. Small and Large Project PW Preparation and Development	Preparation of PWs, grant application development for projects in all categories of work (A-G). Maintain collaboration with the City, state, and federal officials throughout the process.
8. Alternate and Improved Project Funding Consultation	Prepare justification and requests for alternate and improved projects when appropriate.
9. Hazard Mitigation Funding Support (Section 406)	Identification of Section 406 hazard mitigation opportunities to reduce or eliminate the future threat of damages. Development of grant applications and grant/program management of mitigation project activities.
10. Special Consideration Assistance	Assist the City in addressing potential environmental, historical, insurance, and federal compliance concerns associated with grant funded projects.
11. Construction Inspection	Construction Engineering and Inspection (CE&I) services and contractor monitoring of construction projects.
12. Grant/Program Administration and Financial Reconciliation	Administrative support associated with program reporting requirements, payment requests, and financial management of grant expenditures and reimbursement funding.
13. Interim and Final Project Inspections	Perform interim and final inspections of large projects to ensure compliance with project schedules and grant program requirements.
14. Evaluate and Estimate Cost Under/Overruns	Review of PW estimates and actual project costs to identify discrepancies. Include in PW versions to ensure the City is fully and accurately reimbursed and prepared for audit.
15. Prepare PW Versions for Closeout	Prepare final PW versions incorporating any changes or alterations to projects prior to grant closeout. Coordinate with FDEM and FEMA to complete and submit for final approval.
16. Grant Closeout Services	Final reconciliation of expenditures to grant funds and insurance proceeds received. Adjustments for cost over runs and under runs to provide applicant with complete recovery.
17. Audit Assistance/Defense	Prepare final documentation required for audit. Review audit findings and address any additional requests for clarification or adjustments.
18. Appeal Development	Develop and prepare appeals of denied reimbursement of perceived eligible costs. Submit appeals within mandated deadlines that best defend the City and seek to maximize recovery and reimbursement.
19. Direct Administrative Cost (DAC) Recovery	Accurately capture and document Thompson's eligible direct administrative costs and recover substantial portions of the costs associated with Thompson's services, and any eligible services performed by the City staff, as provided in FEMA policy.

The tasks above will be conducted in order to develop and submit Project Worksheet form - FF 90-91 and required backup information to include: category of work, damage description, scope of work, cost figures and supporting schedules, photographs, GPS coordinates, and other substantiating information required by FEMA, as described in the Public Assistance Program and Policy Guide, FP 104-009-2 and the FEMA Damage Assessment Operations Manual.

### Long-Term Recovery and Grant Management Support

Successful recovery requires a comprehensive approach aimed at fulfilling long-term City goals that not only assist in an expedited emergency recovery process, but strengthen the City's infrastructure to reduce or eliminate damage during future events. Thompson's consulting team is composed of multi-faceted professionals possessing experience with a variety of long-term recovery grant programs. Each team

## APPROACH TO THE SCOPE OF WORK

member's detailed understanding of various grant programs makes Thompson uniquely qualified to maximize the City's federal funding opportunities and execute long-term recovery and mitigation strategies. In addition to PA and general grant management support, Thompson commits to seeking out additional grant funding and providing City expertise in the following programs among others.

- FEMA Hazard Mitigation Grant Program (HMGP)
- FEMA Pre-Disaster Mitigation (PDM)
- FEMA Flood Mitigation Assistance (FMA)
- FHWA Emergency Relief Program (ER)
- HUD Community Development Block Grants (CDBG)
- NRCS Watershed Protection Program
- USDA Disaster Recovery Program
- FSA Disaster Recovery Program

Utilizing one or a combination of multiple of the grant programs listed above, among numerous other grant sources that may become available to the City, Thompson commits to proactively identifying opportunities to maximize federal funding. Many of these grant programs are available to the City outside of a presidential disaster declaration. Regardless of the City's active involvement in disaster response and recovery, should the opportunity to fulfill City goals through obtaining federal funds arise, Thompson stands ready to provide grant-related support. Please see the sample list of long-term recovery and grant management support services, below, that Thompson can provide to the City.

Table 5-6: Long-Term Recovery and Grant Management Services

Service	Description
1. Project Identification and Ranking	Collaborate with client representatives to identify and rank projects contributing to the long-term recovery of communities.
2. Long-Term Recovery Planning	Assist officials in developing plans to execute priority projects.
3. Community Outreach	Facilitation and management of call centers and public outreach meetings.
4. Benefit-Cost Analysis (BCA)	Utilize FEMA's established BCA software to demonstrate financial effectiveness and benefit of proposed projects.
5. Construction Inspection	Construction Engineering and Inspection (CE&I) services and contractor monitoring of construction projects.
6. Grant/Program Administration and Financial Reconciliation	Administrative support associated with program reporting requirements, payment requests, and financial management of grant expenditures and reimbursement funding.
7. Engineering, Design, and Administrative Cost Recovery	Monitor and track reimbursable engineering and administrative costs to minimize client's financial burden.
8. Interim and Final Project Inspections	Perform interim and final inspections of large projects to ensure compliance with project schedules and grant program requirements.
9. Grant Closeout Services	Final reconciliation of expenditures to grant funds and insurance proceeds received. Adjustments for cost over runs and under runs to provide applicant with complete recovery.

## Current Workload & Resource Capacity

### Current Workload and Future Commitments

Thompson strongly believes that responsible disaster response consultants should disclose information about their commitments so that perspective clients can gauge whether they can reliably provide critical resources in the event of mobilization. In order to ensure that we are able to deliver the full force of man-

## APPROACH TO THE SCOPE OF WORK

power committed in our proposal, Thompson limits its stand-by commitments in order to responsibility exceed our clients' expectations.

On an annual basis, our staff conducts an internal exercise to test response capabilities to all of our Florida stand-by obligations in the unlikely incident that a state-wide disaster activation causes all of our Florida contracts to simultaneously activate. Following a disaster, the City should expect the priority treatment that Thompson is committed to delivering. Table 5-7 summarizes the availability of our current workload and future commitments.

Table 5-7: Thompson's Current Workload-Disaster Debris Monitoring

Current Availability of Project Staff (percentage)	Current Future Contractually Obligated Man Hours	Obligated Man Hours as a Percentage of Total Workload
95%	<1,000	<10%

Thompson is fully prepared to respond to both large and small disaster incidents, our technical approach is carefully developed to be scalable and flexible so that we remain extremely responsive and provide the appropriate level of resources required by our clients.

### Simultaneous Contract Activations / Managerial Capabilities

Thompson recognizes that each disaster situation is going to be different. Although we will always be able to leverage our experience and capabilities, we 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 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

## APPROACH TO THE SCOPE OF WORK

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 recent disasters, many of Thompson's clients elected to participate in the Public Assistance Alternative Procedures 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 operational pressure associated with monitoring expedited debris removal operations, and over 90% of the work that we monitored was completed within 90 days.

### Availability of Resources

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

- **Safety Equipment:** Hard hats, safety glasses, and safety vests are provided to all personnel. All personnel are required to wear steel toed boots at their own expense. Field supervisors are provided medical kits.
- **Communication Device:** Cell phones, and/or radios are provided to our field personnel based upon the project needs.
- **Laptops and Portable Printers / Scanners / Copiers:** These items are provided to Thompson 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 Table 5-8.

Table 5-8: Available Field Equipment and Personnel

Resources/Field Equipment	Quantity	Resources/Field Equipment	Quantity
Southeast Offices	13	Full Time Employees	350
ADMS Sets	1,300	Stand-by Disaster Recovery Employees	1,000
Computer – Desktop Station	175	Printers / Copier – Color Laser	35
Computer – Laptop	175	Printers – Black and White Laser	30
Air Card	18	Printer / Copier / Scanner / Fax– Portable	25
MiFi Access Point	50	Digital Cameras	150
Communication – Cell Phones	213	Handheld GPS Units	150
Communication – Radios	83	Boats (12' to 22')	6
Communication – Desktop Phones	350	Trucks	125
Printers – Wide Format Plotters	6	Trailers (8' to 48' – open and enclosed)	15



# EXHIBIT 5-1

## SAMPLE REPORT

\*\*\*All data contained in this report is estimated until final reconciliation has occurred\*\*\*



# DAILY DEBRIS COLLECTION REPORT

Daily Report For: 9/26/2020

Client: City of Orange Beach, Alabama

Mission/Event: Hurricane Sally (DR-4563-AL) Debris Removal

Debris Hauler: Crowder Gulf

Report Generated On: 9/27/2020



## DAILY SUMMARY

Saturday, September 26, 2020

Total Loads Collected:	186
Average Load by CY:	62
Minimum Load by CY:	25
Maximum Load by CY:	80
Average Load Call %:	84%

Hanging Limbs:	179
Leaning Trees (All):	18



## FIELD MONITORS

Monitor Count per Day

9/22	9/23	9/24	9/25	9/26
25	28	29	31	36

Saturday, September 26, 2020

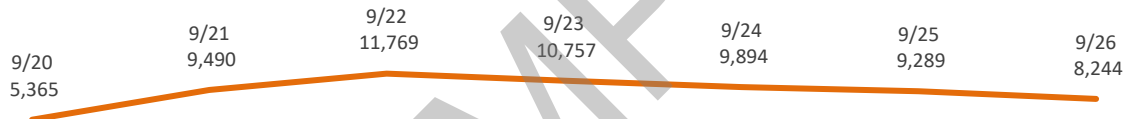
Days from Debris Removal Start: 7

Days from FEMA Disaster Incident Start: 13



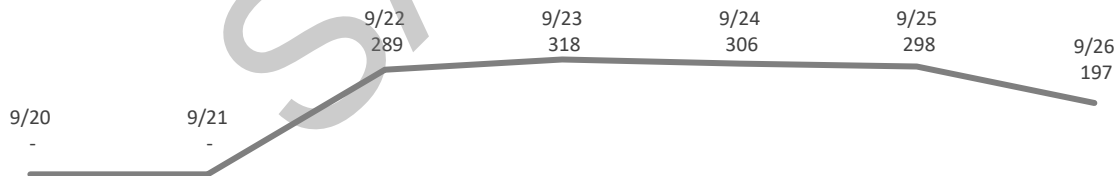
## ROW HAUL TREND

Cubic Yards (CY) per Day



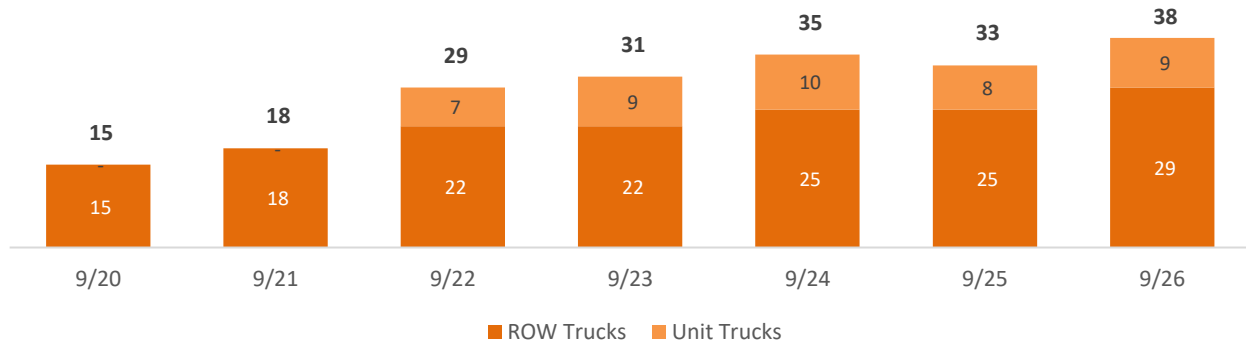
## TREE WORK TREND

Tickets per Day



## EQUIPMENT

Truck &amp; Trailer Count per Day



\*\*\*All data contained in this report is estimated until final reconciliation has occurred\*\*\*



# DAILY DEBRIS COLLECTION REPORT

Daily Report For: 9/26/2020

Client: City of Orange Beach, Alabama

Mission/Event: Hurricane Sally (DR-4563-AL) Debris Removal

Debris Hauler: Crowder Gulf

Report Generated On: 9/27/2020

## Load Debris Collection Detail

Saturday, September 26, 2020

### ROW Collection Detail

Debris Type	Daily Collection		Project to Date	
	Loads	CY	Loads	CY
Vegetation	51	3,101	641	40,882
Construction and Demolition (CD)	89	5,143	415	23,926
Beach Debris	-	-	19	1,252
Waterway Debris	18	1,151	66	4,105
Wooded Trail Debris	28	1,879	40	2,690
	186	11,274	1,181	72,855
Debris Type	Loads		Loads	
	Loads	Tons	Loads	Tons
Household Hazardous Waste (HHW)	3	6.70	3	6.70
	3	6.70	3	6.70

### Haul Out Detail

Debris Type	Daily Collection		Project to Date	
	Loads	CY	Loads	CY
Compact CD	17	1,012	19	1,129
Mulch	-	-	-	-
	17	1,012	19	1,129

## Debris Management Site (DMS) & Final Disposal Site (FDS) Detail

Saturday, September 26, 2020

Disposal/Landfill Site Name	Daily Collection		Project to Date	
	Loads	CY	Loads	CY
SR 180 Pit DMS	186	11,274	1,181	72,855
Gulf Shores Landfill FDS	17	1,012	19	1,129
TBD	-	-	-	-
TBD	-	-	-	-
	203	12,286	1,200	73,984
Disposal/Landfill Site Name	Loads		Loads	
	Loads	Tons	Loads	Tons
Magnolia Landfill FDS	3	6.70	3	6.70
TBD	-	-	-	-
	3	6.70	3	6.70

\*\*\*All data contained in this report is estimated until final reconciliation has occurred\*\*\*



## DAILY DEBRIS COLLECTION REPORT

Daily Report For: 9/26/2020

Client: City of Orange Beach, Alabama

Mission/Event: Hurricane Sally (DR-4563-AL) Debris Removal

Debris Hauler: Crowder Gulf

Report Generated On: 9/27/2020

### Unit Rate Debris Collection Statistics

Saturday, September 26, 2020

<u>Debris Type</u>	<u>Daily Collection</u> <u>Units</u>	<u>Project to Date</u> <u>Units</u>
Hanging Limbs	179	1,194
Leaning Trees	18	214
White Goods	97	386
Remove Freon	-	-
E-Waste	10	27

SAMPLE

# SECTION 6

## REFERENCES

The following references attest to the versatility of Thompson and the capabilities that we maintain in debris removal monitoring and disaster related services. We believe the highest praise a consultancy can receive is that of a recommendation from a previous or current client. Thompson is not aware of any unrecovered FEMA reimbursements related to our work supporting the referenced clients. Additional project details are provided in Section 3.

### 1. Escambia County, Florida

Sept 2020 – March 2021

#### Disaster Debris Removal Monitoring

Jim Howes, Division Manager - Waste Services  
850-554-2752 | jehowes@myescambia.com  
Project Value: \$ 7,138,315.00

Debris Quantity: 3,750,000 CY

13009 Beulah Rd.,  
Cantonment, FL 32533

### 2. Grant Parish, Louisiana

Aug 2020 – March 2021

#### Hurricane Disaster Debris Removal Monitoring

Sissy Pace, Parish Manager  
(318) 627-3157 | sissypace@gppj.org  
Project Value: \$ 1,731,580.00

Debris Quantity: 1,175,000 CY

200 Main Street  
Colfax, LA 71417

### 3. Lee County, Florida

Sept 2017 – March 2018

#### Disaster Debris Removal Monitoring

Jason Fournier, Public Utilities Manager  
239-533-8920 | JFournier@leegov.com  
Project Value: \$ 5,361,920.00

Debris Quantity: 2,319,784 CY

1500 Monroe St.  
Ft. Myers, FL 33901

### 4. Leon County, Florida

Oct 2018 – Jan 2019

#### Hurricane Michael Disaster Debris Removal Monitoring

Roshaunda Bradley, Administrative Services Manager  
850-606-1542 | bradleyr@leoncountyfl.gov  
Project Value: \$ 2,030,000.00

Debris Quantity: 900,000 CY

2280 Miccosukee Road  
Tallahassee, FL 32308

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

Aug 2016 – Dec 2017 / Jun – Aug 2019

#### Disaster Debris Removal Monitoring

Adam M. Smith, P.E., Deputy Director  
(225) 389-4865 | AMSmith@brgov.com  
Project Value: \$ 5,800,000.00

Debris Quantity: 2,00,000 CY

222 Saint Louis St., Suite 816  
Baton Rouge, LA 70802



# SECTION 7

## MINORITY/WOMEN BUSINESS ENTERPRISE PARTICIPATION

Thompson has proudly partnered with CES Consultants, Inc. a minority-owned and -operated firm certified CBE with Broward County, to provide the City access to a unique combination of experience, services, resources and personnel.

### CES Consultants, Inc.



CES Consultants, Inc. is a minority-owned corporation with the capabilities of providing full engineering, construction management, program management, and disaster management consulting services to municipal, governmental, and private sector clients throughout Florida and New York out of seven office locations. As a full-service engineering and consulting firm CES is committed to delivering incomparable services and cutting-edge innovation while focusing on building lasting relationships with their clients. CES has engineered some of the largest infrastructure improvement projects in Florida with a continuous need to serve the community and pioneer towards a greater future. CES is a Florida S Corporation founded by Rudy M. Ortiz, PE, CGC in 2001.

Disaster management consulting services experience of the firm and its staff date back to Hurricane Andrew in 1992, and their expertise includes Disaster Debris Removal Monitoring, Automated Debris Management System, Data Administration, Cost Recovery, Preparedness and Planning, and Workforce Solutions. Their vast local personnel field resources and capabilities cannot be matched. In addition to Thompson's resources, CES is set up to dispatch experienced field personnel comprised of Operation Managers, Field Supervisors and Monitors that are ready to mobilize on a moment's notice.

*Thompson and CES have a successful history partnering and responding to disaster incidents. In 2017, following Hurricane Irma, CES supported Thompson's disaster debris removal monitoring mission for the Solid Waste Authority of Palm Beach County. The project resulted in the documentation of over 2.3 million cubic yards of debris.*

CES is authorized by the State of Florida to offer professional engineering and construction services throughout the State and currently holds Minority and Small Business certifications from the following agencies:

- Broward County (CBE)
- Broward County Public Schools (MBE)
- Broward College (SDB)
- Broward Health Certified Diverse Vendor
- City of West Palm Beach (SBE)
- Florida Department of Transportation (DBE)
- Miami-Dade County (SBE A&E)
- Miami-Dade County (PQC and Technical Certifications)
- Miami-Dade County Public Schools (MBE)
- Miami-Dade County (SBE G&S)
- Palm Beach County (SMBE)
- School District of Palm Beach County (MBE)
- South Florida Water Management District (SBE)
- State of Florida Certificate of Authorization
- State of Florida Certificate of Good Standing
- State of Florida Certified General Contractor
- State of Florida (MBE)

thompson  
CONSULTING SERVICES

# SECTION 8

## SUBCONTRACTORS

Thompson has proudly partnered with the following firms to ensure the City is thoroughly supported throughout disaster debris removal monitoring and management, and cost recovery operations. Additional information on subcontractor qualifications is included in Section 4, Key Personnel and Subcontractors and information regarding CES Consultants' M/SBE status and certifications is included in Section 7 Minority / Women Business Enterprise Participation.

### CES Consultants, Inc.

CES Consultants, Inc. is a minority-owned corporation with the capabilities of providing full engineering, construction management, program management, and disaster management consulting services to municipal, governmental, and private sector clients throughout Florida.



Thompson and CES have a successful history partnering and responding to disaster incidents. In 2017, following Hurricane Irma, CES supported Thompson's disaster debris removal monitoring mission for the Solid Waste Authority of Palm Beach County. The project resulted in the documentation of over 2.3 million cubic yards of debris.

### WSP

WSP is one of the world's leading engineering and professional services firms and is an industry leader in disaster response, recovery, and mitigation.

Combining disaster management experience with a wide range of engineering and technical specialist capabilities, WSP has set the industry standard when executing integrated disaster response, recovery and mitigation processes for state agencies, federal agencies, and local governments.



Under numerous government contracts, WSP has provided disaster response, recovery and mitigation services for Hurricanes Maria, Super Storm Sandy, Harvey, Irma, Katrina, Ike, Matthew, Florence, Michael, Dorian and more. To date, WSP has responded to events in every state and 17 of the 20 U.S. territories. Thompson and WSP have also worked together on several disaster response missions including projects with the Puerto Rico Finance Infrastructure Authority and the California's Department of Resources Recycling and Recovery (CalRecycle).

# SECTION 9

## REQUIRED FORMS

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

- Proposal Certification\*
- Cost Proposal
- Non-Collusion Statement\*
- Non-Discrimination Certification Form\*
- Contract Payment Method\*
- E-Verify Affirmation Statement\*
- Exhibit A - Certification Regarding Debarment, Suspension, Ineligibility and Voluntary Exclusion
- Exhibit A – Certification for Contracts Grants, Loans and Cooperative Agreements
- Addendum No. 1
- Sample Insurance Certificate
- W-9
- Certificate of Status – Sunbiz.org
- Bonding Capacity Letter

\*The above marked forms have also been completed and accepted in electronic format where applicable on the City's procurement portal.

## Supplier Response Form

Please fill in the fields marked with a red star (★) next to them.

### BID/PROPOSAL CERTIFICATION

**Please Note:** It is the sole responsibility of the bidder to ensure that his bid is submitted electronically through [www.BidSync.com](http://www.BidSync.com) prior to the bid opening date and time listed. Paper bid submittals will not be accepted. All fields below must be completed. If the field does not apply to you, please note N/A in that field.

If you are a foreign corporation, you may be required to obtain a certificate of authority from the department of state, in accordance with Florida Statute §607.1501 (visit <http://www.dos.state.fl.us/>).

Company: (Legal Registration) Thompson Consulting Services. LLC \* EIN (Optional): 45-2015453

Address: 2601 Maitland Center Parkway \*

City: Maitland

\* State: FL

\* Zip: 32751

Telephone No.: 407-792-0018

\* FAX No.: 407-878-7858

\* Email: hfleming@thompsoncs.net \*

Delivery: Calendar days after receipt of Purchase Order (section 1.02 of General Conditions): 1

Total Bid Discount (section 1.05 of General Conditions): 0

Check box if your firm qualifies for MBE / SBE / WBE (section 1.09 of General Conditions): ☐

**ADDENDUM ACKNOWLEDGEMENT** - Proposer acknowledges that the following addenda have been received and are included in the proposal:

<u>Addendum No.</u>	<u>Date Issued</u>	<u>Addendum No.</u>	<u>Date Issued</u>	<u>Addendum No.</u>	<u>Date Issued</u>
1	11/9/2021				
*	*				

**VARIANCES:** If you take exception or have variances to any term, condition, specification, scope of service, or requirement in this competitive solicitation you must specify such exception or variance in the space provided below or reference in the space provided below all variances contained on other pages within your response. Additional pages may be attached if necessary. No exceptions or variances will be deemed to be part of the response submitted unless such is listed and contained in the space provided below. The City does not, by virtue of submitting a variance, necessarily accept any variances. If no statement is contained in the below space, it is hereby implied that your response is in full compliance with this competitive solicitation. If you do not have variances, simply mark N/A. **You must also click the "Take Exception" button.**

No exceptions at this time.

★

\*

The below signatory hereby agrees to furnish the following article(s) or services at the price(s) and terms stated subject to all instructions, conditions, specifications addenda, legal advertisement, and conditions contained in the bid/proposal.

I have read all attachments including the specifications and fully understand what is required. By submitting this signed proposal, I will accept a contract if approved by the City and such acceptance covers all terms, conditions, and specifications of this bid/proposal. The below signatory also hereby agrees, by virtue of submitting or attempting to submit a response, that in no event shall the City's liability for respondent's direct, indirect, incidental, consequential, special or exemplary damages, expenses, or lost profits arising out of this competitive solicitation process, including but not limited to public advertisement, bid conferences, site visits, evaluations, oral presentations, or award proceedings exceed the amount of Five Hundred Dollars (\$500.00). This limitation shall not apply to claims arising under any provision of indemnification or the City's protest ordinance contained in this competitive solicitation.

CAM 22-0018

Exhibit 4

Page 110 of 137

Submitted by:

Name (printed) 

11/16/2021 \*  
Date

Jon Hoyle \*  
Signature

President \*  
Title

Revised 4/28/2020

**SECTION VI - COST PROPOSAL PAGE**

Proposer agrees to supply the products and services at the prices bid below in accordance with the terms, conditions and specifications contained in this RFP.

Cost to the City: Contractor shall quote firm, fixed, costs for all services/products identified in this request for proposal. These firm fixed costs for the project include any costs for travel and miscellaneous expenses. No other costs will be accepted.

**Notes:** Attach a breakdown of costs including but not limited to labor, equipment, materials and parts.

POSITION	ESTIMATED HOURS		HOURLY RATE	SUB-TOTAL
Legislative Affairs Consultant	50	X	\$ 175.00	\$ 8,750.00
Project Office/Principal	360	X	\$ 98.00	\$ 35,280.00
Project Manager	700	X	\$ 67.00	\$ 46,900.00
Operations Manager	1900	X	\$ 55.00	\$ 104,500.00
FEMA Reimbursement Manager	500	X	\$ 95.00	\$ 47,500.00
Field Supervisor	8000	X	\$ 48.00	\$ 384,000.00
Field Monitor	43000	X	\$ 33.00	\$ 1,419,000.00
TDMS and Drop-Off Site Monitors	22000	X	\$ 29.00	\$ 638,000.00
TDMS/Drop-Off Site Security	7560	X	\$ 32.50	\$ 245,700.00
Data Manager	700	X	\$ 52.00	\$ 36,400.00
Data Support Personnel	300	X	\$ 15.00	\$ 4,500.00
GIS Specialist	200	X	\$ 36.00	\$ 7,200.00
Operations Specialist	700	X	\$ 15.00	\$ 10,500.00
Engineer	400	X	\$ 150.00	\$ 60,000.00
Environmental Consultant	700	X	\$ 160.00	\$ 112,000.00
Environmental Field Technician	700	X	\$ 110.00	\$ 77,000.00
Inspector	300	X	\$ 65.00	\$ 19,500.00
Safety Consultant	50	X	\$ 150.00	\$ 7,500.00
Scientist	50	X	\$ 113.00	\$ 5,650.00
Administrative Support (Includes Invoice Reconciliation, Accounting, Report Generation)	2400	X	\$ 39.00	\$ 93,600.00
Data Entry Clerk	1100	X	\$ 15.00	\$ 16,500.00
Automated Debris Management System (ADMS)	1	X	\$ 2.50	\$ 2.50
Addl. B	1	X		\$ -
Addl. C	1	X		\$ -
Addl. D	1	X		\$ -

**Total \$ 3,379,982.50**

Thompson Consulting Services, LLC

**Proposing Firm**

Jon Hoyle

**Name (Printed)**

President

**Title**

  
**Signature**

11/16/2021

**Date**

CAM 22-0018

Exhibit 4

Page 112 of 137



**Supplier Response Form****NON-COLLUSION STATEMENT:**

By signing this offer, the vendor/contractor certifies that this offer is made independently and *free* from collusion. Vendor shall disclose below any City of Fort Lauderdale, FL officer or employee, or any relative of any such officer or employee who is an officer or director of, or has a material interest in, the vendor's business, who is in a position to influence this procurement.

Any City of Fort Lauderdale, FL officer or employee who has any input into the writing of specifications or requirements, solicitation of offers, decision to award, evaluation of offers, or any other activity pertinent to this procurement is presumed, for purposes hereof, to be in a position to influence this procurement.

For purposes hereof, a person has a material interest if they directly or indirectly own more than 5 percent of the total assets or capital stock of any business entity, or if they otherwise stand to personally gain if the contract is awarded to this vendor.

In accordance with City of Fort Lauderdale, FL Policy and Standards Manual, 6.10.8.3,

3.3. City employees may not contract with the City through any corporation or business entity in which they or their immediate family members hold a controlling financial interest (e.g. ownership of five (5) percent or more).

3.4. Immediate family members (spouse, parents and children) are also prohibited from contracting with the City subject to the same general rules.

**Failure of a vendor to disclose any relationship described herein shall be reason for debarment in accordance with the provisions of the City Procurement Code.**

**NAME****RELATIONSHIPS**

Not Applicable

**In the event the vendor does not indicate any names, the City shall interpret this to mean that the vendor has indicated that no such relationships exist.**

Authorized Signature

President  
Title

Jon Hoyle  
Name (Printed)

11/15/2021  
Date

**Supplier Response Form****CONTRACTOR'S CERTIFICATE OF COMPLIANCE WITH  
NON-DISCRIMINATION PROVISIONS OF THE CONTRACT**

The completed and signed form should be returned with the Contractor's submittal. If not provided with submittal, the Contractor must submit within three business days of City's request. Contractor may be deemed non-responsive for failure to fully comply within stated timeframes.

Pursuant to City Ordinance Sec. 2-187(c), bidders must certify compliance with the Non-Discrimination provision of the ordinance.

The Contractor shall not, in any of his/her/its activities, including employment, discriminate against any individual on the basis of race, color, national origin, religion, creed, sex, disability, sexual orientation, gender, gender identity, gender expression, or marital status.

1. The Contractor certifies and represents that he/she/it will comply with Section 2-187, Code of Ordinances of the City of Fort Lauderdale, Florida, as amended by Ordinance C-18-33 (collectively, "Section 2-187").
2. The failure of the Contractor to comply with Section 2-187 shall be deemed to be a material breach of this Agreement, entitling the City to pursue any remedy stated below or any remedy provided under applicable law.
3. The City may terminate this Agreement if the Contractor fails to comply with Section 2-187.
4. The City may retain all monies due or to become due until the Contractor complies with Section 2-187.
5. The Contractor may be subject to debarment or suspension proceedings. Such proceedings will be consistent with the procedures in section 2-183 of the Code of Ordinances of the City of Fort Lauderdale, Florida.

  
Authorized Signature

\*

Jon Hoyle. President  
Print Name and Title

\*

11/15/2021  
Date

\*

**Supplier Response Form****CONTRACT PAYMENT METHOD**

The City of Fort Lauderdale has implemented a Procurement Card (P-Card) program which changes how payments are remitted to its vendors. The City has transitioned from traditional paper checks to credit card payments via MasterCard or Visa as part of this program.

This allows you as a vendor of the City of Fort Lauderdale to receive your payments fast and safely. No more waiting for checks to be printed and mailed.

In accordance with the contract, payments on this contract will be made utilizing the City's P-Card (MasterCard or Visa). Accordingly, bidders must presently have the ability to accept these credit cards or take whatever steps necessary to implement acceptance of a card before the start of the contract term, or contract award by the City.

All costs associated with the Contractor's participation in this purchasing program shall be borne by the Contractor. The City reserves the right to revise this program as necessary.

By signing below you agree with these terms.

Please indicate which credit card payment you prefer:

☒ MasterCard

☒ Visa

Thompson Consulting Services, LLC  
Company Name

\*

Jon Hoyle

\*

Name (Printed)

\*

Signature

11/16/2021

\*

President

\*

Date

Title

**Supplier Response Form****E-VERIFY AFFIRMATION STATEMENT**

RFP/Bid /Contract No: 12527-825

Project Description: Disaster Debris Management, Cost  
Recovery, Project Management and  
Other Support Services

Contractor/Proposer/Bidder acknowledges and agrees to utilize the U.S. Department of Homeland Security's E-Verify System to verify the employment eligibility of,

- (a) all persons employed by Contractor/Proposer/Bidder to perform employment duties within Florida during the term of the Contract, and,
- (b) all persons (including subcontractors/vendors) assigned by Contractor/Proposer/Bidder to perform work pursuant to the Contract.

The Contractor/Proposer/Bidder acknowledges and agrees that use of the U.S. Department of Homeland Security's E-Verify System during the term of the Contract is a condition of the Contract.

Contractor/Proposer/ Bidder Company Name: Thompson Consulting Services, LLC

Authorized Company Person's Signature:



Authorized Company Person's Title: President

Date: 11/16/2021

9/15/2020

**CERTIFICATION REGARDING DEBARMENT, SUSPENSION, INELIGIBILITY AND VOLUNTARY EXCLUSION****Contractor Covered Transactions**

The prospective Contractor of the Recipient, Thompson Consulting Services, LLC, certifies, by submission of this document, that neither it nor its principals is presently debarred, suspended, proposed for debarment, declared ineligible or voluntarily excluded from participation in this transaction by any federal department or agency.

Where the Recipient's Contractor is unable to certify to the above statement, the prospective Contractor shall attach an explanation to this form.

Thompson Consulting Services, LLC

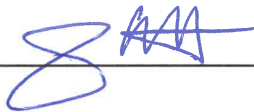
Contractor / Firm

11/16/2021

Signature and Date

Jon Hoyle, President

Name and Title (Printed)



2601 Maitland Center Parkway

Street Address

Maitland, FL , 32751

City, State, Zip

RFP. No. 12527-825

Division Contract Number

Not Applicable

FEMA Project Number

**CERTIFICATION FOR CONTRACTS, GRANTS, LOANS, AND COOPERATIVE AGREEMENTS**

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

1. No Federal appropriated funds have been paid or will be paid, by or on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of an agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of any Federal contract, the making of any Federal grant, the making of any Federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment, or modification of any Federal contract, grant, loan, or cooperative agreement.
2. If any funds other than Federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this Federal contract, grant, loan, or cooperative agreement, the undersigned shall complete and submit Standard Form LLL, "Disclosure Form to Report Lobbying," in accordance with its instructions.
3. The undersigned shall require that the language of this certification be included in the award documents for all subawards at all tiers (including subcontracts, subgrants, and contracts under grants, loans, and cooperative agreements) and that all subrecipients shall certify and disclose accordingly.

This certification is a material representation of fact upon which reliance was placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by 31, U.S.C. § 1352 (as amended by the Lobbying Disclosure Act of 1995). Any person who fails to file the required certification shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.

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

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

Jon Hoyle, President

\_\_\_\_\_  
Print Name and Title of Contractor's Authorized Official

11/16/2021

\_\_\_\_\_  
Date





City of Fort Lauderdale • Procurement Services Division  
100 N. Andrews Avenue, 619 • Fort Lauderdale, Florida 33301  
954-828-5933 Fax 954-828-5576  
[purchase@fortlauderdale.gov](mailto:purchase@fortlauderdale.gov)

## **ADDENDUM NO. 1**

### **RFP No. 12527-825**

#### **TITLE: Disaster Debris Management, Cost Recovery, Project Management and Other Support Services**

ISSUED: November 9, 2021

This addendum is being issued to make the following change(s):

1. Sections 2.23 and 2.24 have been changed:

#### **WAS:**

#### **2.23 Proposal Security**

**2.23.1** A proposal security payable to the City of Fort Lauderdale shall be submitted with the proposal response in the amount of five percent (5%) of the total proposed amount. A proposal security can be in the form of a bid/proposal bond or cashier's check. Proposal security will be returned to the unsuccessful contractor as soon as practicable after opening of proposals. Proposal security will be returned to the successful Proposer after acceptance of the Payment and Performance Bond, if required; acceptance of insurance coverage, if required; and full execution of contract documents, if required; or other conditions as stated in Special Conditions or elsewhere in the RFP.

**2.23.2** BidSync allows bidders/proposers to submit bid/proposal bonds electronically directly through their system using **Surety 2000**. For more information on this feature and to access it, contact BIDSINC customer care department.

**2.23.3** The Proposer may choose to mail their original executed bid/proposal bond or upload the bid/proposal bond on BidSync to accompany their electronic proposal and then deliver the original, signed and sealed bid/proposal bond within five (5) business days from the solicitation end date or it will be determined as non-responsive. A bid/proposal security in the form of a cashier's check must be an original document and must be submitted at time of the bid/proposal due date. If choosing the cashier's check method, plan in advance to send via United States Postal Service or air freight carrier to ensure cashier's check arrives on or before bid/proposal opening or closing deadline.



City of Fort Lauderdale • Procurement Services Division  
100 N. Andrews Avenue, 619 • Fort Lauderdale, Florida 33301  
954-828-5933 Fax 954-828-5576  
[purchase@fortlauderdale.gov](mailto:purchase@fortlauderdale.gov)

- a. Deliver via United States Postal Service or air freight carrier to City of Fort Lauderdale City Hall, Procurement Services Division, 6<sup>th</sup> floor, Suite 619, 100 N. Andrews Avenue, Fort Lauderdale, FL 33301.
- b. Include company name, solicitation number and title clearly indicated outside of the envelope.

**2.23.4** Failure of the successful proposer to execute a contract, provide a Performance Bond, and furnish evidence of appropriate insurance coverage, as provided herein, within thirty (30) days after written notice of award has been given, shall be just cause for the annulment of the award and the forfeiture of the proposal security to the City, which forfeiture shall be considered, not as a penalty, but as liquidation of damages sustained.

## **2.24 Payment and Performance Bond**

**2.24.1** The Proposer shall within fifteen (15) working days after notification of award, furnish to the City a Payment and Performance Bond, in the amount of the proposed price as surety for faithful performance under the terms and conditions of the contract. If the bond is on an annual coverage basis, renewal for each succeeding year shall be submitted to the City thirty (30) days prior to the termination date of the existing Payment and Performance Bond. The Performance Bond must be executed by a surety company or recognized standing to do business in the State of Florida and having a resident agent.

**2.24.2** The Proposer must have a Financial Size Categories (FSC) rating of no less than "A-" by the latest edition of Best's Key Rating Guide, or acceptance of insurance company that holds a valid Florida Certificate of Authority issued by the State of Florida, Department of Insurance, and are members of the Florida Guarantee Fund.

**2.24.3** Acknowledgement and agreement is given by both parties that the amount herein set for the Payment and Performance Bond is not intended to be nor shall be deemed to be in the nature of liquidated damages nor is it intended to limit the liability of the Contractor to the City in the event of a material breach of this Agreement by the Contractor.

## **CHANGED TO:**

### **2.23 Proposal Security**

**2.23.1** Each proposal must be accompanied by a letter from a surety verifying the Proposer's bonding capacity of at least \$1,000,000.

### **2.24 Payment and Performance Bond**

**2.24.1** Upon receipt of a Notice to Proceed from the City, the awarded Contractor shall be required to furnish a Payment and Performance Bond in the amount equal to one hundred percent (100%) of the estimated cost of the



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100 N. Andrews Avenue, 619 • Fort Lauderdale, Florida 33301  
954-828-5933 Fax 954-828-5576  
[purchase@fortlauderdale.gov](mailto:purchase@fortlauderdale.gov)

services to be rendered. A Performance and Payment Bond in the amount one hundred percent (100%) of the work authorized by the City in a Task Order shall be provided by the Contractor to the City within seven (7) days of issuance of the Task Order. The cost of bonds and insurance shall be borne by the Contractor and shall not be separately charged or reimbursed by the City. This Bond shall remain in effect at least until one year after the date when final payment becomes due, except as provided otherwise by Laws or Regulations or by the Contract Documents.

**2.24.2** The Proposer must have a Financial Size Categories (FSC) rating of no less than "A-" by the latest edition of Best's Key Rating Guide, or acceptance of insurance company that holds a valid Florida Certificate of Authority issued by the State of Florida, Department of Insurance, and are members of the Florida Guarantee Fund.

**2.24.3** Acknowledgement and agreement is given by both parties that the amount herein set for the Payment and Performance Bond is not intended to be nor shall be deemed to be in the nature of liquidated damages nor is it intended to limit the liability of the Contractor to the City in the event of a material breach of this Agreement by the Contractor.

**2. All proposers shall sign this addendum acknowledging receipt and switch out Section II and replace with the Revised Section II attached to this addendum.**

All other terms, conditions, and specifications remain unchanged.

Laurie Platkin  
Senior Procurement Specialist

Company Name: Thompson Consulting Services, LLC  
(please print)

Proposer's Signature: 

Date: 11/16/2021

**CERTIFICATE OF LIABILITY INSURANCE**

DATE (MM/DD/YYYY)

4/13/2021

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

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

<b>PRODUCER</b> BXS Insurance P.O. Drawer 228 Biloxi MS 39533		<b>CONTACT NAME:</b> Patty Savage <b>PHONE (A/C, No, Ext):</b> 228-374-2000 <b>E-MAIL ADDRESS:</b> patty.savage@bxsi.com <b>FAX (A/C, No):</b> 228-863-1957	
		<b>INSURER(S) AFFORDING COVERAGE</b>	
		<b>INSURER A:</b> Scottsdale Insurance Co	
		<b>INSURER B:</b> Travelers Property Casualty Co of America	
		<b>INSURER C:</b> Continental Casualty Company	
		<b>INSURER D:</b>	
		<b>INSURER E:</b>	
		<b>INSURER F:</b>	

**COVERAGES****CERTIFICATE NUMBER:** 416004631**REVISION NUMBER:**

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

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	<input checked="" type="checkbox"/> <b>COMMERCIAL GENERAL LIABILITY</b> <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input checked="" type="checkbox"/> PROJECT <input type="checkbox"/> LOC <input type="checkbox"/> OTHER:			VRS0004942	1/1/2021	1/1/2022	EACH OCCURRENCE \$ 5,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 100,000 MED EXP (Any one person) \$ 10,000 PERSONAL & ADV INJURY \$ 5,000,000 GENERAL AGGREGATE \$ 10,000,000 PRODUCTS - COMP/OP AGG \$ 5,000,000 \$
C	<b>AUTOMOBILE LIABILITY</b> <input checked="" type="checkbox"/> ANY AUTO <input type="checkbox"/> OWNED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS <input checked="" type="checkbox"/> HIRED AUTOS ONLY <input checked="" type="checkbox"/> NON-OWNED AUTOS ONLY			2097385745	1/1/2021	1/1/2022	COMBINED SINGLE LIMIT (Ea accident) \$ 1,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$
B	<input checked="" type="checkbox"/> <b>UMBRELLA LIAB</b> <input checked="" type="checkbox"/> OCCUR <input type="checkbox"/> EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE <input type="checkbox"/> DED <input checked="" type="checkbox"/> RETENTION \$ 10,000			ZUP-16N40193-21-NF	1/1/2021	1/1/2022	EACH OCCURRENCE \$ 1,000,000 AGGREGATE \$ 1,000,000 \$
C	<b>WORKERS COMPENSATION AND EMPLOYERS' LIABILITY</b> ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	Y/N N	N/A	2097385843	1/1/2021	1/1/2022	<input checked="" type="checkbox"/> PER STATUTE <input type="checkbox"/> OTH-ER E.L. EACH ACCIDENT \$ 1,000,000 E.L. DISEASE - EA EMPLOYEE \$ 1,000,000 E.L. DISEASE - POLICY LIMIT \$ 1,000,000
A	Professional Liab Contractors Pollution Liability			VRS0004942	1/1/2021	1/1/2022	Per claim/Agg \$5 mil/\$10 mil Per claim/Agg \$5 mil/\$10 mil

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

NOTE: Umbrella covers over the Auto and EL coverages.

**CERTIFICATE HOLDER****CANCELLATION**

Evidence of Coverage

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

AUTHORIZED REPRESENTATIVE

Form

**W-9**(Rev. December 2014)  
Department of the Treasury  
Internal Revenue Service**Request for Taxpayer  
Identification Number and Certification****Give Form to the  
requester. Do not  
send to the IRS.**Print or type  
See Specific Instructions on page 2.

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; 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.** For a single-member LLC that is disregarded, do not check LLC; check the appropriate box in the line above for the tax classification of the single-member 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.)

**2601 Maitland Center Parkway**

6 City, state, and ZIP code

**Maitland, FL 32751**

Requester's name and address (optional)

7 List account number(s) here (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 Part I instructions on page 3. For other entities, it is your employer identification number (EIN). If you do not have a number, see *How to get a TIN* on page 3.

**Note.** If the account is in more than one name, see the instructions for line 1 and the chart on page 4 for guidelines on whose number to enter.

Social security number

				-			-				
--	--	--	--	---	--	--	---	--	--	--	--

or

Employer identification number

4	5	-	2	0	1	5	4	5	3
---	---	---	---	---	---	---	---	---	---

**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 on page 3.

**Sign  
Here**Signature of  
U.S. person ▶

Date ▶ **11/16/2021****General Instructions**

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

**Future developments.** Information about developments affecting Form W-9 (such as legislation enacted after we release it) is at [www.irs.gov/fw9](http://www.irs.gov/fw9).

**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? on page 2.*

By signing the filled-out form, you:

- Certify that the TIN you are giving is correct (or you are waiting for a number to be issued),
- Certify that you are not subject to backup withholding, or
- Claim exemption from backup withholding if you are a U.S. exempt payee. If applicable, you are also certifying that as a U.S. person, your allocable share of any partnership income from a U.S. trade or business is not subject to the withholding tax on foreign partners' share of effectively connected income, and
- Certify that FATCA code(s) entered on this form (if any) indicating that you are exempt from the FATCA reporting, is correct. See *What is FATCA reporting?* on page 2 for further information.





[Department of State](#) / [Division of Corporations](#) / [Search Records](#) / [Search by Entity Name](#) /

## Detail by Entity Name

Foreign Limited Liability Company  
THOMPSON CONSULTING SERVICES, LLC

### Cross Reference Name

THOMPSON CONSULTING SERVICES, LLC

### Filing Information

<b>Document Number</b>	M11000002276
<b>FEI/EIN Number</b>	45-2015453
<b>Date Filed</b>	05/05/2011
<b>State</b>	DE
<b>Status</b>	ACTIVE
<b>Last Event</b>	DROPPING DBA
<b>Event Date Filed</b>	01/20/2012
<b>Event Effective Date</b>	NONE

### Principal Address

2601 Maitland Center Pkwy  
Maitland, FL 32751

Changed: 04/19/2021

### Mailing Address

2601 Maitland Center Pkwy  
Maitland, FL 32751

Changed: 04/19/2021

### Registered Agent Name & Address

VCORP SERVICES, LLC  
5011 SOUTH STATE ROAD 7, SUITE 106  
DAVIE, FL 33314

Address Changed: 09/21/2011

### Authorized Person(s) Detail

#### **Name & Address**

Title MGR

COUNSELL, NATHANIEL T

CAM 22-0018  
Exhibit 4



1135 Townpark Avenue  
Ste 2101  
Lake Mary, FL 32746

Title MGR

HOYLE, JON M  
1135 Townpark Avenue  
Ste 2101  
LAKE MARY, FL 32746

Title MGR

MANNING, MICHAEL V  
2970 COTTAGE HILL ROAD  
MOBILE, AL 36606

Title MGR

BAKER, JOHN, III  
2970 COTTAGE HILL ROAD  
MOBILE, AL 36606

Title MGR

BROWN, CHAD  
2601 Maitland Center Pkwy  
Maitland, FL 32751

#### Annual Reports

Report Year	Filed Date
2019	04/22/2019
2020	05/21/2020
2021	04/19/2021

#### Document Images

<a href="#">04/19/2021 -- ANNUAL REPORT</a>	<a href="#">View image in PDF format</a>
<a href="#">05/21/2020 -- ANNUAL REPORT</a>	<a href="#">View image in PDF format</a>
<a href="#">04/22/2019 -- ANNUAL REPORT</a>	<a href="#">View image in PDF format</a>
<a href="#">03/28/2018 -- ANNUAL REPORT</a>	<a href="#">View image in PDF format</a>
<a href="#">01/18/2017 -- ANNUAL REPORT</a>	<a href="#">View image in PDF format</a>
<a href="#">03/07/2016 -- ANNUAL REPORT</a>	<a href="#">View image in PDF format</a>
<a href="#">04/06/2015 -- ANNUAL REPORT</a>	<a href="#">View image in PDF format</a>
<a href="#">06/09/2014 -- ANNUAL REPORT</a>	<a href="#">View image in PDF format</a>
<a href="#">04/10/2013 -- ANNUAL REPORT</a>	<a href="#">View image in PDF format</a>
<a href="#">04/05/2012 -- ANNUAL REPORT</a>	<a href="#">View image in PDF format</a>
<a href="#">01/20/2012 -- Dropping Alternate Name</a>	<a href="#">View image in PDF format</a>
<a href="#">05/05/2011 -- Foreign Limited</a>	<a href="#">View image in PDF format</a>



Nashville Branch Office  
22 Century Blvd., Suite 250, Nashville, TN 37214

**Paul Sims, CPCU**  
Underwriting Director  
Telephone 615-886-3471  
800-251-5852 x3471  
Facsimile 615-886-3156  
[paul.sims@cnasurety.com](mailto:paul.sims@cnasurety.com)

November 17, 2021

City of Fort Lauderdale - Procurement Services Division  
100 North Andrews Avenue, 6<sup>th</sup> Floor Suite 619  
Fort Lauderdale, FL 33301

Re: RFP No. 12527-825 for Disaster Debris Management, Cost Recovery, Project Management  
& Other Support Services

To Whom It May Concern:

We are writing you at the request of our customer Thompson Consulting Services (Thompson). It is our understanding that Thompson is interested in responding to the above captioned RFP.

CNA, through our subsidiary Western Surety Company, provides surety credit to Thompson. The company's financial strength and consulting expertise are both outstanding, as is their history of successful project completion. Their bonding capacity is in excess of \$1,000,000.00.

Western Surety Company is authorized to do business in the State of Florida with an AM Best rating of A XIV.

Any arrangement for bonds required by the contract is a matter between Thompson and the surety and we assume no liability to you or third parties, if for any reason we do not execute these bonds.

Please feel free to contact me with any questions you may have in regard to this letter.

Very truly yours,

A handwritten signature in blue ink that reads "Paul D. Sims".

Paul Sims  
Underwriting Director  
Nashville



## **REFERENCES**

A minimum of three (3) references shall be provided:

**1. Company Name: Escambia County, Florida**

Address: **13009 Beulah Rd., Cantonment, FL 32533**

Contact: **Jim Howes, Division Manager - Waste Services**

Phone #: **850-554-2752** Email: **jehowes@myescambia.com**

Contract Value: **\$ 7,138,315.00** Year: **09/2020- 03/2021**

Description: **Thompson assisted Escambia County with their debris removal operations and FEMA PA activities following the impacts of Hurricane Sally. Overall, Thompson monitored, documented, and substantiated reimbursement for the removal of 3,758,480 cubic yards of debris.**

**2. Company Name: Grant Parish, Louisiana**

Address: **200 Main Street â“ Courthouse Building, Colfax, LA 71417**

Contact: **Sissy Pace, Parish Manager**

Phone #: **318-627-3157** Email: **sissypace@gppj.org**

Contract Value: **\$ 1,731,580.00** Year: **08/2020 - 03/2021**

Description: **Thompson provided debris removal monitoring services to Grant Parish following Hurricane Laura. Thompson monitored the removal of over 1,173,000 cubic yards of vegetative, construction and demolition debris. Thompson will assist the Parish in seeking FEMA reimbursement and provide PA grant administration and management services.**

**3. Company Name: Lee County, Florida**

Address: **1500 Monroe St., Ft. Myers, FL 33901**

Contact: **Jason Fournier, Public Utilities Manager**

Phone #: **239-533-8920** Email: **JFournier@leegov.com**

Contract Value: **\$ 5,361,920.00** Year: **09/2017 - 03/2018**

Description: **Thompson provided debris removal monitoring services to Lee County following the impacts of Hurricane Irma. . Thompson monitored the removal of over 2 million cubic yard of debris from County ROW, and performed special debris removal programs including commercial, parks, and utilities ROW removal monitoring. . In addition, Thompson substantiated the removal of nearly 10,000 CY of vegetation from County waterways.**

**4. Company Name: Leon County, Florida**

Address: **2280 Miccosukee Road Tallahassee, Florida 32308**

Contact: **Roshaunda Bradley, Administrative Services Manager**

Phone #: **850-606-1542** Email: **bradleyr@leoncountyfl.gov**

Contract Value: **\$ 2,030,000.00** Year: **10/2018 - 01/2019**

Description: **Thompson provided debris removal monitoring services to Leon County following Hurricane Michael. 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 monitored and substantiated the removal of over 900,000 cubic yard 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.**

**5. Company Name: City-Parish of East Baton Rouge, Louisiana**

Address: **222 Saint Louis St., Suite 816, Baton Rouge, LA 70802**

Contact: **Adam M. Smith, P.E., Deputy Director**

Phone #: **225-389-4865** Email: **AMSmith@brgov.com**

Contract Value: **\$ 5,800,000.00** Year: **06/2019 - 08/2019 | 08/2016 - 12/2017 0**

Description: **Thompson provided debris removal monitoring services to the City/Parish of East Baton Rouge following severe flooding in 2016 and again following Hurricane Barry in 2019. In the weeks following Hurricane Barry, Thompson substantiated nearly 35,000 cubic yards of debris and assisted the Parish in a swift and efficient recovery operation. In 2016, 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 implemented a PPDR program with over 1,450 right-of-entry forms being collected, validated and processed for extended collection.**

**NON-COLLUSION STATEMENT:**

By signing this offer, the vendor/contractor certifies that this offer is made independently and *free* from collusion. Vendor shall disclose below any City of Fort Lauderdale, FL officer or employee, or any relative of any such officer or employee who is an officer or director of, or has a material interest in, the vendor's business, who is in a position to influence this procurement.

Any City of Fort Lauderdale, FL officer or employee who has any input into the writing of specifications or requirements, solicitation of offers, decision to award, evaluation of offers, or any other activity pertinent to this procurement is presumed, for purposes hereof, to be in a position to influence this procurement.

For purposes hereof, a person has a material interest if they directly or indirectly own more than 5 percent of the total assets or capital stock of any business entity, or if they otherwise stand to personally gain if the contract is awarded to this vendor.

In accordance with City of Fort Lauderdale, FL Policy and Standards Manual, 6.10.8.3,

3.3. City employees may not contract with the City through any corporation or business entity in which they or their immediate family members hold a controlling financial interest (e.g. ownership of five (5) percent or more).

3.4. Immediate family members (spouse, parents and children) are also prohibited from contracting with the City subject to the same general rules.

**Failure of a vendor to disclose any relationship described herein shall be reason for debarment in accordance with the provisions of the City Procurement Code.**

**NAME****RELATIONSHIPS**

**Not Applicable**

**In the event the vendor does not indicate any names, the City shall interpret this to mean that the vendor has indicated that no such relationships exist.**

**Jon Hoyle**  
Authorized Signature

**President**  
Title

**Jon Hoyle**  
Name (Printed)

**11/15/2021**  
Date



**CONTRACTOR'S CERTIFICATE OF COMPLIANCE WITH  
NON-DISCRIMINATION PROVISIONS OF THE CONTRACT**

The completed and signed form should be returned with the Contractor's submittal. If not provided with submittal, the Contractor must submit within three business days of City's request. Contractor may be deemed non-responsive for failure to fully comply within stated timeframes.

Pursuant to City Ordinance Sec. 2-187(c), bidders must certify compliance with the Non-Discrimination provision of the ordinance.

The Contractor shall not, in any of his/her/its activities, including employment, discriminate against any individual on the basis of race, color, national origin, religion, creed, sex, disability, sexual orientation, gender, gender identity, gender expression, or marital status.

1. The Contractor certifies and represents that he/she/it will comply with Section 2-187, Code of Ordinances of the City of Fort Lauderdale, Florida, as amended by Ordinance C-18-33 (collectively, "Section 2-187").
2. The failure of the Contractor to comply with Section 2-187 shall be deemed to be a material breach of this Agreement, entitling the City to pursue any remedy stated below or any remedy provided under applicable law.
3. The City may terminate this Agreement if the Contractor fails to comply with Section 2-187.
4. The City may retain all monies due or to become due until the Contractor complies with Section 2-187.
5. The Contractor may be subject to debarment or suspension proceedings. Such proceedings will be consistent with the procedures in section 2-183 of the Code of Ordinances of the City of Fort Lauderdale, Florida.

**Jon Hoyle**  
Authorized Signature

**Jon Hoyle. President**  
Print Name and Title

**11/15/2021**  
Date

## CONTRACT PAYMENT METHOD

The City of Fort Lauderdale has implemented a Procurement Card (P-Card) program which changes how payments are remitted to its vendors. The City has transitioned from traditional paper checks to credit card payments via MasterCard or Visa as part of this program.

This allows you as a vendor of the City of Fort Lauderdale to receive your payments fast and safely. No more waiting for checks to be printed and mailed.

In accordance with the contract, payments on this contract will be made utilizing the City's P-Card (MasterCard or Visa). Accordingly, bidders must presently have the ability to accept these credit cards or take whatever steps necessary to implement acceptance of a card before the start of the contract term, or contract award by the City.

All costs associated with the Contractor's participation in this purchasing program shall be borne by the Contractor. The City reserves the right to revise this program as necessary.

By signing below you agree with these terms.

Please indicate which credit card payment you prefer:

☒ MasterCard

☒ Visa

**Thompson Consulting Services, LLC**  
Company Name

**Jon Hoyle**  
Name (Printed)

**11/16/2021**  
Date

**Jon Hoyle**  
Signature

**President**  
Title

**E-VERIFY AFFIRMATION STATEMENT**

RFP/Bid /Contract No: **12527-825**

Project Description: **Disaster Debris Management, Cost Recovery, Project Management and Other Support Services**

Contractor/Proposer/Bidder acknowledges and agrees to utilize the U.S. Department of Homeland Security's E-Verify System to verify the employment eligibility of,

- (a) all persons employed by Contractor/Proposer/Bidder to perform employment duties within Florida during the term of the Contract, and,
- (b) all persons (including subcontractors/vendors) assigned by Contractor/Proposer/Bidder to perform work pursuant to the Contract.

The Contractor/Proposer/Bidder acknowledges and agrees that use of the U.S. Department of Homeland Security's E-Verify System during the term of the Contract is a condition of the Contract.

Contractor/Proposer/ Bidder Company Name: **Thompson Consulting Services, LLC**

Authorized Company Person's Signature: **Jon Hoyle**

Authorized Company Person's Title: **President**

Date: **11/16/2021**

9/15/2020

**BID/PROPOSAL CERTIFICATION**

**Please Note:** It is the sole responsibility of the bidder to ensure that his bid is submitted electronically through [www.BidSync.com](http://www.BidSync.com) prior to the bid opening date and time listed. Paper bid submittals will not be accepted. All fields below must be completed. If the field does not apply to you, please note N/A in that field.

If you are a foreign corporation, you may be required to obtain a certificate of authority from the department of state, in accordance with Florida Statute §607.1501 (visit <http://www.dos.state.fl.us/>).

Company: (Legal Registration) **Thompson Consulting Services. LLC** EIN (Optional): **45-2015453**

Address: **2601 Maitland Center Parkway**

City: **Maitland** State: **FL** Zip: **32751**

Telephone No.: **407-792-0018** FAX No.: **407-878-7858** Email: **hfleming@thompsoncs.net**

Delivery: Calendar days after receipt of Purchase Order (**section 1.02 of General Conditions**): **1**

Total Bid Discount (**section 1.05 of General Conditions**): **0**

Check box if your firm qualifies for MBE / SBE / WBE (**section 1.09 of General Conditions**): ☐

**ADDENDUM ACKNOWLEDGEMENT** - Proposer acknowledges that the following addenda have been received and are included in the proposal:

<u>Addendum No.</u>	<u>Date Issued</u>	<u>Addendum No.</u>	<u>Date Issued</u>	<u>Addendum No.</u>	<u>Date Issued</u>
<b>1</b>	<b>11/9/2021</b>				

**VARIANCES:** If you take exception or have variances to any term, condition, specification, scope of service, or requirement in this competitive solicitation you must specify such exception or variance in the space provided below or reference in the space provided below all variances contained on other pages within your response. Additional pages may be attached if necessary. No exceptions or variances will be deemed to be part of the response submitted unless such is listed and contained in the space provided below. The City does not, by virtue of submitting a variance, necessarily accept any variances. If no statement is contained in the below space, it is hereby implied that your response is in full compliance with this competitive solicitation. If you do not have variances, simply mark N/A. **You must also click the "Take Exception" button.**

**No exceptions at this time.**

The below signatory hereby agrees to furnish the following article(s) or services at the price(s) and terms stated subject to all instructions, conditions, specifications addenda, legal advertisement, and conditions contained in the bid/proposal.

I have read all attachments including the specifications and fully understand what is required. By submitting this signed proposal, I will accept a contract if approved by the City and such acceptance covers all terms, conditions, and specifications of this bid/proposal. The below signatory also hereby agrees, by virtue of submitting or attempting to submit a response, that in no event shall the City's liability for respondent's direct, indirect, incidental, consequential, special or exemplary damages, expenses, or lost profits arising out of this competitive solicitation process, including but not limited to public advertisement, bid conferences, site visits, evaluations, oral presentations, or award proceedings exceed the amount of Five Hundred Dollars (\$500.00). This limitation shall not apply to claims arising under any provision of indemnification or the City's protest ordinance contained in this competitive solicitation.

Submitted by:

**Jon Hoyle**  
Name (printed)

**11/16/2021**  
Date

**Jon Hoyle**  
Signature

**President**  
Title

Revised 4/28/2020



# THOMPSON CONSULTING SERVICES, LLC

DUNS Unique Entity ID <b>968677158</b>	SAM Unique Entity ID <b>QE8ZDM1CLE77</b>	CAGE / NCAGE <b>7NZ42</b>
Purpose of Registration <b>All Awards</b>	Registration Status <b>Active</b>	Expiration Date <b>Jun 21, 2022</b>
Physical Address <b>2601 Maitland Center PKWY Maitland, Florida 32751-4110 United States</b>	Mailing Address <b>2601 Maitland Center Parkway Maitland , Florida 32751 United States</b>	

## Business Information

Doing Business as <b>(blank)</b>	Division Name <b>(blank)</b>	Division Number <b>(blank)</b>
Congressional District <b>Florida 07</b>	State / Country of Incorporation <b>Delaware / United States</b>	URL <b>http://www.thompsoncs.net</b>

## Registration Dates

Activation Date <b>Jun 25, 2021</b>	Submission Date <b>Jun 21, 2021</b>	Initial Registration Date <b>Jul 21, 2016</b>
--	--	--

## Entity Dates

Entity Start Date <b>Apr 25, 2011</b>	Fiscal Year End Close Date <b>Dec 31</b>
--	---

## Immediate Owner

CAGE <b>(blank)</b>	Legal Business Name <b>(blank)</b>
------------------------	---------------------------------------

## Highest Level Owner

CAGE <b>(blank)</b>	Legal Business Name <b>(blank)</b>
------------------------	---------------------------------------

## Executive Compensation

Registrants in the System for Award Management (SAM) respond to the Executive Compensation questions in accordance with Section 6202 of P.L. 110-252, amending the Federal Funding Accountability and Transparency Act (P.L. 109-282). This information is not displayed in SAM. It is sent to USAspending.gov for display in association with an eligible award. Maintaining an active registration in SAM demonstrates the registrant responded to the questions.

## Proceedings Questions

Registrants in the System for Award Management (SAM) respond to proceedings questions in accordance with FAR 52.209-7, FAR 52.209-9, or 2.C.F.R. 200 Appendix XII. Their responses are not displayed in SAM. They are sent to FAPIIS.gov for display as applicable. Maintaining an active registration in SAM demonstrates the registrant responded to the proceedings questions.

## SAM Search Authorization

I authorize my entity's non-sensitive information to be displayed in SAM public search results:

**Yes**

## Entity Types

### Business Types

Entity Structure <b>Partnership or Limited Liability Partnership</b>	Entity Type <b>Business or Organization</b>	Organization Factors <b>Limited Liability Company</b>
Profit Structure <b>For Profit Organization</b>		

## Financial Information

Accepts Credit Card Payments <b>No</b>	Debt Subject To Offset <b>No</b>	CAM 22-0018 Exhibit 4
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EFT Indicator  
**0000**

CAGE Code  
**7NZ42**

#### Points of Contact

##### Electronic Business

👤  
**Briana Gardner, Mrs**  
**2601 Maitland Center Parkway**  
**Maitland, Florida 32751**  
**United States**

##### Government Business

👤  
**Jon Hoyle, Mr**  
**2601 Maitland Center Parkway**  
**Maitland, Florida 32751**  
**United States**

#### Service Classifications

##### NAICS Codes

Primary	NAICS Codes	NAICS Title
<b>Yes</b>	<b>922190</b>	<b>Other Justice, Public Order, And Safety Activities</b>
	<b>541611</b>	<b>Administrative Management And General Management Consulting Services</b>
	<b>541614</b>	<b>Process, Physical Distribution, And Logistics Consulting Services</b>

#### Disaster Response

Yes, this entity appears in the disaster response registry.

States	Counties	Metropolitan Statistical Areas
<b>Any</b>		