

Electronic Submission
TECHNICAL PROPOSAL



City of Port St. Lucie, Florida
Request for Proposal No. 20230045
Debris Monitoring Services

Due Date / Time: June 7, 2024 | 3:00 pm



thompson
CONSULTING SERVICES

TITLE PAGE

Solicitation Information

Submission for RFP No. 20230045 Debris Monitoring Services

Submitted By: Thompson Consulting Services, LLC
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Maitland, FL 32751
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Point of Contact: Jon Hoyle, President
Office: (407) 792-0018 | Cell: (321) 303-2543
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Submittal Date: June 7, 2024 | 3:00 PM



thompson
CONSULTING SERVICES

June 7, 2024

City of Port St. Lucie
121 SW Port St. Lucie Blvd.
Port St. Lucie, FL 34984
Submitted electronically to: www.demandstar.com

RE: REQUEST FOR PROPOSAL No. 200230045 – DEBRIS MONITORING SERVICES

Dear Members of the Selection Committee,

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

POST-DISASTER DEBRIS REMOVAL MANAGEMENT PERFORMANCE & 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 **\$4.5** billion of debris removal funding on behalf of more than **300** local and state government agencies. Our staff's experience is unparalleled in the industry and provides assurance to the City that we will stand by our work from project inception to regulatory closeout and audit.

EXPERIENCE WITH THE STATE OF FLORIDA: Thompson's consultants have responded to disaster incidents in the State of Florida since Hurricane Charlie in **2004**. Over the last seven years, Thompson has provided debris removal monitoring and grant consulting services to **82** unique Florida clients following Hurricane Matthew in **2016**, Hurricane Irma in **2017**, Hurricane Michael in **2018**, Hurricane Sally in **2020**, and Hurricane Ian in **2022**. We are well positioned to work closely with the City, the Florida Division of Emergency Management (FDEM), Florida Department of Transportation and the Florida Department of Environmental Quality to implement a compliant and efficient disaster debris removal monitoring and recovery services program.

TECHNOLOGY SOLUTION FOR DELIVERY EFFICIENCY: Thompson's debris removal monitoring experience includes the documentation of over **150** 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



TDMS provides
real-time
access to data

significantly reduces the quantity of hours required to perform equivalent services by competitors with “lower” hourly rates. TDMS has been routinely deployed on FEMA reimbursed projects and meets the process requirements for the U.S. Army Corps of Engineers (USACE) Advanced Contracting Initiative.

VERSATILITY OF OUR TEAM: Thompson’s consultants are amongst the most educated, qualified, and dynamic in the industry, having responded to some of the most devastating incidents to impact the United States, many resulting in large-scale, multi-program debris removal monitoring operations. 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

ABILITY TO QUICKLY RESPOND: Thompson has personnel and resources on stand-by should a debris generating incident occur. With **26** corporate and branch offices across the United States including a corporate office located in the City of Maitland, we will be able to deploy staff and resources within **24** hours of receiving a notice to proceed. Thompson is set up to quickly adapt to the uncertain and changing needs of the City and understands that this ability to rapidly respond to the City is of paramount importance. Additionally, the City will receive a **dedicated** Client Liaison, Nate Counsell, for the duration of any resulting contract with all communications/information requests acknowledged within **24** hours of receipt.

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



commitment
to local
hiring

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

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

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

TABLE OF CONTENTS

City of Port St. Lucie, Florida

Request for Proposal No. 20230045

Debris Monitoring Services

Title Page

Cover Letter

Table of Contents

	TAB
• Firm Experience & Event History	1
– Exhibit 1-1: Staff Experience Matrix	
• Staff Qualification & Experience	2
– Exhibit 2-1: Key Personnel Resumes	
• Ability to Respond & Schedule Work.....	3
• Information to the Public.....	4
• Price Proposal ¹	5
• Mandatory Documents	6
– Contractor’s General Information Worksheet	
– Notice to All Proposers	
– Contractors Code of Ethics	
– E-Verify Form	
– Non-Collusion Affidavit	
– Drug Free Workplace Form	
– Certification Regarding Debarment, Suspension, Ineligibility and Voluntary Exclusion	
– Certification Regarding Lobbying	
– Acknowledged Addenda	

¹ As requested, Thompson has provided Cost Worksheet – Schedule A as a separate file upload within the City’s online procurement system.

TAB 1

Firm's Experience & Event History

Firm Overview

Thompson Consulting Services, LLC is a full-service emergency response, disaster recovery and grant management consultancy, organized as a subsidiary of Thompson Holdings, Inc. (Thompson) which also includes our wholly-owned affiliate companies Thompson Engineering, Inc., Watermark Design Group and Meyer Engineers Ltd. Thompson offers an array of services through our family of companies, from specializing in debris removal monitoring and documentation, grant application and development, infrastructure, and housing mitigation; to full service engineering, environmental consulting, surveying, and construction support services; and a full complement of architectural, planning and interior design services.

What began as a small company doing basic soils and materials testing in Mobile, Alabama has since grown into a national corporation with corporate and branch offices throughout the southeastern United States. Our ongoing success, strong growth, consistent project delivery and commitment to **100%** client satisfaction can be traced back to when our founder, Vester J. Thompson, established the high standards that lay the foundation of our work ethic. These standards are still upheld today and summarized as follows:

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

As a **100%** employee-owned company with more than **500** personnel spanning the consulting, engineering and architecture disciplines, commitment to these standards ensures a universal threshold for project quality. Our staff has a vested interest in providing safe, quality driven, successful projects that are completed on time and within budget.

Thompson Consulting Services will serve as the contracting entity for the services requested by the City of Port St. Lucie, Florida (City).

Years of Experience

Thompson was founded in **1953** and has supported various local, state, and federal entities, including the United States Army Corps of Engineers (USACE), throughout the Nation conduct monitoring, QA/QC, and inspection services for a variety of engineering, construction, environmental and disaster recovery

THOMPSON FAMILY OF COMPANIES



thompson
CONSULTING SERVICES



thompson
ENGINEERING



watermark
DESIGN



meyer
ENGINEERS + ARCHITECTS

projects. In **2011**, Thompson Consulting Services, LLC was formed to focus solely on disaster preparedness, response, and recovery service offerings, including debris removal monitoring. Thompson brings over **71** years of experience to the City through our family of companies and personnel.

Office Locations

With **26** corporate and satellite offices scattered throughout the Southeast United States, Thompson has the resources and capabilities to support the City's debris monitoring needs from near and afar.

The City's contract will be serviced from Thompson's corporate office in Maitland, Florida, with support from our offices located throughout the Southeast. In addition, Thompson is experienced and capable of establishing a field office within the City should the need arise.

Thompson has provided our full list of office locations below.

- Atlanta, Georgia
- Baton Rouge, Louisiana
- Chattanooga, Tennessee
- Clarksville, Tennessee
- Daphne, Alabama
- Dothan, Alabama
- Evergreen, Alabama
- Harriman, Tennessee
- Helena, Alabama
- Houston, Texas
- Jackson, Mississippi
- Kenner, Louisiana
- Knoxville, Tennessee
- Lake Charles, Louisiana
- **Maitland, Florida**
- Metairie, Louisiana
- Millington, Tennessee
- Mobile, Alabama
- Moss Point, Mississippi
- Orange, Texas
- Pelham, Alabama
- **Pensacola, Florida**
- Raleigh, North Carolina
- Richland, Mississippi
- Savannah, Georgia
- Troy, Alabama

Mobile Office Capabilities

Thompson knows immediately following a disaster incident, access to a project operations office and communications infrastructure is critical to building a local workforce. However, with the potential for office facilities and hotels being damaged in the event, it is imperative to have a reliable alternative. Therefore, Thompson has invested in a fully functional mobile field office that can be utilized to implement initial debris removal monitoring operations regardless of environmental conditions.

FIRM DATA SUMMARY

FIRM NAME

Thompson Consulting Services, LLC

ADDRESS

2601 Maitland Center Parkway
Maitland, Florida 32751

PHONE | FAX

407-792-0018 | 407-878-7858

WEBSITE

www.thompsoncs.net

EMAIL

info@thompsoncs.net

YEAR ESTABLISHED

2011

STATE OF FORMATION

Delaware

FEDERAL ID NO.

45-2015453

SAM UEI | CAGE CODE

QE8ZDM1CLE77 | 7NZ42

DUNS NO.

968677158

E-VERIFY ID

1111126

OFFICERS

Jon Hoyle, President

Nate Counsell, Executive VP

John H. Baker, III, BOM

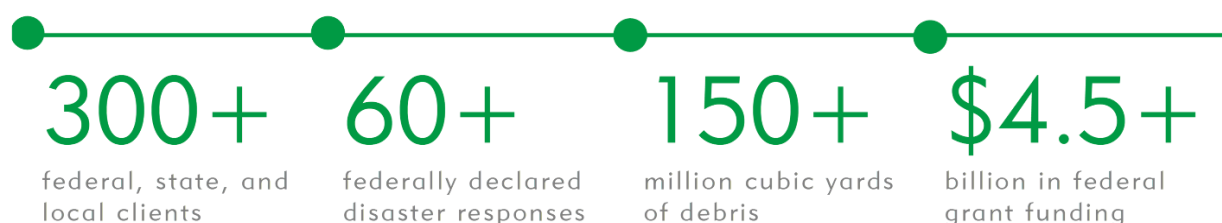
Chad Brown, BOM

We can travel directly to impacted communities and implement onboarding and equipment staging from the mobile field office, and with integrated satellite capabilities, our mobile office can serve as a communication center. Thompson’s mobile field office is also beneficial when trying to onboard field personnel and establish field operations in remote locations.

Thompson deployed our mobile field office following Hurricanes Laura, Sally, Delta, and Zeta in 2020, Hurricane Ida in 2021, and Hurricane Ian in 2022.

Disaster Response Experience

Thompson has provided disaster response and recovery services to over **300** federal, state, and local government entities in planning for and responding to a variety of disaster incidents, such as hurricanes, tornados, floods, ice storms, wildfires, earthquakes, oil spills and other natural disasters. Our emergency response and disaster recovery consultants have over **75** years of combined experience and have responded to some of the most devastating incidents to impact the United States in the last two decades. This work has resulted in the documentation of over **150** million cubic yards of debris and our clients successfully applying for and retaining more than **\$4.5** billion of federal grant funding for debris removal.



Thompson’s consultants have performed debris monitoring and grant administration services for over **60** 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 has been provided as Exhibit 1-1 following this section.

Table 1-1: Funding Administered by Disaster

Disaster	Year	Grant Funds Administered	Disaster	Year	Grant Funds Administered
Hurricane Idalia (FEMA DR-738, 4734)	2023	\$46,400,000	Winter Storm Pax (FEMA DR-4166)	2014	\$200,000,000
AL Severe Storms (FEMA DR-4684)	2023	\$5,800,000	Hurricane Sandy (FEMA DR-4085-4086)	2012	\$250,000,000
New Mexico Wildfires (FEMA DR-4652)	2022	TBD	Hurricane Isaac (FEMA DR-4080-4081)	2012	\$2,000,000
Hurricane Ian (FEMA DR-4673)	2022	\$311,100,000	Indiana Tornados (FEMA DR-4058)	2012	\$2,500,000
KY Severe Storms (FEMA DR-4630)	2021	\$138,700,000	Hurricane Irene (FEMA DR-4024)	2011	\$4,500,000
Hurricane Ida (FEMA DR-4611)	2021	\$283,300,000	Alabama Tornados (FEMA DR-1971)	2011	\$25,000,000
Hurricane Zeta (FEMA DR-4576)	2020	\$23,000,000	Iowa Flooding (FEMA DR-1763)	2010	\$1,640,325
Hurricane Sally (FEMA DR-4563,4564)	2020	\$180,000,000	MA Snow Storm (FEMA DR-1813)	2009	\$896,475
Hurricane Laura (FEMA DR-4559)	2020	\$48,000,000	Hurricane Ike (FEMA DR-1791)	2008	\$445,504,160
Hurricane Dorian (FEMA DR-4465)	2019	\$5,000,000	Hurricane Gustav (FEMA DR-1786)	2008	\$19,374,540
Hurricane Michael (FEMA DR-4399, 4400)	2018	\$40,000,000	Hurricane Dolly (FEMA DR-1780)	2008	\$17,241,000

Disaster	Year	Grant Funds Administered	Disaster	Year	Grant Funds Administered
Hurricane Florence (FEMA DR-4393, 4394)	2018	\$12,000,000	Missouri Ice Storm (FEMA DR-1676)	2007	\$31,523,000
Hurricane Maria (FEMA DR-4339)	2017	\$44,600,000	New York Winter Storm (FEMA DR-1665)	2006	\$20,700,000
Hurricane Irma (FEMA DR-4337, 4338)	2017	\$100,000,000	Hurricane Wilma (FEMA DR-1609)	2005	\$214,491,000
Hurricane Harvey (FEMA DR-4332)	2017	\$20,000,000	Hurricane Rita (FEMA DR 1606)	2005	\$96,000,000
Hurricane Matthew (FEMA DR-4283-86)	2016	\$100,000,000	Hurricane Katrina (FEMA DR 1602-1604)	2005	\$914,304,040
Louisiana Severe Flooding (FEMA DR-4277)	2015	\$65,000,000	Hurricane Ivan (FEMA DR-1551)	2004	\$243,332,500
SC Severe Flooding (FEMA DR-4241)	2015	\$35,000,000	Hurricane Frances (FEMA DR-1545)	2004	\$5,000,000
Winter Storm Pandora (FEMA DR-4211)	2015	\$750,000	Hurricane Charley (FEMA DR-1539)	2004	\$97,085,850

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

Past Performance

State of Florida Experience

Thompson’s consultants have responded to disaster incidents in the State of Florida since Hurricane Charlie in **2004**. Recently, Thompson has provided debris removal monitoring and grant consulting services to Florida clients following Hurricane Matthew in **2016**, Hurricane Irma in **2017**, Hurricane Michael in **2018**, Hurricane Sally in **2020**, and Hurricane Ian in **2022**.

Since **2010**, Thompson has responded to **5** federally declared disaster incidents in the State of Florida and supported **82** local and state clients in monitoring and documenting nearly **32** million cubic yards of disaster debris. We are well positioned to work closely with the City, the Florida Division of Emergency Management (FDEM), Florida Department of Transportation and the Florida Department of Environmental Quality to implement a compliant and efficient disaster debris removal monitoring program.



Event History

The following select project examples highlight our experience and capabilities performing similar services to the scope of work requested by the City and include several recent examples that demonstrate our experience and ability to guide local governments to meet the FEMA Public Assistance Program eligibility requirements for debris removal and monitoring. In addition, many of these projects provide evidence of our ability to perform damage assessment, right-of-way monitoring, hazardous leaner/hanger removal, private property debris removal (PPDR), disposal site monitoring, solid and hazardous waste management and FEMA reimbursement.

The Detailed Damage Inspection Report (DDIR) is the primary funding support document for the FHWA-ER program. On July 6, 2012, MAP-21, the Moving Ahead for Progress in the 21st Century Act (P.L. 112-141), was signed into law by President Obama. Among the many attributes of MAP-21 was establishing

FHWA-ER as a secondary funding source for disaster recovery requirements on FHWA eligible routes. In essence, this has made the DDIR less prevalent in the disaster recovery process since 2012.

Thompson utilized our industry-leading automated debris management system Thompson Data Management Suite (TDMS) to document recovery operations during all the events listed below. Information about TDMS has been provided within Tab 3.

City of Fort Lauderdale, Florida Sept. – Dec. 2017 / Apr. 2020 – Present

Hurricane Irma Debris Removal Monitoring & Grant Consulting Debris Quantity: 460,000 CY

Role: Primary

Project Status: Complete / Standby

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



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.

In addition, Thompson monitored the removal has responded to the City following a catastrophic county wide flooding event in 2023, which produced over 41,000 cubic yards of debris as we

Key Personnel: Jon Hoyle (PIC), Nicole Lehman (Client Liaison), Paul Lehman (PM), Jonathan Clark (FEMA PA), Daniel Gardner (Data), Avery Ellis (Invoicing), Patrick Gardner (GIS)

System Utilized: Thompson Data Management Suite (TDMS)

Special Equipment / Capabilities: TDMS*mobile* field units; full-service debris monitoring and FEMA PA consulting

FEMA Summary: Thompson compiled data and developed FEMA PWs on behalf of the City

Number of PWs Completed: 5

Total PWs Dollar Amount Written and Approved: \$11,861,179.31

Total PWs Not Approved and Dollar Amounts (including deductions): 0

Reasons for Deductions: Not Applicable

Number of DDIRs Witten: Not Applicable

Challenges Encountered and Resolutions: None

Escambia County, Florida

Sept. 2020 – Mar. 2021

Hurricane Sally Debris Monitoring & Grant Consulting

Debris Quantity: 4,400,000 CY

Role: Primary

Project Status: Complete / Standby

Project Summary: Thompson has maintained a stand-by debris monitoring services contract with Escambia County since 2018. Since then, Thompson has supported the County in planning and preparedness efforts through the update of the County's Debris Management Plan in 2019 and assistance in developing scope of work materials for the County's debris hauler procurement.



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 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 pre-qualified debris management contractors for evaluation and award.

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

Key Personnel: Jon Hoyle (PIC), Nicole Lehman (Planning), Gary Brooks (PM), Jonathan Clark (FEMA PA), Daniel Gardner (Data), Avery Ellis (Invoicing), Patrick Gardner (GIS)

System Utilized: Thompson Data Management Suite (TDMS)

Special Equipment / Capabilities: TDMS*mobile* field units; full-service debris monitoring and FEMA PA consulting

FEMA Summary: Thompson compiled data and developed FEMA PWs on behalf of the County

Number of PWs Completed: 1

Total PWs Dollar Amount Written and Approved: \$43,669,533.48

Total PWs Not Approved and Dollar Amounts (including deductions): 0

Reasons for Deductions: None

Number of DDIRs Witten: Not Applicable

Challenges Encountered and Resolutions: None

City of Orange Beach, Alabama

Sept. 2020 – Mar. 2021

Hurricane Sally Debris Removal Monitoring & Grant Consulting

Debris Quantity: 644,800 CY

Role: Primary

Project Status: Complete / Standby

Project Summary: Thompson deployed to Orange Beach immediately following Hurricane Sally to provide debris monitoring support. This included documenting a complex debris removal operation including right-of-way debris removal as well as the removal of hazardous leaning trees and hanging limbs, hazardous waste, vessels, waterway debris and sand reclamation.

In addition to oversight of the debris removal operation, which accounted for the largest portion of the City's expenditures, Thompson was tasked with grant management consulting services related to the recovery of FEMA Public Assistance (PA) funding and Hazard Mitigation Grant Program (HMGP) funding.

Key Personnel: Jon Hoyle (PIC), Nicole Lehman (Planning), Eric Harrison (PM), Jonathan Clark (FEMA PA), Bret Sherman (Data), Avery Ellis (Invoicing), Patrick Gardner (GIS)

System Utilized: Thompson Data Management Suite (TDMS)

Special Equipment / Capabilities: TDMS*mobile* field units; full-service debris monitoring and FEMA PA consulting

FEMA Summary: Thompson compiled data and developed FEMA PWs on behalf of the City

Number of PWs Completed: 4

Total PWs Dollar Amount Written and Approved: \$13,122,566.10

Total PWs Not Approved and Dollar Amounts (including deductions): 1 (partial at \$ 902,215.75)

Reasons for Deductions: Vessel owners or insurance duplication

Number of DDIRs Witten: 2, with one being overturned in full through appeal

Challenges Encountered and Resolutions: Third party validations by local law enforcement and state agencies to validate insured losses, and more public notification when applicable.

Grant Parish, Louisiana

Aug. 2020 – Mar. 2021

Hurricane Debris Removal Monitoring & FEMA PA Support

Debris Quantity: 1,175,000 CY

Role: Primary

Project Status: Complete / Standby

Project Summary: Following Hurricane Laura, one of the most devastating Category 4 hurricanes to affect the state of Louisiana, Grant Parish found themselves without a standby disaster debris monitoring contract in place. The Parish chose Thompson as their debris monitoring services provider following an emergency procurement period. Thompson was able to immediately respond to the Parish after receipt of the notice to proceed and worked diligently to recruit local residents to serve as debris removal monitors so that debris removal operations could begin as quickly and as safely possible. Thompson has monitored the removal of over 1,173,000 cubic yards of vegetative, construction and demolition debris, as well as the removal of hazardous limbs from 28,390 trees and the complete removal of over 1178 hazardous leaning trees. Thompson also assisted the Parish in seeking FEMA reimbursement and provided PA grant administration and management services.



Key Personnel: Jon Hoyle (PIC), Nicole Lehman (Planning/Client Liaison), Keith Forrester (PM), Jonathan Clark (FEMA PA), Bret Sherman (Data), Avery Ellis (Invoicing), Patrick Gardner (GIS)

System Utilized: Thompson Data Management Suite (TDMS)

Special Equipment / Capabilities: TDMS*mobile* field units; full-service debris monitoring and FEMA PA consulting

FEMA Summary: Thompson compiled data and developed FEMA PWs on behalf of the Parish

Number of PWs Completed: 2

Total PWs Dollar Amount Written and Approved: \$15,888,904.87

Total PWs Not Approved and Dollar Amounts (including deductions): 0

Reasons for Deductions: Not Applicable

Number of DDIRs Witten: Not Applicable

Challenges Encountered and Resolutions: None

Volusia County, Florida

Sept. – Dec. 2017

Hurricane Irma Debris Removal Monitoring & Grant Consulting

Debris Quantity: 858,000 CY

Role: Primary**Project Status:** Complete / Standby

Project Summary: Thompson provided debris monitoring and public assistance consulting services to Volusia County following Hurricane Irma. In total, Thompson monitored the removal of over 850,000 cubic yards of debris and over 12,000 hazardous leaning trees, hanging limbs and stumps. This project included coordination with two different debris contractors and required monitoring at four debris management sites and three disposal sites. Thompson also provided FEMA Public Assistance Consulting services and expects the City to recover approximately \$30 million in reimbursement for Hurricane Irma related costs.

Key Personnel: Jon Hoyle (PIC), Nicole Lehman (Planning/Client Liaison), Keith Forrester (PM), Jonathan Clark (FEMA PA), Danny Gardner (Data/Invoicing), Patrick Gardner (GIS)

System Utilized: Thompson Data Management Suite (TDMS)

Special Equipment / Capabilities: TDMSmobile field units; full-service debris monitoring and FEMA PA consulting

FEMA Summary: Thompson compiled data and developed FEMA PWs on behalf of the County

Number of PWs Completed: 8

Total PWs Dollar Amount Written and Approved: \$15,033,856.71

Total PWs Not Approved and Dollar Amounts (including deductions): 0

Reasons for Deductions: Not Applicable

Number of DDIRs Witten: Not Applicable

Challenges Encountered and Resolutions: None

Thompson has also assisted the County in Debris Management Contract Procurement and Debris Management Planning Services.

Project Contacts

The following contacts for our provided projects can 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.

City of Fort Lauderdale, Florida

Sep – Dec 2017 / Apr 2020 – Present

Debris Removal Monitoring, PPDR & FEMA PA Services

Debris Quantity: 460,000 CY

Melissa Doyle, Program Manager

700 NW 19th Avenue

954-828-6111 | mdoyle@fortlauderdale.gov

Fort Lauderdale, FL 33311

Escambia County, Florida

Sept. 2020 – Mar. 2021

Disaster Debris Removal Monitoring & FEMA PA Services

Debris Quantity: 4,400,000 CY

Jim Howes, Division Manager – Waste Services

13009 Beulah Road

850-554-2752 | jehowes@myescambia.com

Cantonment, FL 32533

Grant Parish, Louisiana

Aug 2020 – Mar 2021

Debris Removal Monitoring, PPDR & Public Assistance Consulting

Debris Quantity: 1,175,000 CY

Sissy Pace, Parish Manager

200 Main Street

318-627-3157 | sissypace@gppj.org

Cofax, LA 71417

City of Orange Beach, Alabama

Disaster Debris Removal Monitoring

Nicole Woerner, Emergency Management Coordinator

251-981-1063 | nwoerner@orangebeachal.gov

Sept. 2020 – Mar. 2021

Debris Quantity: 644,800 CY

4099 Orange Beach Blvd

Orange Beach, AL 36561

Volusia County, Florida

Disaster Debris Removal Monitoring, FEMA PA & Planning

Arden Fontaine, Deputy Public Works Director

386-736-5965 | afontaine@volusia.org

Sept. – Dec. 2017

Debris Quantity: 858,000 CY

123 W. Indiana Ave., Room 402

Deland, FL 32720

Experience & Knowledge of Federal, State & Local Emergency Management

Our recent disaster recovery and debris monitoring experience in Florida, Georgia, Texas, South Carolina, Virginia, Louisiana, Mississippi, and Alabama demonstrates Thompson's ability to comply with application requirements of the FEMA Public Assistance Program and Policy Guide (PAPPG) 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 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 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

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.

Successful Public Assistance Claims Experience

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 and understanding of current federal disaster recovery guidelines and procedures. We have a comprehensive understanding of how agencies at the federal, state, and local levels coordinate during disaster recovery.

4.5+
billion in federal
grant funding

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. We will exercise judgment and expertise making every effort to limit services to those that will provide maximum reimbursement. Thompson encourages transparency with clients at every stage of the recovery process and will notify the City if at any time services provided may be ineligible for reimbursement.

Thompson's proposed team has assisted some of the largest government agencies recently impacted by natural disasters to recover and retain FEMA Public Assistance grant funding for debris removal, force account operations and complex infrastructure repair, replacement, and mitigation projects.

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.

EXHIBIT 1-1: STAFF EXPERIENCE MATRIX

STAFF EXPERIENCE MATRIX

Thompson Consulting Services

Event/Client	FEMA- DR	Cubic Yardage/ Tonnage	Disaster Debris Contract Management	Contract Procurement Assistance	ROW Debris Removal Monitoring	Parks Debris Removal Monitoring	DMS/Disposal Monitoring	Leaner/ Hangers/ Stumps Removal Monitoring	DMS Environmental Support	Beach Remediation/Restoration	Private Property Debris Removal (PPDR) Administration	Marine/Waterway Debris Removal	Data Collection/ Management/ Billing/ Invoicing	Customer Information/ Service Call Centers	Demolition Administration & Program Management	FEMA Category A&B Reimbursement Support
FLORIDA SEVERE STORM/ TORNADOS 2024																
EVENT TOTAL CUBIC YARDS – 3,397																
Bay County, FL	NA	3,397	◆		◆		◆						◆			
OKLAHOMA SEVERE STORMS 2023																
EVENT TOTAL CUBIC YARDS – 95,655																
City of Sand Springs, OK	4721	95,655	◆		◆	◆	◆	◆					◆			
LOUISIANA SEVERE STORMS/TORNADOS																
EVENT TOTAL CUBIC YARDS – 236,530																
City of Shreveport, LA	NA	236,530	◆		◆	◆	◆						◆			
HURRICANE IDALIA 2023																
EVENT TOTAL CUBIC YARDS – 1,744,757																
Town of Dasher, GA	4738	34,402	◆		◆		◆	◆					◆			
Glynn County, GA	4738	30,948	◆		◆	◆	◆	◆			◆		◆			
Lowndes County, GA	4738	887,415	◆		◆		◆	◆					◆			
City of Remerton, GA	4738	1,200	◆		◆		◆						◆			
Thomas County, GA	4738	14,514	◆		◆		◆						◆			
City of Valdosta, GA	4738	728,366	◆		◆		◆	◆			◆		◆			
Ware County, GA	4738	43,837	◆		◆	◆	◆	◆					◆			
Hillsborough County, FL	4734	1,507	◆		◆		◆	◆					◆			
New Port Richey, FL	4734	2,568	◆		◆		◆	◆					◆			
HURRICANE FIONA 2023																
EVENT TOTAL CUBIC YARDS – 37,492																
Dept. of Transportation, PR	4671	37,492	◆		◆		◆						◆			
FLORIDA SEVERE STORMS/FLOODING 2023																
EVENT TOTAL CUBIC YARDS – 41,853																
City of Fort Lauderdale, FL	4709	41,853	◆	◆	◆		◆					◆	◆		◆	◆
ALABAMA SEVERE STORMS/TORNADOS 2023																
EVENT TOTAL CUBIC YARDS – 484,255																
Alabama Dept. of Transportation	4684	484,255	◆		◆		◆	◆					◆			
HURRICANE IAN 2022 – 2023																
EVENT TOTAL CUBIC YARDS – 11,479,698																
Altamonte Springs, FL	4673	20,613	◆		◆		◆						◆			
Apopka, FL	4673	77,316	◆		◆	◆	◆	◆					◆			
Bonita Springs, FL	4673	247,116	◆		◆		◆	◆					◆			
Casselberry, FL	4673	21,225	◆		◆		◆	◆					◆			
Clewiston, FL	4673	8,022	◆		◆		◆						◆			
Cocoa, FL	4673	3,005	◆		◆		◆						◆			
Daytona Beach, FL	4673	342,909	◆		◆		◆	◆					◆			
DeBary, FL	4673	57,507	◆		◆		◆						◆			

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
Deland, FL	4673	55,929	◆		◆		◆	◆					◆			
Desoto County, FL	4673	569,372	◆		◆	◆	◆	◆					◆			
Ft. Myers, FL	4673	641,023	◆		◆		◆	◆					◆			
Ft. Myers Beach, FL	4673	756,295	◆		◆		◆	◆		◆		◆	◆			
Hendry County, FL	4673	41,132	◆		◆		◆	◆					◆			
Hillsborough County, FL	4673	669,652	◆		◆	◆	◆	◆					◆			
Kissimmee, FL	4673	19,823	◆		◆		◆	◆					◆			
LaBelle, FL	4673	13,697	◆		◆		◆	◆					◆			
Lakeland, FL	4673	117,102	◆		◆	◆	◆	◆					◆			
Lee County FL Schools	4673	30,023	◆		◆		◆	◆					◆			
Lee County, FL	4673	5,743,776	◆		◆	◆	◆	◆		◆		◆	◆			
Ocoee, FL	4673	37,377	◆		◆	◆	◆	◆				◆	◆			◆
Orlando, FL	4673	82,079	◆		◆		◆	◆					◆			
Ormond Beach, FL	4673	123,441	◆		◆		◆	◆					◆			◆
Oviedo, FL	4673	33,706	◆		◆		◆	◆				◆	◆			
Port Orange, FL	4673	297,678	◆		◆		◆	◆					◆			◆
Sanibel, FL	4673	1,457,258	◆		◆		◆	◆		◆			◆			
Wellington, FL	4673	3,387	◆		◆		◆	◆					◆			
Winter Garden, FL	4673	9,235	◆		◆		◆	◆					◆			
NEW MEXICO WILDFIRES 2022-2023																
EVENT TOTAL TONNAGE – 49,552																
NM Department of Transportation	4652	49,552	◆		◆		◆	◆	◆		◆	◆	◆	◆	◆	◆
KENTUCKY SEVERE STORMS & FLOODING 2022-2023																
EVENT TOTAL TONNAGE – 331,818																
KY Transportation Cabinet	4663	331,818	◆				◆	◆				◆	◆			
KENTUCKY SEVERE STORMS & FLOODING 2021-2022																
EVENT TOTAL CUBIC YARDS – 542,050																
USACE DRC	4630	433,857			◆		◆	◆					◆			
Mayfield, KY	4630	108,193			◆		◆	◆			◆	◆	◆	◆		
HURRICANE IDA 2021 – 2022																
EVENT TOTAL CUBIC YARDS – 11,760,000																
Ascension Parish, LA	4611	469,000	◆		◆		◆	◆				◆	◆			
City of Denham Springs, LA	4611	71,000	◆	◆	◆		◆	◆					◆			◆
City-Parish of East Baton Rouge, LA	4611	922,000	◆		◆		◆	◆					◆			
Jefferson Parish, LA	4611	1,621,600	◆	◆	◆	◆	◆	◆			◆	◆	◆	◆		
LA Department of Transportation	4611	2,038,000	◆		◆		◆	◆					◆			
Livingston Parish, LA	4611	1,324,000	◆		◆		◆	◆					◆	◆		
Town of Sorrento, LA	4611	9,400	◆		◆		◆	◆					◆			
St. Tammany Parish, LA	4611	2,530,000	◆		◆		◆	◆					◆			
Terrebonne Parish, LA	4611	2,775,000	◆	◆	◆	◆	◆	◆			◆	◆	◆	◆	◆	
SEVERE STORMS & FLOODING																
EVENT TOTAL CUBIC YARDS – 42,800																
City-Parish of East Baton Rouge, LA	4606	42,500	◆		◆		◆	◆					◆			
Ascension Parish, LA	4606	300	◆		◆		◆	◆					◆			

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
SEVERE WINTER STORM 2021																
EVENT TOTAL CUBIC YARDS – 153,000																
KY Transportation Cabinet	4592	153,000	◆		◆		◆						◆			
SEVERE WINTER STORM 2021																
EVENT TOTAL CUBIC YARDS – 64,000																
City-Parish East Baton Rouge, LA	4590	64,000	◆		◆		◆						◆			
SEVERE WINTER STORM 2021																
EVENT TOTAL CUBIC YARDS – 79,400																
City of Corpus Christi, TX	4586	75,000	◆		◆		◆						◆			
City of Pearland, TX	4586	4,400	◆		◆		◆						◆			
HURRICANE ZETA 2020																
EVENT TOTAL CUBIC YARDS – 1,473,700																
Jefferson Parish, LA	4577	143,000	◆		◆		◆						◆			
Terrebonne Parish, LA	4577	12,000	◆		◆		◆						◆			
City of Gautier, MS	4576	7,700	◆		◆		◆						◆			
Jackson County, MS	4576	438,000	◆		◆		◆						◆			
City of Long Beach, MS	4576	112,000	◆		◆		◆	◆					◆			
City of Pascagoula, MS	4576	42,000	◆		◆		◆						◆			
Clarke County, AL	4573	243,000	◆		◆		◆	◆					◆			
City of Mobile, AL	4573	261,400	◆		◆	◆	◆	◆					◆			
Mobile County, AL	4573	263,000	◆		◆		◆	◆		◆			◆			
Washington County, AL	4573	213,000	◆		◆		◆	◆					◆			
SEVERE WINTER STORM 2020																
EVENT TOTAL CUBIC YARDS – 477,000																
City of Norman, OK	4575	477,000	◆		◆		◆						◆			
HURRICANE DELTA 2020																
EVENT TOTAL CUBIC YARDS – 77,221																
City-Parish East Baton Rouge, LA	4570	77,221	◆		◆		◆						◆			
HURRICANE SALLY 2020																
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	408,450	◆		◆	◆	◆	◆					◆			
Mobile County, AL	4563	270,400	◆		◆		◆	◆		◆			◆			
City of Orange Beach, AL	4563	644,782	◆		◆	◆	◆	◆				◆	◆			◆
City of Spanish Fort, AL	4563	95,162	◆		◆		◆	◆					◆			
HURRICANE LAURA 2020																
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	◆		◆		◆						◆			

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 Natchitoches, LA	4559	31,600	◆		◆		◆						◆			
City of Pineville, LA	4559	36,700	◆		◆		◆						◆			
Vernon Parish, LA	4559	726,831	◆		◆		◆	◆					◆			
Winn Parish, LA	4559	148,789	◆		◆		◆	◆					◆			◆
MIDWEST DERECHO 2020																
EVENT TOTAL CUBIC YARDS – 426,440																
IA Dept. of Homeland Security and EM	4557	406,000	◆				◆						◆			
City of Bertram, IA	4557	20,440	◆		◆		◆						◆			
HURRICANE ISAIAS 2020																
EVENT TOTAL CUBIC YARDS – 2,400																
New Hanover County, NC	4568	2,400	◆		◆		◆						◆			
TROPICAL STORM IMELDA 2019																
EVENT TOTAL CUBIC YARDS – 3,755																
City of Beaumont, TX	4466	3,850	◆		◆		◆						◆			
City of Liberty, TX	4466	3,755	◆		◆		◆						◆			
HURRICANE DORIAN 2019																
EVENT TOTAL CUBIC YARDS – 186,600																
Currituck County, NC	4465	31,200	◆		◆		◆	◆					◆			
Dare County, NC	4465	155,400	◆		◆		◆	◆					◆			
HURRICANE BARRY 2019																
EVENT TOTAL CUBIC YARDS – 87,359																
Terrebonne Parish, LA	4458	50,790	◆		◆		◆						◆			
City-Parish East Baton Rouge, LA	4458	36,569	◆		◆		◆						◆			
HURRICANE MICHAEL 2018 – 2019																
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	499,627	◆		◆	◆	◆	◆			◆		◆			
Tyndall Air Force Base, FL	4399	57,466	◆				◆						◆			
Georgia Department of Transportation	4400	184,527	◆		◆		◆						◆			
Thomas County, GA	4400	45,031	◆		◆		◆	◆					◆			
HURRICANE FLORENCE 2018 – 2019																
EVENT TOTAL CUBIC YARDS – 1,816,173																
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	◆		◆		◆	◆					◆			
HURRICANE MARIA 2017 – 2019																
EVENT TOTAL CUBIC YARDS – 460,000																
Dept. of Transportation, PR	4339	1,275,612	◆		◆		◆	◆					◆			
HURRICANE IRMA 2017 – 2018																

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
EVENT TOTAL CUBIC YARDS – 12,000,000																
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	◆		◆		◆						◆			
Volusia County, FL	4337	858,138	◆		◆	◆	◆	◆			◆		◆			◆
Chatham County, GA	4338	100,889	◆		◆		◆	◆					◆			
Georgia Department of Transportation	4338	27,559	◆		◆		◆						◆			

HURRICANE HARVEY 2017 – 2018

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
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	◆		◆		◆						◆			
TENNESSEE WILDFIRES 2016 – 2018																
EVENT TOTAL CUBIC YARDS – 676:																
City of Gatlinburg, TN	4293	404t	◆	◆							◆		◆	◆	◆	
Sevier County, TN	4293	272t	◆	◆							◆		◆	◆	◆	
HURRICANE MATTHEW 2016 – 2017																
EVENT TOTAL CUBIC YARDS OF DEBRIS – 3,532,000																
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	◆		◆		◆	◆					◆			
SEVERE STORMS & FLOODING 2016																
EVENT TOTAL CUBIC YARDS OF DEBRIS – 2,050,000																
City-Parish of East Baton Rouge, LA	4277	1,800,000	◆		◆		◆		◆		◆		◆	◆		◆
City of Denham Springs, LA	4277	250,000	◆		◆		◆				◆		◆	◆		◆
SEVERE STORMS & FLOODING 2016																
EVENT TOTAL CUBIC YARDS OF DEBRIS – 44,736																
Vernon Parish, LA	4263	7,706	◆		◆		◆						◆			◆
Newton County, TX	4266	37,030	◆		◆		◆						◆			◆
SEVERE STORMS & FLOODING 2015																
EVENT TOTAL CUBIC YARDS OF DEBRIS – 120,000																
SC Department of Transportation	4241	120,000	◆	◆	◆		◆						◆			◆
SEVERE WINTER STORM PANDORA 2015																
EVENT TOTAL CUBIC YARDS OF DEBRIS – 271,000																
Putnam County, TN	4211	140,000	◆		◆		◆	◆					◆			◆

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
Fentress County, TN	4211	77,000	◆		◆		◆	◆					◆			◆
Overton County, TN	4211	54,000	◆		◆		◆	◆					◆			◆
TORNADOES 2014																
EVENT TOTAL CUBIC YARDS OF DEBRIS – 144,000																
City of Adamsville, AL	4176	22,000	◆		◆		◆	◆					◆			◆
City of Graysville, AL	4176	80,000	◆		◆		◆	◆					◆			◆
City of Kimberly, AL	4176	20,000	◆		◆		◆	◆					◆			◆
Lee County, AL	4176	22,000	◆		◆		◆	◆					◆			◆
SEVERE WINTER STORM PAX 2014																
EVENT TOTAL CUBIC YARDS OF DEBRIS – 2,930,000																
South Carolina DOT	4166	1,200,000	◆		◆		◆	◆	◆				◆			◆
Georgetown County, SC	4166	105,000	◆		◆	◆	◆	◆					◆	◆		◆
Marion County, SC	4166	25,000	◆		◆		◆	◆					◆			◆
Williamsburg County, SC	4166	40,000	◆		◆	◆	◆	◆					◆			◆
Aiken County, SC	4166	1,500,000	◆		◆	◆	◆	◆				◆	◆			◆
Allendale County, SC	4166	60,000	◆		◆		◆	◆					◆			◆
HURRICANE ISAAC 2013																
EVENT TOTAL CUBIC YARDS OF DEBRIS – 950																
Iberville Parish, LA (Waterways)	4080	950	◆				◆					◆	◆			◆
HURRICANE ISAAC 2013																
EVENT TOTAL CUBIC YARDS OF DEBRIS – 1,000																
AL Port Authority (Wetlands)	4082	1,000	◆									◆	◆			◆
HURRICANE SANDY 2012																
EVENT TOTAL CUBIC YARDS OF DEBRIS – 125,000																
City of Hoboken, NJ	4086	25,000	◆	◆	◆								◆			◆
Town of Babylon, NY	4085	100,000	◆		◆								◆			◆
HURRICANE ISAAC 2012																
EVENT TOTAL CUBIC YARDS OF DEBRIS – 92,000																
Terrebonne Parish, LA	4080	56,000	◆		◆	◆	◆	◆					◆			◆
Denham Spring, LA	4080	9,000	◆		◆	◆	◆	◆					◆			◆
Hancock County, MS	4081	23,000			◆		◆			◆			◆			◆
Jackson County, MS	4081	4,000			◆		◆									◆
HURRICANE IRENE 2011																
EVENT TOTAL CUBIC YARDS OF DEBRIS – 465,000																
Saluda Residency, Virginia DOT	4024	100,000			◆		◆	◆								◆
Petersburg Residency, Virginia DOT	4024	75,000			◆		◆	◆								◆
Ashland Residency, Virginia DOT	4024	200,000			◆		◆	◆								◆
Chesterfield Residency, Virginia DOT	4024	15,000			◆		◆	◆								◆
City of Portsmouth, Virginia	4024	50,000			◆		◆	◆								◆
Brunswick County, Virginia	4024	25,000			◆		◆	◆								◆
TORNADOES 2011																
EVENT TOTAL CUBIC YARDS OF DEBRIS – 450,000																
City of Tuscaloosa, AL	1971	N/A		◆							◆		◆	◆	◆	◆
Calhoun County, AL	1971	350,000	◆		◆		◆	◆	◆		◆		◆		◆	◆

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Alabama DCNR	1971	100,000	◆		◆	◆	◆	◆	◆				◆		◆	
TORNADOES 2010																
EVENT TOTAL CUBIC YARDS OF DEBRIS – 18,944																
City of Norman, OK ^[1]	1926	18,944	◆		◆		◆	◆	◆				◆			◆
FLOODING 2010																
EVENT TOTAL CUBIC YARDS OF DEBRIS – 348,895																
City of Nashville, TN ^[2]	1909	275,540			◆		◆		◆				◆			
City of Cedar Rapids, IA ^[2]	1763	109,355	◆												◆	
ROCKSLIDES 2009																
EVENT TOTAL CUBIC YARDS OF DEBRIS – 60,000																
City of Chattanooga, TN	N/A	60,000	◆		◆	◆										
SNOWSTORMS 2009																
EVENT TOTAL CUBIC YARDS OF DEBRIS – 59,765																
Town of Spencer, MA ^[1]	1813	10,930	◆		◆		◆	◆	◆				◆			◆
Town of Sterling, MA ^[1]	1813	48,835	◆		◆		◆	◆	◆				◆			◆
HURRICANE IKE 2008																
EVENT TOTAL CUBIC YARDS OF DEBRIS – 12,275,208																
City of Houston, TX ^[1]	1791	4,500,000	◆	◆	◆	◆	◆	◆	◆				◆	◆		◆
Harris County, TX ^[1]	1791	2,500,000	◆	◆	◆	◆	◆	◆	◆				◆	◆		◆
Galveston County, TX ^[3]	1791	1,400,000	◆		◆	◆	◆	◆	◆		◆		◆	◆		◆
City of Baytown, TX ^[1]	1791	1,000,000	◆		◆	◆	◆	◆	◆			◆	◆	◆		◆
Montgomery County, TX ^[1]	1791	871,452	◆		◆		◆	◆	◆				◆			◆
Fort Bend County, TX ^[1]	1791	415,000	◆		◆	◆	◆	◆	◆				◆			◆
Town of Dauphin Island, AL ^[1]	1797	50,000	◆		◆	◆				◆	◆	◆	◆			◆
Hardin County, TX ^[1]	1791	200,000	◆		◆		◆	◆	◆				◆			◆
City of Sugarland, TX ^[1]	1791	125,000	◆		◆	◆	◆	◆	◆				◆			◆
City of Missouri City, TX ^[1]	1791	97,238	◆		◆	◆	◆	◆	◆				◆			◆
HURRICANE GUSTAV 2008																
EVENT TOTAL CUBIC YARDS OF DEBRIS – 968,727																
Terrebonne Parish, LA ^[2]	1786	296,039	◆		◆	◆	◆	◆	◆		◆	◆	◆		◆	◆
St. Landry Parish, LA ^[2]	1786	225,000	◆		◆	◆	◆	◆	◆		◆		◆			◆
Iberville Parish, LA ^[2]	1786	179,185	◆		◆	◆	◆	◆	◆				◆			◆
City of New Orleans, LA ^[2]	1786	136,559	◆		◆	◆	◆	◆	◆				◆			◆
City of Thibodaux, LA ^[4]	1786	78,820	◆		◆	◆	◆	◆	◆				◆			◆
St John the Baptist Parish, LA ^[1]	1786	53,124	◆		◆	◆	◆	◆	◆				◆			◆
HURRICANE DOLLY 2008																
EVENT TOTAL CUBIC YARDS OF DEBRIS – 612,050																
Hidalgo County, TX ^[1]	1780	310,585	◆	◆	◆	◆	◆	◆	◆				◆	◆		◆
Cameron County, TX ^[2]	1780	301,465	◆	◆	◆	◆	◆	◆	◆				◆	◆		◆
IOWA FLOODING 2008																
EVENT TOTAL CUBIC YARDS OF DEBRIS – 200,000																
City of Waterloo, IA ^[1]	1763	200,000	◆		◆		◆		◆				◆			
MIDWEST ICE STORM 2007																
EVENT TOTAL CUBIC YARDS OF DEBRIS – 825,000																

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City of Norman, OK ^[1]	1735	750,000	◆		◆	◆	◆	◆	◆		◆		◆		◆	◆
City of Webb City, MO ^[1]	1736	75,000	◆		◆		◆	◆	◆		◆		◆		◆	◆
MIDWEST ICE STORM 2007																
EVENT TOTAL CUBIC YARDS OF DEBRIS – 2,101,539																
City of Springfield, MO ^[1]	1676	1,448,539	◆		◆	◆	◆	◆	◆		◆		◆		◆	◆
Greene County, MO ^[2]	1676	545,000	◆		◆	◆	◆	◆	◆		◆		◆		◆	◆
City of Lebanon, MO ^[2]	1676	108,000	◆		◆		◆	◆	◆		◆		◆		◆	◆
BUFFALO SNOW STORM 2006																
EVENT TOTAL CUBIC YARDS OF DEBRIS – 1,386,000																
Town of Amherst, NY ^[2]	1655	800,000	◆		◆	◆	◆	◆	◆				◆			◆
Town of Tonawanda, NY ^[2]	1655	200,000	◆		◆	◆	◆	◆	◆				◆			◆
City of Lackawanna, NY ^[2]	1655	150,000						◆					◆			
City of North Tonawanda, NY ^[2]	1655	100,000	◆		◆	◆	◆	◆	◆				◆			◆
Genesee County, NY ^[2]	1655	80,000	◆		◆	◆	◆	◆	◆				◆			◆
Erie County, NY ^[4]	1655	50,000	◆										◆			
Town of Alden, NY ^[4]	1655	6,000	◆										◆			
HURRICANE WILMA 2005																
EVENT TOTAL CUBIC YARDS OF DEBRIS – 8,579,640																
Miami-Dade County, FL ^[2]	1609	3,000,000	◆		◆		◆		◆				◆			◆
Collier County, FL ^[4]	1609	932,000	◆										◆			◆
City of Ft. Lauderdale, FL ^[2]	1609	901,000	◆		◆	◆	◆	◆	◆			◆	◆	◆		◆
City of Hollywood, FL ^[2]	1609	600,000	◆		◆	◆	◆	◆	◆				◆			◆
Town of Davie, FL ^[4]	1609	593,789	◆										◆			◆
City of Boca Raton, FL ^[4]	1609	574,200	◆										◆			◆
City of Plantation, FL ^[4]	1609	366,551	◆										◆			◆
City of Parkland, FL ^[4]	1609	244,910	◆										◆			◆
City of Weston, FL ^[4]	1609	244,395	◆										◆			◆
City of Cooper City, FL ^[4]	1609	217,464	◆										◆			◆
City of Coral Gables, FL ^[4]	1609	213,947	◆										◆			◆
Broward County, FL ^[4]	1609	204,105	◆										◆			◆
City of Sunrise, FL ^[4]	1609	199,548	◆										◆			◆
City of Oakland Park, FL ^[4]	1609	151,906	◆										◆			◆
City of Miami Beach, FL ^[4]	1609	135,825	◆										◆			◆
HURRICANE KATRINA 2005																
EVENT TOTAL CUBIC YARDS OF DEBRIS – 27,143,468																
Hancock County, MS ^[4]	1604	5,773,291	◆										◆			◆
Jackson County, MS ^[4]	1604	3,183,425	◆										◆			◆
City of Gulfport, MS ^[1]	1604	2,600,000	◆	◆	◆	◆	◆	◆	◆		◆	◆	◆	◆	◆	◆
Forrest County, MS ^[4]	1604	2,496,933	◆										◆			◆
Jones County, MS ^[4]	1604	1,961,427	◆										◆			◆
Harrison County, MS ^[1]	1604	1,850,000	◆		◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆
Lamar County, MS ^[4]	1604	1,533,579	◆													
City of Pass Christian, MS ^[4]	1604	1,484,288	◆										◆			◆
City of Pascagoula, MS ^[4]	1604	1,236,646	◆										◆			◆

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Mobile County, AL	1605	789,658	◆		◆		◆	◆								
City of Mobile, AL	1605	728,469	◆		◆		◆	◆								
George County, MS [4]	1604	651,359	◆										◆			◆
Perry County, MS [4]	1604	550,967	◆										◆			◆
Walthall County, MS [4]	1604	507,754	◆										◆			◆
City of New Orleans, LA [2]	1603	401,238	◆	◆	◆		◆		◆		◆		◆	◆	◆	◆
Jefferson Parish, LA [4]	1603	397,770	◆										◆			◆
City of Slidell, LA [4]	1603	153,165	◆										◆			◆
City of Covington, LA [4]	1603	143,919	◆										◆			◆
Lafourche Parish, LA [4]	1603	134,384	◆										◆			◆
Jasper County, MS	1604	131,251	◆		◆		◆	◆								
Town of Dauphin Island, AL	1605	94,037	◆		◆		◆	◆		◆		◆				
City of Prichard, AL	1605	70,445	◆		◆		◆	◆								
Clark County, MS	1604	90,134	◆		◆		◆	◆								
City of Citronelle, AL	1605	48,423	◆		◆		◆	◆								
City of Saraland, AL	1605	44,419	◆		◆		◆	◆								
City of Satsuma, AL	1605	29,404	◆		◆		◆	◆								
Choctaw County, AL	1605	26,409	◆		◆		◆	◆								
City of Bayou Le Batre, AL	1605	18,336	◆		◆		◆	◆								
City of Creola, AL	1605	7,719	◆		◆		◆	◆								
City of Mt. Vernon, AL	1605	4,619	◆		◆		◆	◆								
HURRICANE RITA 2005																
EVENT TOTAL CUBIC YARDS OF DEBRIS – 4,800,000																
Jefferson County, TX [2]	1606	4,600,000	◆		◆		◆	◆	◆		◆		◆	◆		◆
Monroe County, FL [2]	1602	200,000	◆	◆	◆		◆		◆	◆		◆	◆			◆
HURRICANE DENNIS 2005																
EVENT TOTAL CUBIC YARDS OF DEBRIS – 3,600,000																
Santa Rosa County, FL [1]	1595	2,000,000	◆		◆	◆	◆	◆	◆				◆	◆		◆
Escambia County, FL [1]	1595	1,200,000	◆		◆	◆	◆	◆	◆				◆	◆		◆
City of Pensacola, FL [1]	1595	400,000	◆		◆	◆	◆	◆	◆				◆	◆		◆
HURRICANE IVAN 2004																
EVENT TOTAL CUBIC YARDS OF DEBRIS – 9,733,300																
Escambia County, FL [2]	1551	7,681,500	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆		◆
City of Pensacola, FL [1]	1551	1,343,000	◆		◆	◆	◆	◆	◆		◆		◆	◆		◆
Florida Dept. of Transportation [1]	1551	708,800	◆		◆		◆		◆				◆			
HURRICANE FRANCES 2004																
EVENT TOTAL CUBIC YARDS OF DEBRIS – 200,000																
City of Boca Raton, FL [1]	1545	200,000	◆		◆		◆						◆			◆
HURRICANE CHARLEY 2004																
EVENT TOTAL CUBIC YARDS OF DEBRIS – 3,883,434																
Charlotte County, FL [4]	1539	1,870,669	◆										◆			◆
City of Orlando, FL [2]	1539	1,035,500	◆		◆	◆	◆	◆					◆			
Orange County, FL [4]	1539	977,265	◆										◆			◆

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

- [2] This work was completed by Beck Disaster Recovery's principal owners. Beck Disaster Recovery was acquired in 2009 and dissolved in 2011. Nate Counsell, Thompson's Vice President, served as the technical lead on this project.
- [3] This work was completed by Beck Disaster Recovery. Beck Disaster Recovery was acquired in 2009 and dissolved in 2011. Nicole Counsell, Thompson's Grant Management Consultant, served as the technical lead on this project.
- [4] This work was administered by Asevotech for Ashbriitt Environmental. Wes Holden, Thompson's Director of Operations, served as the technical data administration lead on this project.



EXHIBIT 2-1: KEY PERSONNEL RESUMES

Jon Hoyle

President

FIRM

Thompson Consulting Services
2601 Maitland Center Parkway
Maitland, Florida 32751

EDUCATION

BA: International Relations
MBA: Management and Finance

EXPERIENCE

19 years

PROGRAM EXPERIENCE

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

Mr. Hoyle has 19 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 150 projects under contracts that total over \$2.5 Billion in grant administration and recovery efforts that required the mobilization of over 10,000 field and professional personnel.

PROJECT EXPERIENCE

Hurricane Ida, Disaster Recovery Operations, State of Louisiana, 2021 – 2022 | Mr. Hoyle served as principal-in-charge during Thompson's state-wide mobilization in response to Hurricane Ida. Thompson conducted debris removal monitoring operations on behalf of 13 unique clients simultaneously. Mr. Hoyle ensured contract obligations were met and cost controls were closely monitored for all ongoing projects. Overall, Thompson monitored the removal of over 11.7M cubic yards of debris as of Hurricane Ida.

Escambia County, Florida, Hurricane Disaster Debris Removal Monitoring, 2020 – 2021 | Mr. Hoyle served as the principal-in-charge for Escambia County, Florida following Hurricane Sally. He was responsible for over-seeing cost controls for projects and maintaining contract obligations. Thompson provided FEMA reimbursement support as well as debris removal monitoring and substantiation for over 4M cubic yards of construction, demolition, and vegetative debris.

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

Mr. Hoyle oversaw the establishment of project operations and is responsible for contract obligations and cost controls.

Hurricane Irma, Disaster Recovery Operations, State of Florida, 2017 - 2018 | Mr. Hoyle served as principal-in-charge during Thompson's state-wide mobilization in response to Hurricane Irma. Thompson conducted debris removal monitoring operations on behalf of 45 unique clients simultaneously. Mr. Hoyle was responsible for contract obligations and cost controls for all projects. Thompson provided debris monitoring and substantiation for more than 11.6M cubic yards of debris as a result of Hurricane Irma.

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

South Carolina Department of Transportation, Severe Flooding, 2015 - 2016 | Mr. Hoyle again served on the Thompson management team during the SCDOT's response to statewide severe flooding. He was responsible for contract obligations, cost controls, and FEMA Category A&B reimbursement for all projects. Thompson provided debris

monitoring services on behalf of the SCDOT in 11 counties as well as FEAM PA services to identify and document damages to approximately 600 sites and prepared and submitted both large and small project worksheets totaling over \$35,000,000 and including hazard mitigation measures.

Putnam, Fentress and Overton Counties, Tennessee, Sever Winter Storm, 2015 | Mr. Hoyle served as the Principal-in-Charge during for all projects following a regional ice storm that impacted Tennessee. He managed and ensured all contracts and task orders were processed and implemented.

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

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

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

Alabama Department of Conservation and Natural Resources (ADCNR), Disaster Management and Debris Monitoring, Alabama, 2011 | Mr. Hoyle served as the Project Manager for the disaster management and debris monitoring at Guntersville, Buck's Pocket, and Morgan's Cove State Parks following the crippling tornados of April 2011. The campgrounds were totally destroyed and massive amounts of debris were scattered in the roadways, trail systems, and fire lines. At peak, 90 crews were mobilized, managed, and monitored. Contract value totals \$1.5-million.

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

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

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

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

Nathaniel Counsell

Executive Vice President

FIRM

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EDUCATION

BA: Economics
MBA: International Business

EXPERIENCE

19 years

PROGRAM EXPERIENCE

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

Mr. Counsell has 19 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

Lee County, Florida, Hurricane Ian Disaster Recovery Operations, 2022 – 2023 | Mr. Counsell served as the principal-in-charge / corporate resource officer for Lee County, Florida following the large-scale impacts of Hurricane Ian in 2022, one of the deadliest hurricanes to impact the State of Florida. Mr. Counsell worked closely with the County and the County's debris removal contactor ensuring all projects had the resources necessary to implement monitoring operations. Thompson substantiated the removal of over 5.7 million cubic yards of debris from the County. Additionally, Thompson has monitored the removal of over 43,450 hazardous limbs and trees throughout the County.

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.

Simon Carlyle

Vice President

FIRM

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EXPERIENCE

18 years

PROGRAM EXPERIENCE

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

Mr. Carlyle has 18 years of experience providing management and oversight for disaster response and recovery efforts throughout the United States. He has managed over 30 of the most devastating disaster events in Florida, Texas, Alabama, Virginia, Louisiana, South Carolina, Georgia, and Mississippi. Mr. Carlyle has extensive experience in all stages of disaster recovery and has a thorough knowledge of federal, state, and local policies.

PROJECT EXPERIENCE

New Mexico Department of Transportation, Wildfire and Mudflows 2022-2023 | Mora and San Miguel County, New Mexico were severely impacted by wildfire and mudflows in 2022. Following the completion of a United States Army Corps of Engineers debris removal program, the New Mexico Department of Transportation (NMDOT) was tasked with completing remaining Private Property Debris Removal (PPDR) and demolition activities. Mr. Carlyle served as client liaison acting as the direct point of contact to address the NMDOT's needs during project operations.

State of Florida – Multiple Communities, Hurricane Ian, 2022 – 2023 | Mr. Carlyle served as the client liaison during mobilization efforts in response to the devastating impacts of Hurricane Ian. Mr. Carlyle managed multiple projects communicating with clients directly to address schedules and unique project goals/expectations. Thompson assisted 27 clients simultaneously the state and documented the removal of over 11.5M cubic yards of demolition and vegetative debris.

Virginia Department of Transportation, Severe Winter Storm Debris Removal Monitoring, 2021 | Mr. Carlyle served as client liaison for the Virginia Department of Transportation where he provided senior management oversight, coordinated staffing and logistics support, ensured unique health and safety plan was executed and oversaw and audited daily reporting.

State of Louisiana – Multiple Communities, Hurricane Laura, 2020 - 2022 | Mr. Carlyle served as the regional manager for multiple cities and parishes following the devastating effects of Hurricane Laura. He coordinated and provided support during debris monitoring and disposal operations throughout the state.

State of South Carolina – Multiple Communities, Tornado Recovery Operations, 2020 | Mr. Carlyle served as the regional manager during mobilization in response to an unprecedented number of tornados affecting the state. Following the tornado outbreak, Mr. Carlyle managed multiple projects overseeing debris removal operations and debris site quality control.

State of South Carolina – Multiple Communities, Hurricane Dorian Recovery operations, 2019 | Following the effects of Hurricane Dorian, an extremely powerful Category 5 hurricane, Mr. Carlyle served as the regional manager for multiple clients across the state. Mr. Carlyle provided program oversight, order preparation and quality assurance measures.

Jefferson County & Orange County, Texas, Tropical Storm Imelda Disaster Recovery Operations, 2019 | Mr. Carlyle served as regional manager on behalf of Jefferson County and Orange County, Texas following the devastating effects of Tropical Storm Imelda. The storm caused wide-spread flooding and produced large quantities of debris throughout the state. Mr. Carlyle assisted the counties in the removal and substantiation of over 100,000 cubic yards of debris.

Lee County, Alabama, Tornado Disaster Recovery Operations, 2019 | Mr. Carlyle served as the project manager for Lee County after it was impacted by one of the most fatal and highly destructive tornadoes in recent history. Mr. Carlyle was able to mobilize to the County within hours of a notice-to-proceed and began immediate coordination with local, state and federal officials. Mr. Carlyle worked closely with the County and the County's debris hauler to develop a debris removal strategy and schedule.

Southwest Georgia – Multiple Communities, Hurricane Michael Response and Disaster Recovery, 2018 – 2019 | Hurricane Michael was an extremely destructive Category 5 storm that impacted multiple states across the panhandle including Georgia. Mr. Carlyle served as a regional manager under a team providing debris monitoring and documentation under the United States Army Corps of Engineers. Mr. Carlyle oversaw field operations and served in a client liaison role.

State of Florida – Multiple Communities, Hurricane Irma Recovery and Debris Removal Monitoring, 2017 – 2018 | Mr. Carlyle served as regional manager on behalf of nearly 20 cities and counties in the state of Florida following the impacts of Hurricane Irma. As regional manager, Mr. Carlyle was responsible for communicating with various city and county administrators, scheduling debris removal operations, overseeing training, project staffing and data management, ensuring that debris and documentation remains accurate, representing clients in meetings with State and Federal officials, and coordinating government agency meetings.

State of Texas – Multiple Communities, Hurricane Harvey Disaster Debris Monitoring & Recovery Services, 2017 – 2018 | Mr. Carlyle served as the regional manager for disaster debris removal monitoring in multiple cities and counties following Hurricane Harvey. Mr. Carlyle worked directly with impacted cities, counties, and respective communities, scheduling debris removal operations and task orders, and communicating all project matters related to the counties, cities, and towns to city and county staff.

Beaufort County, South Carolina, Hurricane Matthew Recovery Operations & DDMP Development, 2016 – 2017 | Mr. Carlyle has worked closely with the County to provide support during annual trainings and assisted in the development of the County's Disaster Debris Management Plan (DDMP). Following Hurricane Matthew in 2016, Mr. Carlyle served as the project manager on behalf of the county and oversaw debris removal operations including the removal of over 1.7M cubic yards of debris and the removal of over 62,000 Hazardous hanging limbs and leaning trees. In addition,

he successfully oversaw a waterway debris and vessel removal program.

State of South Carolina – Multiple Communities, Winter Storm Pax 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. Mr. Carlyle worked with multiple county and local governments to establish debris removal and incident response plans in order to begin responding to residential and community needs. Mr. Carlyle created debris removal and monitoring programs with communities that had no preposition contract or plans in place.

City of Sioux Falls, South Dakota, Severe Winter Storm Recovery Operations, 2013 | The City was severely impacted by a severe winter storm that caused damage and hazardous debris. Mr. Carlyle served as the project manager overseeing the deployment and activation of staffing and equipment resources. Mr. Carlyle also assisted the City in utilizing unique mapping parameters and reporting protocols. Nearly 30,000 hazardous hanging limbs were removed from the City.

Bastrop County, Texas, Wildfire Recovery Services, 2011 – 2012 | Mr. Carlyle served as the project manager following devastating wildfires that impacted the County. Mr. Carlyle led a team of experts who expedited project worksheets, maintained FEMA compliant documentation and initiated a private property debris removal program.

City of Waveland, Mississippi, Hurricane Katrina Disaster Recovery & Private Property Debris Removal, 2006 | The City was severely impacted by Hurricane Katrina and suffered widespread damage. Mr. Carlyle served as the project manager on behalf of the City and oversaw right-of-way debris removal operations, the removal of hazardous leaning and hanging limbs and trees, City parks debris removal operations, and private property debris removal projects.

TRAINING & CERTIFICATIONS

- IS-100: Introduction to ICS
- IS-120: Introduction to Exercises
- IS-00556: Damage Assessment for Public Works
- IS-00559: Local Damage Assessment
- IS-00634: Introduction to FEMA's PA Program
- IS-700: Introduction to NIMS
- Homeland Security Exercise and Evaluation Program (HSEEP) Certified

Oliver Yao

Vice President

FIRM

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EDUCATION

BA: Economics
MBA: Management and Finance

EXPERIENCE

17 years

PROGRAM EXPERIENCE

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

Mr. Yao has 17 years of experience providing program management and oversight of disaster response and recovery projects throughout the United States. His experience spans recovery efforts following hurricanes, tornadoes, ice storms, wildfires, and other debris generating incidents. Mr. Yao is a subject matter expert in FEMA Public Assistance criteria and documentation standards and has overseen the data management and documentation of over 116 million cubic yards of debris over the course of his career.

PROJECT EXPERIENCE

New Mexico Department of Transportation, Wildfire and Mudflows 2022-2023 | Mora and San Miguel County, New Mexico were severely impacted by wildfire and mudflows in 2022. Following the completion of a United States Army Corps of Engineers debris removal program, the New Mexico Department of Transportation (NMDOT) was tasked with completing remaining Private Property Debris Removal (PPDR) and demolition activities. Mr. Yao serves as a subject matter expert supporting NMDOT with PPDR and demolition program management and monitoring services.

Livingston Parish, Louisiana, Hurricane Ida Recovery, 2022 | In addition to generating disaster debris along the Parish right-of-way and public property, Hurricane Ida also severely impacted Parish waterways. The Parish was successful in submitting waterways for approval under the Natural Resources Conservation Service (NRCS) Emergency Watershed Protection program. Mr. Yao servers as a senior manager supporting the documentation and management of the NRCS waterways debris removal program.

Terrebonne Parish, Louisiana, Hurricane Ida Recovery, 2022-2023 | As part of recovery efforts following Hurricane Ida, the Parish initiated and private property debris removal and demolition program. Mr. Yao serves as a senior manager supporting the Thompson field manager in the oversight and quality assurance of PPDR and demolition program documentation and program

CalRecycle, California, Wildfire Recovery, 2021 | Mr. Yao served as a senior manager and supported project controls for the 2021 Wildfire structural debris and hazard tree assessment and removal program. The program consisted of two divisions, the North Division which included the counties of Lassen, Plumas, Siskiyou, Tehama, and Trinity; and the Central Division which included the counties of Alpine, El Dorado, Placer, Nevada, and Lake. Mr. Yao supported project setup including workplans, staffing, and data documentation and reporting.

State of Louisiana, Hurricane Ida Program Management, 2021 | Mr. Yao provided senior management oversight and project controls for 11 projects within the State of Louisiana including St. John the Baptist, St. James, Iberville, and St. Helena Parishes. Mr. Yao's senior oversight included over 4.7 million cubic yards and over 82,000 hazardous trees from the 11 combined projects.

State of Louisiana, Hurricanes Delta and Zeta Program Management, 2020 | Hurricanes Delta and Zeta were two late season hurricanes that impacted Louisiana. Mr. Yao provided senior management oversight and project controls for six projects including Acadia and St. Martin Parish. The response and recovery operations for Hurricanes Delta and Zeta were completed on average within 30 days and totaled 167,000 CY of debris and 3,800 hazardous trees.

Baldwin County, Alabama, Hurricane Sally Program Management, 2020 | Hurricane Sally impacted the State of Alabama as a strong Category 2 hurricane and caused

extensive damages to Baldwin County. Mr. Yao served as part of the senior management team and supported project setup, documentation, staffing, reporting, and project controls. The project resulted over 4.4 million cubic yard of debris and over 46,000 hazardous trees and stumps. Mr. Yao also supported the County in responding to FEMA requests for information and supporting documentation.

State of Louisiana, Hurricane Laura Program Management, 2020 | Hurricane Laura impacted the State of Louisiana as a destructive category 4 hurricane. Mr. Yao served as senior leadership and oversaw project setup, documentation, staffing, and project controls for 15 clients in Louisiana. Work included the City of Lake Charles, Calcasieu Parish, the City of Sulphur, Allen Parish, Vermillion Parish, and the City of Alexandria to name a few. Mr. Yao's senior oversight included over 15.3 million cubic yards and over 130,000 hazardous trees from the 15 combined projects. Mr. Yao also supported the two Private Property Debris Removal programs for Calcasieu Parish and the Town of Vinton.

CalRecycle, California, Camp Fire, 2019 | The Camp Fire Incident destroyed over 13,000 structures. Mr. Yao served as a senior manager supporting project setup, staffing, data management, financial accounting, and project controls. This program resulted in the documentation of over 3.6 million tons of structural debris.

State of Florida, Hurricane Michael Program Management, 2018 | Hurricane Michael impacted the Florida panhandle region as a Category 5 hurricane. Mr. Yao provided management and data oversight for 11 projects in Florida including Bay County, Franklin County, Wakulla County and the cities of Lynn Haven, Springfield, and Callaway. Mr. Yao supported the oversight and documentation of over 5.5 million cubic yards and over 21,000 hazardous trees.

State of Georgia, Hurricane Michael Program Management, 2018 | In addition to impacting the State of Florida, Hurricane Michael also severely impacted the State of Georgia. The United States Army Corps of Engineers (USACE) was activated to coordinate debris removal in 13 counties. Mr. Yao served as a senior manager and was responsible for project setup, controls, reporting, and staffing. In total, over 3.4 million cubic yards of debris was documented and collected.

State of Florida, Hurricane Irma Program Management, 2017 | Hurricane Irma was an unprecedented storm that impacted almost the entire State of Florida. Mr. Yao supported documentation and reimbursement for clients throughout the State of Florida. Mr. Yao also supported final invoicing and the

response to requests for information by FEMA for multiple projects.

State of Florida, Hurricane Matthew Program Management, 2016 | Hurricane Matthew impacted the east coast of Florida. Mr. Yao served as a senior manager and data management coordinator 21 projects including the counties of Volusia, Flagler, St. Johns, and Brevard County. Mr. Yao supported the documentation and data management of over 3.2 million cubic yards of debris.

State of South Carolina, Hurricane Matthew Program Management, 2016 | Mr. Yao served as a senior manager and data management coordinator for over 11 projects in South Carolina including Beaufort County and the Town of Hilton Head Island. Mr. Yao supported the documentation and reporting of over 4.4 million cubic yards of debris.

State of Texas, Severe Storms, Tornadoes, Straight-Line Winds and Flooding Program Management, 2015 | Mr. Yao served as a senior manager and data management coordinator for the City of Houston, Hays County, and Caldwell County following severe storms and flooding that resulted in a disaster declaration. Mr. Yao supported project documentation and reporting.

State of Alabama, Severe Storms and Tornadoes Program Management, 2014 | Mr. Yao served as a senior manager and data management coordinator for the counties of Blount and Limestone. Mr. Yao supported documentation, data management, and reporting deliverables for the projects.

New Jersey Department of Environmental Protection, Hurricane Sandy, 2012 | Mr. Yao served as a senior manager and data management coordinator for NJDEP waterways debris removal program. This program included the removal of submerged and partially submerged hurricane debris as well as sediment removal that was a result of the hurricane.

City of New Orleans, Louisiana, Hurricane Katrina Data Management, 2011 | Mr. Yao served as a senior data manager and was responsible for the coordination, data management, reporting, and invoice reconciliation of over 1,700 residential structural demolitions that were a result of Hurricane Katrina.

State of Texas, Hurricane Ike Data Management, 2008 | Mr. Yao served as a senior data manager and was responsible for the coordination, data management, reporting, and invoice reconciliation of multiple projects including the City of Houston, City of Galveston, and Galveston County.

Daniel Gardner

Vice President / Data Operations

FIRM

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EDUCATION

BSBA: Management Information Systems
MBA: Finance and Management

EXPERIENCE

15 years

PROGRAM EXPERIENCE

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

Mr. Gardner has served a program manager and grant management consultant for multiple federally funded grant programs on projects totaling approximately \$2 billion. 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

U.S. Army Corps of Engineers (USACE), Louisville District - Kentucky, Tornado Recovery Operations, 2021 – 2022 | In December of 2021, Graves County and the City of Mayfield were devastated by a Major EF4 tornado that required a massive emergency response and recovery operation. Thompson responded to both the City and County as the debris monitoring subconsultant to the U.S. Army Corps of Engineers (USACE). Mr. Gardner served as the Data Manager overseeing the Thompson data team who provided quality assurance, project reporting, mapping, data management, and invoice reconciliation support. Overall, Thompson monitored the removal of more than 433,000 cubic yards of debris from the County and City.

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.

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.

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

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

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

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

TRAINING & CERTIFICATIONS

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

Nicole Lehman

Director of Client Services / Program Manager

FIRM

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EDUCATION

BA: Psychology and Spanish

EXPERIENCE

16 years

PROGRAM EXPERIENCE

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

Ms. Lehman has 16 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

Lee County, Florida, Hurricane Ian Disaster Recovery, 2022 – 2023 | Lee County suffered widespread flooding and extensive damage as a result of Hurricane Ian. Ms. Lehman served as an onsite program manager during the recovery operations and coordinated closely with the County overseeing day-to-day operations for monitoring projects and providing planning support. Thompson has monitored the removal of over 5.7M cubic yards of debris and over 43,450 hazardous limbs and trees throughout the County.

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.

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

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

City of Tuscaloosa, Alabama, Severe Storms, Tornadoes, Straight-line Winds, and Flooding, 2011 | Ms. Lehman served as project manager for the City of Tuscaloosa, Alabama and ran the FEMA Public Assistance (PA) and assisted the City with the design and implementation of Housing Demolition Programs following the April 2011 tornadoes that devastated the City and caused an estimated \$85M in damages.

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

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

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

TRAINING & CERTIFICATIONS

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

Patrick Gardner

GIS Manager

FIRM

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Maitland, Florida 32751

EDUCATION

BS: Marine Science
MS: Fisheries and Aquatic Sciences

EXPERIENCE

10 years

PROGRAM EXPERIENCE

FEMA Public Assistance Emergency Work (Categories A-B)

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

PROJECT EXPERIENCE

New Mexico Department of Transportation (NMDOT), Wildfire Recovery Operations, 2022 – 2023 | Widespread wildfires caused significant damages throughout the State in 2022. Thompson was activated by the New Mexico Department of Transportation (NMDOT) in San Miguel and Mora counties to provide disaster debris removal monitoring services on NMDOT maintained roadways and to conduct special programs including private property debris removal and waterway debris removal. Mr. Gardner coordinated with the NMDOT to provide geospatial analysis, maps, and figures for the simultaneous project operations. To date, Thompson has monitored the removal of over 170,000 tons of debris and 12,000 hazardous trees and limbs on behalf of the NMDOT.

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.

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 & 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

Jonathan Clark

Senior Closeout Specialist / FEMA Consultant

FIRM

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EDUCATION

MA Business Management and Leadership
BA Homeland Security and Emergency
Management

EXPERIENCE

18 years

PROGRAM EXPERIENCE

FEMA Public Assistance Emergency Work (Categories A-B) | FEMA Hazard Mitigation Grant Program (404 and 406) | HUD CDBG Disaster Recovery | ROE / PPDR Removal Programs

Jonathan Clark has over 18 years of experience in the disaster response and recovery industry. He is a multifaceted consultant with a broad and diverse set of experience working with several federal and state grant programs. Mr. Clark has served as a grant management consultant for both Grantees and Applicants/Sub-Grantees, giving him experience in all roles involved in grant management programs. Mr. Clark has managed the financial recovery of communities receiving more than \$800 million in federal funding.

PROJECT EXPERIENCE

Denham Springs Housing Authority, Louisiana, Severe Flooding FEMA PA, HUD CDBG-DR and Hazard Mitigation Consulting, 2016 - 2023 | Severe storms and flooding left Authority owned buildings and housing units severely damaged and unlivable. As the Project Manager, we are in the process of managing a \$13 million dollar recovery, including construction program oversight, and recovering funds from multiple agencies (CDBG-DR, FEMA), ensuring each agency's requirements are met and adhered to.

New Mexico Department of Transportation, FEMA PA 2022-2023 | Mr. Clark served as the Recovery and Public Assistance Manager for the Hermits Peak Fire recovery response. Mr. Clark was responsible for managing the debris and permanent work projects (damage assessments, hazard mitigation proposals, etc.), mission assignments with New Mexico Homeland Security and Emergency Management (NMHSEM) and assisting in the construction and closeout process. Projects included Categories A, B, C, and D, which total an estimated \$50 million.

Brevard County, Florida, Hurricanes Ian, Nicole, Irma & Micheal FEMA PA 2022-2023 | Mr. Clark assisted the County with legacy projects including Hurricane Irma and Matthew, processing them through closeout. As respondent to Hurricane Ian and Nicole with a combined total estimate of over \$50

million in active project costs, Mr. Clark managed recovery processes, performed site assessment and inspections, as well as provided hazard mitigation proposals.

City of Fort Lauderdale, Florida, Hurricane Irma, and COVID-19, 2017 - 2023 | During Hurricane Irma, the City incurred damages to its beaches, parks, buildings, and utility infrastructure. Mr. Clark processed category A and B claims totaling more than \$25 million as well as multiple permanent work projects, including categories E, F and G, to restore damaged buildings, utilities and parks. Mr. Clark is also assisting the city with its' COVID-19 pandemic response efforts which includes approval of a temporary non-congregate shelter to house vulnerable residents of the community.

City Denham Springs, Louisiana, Severe Flooding FEMA PA, HUD CDBG-DR and Hazard Mitigation Consulting, 2016 - 2020 | Severe storms and flooding left over 1,000 homes severely damaged and public infrastructure devastated, including a destroyed City Hall and over one dozen lift stations in Denham Springs, LA. Mr. Clark is supporting the City in developing FEMA PA and Hazard Mitigation documentation to substantiate over \$12 million in disaster recovery costs. Mr. Clark is also managing the City's HUD CDBG-DR claims, which will provide funding for the non-federal share of the FEMA PA project costs.

Volusia County, Florida, Hurricane Irma, 2017 – 2020 |

Following Hurricane Irma, Mr. Clark assisted Volusia County, FL with the preparation of PWs for both emergency and permanent work. The County suffered widespread damages generating more than 750,000 cubic yards of debris and destroying County infrastructure such as buildings and equipment. In total Mr. Clark prepared project worksheets totaling nearly \$20 million in eligible FEMA PA damages. Additionally, Mr. Clark provided consultation regarding hazard mitigation opportunities to limit the potential damage during future disasters.

South Carolina Department of Transportation (SCDOT), Severe Flooding FEMA PA Consulting, 2015 -2016 |

Mr. Clark served as a FEMA PA grant administration consultant for the SCDOT. Mr. Clark prepared both large and small projects for approximately 100 roads and bridges throughout the State. In this role, Mr. Clark conducted site visits with SCDOT engineers, State representatives and FEMA staff and provided policy guidance and consulting support to maximize reimbursement for the SCDOT. Additionally, Mr. Clark identified mitigation opportunities and prepared Section 406 hazard mitigation requests to further strengthen SCDOT's infrastructure.

New York State Office of Emergency Management, Hurricane Sandy FEMA PA Consulting, 2012 - 2014 |

Mr. Clark assisted multiple Long Island applicants in a grantee role as part of the NYSOEM team. His duties included documentation collection and review, project worksheet development, and program management of FEMA PA applicants' large projects.

Emergency Management Consultant, 2011 - 2012 |

As an Emergency Management Consultant, Mr. Clark coordinated with and assisted federal, state and local emergency management agencies in developing Emergency Response, Multi-Hazard Functional, and/or Mitigation Plans in accordance with Federal and State requirements. His responsibilities included coordinating and assisting federal, state and local emergency management agencies with developing Continuity of Operations, Continuity of Government, Business Continuity Plans, and emergency communication and notification plans and procedures. In addition, Mr. Clark coordinated and assisted in the design, development, facilitation and evaluation of tabletop, functional and full-scale exercises, as well as developed, defined, and established correlation and maintained metrics. Through this valuable experience, he often interfaces and communicates with clients to execute project plans and prepare project deliverables.

Planning Section Chief 2010-2011 | Mr. Clark served as acting Branch Planning Chief. In this position, he collected and organized incident status and situation information as defined within ICS. This involved coordinating, evaluating, analyzing, and displaying information for supervisory managers. In addition, Mr. Clark was responsible for developing, defining, establishing, correlating, and maintaining performance metrics. Other duties included plan, establish and maintain mission assignments, goals and benchmarks for operational planning.

FEMA, Ground Support Unit Lead (Coordinating and Planning) 2005-2009 |

While at FEMA, Mr. Clark planned, coordinated, and managed staff and resources as Deputy Logistic Chief Understudy. He also evaluated and analyzed resources and market trends and research. Other responsibilities at FEMA included:

- Federal Equipment Manager: Includes maintenance, tasking, mobilization, and installation.
- Acting Program Analyst: Created and evaluated logistic operational plans and statistical reports.
- Project Manager: Maintained oversight on special projects and departmental budgets.
- Contracting Officer: Technical Representative managing contracts of more than 5 million USD.
- Resource, Supply, Documentation and Procurement Supervisor
- ICS Team Lead for logistics during Federal response of Gustav and Ike operations.

TRAINING & CERTIFICATIONS

- Graduate Certificate – Public Policy, Hamline University
- Graduate Certificate – Economic Development, Hamline University
- Graduate Certificate – Finance, Rice University
- Environmental Management, Oklahoma State University at Tulsa
- Transportation of Hazardous Materials (DOT), Oklahoma State University at Tulsa
- Management of Solid and Hazardous Waste (RCRA), Oklahoma State University at Tulsa
- RS Means Construction Cost Estimating Concepts
- Executive Certificate Certified Professional Project Manager (CPPM), St. Thomas University, Minneapolis MN
- FEMA E0930, Local ICS Management Course
- Construction Management Certificate, Fordham University (in progress)

Connie Stewart

Field Operations Supervisor

FIRM

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EXPERIENCE

18 years

PROGRAM EXPERIENCE

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

Ms. Stewart has 18 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

Lee County, Florida, Hurricane Ian, Disaster Recovery Operations, 2022 – 2023 | Ms. Stewart served as the operations manager for Lee County following the devastating impacts of Hurricane Ian. She oversaw debris removal operations such as right-of-way (ROW) debris removal programs and hazardous tree/limb removal on County maintained roadways. Overall, Thompson monitored the removal of more than 5.7M cubic yards of debris from the County.

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

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

Carteret County, North Carolina, Hurricane Florence, 2018 - 2019 | Following the landfall of Hurricane Florence, Carteret

County experienced pervasive damage and extensive flooding. Ms. Stewart served as operations manager overseeing debris removal monitoring operations including right-of-way (ROW) debris monitoring, and leaner, hanger, and stump removal throughout the County. Overall, approximately 1.5 million cubic yards of debris was removed from the County.

Puerto Rico Department of Transportation and Public Works (DTOP), Hurricane Maria, 2017 - 2018 | Hurricane Maria is regarded as the worst natural disaster on record to impact Puerto Rico. Ms. Stewart served as the project coordinator overseeing day-to-day personnel management for various debris programs.

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

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

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

New York Department of Transportation, Hurricane Sandy, 2012 – 2013 | Ms. Stewart served as a project data manager and disposal site supervisor. Her responsibilities included overseeing a crew of oil recovery technicians along the shoreline and barrier islands of the Mississippi coast line.

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

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

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

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

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

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

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

TRAINING & CERTIFICATIONS

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

Keith Forrester

Field Operations Manager

FIRM

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EDUCATION

BA: Marketing and Management

EXPERIENCE

15 years

PROGRAM EXPERIENCE

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

Mr. Forrester has 15 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

Graves County & City of Mayfield, KY, Kentucky Tornado Recovery Operations 2021 - 2022 | Thompson provided debris removal monitoring services to Graves County, KY under the USACE and was later activated by the City of Mayfield, KY to continue disaster recovery efforts. Mr. Forrester served as Field Supervisor under the USACE and Operation Manager for the City of Mayfield. He oversaw day-to-day operations for all monitoring programs. Overall, Thompson monitored the removal of over 542, 050 cubic yards of debris following the tornados.

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 tress 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.

Gary Brooks

Project / Operations Manager

FIRM

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MILITARY EXPERIENCE

United States Marine Corps

EXPERIENCE

18 years

PROGRAM EXPERIENCE

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

Mr. Brooks has 18 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

Kentucky Transportation Cabinet (KYTC), Severe Flooding Recovery, 2022 – 2023 | Between June and July of 2022, a series of severe storms inundated Eastern Kentucky with heavy rainfall causing acute flooding in the State. Mr. Brooks served as project manager on behalf of KYTC following the severe storms and was responsible for overseeing all debris removal monitoring operations across several counties and municipalities. These operations led to the removal of over 331,818 tons of vegetative debris from KYTC maintained roadways.

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 1M 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 8M cubic yards of vegetative and construction and demolition debris, nearly 30% of which was processed and reduced at Bronson Field.

TRAINING & CERTIFICATIONS

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

Raul Cardenas

Project / Operations Manager

FIRM

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EDUCATION

BA: Political Science
MA: Liberal Studies – Political Theory

EXPERIENCE

18 years

PROGRAM EXPERIENCE

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

Mr. Cardenas has 18 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

New Mexico Department of Transportation, New Mexico Wildfires Disaster Recovery Operation, 2022 - 2023 | New Mexico Wildfires suffered devastating impacts from a series of wildfires making their way through the State burning more than 904,422 acres of land. Mr. Cardenas served as the operations manager for NMDOT and monitored all debris removal operations. Thompson has monitored the removal of over 49,522 tons of debris from NMDOT maintained roadways.

LADOTD District 62, Georgia, Hurricane Ida Recovery Operations, 2021 – 2021 | Mr. Cardenas served as the project manager for debris removal monitoring operations on behalf of the LADOT following Hurricane Ida. Mr. Cardenas oversaw day-to-day operations of the extensive right-of-way (ROW) and hazardous tree and limb removal programs. Overall, Thompson substantiated the removal of over 2 million cubic yards of vegetative debris.

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

Aransas County, Texas, Hurricane Harvey Recovery Operations, 2017 – 2018 | Mr. Cardenas served as the project operations manager for debris removal monitoring services on

behalf of Aransas County following Hurricane Harvey. Mr. Cardenas oversaw day-to-day operations of the extensive right-of-way (ROW), parks, and private property debris removal (PPDR) programs. Thompson substantiated the removal of over 2.8 million cubic yards of vegetative debris.

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

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

South Carolina Department of Transportation, Dorchester and Berkeley Counties, South Carolina, Severe Flooding Recovery, 2015 | Mr. Cardenas served as operations manager for debris removal monitoring in Dorchester and Berkeley Counties on behalf of SCDOT following a severe flooding event.

He oversaw day-to-day operations for right-of-way collection on SCDOT maintained roadways throughout the Counties.

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

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

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

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

South Florida, Hurricane Deployment, Hurricanes Charley, Frances and Jeanne, 2004-2005 | Mr. Cardenas was a part of a response team to provide immediate on-site assistance and a wide range of disaster recovery management and storm debris clean-up monitoring services to aid multiple South Florida communities in making a quick recovery. Mr. Cardenas was assigned to multiple municipalities in Broward County, where he oversaw collection and disposal operations

performed at County Debris Management Sites. In addition, Mr. Cardenas provided Quality Assurance/Quality control over municipal debris being disposed of and reduced at County Temporary Debris Management Sites.

TRAINING & CERTIFICATIONS

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

Paul Lehman

Project / Operations Manager

FIRM

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EXPERIENCE

10 years

PROGRAM EXPERIENCE

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

Mr. Lehman has 10 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

City of Orlando, Florida, Hurricane Ian Recovery Operations, 2022 | Mr. Lehman served as the operations manager overseeing day-to-day debris removal monitoring operations for the City of Orlando following Hurricane Ian. The City carried out debris removal programs including right-of-way collection and removal of hazardous leaners and hangers on roadways throughout the City. Overall, Thompson has substantiated over 82,079 cubic yards of debris from the City.

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. Thompson 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.

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 & CERTIFICATIONS

– OSHA 29 CFR 1910.120 40-hour HAZWOPER Training

TAB 3

Ability to Respond & Schedule Work (Mobilization Plan)

Simultaneous Contract Activations / Managerial Capabilities

Thompson can deploy resources quickly and efficiently in disaster situations across the country and following major disaster events that require simultaneous multi- state, region, and local level contract activations. Responding to a major disaster incident often requires mobilizing and performing simultaneous operations in multiple cities and counties throughout the state. We are equipped and prepared to perform services in a state-wide response and possess the technology to electronically document and track disaster debris removal. The following table summarizes Thompson’s response to recent major disaster events requiring simultaneous contract activations.

Table 3-1: Major Disaster Events and Simultaneous Contract Activations

Disaster Event	Contract Activations
2022 Hurricane Ian	30
2021 Hurricane Ida	10
2020 Hurricanes Laura, Sally, and Zeta	17
2018 Hurricane Michael	6
2017 Hurricanes Harvey, Irma, and Maria	54
2016 Hurricane Matthew	27

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

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. 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. To address client specific field personnel and equipment needs, Thompson implemented several operational hubs in six (6) states with logistical support to all projects.

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

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

Response time Record

Thompson is extremely proud of our response time record and our ability to deploy resources quickly and efficiently in disaster situations across the country. Thompson maintains a professional recruiting and staffing department in-house so that we can respond quickly and efficiently to surge staffing demands regardless of the size and scale of the disaster incident. As an example of our staffing abilities, we have summarized our response times to previous disasters and resources deployed in the following table.

2,500+
field staff recruited
& hired following
Hurricane Ian

Table 3-2: Previous Response Times and Resources Deployed

Disaster	Year	Number of Clients	Response Time	Field Staff Hired
Hurricane Ian (FEMA DR-4673)	2022	30	Within 12-24 hours of NTP	2,538
New Mexico Wildfires (FEMA DR-4652)	2022	1	Within 12-24 hours of NTP	125
Kentucky Severe Winter Storm (FEMA DR-4592)	2021	1	Within 48 hours of NTP	529
Hurricane Ida (FEMA DR-4611)	2021	13	Within 12-24 hours of NTP	2,900
Hurricane Sally (FEMA DR-4563,4564)	2020	10	Within 12-24 hours of NTP	1,425
Hurricane Dorian (FEMA DR-4465)	2019	2	Within 24 hours of NTP	160
Hurricane Michael (FEMA DR-4399, 4400)	2018	13	24 hours prior to NTP	1,300
Hurricane Florence (FEMA DR-4393, 4394)	2018	13	48 hours prior to NTP	989
Hurricane Maria (FEMA DR-4339)	2017	1	Within 24 hours of NTP	1,200
Hurricane Irma (FEMA DR-4337, 4338)	2017	47	Within 12-24 hours of NTP	1,600
Hurricane Harvey (FEMA DR-4332)	2017	6	Within 12 hours of NTP	200
Hurricane Matthew (FEMA DR-4283-86)	2016	17	48 hours prior to NTP	600
Louisiana Severe Flooding (FEMA DR-4277)	2016	2	24 hours prior to NTP	440
South Carolina Severe Flooding (FEMA DR-4241)	2015	1	Within 48 hours of NTP	55
Winter Storm Pax (FEMA DR-4166)	2014	6	Within 48 hours of NTP	475

Utilization of Technology Solutions

Thompson's Automated Debris Management System (ADMS)

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

12+
years of TDMS
deployments

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

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

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

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



single source
to access all
project data

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

Successful Deployment History

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

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

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

Table 3-3: TDMS Deployments

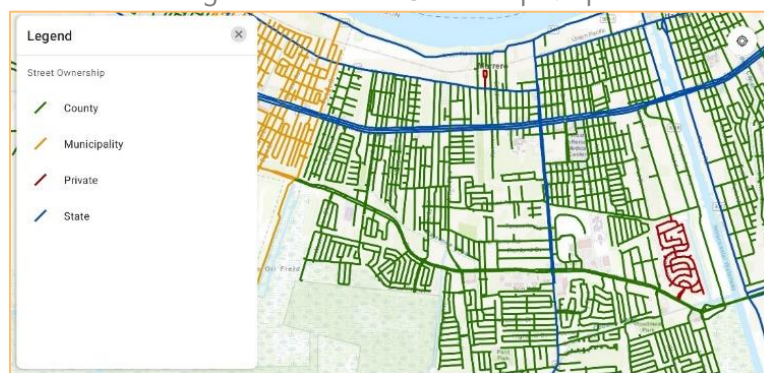
Disaster	Units Deployed	Disaster	Units Deployed
2022 Hurricane Ian	2,015	2017 Hurricane Maria	375
2021 KY Sever Winter Storm	689	2017 Hurricane Irma	1,200
2020 Hurricane Delta	61	2017 Hurricane Harvey	400
2020 Hurricane Zeta	343	2016 Hurricane Matthew	876
2020 Hurricane Sally	1,619	2016 Louisiana Flooding	330
2020 Hurricane Laura	438	2015 South Carolina Flooding	180
2019 Hurricane Dorian	91	2014 Winter Storm Pax	475
2018 Hurricane Michael	1,300	2012 Hurricane Sandy	100
2018 Hurricane Florence	235	2012 Hurricane Isaac	12

Thompson maintains over **2,800** 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 **12** years, and from day one of debris removal operations Thompson will be able to provide the City with paperless ticketing.

GIS Mapping Capabilities

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

Figure 3-1: Road Ownership Map



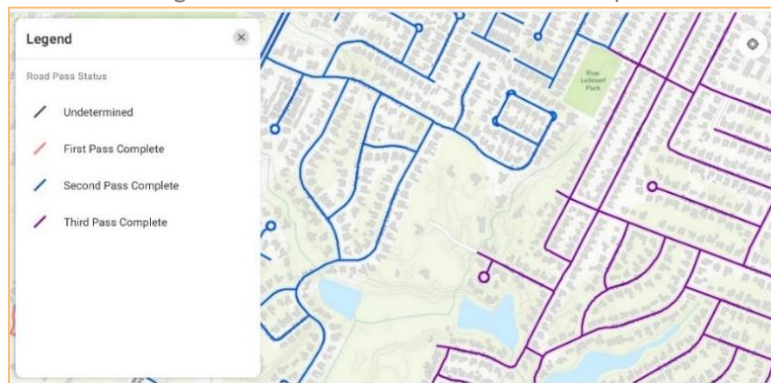
Thompson employs ArcGIS Pro, ESRI’s latest desktop GIS application, which allows for seamless integration with our company’s ArcGIS Online and Enterprise platforms. Additionally, we can integrate data collected through ESRI’s Survey123 and Field Maps for display in ArcGIS applications (Web Mapping Applications,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

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

Pass, Progress, and Activity Mapping

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

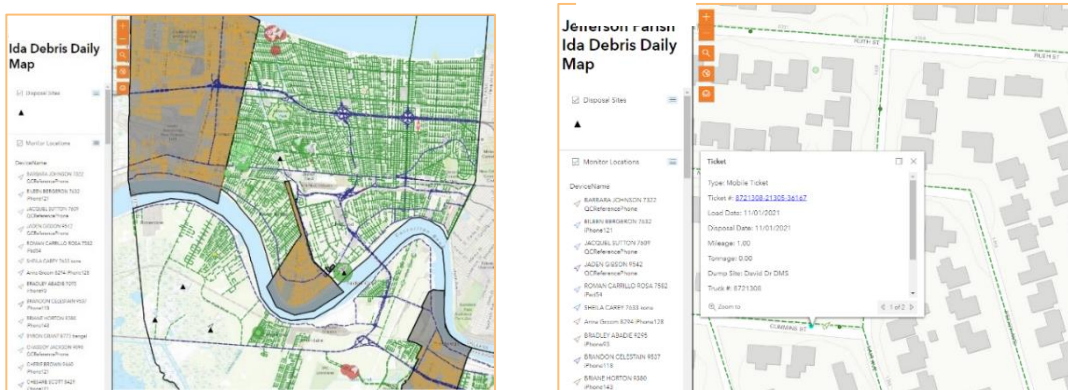
Figure 3-2: Road Clearance Pass Maps



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

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

Figure 3-3: Daily Debris Monitor Activity Maps

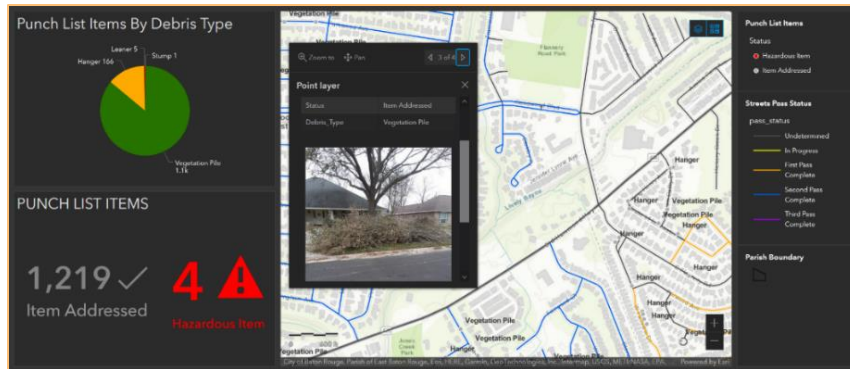


Dashboards

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

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

Figure 3-4: Punch List and Pass Map Dashboard



Data Management

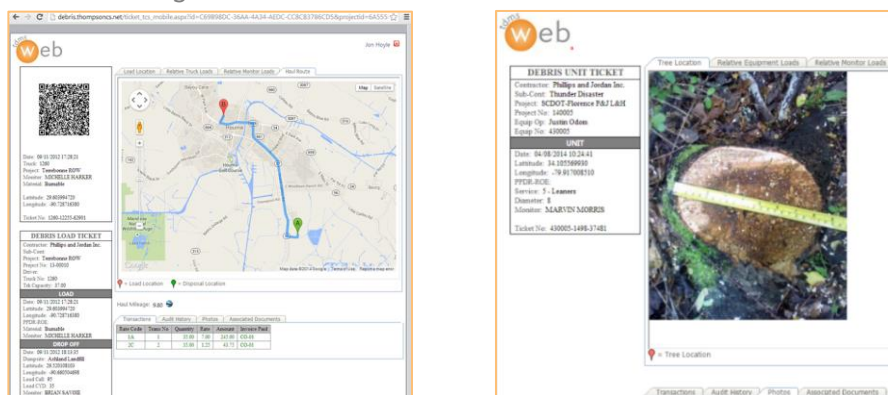
Thompson utilizes technology as integral part of its approach to providing debris removal monitoring services for purposes of quality assurance/quality control (QA/QC), contractor invoice reconciliation, and reporting.

Quality Control / Quality Assurance

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

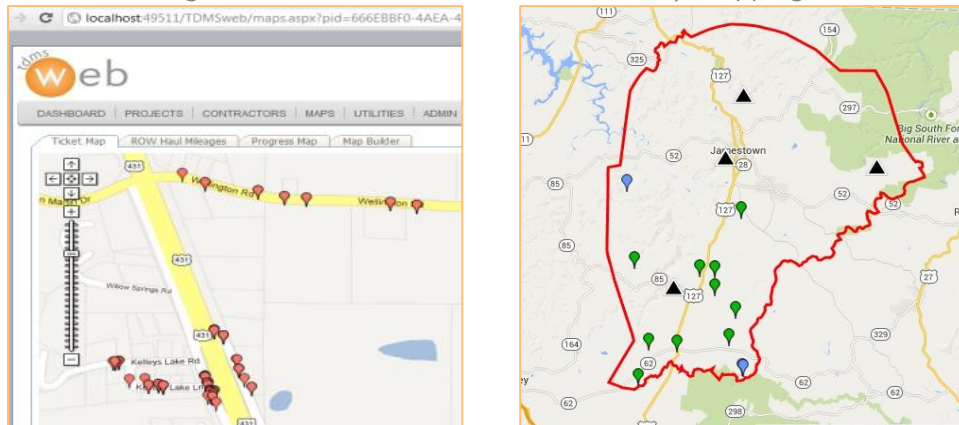
- Count of loads by collection truck
- Trip time per load
- Trip distance
- Average load call by truck
- Average load call by disposal monitor
- Count of loads by collection location

Figure 3-5: Ticket Data Presented in TDMSweb



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

Figure 3-6: Ticket Location and Boundary Mapping



Reporting

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

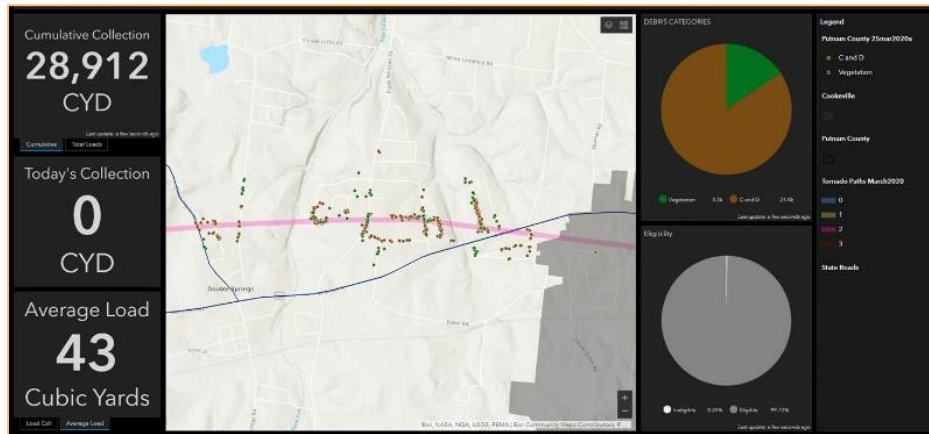
Daily Debris Collection Report: Thompson’s Daily Debris Collection Report is produced each day and summarizes the previous day’s field activities as well as providing project metrics and trend reporting. This can include, daily and cumulative haul totals or unit counts for each type of debris collected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

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

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

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

Figure 3-7: Project Operations Dashboard



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

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

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

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

Invoice Reconciliation

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

Approach to Debris Removal Monitoring

Maximizing Reimbursement

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

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

Figure 3-8: Disaster Debris Removal Monitoring Phase and Task Summary



Non-Event / Preparedness and Planning

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

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

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

Mobilization and Project Management Plan

Thompson’s project understanding and approach to assisting the City in disaster debris monitoring services is detailed in the table below.

Table 3-4: Project Approach and Deliverables

Task / Mobilization Time	Description
1. Mobilization	
0 – 48 hours following NTP	<ol style="list-style-type: none"> 1.) Thompson will immediately begin coordinating with the City and the contractor to synchronize mobilization, schedule truck and equipment certification on site, identify and ensure proper permitting for debris staging, management, and final disposal locations and discuss any disaster specific operational considerations. 2.) Thompson will identify local residents to onboard and train to be debris monitors. Thompson performs Motor Vehicle Reports (MVR’s) and drug testing on all field staff. 3.) Thompson will review and update Health and Safety Plan to address specific site hazards.
2. Monitor Field Operations	
12 – 48 hours following NTP	<ol style="list-style-type: none"> 1.) Coordinate with contractor to schedule and expedite the truck certification process, perform “spot field audits” and recertify trucks as necessary throughout the debris removal operation and 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. 2.) Deploy collection monitors based on the debris removal contractor’s mobilization and certification of trucks. The Collection Monitor’s primary responsibility is to observe, document, and substantiate the removal of eligible storm debris from the ROW, City property and other collection zones identified and approved by the City. 3.) DMS Monitors will be deployed and 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. 4.) Thompson will monitor specialized debris removal programs including the removal of debris from waterways, vehicle and vessel removal, parks debris removal, and PPDR. 5.) Thompson will perform all other services as outlined in the RFP
3. Data Management and Reporting	
12-48 hours following NTP	<ol style="list-style-type: none"> 1.) 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. 2.) Daily Reports will be uploaded to TDMS<i>portal</i> daily. Other performance logs and reports are uploaded to TDMS<i>portal</i> as applicable and available for City review as needed. At project completion, Thompson packages up all reports for easy download from TDMS<i>portal</i> and submission to FEMA for inclusion in the Project Worksheets. 3.) In conjunction with TDMS<i>portal</i>, 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 etc.
4. Contractor Invoice Reconciliation	
1 week after removal operations begin	<ol style="list-style-type: none"> 1.) Thompson will perform a thorough review and reconciliation of contractor invoices submitted to the City. The reconciliation will include a review of the truck certifications, 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.

Closeout

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

FEMA PA Worksheet Development

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

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

Audit Ready Documentation

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

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

Audit Support

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

Employee Housing

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

It is Thompson's hiring policy to fill temporary debris monitoring positions with local qualified residents in need of work. Thompson provides qualified residents with safety training and on the job training with experienced debris monitoring supervisors resulting in a team of monitors that are not only safe and committed to quality, but also knowledgeable of the area. This effort helps residents participate in the City's recovery efforts with a meaningful impact and earn a competitive hourly wage.

By hiring locally, Thompson limits the need to house employees, however we do understand that there is a potential for residences and temporary lodging facilities such as hotels being damaged and inhabitable following a debris generating disaster event, it is imperative that contractors have the capacity and resources to provide on-site housing for staff as deemed necessary. Thompson has the necessary resources, field equipment, industry relationships, and access to capital to operate with complete self-sufficiency if needed following a disaster event. Following Hurricane Katrina in 2005, Thompson built a **200+** person camp to house and feed field employees when no other lodging arrangements were available.

TAB 4

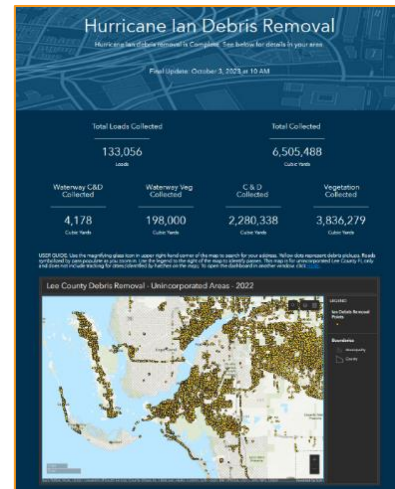
Information to the Public

Public Information Support

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

Thompson can also utilize our technology solutions, including our enhanced mapping capabilities described in Tab 3, to provide project data summaries including debris types and collection totals as well as URL/web-based maps and dashboards that the City can share with the public.

As part of Hurricane Ian recovery efforts, Lee County, Florida, wanted to provide a public facing website to update residents on recovery progress. Working closely with the County, Thompson provided data and mapping information that was displayed through a public dashboard hosted by the County and available to citizens online and through mobile devices.



Thompson can also establish and staff a hotline to assist with public telephone inquiries and complaints regarding debris removal operations. Thompson will ensure that all calls are documented and assigned a status to track the complaint and resolution. Damage complaints concerning debris removal will be tracked and reported by debris contractor(s). All complaints will be provided to the project management team for resolution with the debris contractor. Thompson will provide a log of inquiries and complaints and their resolution to the City Project Manager on a weekly basis.

Use of Social Media

Thompson often utilizes various social media outlets before and following a disaster event to facilitate staffing. Typically, Thompson begins the process of recruiting and on-boarding immediately upon contract award, not reactively following a notice-to-proceed. Thompson will issue contingent job postings through a variety of outlets to pre-identify a pool of candidates to serve as future debris collection and disposal monitors. Thompson will contact these candidates immediately following the issuance of a notice-to-proceed and simultaneously begin recruiting efforts for the City.



Our professional human resources and recruiting staff have over **12** years of experience in disaster response and recovery services available to assist in identifying and placing personnel.

TAB 5

Price Proposal

Contracted debris removal costs, including debris removal monitoring, are generally considered reasonable when a local government adheres to full and open competition under applicable Federal procurement grant requirements, and the scope of services or work in the contract and level of effort is consistent with respect to the eligible scope of work. FEMA may evaluate reasonableness when price competition is lacking or when the selection was noncompliant with the applicable Federal procurement grant requirements. See FEMA Public Assistance Program and Policy Guide Version 4, Effective June 1, 2020.

Thompson has invested considerable resources in order to improve the efficiencies of our administrative and accounting services, as well as our training and logistics operations. In turn, we pass on these efficiencies to our clients in the form of cost savings and no cost services. We understand the importance of minimizing costs and as such will not charge the City for positions that are duplicative in nature or unnecessary to perform the scope of services requested.

Thompson has completed and uploaded Cost Worksheet – Schedule A as a separate and signed PDF file within the City’s online procurement system. In addition, we have uploaded the excel file of the Cost Worksheet – Schedule A as supplemental document.

TAB 6

Mandatory Documents

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

- Contractor's General Information Worksheet
- Notice to All Proposers
- Contractors Code of Ethics
- E-Verify Form
- Non-Collusion Affidavit
- Drug Free Workplace Form
- Certification Regarding Debarment, Suspension, Ineligibility and Voluntary Exclusion
- Certification Regarding Lobbying
- Acknowledged Addenda

CONTRACTOR'S GENERAL INFORMATION WORKSHEET
eBID #20230045

It is understood and agreed that the following information is to be used by the City to determine the qualifications of prospective Contractor to perform the work required. The Contractor waives any claim against the City that might arise with respect to any decision concerning the qualifications of the Contractor.

The undersigned attests to the truth and accuracy of all statements made on this questionnaire. Also, the undersigned hereby authorizes any public official, Engineer, Surety, bank, material or equipment manufacturer, or distributor, or any person, firm or corporation to furnish the City any pertinent information requested by the City deemed necessary to verify the information on this questionnaire.

Dated at Maitland, Florida, this 3rd day of June, 2024
(Location)

Name of Organization/Contractor: Thompson Consulting Services, LLC

By: Jon Hoyle, President
Name and Title

1. Corporation, Partnership, Joint Venture, Individual or other? Limited Liability Company

2. Firm's name and main office address, telephone and fax numbers

Name: Thompson Consulting Services, LLC

Address: 2601 Maitland Center Parkway

Maitland, FL 32751

Telephone Number: 407-792-0018

Fax Number: 407-878-7858

3. Contact person: Nate Counsell Email: ncounsell@thompsoncs.net

4. Firm's previous names (if any). _____

5. How many years has your organization been in business? 12

6. Total number of staff at this location: 50 Total number of staff on the Treasure Coast: 0

7. Is the Firm a minority business: YES / NO

Thompson maintains the resources to complete the required services. Additional details of minority subcontractor participation is in Tab 2, Staff Qualifications & Experience.

If no, is your company planning to implement such a program? _____

8. List the license(s) that qualifies your firm to construct this project: Thompson is registered to do business and in good standing in the State of Florida. No additional licenses or certifications are required to perform the work requested, however, Thompson will obtain and maintain any additional licenses deemed necessary by the City.

9. **ADDENDUM ACKNOWLEDGMENT** - Bidder acknowledges that the following addenda have been received and are included in its proposal/bid:

Addendum Number	Date Issued	Addendum Number	Date Issued
No. 1	5/15/2024	No. 2	5/31/2024

10. **BID RESPONSE:**

10.1 Bidder will / will not accept the Purchasing Card (Visa).
(please circle one)

10.2 Percentage of discount when payment is made with Visa: N/A %
*Please Note: The City has implemented a **Purchasing Card Program**. The Bidder can take advantage of this project and in consideration receive payment within several days instead of the City’s payment policy. Any percentage off the bid price for the acceptance of Visa will be consideration in the bid award. If no such percentage is given, the City shall assume zero (0) percent discount applies.*

10.3 Bid Reply Total from Cost Worksheet – Schedule “A”: \$ \$157,248.00
(This figure must match the Cost Worksheet and the figure that is to be used on the DemandStar web page. Discrepancies between the Cost Worksheet spreadsheet uploaded on DemandStar, the dollar amount listed on the web page at the time of submittal and the Cost Work Sheet #20230045 uploaded on DemandStar will be resolved in favor of the Cost Worksheet – Schedule “A” that is uploaded at time of submittal.)

Reference Use Only- Use E-Bid Reply Excel Spreadsheet to reply to this Bid

Schedule A

Item #	Description	Hourly Rate	Project Weeks	Hours per week	Total Hours	Total Cost
1	Project Manager/ Liaison Officer (1)	\$ XX	8	84	672	XX
2	Lead Monitors (2)	\$ XX	8	84	672	XX
3	Site Monitors (2)	\$ XX	8	84	672	XX
4	Field Monitors (14)	\$ XX	8	84	672	XX
5	Supervising Monitor	\$ XX	8	84	672	XX
6	Loading Site Monitors (30)	\$ XX	8	84	672	XX
7	Clerical/Administrative Supervisor (1)	\$ XX	8	84	672	XX
8	Clerical Staff/Data Entry Clerk (1-3)	\$ XX	8	84	672	XX
9	SUBTOTAL		XX	XX	XX	XX
10	Management Site Monitor	\$ XX				
11	Roving Monitor	\$ XX				
12	Debris Management Contractor	\$ XX				
13	Public Information Monitors	\$ XX				
14	Administrative Staff	\$ XX				
15	Aerial Photo Package (one flight and one photograph)	\$ XX				

16	Photograph Copies (per duplication of original photo)	\$ XX
17	Additional Photographs (per photo, same flight, same location, different view)	\$ XX
18	Additional Location (one photo, same flight, different location)	\$ XX

11. Please explain and provide further information how the above listed hourly rates shall be regarded as “fair and reasonable” by FEMA for the identified listed services provided above in comparison to the “going rate” for similar or identical services within the geographic area which includes the City of Port St. Lucie. Please provide quantitative as well as qualitative data that substantiates the claim that the rates your firm has bid in response to this RFP are “fair and reasonable” and that they should meet any possible reasonableness test required by FEMA for similar or identical competitively bid rates within the City’s geographic area.

(Limit 1 page).

[Thompson has provided further pricing information within Tab 5, Price Proposal.](#)

12. **EXPERIENCE:** List and describe three (3) to five (5) of the last debris-related events worked, show the number of years each team member has with your firm. If the experience is with another firm, please provide information to include the other firm(s) name. Please include:

- Project name (Storm Event), and brief description including Municipality name and location.
- List the names and titles of staff on current projects.
- Describe company’s role in project. If project is a joint venture, then list all companies involved and their role in the Project.
- List number of Project Worksheets (PWs) completed for FEMA. List total dollar amount written and approved. State if your firm wrote or assisted in compiling data or a combination thereof.
- List number of Detailed Disaster Incident Reports (DDIRs) written for FDOT and total dollar amount for all. List percentage completed by your firm. Break into categories of work.
- List the total number of written PWs approved, in-full, by FEMA as requested and what was the total dollar amount approved.
- List the total number of PWs written, not approved in-full by FEMA as requested and what was the total and average dollar amount of deductions for all written PWs.
- List the five (5) to ten (10) most common reasons by the PWs/DDIRs were reduced from the original amounts requested by the Applicant (municipality).
- Describe Project Status, e.g. complete, in service, on standby, etc.
- Describe special equipment and/or capabilities of your company and any sub-contractors to carry out this work.
- Include a schedule showing role of each team member, their area of expertise, the percentage of time each member contributed to the project.
- Challenges encountered, resolutions (Limit 1 page).
- Describe the system that you use, and what projects they were utilized on. If web-based, what is your backup plan?

[This information has been provided within Tab 1, Firm's Experience & Event History.](#)

13. How many years has your organization been performing these services? 12

14. List the name and role of staff members to be dedicated to the City of Port St. Lucie for any project/storm event and list the areas of expertise they will represent. (Please provide a list if needed on additional paper. [A comprehensive staff plan has been provided within Tab 2, Staff Qualifications & Experience.](#)

15. Provide a summary of how employees meet the training and standardized organizational structures. Please include certifications for NIMS & ICS. [A summary of our staff's training, certifications, and experience has been provided within Tab 2, Staff Qualifications & Experience.](#)

16. Will your company be using monitoring subcontractors for any part of this Contract to include Design or Structural Professional Selected Proposers? Yes () No () If yes, please list:
 Thompson maintains the resources and experience to fulfill the scope of work requested by the City without the need to employ an additional subcontractor. However, should the scope of work expand to include an opportunity to engage additional resources, Thompson will work with the City to identify an appropriate subcontractor.
17. Does your firm have a Design or Structural Professional selected Proposer on staff?
 Yes (x) No ()
18. Describe the firm’s ability to handle multiple contractual obligations in the event of a regional or state-wide disaster involving multiple municipalities also under Contract for similar support. Include a sample Mobilization Plan. (Limit 1 page). Please see Tab 3 Ability to Respond & Schedule Work.
19. Describe how you will provide housing for all employees:
 Thompson has the necessary resources, field equipment, industry relationships, and access to capital to operate with complete self-sufficiency if needed following a disaster event. Our housing capacity has been provided in Tab 3, Ability to Respond & Work Schedule.
20. The Contractor will comply with all applicable federal and state laws and regulations, to include 2 C.F.R. 200.318 through 200.326 as well as Appendix II to 2 C.F.R. Part 200 entitled “Contract Provisions for Non-Federal Entity Contracts Under Federal Awards.
 Yes x No _____
21. List five (5) government agencies that your company served during the past three (3) to five (5) storm events similar to this project with the storm name, client name, client phone number, and email for each event.

Entity Number 1

Storm Name: Severe flooding 2023, Hurricane Irma 2017
 Client Name: Melissa Doyle, Program Manager | City of Fort Lauderdale, FL
 Phone Number: 954-828-6111
 Email: mdoyle@fortlauderdale.gov

Entity Number 2

Storm Name: Hurricane Sally 2020
 Client Name: Jim Howes, Division Manager – Waste Services | Escambia County, FL
 Phone Number: 850-554-2752
 Email: jehowes@myescambia.com

Entity Number 3

Storm Name: Hurricane Laura 2020
 Client Name: Sissy Pace, Parish Manager | Grant Parish, LA
 Phone Number: 318-627-3157
 Email: sissypace@gppj.org

Entity Number 4

Storm Name: [Hurricane Sally 2020](#)

Client Name: [Nicole Woerner, Emergency Management Coordinator | City of Orange Beach, AL](#)

Phone Number: [251-981-1063](#)

Email: nwoerner@orangebeachal.gov

Entity Number 5

Storm Name: [Hurricane Irma 2017](#)

Client Name: [Arden Fontaine, Deputy Public Works Director | Volusia County, FL](#)

Phone Number: [386-736-5965](#)

Email: afontaine@volusia.org

22. Has the Contractor or any principals of the applicant organization failed to qualify as a responsible Contractor; refused to enter into a contract after an award has been made; failed to complete a contract during the past five (5) years or been declared to be in default in any contract or been assessed liquidated damages in the last five (5) years? List the name of project, location, client, engineer, date and reason. Use additional pages if needed. [Thompson has never failed to qualify as a responsible contractor, refused to enter into a contract, failed to provide services in which we were contracted, not been declared to be in default or assessed liquidated damages.](#)
Total Number of Projects where Failure to Complete Work Occurred: _____

Project Number 1

Project Name: _____

Project Location: _____

Client Name and Phone Number: _____

Engineer Name and Phone Number: _____

Date: _____

Reason: _____

Insert additional projects if needed.

23. Has the Contractor or any of its principals ever been declared bankrupt or reorganized under Chapter 11 or put into receivership?
Yes () No (x)
If yes, please explain:

24. List any lawsuits pending or completed within the past five (5) years involving the corporation, partnership or individuals with more than ten percent (10 %) interest:
[Thompson Consulting Services has no pending or completed lawsuits.](#)

(N/A is not an acceptable answer - insert lines if needed)

25. List any judgments from lawsuits in the last five (5) years:

Thompson Consulting Services has no judgments from lawsuits in the last five (5) years or previously.

(N/A is not an acceptable answer - insert lines if needed)

26. List any criminal violations and/or convictions of the Proposer and/or any of its principals:
Thompson Consulting Services not any of its principals have and criminal violations or convictions.

(N/A is not an acceptable answer - insert lines if needed)

27. Has Proposer been banned or disbarred from any Federally Funded Project or Program?
Yes () No (x)

28. Describe your method to include social media of disseminating and updating information to the public during and after an event.

Thompson will assist the City by providing information, data, and resources that can be utilized to provided information to the public. Please see Tab 4, Information to the Public for additional information.



Signature

President

Title



NOTICE TO ALL PROPOSERS:

To ensure fair consideration is given for all Proposers, it must be clearly understood that upon release of the proposal and during the proposal process, firms and their employees of related companies as well as paid or unpaid personnel acting on their behalf shall not contact or participate in any type of contact with City employees, department heads or elected officials, up to and including the Mayor and City Council. The **“Cone of Silence”** is in effect for this solicitation from the date the solicitation is advertised on DemandStar, until the time an award decision has been approved by City Council and fully executed by all parties. Information about the Cone of Silence can be found under the [City of Port St. Lucie Ordinance 20-15, Section 35.13](#). Contact with anyone other than the Issuing Officer may result in the vendor being disqualified. All contact must be coordinated through **Michelle Fentress**, Issuing Officer, for the procurement of these services.


All questions regarding this Solicitation are to be submitted in writing to *Michelle Fentress*, Procurement Contracting Officer II with the Procurement Management Department via e-mail mfentress@cityofpsl.com. Please reference the Solicitation number on all correspondence to the City.

All questions, comments and requests for clarification must reference the Solicitation number on all correspondence to the City. Any oral communications shall be considered unofficial and non-binding.

Only written responses to written communication shall be considered official and binding upon the City. The City reserves the right, at its sole discretion, to determine appropriate and adequate responses to the written comments, questions, and requests for clarification.

*NOTE: All addendums and/or any other correspondence before bid close date (general information, question and responses) to this solicitation will be made available exclusively through the [DemandStar's Website](#) for retrieval. All notice of intent to award documentation will be published on the [City Clerk's Website](#). Proposers are solely responsible for frequently checking these websites for updates to this solicitation.

I understand and shall fully comply with all requirements of City of Port. St. Lucie Ordinance 20-15, Section 35.13.

Typed Name: Jon Hoyle
Signed: 
Company and Job Title: Thompson Consulting Services, LLC | President
Date: 6/3/2024



eRFP #20230045
CONTRACTOR'S CODE OF ETHICS

The City of Port St Lucie ("City), through its Procurement Management Department ("Procurement Management Department") is committed to a procurement process that fosters fair and open competition, is conducted under the highest ethical standards and enjoys the complete confidence of the public. To achieve these purposes, Procurement Management Department requires each vendor who seeks to do business with the City to subscribe to this Contractor's Code of Ethics.

- ◆ A Contractor's bid or proposal will be competitive, consistent and appropriate to the bid documents.
- ◆ A Contractor will not discuss or consult with other Vendors intending to bid on the same contract or similar City contract for the purpose of limiting competition. A Vendor will not make any attempt to induce any individual or entity to submit or not submit a bid or proposal.
- ◆ Contractor will not disclose the terms of its bids or proposal, directly or indirectly, to any other competing Vendor prior to the bid or proposal closing date.
- ◆ Contractor will completely perform any contract awarded to it at the contracted price pursuant to the terms set forth in the contract.
- ◆ Contractor will submit timely, accurate and appropriate invoices for goods and/or services actually performed under the contract.
- ◆ Contractor will not offer or give any gift, item or service of value, directly or indirectly, to a City employee, City official, employee family member or other vendor contracted by the City.
- ◆ Contractor will not cause, influence or attempt to cause or influence, any City employee or City Official, which might tend to impair his/her objectivity or independence of judgment; or to use, or attempt to use, his/her official position to secure any unwarranted privileges or advantages for that Vendor or for any other person.
- ◆ Contractor will disclose to the City any direct or indirect personal interests a City employee or City official holds as it relates to a Vendor contracted by the City.
- ◆ Contractor must comply with all applicable laws, codes or regulations of the countries, states and localities in which they operate. This includes, but is not limited to, laws and regulations relating to environmental, occupational health and safety, and labor practices. In addition, Contractor must require their suppliers

(including temporary labor agencies) to do the same. Contractor must conform their practices to any published standards for their industry. Compliance with laws, regulations and practices include, but are not limited to the following:

- Obtaining and maintaining all required environmental permits. Further, Contractor will endeavor to minimize natural resource consumption through conservation, recycling and substitution methods.
- Providing workers with a safe working environment, which includes identifying and evaluating workplace risks and establishing processes for which employee can report health and safety incidents, as well as providing adequate safety training.
- Providing workers with an environment free of discrimination, harassment and abuse, which includes establishing a written antidiscrimination and anti-bullying/harassment policy, as well as clearly noticed policies pertaining to forced labor, child labor, wage and hours, and freedom of association.

Name of Organization/Proposer Thompson Consulting Services, LLC

Signature 

Printed Name and Title Jon Hoyle, President

Date 6/3/2024

DISCLAIMER: This Code of Ethics is intended as a reference and procedural guide to contractors. The information it contains should not be interpreted to supersede any law or regulation, nor does it supersede the applicable contractor contract. In the case of any discrepancies between it and the law, regulation(s) and/or contractor contract, the law, regulatory provision(s) and/or vendor contract shall prevail.



E-Verify Form

Supplier/Consultant acknowledges and agrees to the following:

1. Shall utilize the U.S. Department of Homeland Security's E-Verify system to verify the employment eligibility of all new employees hired by the Supplier/Consultant during the term of the contract; and
2. Shall expressly require any subcontractors performing work or providing services pursuant to the state contract to likewise utilize the U.S. Department of Homeland Security's E-Verify system to verify the employment eligibility of all new employees hired by the subcontractor during the contract term.

E-Verify Company Identification Number 1111126

Date of Authorization 07/18/2016

Name of Contractor Thompson Consulting Services, LLC

Name of Project Debris Monitoring Services

Solicitation Number (If Applicable) RFP No. 20230045

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

Executed on June, 3rd, 2024 in Maitland (city), FL (state).


Signature of Authorized Officer

Jon Hoyle, President

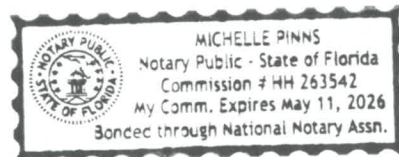
Printed Name and Title of Authorized Officer or Agent

SUBSCRIBED AND SWORN BEFORE ME

ON THIS THE 3rd DAY OF June, 2024.

NOTARY PUBLIC Michelle Pinns 

My Commission Expires: 5/11/2026





NON-COLLUSION AFFIDAVIT
Solicitation#20230045
Debris Monitoring Services

State of Florida }

County of Orange }

Jon Hoyle, being first duly sworn, disposes and says that:
(Name/s)

1. They are President of Thompson Consulting Services, LLC the Proposer that
(Title) (Name of Company)

has submitted the attached PROPOSAL;

2. He is fully informed respecting the preparation and contents of the attached proposal and of all pertinent circumstances respecting such PROPOSAL;

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

4. Neither the said Proposer nor any of its officers, partners, owners, agents, representatives, employees or parties in interest, including this affiant, has in any way colluded, conspired, connived or agreed, directly or indirectly with any other Proposer, firm or person to submit a collusive or sham Proposal in connection with the contract for which the attached proposal has been submitted or to refrain from proposing in connection with such Contract or has in any manner, directly or indirectly, sought by agreement or collusion or communication or conference with any other Proposer, firm or person to fix the price or prices in the attached Proposal or of any other Proposer, or to secure through any collusion, conspiracy, connivance or unlawful agreement any advantage against the City of Port St. Lucie or any person interested in the proposed Contract; and

5. The price or prices quoted in the attached Proposal are fair and proper and are not tainted by any collusion, conspiracy, connivance or unlawful agreement on the part of the Proposer or any of its agents, representatives, owners, employees, or parties in interest, including this affiant.

(Signed) 

(Title) President



STATE OF FLORIDA }
COUNTY OF ~~ST. LUCIE~~ } SS:
Orange

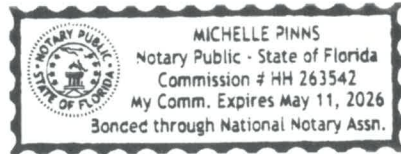
The foregoing instrument was acknowledged before me this (Date) 6/3/2024

by: Jon Hoyle who is personally known to me or who has produced
personally known as identification and who did (did not) take an oath.

Commission No. HH263542

Notary Print: Michelle Pinns

Notary Signature: *Michelle Pinns*





DRUG-FREE WORKPLACE FORM
e-RFP #20230045
Debris Monitoring Services

The undersigned vendor in accordance with Florida Statute 287.087 hereby certifies that

Thompson Consulting Services, LLC does:
(Name of Business)

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

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



Consultant's Signature

6/3/2024

Date

CITY OF PORT ST. LUCIE, FLORIDA
eBID No. #20230045
PROJECT TITLE: Debris Monitoring Services

Certification Regarding Debarment, Suspension, Ineligibility and Voluntary Exclusion--Primary Covered Transactions

The Contractor certifies that, the firm or any person associated therewith in the capacity of owner, partner, director, officer, principal, investigator, project director, manager, auditor, and/or position involving the administration of federal funds:

(a) are not presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from covered transactions, as defined in 49 CFR s29.110(a), by any federal department or agency;

(b) have not within a three-year period preceding this certification been convicted of or had a civil judgment rendered against it for: commission of fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a federal, state, or local government transaction or public contract; violation of federal or state antitrust statutes; or commission of embezzlement, theft, forgery, bribery, falsification or destruction of records, making false statements, or receiving stolen property

(c) are not presently indicted for or otherwise criminally or civilly charged by a federal, state, or local governmental entity with commission of any of the offenses enumerated in paragraph (b) of this certification; and

(d) have not within a three-year period preceding this certification had one or more federal, state, or local government public transactions terminated for cause or default.

The Contractor certifies that it shall not knowingly enter into any transaction with any subcontractor, material supplier, or vendor who is debarred, suspended, declared ineligible, or voluntarily excluded from participation in this project by any federal agency unless authorized by the Florida Department of Transportation.”

Company Name: Thompson Consulting Services, LLC

Authorized By:  Jon Hoyle
(Sign) (Print Name)

Title: President Date: 6/3/2024

****All subcontractors are required to submit this form with the prime contractor's proposal** This is a mandatory document. No exceptions will be made.**

CITY OF PORT ST. LUCIE, FLORIDA
eBID No. #20230045
PROJECT TITLE: Debris Monitoring Services

CERTIFICATION REGARDING LOBBYING

The undersigned Contractor certifies, to the best of his or her knowledge and belief, 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 making lobbying contacts to 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 [as amended by "Government wide Guidance for New Restrictions on Lobbying", 61 Fed. Reg. 1413 (1/19/96). Note: Language in paragraph (2) herein has been modified in accordance with Section 10 of the Lobbying Disclosure Act of 1995 (P.L. 104-65, to be codified at 2 U.S.C. 1601, *et seq.*)]
- (3) The undersigned shall require that the language of this certification be included in the awards 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.

[Note: Pursuant to 31 U.S.C. 1352 (1)-(2)(A), any person who makes a prohibited expenditure or fails to file or amend a required certification or disclosure form shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such expenditure or failure]

The Contractor, 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. A 3801, *et seq.*, apply to this certification and disclosure, if any.

Company Name: Thompson Consulting Services, LLC

Authorized By:  Jon Hoyle
(Sign) (Print Name)

Title: President Date: 6/3/2024

*****ALL SUBCONTRACTORS ARE REQUIRED TO FILL OUT THIS FORM AND SUBMIT WITH BID PACKAGE*** This is a mandatory document. No exceptions will be made.**



Solicitation Addendum Form

Solicitation Number: 20230045	Solicitation Title: Debris Monitoring Services
Issuing Officer: Michelle Fentress, Procurement Contracting Officer II	Solicitation Initially Posted to Internet: See DemandStar
Email Address: mfentress@cityofpsl.com	Telephone: 772-871-5223
Addendum Number: 1	Date: 05/15/2024

Note: In the event of a conflict between previously released information and the information contained herein, the latter shall control.

REVISIONS:

- 1.) E-BID Document, section 4.3 (page 16 of 20)

4.3 Evaluation Criteria

The proposal will be scored in the following manner:

Category	Points
Firm's Experience & Event History	Maximum 200 points
Staff Qualifications & Experience	Maximum 250 points
Mobilization Plan	Maximum 300 points
Information to the Public	Maximum 100 points
Price	Maximum 150 points
Total	Maximum 1000 points

The Proposer who submits the proposal with the lowest Total Proposal Price will receive 10 points. Note: The hourly rate provided in the Cost Worksheet will not be evaluated. See example below:

Total Proposal Price	Percentage of Available Points	Total Points
\$35,000,000.00	100%	150
\$37,000,000.00	95%	142
\$39,000,000.00	90%	135
\$41,000,000.00	85%	128
\$43,000,000.00	81%	122
\$45,000,000.00	78%	117

*Percentage of Available Points: Lowest Submittal = 100% of Available Points.
Calculation for next lowest, etc. = (Lowest Submittal/Next Lowest Submittal) x 10*

NOTE: The bid opening date has not been changed.



Solicitation Addendum Form

Solicitation Number: 20230045	Solicitation Title: Emergency Debris Monitoring Services
Issuing Officer: Michelle Fentress, Procurement Contracting Officer II	Solicitation Initially Posted to Internet: See DemandStar
eMail Address: mfentress@cityofpsl.com	Telephone: 772-871-5223
Addendum Number: 2	Date: 05/31/2024

Note: In the event of a conflict between previously released information and the information contained herein, the latter shall control.

QUESTIONS:

- 1) **Question:** Per page 1 of the RFP requirements, "The City reserves the right to utilize the services of both Primary and Secondary monitors at the same time". If the City mobilizes multiple debris monitoring contractors simultaneously, will the City guarantee work for both contractors? Due to the cost and limitation of resources during a storm event (especially one that is large in scale), proper resource allocation is critical for successful debris operations for any affected community.

Response: All disasters require a scalable response; it is unlikely that the City would mobilize contractors unnecessarily. However, the City does not guarantee work in the case a disaster does not impact our area as forecasted.

- 2.) **Question:** In reference to the debris monitor qualification requirements presented on page 11 of Attachment D, the FEMA Public Assistance Debris Monitoring Guide advises that "Debris Monitors and those with similar qualifications are not required to perform previous debris monitoring duties." The requirements as currently stated may also limit the potential to hire locally. Can the City please confirm that advanced education/technical expertise and previous debris monitoring experience is not required for the debris monitor position?

Response: The company awarded needs to have previous experience, but not the monitors they hire during a storm. The monitors are trained quickly and most just scan truck placards and tickets.

- 3.) **Question:** The manual process of filling out load tickets can jeopardize proper FEMA reimbursement if human error occurs. Utilizing electronic load tickets, computer tablets, and systems employing electronic contractor IDs with an Automated Debris Management System (ADMS) has become the industry standard and is critical for any successful debris operation. Because of the factors listed, we would like to confirm that any charges for the use of an ADMS will be included in the hourly rates provided and



not as a separate hourly rate, separate flat rate, or substitutional charge for any listed position.

Response: ADMS is required and should be included in the pricing.

- 4.) **Question:** Per the RFP, Attachment E item 11, is the City referring to 2 CFR section §200.324 Contract cost and price? If so, such cost reasonableness is not based on comparing price with other municipalities in the surrounding area, it is based on profit. In this case rates proposed under this RFP are to be fully burden to include all costs (overhead, profit, labor, and expenses). Can the city please provide clarification for the data the city is requesting under this provision.

Response: The data that the City is requesting would be any documentation that supports all costs (overhead, profit, labor and expenses) submitted by the proposer.

NOTE: The bid opening date has not been changed.

City of Port St Lucie
Procurement Management Department
RFP# 20230045
Debris Monitoring Services
Excel Bid Reply - Cost Worksheet - Schedule A (Attachment C)

COMPANY NAME Thompson Consulting Services, LLC

ITEM #	DESCRIPTION	HOURLY RATE	PROJECT WEEKS	HOURS PER WEEK	TOTAL HOURS	TOTAL COST
1	Project Manager/ Liaison Officer (1)	\$ 59.00	8	84	672	\$ 39,648.00
2	Lead Monitors (2) ¹	\$ 0.00	8	84	672	\$ 0.00
3	Site Monitors (2)	\$ 35.00	8	84	672	\$ 23,520.00
4	Field Monitors (14)	\$ 36.00	8	84	672	\$ 24,192.00
5	Supervising Monitor	\$ 49.00	8	84	672	\$ 32,928.00
6	Loading Site Monitors (30) ²	\$ 0.00	8	84	672	\$ 0.00
7	Clerical/Administrative Supervisor (1)	\$ 55.00	8	84	672	\$ 36,960.00
8	Clerical Staff/Data Entry Clerk (1-3)	\$ 0.00	8	84	672	\$ 0.00
9	SUBTOTAL					\$ 157,248.00
10	Management Site Monitor ³	\$ 0.00				
11	Roving Monitor ⁴	\$ 0.00				
12	Debris Management Contractor	\$ 115.00				
13	Call Center/Public Information Monitors	\$ 30.50				
14	Administrative Staff	\$ 30.50				
15	Aerial Photo Package (one flight and one photograph) ⁵	\$ 150.00				
16	Photograph Copies (per duplication of original photo) ⁶					
17	Additional Photographs (per photo, same flight, same location, different view) ⁷					
18	Additional Location (one photo, same flight, different location) ⁷					

***Please see pricing notes on following page.**


All reimbursable expenses are to be included in the hourly rate.

NOTE: Billable hours shall be for time during which work is performed and shall not include travel time to or from the City. Travel times between locations within the City as billable time is acceptable.

Contractor Name: Thompson Consulting Services, LLC

Contractor Title: President

Contractor Email: jhoyle@thompsoncs.net

Contractor Signature: 

Pricing Notes

¹Duplicate management position in the provided rate schedule. Tasks associated with the Lead Monitor will be provided by Supervising Monitors.

²Duplicate position in the provided rate schedule. Tasks associated with the Loading Site Monitor will be provided by Field Monitors.

³Duplicate position in the provided rate schedule. Tasks associated with the Management Site Monitor will be provided by Site Monitors.

⁴Duplicate position in the provided rate schedule. Tasks associated with the Roving Monitor will be provided by Field Monitors.

⁵Aerial Photographs includes FAA Credentialed Drone Pilot, drone, and other equipment on a per flight hour basis. Data will be delivered in digital format.

⁶All aerial photographs will be provided in digital format. No charge for duplication.

⁷Aerial photographs for different views and locations will be based on the fee schedule provided for line item 15 Aerial Photograph Package.



CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

1/31/2024

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

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

PRODUCER Cadence Insurance, a Gallagher Company 760 Howard Avenue, 2nd floor Biloxi MS 39530	CONTACT NAME: Patty Savage PHONE (A/C No. Ext): 8002770856 E-MAIL ADDRESS: patty.savage@cadenceinsurance.com		FAX (A/C, No): 228-863-1957
	INSURER(S) AFFORDING COVERAGE		
INSURED Thompson Consulting Services, LLC 2601 Maitland Center Parkway Maitland FL 32751	THOMINC-03	INSURER A : Scottsdale Insurance Co NAIC # 41297	
		INSURER B :	
		INSURER C :	
		INSURER D :	
		INSURER E :	
		INSURER F :	

COVERAGES **CERTIFICATE NUMBER:** 2066980079 **REVISION NUMBER:**

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

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input checked="" type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC OTHER:			VRS0007177	2/1/2024	2/1/2025	EACH OCCURRENCE \$ 5,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 100,000 MED EXP (Any one person) \$ 5,000 PERSONAL & ADV INJURY \$ 5,000,000 GENERAL AGGREGATE \$ 10,000,000 PRODUCTS - COMP/OP AGG \$ 5,000,000 \$
	AUTOMOBILE LIABILITY <input type="checkbox"/> ANY AUTO <input type="checkbox"/> OWNED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS <input type="checkbox"/> HIRED AUTOS ONLY <input type="checkbox"/> NON-OWNED AUTOS ONLY						COMBINED SINGLE LIMIT (Ea accident) \$ BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$
	UMBRELLA LIAB <input type="checkbox"/> OCCUR EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE DED <input type="checkbox"/> RETENTION \$						EACH OCCURRENCE \$ AGGREGATE \$ \$
	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? <input type="checkbox"/> Y / N (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below		N/A				<input type="checkbox"/> PER STATUTE <input type="checkbox"/> OTHER E.L. EACH ACCIDENT \$ E.L. DISEASE - EA EMPLOYEE \$ E.L. DISEASE - POLICY LIMIT \$
A	Professional Liab Contractors Pollution Liability			VRS0007177	2/1/2024	2/1/2025	Per Claim/Agg \$5 mil/\$10 mil Per Claim/Agg \$5 mil/\$10 mil

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

CERTIFICATE HOLDER Evidence of Coverage	CANCELLATION SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.
	AUTHORIZED REPRESENTATIVE

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Request for Taxpayer Identification Number and Certification

Go to www.irs.gov/FormW9 for instructions and the latest information.

**Give form to the
 requester. Do not
 send to the IRS.**

Before you begin. For guidance related to the purpose of Form W-9, see *Purpose of Form*, below.

Print or type. See <i>Specific Instructions</i> on page 3.	1 Name of entity/individual. An entry is required. (For a sole proprietor or disregarded entity, enter the owner's name on line 1, and enter the business/disregarded entity's name on line 2.)	
	Thompson Consulting Services, LLC	
	2 Business name/disregarded entity name, if different from above.	
	3a Check the appropriate box for federal tax classification of the entity/individual whose name is entered on line 1. Check only one of the following seven boxes.	
	<input type="checkbox"/> Individual/sole proprietor <input type="checkbox"/> C corporation <input type="checkbox"/> S corporation <input type="checkbox"/> Partnership <input type="checkbox"/> Trust/estate <input checked="" type="checkbox"/> LLC. Enter the tax classification (C = C corporation, S = S corporation, P = Partnership) <u>S</u> Note: Check the "LLC" box above and, in the entry space, enter the appropriate code (C, S, or P) for the tax classification of the LLC, unless it is a disregarded entity. A disregarded entity should instead check the appropriate box for the tax classification of its owner. <input type="checkbox"/> 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 Foreign Account Tax Compliance Act (FATCA) reporting code (if any) _____ <i>(Applies to accounts maintained outside the United States.)</i>	
3b If on line 3a you checked "Partnership" or "Trust/estate," or checked "LLC" and entered "P" as its tax classification, and you are providing this form to a partnership, trust, or estate in which you have an ownership interest, check this box if you have any foreign partners, owners, or beneficiaries. See instructions <input type="checkbox"/>		
5 Address (number, street, and apt. or suite no.). See instructions.		
2601 Maitland Center Parkway		
6 City, state, and ZIP code		
Maitland, Florida, 32751		
7 List account number(s) here (optional)		
Requester's name and address (optional)		

Part I Taxpayer Identification Number (TIN)

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

Social security number										
or										
Employer identification number										
4	5		-	2	0	1	5	4	5	3

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

Part II Certification

Under penalties of perjury, I certify that:

1. 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
2. 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
3. I am a U.S. citizen or other U.S. person (defined below); and
4. The FATCA code(s) entered on this form (if any) indicating that I am exempt from FATCA reporting is correct.

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

Sign Here	Signature of U.S. person	Date 5/30/2024
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General Instructions

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

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

What's New

Line 3a has been modified to clarify how a disregarded entity completes this line. An LLC that is a disregarded entity should check the appropriate box for the tax classification of its owner. Otherwise, it should check the "LLC" box and enter its appropriate tax classification.

New line 3b has been added to this form. A flow-through entity is required to complete this line to indicate that it has direct or indirect foreign partners, owners, or beneficiaries when it provides the Form W-9 to another flow-through entity in which it has an ownership interest. This change is intended to provide a flow-through entity with information regarding the status of its indirect foreign partners, owners, or beneficiaries, so that it can satisfy any applicable reporting requirements. For example, a partnership that has any indirect foreign partners may be required to complete Schedules K-2 and K-3. See the Partnership Instructions for Schedules K-2 and K-3 (Form 1065).

Purpose of Form

An individual or entity (Form W-9 requester) who is required to file an information return with the IRS is giving you this form because they