

**AGREEMENT FOR EMERGENCY DEBRIS REMOVAL MONITORING SERVICES - PRIMARY**

THIS AGREEMENT FOR EMERGENCY DEBRIS REMOVAL MONITORING SERVICES - PRIMARY ("Agreement") is entered into by and between the **CITY OF OCALA**, a Florida municipal corporation ("City") and **THOMPSON CONSULTING SERVICES, LLC** a foreign limited liability company duly organized in the state of Alabama and authorized to do business in the state of Florida (EIN: 45-2015453) ("Consultant").

**WHEREAS**, on March 13, 2023, City issued a Request for Proposal ("RFP") for the provision of pre-event monitoring services for emergency debris removal, RFP No.: PWD/230227 (the "Solicitation"); and

**WHEREAS**, four (4) firms responded to the Solicitation and, Thompson Consulting Services, LLC was the highest ranked firm scored by a City evaluation committee; and

**WHEREAS**, Thompson Consulting Services, LLC was selected as the primary provider of emergency debris removal monitoring services (the "Services"); and

**NOW THEREFORE**, in consideration of the foregoing recitals, the following mutual covenants and conditions, and other good and valuable consideration, City and Consultant agree as follows:

1. **RECITALS.** City and Consultant hereby represent, warrant, and agree that the Recitals set forth above are true and correct and are incorporated herein by reference.
2. **CONTRACT DOCUMENTS.** The Contract Documents which comprise the entire understanding between City and Consultant shall only include this Agreement and those documents listed in this section as Exhibits to this Agreement. Each of these documents are incorporated herein by reference for all purposes. If there is a conflict between the terms of this Agreement and the Contract Documents, then the terms of this Agreement shall control, amend, and supersede any conflicting terms contained in the remaining Contract Documents.

**Exhibits to Agreement:** The Exhibits to this Agreement are as follows:

- Exhibit A: Scope of Work (A-1 through A-14)
- Exhibit B: Price Proposal (B-1)
- Exhibit C: Federal Requirements (C-1 through C-7)
- Exhibit D: Consultant Proposal (D-1 through D-64)

If there is a conflict between the individual Exhibits regarding the scope of work to be performed, then any identified inconsistency shall be resolved by giving precedence in the following order: (1) Exhibit C, then (2) Exhibit A, then (3) Exhibit B, then (4) Exhibit D.

3. **SCOPE OF SERVICES.** Consultant shall provide all materials, labor, supervision, tools, accessories, equipment, and permits necessary for Consultant to perform its obligations under this Agreement as set forth the attached **Exhibit A - Consultant Proposal** and Contract Documents. The Scope of Work under this Agreement may only be adjusted by written amendment executed by both parties.
4. **COMPENSATION.** City shall pay Consultant for the performance of the work, and in accordance with the contract documents based on the unit prices set forth in **Exhibit B – Price Proposal**. All loaded hourly rates in Exhibit B include all taxes, per diem, handling charges, equipment, travel, overhead, profits, etc. No additional charges shall be billed to the City.

- A. **Invoice Submission.** Consultant shall submit monthly invoices to City no later than thirty (30) days following final acceptance of the individual task as requested by the City. Invoices submitted by Consultant shall include the City Contract Number, an assigned Invoice Number, an Invoice Date and Description of Services. Consultant shall submit the original invoice through the responsible City Project Manager at: **City of Ocala Public Works Department**, 1805 NE 30<sup>th</sup> Avenue, Bldg. 300, Ocala, Florida 34470 Attn: **Darren Park**, E-Mail: [dpark@ocalafl.org](mailto:dpark@ocalafl.org); Office: 352-351-6720, Cellphone: 352-414-8622.
- B. **Invoicing Responsibilities.**
- a. Consultant must ensure all contract quantities for both the contractors and monitors are documented and recorded according to current Federal requirements, including but not limited to, FHWA-ER actual costs incurred (cradle to grave) for work conducted on First Push and First Pass Federal Aid roadways, including time at disposal sites estimating loads on incoming and outgoing debris loads.
  - b. For Non-Federal Aid eligible roadways, FEMA PA program actual costs incurred (cradle to grave) for work conducted on non-Federal Aid eligible roadways First Push, First Pass, and second and subsequent passes: Monitor's invoices must delineate between hours spent on FHWA vs. FEMA-reimbursed tasks.
  - c. Maintain a database of all contract quantities and perform contractor invoice verification for the City.
  - d. All invoices shall be submitted in an acceptable format to the City in an electronic and hard copy format with daily reports as supporting documentation. The invoices must be submitted in accordance with the Consultant Invoice Transmittal System (CITS) procedures and other federal, state, and local rules, regulations, and laws.
- C. **Payment of Invoices by City.** The City Project Manager must review and approve all invoices prior to payment. City Project Manager's approval shall not be unreasonably withheld, conditioned, or delayed. Payments by City shall be made no later than the time periods established in section 218.735, Florida Statutes.
- D. **Withholding of Payment.** City reserves the right to withhold, in whole or in part, payment for any and all work that: (i) has not been completed by Consultant; (ii) is inadequate or defective and has not been remedied or resolved in a manner satisfactory to the City Project Manager; or (iii) which fails to comply with any term, condition, or other requirement under this Agreement. Any payment withheld shall be released and remitted to Consultant within **THIRTY (30)** calendar days of the Consultant's remedy or resolution of the inadequacy or defect.
- E. **Excess Funds.** If due to mistake or any other reason Consultant receives payment under this Agreement in excess of what is provided for by the Agreement, Consultant shall promptly notify City upon discovery of the receipt of the overpayment. Any overpayment shall be refunded to City within **THIRTY (30)** days of Consultant's receipt of the overpayment or must also include interest calculated from the date of the overpayment at the interest rate for judgments at the highest rate as allowed by law.
- F. **Amounts due to the City.** Consultant must be current and remain current in all obligations due to the City during the performance of services under the Agreement. Payments to

Consultant may be offset by any delinquent amounts due to the City or fees and/or charges owed to the City.

- G. **Tax Exemption.** City is exempt from all federal excise and state sales taxes (State of Florida Consumer’s Certification of Exemption 85-8012621655C-9). The City’s Employer Identification Number is 59-60000392. Consultant shall not be exempted from paying sales tax to its suppliers for materials to fulfill contractual obligations with the City, nor will Consultant be authorized to use City’s Tax Exemption Number for securing materials listed herein.
5. **EFFECTIVE DATE AND TERM.** This Agreement shall become effective and commence on **MAY 17, 2023** and continue for a term of **THREE (3) YEARS**, through and including **MAY 16, 2026**. This Agreement may be renewed for **TWO (2)** additional **ONE-YEAR (1-Year)** periods by written consent between City and Vendor.
6. **PERFORMANCE AND PAYMENT BOND:** Consultant must submit a Performance and Payment bond in the amount of **FIVE HUNDRED THOUSAND AND NO/100 DOLLARS (\$500,000)** upon contract execution.
7. **FORCE MAJEURE.** Neither party shall be liable for delay, damage, or failure in the performance of any obligation under this Agreement if such delay, damage, or failure is due to causes beyond its reasonable control, including without limitation: fire, flood, strikes and labor disputes, acts of war, acts of nature, terrorism, civil unrest, pandemics, acts or delays in acting of the government of the United States or the several states, judicial orders, decrees or restrictions, or any other like reason which is beyond the control of the respective party (“Force Majeure”). The party affected by any event of force majeure shall use reasonable efforts to remedy, remove, or mitigate such event and the effects thereof with all reasonable dispatch.
- A. The party affected by force majeure shall provide the other party with full particulars thereof including, but not limited to, the nature, details, and expected duration thereof as soon as it becomes aware.
- B. When force majeure circumstances arise, the parties shall negotiate in good faith any modifications of the terms of this Agreement that may be necessary or appropriate in order to arrive at an equitable solution. Consultant performance shall be extended for a number of days equal to the duration of the force majeure.
- C. Consultant shall be entitled to an extension of time only and, in no event, shall Consultant be entitled to any increased costs, additional compensation, or damages of any type resulting from such force majeure delays.
8. **INSPECTION AND ACCEPTANCE OF THE WORK.** All services, work, and materials provided by Consultant under this Agreement shall be provided under the direction and to the satisfaction and approval of the Project Manager.
- A. The Project Manager shall decide all questions regarding the quality, acceptability, and/or fitness of materials, the rate of progress of the work, and the acceptable fulfillment of the Agreement, in his or her sole discretion, based upon both the requirements set forth by City and the information provided by Consultant in its proposal. The authority vested in the Project Manager pursuant to this paragraph shall be confined to the direction or specification of what is to be performed under this Agreement and shall not extend to the actual execution of the Services.

- B. Neither the Project Manager’s review of Consultant’s work nor recommendations made by Project Manager pursuant to this Agreement will impose on Project Manager any responsibility to supervise, direct, or control Consultant’s work in progress or for the means, methods, techniques, sequences, or safety precautions or programs incident to Consultant’s provision of Services under this Agreement.
9. **TERMINATION AND DEFAULT.** Either party, upon determination that the other party has failed or refused to perform or is otherwise in breach of any obligation or provision under this Agreement or the Contract Documents, may give written notice of default to the defaulting party in the manner specified for the giving of notices herein. Termination of this Agreement by either party for any reason shall have no effect upon the rights or duties accruing to the parties prior to termination.
- A. **Termination by City for Cause.** City shall have the right to terminate this Agreement immediately, in whole or in part, upon the failure of Consultant to carry out any obligation, term, or condition of this Agreement. City’s election to terminate the Agreement for default shall be communicated by providing Consultant written notice of termination in the manner specified for the giving of notices herein. Any notice of termination given to Consultant by City shall be effective immediately, unless otherwise provided therein, upon the occurrence of any one or more of the following events:
- (1) Consultant’s performance or workmanship falls below acceptable City or trade standards;
  - (2) Consultant fails to timely and properly perform any of the services set forth in the specifications of the Agreement;
  - (3) Consultant provides material that does not meet the specifications of the Agreement;
  - (4) Consultant fails to complete the work required within the time stipulated in the Agreement; or
  - (5) Consultant fails to make progress in the performance of the Agreement and/or gives City reason to believe that Consultant cannot or will not perform to the requirements of the Agreement.
- B. **Consultant’s Opportunity to Cure Default.** City may, in its sole discretion, provide Consultant with an opportunity to cure the violations set forth in City’s notice of default to Consultant. Consultant shall commence to cure the violations immediately and shall diligently and continuously prosecute such cure to completion within a reasonable time as determined by City. If the violations are not corrected within the time determined to be reasonable by City or to the reasonable satisfaction of City, City may, without further notice, declare Consultant to be in breach of this Agreement and pursue all remedies available at law or equity, to include termination of this Agreement without further notice.
- C. **City’s Remedies Upon Consultant Default.** In the event Consultant fails to cure any default under this Agreement within the time period specified in this section, City may pursue any remedies available at law or equity, including, without limitation, the following:
- (1) City shall be entitled to terminate this Agreement without further notice;
  - (2) City shall be entitled to hire another vendor to complete the required work in accordance with the needs of City;

- (3) City shall be entitled to recover from Consultant all damages, costs, and attorney's fees arising from Consultant's default prior to termination; and
  - (4) City shall be entitled to recovery from Consultant any actual excess costs by: (i) deduction from any unpaid balances owed to Consultant; or (ii) any other remedy as provided by law.
- D. **Termination for Non-Funding.** In the event that budgeted funds to finance this Agreement are reduced, terminated, or otherwise become unavailable, City may terminate this Agreement upon written notice to Consultant without penalty or expense to City. City shall be the final authority as to the availability of budgeted funds.
- E. **Termination for Convenience.** City reserves the right to terminate this Agreement in whole or in part at any time for the convenience of City without penalty or recourse. The Project Manager shall provide written notice of the termination. Upon receipt of the notice, Consultant shall immediately discontinue all work as directed in the notice, notify all subcontractors of the effective date of the termination, and minimize all further costs to City including, but not limited to, the placing of any and all orders for materials, facilities, or supplies, in connection with its performance under this Agreement. Consultant shall be entitled to receive compensation solely for: (1) the actual cost of the work completed in conformity with this Agreement; and/or (2) such other costs incurred by Consultant as permitted under this Agreement and approved by City.
10. **PERFORMANCE EVALUATION.** At the end of the contract, City may evaluate Consultant's performance. Any such evaluation will become public record.
11. **NOTICE REGARDING FAILURE TO FULFILL AGREEMENT.** Any Consultant who enters into an Agreement with the City of Ocala and fails to complete the contract term, for any reason, shall be subject to future bidding suspension for a period of **ONE (1)** year and bid debarment for a period of up to **THREE (3)** years for serious contract failures.
12. **CONSULTANT REPRESENTATIONS.** Consultant expressly represents that:
- A. Consultant has read and is fully familiar with all of the terms and conditions of this Agreement, the Contract Documents, and other related data and acknowledges that they are sufficient in scope and detail to indicate and convey understanding of all terms and conditions of the work to be performed by Consultant under this Agreement.
  - B. Consultant has disclosed, in writing, all known conflicts, errors, inconsistencies, discrepancies, or omissions discovered by Consultant in the Contract Documents, and that the City's written resolution of same is acceptable to Consultant.
  - C. Consultant has had an opportunity to visit, has visited, and has had an opportunity to examine and ask questions regarding the sites upon which the work is to be performed and is satisfied with the site conditions that may affect cost, progress, and performance of the work, as observable or determinable by Consultant's own investigation.
  - D. Consultant is familiar with all local, state, and Federal laws, regulations, and ordinances which may affect cost, progress, or its performance under this Agreement whatsoever.
  - E. **Public Entity Crimes.** Neither Consultant, its parent corporations, subsidiaries, members, shareholders, partners, officers, directors or executives, nor any of its affiliates, contractors, suppliers, subcontractors, or consultants under this Agreement have been placed on the

convicted vendor list following a conviction of a public entity crime. Consultant understands that a "public entity crime" as defined in section 287.133(1)(g), Florida Statutes, is "a violation of any state or federal law by a person with respect to and directly related to the transaction of business with any public entity or with an agency or political subdivision of any other state or with the United States..." Consultant further understands that any person or affiliate who has been placed on the convicted vendor list following a conviction for a public entity crime: (1) may not submit a bid, proposal, or reply on a contract: (a) to provide any goods or services to a public entity; (b) for the construction or repair of a public building or public work; or (c) for leases of real property to a public entity; (2) may not be awarded or perform work as a contractor, supplier, subcontractor, or consultant under a contract with any public entity; and (3) may not transact business with any public entity in excess of the threshold amount provided in section 287.017, Florida Statutes, for CATEGORY TWO for a period of 36 months from the date of being placed on the convicted vendor list.

13. **CONSULTANT RESPONSIBILITIES.** Except as otherwise specifically provided for in this Agreement, the following provisions are the responsibility of the Consultant:
  - A. Consultant shall competently and efficiently supervise, inspect, and direct all work to be performed under this Agreement, devoting such attention thereto and applying such skills and expertise as may be necessary to perform the work in accordance with the Contract Documents.
  - B. Consultant shall be solely responsible for the means, methods, techniques, sequences, or procedures, and safety precautions or programs incident thereto.
  - C. Consultant shall be responsible to see that the finished work complies accurately with the contract and the intent thereof.
  - D. Consultant shall comply with all local, state, and Federal laws, regulations, and ordinances which may affect cost, progress, or its performance under this Agreement, and be responsible for all costs associated with same.
  - E. Consultant shall continue its performance under this Agreement during the pendency of any dispute or disagreement arising out of or relating to this Agreement, except as Consultant and City may otherwise agree in writing.
14. **NO EXCLUSIVITY.** It is expressly understood and agreed by the parties that this is not an exclusive agreement. Nothing in this Agreement shall be construed as creating any exclusive arrangement with Consultant or as prohibit City from either acquiring similar, equal, or like goods and/or services or from executing additional contracts with other entities or sources.
15. **STORAGE OF MATERIALS/EQUIPMENT.** Consultant shall be fully responsible for receipt, inspection, acceptance, handling, and storage of equipment and materials (whether furnished by Consultant or City) to be utilized in the performance of or incorporated into the work.
16. **COMMERCIAL AUTO LIABILITY INSURANCE.** Consultant shall procure, maintain, and keep in full force, effect, and good standing for the life of this Agreement a policy of commercial auto liability insurance with a minimum combined single limit of One Million Dollars (\$1,000,000) per occurrence for bodily injury and property damage arising out of Consultant's operations and covering all owned, hired, scheduled, and non-owned automobiles utilized in said operations. If Consultant does not own vehicles, Consultant shall maintain coverage for hired and non-owned

automobile liability, which may be satisfied by way of endorsement to Consultant's Commercial General Liability policy or separate Commercial Automobile Liability policy.

17. **COMMERCIAL GENERAL LIABILITY INSURANCE.** Consultant shall procure, maintain, and keep in full force, effect, and good standing for the life of this Agreement a policy of commercial general liability insurance with limits not less than:
  - A. One Million Dollars (\$1,000,000) per occurrence and Two Million Dollars (\$2,000,000) aggregate (or project aggregate, if a construction project) for bodily injury, property damage, and personal and advertising injury; and
  - B. One Million Dollars (\$1,000,000) per occurrence and Two Million Dollars (\$2,000,000) aggregate (or project aggregate, if a construction project) for products and completed operations.
  - C. Policy must include coverage for contractual liability and independent contractors.
  - D. The City, a Florida municipal corporation, and its officials, employees, and volunteers are to be covered as additional insureds with a CG 20 26 04 13 Additional Insured – Designated Person or Organization Endorsement or similar endorsement providing equal or broader Additional Insured Coverage with respect to liabilities arising out of activities performed by or on behalf of Consultant. This coverage shall contain no special limitation on the scope of protection to be afforded to the City, its officials, employees, and volunteers.
  
18. **WORKERS' COMPENSATION AND EMPLOYER'S LIABILITY.** Consultant shall procure, maintain, and keep in full force, effect, and good standing for the life of this Agreement adequate workers' compensation and employer's liability insurance covering all of its employees in at least such amounts as required by Chapter 440, Florida Statutes, and all other state and federal workers' compensation laws, including the U.S. Longshore Harbor Workers' Act and the Jones Act, if applicable. Consultant shall similarly require any and all of its subcontractors to afford such coverage for all of its employees as required by applicable law. Consultant shall waive and shall ensure that Consultant's insurance carrier waives, all subrogation rights against the City of Ocala and its officers, employees, and volunteers for all losses or damages. Consultant's policy shall be endorsed with WC 00 03 13 Waiver of our Right to Recover from Others or its equivalent. **Exceptions and exemptions to this Section may be allowed at the discretion of the City's Risk Manager on a case-by-case basis in accordance with Florida Statutes and shall be evidenced by a separate waiver.**
  
19. **PROFESSIONAL LIABILITY AND/OR ERRORS AND OMISSIONS INSURANCE COVERAGE.** Consultant shall procure, maintain, and keep in full force, effect, and good standing - until the third anniversary of the expiration of this Agreement or the third anniversary of acceptance of work by City - professional liability or errors and omissions insurance coverage for wrongful acts in an amount not less than One Million Dollars (\$1,000,000) per claim and Two Million Dollars (\$2,000,000) aggregate, exclusive of defense costs. It is recognized that this type of insurance is only available on a claims-made basis and additional insured endorsements are not available.
  
20. **MISCELLANEOUS INSURANCE PROVISIONS.**
  - A. Consultant's insurance coverage shall be primary insurance for all applicable policies. The limits of coverage under each policy maintained by Consultant shall not be interpreted as limiting Consultant's liability or obligations under this Agreement. City does not in any way represent that these types or amounts of insurance are sufficient or adequate enough to

protect Consultant's interests or liabilities or to protect Consultant from claims that may arise out of or result from the negligent acts, errors, or omissions of Consultant, any of its agents or subcontractors, or for anyone whose negligent act(s) Consultant may be liable.

- B. No insurance shall be provided by the City for Consultant under this Agreement and Consultant shall be fully and solely responsible for any costs or expenses incurred as a result of a coverage deductible, co-insurance penalty, or self-insured retention to include any loss not covered because of the operation of such deductible, co-insurance penalty, self-insured retention, or coverage exclusion or limitation.
- C. Certificates of Insurance. No work shall be commenced by Consultant under this Agreement until the required Certificate of Insurance and endorsements have been provided nor shall Consultant allow any subcontractor to commence work until all similarly required certificates and endorsements of the subcontractor have also been provided. Work shall not continue after expiration (or cancellation) of the Certificate of Insurance and work shall not resume until a new Certificate of Insurance has been provided. Consultant shall provide evidence of insurance in the form of a valid Certificate of Insurance (binders are unacceptable) prior to the start of work contemplated under this Agreement to: City of Ocala. Attention: Procurement & Contracting Department, Address: 110 SE Watula Avenue, Third Floor, Ocala Florida 34471, E-Mail: [vendors@ocalafl.org](mailto:vendors@ocalafl.org). Consultant's Certificate of Insurance and required endorsements shall be issued by an agency authorized to do business in the State of Florida with an A.M. Best Rating of A or better. The Certificate of Insurance shall indicate whether coverage is being provided under a claims-made or occurrence form. If any coverage is provided on a claims-made form, the Certificate of Insurance must show a retroactive date, which shall be the effective date of the initial contract or prior.
- D. Failure to Maintain Coverage. In the event Consultant fails to disclose each applicable deductible/self-insured retention or obtain or maintain in full force and effect any insurance coverage required to be obtained by Consultant under this Agreement, Consultant shall be considered to be in default of this Agreement.
- E. City as an Additional Insured. The City of Ocala shall be named as an Additional Insured and Certificate Holder on all liability policies identified in this Section with the exception of Workers' Compensation and Professional Liability policies.
- F. Notice of Cancellation of Insurance. Consultant's Certificate of Insurance shall provide **THIRTY (30) DAY** notice of cancellation, **TEN (10) DAY** notice if cancellation is for non-payment of premium. In the event that Consultant's insurer is unable to accommodate the cancellation notice requirement, it shall be the responsibility of Consultant to provide the proper notice. Such notification shall be in writing by registered mail, return receipt requested, and addressed to the certificate holder. Additional copies may be sent to the City of Ocala at [vendors@ocalafl.org](mailto:vendors@ocalafl.org).
- G. Failure to Maintain Coverage. The insurance policies and coverages set forth above are required and providing proof of and maintaining insurance of the types and with such terms and limits set forth above is a material obligation of Consultant. Consultant's failure to obtain or maintain in full force and effect any insurance coverage required under this Agreement shall constitute material breach of this Agreement.
- H. Severability of Interests. Consultant shall arrange for its liability insurance to include, or be endorsed to include a severability of interests/cross-liability provision so that the "City of

Ocala" (where named as an additional insured) will be treated as if a separate policy were in existence, but without increasing the policy limits.

21. **SAFETY/ENVIRONMENTAL.** Consultant shall be responsible for initiating, maintaining, and supervising all safety precautions and programs in connection with the work. Consultant shall take all necessary precautions for the safety of, and shall provide the necessary protection to prevent damage, injury, or loss to:
- A. All employees on the work and other persons that may be affected thereby;
  - B. All work, materials, and equipment to be incorporated therein, whether in storage on or off the site; and
  - C. Other property at the site or adjacent thereto, including trees, shrubs, lawns, walks, pavements, roadways, structures, and utilities.

All, injury, or loss to any property caused, directly or indirectly, in whole or in part, by Consultant, any subcontractor, or anyone directly or indirectly employed by any of them, or anyone for whose acts any of them may be liable, shall be remedied by Consultant. Consultant's duties and responsibilities for the safety and protection of the work shall continue until such time as the work is completed and accepted by City.

22. **NON-DISCRIMINATORY EMPLOYMENT PRACTICES.** During the performance of the contract, the Consultant shall not discriminate against any employee or applicant for employment because of race, color, religion, ancestry, national origin, sex, pregnancy, age, disability, sexual orientation, gender identity, marital or domestic partner status, familial status, or veteran status and shall take affirmative action to ensure that an employee or applicant is afforded equal employment opportunities without discrimination. Such action shall be taken with reference to, but not limited to: recruitment, employment, termination, rates of pay or other forms of compensation and selection for training or retraining, including apprenticeship and on-the-job training.
23. **SUBCONTRACTORS.** Nothing in this Agreement shall be construed to create, impose, or give rise to any duty owed by City or its representatives to any subcontractor of Consultant or any other persons or organizations having a direct contract with Consultant, nor shall it create any obligation on the part of City or its representatives to pay or seek payment of any monies to any subcontractor of Consultant or any other persons or organizations having a direct contract with Consultant, except as may otherwise be required by law. City shall not be responsible for the acts or omissions of any Consultant, subcontractor, or of any of their agents or employees. nor shall it create any obligation on the part of City or its representatives to pay or to seek the payment of any monies to any subcontractor or other person or organization, except as may otherwise be required by law.
24. **INDEPENDENT CONTRACTOR STATUS.** Consultant acknowledges and agrees that under this Agreement, Consultant and any agent or employee of Consultant shall be deemed at all times to be an independent contractor and shall be wholly responsible for the manner in which it performs the services and work required under this Agreement. Neither Consultant nor its agents or employees shall represent or hold themselves out to be employees of City at any time. Neither Consultant nor its agents or employees shall have employee status with City. Nothing in this Agreement shall constitute or be construed to create any intent on the part of either party to create an agency relationship, partnership, employer-employee relationship, joint venture relationship, or any other relationship which would allow City to exercise control or discretion

over the manner or methods employed by Consultant in its performance of its obligations under this Agreement.

25. **ACCESS TO FACILITIES.** City shall provide Consultant with access to all City facilities as is reasonably necessary for Consultant to perform its obligations under this Agreement.
26. **ASSIGNMENT.** Neither party may assign its rights or obligations under this Agreement to any third party without the prior express approval of the other party, which shall not be unreasonably withheld.
27. **RIGHT OF CITY TO TAKE OVER CONTRACT.** Should the work to be performed by Consultant under this Agreement be abandoned, or should Consultant become insolvent, or if Consultant shall assign or sublet the work to be performed hereunder without the written consent of City, the City Project Manager shall have the power and right to hire and acquire additional men and equipment, supply additional material, and perform such work as deemed necessary for the completion of this Agreement. Under these circumstances, all expenses and costs actually incurred by City to accomplish such completion shall be credited to City along with amounts attributable to any other elements of damage and certified by the Project Manager. The City Project Manager's certification as to the amount of such liability shall be final and conclusive.
28. **PUBLIC RECORDS.** Consultant shall comply with all applicable provisions of the Florida Public Records Act, Chapter 119, Florida Statutes. Specifically, Consultant shall:
  - A. Keep and maintain public records required by the public agency to perform the service.
  - B. Upon request from the public agency's custodian of public records, provide the public agency with a copy of the requested records or allow the records to be inspected or copied within a reasonable time at a cost that does not exceed the cost provided in Chapter 119, Florida Statutes, or as otherwise provided by law.
  - C. Ensure that public records that are exempt or confidential and exempt from public records disclosure requirements are not disclosed except as authorized by law for the duration of the contract term and following completion of the contract if Consultant does not transfer the records to the public agency.
  - D. Upon completion of the contract, transfer, at no cost, to the public agency all public records in possession of Consultant or keep and maintain public records required by the public agency to perform the service. If Consultant transfers all public records to the public agency upon completion of the contract, Consultant shall destroy any duplicate public records that are exempt or confidential and exempt from public records disclosure requirements. If Consultant keeps and maintains public records upon completion of the contract, Consultant shall meet all applicable requirements for retaining public records. All records stored electronically must be provided to the public agency, upon request from the public agency's custodian of public records, in a format that is compatible with the information technology systems of the public agency.

**IF CONSULTANT HAS QUESTIONS REGARDING THE APPLICATION OF CHAPTER 119, FLORIDA STATUTES, TO CONSULTANT'S DUTY TO PROVIDE PUBLIC RECORDS RELATING TO THIS CONTRACT, CONTACT THE CUSTODIAN OF PUBLIC RECORDS AT: CITY OF OCALA, OFFICE OF**

**THE CITY CLERK; 352-629-8266; E-mail: [clerk@ocalafl.org](mailto:clerk@ocalafl.org); City Hall, 110 SE Watula Avenue, Ocala, FL 34471.**

29. **AUDIT.** Consultant shall comply and cooperate immediately with any inspections, reviews, investigations, or audits relating to this Agreement as deemed necessary by the Florida Office of the Inspector General, the City's Internal or External auditors or by any other Florida official with proper authority.
30. **PUBLICITY.** Consultant shall not use City's name, logo, seal or other likeness in any press release, marketing materials, or other public announcement without City's prior written approval.
31. **E-VERIFY.** Pursuant to section 448.095, Consultant shall register with and use the U.S. Department of Homeland Security's ("DHS") E-Verify System, accessible at <https://e-verify.uscis.gov/emp>, to verify the work authorization status of all newly hired employees. Consultant shall obtain affidavits from any and all subcontractors in accordance with paragraph 2(b) of section 448.095, Florida Statutes, and maintain copies of such affidavits for the duration of this Agreement. By entering into this Agreement, Consultant certifies and ensures that it utilizes and will continue to utilize the DHS E-Verify System for the duration of this Agreement and any subsequent renewals of same. Consultant understands that failure to comply with the requirements of this section shall result in the termination of this Agreement and Consultant may lose the ability to be awarded a public contract for a minimum of one (1) year after the date on which the Agreement was terminated. Consultant shall provide a copy of its DHS Memorandum of Understanding upon City's request. Please visit [www.e-verify.gov](http://www.e-verify.gov) for more information regarding the E-Verify System.
32. **CONFLICT OF INTEREST.** Consultant is required to have disclosed, with the submission of their bid, the name of any officer, director, or agent who may be employed by the City. Consultant shall further disclose the name of any City employee who owns, directly or indirectly, any interest in Consultant's business or any affiliated business entity. Any additional conflicts of interest that may occur during the contract term must be disclosed to the City of Ocala Procurement Department.
33. **WAIVER.** The failure or delay of any party at any time to require performance by another party of any provision of this Agreement, even if known, shall not affect the right of such party to require performance of that provision or to exercise any right, power or remedy hereunder. Any waiver by any party of any breach of any provision of this Agreement should not be construed as a waiver of any continuing or succeeding breach of such provision, a waiver of the provision itself, or a waiver of any right, power or remedy under this Agreement. No notice to or demand on any party in any circumstance shall, of itself, entitle such party to any other or further notice or demand in similar or other circumstances.
34. **SEVERABILITY OF ILLEGAL PROVISIONS.** Wherever possible, each provision of this Agreement shall be interpreted in such a manner as to be effective and valid under the applicable law. Should any portion of this Agreement be declared invalid for any reason, such declaration shall have no effect upon the remaining portions of this Agreement.
35. **INDEMNITY.** Consultant shall indemnify City and its elected officials, employees and volunteers against, and hold City and its elected officials, employees and volunteers harmless from, all damages, claims, losses, costs, and expenses, including reasonable attorneys' fees, which City or its elected officials, employees or volunteers may sustain, or which may be asserted against City

or its elected officials, employees or volunteers, arising out of the activities contemplated by this Agreement including, without limitation, harm or personal injury to third persons during the term of this Agreement to the extent attributable to the actions of Consultant, its agents, and employees.

36. **NO WAIVER OF SOVEREIGN IMMUNITY.** Nothing herein is intended to waive sovereign immunity by the City to which sovereign immunity may be applicable, or of any rights or limits of liability existing under Florida Statute § 768.28. This term shall survive the termination of all performance or obligations under this Agreement and shall be fully binding until any proceeding brought under this Agreement is barred by any applicable statute of limitations.
37. **NOTICES.** All notices, certifications or communications required by this Agreement shall be given in writing and shall be deemed delivered when personally served, or when received if by facsimile transmission with a confirming copy mailed by registered or certified mail, postage prepaid, return receipt requested. Notices can be concurrently delivered by e-mail. All notices shall be addressed to the respective parties as follows:

If to Consultant: Thompson Consulting Services, LLC  
Attention: Jon Hoyle, President  
2601 Maitland Center Parkway  
Maitland, FL 32751  
Phone: 407-792-0018  
E-mail: [jhoyle@thompsoncs.net](mailto:jhoyle@thompsoncs.net)

If to City of Ocala: Daphne M. Robinson, Esq. - Contracting Officer  
City of Ocala  
110 SE Watula Avenue, 3rd Floor  
Ocala, Florida 34471  
Phone: 352-629-8343  
E-mail: [notices@ocalafl.org](mailto:notices@ocalafl.org)

Copy to: William E. Sexton, Esq., City Attorney  
City of Ocala  
110 SE Watula Avenue, 3rd Floor  
Ocala, Florida 34471  
Phone: 352-401-3972  
E-mail: [cityattorney@ocalafl.org](mailto:cityattorney@ocalafl.org)

38. **ATTORNEYS' FEES.** If any civil action, arbitration or other legal proceeding is brought for the enforcement of this Agreement, or because of an alleged dispute, breach, default or misrepresentation in connection with any provision of this Agreement, the successful or prevailing party shall be entitled to recover reasonable attorneys' fees, sales and use taxes, court costs and all expenses reasonably incurred even if not taxable as court costs (including, without limitation, all such fees, taxes, costs and expenses incident to arbitration, appellate, bankruptcy and post-judgment proceedings), incurred in that civil action, arbitration or legal proceeding, in addition to any other relief to which such party or parties may be entitled. Attorneys' fees shall include, without limitation, paralegal fees, investigative fees, administrative costs, sales and use taxes and all other charges reasonably billed by the attorney to the prevailing party.

39. **JURY WAIVER.** IN ANY CIVIL ACTION, COUNTERCLAIM, OR PROCEEDING, WHETHER AT LAW OR IN EQUITY, WHICH ARISES OUT OF, CONCERNS, OR RELATES TO THIS AGREEMENT, ANY AND ALL TRANSACTIONS CONTEMPLATED HEREUNDER, THE PERFORMANCE HEREOF, OR THE RELATIONSHIP CREATED HEREBY, WHETHER SOUNDING IN CONTRACT, TORT, STRICT LIABILITY, OR OTHERWISE, TRIAL SHALL BE TO A COURT OF COMPETENT JURISDICTION AND NOT TO A JURY. EACH PARTY HEREBY IRREVOCABLY WAIVES ANY RIGHT IT MAY HAVE TO A TRIAL BY JURY. NEITHER PARTY HAS MADE OR RELIED UPON ANY ORAL REPRESENTATIONS TO OR BY ANY OTHER PARTY REGARDING THE ENFORCEABILITY OF THIS PROVISION. EACH PARTY HAS READ AND UNDERSTANDS THE EFFECT OF THIS JURY WAIVER PROVISION.
40. **GOVERNING LAW.** This Agreement is and shall be deemed to be a contract entered and made pursuant to the laws of the State of Florida and shall in all respects be governed, construed, applied and enforced in accordance with the laws of the State of Florida.
41. **JURISDICTION AND VENUE.** The parties acknowledge that a majority of the negotiations, anticipated performance and execution of this Agreement occurred or shall occur in Marion County, Florida. Any civil action or legal proceeding arising out of or relating to this Agreement shall be brought only in the courts of record of the State of Florida in Marion County or the United States District Court, Middle District of Florida, Ocala Division. Each party consents to the exclusive jurisdiction of such court in any such civil action or legal proceeding and waives any objection to the laying of venue of any such civil action or legal proceeding in such court and/or the right to bring an action or proceeding in any other court. Service of any court paper may be effected on such party by mail, as provided in this Agreement, or in such other manner as may be provided under applicable laws, rules of procedures or local rules.
42. **REFERENCE TO PARTIES.** Each reference herein to the parties shall be deemed to include their successors, assigns, heirs, administrators, and legal representatives, all whom shall be bound by the provisions hereof.
43. **MUTUALITY OF NEGOTIATION.** Consultant and City acknowledge that this Agreement is a result of negotiations between Consultant and City, and the Agreement shall not be construed in favor of, or against, either party because of that party having been more involved in the drafting of the Agreement.
44. **SECTION HEADINGS.** The section headings herein are included for convenience only and shall not be deemed to be a part of this Agreement.
45. **RIGHTS OF THIRD PARTIES.** Nothing in this Agreement, whether express or implied, is intended to confer any rights or remedies under or because of this Agreement on any persons other than the parties hereto and their respective legal representatives, successors and permitted assigns. Nothing in this Agreement is intended to relieve or discharge the obligation or liability of any third persons to any party to this Agreement, nor shall any provision give any third persons any right of subrogation or action over or against any party to this Agreement.
46. **AMENDMENT.** No amendment to this Agreement shall be effective except those agreed to in writing and signed by both parties to this Agreement.

- 47. **COUNTERPARTS.** This Agreement may be executed in counterparts, each of which shall be an original and all of which shall constitute the same instrument.
- 48. **ELECTRONIC SIGNATURE(S).** Consultant, if and by offering an electronic signature in any form whatsoever, will accept and agree to be bound by said electronic signature to all terms and conditions of this Agreement. Further, a duplicate or copy of the Agreement that contains a duplicated or non-original signature will be treated the same as an original, signed copy of this original Agreement for all purposes.
- 49. **ENTIRE AGREEMENT.** This Agreement, including exhibits, (if any) constitutes the entire Agreement between the parties hereto with respect to the subject matter hereof. There are no other representations, warranties, promises, agreements or understandings, oral, written or implied, among the Parties, except to the extent reference is made thereto in this Agreement. No course of prior dealings between the parties and no usage of trade shall be relevant or admissible to supplement, explain, or vary any of the terms of this Agreement. No representations, understandings, or agreements have been made or relied upon in the making of this Agreement other than those specifically set forth herein.
- 50. **LEGAL AUTHORITY.** Each person signing this Agreement on behalf of either party individually warrants that he or she has full legal power to execute this Agreement on behalf of the party for whom he or she is signing, and to bind and obligate such party with respect to all provisions contained in this Agreement.

**IN WITNESS WHEREOF**, the parties have executed this Agreement on \_\_\_\_\_.

**ATTEST:**

**CITY OF OCALA**

\_\_\_\_\_  
Angel B. Jacobs  
City Clerk

\_\_\_\_\_  
James P. Hilty  
City Council President

**Approved as to form and legality:**

**THOMPSON CONSULTING SERVICES, LLC**

\_\_\_\_\_  
William E. Sexton, Esq.  
City Attorney

\_\_\_\_\_  
By: \_\_\_\_\_  
(Printed Name)

Title: \_\_\_\_\_  
(Title of Authorized Signatory)

Consultant is needed for natural disaster-related emergency debris removal monitoring services for the City of Ocala, Florida (City).

### **Consultant Responsibilities**

Consultant responsibilities include, but are not limited to, monitoring and documenting the following:

- Field operations
- Debris pickup
- Debris hauling and removal
- Debris staging and reduction by grinding
- Temporary debris storage site management
- Debris management
- Final disposal to an approved facility in full compliance with regulatory agency requirements, consistent with Federal Emergency Management Agency (FEMA) requirements for debris management, removal, and disposal.

The Consultant shall have experience in the Federal Emergency Management Public Assistance (FEMA-PA) Program, the Federal Highway Administration Emergency Relief (FHWA-ER) Program, and other applicable federal, state, and/or local programs to assist the City and its emergency response/recovery efforts. The consultant will be responsible for tracking all contract costs, adhering to the “not to exceed” limit as determined by the City, and preparing the project worksheets for all disaster categories. Proper notification must be given to the City as costs approach the “not to exceed” limit. Proper documentation by the consultant as required by FEMA, FHWA, and all applicable federal, state, and local agencies is required for all debris removal monitoring operations to ensure reimbursement to the City from the appropriate agency.

Consultant is responsible for ensuring the work performed under their control is progressing in a manner satisfying the expectations as noted in the FDOT Emergency Management Program 956-030-001, 23 CFR 668, and the current edition of the FHWA Emergency Relief Manual, including the supplements prepared by the FHWA Florida Division and the FEMA PA Program.

Roads and other City facilities will be identified by the City and direction will be given to the Consultant and debris removal contractor for clearing these roads and facilities. Debris removal and monitoring activities shall be in accordance with the Public Works Emergency Preparedness Manual. The City reserves the right to add or remove road segments at the direction of the City Debris Manager. The City, at its sole discretion, may elect to perform work with in-house forces or other contract forces.

### **Activation**

The work will begin upon written authorization by the City. Consultant shall provide a 24/7 contact number and shall be activated (project manager on-site) within twenty-four (24) hours of receipt of Notice to Proceed. Failure to meet this requirement will result in immediate termination of the contract.

No guarantee of minimum or maximum amounts of work is made by the City under this contract. No adjustment to bid prices will be considered due to increases or decreases in estimated quantities. The City will not provide price adjustments for cost increases or decreases in the price of fuel. The consultant shall have the ability to handle multiple, simultaneous large-scale disaster events.

In cases of discrepancy between this scope and regulatory agency guidelines, the regulatory agency's guidelines will take precedence.

### **Termination for Convenience**

City may, at any time and for any reason, terminate the Consultant's services and work at City's convenience. Upon receipt of such notice, the Consultant shall, unless the notice directs otherwise, immediately discontinue the work and placing of orders for materials, facilities, and supplies in connection with the performance of the agreement. Upon such termination, the Consultant shall be entitled to payment only as follows: (1) the actual cost of the work completed in conformity with the agreement; plus, (2) such other costs actually incurred by the Consultant as permitted by the contract and approved by City.

### **Definitions and Acronyms**

- A. City Debris Manager: A City staff member who functions as the City point of contact and is responsible for providing overall supervision of debris clearance, removal, and disposal operations.
- B. Construction and Demolition (C&D) Debris\*: Damaged components of buildings and structures such as lumber and wood, gypsum wallboard, glass, metal, roofing material, tile, carpeting and floor coverings, window coverings, plastic pipe, concrete, fully cured asphalt, heating ventilation and air conditioning (HVAC) systems and their components, light fixtures, small consumer appliances, equipment, furnishings, and fixtures that are a result of a disaster event.  
\*Note – This definition of C&D is for disaster recovery purposes and is not the same definition commonly found in Chapters 62-701, Florida Administrative Code.
- C. Data Manager: Manager of data collected from monitoring operations and employed by the consultant.
- D. Debris: Debris is scattered items and materials broken, destroyed, or displaced which is generated by an event and is located within a designated area.
- E. Debris Collection Monitor: Employee of the Consultant who observes the debris removal contractor removing debris from assigned areas.
- F. Debris Management Plan: The plan establishes policies, procedures, and guidelines for recovery from debris-generating disaster events.
- G. Debris Removal Contractor: A person or entity, including employees, partners, principals, agents, and assignees that are under contract with the City to remove storm-deposited debris according to federal and state guidelines.
- H. Disposal Site Monitor: The Consultant's employee(s) assigned to the debris disposal site manage disposal operations and monitor the debris removal contractor's performance. The duties include but are not limited to, ensuring the debris is eligible, quantifying and accurately documenting debris loads consistent with FEMA and FHWA guidelines.
- I. Drop-Off Site: A site established for residents of the City of Ocala to drop off debris.
- J. Electronic Waste (E-Waste): Loosely discarded, damaged, obsolete, or broken electrical or electronic devices including, but not limited to, computers, computer monitors, televisions, and microwaves.
- K. Eligible Debris: As determined by FEMA Section #325 Debris Management Guide and other applicable regulations – Debris resulting from a Presidentially declared disaster whose removal, as determined by the City Manager or designee, is in the public interest because it is necessary to (1) eliminate immediate threats to life, public health, and safety; (2) eliminate immediate threats of significant damage to improved public or private property; or (3) ensure economic recovery.

- L. Emergency Operations Center (EOC): A central command and control facility responsible for carrying out the principles of emergency preparedness and emergency management, disaster management functions at a strategic level in an emergency situation.
- M. Exit Site Monitor: Employee(s) of the Consultant who observes outbound trucks at the Debris Management Site.
- N. Federal Aid Eligible Roads: Roads that are paved, gravel, or dirt, and are eligible for repair or replacement.
- O. Federal Emergency Management Agency (FEMA): FEMA is a funding source to the City for activities during an event declared a disaster by the President of the United States. FEMA-eligible debris removal is second and subsequent passes on FHWA-eligible roads and other roadways not on the federal aid system.
- P. Federal Highway Administration (FHWA): FHWA, through the Emergency Relief program, is a federal funding source for work on Federal-Aid roadways and facilities. FHWA has designated federal aid roadways also known as "on-system" roadways that are eligible for Emergency Relief funding.
- Q. Field Operations Manager: Employee of the Consultant who oversees debris removal contractor(s) and general field operations including monitors and data managers.
- R. Global Positioning System (GPS): Global navigation satellite system that provides location and time information in all weather conditions, anywhere on or near the earth, where there is an unobstructed line of sight to four or more GPS satellites.
- S. Hand Held Units (HHU): Devices used to write data to, and read data from, removable storage media. The HHU is used in electronic debris monitoring.
- T. Hazardous Stump: Uprooted tree or stump (i.e. 50% or more of the root ball is exposed), greater than twenty-four inches (24") above the ground on a public right-of-way, improved public property or improved property owned by certain private nonprofit organizations, and the exposed root ball poses an immediate threat to life, public health and safety.
- U. Hazardous Waste: Materials and products from institutional, commercial, recreational, industrial, and agricultural sources that contain certain chemicals with one or more of the following characteristics, as defined by the U.S. Environmental Protection Agency: 1) toxic; 2) flammable; 3) corrosive; and/or 4) reactive, in accordance with Environmental Protection Agency (EPA) Section for toxic, flammable, corrosive reaction Resource Conservation and Recovery Act (RCRA) Subtitle C 40 CFR Part 260.
- V. Household Hazardous Waste: Used or leftover contents of consumer products that contain chemicals with one or more of the following characteristics, as defined by the U.S. Environmental Protection Agency: 1) toxic; 2) flammable; 3) corrosive; and/or 4) reactive. Examples of Household Hazardous Waste include small quantities of normal household cleaning and maintenance products, latex and oil-based paint, cleaning solvents, gasoline, oils, swimming pool chemicals, pesticides, and propane gas cylinders in accordance with Environmental Protection Agency (EPA) Section for toxic, flammable, corrosive reaction Resource Conservation and Recovery Act (RCRA) Subtitle C 40 CFR Part 260.
- W. Mixed Debris: A mixture of various types of debris including, but not limited to, C&D debris, white goods, e-waste, household hazardous waste, metals, abandoned vehicles, tires, etc.
- X. Notice to Proceed: This is a written notice issued to the Consultant by the City fixing the date on which operations outlined will commence.
- Y. Project Manager: A Consultant who functions as the point of contact for the City responsible for the overall project management and coordination of the debris monitoring services required to oversee the debris removal operations.

- Z. System: The word “System” is used in reference to the electronic portion of electronic debris monitoring.
- AA. System Database: A system database is a compilation of all information gathered or reconciled and meets requirements set forth by this Scope of Services.
- BB. Temporary Debris Management Sites: A Florida Department of Environmental Protection authorized site where debris is stored, reduced, grinded, or sorted. Debris resides at the site for a relatively short period of time prior to final disposal during the debris management process. May also be referred to as a Debris Management Site (DMS) or Temporary Debris Staging and Reduction Site (TDSR).
- CC. Ticket Manager: Consultant responsible for overseeing the electronic ticket processing.
- DD. Vegetative Debris: Clean, woody debris and other organic materials that can be chipped and mulched.
- EE. White Goods: Appliances, including, but not limited to refrigerators, freezers, stoves, washers, dryers, and HVAC units.

### **Personnel Qualifications**

- **Data Manager**: A Data Manager must have at least two (2) years of experience working with a relational database management system. The Data Manager will work under the supervision of the Project Manager.
- **Debris Collection Monitors, Exit Site Monitors, and Disposal or Tower Monitors** must have a High School Diploma or GED, and be adequately trained in Debris Operations.
- **Field Operations Manager**: A Field Operations Manager must have a minimum of two (2) years’ experience in disaster debris management.
- **Project Manager**: A Project Manager must have a minimum of five (5) years’ experience in disaster debris management. The Project Manager must also be a permanent staff employee of the Consultant.

### **Services to be Provided by the Consultant**

#### 1. **Daily Reports**

The Consultant shall ensure that daily reports are provided to the City Debris Manager or designee and other key City personnel within a minimum number of hours requested by the Debris Manager.

#### 2. **Key Responsibilities**

It is the responsibility of the Consultant to assist the City in performing:

- A. Contract Administration;
- B. Damage assessment;
- C. Environmental Permitting of temporary debris management sites;
- D. Truck Certification;
- E. Debris Removal Monitoring;
- F. Quality Assurance and Quality Control of all documentation pertaining to debris removal monitoring;
- G. Assist the City in responding to public inquiries;
- H. Be available to address questions from the City, FEMA, and FHWA both during and after services have been performed.
- I. Provide assistance as requested, especially after the services have been performed to complete FEMA reimbursement project worksheets (PW).

**3. Safety Provisions**

Consultant shall provide all monitors (or ensure monitors are in possession of) appropriate personal protective equipment, including but not limited to eye protection, hearing protection, safety work shoes, safety vests, hard hats, gloves, and wet and cold weather clothing, to comply with all federal (including, but not limited to Occupational Safety and Health Administration [OSHA] guidelines), state and local requirements.

**4. Annual Pre-Storm Coordination Meetings**

This task will consist of any or all three separate meetings conducted in May or June of each year the contract is in force. The meetings are described below:

- A. Meeting 1 - Conduct a formal half-day meeting with all debris haulers prior to each hurricane season. Topics of discussion will include debris removal scheduling and planning, defining specific work zones and uploading to the Consultant's computerized database and software, debris monitoring, staging area location and use, citizen drop-off sites, mobilization schedules, equipment requirements, damage reporting and repair, invoicing, and other topics as requested by the City.
- B. Meeting 2 - Present training materials and conduct formal half-day training and coordination meetings with City staff responsible for project management, staging area tower monitors, debris monitors, or other positions as required by the City.
- C. Meeting 3 - If required, the Consultant will meet with the City to coordinate debris management and discuss reimbursement issues.

**5. Debris Monitoring Operations**

The Consultant shall coordinate with the City to schedule debris removal monitoring and debris removal contractor operations. The Consultant shall within twenty-four (24) hours of notification, provide an adequate number of qualified personnel to monitor debris removal sites and reduction/disposal sites along with associated roving monitors. The Consultant will be required to increase or reduce its staffing from this point depending on the severity of debris generating event. The Consultant shall provide the following:

The project Manager shall be onsite within twenty-four (24) hours of notification and responsible for the overall project management and coordination of the debris monitoring services required to oversee the debris removal operations. The Project Manager shall be the point of contact for the City. The Project Manager shall assign Field Operations Manager(s) to oversee the debris removal contractor(s), monitors, and a Data Manager to provide supervision of the data entry operations and documentation process. Project Manager duties include but are not limited to the following:

- A. Ensure a sufficient number of trained debris monitors are available to monitor the "first push" (cut & toss) operations.
- B. Ensure a sufficient number of trained debris monitors are available to monitor all "first pass" and subsequent passes of debris removal and hauling activities.
- C. Provide tower/disposal site monitors to observe and record all debris loads entering the temporary debris management sites.
- D. Provide tower/disposal site monitors to observe and record all debris loads exiting the temporary debris management sites for final disposal.
- E. Provide data entry and document processing personnel, if applicable.
- F. Conduct safety meetings with field staff, as necessary.
- G. Respond to and document issues regarding complaints, damages, accidents or incidents

involving the Consultant or Contractor personnel and ensure that they are fully documented and reported.

- H. Coordinate daily briefings with the City and the debris removal contractor(s), daily status reports of work progress, and staffing.
- I. Review and verify documentation of environmental authorizations and/or permits for temporary debris management sites and final disposal.
- J. Review and reconcile debris removal contractor invoices submitted to the City.
- K. Preparation of interim operations, status reports, and final report, as directed by the City.

#### 6. **Field Monitoring**

The Consultant shall provide trained staff in sufficient numbers to adequately monitor all operations supervised by Field Operations Managers. Duties of monitors shall include, but are not limited to, the following:

- A. Truck certification and documentation of all vehicles used in the debris removal activities.
- B. Quality assurance/quality control (QA/QC) of truck certification measurements throughout the life of the project.
- C. Provide monitoring services and documentation of all eligible debris removal activities from Federal Aid eligible roadways – First Push (Cut & Toss) and First Pass.
- D. Provide monitoring services and documentation of all eligible debris removal activities on non-Federal Aid-eligible roadways, as directed by the City.
- E. Provide monitoring services and documentation of all eligible debris removal activities from second and subsequent passes on all roadways, as directed by the City.
- F. Ensure that ineligible debris is not collected by the debris removal Contractor, unless directed in writing by the City.
- G. Disposal Site/Tower Monitors will observe and record the truck quantity estimates of inbound and outbound debris.
- H. Exit Site Monitors will observe that all outbound trucks are fully discharged of their load prior to the exit of the temporary debris management site.
- I. Monitors will ensure that accurate, legible, and complete documentation is provided through load tickets, truck certifications, and/or other logs and reports, as required.
- J. Maintain photo documentation of the debris removal trucks and activities, specifically of the hazardous stumps, hangers, leaners, or tree removal and/or other special or unusual occurrences in the field.
- K. Immediately document and report activities to the City which may require remediation, such as fuel spills, hazardous materials collection locations, and other similar environmental concerns.
- L. Immediately document and report to the City damages which occur on public or private property as a result of the debris removal operations.
- M. Immediately document and report to the City any violations of the Department of Environmental Protection's (DEP) debris site conditions.
- N. If DEP debris site conditions are violated, the Consultant shall oversee tasks sufficient to satisfy the DEP.
- O. Monitors must be capable of spending shifts in an outside environment and be able to climb a staircase ladder, ten (10) feet or higher.
- P. Monitors shall make multiple, random visits to all loading sites and disposal sites on a daily basis.
- Q.

**7. Data Management and Documentation**

The Consultant shall ensure all necessary documentation is provided as follows:

- A. Ensure all eligible debris removal operations activities are documented and tracked specific to the FHWA-ER program, the FEMA PA program, or other applicable Federal, state, or local agencies.
- B. Documentation of the number of crews and types of equipment utilized, actual hours of operation, and locations of work performed during the time and materials phase of operations.
- C. Completion of truck certifications, equipment certifications, and establishment of a QA/QC program throughout the life of the project.
- D. Load tickets documenting the eligible debris removal and/or disposal activities by the applicable program FHWA – ER or FEMA PA, and/or other federal, state, or local programs as outlined in and in accordance with the Debris Management Plan.
- E. Documentation of eligible hazardous stump removal, hangers, leaners, or tree removal which includes photos, GPS coordinates, street or milepost identifier, and/or other information as available and applicable.
- F. Environmental authorizations and/or permits, as applicable.
- G. Daily electronic spreadsheet summaries of cubic yards/tons collected by Federal program. The daily summary shall be communicated to the City's Emergency Coordination Officer (ECO) or designee on a daily basis.
- H. Production in electronic format (scanned) and paper copies of all documentation for submittal to Federal and/or State agencies.
- I. Provide certified weigh master if necessary.
- J. Assist the City in creating field maps using GIS, as well as track and present contractor progress in GIS.
- K. Organize, maintain, and provide the City with electronic copies of documentation in a satisfactory manner. All documentation and information related to the project shall be surrendered to the City upon completion of the project.
- L. Paper copies of all electronic or handwritten load tickets shall be provided daily to both the City and the Debris Removal Contractor at the daily meeting.

**8. Electronic Debris Monitoring**

The Consultant may exercise the option to utilize electronic debris monitoring and if chosen, the Consultant must comply with requirements set forth below:

**Equipment Requirements**

- A. Data Storage Media – Debris management data will be stored and transferred on encryption-protected removable data storage media. All data media will be provided by the Consultant. Data must include a unique user ID that identifies the user's role, limits the user's ability to collect or validate information, etc. and employs an anti-tampering mechanism. Consultant shall provide media to each person performing a debris mission role that results in data collection, i.e., drivers, ticket managers, etc.
- B. Handheld Units (HHU) - The Consultant will provide weatherproof and shock-resistant handheld units (HHU) for recording debris management data in the field. These HHU devices will be capable of writing data to and reading data from, the removable data storage media. HHUs shall have the capability to determine locations by GPS and the capability to write GPS coordinates to the removable media. The HHUs will perform two functions: (1) Recording of initial load data information, and (2) verification of vehicle certification, and recording of debris type and quantity and (3) All field units

will be operated by standalone power sources which will allow the units to perform uninterrupted for a shift.

- 1) HHUs capable of recording truck certification data onto driver removable media are used at the truck certification area. Truck certification records will include truck measurements, Truck ID, Driver ID, and a digital photograph of the truck and trailers.
  - 2) HHUs capable of recording user ID information, including a unique user ID, digital photograph, and any additional user information required for system operation.
  - 3) GPS- HHU units shall have integrated GPS capability. GPS readings (accuracy within 3 meters of the HHU) shall automatically be recorded without any additional manual effort each time the HHU unit records and retrieves information related to the debris mission. External GPS units shall have reliable connectivity to the HHU and be rugged and durable.
- C. Durable Printer – The Consultant shall provide a durable printer to print load tickets at the request of the City. Once the tower manager completes the load data entries the information shall be transmitted to the printer. The printer will print a minimum of 2 copies of the ticket. Two copies shall be given to the driver (one copy for the driver and the other for the prime contractor). The HHU should have program flexibility to alter the number of printed tickets. The printed ticket paper and print shall be of a quality that the print is not affected by harsh weather conditions and does not fade over time, nor smear or deteriorate due to moisture or UV rays. All field units will be operated by stand-alone power sources which will allow the units to perform uninterrupted for a minimum of a shift.
- D. Server(s) – The Consultant shall provide computer servers for the storage and maintenance of records. The data contained in the Consultant’s database shall be placed on the Internet for controlled use, and be password protected by the Consultant. Upon completion of the work, the Consultant shall surrender the records to the City who shall maintain the official database and records on its government-furnished secure server. Access to the City server is limited to “Official Use Only”. The City server is provided and maintained by the City.
- E. Back-up equipment – In the event of equipment malfunction, loss, or damage, the Consultant shall assure a sufficient supply of replacement equipment and personnel are available such that production is not affected. The backup equipment shall be readily available on-site for rapid distribution.
- F. GIS – GIS mapping shall be provided by the Consultant from the most current source(s) available. This information shall be used as a base map to visually illustrate work zones, ticket and tower personnel locations and activities, work progress, historically and/or environmentally sensitive areas, geospatial data, and other mission informational needs from the data gathered by the HHUs.
- G. Internet Accessible database – The Consultant will establish a web-based database that is updated daily if not in real-time. The data shall be accessible, by permission only, to sub-contractors, local and state officials, and others on a “need to know” basis. Database access will be role-based and no direct access to the data tables shall be allowed unless approved by the City.

**General Statement of Electronic Debris Monitoring System Parameters:**

- A. The system must utilize an encryption-protected removable data storage device. The data storage device will store data collected in the field, such as fields from traditional debris paper load tickets as well as truck certification information. The device must be

- capable of depicting images and other identifying data.
- B. The system must have a database capable of storing all data collected in the field. The Consultant shall provide the City with a copy of the database with a matching structure at the completion of the work unless otherwise specified.
  - C. The system must include the capability to share database records with contractors, sub-contractors, the City, and others via the Internet. Data contained in the system must be password protected, implement role-based access controls, and must have viewing, printing, and editing capabilities. Each contractor, subcontractor, and customer must have permissions that allow only them to review and print information specific to their need. The system shall also have the capability to generate reports on all aspects of the debris mission.
  - D. The Consultant uses the HHU to initiate the load data by entering the debris type into the HHU. The driver's media card will either be swiped or inserted into the HHU and the HHU will write the debris type, pick-up GPS location), address of pick-up if applicable, time, date, truck certification, and driver information, and the ticket manager's unique ID Code onto the removable media. Once the data is written to the media, the Ticket Manager will return the media to the driver. By this action, the Consultant verifies the debris meets FEMA and FHWA eligibility requirements.
  - E. HHUs are used at the debris verification area of disposal site(s) by the tower manager. The vehicle driver presents the removable media, which was previously initiated by the field monitor, to the tower manager personnel located in the disposal site tower(s). The tower manager verifies the debris classification is appropriate (vegetative, C&D, mixed, etc., and manually revises, if needed), verifies vehicle(s) and driver information is correct, estimates, and enters the load quantity into the HHU. The HHU will automatically extract the information recorded earlier on the smart card and add the information to the tower manager's HHU including the date, time debris arrives, site ID, GPS readings, load quantity, and tower manager's unique ID Code.
  - F. All information regarding each debris load will be stored in the HHUs internal memory or on a separate, encryption-protected removable media device. The debris load information will be uploaded to the City and Consultant databases. Once this information is recorded, the tower manager HHU will clear the removable media's debris data for the driver to re-use.
  - G. The media will retain a running total of the quantity and type of debris hauled by a particular vehicle. All debris load information within the tower manager HHU will be retained until upload to the database has been accomplished and confirmed by authorized personnel. Direct access to data on the HHU will be restricted to personnel specifically authorized to do so by the City.

#### **Functional Specifications and System Architecture**

- A. Ticket/Tower Managers – Personnel Registration, Administration, and Management: The system shall have the capability to manage user roles. The majority of the system users will be either a ticket or tower managers. At a minimum, the system must have the following capabilities:
  - 1) A means to create encryption-protected electronic media with the unique User ID, digital photograph, and user roles;
  - 2) Other identifying data;
  - 3) Electronic registration of ticket/tower monitor;

- 4) Link designated ticket/tower personnel roles to a specific mission;
  - 5) The ability to edit ticket/tower personnel roles i.e., create, update, and delete;
  - 6) Store ticket/tower personnel contact information relative to the mission;
  - 7) Track and manage ticket/tower personnel role and status;
  - 8) Assign and track equipment assigned to the user;
  - 9) Reject invalid ticket/tower personnel credentials;
  - 10) Reject invalid certification credentials;
- B. Truck Certification: The system shall have the capability to record truck and trailer certification data. Truck certification is used to register authorized debris-hauling vehicles and equipment. At a minimum, the following must be included:
- 1) A means of electronically registering authorized debris Consultant vehicles and equipment;
  - 2) Link electronic registration to digital images to identify the mission and respective City;
  - 3) Generate unique ID for contractor vehicles and equipment;
  - 4) Utilize uniform measurements e.g. feet and inches;
  - 5) Capture vehicle volume;
  - 6) Utilize industry-standard equations for all volume calculations;
  - 7) Capture drivers and certification team members unique identification numbers;
  - 8) A means to create encryption-protected electronic driver removable media with unique Truck ID, digital photograph, truck and/or trailer measurements, vehicle volume, and other identifying data;
  - 9) Must depict image and other identifying data;
  - 10) Must contain counter area for total cubic yards hauled;
  - 11) Must employ an anti-tampering mechanism;
  - 12) Capability to recertify vehicles;
  - 13) Recertified vehicles must be recorded in an audit table;
  - 14) Certification data must be associated with the authorized system user;
  - 15) Reject media which are not associated with current events and applicant;
  - 16) Capture vehicle audit records;
  - 17) Create a printed certification record;
  - 18) Administrative reporting capabilities.
- C. Right-of-Way (ROW) Debris Management: ROW transactional data must be captured, stored, validated, audited, reported and transmitted to mission managers, haulers and applicants. At a minimum, the application must exhibit the following characteristics:
- 1) Allow creation of point of origin load data on encryption protected driver media when position is known and credentials have been authenticated;
  - 2) Capture date and time and other relevant point of origin data;
  - 3) Validate media is present in system and configured to receive data;
  - 4) Designate debris type;
  - 5) Designate debris location as Federal Aid or Non- Federal Aid;
  - 6) Designate first pass and subsequent passes;
  - 7) Write point of origin load data using encrypted storage algorithms;
  - 8) Associate ticket/tower personnel credentials with point of origin load data;
  - 9) Acknowledge successful card write via display status message;
  - 10) Provide user configurable time option for GPS audit;
  - 11) Detect current location using GPS and store data to secure memory location;

- 12) Provide capability to add digital image if debris is other than vegetative or C&D.
- D. Debris Disposal Site Management: Completed ROW, and Per-unit point of origin transactions must be received at the approved disposal site. Transactions are not considered complete until they are processed thru the receiving applications. At a minimum, the system must provide the capability to:
- 1) Accept site configuration data at the beginning of each work day.
  - 2) Dynamically configure receiving application based on site configuration data.
  - 3) Display certification data and photo from driver smart card so that ticket/tower personnel can perform a field audit of truck/trailer to assure data matches certification and placard number.
  - 4) Accept loads where:
    - a) Mission and applicant are valid;
    - b) Media authentication data is valid and unaltered;
    - c) Media contains valid load data.
    - d) Designate debris type;
    - e) Record debris volume (based on unit of measure);
    - f) Receive volume or per unit loads;
    - g) Identify original load data;
    - h) Identify duplicate load data;
    - i) Configure number of hard copies;
    - j) Create load data record in internal storage;
    - k) Create backup copy of internal storage;
    - l) Prepare driver media for next load;
    - m) Increment driver smart card based on total CY counter value;
    - n) Continuously calculate and present real-time disposal site statistics;
    - o) Re-print load ticket data;
    - p) Interface with durable outdoor printer;
    - q) Preserve in its original state, then transmit daily transaction data;
    - r) Associate ticket/tower personnel credentials with each received load.
- E. Field Administrative Functions: The system must have the capability to perform administrative duties in the field. Requirements include the capability to edit user roles, verify vehicle audit information, display real-time collection volumes, and review ticket/tower personnel GPS audit logs. At a minimum, the system must provide the capability to:
- 1) Change ticket/tower personnel identification badge roles and responsibilities;
  - 2) Review media total CY counter value;
  - 3) Audit vehicle certification data;
  - 4) Validate/Invalidate smart cards;
  - 5) Reinitiate security sequence for ticket/tower personnel or media;
  - 6) In tabular format, display the results of ticket/tower GPS audit files by limiting access to the internet data or by the Department secure server.
- F. Data Consolidation and Analysis/Reports Generation: Transactional data must be summarized, validated, presented and audited to provide an overall status of mission performance. The system must facilitate billing, error reporting, performance tracking and graphical data preparation. At a minimum the Data Consolidation/Data Storage and Data Analysis/Reports tools must provide the capability to:
- 1) Accept transactional data sets from multiple debris location systems;

- 2) Recognize multiple mission/applicant configurations;
- 3) Grant access to authorized authenticated users or processes;
- 4) Contain a master record of:
  - a) Roles and responsibilities;
  - b) Ticket/tower personnel credentials and other data;
  - c) Certification credentials and other data;
  - d) Mission data;
  - e) Applicant data;
  - f) Geospatial data;
    - Street centerlines
    - City outlines
    - Population and demographic
    - Elevation
    - Wetlands delineation
    - Historic and Environmentally Sensitive areas
    - Debris work zones
    - Parcel data
    - Land use
    - FEMA flood zones
  - g) Graphically depict:
    - Load locations by contractor
    - Load locations by subcontractor
    - Load locations by driver
    - Load locations by ticket/tower personnel
    - Load locations by date range
    - Load locations by zone
    - Load locations by municipality
    - Load locations by applicant
    - Load locations by mission
    - Load locations by debris type
    - Load locations by disposal site
    - Load locations by federal, state and private roads
    - Load locations by land use
    - Load locations by disposal site
- 8) Thematic mapping techniques to distinguish different data by color and/or symbol
- 9) Identify data attributes for a single point of data
- 10) Select one or many points of data
- 11) Calculate operational efficiency statistics such as:
  - Trip turnaround time
  - Trip distance to disposal site (straight line projection sorted by 0 -15 miles, 16–30 miles, 31 – 60 miles and greater than 61 miles)
  - Average container fill percentage
  - Average tower manager load call
  - Load call trend data e.g., by tower managers, contractor, sub-contractor, driver, etc.
- 12) Dynamically configure user interface in response to point data selection to limit user authorities

- 13) Multiple data selections generate tabular data reports
  - 14) Filter mechanisms to highlight geospatial data
  - 15) Control data access using role based security
  - 16) User interface and access to underlying system data must dynamically configured at run time through the presentation of appropriate user credentials
  - 17) Manage data ownership
  - 18) Provide access based on security role model
  - 19) Identify and distribute "owned" transactional datasets to limit internet access to the website data to view only your data
  - 20) Prevent distributed data from being reprocessed for billing purposes
  - 21) Identify billing data sets based on parameters such as:
    - Time/Date
    - Contractor/Subcontractor
    - Debris type
    - Debris disposal method (haul-in, reduction, open burn, incineration, haul out, leave in place, etc.)
    - Haul distance
  - 22) Route billing data sets via defined and customizable workflow rules
  - 23) Approved billing data sets
  - 24) Communicate general event status e.g.:
    - Total CY hauled (by debris type);
    - Total CY by disposal site;
    - Total CY by contractor/subcontractor;
    - Total CY by work zone/sector;
    - Total CY by municipality;
    - Total CY by Federal, state and private roads;
    - Total CY by certified vehicle;
    - Number of vehicles utilized;
    - Number of ticket/tower personnel resources assigned;
  - 25) Manage user roles, responsibilities and passwords
  - 26) Prevent modification to original data by unauthorized or unauthenticated users
  - 27) Insert audit records into audit tables for all insertions, modifications, and deletions to original data.
- G. Field Architecture: The field based system must be characterized by the following general statements of direction with respect to construction, operability, supportability and security. At a minimum, the system must:
- 1) Require user authentication credentials;
  - 2) Display current version at application start-up;
  - 3) Synchronize with Greenwich Mean Time (GMT) for all date/time fields;
  - 4) System must utilize location specific configuration data to initiate a warm start sequence for global positioning system;
  - 5) System must remain in a ready state by default;
  - 6) Acknowledge successful card write via display status message;
  - 7) Create identification structures that utilize encryption technologies;
  - 8) Employ anti-tamper and anti-tearing methods and technologies;
  - 9) Where applicable, utilize 3 DES data encryption technologies to protect data;
  - 10) Perform validation and checksum (a running production total of cubic yards or

- appropriate payment capacity) stored on each debris vehicle's removable media).
- H. Back-office Architecture: At a minimum, the back-office applications must be characterized by the following general statements of direction with respect to construction, operability, supportability, and security.
- 1) Utilize relational database technology;
  - 2) Employ geospatial analysis tools for data visualization;
  - 3) Enable audit ability for:
    - Data insertion;
    - Data modification;
    - Data deletion;
  - 4) Prevent field and row-level data deletion;
  - 5) All access to data must be controlled;
  - 6) Store certification and other identification data using encrypted relational technology;
  - 7) Reside in a secure internet environment;
  - 8) Preserve base transactional data in its original state prior to processing or consolidation with other data.
  - 5) Initial Startup Procedure For Debris Removal – Debris missions are critical to emergency response and the Consultant should be adequately prepared to respond.
- I. Reporting: The City requires the Consultant to provide daily status reports, unless otherwise specified, of the debris removal operations, preparation of interim reports (as directed by the City), as well as a final report of the debris removal operations.
- 1) The daily status report shall include at a minimum: the daily cubic yards/tons collected by material and by program (FHWA-ER First Pass, First Pass on non- Federal Aid roadways, second and subsequent passes on all roadways), cumulative totals in cubic yards/tons by debris type, number of debris removal crews and equipment operating, number of debris monitors in field, cubic yards/ton by debris type hauled to final disposal and location of final disposal, and total cubic yard/tons hauled to recycling or salvage facilities.
  - 2) An interim status report may be required at the discretion of the City. A final report covering the history of the operations, the locations temporary debris sites used, remediation and site closure activities, including any environmental reports or authorizations generated; and the locations of final disposal sites and permits, recycling facilities and salvage facilities used during operations. The report may include identification of weakness in the operations and recommendations for future debris activities.

**Thompson Consulting Services, LLC**

**INITIAL TERM PRICING**

ITEM	DESCRIPTION	HOURLY RATE
1	Project Manager	\$ 60.00
2	Field Operations Manager	\$ 45.00
3	Disposal Site Monitor	\$ 30.00
4	Tower Monitor	\$ 30.00
5	Exit Site Monitor	\$ 30.00
6	Debris Collection Monitor	\$ 30.50
7	Data Manager	\$ 55.00
8	Consultant (i.e. Ticket Manager)	\$ 75.00
9	Load Tick Data Entry Clerks (QA/QC) <sup>1</sup>	\$ 4.50
10	Field Supervisor	\$ 42.50
11	Scheduler/Expeditors	\$ 59.00
12	GIS Analyst	\$ 55.00
13	Environmental Specialist	\$ 50.00
14	Billing/Invoice Analyst	\$ 55.00
15	FEMA/FHWA Specialist	\$ 95.00
16	Administrative Assistants	\$ 15.50

<sup>1</sup>Automated Debris Management System (ADMS) proposed as alternative delivery to Load Ticket Data Entry Clerks (QA/QC). Charge applies to positions that require the use of an ADMS handheld

**Exhibit C – Federal Requirements****DRUG FREE WORKPLACE REQUIREMENTS**

Drug free workplace requirements in accordance with Drug Free Workplace Act of 1988 (Publ 100-690, Title V, Subtitle D) Contractor entering into Federal funded contracts over \$100,000 must comply with Federal Drug Free workplace requirements in accordance with the Drug Free Workplace Act of 1988.

**EQUAL EMPLOYMENT OPPORTUNITY**

During the performance of this contract, the Contractor agrees as follows:

Contractor will not discriminate against any employee or applicant for employment because of race, color, religion, sex, sexual orientation, gender, identity, or national origin. The Contractor will take affirmative action to ensure that applicants are employed, and that employees are treated during employment without regard to their race, color, religion, sex, sexual orientation, gender identity, or national origin. Such action shall include, but not be limited to the following: Employment, upgrading, demotion, or transfer; recruitment or recruitment advertising; layoff or termination; rates of pay or other forms of compensation; and selection for training, including apprenticeship. The Contractor agrees to post in conspicuous places, available to employees and applicants for employment, notices to be provided setting forth the provisions of this nondiscrimination clause. Contractor will ensure that conduct and communication at the DMS and with all personnel will not be discriminatory, inappropriate or offensive and the City shall have the right to request replacement personnel when violations of this policy occur.

Contractor will, in all solicitations or advertisements for employees placed by or on behalf of the Contractor, state that all qualified applicants will receive consideration for employment without regard to race, color, religion, sex, sexual orientation, gender identity, or national origin.

Contractor will send to each labor union or representative of workers with which he/she has a collective bargaining agreement or other contract or understanding, a notice to be provided, advising the said labor union or workers' representatives of the Contractor's commitments under this section, and shall post copies of the notice in conspicuous places available to employees and applicants for employment.

**Exhibit C – Federal Requirements**

Contractor will comply with all provisions of Executive Order 11246 of September 24, 1965, and of the rules, regulations, and relevant orders of the Secretary of Labor.

Contractor will furnish all information and reports required by Executive Order 11246 of September 24, 1965, and by rules, regulations, and orders of the Secretary of Labor, or pursuant thereto, and will permit access to his books, records, and accounts by the administering agency and the Secretary of Labor for purposes of investigation to ascertain compliance with such rules, regulations, and orders.

In the event of the Contractor's noncompliance with the nondiscrimination clauses of this contract or with any of the said rules, regulations, or orders, this contract may be canceled, terminated, or suspended in whole or in part and the Contractor may be declared ineligible for further Government contracts or federally assisted construction contracts in accordance with procedures authorized in Executive Order 11246 of September 24, 1965, and such other sanctions may be imposed and remedies invoked as provided in Executive Order 11246 of September 24, 1965, or by rule, regulation, or order of the Secretary of Labor, or as otherwise provided by law.

The Contractor will include the portion of the sentence immediately preceding paragraph (1) and the provisions of paragraphs (1) through (7) in every subcontract or purchase order unless exempted by rules, regulations, or orders of the Secretary of Labor issued pursuant to section 204 of Executive Order 11246 of September 24, 1965, so that such provisions will be binding upon each subcontractor or vendor. The Contractor will take such action with respect to any subcontract or purchase order as the administering agency may direct as a means of enforcing such provisions, including sanctions for noncompliance: Provided, however, that in the event a Contractor becomes involved in, or is threatened with, litigation with a subcontractor or vendor as a result of such direction by the administering agency the Successful Proposer may request the United States to enter into such litigation to protect the interests of the United States.

**COMPLIANCE WITH THE COPELAND "ANTI-KICKBACK" ACT**

Contractor shall comply with 18 U.S.C. § 874, 40 U.S.C. § 3145, and the requirements of 29 CFR pt. 3 as may be applicable, which are incorporated by reference into this contract.

**Exhibit C – Federal Requirements**

The Contractor or subcontractor shall insert in any subcontracts the clause above and such other clauses as the FEMA may by appropriate instructions require, and a clause requiring the subcontractors to include these clauses in any lower tier subcontracts. The prime Contractor shall be responsible for the compliance by any subcontractor or lower tier subcontractor with all of these contract clauses.

A breach of the contract clauses above may be grounds for termination of the contract, and for disbarment as a Contractor and subcontractor as provided in 29 CFR § 5.12.13.5

**CONTRACT WORK HOURS AND SAFETY STANDARDS ACT (40 U.S.C. 3701–3708)**

Where applicable, all contracts awarded in excess of \$100,000 that involve the employment of mechanics or laborers must be in compliance with 40 U.S.C. 3702 and 3704, as supplemented by Department of Labor regulations (29 CFR Part 5). Under 40 U.S.C. 3702 of the Act, each contractor is required to compute the wages of every mechanic and laborer on the basis of a standard workweek of 40 hours. Work in excess of the standard workweek is permissible provided that the worker is compensated at a rate of not less than one and a half times the basic rate of pay for all hours worked in excess of 40 hours in the workweek. The requirements of 40 U.S.C. 3704 are applicable to construction work and provide that no laborer or mechanic must be required to work in surroundings or under working conditions which are unsanitary, hazardous or dangerous. These requirements do not apply to the purchases of supplies or materials or articles ordinarily available on the open market, or contracts for transportation or transmission of intelligence.

Compliance with the Contract Work Hours and Safety Standards Act:

Overtime requirements. No Contractor or subcontractor contracting for any part of the contract work which may require or involve the employment of laborers or mechanics shall require or permit any such laborer or mechanic in any workweek in which he or she is employed on such work to work in excess of forty hours in such workweek unless such laborer or mechanic receives compensation at a rate not less than one and one-half times the basic rate of pay for all hours worked in excess of forty hours in such workweek.

Violation; liability for unpaid wages; liquidated damages. In the event of any violation of the clause set forth in paragraph (1) of this section the Contractor and any subcontractor responsible therefor shall be liable for the unpaid wages. In addition, such Contractor

**Exhibit C – Federal Requirements**

subcontractor shall be liable to the United States (in the case of work done under contract for the District of Columbia or a territory, to such District or to such territory), for liquidated damages. Such liquidated damages shall be computed with respect to each individual laborer or mechanic, including watchmen and guards, employed in violation of the clause set forth in paragraph (1) of this section, in the sum of \$10 for each calendar day on which such individual was required or permitted to work in excess of the standard workweek of forty hours without payment of the overtime wages required by the clause set forth in paragraph (1) of this section.

Withholding for unpaid wages and liquidated damages. The City of Ocala shall upon its own action or upon written request of an authorized representative of the Department of Labor withhold or cause to be withheld, from any moneys payable on account of work performed by the Contractor or subcontractor under any such contract or any other federal contract with the same Contractor, or any other federally-assisted contract subject to the Contract Work Hours and Safety Standards Act, which is held by the same Contractor, such sums as may be determined to be necessary to satisfy any liabilities of such Contractor or subcontractor for unpaid wages and liquidated damages as provided in the clause set forth in paragraph (2) of this section.

Subcontracts. The Contractor or subcontractor shall insert in any subcontracts the clauses set forth in paragraph (1) through (4) of this section and a clause requiring the subcontractors to include these clauses in any lower tier subcontracts. The Contractor shall be responsible for compliance by any subcontractor or lower tier subcontractor with the clauses set forth in paragraphs (1) through (4) of this section.

**CLEAN AIR ACT AND THE FEDERAL WATER POLLUTION CONTROL ACT**Clean Air Act

The Contractor agrees to comply with all applicable standards, orders or regulations issued pursuant to the Clean Air Act, as amended, 42 U.S.C. § 7401 et seq.

The Contractor agrees to report each violation to the City and Contractor understands and agrees that the City will, in turn, report each violation as required to assure notification to the State of Florida, Federal Emergency Management Agency, and the appropriate Regional Office of the Environmental Protection Agency.

**Exhibit C – Federal Requirements**

The Contractor agrees to include these requirements in each subcontract exceeding \$150,000 financed in whole or in part with Federal assistance provided by FEMA. Federal Water Pollution Control Act.

The Contractor agrees to comply with all applicable standards, orders or regulations issued pursuant to the Federal Water Pollution Control Act, as amended, 33 U.S.C. 1251 et seq.

The Contractor agrees to report each violation to the City and Contractor understands and agrees that the City will, in turn, report each violation as required to assure notification to the State of Florida, Federal Emergency Management Agency, and the appropriate Regional Office of the Environmental Protection Agency.

The Contractor agrees to include these requirements in each subcontract exceeding \$150,000 financed in whole or in part with Federal assistance provided by FEMA.

**SUSPENSION AND DEBARMENT**

This contract is a covered transaction for purposes of 2 CFR pt. 180 and 2 CFR pt. 3000. As such the Contractor is required to verify that none of the Contractor, its principals (defined at 2 CFR §180.995), or its affiliates (defined at 2 CFR § 180.905) are excluded (defined at 2 CFR § 180.940) or disqualified (defined at 2 CFR § 180.935).

The Contractor must comply with 2 CFR pt. 180, subpart C and 2 CFR pt. 3000, subpart C and must include a requirement to comply with these regulations in any lower tier covered transaction it enters into.

This certification is a material representation of fact relied upon by the City. If it is later determined that the Contractor did not comply with 2 CFR pt. 180, subpart C and 2 CFR pt. 3000, subpart C, in addition to remedies available to THE city, the State of Florida and the Federal Government may pursue available remedies, including but not limited to suspension and/or debarment.

The Contractor agrees to comply with the requirements of 2 CFR pt. 180, subpart C and 2 CFR pt. 3000, subpart C throughout the period of the contract. The Contractor further agrees to include a provision requiring such compliance in its lower tier covered transactions.

## Exhibit C – Federal Requirements

Consultant certifies it is not so listed as excluded or disqualified from contracting and shall confirm same for every subcontractor receiving any payment in whole or in part from federal funds.

### **ACCESS TO RECORDS**

Access to Records. The following access to records requirements apply to this contract:

Contractor agrees to provide the City, the FEMA Administrator, the Comptroller General of the United States, or any of their authorized representatives access to any books, documents, papers, and records of the Contractor which are directly pertinent to this Agreement for the purposes of making audits, examinations, excerpts, and transcriptions.

Contractor agrees to permit any of the foregoing parties to reproduce by any means whatsoever or to copy excerpts and transcriptions as reasonably needed.

Contractor agrees to provide the FEMA Administrator or his/her authorized representatives access to construction or other work sites pertaining to the work being completed under the contract.

### **DHS SEAL, LOGO AND FLAGS**

Contractor shall not use the Department of Homeland Security (DHS) seal(s), logos, crests, or reproductions of flags or likenesses of DHS agency officials without specific FEMA pre-approval.

### **COMPLIANCE WITH FEDERAL LAW, REGULATIONS, AND EXECUTIVE ORDERS**

**This is an acknowledgement that FEMA financial assistance may be used to fund the contract. The Contractor will comply will all applicable federal law, regulations, executive orders, FEMA policies, procedures, and directives.**

### **NO OBLIGATION BY FEDERAL GOVERNMENT**

The Federal Government is not a party to this contract and is not subject to any obligations or liabilities to the non-Federal entity, Contractor, or any other party pertaining to any matter resulting from the contract.

**Exhibit C – Federal Requirements****PROGRAM FRAUD AND FALSE OR FRAUDULENT STATEMENTS OR RELATED ACTS**

Contractor acknowledges that 31 U.S.C. Chap. 38 (Administrative Remedies for False Claims and Statements) applies to the Contractor's actions pertaining to this contract.

**CONFLICT OF INTEREST**

Contractor must disclose in writing any potential conflict of interest to the City or pass-through entity in accordance with applicable Federal policy.

**MANDATORY DISCLOSURES**

Contractor must disclose in writing all violations of Federal criminal law involving fraud, bribery, or gratuity violations potentially affecting the Federal award.

**UTILIZATION OF MINORITY AND WOMEN FIRMS (M/WBE)**

Contractor must take all necessary affirmative steps to assure that minority businesses, women's business enterprises, and labor surplus area firms are used when possible. Contractor has documented efforts to utilize M/WBE firms including what firms were solicited as suppliers and/or subcontractors as applicable and submit this information with their proposal, which shall be made part of the Agreement.

**BYRD ANTI-LOBBYING AMENDMENT**

Byrd Anti-Lobbying Amendment, 31 U.S.C. §1352 (as amended) Contractors who apply or bid for an award of \$100,000 or more shall file the required certification. Each tier certifies to the tier above that it will not and has not used Federal appropriated funds to pay any person or organization for influencing or attempting to influence an officer or employee of any agency, a member of Congress, officer or employee of Congress, or an employee of a member of Congress in connection with obtaining any Federal contract, grant, or any other award covered by 31 U.S.C. §1352. Each tier shall also disclose any lobbying with non-Federal funds that takes place in connection with obtaining any Federal award. Such disclosures are forwarded from tier to tier up to the recipient.

Contractor's certification of compliance with certification requirements under 10 CFR Part 601 New Restrictions on Lobbying is attached and incorporated by reference into and made part of the Agreement.

Electronic Submittal



# City of Ocala, Florida

## Request for Proposal No. PWD/230227

### Pre-Event Monitoring Service for Emergency Debris Removal

Due Date / Time: April 4, 2023 | 2:00 pm



thompson  
CONSULTING SERVICES



thompson  
CONSULTING SERVICES

April 4, 2023

City of Ocala Procurement Department  
10 SE Watula Avenue, 3<sup>rd</sup> Floor  
Ocala, FL 34471

*Submitted electronically to: bidocala.com*

**RE: REQUEST FOR PROPOSAL NO. PWD/230227 – PRE-EVENT MONITORING SERVICE FOR EMERGENCY DEBRIS REMOVAL**

Dear Members of the Selection Committee,

Thompson Consulting Services, LLC (Thompson) is pleased to submit the enclosed proposal to provide the City of Ocala, Florida (City) with pre-event emergency debris removal 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 hurricanes, tornados, floods, ice storms, wildfires, earthquakes, 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 emergency debris removal monitoring services for the following reasons:

**POST-DISASTER DEBRIS REMOVAL MANAGEMENT AND FEMA FUNDING EXPERIENCE:** Thompson's experience with post-disaster debris removal monitoring and management services spans three decades and accounts for the administration of more than **\$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.

**FLORIDA EXPERIENCE:** Thompson's consultants have responded to disaster incidents in the State of Florida since Hurricane Charlie in **2004**. Over the last six years, 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. 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.

**DELIVERY EFFICIENCY AND AUTOMATED DEBRIS MANAGEMENT SYSTEM:**

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



TDMS provides  
real-time  
access to data

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

A THOMPSON HOLDINGS, INC. COMPANY

barcoding, GPS coordinate, digital photography, etc. in the field and ensure accurate and timely reporting to the City. TDMS significantly reduces the quantity of hours required to perform equivalent services by competitors with “lower” hourly rates. TDMS has been routinely deployed on FEMA reimbursed projects and meets the process requirements for the U.S. Army Corps of Engineers (USACE) Advanced Contracting Initiative.

**ABILITY & EXPERIENCE OF PROFESSIONAL PERSONNEL:** 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. 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 less than two (2) hours from the City in Maitland, Florida, 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.

**LOCAL PREFERENCE FOR HIRING MONITORS:** It is Thompson’s intent to fill temporary debris monitoring positions with City of Ocala 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

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

Thompson has the experience and resources necessary to be responsive to the City’s pre-event emergency debris removal monitoring services needs following a disaster incident. We stand prepared to guide the City through the debris removal and recovery process while working with the 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 emergency debris removal monitoring services provider and stand prepared to exceed the service expectations that the City has established.

Best regards,

**THOMPSON CONSULTING SERVICES, LLC**

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  
D-3 E-mail: ncounsell@thompsoncs.net

# TABLE OF CONTENTS

## City of Ocala, Florida

Request for Proposal No. PWD/230227

Pre-Event Monitoring Service for Emergency Debris Removal

*Cover Letter*

### **Table of Contents**

	SECTION
● Proposer Information .....	<b>A</b>
● Qualifications & Experience.....	<b>B</b>
– Exhibit B-1: Key Personnel Resumes	
– Exhibit B-2: Bonding Capacity Letter	
● Staffing Plan / Workload .....	<b>C</b>
● Approach & Methodology .....	<b>D</b>
● Quality Control & Assurance.....	<b>E</b>
● Price Proposal .....	<b>F</b>
– Exhibit B – Loaded hourly Rates	
● Bid Bond.....	<b>G</b>
● Summary of Litigation.....	<b>H</b>
● Insurance.....	<b>I</b>
– Certificate of Insurance	

# SECTION A

## Proposer Information

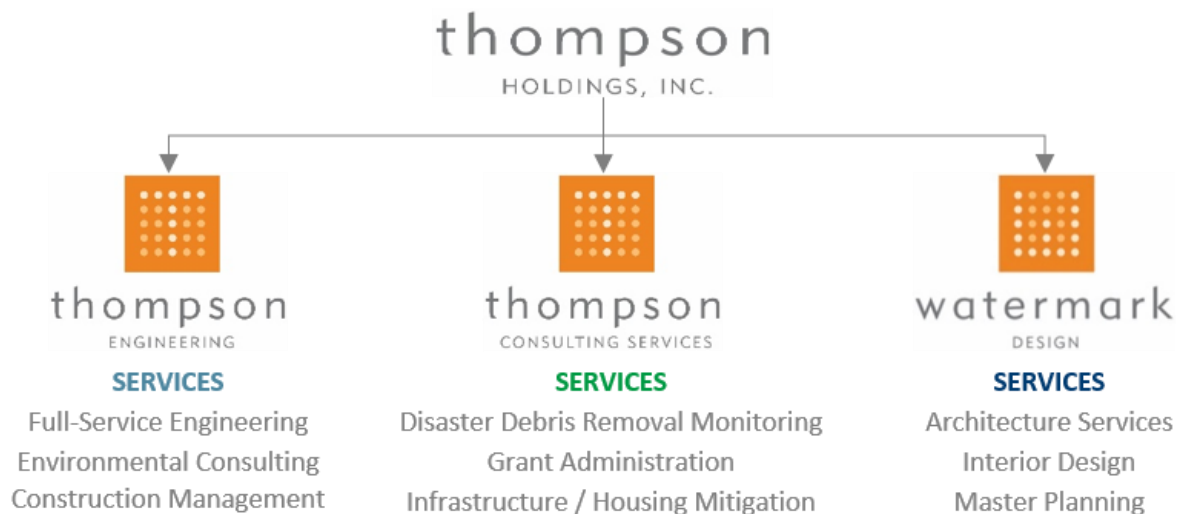
### Firm Overview

Thompson Consulting Services, LLC is a full-service emergency response, disaster recovery and grant management consultancy, organized as a subsidiary of Thompson Holdings, Inc. (Thompson) which also includes our affiliate companies Thompson Engineering and Watermark Design Group. What began as a small company doing basic soils and materials testing in Mobile, Alabama has since grown into a national corporation with **26** 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 **400** personnel spanning the consulting, engineering and architecture disciplines, commitment to these standards ensures a universal threshold for project quality. Our staff has a vested interest in providing safe, quality driven, successful projects that are completed on time and within budget.

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



## PROPOSER INFORMATION

## Years of Experience

Thompson was founded in **1953** and has been providing disaster debris monitoring and program management services since **1979** following Hurricane Frederic. Since then, our organization has supported various local, state, and federal entities, including the United States Army Corps of Engineers (USACE), throughout the Nation respond to and recover from a variety of natural disasters. In **2011**, Thompson Consulting Services, LLC was formed to focus solely on disaster preparedness, response and recovery service offerings and brings over **70** 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. In addition, Thompson is experienced and capable of establishing a field office(s) 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

## FIRM DATA SUMMARY

## FIRM NAME

Thompson Consulting Services, LLC

## ADDRESS

2601 Maitland Center Parkway  
Maitland, Florida 32751

## PHONE | FAX

407-792-0018 | 407-878-7858

## WEBSITE

www.thompsoncs.net

## EMAIL

info@thompsoncs.net

## YEAR ESTABLISHED

2011

## STATE OF FORMATION

Delaware

## FEDERAL ID NO.

45-2015453

## DUNS / SAM NO. | CAGE CODE

968677158 | 7NZ42

## E-VERIFY ID

1111126

## OFFICERS

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

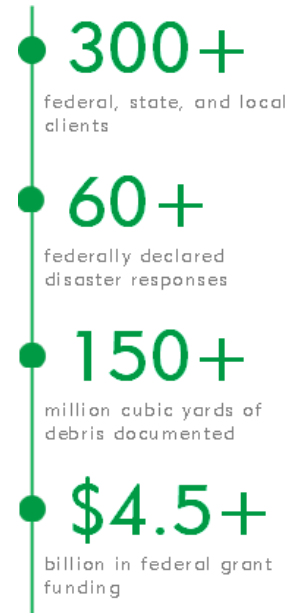
# SECTION B

## Qualifications & Experience

### 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.

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



Thompson’s consultants have performed debris monitoring and grant administration services for over **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 shall be provided upon request.

Table B-1: Funding Administered by Disaster

Disaster	Year	Grant Funds Administered	Disaster	Year	Grant Funds Administered
New Mexico Wildfires (FEMA DR-4652)	2022	TBD	Hurricane Sandy (FEMA DR-4085-4086)	2012	\$250,000,000
Hurricane Ian (FEMA DR-4673)	2022	TBD	Hurricane Isaac (FEMA DR-4080-4081)	2012	\$2,000,000
KY Severe Storms (FEMA DR-4630)	2021	TBD	Indiana Tornados (FEMA DR-4058)	2012	\$2,500,000
Hurricane Ida (FEMA DR-4611)	2021	TBD	Hurricane Irene (FEMA DR-4024)	2011	\$4,500,000
Hurricane Zeta (FEMA DR-4576)	2020	\$23,000,000	Alabama Tornados (FEMA DR-1971)	2011	\$25,000,000
Hurricane Sally (FEMA DR-4563,4564)	2020	\$180,000,000	Iowa Flooding (FEMA DR-1763)	2010	\$1,640,325
Hurricane Laura (FEMA DR-4559)	2020	\$48,000,000	MA Snow Storm (FEMA DR-1813)	2009	\$896,475
Hurricane Dorian (FEMA DR-4465)	2019	\$5,000,000	Hurricane Ike (FEMA DR-1791)	2008	\$445,504,160
Hurricane Michael (FEMA DR-4399, 4400)	2018	\$40,000,000	Hurricane Gustav (FEMA DR-1786)	2008	\$19,374,540
Hurricane Florence (FEMA DR-4393, 4394)	2018	\$12,000,000	Hurricane Dolly (FEMA DR-1780)	2008	\$17,241,000
Hurricane Maria (FEMA DR-4339)	2017	TBD	Missouri Ice Storm (FEMA DR-1676)	2007	\$31,523,000
Hurricane Irma (FEMA DR-4337, 4338)	2017	\$100,000,000	New York Winter Storm (FEMA DR-1665)	2006	\$20,700,000
Hurricane Harvey (FEMA DR-4332)	2017	\$20,000,000	Hurricane Wilma (FEMA DR-1609)	2005	\$214,491,000
Hurricane Matthew (FEMA DR-4283-86)	2016	\$100,000,000	Hurricane Rita (FEMA DR 1606)	2005	\$96,000,000
Louisiana Severe Flooding (FEMA DR-4277)	2015	\$65,000,000	Hurricane Katrina (FEMA DR 1602-1604)	2005	\$914,304,040

QUALIFICATIONS & EXPERIENCE

Disaster	Year	Grant Funds Administered	Disaster	Year	Grant Funds Administered
SC Severe Flooding (FEMA DR-4241)	2015	\$35,000,000	Hurricane Ivan (FEMA DR-1551)	2004	\$243,332,500
Winter Storm Pandora (FEMA DR-4211)	2015	\$750,000	Hurricane Frances (FEMA DR-1545)	2004	\$5,000,000
Winter Storm Pax (FEMA DR-4166)	2014	\$200,000,000	Hurricane Charley (FEMA DR-1539)	2004	\$97,085,850

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

### Project Team Qualifications

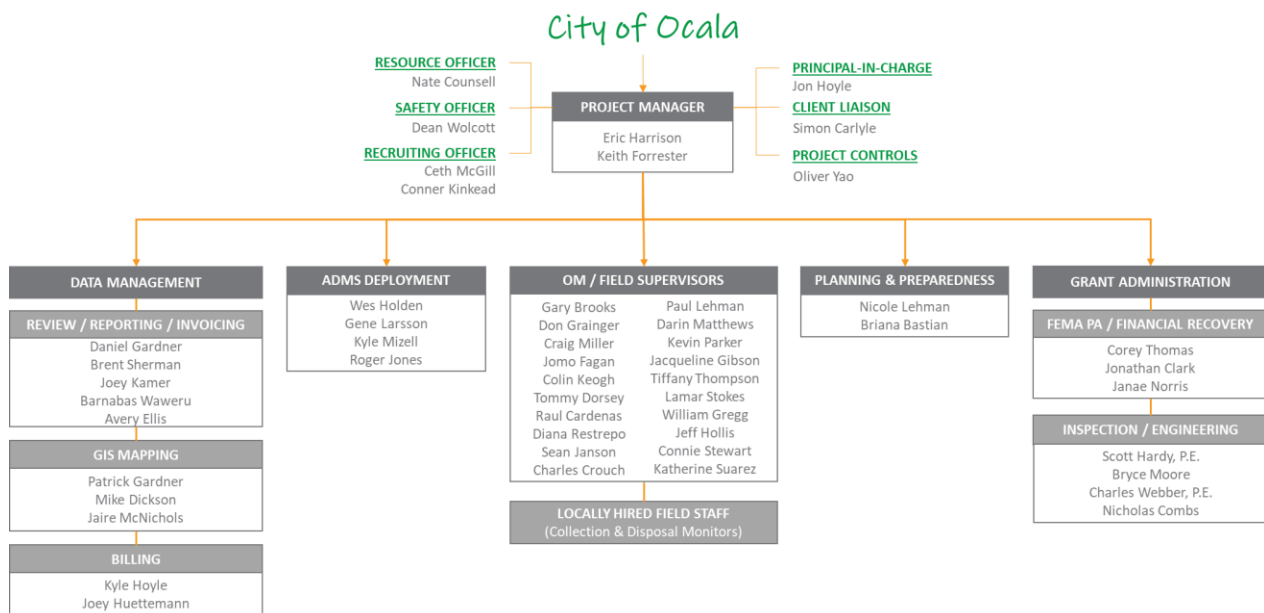
Thompson’s staff of consultants is amongst the most educated, qualified, and dynamic in the industry. Our personnel are disaster recovery and response experts, business, and financial consultants; registered professional engineers, geologists, and surveyors; scientists; and technical professionals in the following disciplines: civil, structural, environmental, geotechnical, hydraulic, mechanical, and electrical engineering. Thompson has over **400** multi-disciplined personnel on staff with diverse qualifications that can be drawn upon to address any project needs.

*In addition to our full-time roster, Thompson maintains a network of more than 150 on-call debris removal monitoring managers and supervisors and more than 1,000 inspectors.*

### Proposed Project Team

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

Figure B-1: Organizational Chart



## QUALIFICATIONS &amp; EXPERIENCE

## Project Team Overview

The following table summarizes the background and experience of our proposed key personnel and outlines our team's extensive experience managing and monitoring more than 2,000,000 cubic yards on behalf of local and state governments.

Table B-2: Experience Summary of Project Team

Name, Education, Background		Representative Experience	
<b>Jon Hoyle   Principal-in-Charge</b>			
MBA – Finance/Management	– Escambia County, FL – 3,700,000 CY	– South Carolina DOT – 3,000,000 CY	
19 Years of experience	– Puerto Rico DOT – 1,000,000 CY	– Aiken County, SC – 1,500,000 CY	
	– Lee County, FL – 2,300,000 CY	– Harris County, TX – 2,500,000 CY	
<b>Simon Carlyle   Client Liaison</b>			
16 Years of experience	– Calcasieu Parish, LA – 6,700,000 CY	– Pinellas Co, FL – 380,000 CY	
	– City of Lake Charles, LA – 3,400,000 CY	– Sarasota Co, FL – 288,000 CY	
	– Baldwin Co, AL – 4,400,000 CY	– Beaufort Co, SC – 1,700,000 CY	
<b>Eric Harrison   Project Manager</b>			
MS – Electronics Engineering	– Escambia County, FL – 3,700,000 CY	– Volusia County, FL – 850,000 CY	
18 Years of experience	– City-Parish E Baton Rouge – 2,000,000 CY	– St. Augustine, FL – 83,000 CY	
	– South Carolina DOT – 3,000,000 CY	– Terrebonne Parish, LA – 55,000 CY	
<b>Keith Forrester   On-site Project Manager</b>			
BA Marketing and Management	– City of Orange Beach, AL – 645,000 CY	– City of Vero Beach – 24,000 CY	
14 Years of experience	– City of Palm Bay, FL – 300,000 CY	– South Carolina DOT – 200,000 CY	
	– Baton Rouge, LA – 1,800,000 CY	– Aiken County, SC – 1,500,000 CY	
<b>Corey Thomas   FEMA Public Assistance Liaison</b>			
MBA – Finance/Management	– City-Parish E Baton Rouge – 2,000,000 CY	– South Dakota – \$60,000,000	
15 Years of experience	– South Carolina DOT – \$37,000,000	– Hurricane Alex – \$3,500,000	
	– Alabama Tornados – \$25,000,000	– Hurricane Ike – \$445,000,000	
<b>Danny Gardner   Data Manager</b>			
MBA – Finance/Management	– SWA Palm Beach Co – 2,300,000 CY	– Alabama DOT – 870,000 CY	
15 Years of experience	– Chatham Co, GA – 1,400,000 CY	– South Carolina DOT – 3,000,000 CY	
	– Baton Rouge, LA – 1,800,000 CY	– Escambia County, FL – 3,700,000 CY	
<b>Nicole Lehman   Planning and Preparedness</b>			
BA – Psychology & Spanish	– Puerto Rico DOT – 400,000 CY	– Chatham Co, GA – 1,400,000 CY	
15 Years of experience	– Fort Lauderdale, FL – 460,000 CY	– Daytona Beach, FL – 330,000 CY	
	– St. Augustine, FL – 83,000 CY	– Escambia County, FL – 3,700,000 CY	
<b>Wes Holden   ADMS Deployment</b>			
BS – Mgmt. Info. Systems	– SWA Palm Beach Co – 2,300,000 CY	– Alabama DOT – 870,000 CY	
19 Years of experience	– City-Parish E Baton Rouge – 2,000,000 CY	– Chatham Co, GA – 1,400,000 CY	
	– South Carolina DOT – 3,000,000 CY	– Aiken County, SC – 1,500,000 CY	
<b>Patrick Gardner   GIS / Environmental</b>			
MS – Fisheries & Aquatic Sciences	– Gadsden County, FL – 900,000 CY	– Chatham Co, GA – 1,400,000 CY	
BS – Marine Science	– SWA Palm Beach Co, FL – 3,200,000 CY	– Baton Rouge, LA – 1,800,000 CY	
10 Years of experience	– Fort Lauderdale, FL – 400,000 CY	– South Carolina DOT – 3,000,000 CY	

*Resumes for key personnel have been provided as Exhibit B-1 following this section and additional staff details have been provided in Section C.*

## Financial Stability & Capacity

Thompson has been in business for over **70** years. We are financially stable and have the necessary personnel, equipment, and financial resources to meeting contractual obligations and can provide services at the level required.

## QUALIFICATIONS &amp; EXPERIENCE

Thompson has both the financial capacity and the access to credit necessary to commence and continue project operations both before and while federal and/or state funds are approved. Through project initiation and implementation Thompson has demonstrated our capacity to perform monitoring programs prior to the obligation of grant funds. In addition, Thompson’s financial condition and credit rating is “Excellent” through our banking institution, and we consistently maintain a bonding capacity of over \$25 million. *Our goal is to provide the highest level of consulting services to our customers in a cost-effective manner.* Through attainment of this goal, we have been able to develop long-lasting relationships with our clients which have allowed our Company significant growth over the years.

*Thompson has provided a letter from our Surety attesting to our bonding capacity as Exhibit B-2 in the subsequent pages of this section. Audited financial statements shall be provided to the City upon request.*

## References

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

### Escambia County

Disaster Debris Removal Monitoring  
Jim Howes, Division Manager – Waste Services  
850-554-2752 | jehowes@myescambia.com

Sept. 2020 – Mar. 2021

Debris Quantity: 4,400,000 CY  
13009 Beulah Road  
Cantonment, FL 32533

### City of Daytona Beach

Disaster Debris Removal Monitoring & FEMA PA  
David Waller, Deputy Public Works Director  
386-671-8681 | wallerdavid@codb.us

2016, 2017, 2022

Debris Quantity: 790,000 CY  
950 Bellevue Avenue  
Daytona Beach, FL 32115

### Lee County, Florida

Disaster Debris Removal Monitoring  
Amanda Condomina, Operations Manager – Public Utilities  
239-533-8009 | acondomina@leegov.com

Sept. 2017 – March 2018 / Oct. 2022 – Present

Debris Quantity: 5,744,000 CY / 2,319,784 CY  
6431 Topaz Ct.  
Fort Myers, FL 33966

## Past Performance

### Three (3) Year Project History

Thompson has an excellent record of meeting and often exceeding the expectations and goals of our clients following a disaster event. The following table summarizes all managed activations in excess of 500,000 cubic yards of debris within the last three (3) calendar years. Thompson’s automated debris management system, the Thompson Data Management Suite (TDMS) was utilized on all projects and represents the documentation of over **31.7M** cubic yards of debris collected on behalf of **19** clients across **4** disaster incidents.

*Thompson is proud to have a 100% success rate with adhering to FEMA Public Assistance regulations.*

## QUALIFICATIONS &amp; EXPERIENCE

Table B-3: Managed Activations 2020 – 2023

Event / Client	Project Cubic Yards	Invoice	Contact
<b>Hurricane Ian – 2022-Current</b>			
Desoto County, FL	569,000	\$1,447,000	Cindy Talamantez   863-993-4816 c.talamantez@desotobocc.com
City of Fort Myers, FL	641,000	\$949,000	Nicole C. Monahan   239-321-7459 nmonahan@cityftmyers.com
Town of Fort Myers Beach, FL	756,000	\$1,771,000	Jason Freeman   239-765-0202 JasonF@fmbgov.com
Hillsborough County, FL	669,500	\$2,251,000	Kyle Beverland   813-326-0527 beverlandk@hillsboroughcounty.org
Lee County, FL	5,500,000	\$9,291,000	Amanda Condomina   239-533-8009 acondomina@leegov.com
City of Sanibel, FL	1,457,000	\$2,374,000	Dana A. Souza   239-472-3700 Dana.souza@mysanibel.com
<b>Hurricane Ida – 2021-Current</b>			
City-Parish of East Baton Rouge, LA	922,000	\$1,950,000	Richard Speer   225-389-4865 rspeer@brgov.com
Jefferson Parish, LA	1,621,600	\$6,585,000	Katherine Costanza   504-731-4633 kcostanza@jeffparish.net
LA Department of Transportation	2,038,000	\$9,839,000	Derek Woods   985-748-4413 derek.woods@la.gov
Livingston Parish, LA	1,324,000	\$2,782,000	Brandi Janes   225-686-3066 Lohsep1@lpgov.com
St. Tammany Parish, LA	2,530,000	\$4,927,000	Jay Watson   985-898-2557 jwatson@stpgov.org
Terrebonne Parish, LA	2,775,000	\$6,189,000	Clay Naquin   985-873-6739 cnaquin@tpcg.org
<b>Hurricane Sally – 2020</b>			
Escambia County, FL	4,400,000	\$7,600,000	Jim Howes   850-554-2752 jehowes@myescambia.com
AL Department of Transportation	2,450,000	\$1,850,000	Donald C. Powell   251-470-8230 powelldo@dot.state.al.us
City of Gulf Shores, AL	656,000	\$900,000	Mark H. Acreman   251-968-1155 macreman@gulfshoresal.gov
City of Orange Beach, AL	645,000	\$1,190,000	Nicole Woerner   251-981-1063 nwoerner@orangebeachal.gov
City of Mobile, AL	848,000	\$2,344,000	James DeLapp   251-208-2900 jadelapp@cityofmobile.org
<b>Hurricane Laura – 2020</b>			
Grant Parish, LA	1,187,000	\$1,857,000	Sissy Pace   318-627-3157 sissypace@gppj.org
Vernon Parish, LA	727,000	\$1,420,000	Belinda S. Diehl   337-238-0324 belinda@vppjla.com

## Record of Prior Successful Experience

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

## QUALIFICATIONS &amp; EXPERIENCE

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.

**City of Orlando, Florida**

Sept. 2017 – Jan. 2018 / Oct. – Dec. 2022

Disaster Debris Removal Monitoring

Debris Quantity: 298,600 CY

**2022 Hurricane Ian:** Thompson was once again activated by the City following the devastating impacts of Hurricane Ian. Thompson was able to deploy resources and personnel immediately following a notice to proceed to begin debris removal monitoring operations. The City performed right-of-way debris removal operations, and Thompson substantiated the removal of over 82,000 cubic yards of debris in under 60 days.

**2017 Hurricane Irma:** Following Hurricane Irma, Thompson assisted the City in developing and executing a debris removal program. This included the use of three separate debris removal contractors at six debris management sites and two disposal sites. The City removed over 216,000 cubic yards of debris and more than 10,000 hazardous leaning trees and hanging limbs. The City also performed some collection with force account resources. Thompson documented all activity to properly track debris removal work and costs performed by all parties so that the City could pursue reimbursement from FEMA.

**City of Fort Lauderdale, Florida**

Sept. – Dec. 2017 / Apr. 2020 – 2021

Hurricane Irma Debris Removal Monitoring / PPDR

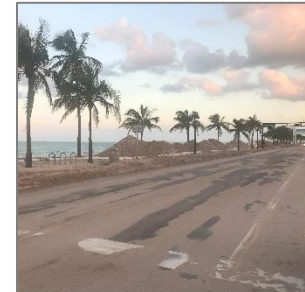
Debris Quantity: 460,000 CY

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

**2020 COVID-19:** Thompson is currently supporting the City of Fort Lauderdale with its recovery of grant funds to support the City's COVID-19 pandemic response efforts. This includes Category B costs related to the City's labor, equipment and material use for pandemic response costs as well as the establishment of temporary non-congregate shelters. Thompson has maintained an active knowledge of the disaster-specific guidance issued by FEMA for the COVID-19 declarations and continues to support the City as FEMA mobilizes to begin administering its PA program. Additionally, Thompson is coordinating with the City to identify its expenditures and potential grant funding opportunities, such as those available through the US Department of Health and Human Services (HHS) and the Center for Disease Control (CDC).

**2017 Hurricane Irma:** In advance of Hurricane Irma, the City activated Thompson's contract, and Thompson deployed a response team to the City immediately following passage of Hurricane Irma. Thompson began debris operations immediately with over 75 field staff ready due to our pre-deployment of resources. Thompson monitored the removal of over 460,000 cubic yards of vegetative, construction and demolition debris, as well as the removal of hazardous limbs from 12,000 trees and the complete removal of over 400 hazardous leaning trees. Thompson also worked closely with the City and its stakeholders to obtain approval for, and implement a FEMA approved private property debris removal program that has resulted in the removal of debris from private property and gated communities.

Furthermore, high wind and storm surge displaced nearly 60,000 cubic yards of beach sand onto A1A, City sidewalks, City parking lots, and other facilities including picnic areas and volleyball courts. The sand on A1A was pushed back to the beach entrances and onto the sidewalks during the emergency push, leaving massive 10-foot piles of sand covering the iconic the Fort Lauderdale Beach wave wall. Within hours of a notice to proceed, Thompson began coordinating with the City, County, FDEP and FEMA to begin emergency sand recovery and



## QUALIFICATIONS &amp; EXPERIENCE

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.

**Escambia County, Florida**

Sept. 2020 – Mar. 2021

## Hurricane Sally Debris Removal Monitoring

Debris Quantity: 4,400,000 CY

**2020 Hurricane Sally:** 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 pricing from the County's list of pre-qualified debris management contractors for evaluation and award.

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

**Lee County, Florida**

Oct. 2022 – Present / Sept. 2017 – March 2018

## Disaster Debris Removal Monitoring

Debris Quantity: 5,744,000 CY / 2,319,784 CY

**2022 Hurricane Ian:** Hurricane Ian was one of the deadliest hurricanes to impact the State of Florida and caused widespread flooding and extensive damage. Lee County was greatly impacted due to storm surge and high winds causing large amounts of debris and infrastructure damage. Thompson was once again called upon by the County to provide debris removal monitoring and recovery services and was able to respond immediately. Thus far, Thompson has 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.

**2017 Hurricane Irma:** As Lee County braced for the potential impact of Hurricane Irma, the strongest Atlantic basin hurricane ever recorded, they activated Thompson's contract for debris removal monitoring services, and Thompson prepared to deploy a response team to the County immediately following the passage of Hurricane Irma. Hurricane Irma made a secondary U.S. landfall just South of Lee County, however still passed through the County as a strong devastating storm. Hurricane Irma left property damage, flooding from rainfall, and downed trees and power lines throughout the County.

Thompson began operations immediately upon receiving a notice to proceed and working closely with the County's debris removal contractor to quickly begin debris removal operations. Thompson monitored the removal of over 2 million cubic yards of debris from County ROW, and performed special debris removal programs including commercial, parks, and utilities ROW removal monitoring. Thompson also monitored the removal of over 70,000 hazardous limbs, and 4,000 trees throughout the County. In addition, Thompson substantiated the removal of nearly 10,000 CY of vegetation from County waterways.



## QUALIFICATIONS &amp; EXPERIENCE

## Volusia County, Florida

Sept. – Dec. 2017

Disaster Debris Removal Monitoring &amp; Contractor Procurement Debris Quantity: 858,000 CY

**2017 Hurricane Irma:** 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.

**Debris Management Contract Procurement:** Thompson assisted the County in preparing procurement documents for disaster debris removal and disposal services. Thompson has aided in reviewing scope of work requirements as well as pricing configurations for the request of proposal package/solicitation. Following open solicitation, Thompson assisted the County in reviewing each proposal response and providing the County with a comparison of the submissions.

**Disaster Debris Management Plan (DDMP) Update:** Following Hurricane Irma, the County selected Thompson to perform an update to their existing DDMP. Thompson provided the County with an updated plan in accordance with current FEMA Public Assistance Policy and Procedures guidance. This also included revamping the County's debris collection and removal strategy and documentation on debris management sites (DMS).

## Solid Waste Authority of Palm Beach County, Florida

Oct. 2016 – Feb. 2018

Hurricane Debris Removal Monitoring

Debris Quantity: 2,300,000 CY

**2017 Hurricane Irma:** In preparation for the potential impacts of Hurricane Irma, a strong Category 4 hurricane, the Solid Waste Authority of Palm Beach County decided to activate its stand-by debris removal monitoring contract with Thompson. Following the passing of the storm and the allowance for safe reentry into the County, Thompson quickly mobilized to begin documenting debris removal efforts throughout the County. Thompson monitored debris removal in over 18 communities within the County, as well as documenting all disposal loads brought to the SWA's landfills. Over 2 million cubic yards of debris was documented by Thompson.



**2018 Hurricane Matthew:** When Hurricane Matthew brushed Palm Beach County in 2016, the Solid Waste Authority of Palm Beach County (Authority) did not immediately elect to activate their emergency debris removal contracts. When the Authority made the decision to supplement their franchise haulers debris removal capacity and activate its emergency disaster debris removal contractor, Thompson mobilized within 24 hours with experienced debris management personnel and full Automated Debris Management System (ADMS) capabilities. Within two weeks of activation, Thompson monitored the removal of 14,500 cubic yards of vegetative debris, with an emphasis on providing relief to hot spots within the County identified by the Authority and its customers. Thompson continues to support the Authority's recovery efforts with FEMA reimbursement support for contractor costs incurred as a result of Hurricane Matthew.

## City of Lakeland, Florida

Sept. 2017 – Feb. 2018 / Oct. – Dec. 2022

Disaster Debris Removal Monitoring &amp; FEMA PA

Debris Quantity: 377,000 CY

**2022 Hurricane Ian:** The City once again activated Thompson as their disaster debris removal monitoring and financial recovery services provider following the devastating impacts of Hurricane Ian. Thompson responded immediately mobilizing resources to begin debris removal monitoring operations which included right-of-way debris removal, the removal of hazardous trees and limbs, and City parks debris removal programs. Overall, Thompson documented the removal of over 117,000 cubic yards of debris and over 3,000 hazardous trees and hanging limbs from the City.

## QUALIFICATIONS &amp; EXPERIENCE

**2017 Hurricane Irma:** In 2017, the City activated Thompson's debris monitoring and financial recovery services contract. Thompson mobilized immediately to the City with personnel and resources and began monitoring and documenting debris removal operations including right-of-way debris removal and hazardous leaning and hanging trees and limb removal. Overall, Thompson substantiated 260,084 cubic yards of debris on behalf of the City.

Simultaneously, Thompson began providing FEMA Public Assistance consulting support to the City, working closely with City staff to assist in proper documentation of disaster response activities, including force account labor and resources. Thompson's consultants collaborated with City departments to identify eligible projects, develop supporting documentation, and submit information to the FEMA GrantsPortal. In addition to substantial Category A – Debris Removal Costs, Thompson assisted the City with the submittal of project worksheets for eligible emergency protective measures and permanent repairs to City-owned infrastructure such as fencing, sidewalks and facilities including Tiger Town and the Lakeland Linder International Airport.

## City of Daytona Beach, Florida

2016, 2017, 2022

Debris Removal Monitoring & FEMA Grant Management Support Debris Quantity: 790,000 CY

**2022 Hurricane Ian:** Thompson was activated by the City of Daytona Beach (City) to provide disaster debris monitoring services following the impacts of Hurricane Ian. The City suffered from extensive wind damage and storm-surge impacting sea walls. Thompson was able to mobilize immediately deploying personnel and equipment to begin debris removal operations including right-of-way debris removal and the removal of hazardous leaning trees and hanging limbs. Throughout project operations, Thompson monitored the removal of over 343,000 cubic yards of debris and 3,450 hazardous trees and limbs from the City.

**2017 Hurricane Irma:** Following Hurricane Irma, the City once again activated Thompson to provide disaster debris removal monitoring and FEMA PA services. Thompson immediately began coordinating with the City's debris removal contractor to determine crew configurations and onboarding local residents for debris removal monitor positions. Thompson monitored and documented the removal of over 117,077 cubic yards of debris, completing operations in less than three months.

**2016 Hurricane Matthew:** Thompson assisted the City with their debris removal operations and FEMA PA activities following the devastating impacts of Hurricane Matthew. Thompson immediately responded to the City following the passing of Hurricane Matthew to begin on-boarding and training local residents as debris removal monitors. Over all, Thompson monitored, documented, and substantiated reimbursement for the removal of 330,000 cubic yards of debris. In addition, Thompson has assisted the City with the identification of eligible projects, provided FEMA policy and process guidance, and continues to provide hands-on support to prepare and review documentation and FEMA project worksheets. Thompson's FEMA PA consultants have a seven-year history of performance with the City.

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

## Resources & Equipment

Thompson has provided disaster recovery services to various clients over the years; on past projects we have not had any issues with supplying sufficient amounts of equipment and supplies. However, we do have pre-event contracts in place to provide additional supplies as needed within **24**-hours. All equipment listed will be available to support the City during preparedness measures and post-disaster operations.

## QUALIFICATIONS &amp; EXPERIENCE

The following items are supplied to field personnel prior to mobilization:

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

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

Table B-4: Available Field Equipment

Resources/Field Equipment	Quantity	Resources/Field Equipment	Quantity
Southeast Offices	13	Full Time Employees	350
ADMS Sets	2,800	Stand-by Disaster Recovery Employees	1,200
Computer – Desktop Station	175	Printers / Copier – Color Laser	1000
Computer – Laptop	175	Printers – Black and White Laser	25
Air Card	18	Printer / Copier / Scanner / Fax– Portable	30
MiFi Access Point	35	Digital Cameras	5
Communication – Cell Phones	213	Handheld GPS Units	100
Communication – Radios	83	Boats (12' to 22')	100
Communication – Desktop Phones	350	Trucks	6

Thompson servers automatically revert to a power backup system seamlessly with no loss of power when an outage occurs. This enables our employees to continue to work and respond quickly to our clients in a disaster event.

### Mobile Office Capabilities

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

We can 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.*

# EXHIBIT B-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

18 years

## PROGRAM EXPERIENCE

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

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

## PROJECT EXPERIENCE

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

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

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

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

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

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

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

## JON HOYLE

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

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

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

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

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

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

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

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

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

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

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

# Nathaniel Counsell

## Executive Vice President

### FIRM

Thompson Consulting Services  
2601 Maitland Center Parkway  
Maitland, Florida 32751

### EDUCATION

BA: Economics  
MBA: International Business

### EXPERIENCE

18 years

### PROGRAM EXPERIENCE

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

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

## PROJECT EXPERIENCE

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

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

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

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

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

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

## NATHANIEL COUNSELL

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

Thompson Consulting Services  
2601 Maitland Center Parkway  
Maitland, Florida 32751

## EXPERIENCE

17 years

## PROGRAM EXPERIENCE

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

Mr. Carlyle has 17 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

**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 to 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.

## SIMON CARLYLE

**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 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 coordination between County and City/Town government.

**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 maintained a relationship with the County for nearly a decade. He 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 in the spring of 2013 causing 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 Public Assistance Program
- IS-700: Introduction to NIMS
- Homeland Security Exercise and Evaluation Program (HSEEP) Certified

# Eric Harrison

Vice President / Field Operations

## FIRM

Thompson Consulting Services  
2601 Maitland Center Parkway  
Maitland, Florida 32751

## EDUCATION

BS: Electronic Engineering Technology  
Graduate Certificate: Geographic  
Information Science

## EXPERIENCE

17 years

## PROGRAM EXPERIENCE

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

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

## PROJECT EXPERIENCE

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

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

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

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

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

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

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

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

## ERIC HARRISON

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

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

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

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

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

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

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

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

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

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

## TRAINING & CERTIFICATIONS

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

# Corey Thomas

Vice President / Grants Management Services

## FIRM

Thompson Consulting Services  
2601 Maitland Center Parkway  
Maitland, Florida 32751

## EDUCATION

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

## EXPERIENCE

14 years

## PROGRAM EXPERIENCE

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

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

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

## PROJECT EXPERIENCE

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

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

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

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

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

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

## COREY THOMAS

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

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

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

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

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

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

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

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

## TRAINING & CERTIFICATIONS

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

# Daniel Gardner

Vice President / Data Operations

## FIRM

Thompson Consulting Services  
2601 Maitland Center Parkway  
Maitland, Florida 32751

## EDUCATION

BSBA: Management Information Systems  
MBA: Finance and Management

## EXPERIENCE

14 years

## PROGRAM EXPERIENCE

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

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

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

## PROJECT EXPERIENCE

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

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

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

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

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

## DANIEL GARDNER

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

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

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

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

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

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

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

## TRAINING & CERTIFICATIONS

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

# Wesley Holden

Senior Vice President / ADMS Operations

## FIRM

Thompson Consulting Services  
2601 Maitland Center Parkway  
Maitland, Florida 32751

## EDUCATION

BS: Management Information Systems

## EXPERIENCE

18 years

## PROGRAM EXPERIENCE

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

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

## PROJECT EXPERIENCE

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

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

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

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

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

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

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

## WESLEY HOLDEN

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

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

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

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

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

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

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

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

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

## TECHNOLOGY EXPERTISE

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

# Nicole Lehman

Director of Client Services / Program Manager

## FIRM

Thompson Consulting Services  
2601 Maitland Center Parkway  
Maitland, Florida 32751

## EDUCATION

BA: Psychology and Spanish

## EXPERIENCE

15 years

## PROGRAM EXPERIENCE

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

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

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

## PROJECT EXPERIENCE

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

## TRAINING & CERTIFICATIONS

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

# Patrick Gardner

## GIS Manager

### FIRM

Thompson Consulting Services  
2601 Maitland Center Parkway  
Maitland, Florida 32751

### EDUCATION

BS: Marine Science  
MS: Fisheries and Aquatic Sciences

### EXPERIENCE

9 years

### PROGRAM EXPERIENCE

FEMA Public Assistance Emergency Work (Categories A-B)

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

## PROJECT EXPERIENCE

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

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

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

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

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

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

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

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

## PATRICK GARDNER

**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

# Gary Brooks

Project / Operations Manager

## FIRM

Thompson Consulting Services  
2601 Maitland Center Parkway  
Maitland, Florida 32751

## MILITARY EXPERIENCE

United States Marine Corps

## EXPERIENCE

17 years

## PROGRAM EXPERIENCE

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

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

## PROJECT EXPERIENCE

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

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

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

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

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

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

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

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

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

## GARY BROOKS

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

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

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

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

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

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

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

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

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

## TRAINING & CERTIFICATIONS

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

# Raul Cardenas

## Project / Operations Manager

### FIRM

Thompson Consulting Services  
2601 Maitland Center Parkway  
Maitland, Florida 32751

### EDUCATION

BA: Political Science  
MA: Liberal Studies – Political Theory

### EXPERIENCE

17 years

### PROGRAM EXPERIENCE

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

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

## PROJECT EXPERIENCE

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

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

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

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

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

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

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

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

## RAUL CARDENAS

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

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

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

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

## TRAINING & CERTIFICATIONS

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

# Thomas "Tommy" Dorsey

Project / Operations Manager

## FIRM

Thompson Consulting Services  
2601 Maitland Center Parkway  
Maitland, Florida 32751

## EDUCATION

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

## EXPERIENCE

11 years

## PROGRAM EXPERIENCE

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

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

## PROJECT EXPERIENCE

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

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

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

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

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

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

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



## THOMAS DORSEY

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

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

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

## TRAINING & CERTIFICATIONS

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

# Connie Stewart

## Field Operations Supervisor

### FIRM

Thompson Consulting Services  
2601 Maitland Center Parkway  
Maitland, Florida 32751

### EXPERIENCE

17 years

### PROGRAM EXPERIENCE

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

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

## PROJECT EXPERIENCE

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

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

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

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

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

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

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

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

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

## CONNIE STEWART

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

Thompson Consulting Services  
2601 Maitland Center Parkway  
Maitland, Florida 32751

### 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.

## KEITH FORRESTER

**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.

# EXHIBIT B-2: BONDING CAPACITY LETTER



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

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

April 4, 2023

City of Ocala Procurement Department  
110 SE Watula Avenue, 3<sup>rd</sup> Floor  
Ocala, FL 34471

**Re: RFP# PWD/230227 Pre-Event Monitoring Service for Emergency Debris Removal**

To Whom It May Concern,

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

CNA, through our subsidiary Western Surety Company, provides surety credit to Thompson. The company's financial strength and consulting expertise are both outstanding, as is their history of successful project completion. Thompson is in good standing and has the capacity to bond tasks in excess of \$500,000.00. This letter shall be in effect for one (1) year and is renewable.

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

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

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

Very truly yours,

Paul Sims  
Underwriting Director  
Nashville

# SECTION C

## Staffing Plan / Workload

### Assigned Personnel

Thompson provides a dedicated project team to ensure that each debris removal program is managed and documented properly to maximize available federal reimbursement. Additionally, Thompson assigns a Client Liaison for the duration of any resulting contract and all stages of disaster planning and/or recovery acknowledging all communication and information requests within 24-hours of receipt.

#### Roles & Contact Information

**JON HOYLE** will serve as the Principal-in-Charge for the City and provide support as needed to ensure project operations are in accordance with the City's expectations. Mr. Hoyle has over 19 years of experience providing management and oversight for disaster response and recovery efforts and grant writing administration / program management throughout the United States. Mr. Hoyle is an authorized agent of Thompson who can give and support information.

**Contact:** [jhoyle@thompsoncs.net](mailto:jhoyle@thompsoncs.net) | 407-792-0018 ext. 113

**SIMON CARLYLE** will serve as Client Liaison for the City and serve as a direct point of contact to address the City's needs throughout the term of the contract. Mr. Carlyle has over 16 years of experience working with state and local governments providing disaster debris removal monitoring services.

**Contact:** [scarlyle@thompsoncs.net](mailto:scarlyle@thompsoncs.net) | 407-792-0018

**ERIC HARRISON** will serve as the Project Manager for the City and ensure project operations are implemented in accordance with the contract and task order(s) issued by the City. Mr. Harrison will also ensure project operations have the staff and resources necessary to remain on track, on schedule and on budget. Mr. Harrison has over 18 years of experience providing debris monitoring program management support and oversight for disaster response and recovery efforts throughout the Nation.

**Contact:** [eharrison@thompsoncs.net](mailto:eharrison@thompsoncs.net) | 407-792-0018 ext. 108

**KEITH FORRESTER** will serve as the on-site Project Manager for the City and oversee day-to-day operations of the project and will also coordinate closely with the City's debris hauler to coordinate crew requirements and scheduling. Mr. Forrester has over 14 years of experience managing FEMA funded storm debris removal projects in Florida and six additional states throughout the Nation.

**Contact:** [kforrester@thompsoncs.net](mailto:kforrester@thompsoncs.net) | 407-792-0018

**DANNY GARDNER** will serve as the Data Manager for the City. Mr. Gardner has served as a data manager, program manager and grant management consultant for the past 15 years during multiple federally funded grant programs on projects totaling approximately \$2 billion.

**Contact:** [dgardner@thompsoncs.net](mailto:dgardner@thompsoncs.net) | 407-792-0018 ext. 105

**NICOLE LEHMAN** will serve as the Planning and Preparedness lead for the City. Ms. Lehman has 14 years of disaster recovery experience and is well versed in the programs, agencies, procedures, and regulations involved in successfully running disaster debris management operations. Ms. Lehman also provides many of our clients annual training regarding debris monitoring operations and FEMA policy guidance. **Contact:** [nlehman@thompsoncs.net](mailto:nlehman@thompsoncs.net) | 407-792-0018 ext. 119

STAFFING PLAN / WORKLOAD

**COREY THOMAS** will serve as the FEMA Coordination / Cost Recovery Specialist working directly with the City as needed to oversee the financial recovery of eligible costs associated with FEMA PA and FHWA-ER activities. Over the last 15 years, Mr. Thomas has assisted more than 80 communities recover over \$1.5 billion in federal grant funding following presidentially declared disasters.

**Contact:** cthomas@thompsoncs.net | 407-792-0018

**PATRICK GARDNER** will provide GIS and mapping support to the City. Mr. Gardner has over 10 years of experience and has supported recovery operations in this capacity for several large-scale, multi-state, region, and municipal disaster incidents. He is well versed in ESRI ArcGIS applications and their use to convey project operations and progress geospatially. Mr. Gardner is also a Federal Aviation Administration Certified Remote Pilot for Small Unmanned Aircraft.

**Contact:** pgardner@thompsoncs.net | 407-792-0018 ext. 120

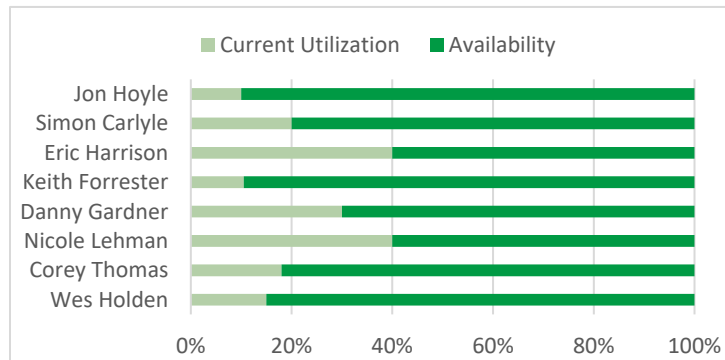
**WES HOLDEN** will serve as the Automated Debris Management System Deployment Manager for the City. Mr. Holden has 19 years of experience providing data management and disaster recovery software application development for disaster response and recovery efforts throughout the United States.

**Contact:** wholden@thompsoncs.net | 407-792-0018 ext. 121

### Availability

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

Figure C-1: Availability – Assigned Personnel



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

### Debris Removal Monitor Labor Force Sourcing

Thompson’s proposed staffing plan is designed to be flexible and scalable so that we can effectively and efficiently respond to the City’s needs. We maintain a staff of full time and on-call disaster debris monitoring experts, consultants and supervisors that will be available to support the implementation and management of debris removal monitoring operations. In addition, Thompson maintains professional human resources and recruiting staff that have over **11** years of experience in disaster response and recovery services available to assist in identifying and placing personnel.

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

## Capacity

Thompson strongly believes that responsible disaster response consultants should disclose their commitments so that perspective clients can gauge whether they can reliably provide critical resources in the event of mobilization. To maintain that we can deliver the full force of manpower committed in our proposal, Thompson limits our stand-by commitments to ensure that we can responsibly exceed our clients’ expectations.

Table C-1: Florida Current Contracts

### Florida

Altamonte Springs, City of	Fort Lauderdale, City of	Pasco County
Apopka, City of	Fort Myers, City of	Pinellas County
Bonita Springs, City of	Hendry County	Plant City, City of
Boynton Beach, City of	Hialeah, City of	Port Orange, City of
Casselberry, City of	Holly Hill, City of	Putnam County
Citrus County	Jackson County	Sanibel, City of
Cocoa, City of	Lake Worth, City of	South Bay, City of
Collier County	Lake Worth Drainage District	South Daytona, City of
Daytona Beach, City of	Lakeland, City of	St. Lucie County
DeBary, City of	Largo, City of	Stuart, City of
Deland, City of	Lee County	Venice, City of
Deltona, City of	Ormond Beach, City of	Vero Beach, City of
DeSoto County	Oviedo, City of	Volusia County
Edgewater, City of	Palm Bay, City of	Wellington, Village of
Escambia County	Palm Beach County School District	West Palm Beach, City of
Flagler County	Palm Beach Co. Solid Waste Authority	Winter Garden, City of

Thompson is fully prepared to respond to both large and small disaster incidents, our technical approach is carefully developed to be scalable and flexible so that we remain extremely responsive and provide the appropriate level of resources required by our clients. Thompson Consulting Services has never failed to respond to a client or had a contract terminated. **Thompson estimates that it is at less than 15% of its capacity to perform debris monitoring disaster response work in the State of Florida.**

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

### Simultaneous Contract Activations

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. The following table summarizes Thompson’s response to recent major disaster events requiring simultaneous contract activations.

## STAFFING PLAN / WORKLOAD

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

Disaster Event	Activations	Disaster Event	Activations
2022 Hurricane Ian	30	2018 Hurricane Michael	6
2021 Hurricane Ida	10	2017 Hurricanes Harvey, Irma, Maria	54
2020 Hurricanes Laura, Sally, Zeta	17	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 are also prepared to draw on resources intelligently, prioritize efficiently, and act decisively when facing new challenges. To do this, Thompson promotes a collaborative working relationship with our clients and their debris removal contractors. We have 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 was configured to monitor the collection of nearly 15 million cubic yards of disaster related debris across a variety of waste streams including 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 Irma, Sally, Ida, and Ian mobilizations.

Thompson is extremely proud of our response time record and our ability to deploy resources quickly and efficiently in disaster situations across the country. As an example of our staffing abilities, we have summarized our response times to previous disasters and resources deployed in the following table.

Table C-3: 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
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 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 Matthew (FEMA DR-4283-86)	2016	17	48 hours prior to NTP	600
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

# SECTION D

## Approach & Methodology

### Our Understanding

The City of Ocala, Florida (City) is the county seat of Marion County in the northern region of the state. The City encompasses 47.26 square miles and is highly vulnerable to the impacts of debris-generating disasters such as hurricanes, tropical storms, severe weather, flooding, and tornadoes. As such, the City maintains a constant, high level of readiness to respond to a variety of hazards that may impact its citizens and consequently, is seeking proposals from qualified consultants to provide debris monitoring support and assist the City in navigating the funding and compliance channels of the Florida Division of Emergency Management (FDEM) and the Federal Emergency Management Agency (FEMA) Public Assistance (PA) Program. Thompson will use what we have learned from previous disaster recovery projects in Florida and throughout the United States to improve the efficiency of the debris removal program and expedite the City's recovery following a future disaster.

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

### Ability to Manage Multiple Contracts

Thompson is fully prepared to respond to both large and small disaster incidents, our technical approach is carefully developed to be scalable and flexible so that we remain extremely responsive and provide the appropriate level of resources required by our clients. **Thompson Consulting Services has never failed to respond to a client or had a contract terminated.** Thompson estimates that it is at less than 15% of its capacity to perform debris monitoring disaster response work in the State of Florida.

Thompson recognizes that each disaster situation is going to be different. Although we will always be able to leverage our extensive experience and capabilities, we will also have to be prepared to draw on resources intelligently, prioritize efficiently, and act decisively when facing new challenges. In order to do this, Thompson promotes a collaborative working relationship with our clients and their debris removal contractors during routine and emergency conditions. Thompson's workload including current contracts and past experience managing multiple and simultaneous activations has been included in Section C, Staffing Plan / Workload.

### Approach to Debris Removal Monitoring

#### Maximizing Reimbursement

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

Through past experience and lessons learned, we have been able to develop a fine-tuned and tested approach to efficiently and effectively meet or exceed the FEMA compliance regulation standards for maximum reimbursement to our clients. When dealing with disaster recovery and compliance with FEMA and other federal agency regulations, not many things can take the place of first-hand experience.

## APPROACH &amp; METHODOLOGY

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 D-1: Disaster Debris Removal Monitoring Phase and Task Summary



## Non-Event / Preparedness and Planning

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

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

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

## Post-Event / Disaster Debris Removal Monitoring Operations

Thompson has functionally organized our disaster debris removal monitoring operations by task predicated on the various debris streams and programs that can be expected based on our experience monitoring and documenting large scale debris removal operations. Thompson will tailor our approach to the City's debris recovery effort based on disaster specific challenges. Our tasks and task approach can be modified and scalable and our mobilization times can be either compressed or extended based on the needs of the City and the public. *Thompson will utilize our best-in-class ADMS solution, the Thompson Data Management Suite (TDMS), which is detailed in Section E, Quality Control and Assurance.*

## APPROACH &amp; METHODOLOGY

Table D-1: Mobilization Timeline

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

## Mobilization and Program Management

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

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

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

The Project Quality Assurance Team will consist of the Project Manager and appropriate number of Field Supervisors, based on the severity of the event. In addition to providing surge support to the City, the

## APPROACH &amp; METHODOLOGY

Project Quality Assurance Team will serve as the field project management team. The Project Quality Team will be deployed with equipment kits to accommodate all field staff.

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

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

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

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

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

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

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

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

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

**FEMA and State Agency Coordination:** To the extent that it is required by the City, Thompson will serve as a liaison between the FEMA, FDEM, and other public entities to document and demonstrate that

## APPROACH &amp; METHODOLOGY

debris removal, response and recovery activities are eligible, allowable, and in compliance with FEMA Publication FP-104-009-2 Public Assistance Program and Policy Guide (PAPPG). Thompson will work with the City, FDEM, FEMA Region 4, and FEMA Headquarters to facilitate a transparent, well documented partnership throughout the recovery effort. This will allow Thompson to integrate Disaster Specific Guidance (DSG) issued from FEMA into the City's debris removal efforts, and pro-actively create a positive working relationship with participating stakeholder regulatory agencies.

**Scope and Budget Development:** During the Debris Program Implementation stage, Thompson will work closely with the City and City contractors to develop scopes of work, project schedules and budgets in accordance with the contracts and task order(s) developed and issued by the City. It is Thompson's objective to deliver our services at or below estimated budgets for the anticipated period of performance. As needs change, particularly as the project nears completion, Thompson will adjust the number of personnel assigned to the contract accordingly. Thompson will immediately notify the City of any deviations from the budget, which may occur if the City requests changes to the level of assistance Thompson is to provide.

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

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

**Onboarding and Training of Employees:** Thompson's staffing plans are designed to be flexible and scalable so that we can effectively and efficiently respond to the City's needs no matter the operating climate. Typically, Thompson begins the process of recruiting and 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.

**100+**  
monitors  
onboarded daily

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

## Health and Safety Plan

Thompson employees are trained to put the safety of anyone on a jobsite above all else – even a project timeline. Our behavioral-based program enables employees to conduct risk assessments to identify and

## APPROACH &amp; METHODOLOGY

control or eliminate hazards. Most importantly, our employees are authorized and required to stop work when safety is compromised. Our employees work in a variety of environments, from the field to the office. We believe that the health and safety of our employees are best protected when our activities are properly planned, so we work in advance to determine the different types of training and information our employees need.

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

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

## Damage Complaint Tracking

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

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

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

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

## 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. *Our data management, quality control/quality assurance process and utilization of ADMS is further outlined in Section E, Quality Control and Assurance.*

## APPROACH &amp; METHODOLOGY

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

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

## Closeout

### Audit Ready Documentation

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

For example, all reconciled invoices are delivered to the 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.

# SECTION E

## Quality Control & Assurance

### 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:

**11+**  
years of TDMS  
deployments

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

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

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

**TDMSportal:** is a web-based portal that serves as the client and contractor information center for contract documents, project costs, electronic tickets, accounting transactions and invoices. ***TDMSportal 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 E-1: 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 TDMSmobile units on hand and has access to additional units within 24 hours of notification when necessary. Thompson’s TDMSmobile devices have been deployed successfully over the last 11 years, and from day one of debris removal operations Thompson will be able to provide the City with paperless ticketing.

### GIS Mapping Capabilities

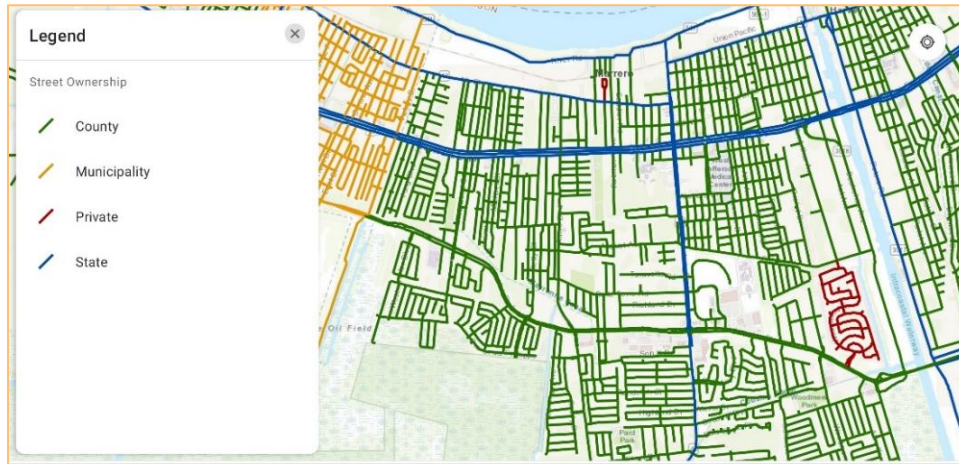
Thompson continues to expand our geographic information system (GIS) resources and capabilities to better support debris removal management. This includes enhanced gathering, managing, and analyzing data to provide spatial location information such as project boundaries and roadway maintenance responsibility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

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

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 the needs of the City.

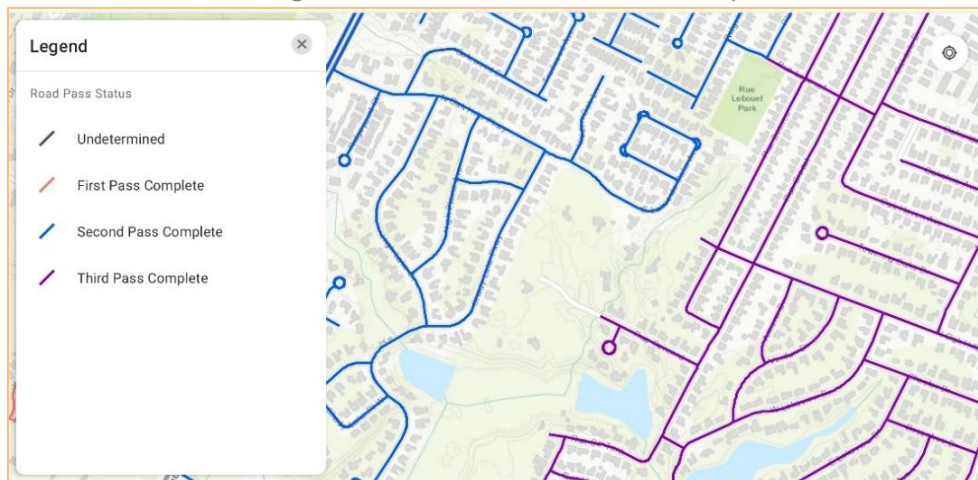
Figure E-1: Road Ownership Map



### 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.

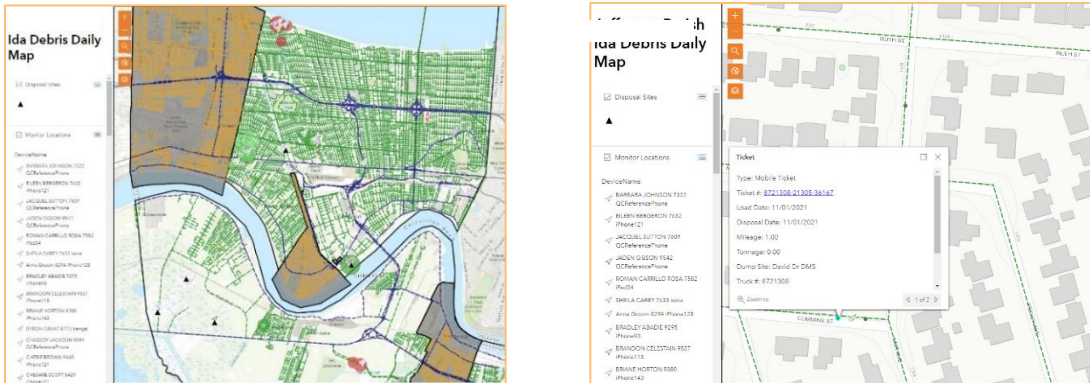
Figure E-2: Road Clearance Pass Maps



**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.

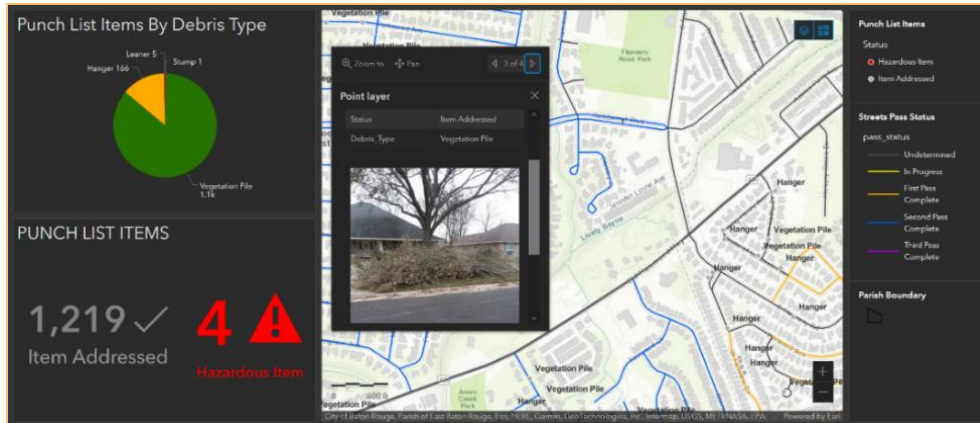
Figure E-3: Daily Debris Monitor Activity Maps



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 E-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.

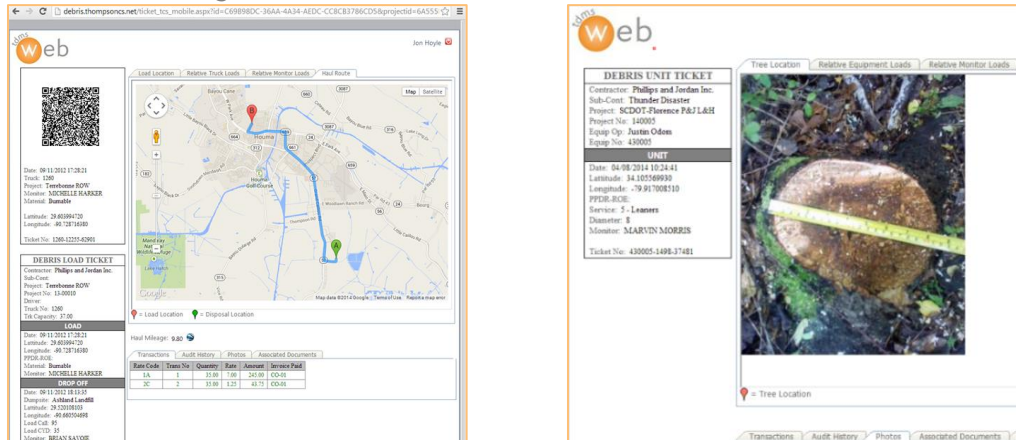
Data Management | Quality Control / Quality Assurance

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

QUALITY CONTROL & ASSURANCE

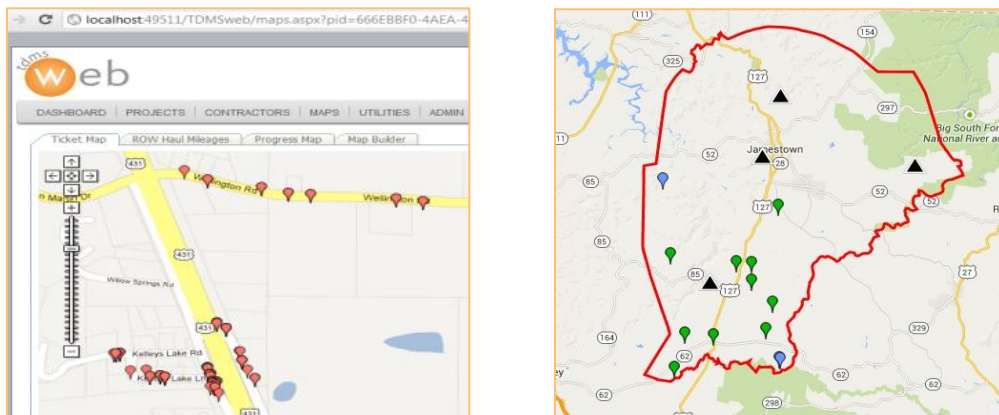
- Count of loads by collection truck
- Trip time per load
- Trip distance
- Average load call by truck
- Average load call by disposal monitor
- Count of loads by collection location

Figure E-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 E-6: Ticket Location and Boundary Mapping



Data Management | Reporting

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

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

- Date of reporting, client, disaster number, project, and contract number
- Minimum, maximum, and average load size

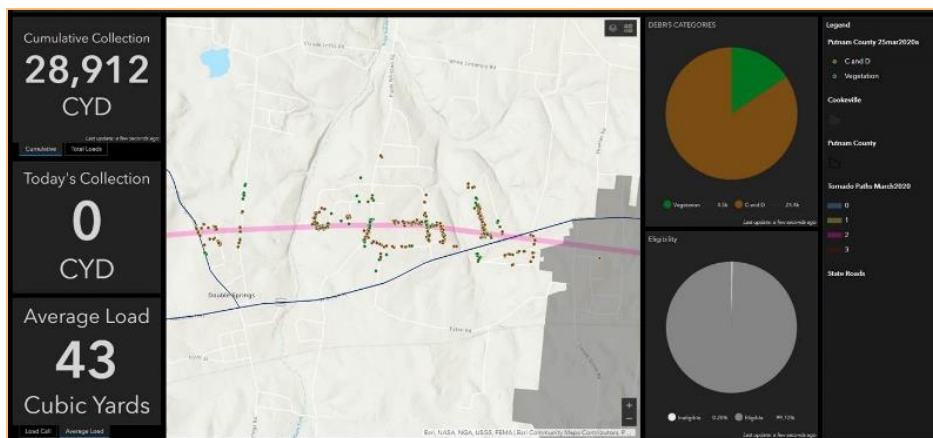
## QUALITY CONTROL &amp; ASSURANCE

- Summary of the previous day's activities
- Number of contractor certified equipment in field
- Total number of monitors in the field
- 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 E-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