



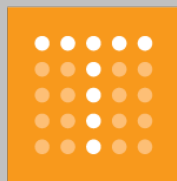
City of Sanibel, Florida

Request for Proposal No. RFP-PW-2-2025/SK

Disaster Debris Monitoring Services

Due Date / Time: April 3, 2025 | 5:00 pm

Electronic Copy



thompson
CONSULTING SERVICES



April 3, 2025

City of Sanibel
Public Works Department
800 Dunlop Road
Sanibel, FL 33957

RE: REQUEST FOR PROPOSAL NO. RFP-PW-2-25/SK – DISASTER DEBRIS MONITORING SERVICES

Dear Members of the Selection Committee,

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

CITY OF SANIBEL & STATE OF FLORIDA EXPERIENCE: Thompson has served as the stand-by disaster debris monitoring services provider on behalf of the City since **2019** and is familiar with the City's, personnel, structure, facilities, operational functions and expectations. Thompson assisted the City following Hurricanes Ian and Milton and monitored the removal of over **2.6M** cubic yards of debris. As an industry leading disaster recovery consultancy with previous experience with the City, the Thompson team is uniquely positioned to effectively and efficiently support the City.

Additionally, Thompson's consultants have responded to disaster incidents in the State of Florida since Hurricane Charlie in **2004**. Over the last seven years, Thompson has provided debris removal monitoring and grant consulting services to **82** unique Florida clients following Hurricane Matthew in **2016**, Hurricane Irma in **2017**, Hurricane Michael in **2018**, Hurricane Sally in **2020**, Hurricane Ian in **2022**, and Hurricane Milton in **2024**. We are well positioned to work closely with the City, the Florida Division of Emergency Management (FDEM), Florida Department of Transportation and the Florida Department of Environmental Quality to implement a compliant and efficient disaster debris removal monitoring and recovery services program.

POST-DISASTER DEBRIS REMOVAL MANAGEMENT & 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 **\$5.5** billion of debris removal funding on behalf of more than **390** local and state government agencies. Thompson's consultants are amongst the most educated, qualified, and dynamic in the industry, having responded to some of the most devastating incidents to impact the United States, many resulting in large-scale, multi-program debris removal

monitoring operations. This experience means the City can rest assured that its disaster reimbursement is in the hands of the industry's most qualified professionals.

DELIVERY EFFICIENCY & AUTOMATED DEBRIS MANAGEMENT SYSTEM: Thompson's debris removal monitoring experience includes the documentation of over **165** million cubic yards of debris. We have consistently demonstrated Thompson's delivery efficiency using our automated debris management system (ADMS), the Thompson Data Management Suite (TDMS). TDMS is used to electronically capture data, such as employee credentialing, equipment barcoding, GPS coordinate, digital photography, etc. in the field and ensure accurate and timely reporting to the City. TDMS significantly reduces the quantity of hours required to perform equivalent services by competitors with "lower" hourly rates. TDMS has been routinely deployed on FEMA reimbursed projects and meets the process requirements for the U.S. Army Corps of Engineers (USACE) Advanced Contracting Initiative.

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

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

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

COMMITMENT TO SAFETY & 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 debris removal monitoring and consulting services needs following a disaster incident. We stand prepared to guide the City through the debris removal and recovery process while working with FDEM and the FEMA Public Assistance program to achieve maximum disaster recovery cost reimbursement for the City. We would be honored to continue serving as your debris removal monitoring and consulting services provider and stand prepared to exceed the service expectations that the City has established.

Best regards,

THOMPSON CONSULTING SERVICES, LLC



Jon Hoyle, President

AUTHORIZED POINTS OF CONTACT:

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Request for Proposals No. RFP-PW-2-2025/SK

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¹ A copy of Thompson's internal training manual has been included under separate cover, as requested by the City.

SECTION 1

Qualifications of the Firm

Firm Overview

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

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

As a **100%** employee-owned company with more than **550** personnel spanning **26** corporate and branch offices throughout the United States, Thompson maintains a universal commitment to excellence in workmanship, innovative solutions, timely responsive service, and cost effectiveness. These standards are the foundation for Thompson's excellence in project quality and delivery. Thompson's staff has a vested interest in providing safe, quality driven, successful projects that are completed on time and within budget.

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

Years of Experience

Thompson was founded in **1953** and has supported various local, state, and federal entities, including the United States Army Corps of Engineers (USACE), throughout the Nation conduct monitoring, QA/QC, and inspection services for a variety of engineering, construction, environmental and disaster recovery projects. In **2011**, Thompson Consulting Services, LLC was formed to focus solely on disaster preparedness, response, and recovery service offerings, including debris removal monitoring. Thompson brings over **72** years of experience to the City through our family of companies and personnel.

THOMPSON FAMILY OF COMPANIES



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 disaster recovery 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 within the City should the need arise.

Thompson has provided our full list of office locations below.

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

Mobile Office Capabilities

Thompson knows that 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.

FIRM DATA SUMMARY

FIRM NAME

Thompson Consulting Services, LLC

ADDRESS

2601 Maitland Center Parkway
Maitland, Florida 32751

PHONE | FAX

407-792-0018 | 407-878-7858

WEBSITE

www.thompsoncs.net

EMAIL

info@thompsoncs.net

YEAR ESTABLISHED

2011

STATE OF FORMATION

Delaware

FEDERAL ID NO.

45-2015453

SAM UEI | CAGE CODE

QE8ZDM1CLE77 | 7NZ42

DUNS NO.

968677158

E-VERIFY ID

1111126

OFFICERS

Jon Hoyle, President

Nate Counsell, Executive VP

John H. Baker, III, BOM

Chad Brown, BOM

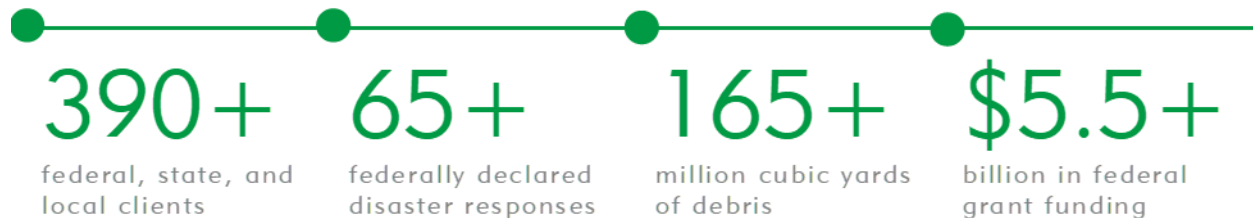
Thompson's mobile field office is also beneficial when trying to onboard field personnel and establish field operations in remote locations.

Thompson deployed our mobile field office following Hurricanes Laura, Sally, Delta, and Zeta in 2020, Hurricane Ida in 2021, and Hurricane Ian in 2022, and Hurricanes Beryl and Helene in 2024.

Disaster Response Experience

Thompson has provided disaster response and recovery services to over **390** 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 **165** million cubic yards of debris and our clients successfully applying for and retaining more than **\$5.5** 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 **65** Federal Emergency Management Agency (FEMA) and Federal Highway Administration (FHWA) reimbursable federally declared disasters and emergencies. A summary of our experience over the last decade is provided in the table below and a comprehensive staff experience matrix has been provided as Exhibit 1-1 following this section.

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

Disaster	Year	Grant Funds Administered	Disaster	Year	Grant Funds Administered
Hurricane Milton (FEMA DR-4834)	2024	\$228,000,000	LA Severe Flooding (FEMA DR-4277)	2015	\$65,000,000
Hurricane Helene (FEMA DR-4827 - 4831)	2024	\$396,000,000	SC Severe Flooding (FEMA DR-4241)	2015	\$35,000,000
Hurricane Debby (FEMA DR-4806)	2024	\$9,450,000	Winter Storm Pandora (FEMA DR-4211)	2015	\$750,000
Hurricane Beryl (FEMA-DR-4738)	2024	\$250,000,000	Winter Storm Pax (FEMA DR-4166)	2014	\$200,000,000
TX Severe Storms (FEMA DR-4781)	2024	\$90,000,000	Hurricane Sandy (FEMA DR-4085-4086)	2012	\$250,000,000
Hawaii Wildfires (FEMA DR-4724)	2023	\$125,000,000	Hurricane Isaac (FEMA DR-4080-4081)	2012	\$2,000,000
Hurricane Idalia (FEMA DR-738, 4734)	2023	\$46,400,000	Indiana Tornados (FEMA DR-4058)	2012	\$2,500,000
AL Severe Storms (FEMA DR-4684)	2023	\$5,800,000	Hurricane Irene (FEMA DR-4024)	2011	\$4,500,000

Disaster	Year	Grant Funds Administered	Disaster	Year	Grant Funds Administered
Hurricane Milton (FEMA DR-4834)	2024	\$228,000,000	LA Severe Flooding (FEMA DR-4277)	2015	\$65,000,000
Hurricane Helene (FEMA DR-4827 - 4831)	2024	\$396,000,000	SC Severe Flooding (FEMA DR-4241)	2015	\$35,000,000
New Mexico Wildfires (FEMA DR-4652)	2022	\$31,000,000	Alabama Tornadoes (FEMA DR-1971)	2011	\$25,000,000
Hurricane Ian (FEMA DR-4673)	2022	\$311,100,000	Iowa Flooding (FEMA DR-1763)	2010	\$1,640,325
KY Severe Storms (FEMA DR-4630)	2021	\$138,700,000	MA Snow Storm (FEMA DR-1813)	2009	\$896,475
Hurricane Ida (FEMA DR-4611)	2021	\$283,300,000	Hurricane Ike (FEMA DR-1791)	2008	\$445,504,160
Hurricane Zeta (FEMA DR-4576)	2020	\$23,000,000	Hurricane Gustav (FEMA DR-1786)	2008	\$19,374,540
Hurricane Sally (FEMA DR-4563,4564)	2020	\$180,000,000	Hurricane Dolly (FEMA DR-1780)	2008	\$17,241,000
Hurricane Laura (FEMA DR-4559)	2020	\$48,000,000	Missouri Ice Storm (FEMA DR-1676)	2007	\$31,523,000
Hurricane Dorian (FEMA DR-4465)	2019	\$5,000,000	New York Winter Storm (FEMA DR-1665)	2006	\$20,700,000
Hurricane Michael (FEMA DR-4399, 4400)	2018	\$40,000,000	Hurricane Wilma (FEMA DR-1609)	2005	\$214,491,000
Hurricane Florence (FEMA DR-4393, 4394)	2018	\$12,000,000	Hurricane Rita (FEMA DR 1606)	2005	\$96,000,000
Hurricane Maria (FEMA DR-4339)	2017	\$44,600,000	Hurricane Katrina (FEMA DR 1602-1604)	2005	\$914,304,040
Hurricane Irma (FEMA DR-4337, 4338)	2017	\$100,000,000	Hurricane Ivan (FEMA DR-1551)	2004	\$243,332,500
Hurricane Harvey (FEMA DR-4332)	2017	\$20,000,000	Hurricane Frances (FEMA DR-1545)	2004	\$5,000,000
Hurricane Matthew (FEMA DR-4283-86)	2016	\$100,000,000	Hurricane Charley (FEMA DR-1539)	2004	\$97,085,850

Past Performance

State of Florida & City of Sanibel Experience

Thompson's consultants have responded to disaster incidents in Florida since Hurricane Charlie in **2004**. Recently, Thompson has provided debris removal monitoring and grant consulting services to Florida clients following Hurricanes Matthew in **2016**, Irma in **2017**, Michael in **2018**, Sally in **2020**, Ian in **2022**, and Debby, Helene, and Milton in **2024**. Thompson has responded to **8** federally declared disaster incidents in the State of Florida and supported over **82** local and state clients in monitoring and documenting over **46** million cubic yards of disaster debris.



extensive Florida
experience

Additionally, Thompson has served as the City's disaster debris monitoring services provider since **2019** and is uniquely familiar with the City's operational needs, standards, and Contractor requirements. Throughout the duration of Thompson's stand-by agreement with the City, Thompson was activated to assist in recovery operations after Hurricane Ian in **2022** and once again following Hurricane Milton in **2024**. Across both activations, Thompson monitored the removal of over **2.6M** cubic yards of debris and collection of over **13,000** hazardous leaning and hanging trees/limbs. Thompson is committed to applying our previous experience and knowledge to provide the City with excellence in service, as we have for over **5** years.

We are well positioned to continue working closely with the City, the Florida Division of Emergency Management, Florida Department of Transportation and the Florida Department of Environmental Quality to implement a compliant and efficient disaster debris removal monitoring program.

Similar Experience

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

In addition, many of these projects provide evidence of our ability to perform damage assessment, right-of-way monitoring, hazardous leaner/hanger removal, private property debris removal (PPDR), disposal site monitoring, solid and hazardous waste management, and FEMA reimbursement. Thompson's key proposed staff have assisted all of the clients provided below following disaster events. *Additional staff qualifications and experience information is provided in Section 2, Qualifications of the Staff.*

48+

projects
documenting
over 1M CY of
debris

City of Tampa, Florida

Oct. – Nov. 2024 / Oct. 2024 – Jan. 2025

Disaster Debris Removal Monitoring

Debris Quantity: 1,410,500 CY

2024 Hurricane Helene & Milton: Thompson has served as the stand-by disaster recovery and debris monitoring services provider on behalf of the City of Tampa since 2023. During that time, Thompson has supported preparedness measures and maintained operational readiness in the event that our services were needed. The City activated Thompson's stand-by contract to assist in recovery operations following back-to-back hurricanes Helene and Milton in 2024. The City performed separate right-of-way debris removal programs as well as hazardous hanging and leaning limb/tree removal. Thompson substantiated the removal of over 1,410,500 cubic yards of debris and approximately 23,000 hazardous trees and limbs completing across both disasters. Thompson was able to complete Hurricane Milton operations, which accounted for over 1.3 million cubic yards of debris, in approximately 120 days.

Jefferson Parish, Louisiana

Nov. 2020 – Jan. 2021 / Sept. 2021 – Sept. 2024

Hurricane Debris Removal Monitoring

Debris Quantity: 2,359,000 CY

Thompson has served as the stand-by disaster debris monitoring and management services provider for Jefferson Parish since 2019. Since that time, Thompson has worked closely with the Parish in order to maintain operational readiness and support preparedness initiatives.

2021 Hurricane Ida: The Parish was severely impacted by Hurricane Ida in 2021 and Thompson was able to mobilize immediately with personnel and resources. The Parish performed right-of-way debris removal operations, leaning/hanging limbs and hazardous tree removal, and special debris removal projects throughout the Parish such as parks and waterways. Overall, Thompson monitored the removal of over 2.2M cubic yards of debris from the Parish, which included mud removal operations from private properties in the Parish. Thompson also monitored the removal of over 29,700 hazardous limbs and trees throughout the Parish.

Additionally, Thompson coordinated closely with the Parish and the Town of Grand Isle while performing simultaneous but separate debris removal operations. The Town of Grand Isle is located within the Parish, and Thompson supported debris removal operations including the scraping and remediation of over 83,500 cubic yards of beach sand and monitored the removal of over 472,000 cubic yards of debris from the Town.

Thompson assisted with numerous private property debris removal operations across the Parish accounting for the removal of over 50,000 cubic yards of debris.



2020 Hurricane Zeta: Hurricane Zeta produced extremely strong winds and heavy rains causing severe damage to the Southeastern United States. The Parish activated Thompson's stand-by disaster debris monitoring contract to support right-of-way debris removal operations throughout the Parish. Thompson was able to quickly mobilize and perform expeditious and efficient monitoring of the removal of over 159,000 cubic yards of debris from Parish maintained roadways. Thompson also monitored the removal of over 4,500 hazardous limbs and trees throughout the Parish.

Lee County, Florida

2017, 2022, 2024

Disaster Debris Removal Monitoring

Debris Quantity: 11,089,400 CY

2024 Hurricanes Helene & Milton: The State of Florida was severely impacted by back-to-back hurricanes Helene and Milton in 2024 which produced a large amount of damage and debris. Thompson assisted the County in their recovery efforts which included programs such as right-of-way debris removal, hazardous and hanging limbs and tree removal, as well as debris removal from County parks. Thompson has monitored the removal of over 153,400 cubic yards of debris and over 430 hazardous limbs and trees throughout the County resulting from the disaster events. This includes monitoring debris disposal at seven (7) active debris management sites and staffing over 120 temporary field staff.



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 8,580,000 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 2,356,000 cubic yards of debris from County ROW, and performed special debris removal programs including commercial, parks, and utilities ROW removal monitoring. Thompson also monitored the removal of over 70,000 hazardous limbs, and 4,000 trees throughout the County. In addition, Thompson substantiated the removal of nearly 10,000 CY of vegetation from County waterways.

City of Valdosta, Georgia

Sept. 2023 – Feb. 2024 / Oct. – Nov. 2024

Hurricane Debris Removal Monitoring

Debris Quantity: 2,225,805 CY

2024 Hurricane Helene: Thompson was activated by the City following Hurricane Helene which caused flooding and widespread vegetative and construction debris throughout the Southeastern United States. Since activation, Thompson staffed over 100 local residents to serve as temporary debris removal monitors and have assisted in projects including right-of-way debris removal and hazardous trees and hanging limbs projects. Thus far, Thompson has substantiated the removal of approximately 988,000 cubic yards of debris from the City as well as the removal of over 5,350 hanging or fallen limbs and trees.

2023 Hurricane Idalia: The City of Valdosta suffered from severe flooding and damage following Hurricane Idalia and without a stand-by debris removal monitoring contract in place, the City held an emergency procurement to select a qualified contractor. The City selected Thompson as their disaster recovery services provider, and Thompson deployed personnel and equipment to the City immediately. Thompson worked closely with the City and their selected debris removal contractor to carryout operations and ultimately monitored the removal of over 727,000 cubic yards of debris and the removal of over 850 hazardous trees and hanging limbs.

City of Fort Myers, Florida

2017, 2022, 2024

Disaster Debris Removal Monitoring

Debris Quantity: 1,243,000 CY

Thompson has maintained a stand-by debris monitoring services contract with the City of Fort Myers since 2017. Since then, Thompson has supported the City in preparedness efforts and maintained operational readiness in the event of a federally declared disaster or activation.

2024 Hurricanes Helene & Milton: Back-to-back hurricanes in September and October of 2024 caused significant damage and loss of life across the southeastern United States. The City activated Thompson's stand-by contract for debris monitoring services, and Thompson immediately mobilized to begin supporting debris removal operations. Following both disasters, Thompson substantiated the removal of over 72,644 cubic yards of debris from the City.

2022 Hurricane Ian: Thompson assisted the City with their debris removal operations following the impacts of Hurricane Ian. Thompson was able to immediately respond to the City following a notice to proceed and began training local residents as debris removal monitors. Overall, Thompson monitored, documented, and substantiated reimbursement for the removal of 838,000 cubic yards of debris and over 7,335 hazardous limbs and trees.

2017 Hurricane Irma: Following the devastating impacts of Hurricane Irma, the City activated Thompson to perform debris removal monitoring services. Thompson deployed resources and staff immediately to begin debris removal operations as quickly as possible. Thompson monitored the removal of over 332,000 cubic yards of debris and 3,136 hazardous limbs and trees from the City completing operations in under 90 days.

City of Houston, Texas

May 2024 – Present

Debris Removal Monitoring, PPDR & FEMA PA Support

Debris Quantity: 6,694,000 CY

2024 Hurricane Beryl: Following the devastating impacts of Hurricane Beryl, Thompson was tasked with providing debris monitoring and disaster recovery cost reimbursement services on behalf of the City. Thompson has worked closely with the City as well as the City's debris removal contractors during simultaneous activations for multiple declared disasters, ensuring waste operations are documented separately. Debris removal operations from City right-of ways and private gated communities are ongoing, and thus far Thompson has monitored the removal of over 3.6 million cubic yards of debris as well as the removal of 50,000 hazardous hanging or leaning limbs and trees throughout the City.



Thompson is also assisting the City with the recovery of FEMA Public Assistance (PA) funding. The City's damages included Category A-B work and Category Z work, with Thompson supporting submittals for emergency work expenditures as well as providing recovery management services, developing cost estimates, calculating departmental force account labor and equipment, successfully requesting Immediate Needs Funding (INF), and expediting projects that total over \$105 million.

2024 Severe Storms, Straight-line Winds, Tornadoes, and Flooding: Thompson was activated by the City to perform disaster debris removal monitoring services following severe storms, straight-line winds, tornadoes, and flooding. Thompson was able to immediately mobilize equipment and begin hiring local residents to serve as temporary debris monitors following a notice-to-proceed. Operations are ongoing, however thus far,

Thompson has monitored the removal of over 3 million cubic yards of debris as well as the removal of over 29,000 hazardous and hanging limbs, trees, and stumps throughout the City. This includes over 21,950 cubic yards of debris and approximately 5,000 limbs and trees from City maintained parks and trails.

In addition, Thompson is currently assisting the City in the preparation and calculation of departmental force account labor and equipment, as well as submitting and processing PWs and Immediate Needs Funding (INF) requests for FEMA review and reimbursement. Thompson is ultimately supporting the City in applying for the reimbursement of over \$40 million in federal funds.

City of Orange Beach, Alabama

Sept. 2020 – Mar. 2021

Hurricane Sally Debris Removal Monitoring

Debris Quantity: 665,000 CY

Thompson has served as the disaster debris monitoring and grant management consulting firm for the City of Orange Beach since 2014. While the City was fortunately spared from significant disaster-related damages until 2020, Thompson was activated for both debris monitoring and grant management consulting services in response to Hurricane Sally.

2020 Hurricane Sally: Thompson deployed to Orange Beach immediately following Hurricane Sally to provide debris monitoring support. This included documenting a complex debris removal operation including right-of-way debris removal as well as the removal of hazardous leaning trees and hanging limbs, hazardous waste, vessels, waterway debris and sand reclamation, and debris removal throughout City maintained trails. Thompson monitored the removal of over 665,000 cubic yards of debris and over 7,900 hazardous hanging and leaning trees and limbs. This included the substantiation of approximately 19,500 cubic yards of debris and 1,488 hazardous limbs and trees from City trails.

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

City-Parish of East Baton Rouge, LA

2016, 2019, 2020, 2021, 2024

Disaster Debris Removal Monitoring & PPDR

Debris Quantity: 3,179,400 CY

2024 Hurricane Francine: Most recently, the City-Parish again turned to Thompson to assist in recovery operations following the impacts of Hurricane Francine. Thompson mobilized staffing teams and equipment to the City-Parish in order to begin operations as quickly as possible. The City-Parish carried out right-of-way debris removal programs. Thompson monitored the removal of over 33,000 cubic yards of debris and hired over forty (40) temporary personnel to serve as debris removal monitors. The City-Parish was able to complete operations in less than 30-days.

2021 Hurricane Ida: Most recently, Thompson's stand-by debris monitoring contract was activated following the devastating effects of Hurricane Ida. The City-Parish suffered widespread damage to due destructive winds and severe flooding. Thompson was able to respond immediately, mobilizing personnel and resources to the City-Parish. Thompson oversaw the collection and disposal of over 1 million cubic yards of debris.

2021 Severe Winter Storm: The City-Parish was severely impacted by a rare ice storm that leaving widespread vegetative debris, downed power lines, and a multitude of hazardous hanging or downed limbs and trees. Thompson monitored the removal of over 84,300 cubic yards of debris as well as the removal of over 4,712 hazardous hanging hanging/leaning limbs and trees from City-Parish rights-of-way. Thompson was able to complete operations in less than 45-days.



2020 Hurricane Delta: The City-Parish once again called on Thompson to assist in the recovery operations following Hurricane Delta. Thompson deployed equipment and began hiring local field staff to monitor debris removal operations. Overall, Thompson substantiated the removal of over 97,100 cubic yards of debris.

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

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

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

City of Daytona Beach, Florida

2016, 2017, 2022, 2024

Debris Removal Monitoring & FEMA PA Support

Debris Quantity: 984,000 CY

2024 Hurricane Milton: The City of Daytona Beach (City) was impacted by Hurricane Milton and decided to activate Thompson's stand-by disaster debris monitoring services contract. Thompson began staffing and equipment mobilization efforts immediately and monitored the removal of over 82,000 cubic yards of debris from the City.

2022 Hurricane Ian: Thompson was activated by the 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 383,000 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 118,000 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. Overall, Thompson monitored, documented, and substantiated reimbursement for the removal of 400,000 cubic yards of debris as well as the removal of over 8,000 hazardous hanging and leaning trees/limbs. 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.

City of Bentonville, Arkansas

June 2024 - Present

Debris Removal Monitoring & Parks Projects / FEMA PA Support Debris Quantity: 333,000 CY

2024 Severe Storms, Flooding & Tornadoes: The State of Arkansas was impacted by several severe storms that produced numerous tornadoes and flash flooding due to increased and prolonged rainfall. The City of Bentonville activated Thompson to provide disaster debris removal monitoring services, and Thompson deployed equipment and personnel to begin hiring local debris monitors in order to begin recovery operations as quickly as possible. The City is well known for its expansive parks and trail systems and is considered one of the top destinations for mountain biking in the Nation drawing visitors from across the United States. Thompson has worked closely with the City and City debris removal contractors to expedite park and trail debris removal projects ultimately monitoring the removal of over 17,000 cubic yards of debris and over 1,300 hazardous limbs and trees from parks and trails in the first 14-days of the debris removal project. Overall, Thompson monitored the removal of over 333,000 cubic yards of debris and over 2,300 hazardous limbs and trees throughout the City including rights-of-way and facilities.

In addition, Thompson is assisting the City with the recovery of FEMA Public Assistance (PA) funding. The City's damages included Category A-G work with Thompson supporting submittals for emergency protective measure, debris removal, roads and bridges, parks and utilities, and buildings/equipment as well as providing recovery management services and expediting projects that total over \$18 million.

References

The following references attest to the versatility of Thompson and the capabilities that we maintain in disaster recovery related services. We believe the highest praise a consultancy can receive is that of a recommendation from a previous or current client. Thompson is proud to have a **100%** success rate with adhering to FEMA Public Assistance regulations.

City of Tampa, FL

Oct. – Nov. 2024 / Oct. 2024 – Jan. 2025

Disaster Debris Removal Monitoring

Debris Quantity: 1,410,500 CY

Jonathan Kane, Audit & Contracts Supervisor, Solid Waste

410 West Spruce Street

813-348-6529 | jonathan.kane@tampagov.net

Tampa, FL 33607

City of Orange Beach, AL

Sept. 2020 – Mar. 2021

Disaster Debris Removal Monitoring

Debris Quantity: 665,000 CY

Nicole Woerner, Emergency Management Coordinator

4099 Orange Beach Blvd

251-981-1063 | nwoerner@orangebeachal.gov

Orange Beach, AL 36561

Jefferson Parish, LA

Nov. 2020 – Jan. 2021 / Sept. 2021 – Sept. 2024

Hurricane Debris Removal Monitoring

Debris Quantity: 2,359,000 CY

Katherine Costanza, Assistant Director, Environmental Affairs

834 S Clearview Pkwy.

504-731-4633 | kcostanza@jeffparish.net

Jefferson, LA 70123

Simultaneous Contract Activations / Managerial Capacity

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.

Table 1-2: Major Disaster Events and Simultaneous Contract Activations

Disaster Event	Contract Activations
2024 Hurricanes Beryl, Debby, Helene, and Milton	79
2023 Hurricane Idalia	7
2022 Hurricane Ian	30
2021 Hurricane Ida	10
2020 Hurricanes Laura, Sally, and Zeta	17
2018 Hurricane Michael	6
2017 Hurricanes Harvey, Irma, and Maria	54
2016 Hurricane Matthew	27

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

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

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

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

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

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

Table 1-3: Previous Response Times and Field Staff Deployed

Disaster	Year	Number of Clients	Response Time	Field Staff Hired
Hurricane Milton (FEMA DR-4834)	2024	28	Within 12-24 hours of NTP	2,690
Hurricane Helene (FEMA DR-4827 - 4831)	2024	33	Within 12-24 hours of NTP	3,110
Hurricane Beryl (FEMA-DR-4738)	2024	11	Within 12-24 hours of NTP	2,130
TX Severe Storms (FEMA DR-4781)	2024	6	Within 48 hours of NTP	730
Hurricane Idalia (FEMA-4738, 4734)	2023	10	Within 12-24 hours of NTP	240
Hurricane Ian (FEMA DR-4673)	2022	30	Within 12-24 hours of NTP	2,538
New Mexico Wildfires (FEMA DR-4652)	2022	1	Within 12-24 hours of NTP	125
Kentucky Severe Winter Storm (FEMA DR-4592)	2021	1	Within 48 hours of NTP	529
Hurricane Ida (FEMA DR-4611)	2021	13	Within 12-24 hours of NTP	2,900
Hurricane Sally (FEMA DR-4563,4564)	2020	10	Within 12-24 hours of NTP	1,425
Hurricane Dorian (FEMA DR-4465)	2019	2	Within 24 hours of NTP	160
Hurricane Michael (FEMA DR-4399, 4400)	2018	13	24 hours prior to NTP	1,300
Hurricane Florence (FEMA DR-4393, 4394)	2018	13	48 hours prior to NTP	989
Hurricane Maria (FEMA DR-4339)	2017	1	Within 24 hours of NTP	1,200
Hurricane Irma (FEMA DR-4337, 4338)	2017	47	Within 12-24 hours of NTP	1,600
Hurricane Harvey (FEMA DR-4332)	2017	6	Within 12 hours of NTP	200
Hurricane Matthew (FEMA DR-4283-86)	2016	17	48 hours prior to NTP	600
Louisiana Severe Flooding (FEMA DR-4277)	2016	2	24 hours prior to NTP	440
South Carolina Severe Flooding (FEMA DR-4241)	2015	1	Within 48 hours of NTP	55
Winter Storm Pax (FEMA DR-4166)	2014	6	Within 48 hours of NTP	475

Successful Reimbursement Assistance

Thompson's clients benefit from our long and consistent history in providing disaster response and recovery services through the incorporation of program management best practices gained over the years and understanding of current federal disaster recovery guidelines and procedures. We have a comprehensive understanding of how agencies at the federal, state, and local levels coordinate

5.5+
billion in federal
grant funding

Thompson's approach to providing disaster debris monitoring services begins with the desired outcome at the forefront of what we do: document debris removal in a manner to ensure maximum grant reimbursement to our clients. We will exercise judgment and expertise by making every effort to limit services to those that will provide maximum reimbursement. Thompson encourages transparency with clients at every stage of the recovery process and will notify the City if at any time services provided may be ineligible for reimbursement.

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

Hurricane Matthew & Irma – Florida, 2016 & 2017: Thompson's grant management consulting activations were spread across Florida from the Gulf to Atlantic coasts following Hurricanes Irma and Matthew with clients including the City of Ormond Beach, City of Daytona Beach, Volusia County, City of Lakeland, the Solid Waste Authority of Palm Beach, and the City of Fort Lauderdale. Thompson was tasked with documentation reconciliation, project development, cost estimating and closeout support for more than \$100M in FEMA Public Assistance reimbursement claims and assisted clients with the preparation of projects for both emergency and permanent work, including building repairs, large debris removal claims and complex Category B force account emergency protective measure projects.

Hurricanes Laura, Sally & Zeta – Louisiana, Alabama & Florida, 2020: In the midst of the COVID-19 Pandemic, numerous Thompson clients were impacted by multiple hurricanes over a two-month period. In addition to Grant and Winn Parishes, Louisiana, both Orange Beach, Alabama and Escambia County, Florida were significantly impacted and suffered widespread debris, significant emergency protective measure costs and permanent damages. Thompson provided damage assessment, cost estimating support, invoice reconciliation, procurement assistance, PW submittal and other tasks to support activations across the three states accounting for disaster recovery funding totaling over \$160M.

Hurricane Ian & Tropical Storm Nicole, 2022: The State of Florida suffered from the impacts of Hurricane Ian and Tropical Storm Nicole which occurred within months of each other and caused widespread damage. Thompson simultaneously assisted 28 of our clients in their debris removal operations and provided FEMA Public Assistance services including damage assessment, cost estimating support, invoice reconciliation, procurement assistance, PW submittal and other tasks to Brevard County, City of Fort Lauderdale, City of Port Orange, and the City of Ocoee.

Wildfire Support New Mexico, 2023: Following devastating wildfires that spread across New Mexico, the New Mexico Department of Transportation (NMDOT) selected Thompson to provide program management, disaster monitoring, and Public Assistance grant management services following wildfires, flooding, and mudflows that impacted the State. To date, Thompson has assisted the New Mexico Department of Transportation (NMDOT) with over \$64M in disaster related costs. This support has

expanded to support cost recovery for State highways (\$49M) as well as Mora and San Miguel Counties (\$10M), and cultural organizations including the New Mexico Acequia Association. As part of full-service grant management services, Thompson is also assisting the NMDOT with a \$25M FEMA Claims Office request related to State Highway damages.

Hurricane Helene & Milton, 2024: The Southeastern United States suffered severe and widespread destruction following back-to-back Hurricanes Helene and Milton. Thompson was activated by over 58 clients across Georgia, South Carolina, Florida, North Carolina, and Tennessee to provide debris monitoring, program management, and FEMA Public Assistance grant management services. Our grant management services included damage assessment, cost estimating support, invoice reconciliation, and project worksheet development submittal accounting for the reimbursement of over \$476M.

FEMA Performance Record

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

Thompson will remain available and on standby to support the City throughout the audit process and assist the City in recovering funding for all eligible work.

Summary of Litigation

Thompson does not currently have and has not had in the previous ten (10) years, any settled or pending litigation or claims; nor has Thompson Consulting Services, LLC been a party to any lawsuit or arbitration with regard to a contract for services similar to those requested in the specifications.

Furthermore, Thompson Consulting Services has never failed to respond to a project or provide the goods for which it has been contracted.



EXHIBIT 1-1: STAFF EXPERIENCE MATRIX

STAFF EXPERIENCE MATRIX

Thompson Consulting Services

Event/Client	FEMA- DR	Cubic Yardage/ Tonnage	Disaster Debris Contract Management	Contract Procurement Assistance	ROW Debris Removal Monitoring	Parks Debris Removal Monitoring	DMS/Disposal Monitoring	Leaner/ Hangers/ Stumps Removal Monitoring	DMS Environmental Support	Beach Remediation/Restoration	Private Property Debris Removal (PPDR) Administration	Marine/Waterway Debris Removal	Data Collection/ Management/ Billing/ Invoicing	Customer Information/ Service Call Centers	Demolition Administration & Program Management	FEMA Category A&B Reimbursement Support
HURRICANE MILTON 2024																
EVENT TOTAL CUBIC YARDS – 8,416,370																
City of Altamonte Springs, FL	4834	12,375	◆		◆		◆						◆			
City of Apopka, FL	4834	37,820	◆		◆	◆	◆	◆					◆			◆
City of Bonita Springs, FL	4834	17,691	◆		◆		◆	◆					◆			
City Casselberry, FL	4834	14,573	◆		◆	◆	◆	◆					◆			
City of Daytona Beach, FL	4834	71,232	◆		◆	◆	◆	◆					◆			◆
City of DeLand, FL	4834	31,533	◆		◆		◆	◆					◆			
Desoto County, FL	4834	23,416	◆		◆		◆	◆					◆			
City of Edgewater, FL	4834	35,511	◆		◆		◆						◆			
City of Ft. Myers, FL	4834	72,458	◆		◆		◆						◆			
Hillsborough County, FL	4834	5,084,758	◆		◆	◆	◆	◆					◆			
City of Kissimmee, FL	4834	10,794	◆		◆		◆						◆			
City of Lakeland, FL	4834	194,107	◆		◆		◆	◆					◆			
Lee County, FL	4834	560,831	◆		◆	◆	◆	◆					◆			
City of Maitland, FL	4834	5,668	◆		◆		◆	◆					◆			
City of Oak Hill, FL	4834	10,929	◆		◆		◆	◆					◆			
City of Ocoee, FL	4834	24,970	◆		◆		◆	◆					◆			◆
City of Orlando, FL	4834	32,266	◆		◆		◆						◆			
City of Ormond Beach, FL	4834	108,507	◆		◆	◆	◆	◆					◆			
City of Palm Bay, FL	4834	20,586	◆		◆	◆	◆						◆			
Town of Ponce Inlet, FL	4834	78,163	◆		◆		◆						◆			
City of Port Orange, FL	4834	106,080	◆		◆		◆	◆					◆			
Putnam County, FL	4834	28,009	◆		◆		◆						◆			
City of Sanibel, FL	4834	59,988	◆		◆		◆						◆			◆
Sumter County, FL	4834	72,393	◆		◆		◆	◆					◆			
Solid Waste Authority Palm Beach Co., FL	4834	243,622	◆		◆		◆	◆					◆			
City of Tampa, FL	4834	1,427,879	◆		◆		◆	◆					◆			◆
City of Winter Garden, FL	4834	14,496	◆		◆		◆	◆					◆			
City of Winter Springs, FL	4834	15,715	◆		◆		◆	◆					◆			
HURRICANE HELENE 2024																
EVENT TOTAL CUBIC YARDS – 14,636,297																
FL Department of Transportation	4828	4,369,039			◆		◆	◆					◆			
City of Bonita Springs, FL	4828	439	◆		◆		◆						◆			
City of Ft Myers, FL	4828	188	◆		◆		◆						◆			
Hillsborough County, FL	4828	15,472	◆		◆		◆						◆			
Lee County, FL	4828	15,429	◆		◆		◆						◆			
City of New Port Richey, FL	4828	6,978	◆		◆		◆						◆			
City of Tampa, FL	4828	66,608	◆		◆		◆	◆					◆			

Event/Client	FEMA- DR	Cubic Yardage/ Tonnage	Disaster Debris Contract Management	Contract Procurement Assistance	ROW Debris Removal Monitoring	Parks Debris Removal Monitoring	DMS/Disposal Monitoring	Leaner/ Hangers/ Stumps Removal Monitoring	DMS Environmental Support	Beach Remediation/Restoration	Private Property Debris Removal (PPDR) Administration	Marine/Waterway Debris Removal	Data Collection/ Management/ Billing/ Invoicing	Customer Information/ Service Call Centers	Demolition Administration & Program Management	FEMA Category A&B Reimbursement Support
City of Adel, GA	4830	44,526	◆		◆		◆	◆					◆			
Bulloch County, GA	4830	114,069	◆		◆		◆	◆					◆			◆
Chatham County, GA	4830	221,260	◆		◆		◆	◆					◆			
Cook County, GA	4830	142,151	◆		◆		◆	◆					◆			
Town of Dasher, GA	4830	117,228	◆		◆		◆	◆					◆			
Effingham County, GA	4830	101,560	◆		◆		◆	◆					◆			
Emmanuel County, GA	4830	801,607	◆		◆	◆	◆	◆					◆			◆
GA Department of Transportation	4830	651,356			◆		◆	◆					◆			
City of Hahira, GA	4830	33,591	◆		◆		◆	◆					◆			
City of Lake Park, GA	4830	62,490	◆		◆		◆	◆					◆			
Lowndes County, GA	4830	1,330,209	◆		◆		◆	◆					◆			
City of Nashville, GA	4830	91,833	◆		◆		◆	◆					◆			
City of Pooler, GA	4830	14,912	◆		◆		◆						◆			
City of Remerton, GA	4830	1,369	◆		◆		◆	◆					◆			
City of Soperton, GA	4830	154,343	◆		◆	◆	◆	◆					◆			◆
City of Statesboro, GA	4830	78,276	◆		◆		◆	◆					◆			
Tattnall County, GA	4830	215,838	◆		◆	◆	◆	◆					◆			
Treutlen County, GA	4830	827,753	◆		◆		◆	◆					◆			◆
City of Valdosta, GA	4830	1,498,805	◆		◆		◆	◆					◆			
Ware County, GA	4830	570,753	◆		◆		◆	◆					◆			
Washington County, GA	4830	156,117	◆		◆	◆	◆	◆					◆			
United State Army Corp of Engineers	4830	1,892,664			◆		◆	◆					◆			
NC Department of Transportation	4827	2,420	◆		◆		◆	◆					◆			
SC Department of Transportation	4829	873,678	◆		◆		◆	◆					◆			◆
TN Department of Transportation	4832	130,554	◆		◆		◆	◆					◆			
Virginia Dept. of Emergency Management	4831	32,782	◆		◆	◆	◆						◆			
HURRICANE DEBBY 2024																
EVENT TOTAL CUBIC YARDS – 344,522																
FL Department of Transportation	4806	321,501			◆			◆					◆			
Thomas County, GA	NA	23,021	◆		◆		◆	◆					◆			
HURRICANE BERYL 2024																
EVENT TOTAL CUBIC YARDS – 9,231,421																
City of East Bernard, TX	4798	1,170	◆		◆		◆	◆					◆			
City of Friendswood, TX	4798	118,319	◆		◆	◆	◆	◆					◆			
Harris County, TX	4798	2,776,097	◆		◆	◆	◆	◆					◆			
City of Houston, TX	4798	3,698,729	◆		◆		◆	◆					◆			◆
City of La Porte, TX	4798	111,804	◆		◆		◆	◆					◆			
City of Lake Jackson, TX	4798	409,238	◆		◆		◆	◆					◆			
City of League City, TX	4798	149,709	◆		◆	◆	◆	◆					◆			
Montgomery County, TX	4798	1,684,879	◆		◆		◆	◆					◆			
Polk County, TX	4798	11,476	◆		◆		◆	◆					◆			
City of Sugar Land, TX	4798	237,709	◆		◆	◆	◆	◆					◆			
Wharton County, TX	4798	32,291	◆		◆		◆	◆					◆			
ARKANSAS SEVERE STORMS / TORNADOS 2024																

Event/Client	FEMA- DR	Cubic Yardage/ Tonnage	Disaster Debris Contract Management	Contract Procurement Assistance	ROW Debris Removal Monitoring	Parks Debris Removal Monitoring	DMS/Disposal Monitoring	Leaner/ Hangers/ Stumps Removal Monitoring	DMS Environmental Support	Beach Remediation/Restoration	Private Property Debris Removal (PPDR) Administration	Marine/Waterway Debris Removal	Data Collection/ Management/ Billing/ Invoicing	Customer Information/ Service Call Centers	Demolition Administration & Program Management	FEMA Category A&B Reimbursement Support
EVENT TOTAL CUBIC YARDS – 349,022																
City of Bentonville, AR	4788	349,022	◆		◆	◆	◆	◆				◆	◆			◆
IOWA TORNADO 2024																
EVENT TONNAGE – 26,055																
Iowa Dept. of Administrative Services	NA	26,055t	◆		◆		◆						◆			
TEXAS SEVERE STORMS / TORNADOS 2024																
EVENT TOTAL CUBIC YARDS – 3,309,736																
Cooke County, TX	4781	105,314	◆		◆		◆	◆					◆			
City of Houston, TX	4781	3,111,925	◆		◆	◆	◆	◆					◆			◆
Montgomery County, TX	4781	53,548	◆		◆		◆	◆					◆			
Polk County, TX	4781	7,143	◆		◆		◆	◆					◆			
Waller County, TX	4781	31,806	◆		◆		◆	◆					◆			
FLORIDA SEVERE STORM / TORNADOS 2024																
EVENT TOTAL TONNAGE – 3,397																
Bay County, FL	NA	3,397	◆		◆		◆						◆			
HAWAII WILDFIRES 2023																
EVENT TOTAL TONNAGE – 308,241t																
United States Army Corps of Engineers	4724	308,241t					◆		◆		◆		◆		◆	
OKLAHOMA SEVERE STORMS 2023																
EVENT TOTAL CUBIC YARDS – 95,691																
City of Sand Springs, OK	4721	95,691	◆		◆	◆	◆	◆					◆			
LOUISIANA SEVERE STORMS / TORNADOS 2023																
EVENT TOTAL CUBIC YARDS – 236,530																
City of Shreveport, LA	NA	236,530	◆		◆	◆	◆						◆			
HURRICANE IDALIA 2023																
EVENT TOTAL CUBIC YARDS – 1,744,757																
Town of Dasher, GA	4738	34,402	◆		◆		◆	◆					◆			
Glynn County, GA	4738	33,962	◆		◆	◆	◆	◆			◆		◆			
Lowndes County, GA	4738	904,947	◆		◆		◆	◆					◆			
City of Remerton, GA	4738	1,200	◆		◆		◆						◆			
Thomas County, GA	4738	14,514	◆		◆		◆						◆			
City of Valdosta, GA	4738	734,421	◆		◆		◆	◆			◆		◆			
Ware County, GA	4738	46,537	◆		◆	◆	◆	◆					◆			
Hillsborough County, FL	4734	1,507	◆		◆			◆					◆			
New Port Richey, FL	4734	2,876	◆		◆		◆	◆					◆			
HURRICANE FIONA 2023																
EVENT TOTAL CUBIC YARDS – 55,720																
PR Department of Transportation	4671	55,720	◆		◆		◆						◆			
FLORIDA SEVERE STORMS / FLOODING 2023																
EVENT TOTAL CUBIC YARDS – 41,853																
City of Fort Lauderdale, FL	4709	41,853	◆	◆	◆		◆					◆	◆		◆	◆
ALABAMA SEVERE STORMS / TORNADOS 2023																
EVENT TOTAL CUBIC YARDS – 484,255																
AL Department of Transportation	4684	484,255	◆		◆		◆	◆					◆			

Event/Client	FEMA- DR	Cubic Yardage/ Tonnage	Disaster Debris Contract Management	Contract Procurement Assistance	ROW Debris Removal Monitoring	Parks Debris Removal Monitoring	DMS/Disposal Monitoring	Leaner/ Hangers/ Stumps Removal Monitoring	DMS Environmental Support	Beach Remediation/Restoration	Private Property Debris Removal (PPDR) Administration	Marine/Waterway Debris Removal	Data Collection/ Management/ Billing/ Invoicing	Customer Information/ Service Call Centers	Demolition Administration & Program Management	FEMA Category A&B Reimbursement Support
HURRICANE IAN 2022																
EVENT TOTAL CUBIC YARDS – 17,239,389																
City of Altamonte Springs, FL	4673	26,033	◆		◆		◆						◆			
City of Apopka, FL	4673	90,856	◆		◆	◆	◆	◆					◆			
City of Bonita Springs, FL	4673	362,465	◆		◆		◆	◆					◆			
City of Casselberry, FL	4673	26,258	◆		◆		◆	◆					◆			
City of Clewiston, FL	4673	9,682	◆		◆		◆						◆			
City of Cocoa, FL	4673	3,174	◆		◆		◆						◆			
City of Daytona Beach, FL	4673	418,626	◆		◆		◆	◆					◆			
City of DeBary, FL	4673	68,961	◆		◆		◆						◆			
City of Deland, FL	4673	68,022	◆		◆		◆	◆					◆			
Desoto County, FL	4673	754,375	◆		◆	◆	◆	◆					◆			
City of Ft. Myers, FL	4673	849,357	◆		◆		◆	◆					◆			
City of Ft. Myers Beach, FL	4673	1,321,288	◆		◆		◆	◆		◆		◆	◆			
Hendry County, FL	4673	50,920	◆		◆		◆						◆			
Hillsborough County, FL	4673	903,519	◆		◆	◆	◆	◆					◆			
City of Kissimmee, FL	4673	28,283	◆		◆		◆	◆					◆			
City of LaBelle, FL	4673	17,575	◆		◆		◆						◆			
City of Lakeland, FL	4673	144,583	◆		◆	◆	◆	◆					◆			
Lee County FL Schools	4673	31,783	◆		◆		◆	◆					◆			
Lee County, FL	4673	8,739,523	◆		◆	◆	◆	◆		◆		◆	◆			
City of Ocoee, FL	4673	44,022	◆		◆	◆	◆	◆				◆	◆			◆
City of Orlando, FL	4673	136,057	◆		◆		◆						◆			
City of Ormond Beach, FL	4673	123,441	◆		◆		◆						◆			◆
City of Oviedo, FL	4673	42,534	◆		◆		◆	◆				◆	◆			
City of Port Orange, FL	4673	416,235	◆		◆		◆	◆					◆			◆
City of Sanibel, FL	4673	2,549,038	◆		◆		◆	◆		◆			◆			
City of Wellington, FL	4673	3,387	◆		◆		◆						◆			
City of Winter Garden, FL	4673	9,235	◆		◆		◆						◆			
NEW MEXICO WILDFIRES 2022																
EVENT TOTAL TONNAGE – 236,705																
NM Department of Transportation	4652	236,705	◆		◆		◆	◆	◆		◆	◆	◆	◆	◆	◆
KENTUCKY SEVERE STORMS & FLOODING 2022																
EVENT TOTAL TONNAGE – 1,376,809																
KY Transportation Cabinet	4663	1,376,809	◆				◆	◆				◆	◆			
KENTUCKY SEVERE STORMS & FLOODING 2021																
EVENT TOTAL CUBIC YARDS – 542,050																
USACE DRC	4630	442,475			◆		◆	◆					◆			
City of Mayfield, KY	4630	110,173			◆		◆	◆			◆	◆	◆	◆		
HURRICANE IDA 2021																
EVENT TOTAL CUBIC YARDS – 15,216,344																
Ascension Parish, LA	4611	708,834	◆		◆		◆	◆				◆	◆			
City of Denham Springs, LA	4611	70,857	◆	◆	◆		◆	◆					◆			◆
Donaldsonville	4611	31,743														

Event/Client	FEMA- DR	Cubic Yardage/ Tonnage	Disaster Debris Contract Management	Contract Procurement Assistance	ROW Debris Removal Monitoring	Parks Debris Removal Monitoring	DMS/Disposal Monitoring	Leaner/ Hangers/ Stumps Removal Monitoring	DMS Environmental Support	Beach Remediation/Restoration	Private Property Debris Removal (PPDR) Administration	Marine/Waterway Debris Removal	Data Collection/ Management/ Billing/ Invoicing	Customer Information/ Service Call Centers	Demolition Administration & Program Management	FEMA Category A&B Reimbursement Support
City-Parish of East Baton Rouge, LA	4611	1,030,098	◆		◆		◆						◆			
Jefferson Parish, LA	4611	2,203,642	◆	◆	◆	◆	◆	◆			◆	◆	◆	◆		
LA Department of Transportation	4611	2,379,615	◆		◆		◆	◆					◆			
Livingston Parish, LA	4611	1,376,623	◆		◆		◆	◆				◆	◆	◆		
Town of Sorrento, LA	4611	11,869	◆		◆		◆						◆			
St. Tammany Parish, LA	4611	3,032,610	◆		◆		◆	◆					◆			
Terrebonne Parish, LA	4611	4,341,225	◆	◆	◆	◆	◆	◆			◆	◆	◆	◆	◆	
LOUISIANA SEVERE STORMS & FLOODING																
EVENT TOTAL CUBIC YARDS – 42,800																
City-Parish of East Baton Rouge, LA	4606	42,500	◆		◆		◆						◆			
Ascension Parish, LA	4606	300	◆		◆		◆						◆			
KENTUCKY SEVERE WINTER STORM 2021																
EVENT TOTAL CUBIC YARDS – 253,431																
KY Transportation Cabinet	4592	253,431	◆		◆		◆						◆			
LOUISIANA SEVERE WINTER STORM 2021																
EVENT TOTAL CUBIC YARDS – 84,308																
City-Parish East Baton Rouge, LA	4590	84,308	◆		◆		◆						◆			
TEXAS SEVERE WINTER STORM 2021																
EVENT TOTAL CUBIC YARDS – 79,040																
City of Corpus Christi, TX	4586	74,620	◆		◆		◆						◆			
City of Pearland, TX	4586	4,420	◆		◆		◆						◆			
HURRICANE ZETA 2020																
EVENT TOTAL CUBIC YARDS – 1,473,700																
Jefferson Parish, LA	4577	143,000	◆		◆		◆						◆			
Terrebonne Parish, LA	4577	12,000	◆		◆		◆						◆			
City of Gautier, MS	4576	7,700	◆		◆		◆						◆			
Jackson County, MS	4576	438,000	◆		◆		◆						◆			
City of Long Beach, MS	4576	112,000	◆		◆		◆	◆					◆			
City of Pascagoula, MS	4576	42,000	◆		◆		◆						◆			
Clarke County, AL	4573	243,000	◆		◆		◆	◆					◆			
City of Mobile, AL	4573	261,400	◆		◆	◆	◆	◆					◆			
Mobile County, AL	4573	263,000	◆		◆		◆	◆		◆			◆			
Washington County, AL	4573	213,000	◆		◆		◆	◆					◆			
OKLAHOMA SEVERE WINTER STORM 2020																
EVENT TOTAL CUBIC YARDS – 477,000																
City of Norman, OK	4575	477,000	◆		◆		◆						◆			
HURRICANE DELTA 2020																
EVENT TOTAL CUBIC YARDS – 112,744																
City-Parish East Baton Rouge, LA	4570	77,221	◆		◆		◆						◆			
City of Jennings, LA	4570	35,221	◆		◆		◆						◆			
HURRICANE SALLY 2020																
EVENT TOTAL CUBIC YARDS – 9,456,677																
Escambia County, FL	4564	4,427,522	◆		◆	◆	◆	◆					◆	◆		◆
City of Gulf Breeze, FL	4564	98,600	◆		◆		◆	◆					◆			

Event/Client	FEMA- DR	Cubic Yardage/Tonnage	Disaster Debris Contract Management	Contract Procurement Assistance	ROW Debris Removal Monitoring	Parks Debris Removal Monitoring	DMS/Disposal Monitoring	Leaner/ Hangers/ Stumps Removal Monitoring	DMS Environmental Support	Beach Remediation/Restoration	Private Property Debris Removal (PPDR) Administration	Marine/Waterway Debris Removal	Data Collection/ Management/ Billing/ Invoicing	Customer Information/ Service Call Centers	Demolition Administration & Program Management	FEMA Category A&B Reimbursement Support
AL Department of Transportation	4563	2,451,641	◆		◆		◆	◆					◆			
City of Gulf Shores, AL	4563	656,203	◆		◆	◆	◆	◆		◆			◆			
City of Mobile, AL	4563	408,450	◆		◆	◆	◆	◆					◆			
Mobile County, AL	4563	270,400	◆		◆		◆	◆		◆			◆			
City of Orange Beach, AL	4563	644,782	◆		◆	◆	◆	◆				◆	◆			◆
City of Spanish Fort, AL	4563	95,162	◆		◆		◆	◆					◆			
HURRICANE LAURA 2020																
EVENT TOTAL CUBIC YARDS – 2,415,052																
Grant Parish, LA	4559	1,186,807	◆		◆		◆	◆					◆			◆
Jefferson Davis Parish, LA	4559	215,825	◆		◆		◆	◆					◆			
City of Jennings, LA	4559	54,600	◆		◆		◆	◆					◆			
LA Department of Transportation	4559	139,000	◆		◆		◆						◆			
City of Natchitoches, LA	4559	31,600	◆		◆		◆						◆			
City of Pineville, LA	4559	36,700	◆		◆		◆						◆			
Vernon Parish, LA	4559	726,831	◆		◆		◆	◆					◆			
Winn Parish, LA	4559	148,789	◆		◆		◆	◆					◆			◆
MIDWEST DERECHO 2020																
EVENT TOTAL CUBIC YARDS – 426,440																
IA Dept. of Homeland Security and EM	4557	406,000	◆				◆						◆			
City of Bertram, IA	4557	20,440	◆		◆		◆						◆			
HURRICANE ISAIAS 2020																
EVENT TOTAL CUBIC YARDS – 2,400																
New Hanover County, NC	4568	2,400	◆		◆		◆						◆			
TROPICAL STORM IMELDA 2019																
EVENT TOTAL CUBIC YARDS – 3,755																
City of Beaumont, TX	4466	3,850	◆		◆		◆						◆			
City of Liberty, TX	4466	3,755	◆		◆		◆						◆			
HURRICANE DORIAN 2019																
EVENT TOTAL CUBIC YARDS – 186,600																
Currituck County, NC	4465	31,200	◆		◆		◆	◆					◆			
Dare County, NC	4465	155,400	◆		◆		◆	◆					◆			
HURRICANE BARRY 2019																
EVENT TOTAL CUBIC YARDS – 87,359																
Terrebonne Parish, LA	4458	50,790	◆		◆		◆						◆			
City-Parish East Baton Rouge, LA	4458	36,569	◆		◆		◆						◆			
HURRICANE MICHAEL 2018																
EVENT TOTAL CUBIC YARDS – 4,392,415																
Leon County, FL	4399	1,043,757	◆		◆		◆	◆					◆			
City of Tallahassee, FL	4399	427,650	◆		◆		◆	◆					◆			
Gadsden County, FL	4399	1,524,442	◆		◆	◆	◆	◆					◆			
Jackson County, FL	4399	499,627	◆		◆	◆	◆	◆			◆		◆			
Tyndall Air Force Base, FL	4399	57,466					◆						◆			
GA Department of Transportation	4400	184,527	◆		◆		◆						◆			
Thomas County, GA	4400	45,031	◆		◆		◆	◆					◆			

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HURRICANE FLORENCE 2018																
EVENT TOTAL CUBIC YARDS – 1,816,173																
Town of Bogue, NC	4393	8,915	◆		◆		◆						◆			
Carteret County, NC	4393	1,507,059	◆		◆	◆	◆						◆			
Cumberland County, NC	4393	1,319	◆		◆		◆						◆			
City of Jacksonville, NC	4393	269,383	◆		◆		◆	◆					◆			
NC Department of Transportation	4393	14,153	◆		◆		◆	◆					◆			
Town of Swansboro, NC	4393	30,816	◆		◆		◆	◆					◆			
HURRICANE MARIA 2017																
EVENT TOTAL CUBIC YARDS – 460,000																
PR Department of Transportation	4339	1,275,612	◆		◆		◆	◆					◆			
HURRICANE IRMA 2017																
EVENT TOTAL CUBIC YARDS – 12,000,000																
City of Altamonte Springs, FL	4337	68,144	◆		◆		◆	◆					◆			
City of Bonita Springs, FL	4337	536,487	◆		◆	◆	◆	◆					◆			
City of Casselberry, FL	4337	31,317	◆		◆		◆	◆					◆			
Citrus County, FL	4337	173,920	◆		◆		◆						◆			
Hendry County, FL	4337	300,110	◆		◆		◆	◆					◆			
City of Cooper City, FL	4337	153,376	◆		◆		◆	◆					◆			
City of Crystal River, FL	4337	3,142	◆		◆		◆						◆			
City of Daytona Beach, FL	4337	117,077	◆		◆		◆						◆			◆
City of Deland, FL	4337	129,377	◆		◆		◆	◆					◆	◆		
City of Delray Beach, FL	4337	173,674	◆		◆		◆	◆					◆			
City of Flagler Beach, FL	4337	27,515	◆		◆		◆						◆			
City of Ft Lauderdale, FL	4337	647,519	◆		◆	◆	◆	◆		◆			◆			◆
City of Ft Myers, FL	4337	331,986	◆		◆		◆	◆					◆			
Town of Ft Myers Beach, FL	4337	24,783	◆		◆		◆						◆			
Glades County, FL	4337	40,827	◆		◆		◆						◆			
Hernando County, FL	4337	118,699	◆		◆		◆	◆					◆			
City of Hialeah, FL	4337	211,704	◆		◆		◆	◆					◆			
City of Inverness, FL	4337	10,238	◆		◆		◆						◆			
City of Lake Mary, FL	4337	55,826	◆		◆		◆	◆					◆			
City of Lakeland, FL	4337	260,084	◆		◆		◆	◆					◆			◆
City of Largo, FL	4337	54,992	◆		◆		◆						◆			
Lee County, FL	4337	2,319,785	◆		◆	◆	◆	◆				◆	◆			
City of Leesburg, FL	4337	27,118	◆		◆		◆	◆					◆			
Leon County, FL	4337	37,619	◆		◆		◆						◆			
City of Maitland, FL	4337	36,443	◆		◆		◆	◆					◆			
Manatee County, FL	4337	560,188			◆		◆	◆			◆		◆			
City of Margate, FL	4337	94,506	◆		◆		◆	◆					◆			◆
City of Miami Springs, FL	4337	165,755	◆		◆		◆	◆					◆			
City of Oak Hill, FL	4337	6,124	◆		◆		◆						◆			
City of Orange City, FL	4337	47,722	◆		◆	◆	◆	◆					◆			
City of Orlando, FL	4337	216,508	◆		◆		◆	◆					◆			

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City of Ormond Beach, FL	4337	157,371	◆		◆		◆	◆					◆			
City of Oviedo, FL	4337	39,208	◆		◆		◆						◆			
City of Palm Bay, FL	4337	253,867	◆		◆		◆						◆			
City of Stuart, FL	4337	17,851	◆		◆		◆	◆					◆			
Sumter County, FL	4337	116,322	◆		◆		◆	◆					◆			
Solid Waste Authority Palm Beach Co	4337	3,035,786	◆		◆		◆	◆			◆		◆			◆
City of Venice, FL	4337	12,817	◆		◆		◆	◆					◆			
City of Vero Beach, FL	4337	69,897	◆		◆		◆	◆					◆			
Volusia County, FL	4337	858,138	◆		◆	◆	◆	◆			◆		◆	◆		◆
Chatham County, GA	4338	100,889	◆		◆		◆	◆					◆			
GA Department of Transportation	4338	27,559	◆		◆		◆						◆			
HURRICANE HARVEY 2017																
EVENT TOTAL CUBIC YARDS – 3,000,000																
Aransas County, TX	4332	2,775,000	◆		◆	◆	◆	◆			◆		◆			
City of Beaumont, TX	4332	70,857	◆		◆		◆						◆			
City of Lake Jackson, TX	4332	4,281	◆		◆		◆						◆			
Newton County, TX	4332	8,859	◆		◆		◆				◆		◆			
City of Santa Fe, TX	4332	22,690	◆		◆		◆						◆			
City of Texas City, TX	4332	22,400	◆		◆		◆						◆			
TENNESSEE WILDFIRES 2016																
EVENT TOTAL CUBIC YARDS – 676t																
City of Gatlinburg, TN	4293	404t	◆	◆							◆		◆	◆	◆	
Sevier County, TN	4293	272t	◆	◆							◆		◆	◆	◆	
HURRICANE MATTHEW 2016																
EVENT TOTAL CUBIC YARDS OF DEBRIS – 3,532,000																
City of Norfolk, VA	4291	29,000	◆		◆		◆	◆					◆			
City of Southern Shores, NC	4285	20,000	◆		◆		◆	◆					◆			
Dare County, NC	4285	96,000	◆		◆		◆	◆				◆	◆			
City of Lumberton, NC	4285	26,000	◆		◆		◆	◆					◆			
SC Department of Transportation	4286	960,000	◆		◆		◆	◆					◆			◆
Chatham County, GA	4284	1,400,000	◆		◆	◆	◆	◆			◆		◆			
City of Effingham, GA	4284	11,000	◆		◆		◆	◆					◆			
City of Pooler, GA	4284	17,000	◆		◆		◆	◆					◆			
GA Department of Transportation	4284	180,000	◆		◆		◆	◆					◆			
City of St. Augustine, FL	4283	83,000	◆		◆		◆	◆					◆			◆
City of Orange City, FL	4283	13,000	◆		◆		◆	◆					◆			
City of Ormond Beach, FL	4283	170,000	◆		◆		◆	◆					◆			◆
City of Deland, FL	4283	57,000	◆		◆		◆	◆					◆			◆
City of Daytona Beach, FL	4283	330,000	◆		◆		◆	◆					◆			◆
City of Palm Bay, FL	4283	99,000	◆		◆		◆	◆								
Solid Waste Authority Palm Beach Co.	4283	14,000	◆		◆		◆	◆					◆			◆
City of Vero Beach, FL	4283	27,000	◆		◆		◆	◆					◆			
LOUISIANA SEVERE STORMS & FLOODING 2016																
EVENT TOTAL CUBIC YARDS OF DEBRIS – 2,050,000																

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City-Parish of East Baton Rouge, LA	4277	1,800,000	◆		◆		◆		◆		◆		◆	◆		◆
City of Denham Springs, LA	4277	250,000	◆		◆		◆				◆		◆	◆		◆
TEXAS / LOUISIANA SEVERE STORMS & FLOODING 2016																
EVENT TOTAL CUBIC YARDS OF DEBRIS – 44,736																
Vernon Parish, LA	4263	7,706	◆		◆		◆						◆			◆
Newton County, TX	4266	37,030	◆		◆		◆						◆			◆
SSOUTH CAROLINA SEVERE STORMS & FLOODING 2015																
EVENT TOTAL CUBIC YARDS OF DEBRIS – 120,000																
SC Department of Transportation	4241	120,000	◆	◆	◆		◆						◆			◆
WINTER STORM PANDORA 2015																
EVENT TOTAL CUBIC YARDS OF DEBRIS – 271,000																
Putnam County, TN	4211	140,000	◆		◆		◆	◆					◆			◆
Fentress County, TN	4211	77,000	◆		◆		◆	◆					◆			◆
Overton County, TN	4211	54,000	◆		◆		◆	◆					◆			◆
ALABAMA TORNADOES 2014																
EVENT TOTAL CUBIC YARDS OF DEBRIS – 144,000																
City of Adamsville, AL	4176	22,000	◆		◆		◆	◆					◆			◆
City of Graysville, AL	4176	80,000	◆		◆		◆	◆					◆			◆
City of Kimberly, AL	4176	20,000	◆		◆		◆	◆					◆			◆
Lee County, AL	4176	22,000	◆		◆		◆	◆					◆			◆
WINTER STORM PAX 2014																
EVENT TOTAL CUBIC YARDS OF DEBRIS – 2,930,000																
SC Department of Transportation	4166	1,200,000	◆		◆		◆	◆	◆				◆			◆
Georgetown County, SC	4166	105,000	◆		◆	◆	◆	◆					◆	◆		◆
Marion County, SC	4166	25,000	◆		◆		◆	◆					◆			
Williamsburg County, SC	4166	40,000	◆		◆	◆	◆	◆					◆			
Aiken County, SC	4166	1,500,000	◆		◆	◆	◆	◆				◆	◆			◆
Allendale County, SC	4166	60,000	◆		◆		◆	◆					◆			
HURRICANE SANDY 2012																
EVENT TOTAL CUBIC YARDS OF DEBRIS – 125,000																
City of Hoboken, NJ	4086	25,000	◆	◆	◆								◆			◆
Town of Babylon, NY	4085	100,000	◆		◆								◆			
HURRICANE ISAAC 2012 - 2013																
EVENT TOTAL CUBIC YARDS OF DEBRIS – 92,000																
AL Port Authority (Wetlands)	4082	1,000	◆									◆	◆			
Iberville Parish, LA (Waterways)	4080	950	◆				◆					◆	◆			◆
Terrebonne Parish, LA	4080	56,000	◆		◆	◆	◆	◆					◆			◆
Denham Spring, LA	4080	9,000	◆		◆	◆	◆	◆					◆			◆
Hancock County, MS	4081	23,000			◆		◆			◆			◆			
Jackson County, MS	4081	4,000			◆		◆									◆
HURRICANE IRENE 2011																
EVENT TOTAL CUBIC YARDS OF DEBRIS – 465,000																
Saluda Residency, Virginia DOT	4024	100,000			◆		◆	◆								
Petersburg Residency, Virginia DOT	4024	75,000			◆		◆	◆								

Event/Client	FEMA- DR	Cubic Yardage/ Tonnage	Disaster Debris Contract Management	Contract Procurement Assistance	ROW Debris Removal Monitoring	Parks Debris Removal Monitoring	DMS/Disposal Monitoring	Leaner/ Hangers/ Stumps Removal Monitoring	DMS Environmental Support	Beach Remediation/Restoration	Private Property Debris Removal (PPDR) Administration	Marine/Waterway Debris Removal	Data Collection/ Management/ Billing/ Invoicing	Customer Information/ Service Call Centers	Demolition Administration & Program Management	FEMA Category A&B Reimbursement Support
Ashland Residency, Virginia DOT	4024	200,000			◆		◆	◆								
Chesterfield Residency, Virginia DOT	4024	15,000			◆		◆	◆								
City of Portsmouth, Virginia	4024	50,000			◆		◆	◆								
Brunswick County, Virginia	4024	25,000			◆		◆	◆								
ALABAMA TORNADOES 2011																
EVENT TOTAL CUBIC YARDS OF DEBRIS – 450,000																
City of Tuscaloosa, AL	1971	N/A		◆							◆		◆	◆	◆	◆
Calhoun County, AL	1971	350,000	◆		◆		◆	◆	◆		◆		◆		◆	◆
Alabama DCNR	1971	100,000	◆		◆	◆	◆	◆	◆				◆		◆	
TENNESSEE ROCKSLIDES 2009 ^[1]																
EVENT TOTAL CUBIC YARDS OF DEBRIS – 60,000																
TN Department of Transportation	N/A	60,000	◆		◆	◆										
HURRICANE KATRINA 2005 ^[1]																
EVENT TOTAL CUBIC YARDS OF DEBRIS – 27,143,468																
Mobile County, AL	1605	789,658	◆		◆		◆	◆								
City of Mobile, AL	1605	728,469	◆		◆		◆	◆								
Jasper County, MS	1604	131,251	◆		◆		◆	◆								
Town of Dauphin Island, AL	1605	94,037	◆		◆		◆	◆		◆		◆				
City of Prichard, AL	1605	70,445	◆		◆		◆	◆								
Clark County, MS	1604	90,134	◆		◆		◆	◆								
City of Citronelle, AL	1605	48,423	◆		◆		◆	◆								
City of Saraland, AL	1605	44,419	◆		◆		◆	◆								
City of Satsuma, AL	1605	29,404	◆		◆		◆	◆								
Choctaw County, AL	1605	26,409	◆		◆		◆	◆								
City of Bayou Le Batre, AL	1605	18,336	◆		◆		◆	◆								
City of Creola, AL	1605	7,719	◆		◆		◆	◆								
City of Mt. Vernon, AL	1605	4,619	◆		◆		◆	◆								

[1] This work was completed by Thompson Engineering, Inc, an affiliate company of Thompson Consulting Services, LLC, prior to the inception of Thompson Consulting Services, LLC in 2011.

SECTION 2

Qualifications of the Staff

Staff Overview

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 **550** multi-disciplined personnel on staff with diverse qualifications that can be drawn upon to address any project needs.

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

Personnel by Discipline

Grant/Financial Consultants	30	Environmental Engineers	2
Debris Project Managers	60	Geologists	9
Debris Supervisors	200	Scientists/Environmental	6
On-call Debris Monitors	1000	Construction Inspectors	167
Construction Managers	7	Landscape Architect	2
Architects	6	Professional Land Surveyors	11
Civil Engineers	60	Sanitary Engineer	4
Cost Engineer / Estimator	2	Safety / Occupation Health Engineer	4
Structural Engineers	11	Scheduler	2
Geotechnical Engineers	11	Mechanical Engineer	1
Transportation Engineers	12	Hydraulic Engineer	3
GIS Specialist	6	Support Staff	100

Thompson provides the City with access to a unique combination of experience, services, resources, and personnel through our family of companies. With a network of more than **260** on-call debris removal monitoring managers and supervisors and more than **1,000** inspectors, and advanced degrees in business, economics, finance, engineering, computer science and other disciplines, we provide a well-rounded perspective and approach to problem solving in the disaster recovery industry.

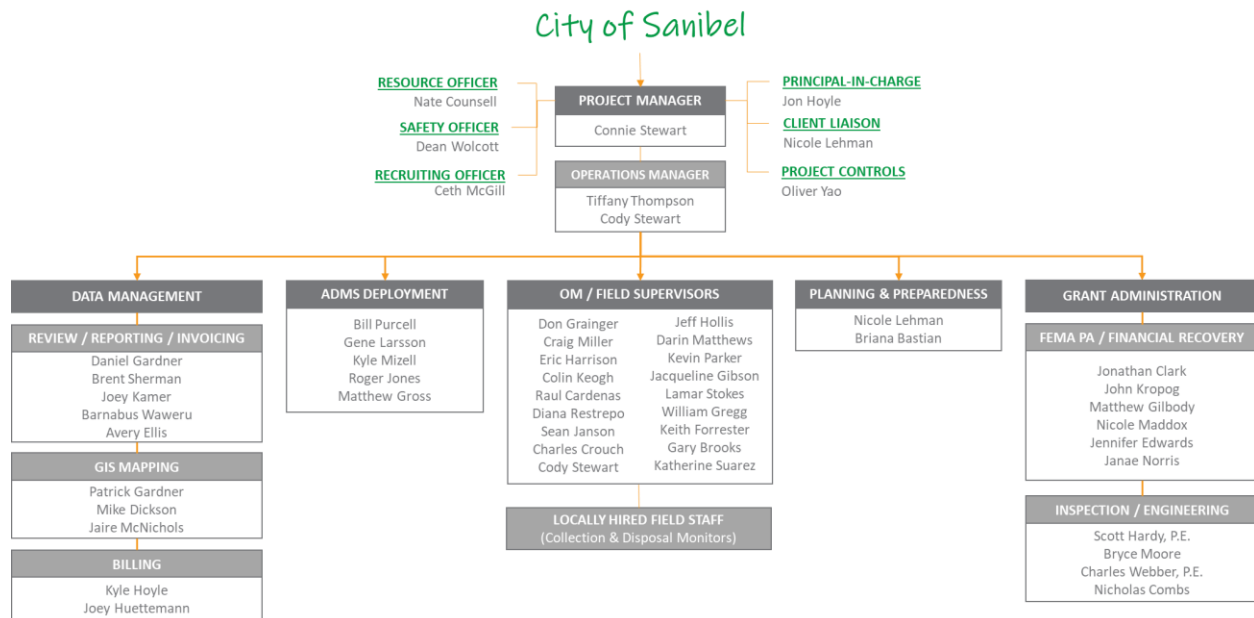
Dedicated Project Team

Thompson is committed to staffing the City's disaster debris monitoring and consulting 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. Many of the team members have previously managed the City's disaster debris monitoring efforts following Hurricane Ian in **2022** and Hurricane Milton in **2024**. Our proposed team brings extensive experience working directly with the City and is prepared to seamlessly respond to the City following a future disaster debris generating incident requiring Thompson's services.*

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

Figure 2-1: Organizational Chart



Key Personnel Overview

JON HOYLE will serve as the Principal-in-Charge for the City and provide support as needed to ensure project operations are in accordance with the City's expectations. Mr. Hoyle has over nineteen years of experience providing management and oversight for disaster response and recovery efforts and grant writing administration / program management throughout the Nation. He has managed 75 projects under contracts that total over \$2.5 billion in grant administration and recovery efforts that required the mobilization of over 5,000 field and professional personnel over the past 10 years. His programmatic experience includes FEMA-PA, FHWA-ER, NRCS-EWP, HUD-CDBG, FEMA-HMGP, and others.

NICOLE LEHMAN will serve as the Client Liaison and Planning/Preparedness lead for the City and serve as a direct point of contact to address the City's needs throughout the term of the contract. Ms. Lehman has over sixteen years of disaster response and recovery experience and is well versed in the programs, agencies, regulations, and procedures that are vital in successful disaster recovery operations. Additionally, as the Planning & Preparedness Lead, she provides annual training to many of our clients regarding debris removal monitoring operations, FEMA policy guidance and updates, as well as special program support. Recently Ms. Lehman assisted the City during recovery efforts following Hurricane Ian and Hurricane Milton.

OLIVER YAO will serve as the Project Controller for the City to oversee contractual requirements and budget expectations. He will also make certain project operations are implemented in accordance with the contract and task order(s) issued by the City. Mr. Yao has seventeen years of experience providing program management and disaster response and recovery oversight throughout the Nation.

CONNIE STEWART will serve as the Project Manager on behalf of the City to ensure project operations are implemented in accordance with the contract and task order(s) issued by the City. Ms. Stewart will ensure project operations have the staff and resources necessary to remain on track, on schedule and

on budget. Ms. Stewart has over seventeen years of experience managing debris monitoring and data management operations throughout the Southeast. She has served as both an operations and project manager for multiple projects resulting in the removal of over 500,000 cubic yards of debris including serving as a project manager on behalf of the City of Sanibel and the City of Fort Myers, Florida following the impacts of Hurricane Ian and Hurricane Milton. She worked closely with City of Sanibel officials and City contractors to oversee debris removal operations resulting in the removal of over 2.6M cubic yards of debris.

TIFFANY THOMPSON will serve as the Operations Manager for the City overseeing day-to-day operations of the project as well as coordinating closely with the City's debris hauler to coordinate crew requirements and scheduling. She has over nine years of experience and has managed FEMA funded debris removal projects in Florida, Louisiana, North Carolina, and South Carolina. Most recently, Tiffany has served as a project manager on behalf of the City of Topeka, Kansas, following severe windstorms in 2024. Ms. Thompson also assisted the City of Sanibel, following multiple activations and is committed to continue serving the City.

CODY STEWART will serve as the Alternate Operations Manager for the City, supporting the Operations Manager with operational oversight and efficiencies. Mr. Stewart has over seven 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. Mr. Stewart previously supported the City of Sanibel following the impact of Hurricane Milton. Mr. Stewart coordinated closely with the City and debris haulers to oversee the removal of over 79,000 cubic yards of debris.

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 multiple federally funded grant programs on projects totaling approximately \$2 billion. His extensive understanding of the eligibility requirements, federal regulations and policies across many federal grant programs allows clients to maximize disaster recovery and mitigation reimbursement.

JONATHAN CLARK will serve as the FEMA Coordination / Cost Recovery Specialist and work directly with the City as needed to oversee the financial recovery of all eligible costs associated with FEMA PA and FHWA-ER activities. Mr. Clark began his career in disaster recovery as a FEMA employee in Louisiana following Hurricane Katrina. Since that time, Mr. Clark has served as a grant management consultant for both Grantees and Applicants/Sub-Grantees, giving him experience in all roles involved in the FEMA Public Assistance grant program. Having served clients at the local, state and federal level, Mr. Clark has managed the financial recovery of communities receiving more than \$800 million in federal funding.

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

The following table summarizes the background and experience of our key personnel and outlines our staff's extensive experience managing and monitoring projects of all size and scale, including many

resulting in the documentation of over 1,000,000 cubic yards on behalf of local and state governments.
Resumes for key personnel have been provided in Exhibit 2-1.

Table 2-1: Summary of Project Team Experience

Name, Education, Background		Representative Experience
Jon Hoyle Principal-in-Charge		
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
Nicole Lehman Planning and Preparedness / Client Liaison		
BA – Psychology & Spanish	– Puerto Rico DOT – 400,000 CY	– Chatham Co, GA – 1,400,000 CY
16 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
Oliver Yao Project Controls		
MS – Management & Finance	– Beaufort Co, SC – 1,700,000 CY	– Hidalgo Co, TX – 187,000 CY
17 Years of experience	– Baldwin Co, AL – 4,400,000 CY	– Hamilton Co, TN – 408,000 CY
	– Bay County, FL – 1,200,000 CY	– Linn Co, IA – 1,100,000 CY
Connie Stewart Project Manager		
17 Years of experience	– Ormond Beach, FL- 170,500 CY	– Galveston County, TX- 1,700,000 CY
	– South Carolina DOT- 1,200,000 CY	– City of Galveston, TX- 1,700,000 CY
	– Alabama DOT – 2,400,000 CY	– Norman, OK- 750,000 CY
Tiffany Thompson Operations Manager		
9 Years of experience	– Lee County, FL – 8,500,000 CY	– Daytona Beach, FL – 330,000 CY
	– Hialeah, FL – 212,000 CY	– Horry County – 1,800,000 CY
	– Lee County, FL – 2,300,000 CY	– South Carolina DOT – 3,000,000 CY
Cody Stewart Alternate Operations Manager		
7 Years of experience	– Sanibel, FL – 79,000 CY	– Alabama DOT, AL – 2,400,000 CY
	– Louisiana DOT – 315,000 CY	– Jackson Co., FL – 120,000 CY
	– KYTC, Kentucky – 111,000 CY	– Carteret Co., NC – 1,500,000 CY
Jonathan Clark FEMA Public Assistance Liaison		
20 Years of experience	– City-Parish E Baton Rouge – 2,000,000 CY	– South Dakota – \$60,000,000
	– South Carolina DOT – \$37,000,000	– Hurricane Alex – \$3,500,000
	– Alabama Tornadoes – \$25,000,000	– Hurricane Ike – \$445,000,000
Danny Gardner Data Manager		
MBA – Finance/Management	– SWA Palm Beach Co – 2,300,000 CY	– Alabama DOT – 870,000 CY
16 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
Patrick Gardner GIS / Environmental		
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

Professional Licenses and Certifications / Training Courses

Thompson believes it is critical to educate our staff and provide them with the credentials that are recognized by the federal, state, and local emergency management community. Many of our staff members are credentialed with some combination of the certifications provided in the table below. Also, many of our project management consultants hold various Occupational Safety and Health Administration (OSHA) certifications for safety and other project related activities.

Table 2-2: Staff Certifications & Training

Agency/Course	Certification Title
FEMA IS 1A	Emergency Program Manager, an Orientation to the Position

Agency/Course	Certification Title
FEMA IS 30b	Mitigation eGrants System for the Subgrant Applicant
FEMA IS 31b	Mitigation eGrants System for the Grant Applicant
FEMA IS 100c	Introduction to the Incident Command System
FEMA IS 120c	An Introduction to Exercises
FEMA IS 200c	Basic Incident Command System for Initial Response
FEMA IS 230e	Fundamentals of Emergency Management
FEMA IS 241c	Decision Making and Problem Solving
FEMA IS 242c	Effective Communication
FEMA IS 253b	Overview of FEMA's Environmental and Historic Preservation Review
FEMA IS 393b	Introduction to Hazard Mitigation
FEMA IS 403	Introduction to Individual Assistance
FEMA IS 1300	Introduction to Continuity of Operations
FEMA IS 1000	Public Assistance Program and Eligibility
FEMA E376	Public Assistance Operations
FEMA IS 632a	Introduction to Debris Operations in FEMA's PA Program
FEMA IS 634	Introduction to FEMA's Public Assistance Program
FEMA IS 700b	National Incident Management System (NIMS) an Introduction

This coursework and continuing education allows our employees to remain current with changing policy while earning certifications within the federal, state and local emergency management community.

Key Personnel Qualifications

Debris Removal Programs

Thompson's proposed team of disaster response and recovery experts have responded to some the most devastating natural disasters to impact the United States in the last decade. Each team member has served in a variety of recovery operations roles and has real-world experience managing and supporting special disaster recovery programs to include right-of-way (ROW), private property/right-of-entry (ROE) work, waterways clean-up and reimbursement, leaning tree and hanging limb removal, hazardous material removal, vessel and vehicle recovery, asbestos abatement, data management and hauler invoice reconciliation and contracting, and FEMA appeals assistance. Thompson's consultants have experience with all of the following disaster recovery programs.

Debris Removal Monitoring

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

Special Services Debris Removal Programs



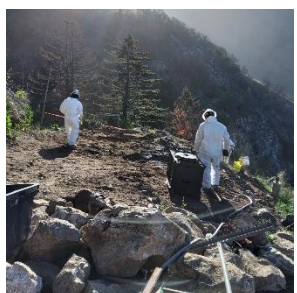
Thompson's consultants consider special debris removal programs such as private property/right of entry work, waterways clean-up, demolition management, vessel, and vehicle recovery, etc. as service offerings that our clients expect following a disaster event. Thompson's consultants have extensive and unique experience with private property debris removal and demolition housing initiatives, including the management of many of the largest multi-phase, multi-property demolition and housing initiatives in the United States over the past ten years. In addition, Thompson has extensive waterway/coastal recovery experience, including waterway, wetland and

beach sand removal and restoration monitoring. A sample of Thompson's extensive experience with special debris removal monitoring programs includes, but is not limited to:

- New Mexico Department of Transportation: Acequia Debris Removal Program
- Puerto Rico Infrastructure Financing Authority: Private Property Debris Removal and Demolition
- City-Parish of East Baton Rouge: C&D, HHW, E-Waste, White Goods
- SC Department of Transportation: Leaning Trees/Hazardous Limbs
- New York City: Abandoned Vehicle Recovery
- Hancock County: Animal Carcasses
- Sevier County: Private Property Debris Removal
- City of Tuscaloosa: Structural Demolitions
- City of Gulfport: Food Waste
- City of Fort Lauderdale: Beach Sand Removal and Restoration
- Alabama State Port Authority: Wetland Debris Removal
- Aiken County, South Carolina: Waterway Debris Removal

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

Experience and Knowledge of Environmental Requirements



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

Disaster Cost Recovery and Reimbursement Processes

Thompson's consultants are well versed in federal program compliance regulations and policy for FEMA and other federal agencies. Our consultants thoroughly understand the programs, policies, and regulations related to disaster reimbursement and will use this knowledge to aid in the recovery and reimbursement of all eligible debris and other related project costs. Thompson's goal is to promote an effective recovery in the most efficient amount of time while focusing on the end product of reimbursement though compliance with all applicable federal, state and local regulations.

Public Assistance Program Consulting Services

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

Grant Application, Administration, and Management

Thompson's experience in supporting recovery efforts for local and state governments spans three decades and accounts for the administration of more than **\$5.5** billion in federal grant funding. Our consultants can draw upon their knowledge and experience in working with over eight different federal grant funding agencies and **15** grant programs, including the following:

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

Debris Management Planning

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

Though conceptually similar, Thompson understands that each DMP will vary to reflect the intricacies and needs of our clients. Our plan development process is scalable and flexible depending on the need for developing a new plan or updating an existing plan; or the need for selecting and validating potential debris management sites (DMS) or to have existing sites reviewed and permitted by specific state

agencies. Typically, the geographic size, population characteristics, propensity for and type of disaster, and many other factors dictate the complexity of a DMP.

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 **13** 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 qualified City 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 screenings 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**.

*Thompson maintains a national recruiting and hiring database comprised of over **10,750** temporary and on-call debris removal monitors, field supervisors, inspectors, etc. that have previously served in such roles with Thompson following a disaster event. This includes more than **9,500** Florida residents who can be contacted to expedite and supplement disaster recovery needs. Local hiring is prioritized; however, Thompson has the capacity to supplement the City's staffing as needed.*

Equipment Resources

Thompson has provided disaster recovery services to various clients over the years; on past projects we have not had any issues with supplying sufficient amounts of equipment and supplies. However, we do have pre-event contracts in place to provide additional supplies as needed within **24**-hours. All equipment listed will be available to support the City during preparedness measures and post-disaster operations. 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 2-3: Available Field Equipment

Resources/Field Equipment	Quantity	Resources/Field Equipment	Quantity
Southeast Offices	26	Full Time Employees	550
ADMS Sets	3,500	Stand-by Disaster Recovery Employees	1,200
Computer – Desktop Station	175	Printers / Copier – Color Laser	100
Computer – Laptop	175	Printers – Black and White Laser	25
Starlink Units	28	Printer / Copier / Scanner / Fax– Portable	30
MiFi Access Point	50	Digital Cameras	25
Communication – Cell Phones	213	Handheld GPS Units	100
Communication – Radios	83	Boats (12' to 22')	10
Communication – Desktop Phones	350	Trucks	6

Thompson staffs a full-time equipment and logistics team that performs rigorous quality control tests on all equipment utilized during project operations both before deployment and upon return from the field. Depending on the size and severity of an event, a member of this team is either deployed or is made available virtually and in real-time for the duration of a project to ensure equipment is configured and working properly. A complete inventory of equipment is done quarterly to account for and replace lost or damaged field items.

Connectivity Equipment

Dependable infrastructure and communication access is not only necessary during immediate project staffing or mobilization, but also throughout project operations to ensure quicker and more efficient data collection and reporting. Therefore, Thompson has invested in **28** highly portable Starlink units that allow access to high-speed internet via satellites to clients across the United States and Caribbean.



Although our debris removal monitoring technologies, such as TDMS*mobile* detailed within our proposal response have a **disconnected architecture** and are fully operational in a post storm environment where cellular networks are compromised or destroyed, the Starlink units give field teams the ability to move from a disconnected environment with nightly data uploads to near-real time, connected operations. This allows for quicker reporting and data QA/QC activities. Additionally, these units support Wi-Fi calling and texting increasing communication and safety of field teams located in remote or desolate areas. Thompson's Starlink units have been utilized on the following projects:

2022 Puerto Rico: units were utilized following Hurricane Fiona on the western portion of the island where cell connectivity was scarce.

2022 Southwest Florida: units were deployed to the barrier islands following the devastating impacts of Hurricane Ian which completely destroyed cellular connectivity and communications infrastructure.

2023 New Mexico: units were used to support field operations and local data center in the Calf Canyon / Hermits Peak area following widespread fires throughout remote areas of northern New Mexico.

2024 Florida, Georgia, South Carolina, North Carolina, Tennessee: units were deployed to support field operations and local data centers in response to widespread, catastrophic damage across remote areas of the southeast caused by back-to-back hurricanes Debby, Helene, and Milton.

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EXHIBIT 2-1: KEY PERSONNEL RESUMES

Jon Hoyle

President

FIRM

Thompson Consulting Services
2601 Maitland Center Parkway
Maitland, Florida 32751

EDUCATION

BA: International Relations
MBA: Management and Finance

EXPERIENCE

19 years

PROGRAM EXPERIENCE

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

Mr. Hoyle has 19 years of experience providing management and oversight for disaster response and recovery efforts and grant writing administration / program management throughout the United States. He has managed 150 projects under contracts that total over \$2.5 Billion in grant administration and recovery efforts that required the mobilization of over 10,000 field and professional personnel.

PROJECT EXPERIENCE

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Nathaniel Counsell

Executive Vice President

FIRM

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EDUCATION

BA: Economics
MBA: International Business

EXPERIENCE

19 years

PROGRAM EXPERIENCE

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

Mr. Counsell has 19 years of experience providing management and oversight for disaster response and recovery efforts throughout the United States. He has managed 80 projects under contracts that total over \$1.5 Billion in recovery efforts that required the mobilization of over 5,000 field and professional personnel.

PROJECT EXPERIENCE

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

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

Solid Waste Authority of Palm Beach County (SWA), Hurricane Irma, 2017 - 2018 | Mr. Counsell served as the principal-in-charge / program manager to coordinate debris monitoring and disposal operations throughout the county,

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

Hurricane Irma, Disaster Recovery Operations, State of Florida, 2017 - 2018 | Mr. Counsell served as the principal-in-charge / corporate resource officer during Thompson's state-wide mobilization in response to Hurricane Irma. Thompson conducted debris removal monitoring operations on behalf of 45 unique clients simultaneously. Mr. Counsell ensured all projects had the resources necessary to implement monitoring operations for all projects and programs. Thompson provided debris monitoring and substantiation for more than 11.6M cubic yards of debris as a result of Hurricane Irma.

Louisiana Severe Flooding, City of Baton Rouge, Parish of East Baton Rouge and Denham Springs, LA, 2016 - 2017 | Mr. Counsell served as the principal-in-charge / corporate resource officer for the City of Baton Rouge, Parish of East Baton Rouge and Denham Springs disaster recovery operations conducted by Thompson. Each of these communities were severely impacted by massive flooding and required specialized debris removal programs. Recovery operations in the City / Parish of East Baton Rouge resulted in the collection of over 1.9M cubic yards of construction and demolition debris, the largest C&D removal program since Hurricane Katrina. Over 90% of the City of Denham Springs was impacted by flooding resulting in 250,000 CY of debris collected. Both projects also required extended ROW debris removal and Thompson worked with

each community to implement a private property debris removal (PPDR) program. Mr. Counsell ensured all projects had the resources necessary to implement monitoring operations for all programs. He also worked closely with the leadership of each community to address public information concerns and worked closely with the debris removal contractors to assist in organized debris removal operations.

South Carolina Department of Transportation, Severe Flooding, 2015 | Mr. Counsell served as the corporate resource officer during the SCDOT's response to statewide severe flooding. Mr. Counsell ensured all projects had the resources necessary to implement debris removal monitoring in 11 counties throughout the State.

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

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

Virginia Department of Transportation (Multiple Locations), Hurricane Recovery and Debris Removal, 2011 | In the wake of Irene, the Virginia Department of Transportation (VDOT) called upon their pre-position contractors to assist it with collecting and disposing of debris strewn about its rights-of-way in the Central and Eastern regions of the State. Thompson

was tasked with providing debris removal monitoring services in the Ashland, Chesterfield, Petersburg, South Hill, and Saluda Residencies, which included a territory of 23 Counties. Mr. Counsell served as Project Manager for this engagement and oversaw all debris monitoring operations.

Calhoun County, Alabama, Tornado Disaster Debris Monitoring, 2011 | Mr. Counsell served as the Project Manager for disaster debris removal monitoring following the crippling tornados of April 2011. The project involved monitoring right-of-way collection of vegetative and construction and demolition (C&D) debris throughout the County and administering and monitoring contracted debris removal from private property through a right-of-entry (ROE) program as part of Operation Clean Sweep administered by FEMA and AEMA. Contract value totals \$3-million.

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

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

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

Simon Carlyle

Vice President

FIRM

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EXPERIENCE

18 years

PROGRAM EXPERIENCE

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

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

PROJECT EXPERIENCE

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

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

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

State of Louisiana – Multiple Communities, Hurricane Laura, 2020 - 2022 | Mr. Carlyle served as the regional manager 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.

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

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

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

he successfully oversaw a waterway debris and vessel removal program.

State of South Carolina – Multiple Communities, Winter Storm Pax Disaster Recovery, 2014 | In February of 2014 Severe Winter Storm Pax impacted the State of South Carolina covering various regions of the State in up to 1.5" of ice which generated widespread vegetative disaster debris. Mr. Carlyle worked with multiple county and local governments to establish debris removal and incident response plans in order to begin responding to residential and community needs. Mr. Carlyle created debris removal and monitoring programs with communities that had no preposition contract or plans in place.

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

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

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

TRAINING & CERTIFICATIONS

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

Oliver Yao

Vice President

FIRM

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EDUCATION

BA: Economics
MBA: Management and Finance

EXPERIENCE

17 years

PROGRAM EXPERIENCE

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

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

PROJECT EXPERIENCE

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

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

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

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

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

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

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

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

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

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

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

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

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

response to requests for information by FEMA for multiple projects.

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

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

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

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

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

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

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

Daniel Gardner

Vice President / Data Operations

FIRM

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EDUCATION

BSBA: Management Information Systems
MBA: Finance and Management

EXPERIENCE

15 years

PROGRAM EXPERIENCE

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

Mr. Gardner has served a program manager and grant management consultant for multiple federally funded grant programs on projects totaling approximately \$2 billion. His extensive understanding of the eligibility requirements, regulations and policies across many federal grant programs allows clients to maximize disaster recovery and mitigation reimbursement. He provides oversight throughout grant and project implementation and is intimately familiar with such activities as application development, public outreach, environmental review, vendor procurement, project and process monitoring, fair housing and Davis Bacon compliance, project closeout and program audits.

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

PROJECT EXPERIENCE

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

Grant Parish, Louisiana, Hurricane Laura Disaster Recovery Operations, 2020 - 2021 | Mr. Gardner served as the Data Manager overseeing all data operations for Grant Parish following the severe effects of Hurricane Laura. He was responsible for daily ticket reviews, data reconciliation and validation, daily reporting and contractor invoice tracking.

Overall, Thompson has monitored and documented the removal of over 1.1M cubic yards of debris from the Parish.

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

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

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

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

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

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

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

TRAINING & CERTIFICATIONS

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

Nicole Lehman

Director of Client Services / Program Manager

FIRM

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EDUCATION

BA: Psychology and Spanish

EXPERIENCE

16 years

PROGRAM EXPERIENCE

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

Ms. Lehman has 16 years of experience providing grant and program management support and oversight for disaster response and recovery efforts throughout the United States. Following Hurricane Ike, she managed multiple projects for Galveston County and the City of Galveston, the most heavily impacted communities by the storm.

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

PROJECT EXPERIENCE

Lee County, Florida, Hurricane Ian Disaster Recovery, 2022 –

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

Escambia County, Florida, Hurricane Disaster Recovery Operations, 2020 - 2021

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

Puerto Rico Department of Transportation and Public Works (DTOP), Hurricane Maria, 2017 - 2019

| Ms. Lehman served as a program manager overseeing project operations for debris monitoring services in three DTOP designated zones. She was responsible for ensuring all projects were operating in accordance with federal, state and local requirements.

Fort Lauderdale, Florida, Hurricane Irma Disaster Recovery,

2017 | Ms. Lehman served as program manager for Fort Lauderdale's recovery efforts following Hurricane Irma. Thompson monitored the removal of over 600,000 cubic yards of vegetative and construction and demolition debris, as well as the removal of hazardous limbs from 13,000 trees and the complete removal of over 450 hazardous leaning trees. In addition, Thompson implemented a sand recovery and screening operation to return the displaced sand to the public beaches. She coordinated closely with the City and the debris removal contractors to implement and carry out debris removal programs.

City of Daytona Beach, Florida, Disaster Debris Management Plan Update, 2015

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

Alabama Department of Transportation Southwest Region, Disaster Debris Management Plan, 2014 - 2015

| Ms. Lehman assisted in the development and preparation of a Disaster Debris Management Plan (DDMP) for the ALDOT Southwest Region. She worked closely with the Region to develop the debris collection and monitoring strategies included in the

plan. In addition Ms. Lehman reviewed debris management site options throughout the Region.

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

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

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

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

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

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

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

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

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

TRAINING & CERTIFICATIONS

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

Patrick Gardner

GIS Manager

FIRM

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EDUCATION

BS: Marine Science
MS: Fisheries and Aquatic Sciences

EXPERIENCE

10 years

PROGRAM EXPERIENCE

FEMA Public Assistance Emergency Work (Categories A-B)

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

PROJECT EXPERIENCE

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

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

Hurricane Michael, Disaster Recovery Operations, Florida and Georgia, 2018 - 2019 | Mr. Gardner provided GIS and data management services during Thompson's mobilization in response to Hurricane Michael which included over 12 contract activations. Mr. Gardner coordinated with each community to establish eligible roadway maps and was

responsible for mapping data points through GIS and providing support to the QA/QC team.

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

Hurricane Irma, Disaster Recovery Operations, State of Florida, 2017 - 2018 | Mr. Gardner provided GIS and data management services during Thompson's state-wide mobilization in response to Hurricane Irma. Thompson conducted debris removal monitoring operations on behalf of 45 unique clients simultaneously within the State. Mr. Gardner was responsible for mapping data points through GIS and providing support to the QA/QC team. Thompson substantiated more than 11.6M cubic yards of debris as a result of Hurricane Irma.

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

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

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

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

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

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

Environmental Project Experience

Exploration, Habitat Characterization, and Coral Health Assessment in Flower Garden Banks National Marine Sanctuary, 2015 -2016 | Mr. Gardner served as a Research Coordinator at Harbor Branch Oceanographic Institute at Florida Atlantic University. While assisting with this project in the lab, Mr. Gardner used transect photos to characterize habitat on shallow and mesophotic reefs. Field collections

included technical diving to 170 fsw collect live coral tissue for RNA sequencing analyses.

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

Impact of invertebrate grazers on freshwater algae in Kings Bay, FL, 2013 - 2015 | As a research assistant, Mr. Gardner conducted fieldwork collecting freshwater invertebrate grazers and implemented lab studies to determine grazing rates on freshwater algae.

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

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

TRAINING & CERTIFICATIONS

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

Jonathan Clark

Senior Closeout Specialist / FEMA Consultant

FIRM

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EDUCATION

MA Business Management and Leadership
BA Homeland Security and Emergency
Management

EXPERIENCE

18 years

PROGRAM EXPERIENCE

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

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

PROJECT EXPERIENCE

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

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

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

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

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

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

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

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

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

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

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

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

Emergency Management Consultant, 2011 - 2012 |

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

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

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

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

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

TRAINING & CERTIFICATIONS

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

Jeff Hollis

Field Operations Supervisor

FIRM

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EXPERIENCE

18 years

PROGRAM EXPERIENCE

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

Mr. Hollis has 18- years of experience supporting and managing debris monitoring operations throughout the United States. He has worked extensively on private property debris removal programs as well as, right-of-way (ROW) debris monitoring, and leaner, hanger, and stump removal programs in some of the largest areas impacted by debris generating events in the last decade.

PROJECT EXPERIENCE

Lakeland, Florida, Hurricane Ian Disaster Recovery Operations, 2022 | Mr. Hollis served as the operations manager overseeing day-to-day debris removal monitoring operations throughout the City of Lakeland following Hurricane Ian. He oversaw all debris removal monitoring operations including right-of-way debris removal and hazardous tree and limb removal. Overall, 117,102 cubic yards of debris was documented and removed from the City.

Terrebonne Parish, Louisiana, Hurricane Ida Disaster Recovery Operations, 2021 | Hurricane Ida was the second most destructive hurricane to make landfall in Louisiana. Mr. Hollis served as the operations manager for Terrebonne Parish. He oversaw all debris removal monitoring operations including right-of-way debris removal and hazardous tree and limb removal. Overall, 2,775,000 cubic yards of debris was documented and removed from the Parish.

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

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

overseeing day-to-day debris removal monitoring operations from the South DTOP Zone.

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

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

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

City/Parish of East Baton Rouge, Louisiana, Severe Flooding, ROW and PPDR Program Management, 2016 - 2017 | Mr. Hollis served as a senior field supervisor for debris removal monitoring efforts on behalf of the City/Parish. He assisted in daily field operations for all monitoring programs including

right-of-way (ROW) debris removal and an extended ROW Private Property Debris Removal (PPDR) program. To date over 1.8 million cubic yard of construction and demolition debris have been collected and more than 1,450 applicants participated in the extended ROW PPDR program.

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

Allendale County, South Carolina, Winter Storm Pax Recovery Operations, 2014 | Mr. Hollis served as the operations manager for debris removal monitoring operations in Allendale County following Winter Storm Pax. He was in charge of overseeing day-to-day operations for all monitoring projects including emergency road clearance, right-of-way collection, and removal of hazardous leaners, hangers on County maintained roadways. County-wide, nearly 30,000 cubic yards of vegetative debris was collected, temporarily disposed, and burned. In addition, over 6,000 hazardous trees were addressed.

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

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

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

were properly demolished and disposed of at Type I Disposal facilities.

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

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

TRAINING & CERTIFICATIONS

- OSHA 29 CFR 1910.120 40-Hour HAZWOPER Training

Connie Stewart

Project Manager

FIRM

Thompson Consulting Services
2601 Maitland Center Parkway
Maitland, Florida 32751

EXPERIENCE

18 years

PROGRAM EXPERIENCE

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

Ms. Stewart has 18 years of experience supporting and managing debris monitoring operations throughout the United States. She has worked extensively on private property debris removal programs as well as, right-of-way (ROW) debris monitoring, and leaner, hanger, and stump removal programs in some of the largest areas impacted by debris generating events in the last decade.

PROJECT EXPERIENCE

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

TRAINING & CERTIFICATIONS

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

Tiffany Thompson

Operations Manager

FIRM

Thompson Consulting Services
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EXPERIENCE

10 years

PROGRAM EXPERIENCE

FEMA Public Assistance Emergency Work (Categories A-B) and Permanent Work (Categories C-G) | FHWA ER Program | Automated Debris Management Systems (ADMS)

Ms. Thompson has ten 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

Town of Minden, Iowa, Tornado Disaster Debris Removal Operations, 2024 | Ms. Thompson served as an operations manager in the Town of Minden on behalf of the Iowa Department of Administrative Services following a severe windstorm/tornado that impacted multiple communities throughout the State. Ms. Thompson was responsible for overseeing day-to-day debris removal monitoring operations throughout the Town, and overall, Thompson monitored the removal of over 3,280 tons of debris in less than twenty (20) days.

City of Fort Myers, Florida, Hurricane Ian Disaster Recovery Operations, 2022 – 2023 | Hurricane Ian caused widespread damage across the State of Florida including in the City of Fort Myers. Ms. Thompson served as the operations manager on behalf of the City during complex disaster recovery operations including right-of-way debris removal, City maintained facilities debris removal, and debris removal from City waterways. Thompson monitored the removal of over 838,000 cubic yards of debris and the removal of over 8,000 hazardous limbs and trees from throughout the City.

City of Natchitoches, Louisiana, Hurricane Laura, ROW and Debris Removal Monitoring, 2020 | Ms. Thompson served as the operations manager overseeing day-to-day debris removal monitoring operations for the City of Natchitoches following Hurricane Laura. The City performed right-of-way (ROW) collection programs on City maintained roadways, and overall

Thompson substantiated the removal of over 31,600 cubic yards of debris from the City.

Dare County, North Carolina, Hurricane Dorian, 2019 | Ms. Thompson served as the operations manager overseeing day-to-day debris removal monitoring operations throughout Dare County. The County performed both hazardous tree and limb removal as well as right-of-way (ROW) collection programs on County maintained roadways.

Town of Paradise, California, Wildfire Recovery Operations, 2019 | Ms. Thompson served as the task force lead overseeing for debris removal efforts following the devastating wildfires that swept Northern California. Tiffany was in charge of overseeing day-to-day debris removal monitoring operations throughout the Town of Paradise. The Town performed emergency road clearance and debris removal operations and right-of-way collection of vegetative, construction and demolition (C&D) debris throughout the affected areas.

Horry County, South Carolina, Hurricane Florence, ROW and Debris Removal Monitoring, 2018 - 2019 | Ms. Thompson served as project/operations manager for debris removal monitoring efforts on behalf of the County. She 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. To date over 1.8 million cubic yards of debris have been collected.

City of Atlantic Beach, South Carolina, Hurricane Florence, ROW and Debris Removal Monitoring, 2018 - 2019 | Ms. Thompson served as the operations manager overseeing day-

to-day debris removal monitoring operations throughout the City of Atlantic Beach. The City performed right-of-way collection, and removal of hazardous leaners, hangers on City maintained roadways.

City of Hialeah, Florida, Hurricane Irma, 2017 – 2018 | Ms. Thompson served as an operations manager for debris removal monitoring efforts on behalf of Hialeah, Florida following Hurricane Irma. Tiffany oversaw truck certification, monitor onboarding and badge distribution, right-of-way collection and tree work using ADMS and TDMSweb. Tiffany performed QA/QC and on-site data collection utilizing ADMS handheld devices in the field. Over 200,000 cubic yards of debris have been collected and monitored from Hialeah.

Horry County, South Carolina, Hurricane Matthew Recovery Operations 2016 - 2017 | Ms. Thompson served as an operations manager for debris removal monitoring efforts on behalf of Horry County following the landfall of Hurricane Matthew. She 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 vegetative and construction and demolition (C&D) debris throughout the affected areas. Ms. Thompson was also responsible for assisting for generating reports on TDMSweb for daily distribution to project stakeholders.

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

Horry 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 Horry County to provide debris removal monitoring services. Ms. Thompson served as the field supervisor responsible for overseeing all of the County's debris removal monitoring programs. The County performed ROW debris removal, hazardous trees and limb removal.

- FEMA IS-00321 Hurricane Mitigation
- FEMA IS-00632 Debris Monitoring
- FEMA IS-00320 Wildfire Mitigation
- FEMA ICS 100 – 600
- FEMA 35.17 Safety
- OSHA 15-Hour Course
- OSHA 30-Hour Course for General Construction
- OSHA 40-Hour HAZWOPER

TRAINING & CERTIFICATIONS

- FEMA IS-00633 Debris Management Plan Development

Katherine Torres Suarez

Operations Manager

FIRM

Thompson Consulting Services
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Maitland, Florida 32751

EXPERIENCE

7 years

PROGRAM EXPERIENCE

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

Ms. Torres Suarez has seven years of experience managing debris monitoring operations throughout the United States. In addition to right-of-way (ROW) debris monitoring programs, Ms. Torres Suarez has worked extensively on large scale private property debris removal programs such as Jefferson Parish following Hurricane Ida which produced over 1.6M cubic yards of debris and Puerto Rico Authority for the Financing of Infrastructure following Hurricane Maria. Ms. Torres Suarez also has extensive experience with hazardous leaner, hanger, and stump removal, vessel recovery and waterways debris removal monitoring programs.

PROJECT EXPERIENCE

City of Sanibel, Florida, Hurricane Ian Disaster Recovery Operations, 2022 – 2023 | Hurricane Ian was one the deadliest hurricanes to impact Florida. Ms. Torres Suarez served as the operations manager for the City overseeing the day-to-day operations for all monitoring projects throughout the City. Programs included right-of-way debris collection, beach remediation, and hazardous tree and stump removal. Overall, approximately 1,457,258 cubic yards of debris was collected from the City.

Jefferson Parish, Louisiana, Hurricane Ida Disaster Recovery Operations, 2021 – 2022 | Ms. Torres Suarez served as the private property debris removal (PPDR) office manager overseeing all PPDR operations, public communications and engagement efforts. Thompson monitored the collection and removal of over 1.6M cubic yards of vegetative and construction and demolition debris from the Parish.

Louisiana Department of Transportation & Development (LADOTD), Hurricane Ida Recovery Operations, 2021 | Ms. Torres Suarez served as a field supervisor for debris removal monitoring efforts in District 62 of the LADOTD, following Hurricane Ida. She was in charge of overseeing field monitors tasked to monitor debris removal operations including right-of-way (ROW) debris removal and hazardous tree and stump removal on LADOTD maintained roadways. Overall, approximately 1.7M cubic yards of debris was collected from the District 62.

Kentucky Transportation Cabinet (KYTC), Winter Storm Recovery, 2021 | Ms. Torres Suarez served as the operations manager for debris removal monitoring efforts on behalf of the KYTC, District 9 following an unusually damaging winter storm. Ms. Torres Suarez oversaw day-to-day operations for all monitoring projects including emergency road clearance and right-of-way collection on KYTC maintained roadways. Thompson monitored the collection of over 20,000 tons of debris from throughout District 9.

City of Corpus Christi, Texas, Severe Winter Storm, 2021 | Ms. Torres Suarez served as a field supervisor overseeing the debris removal monitoring effort in the City. Overall, Thompson provided the substantiation for more than 75,000 cubic yards of debris as a result of the severe winter storm.

Winn Parish, Louisiana, Hurricane Laura Recovery Operations, 2020 | Ms. Torres Suarez served as operations manager for debris removal monitoring services on behalf of Winn Parish following Hurricane Laura. Ms. Torres Suarez oversaw day-to-day debris monitoring operations including right-of-way collection and hazardous tree and stump removal on Parish maintained roadways. These operations substantiated the removal of over 158,000 cubic yards of vegetative debris.

Puerto Rico Authority for the Financing of Infrastructure (AFI), Hurricane Maria Private Property Debris Removal Operations 2019 | Hurricane Maria is regarded as the worst natural disaster on record to impact Puerto Rico, and the island

has continued to carry out long-term recovery operations. Ms. Torres Suarez served as the administrative branch manager for private property debris removal operations on behalf of AFI. She was responsible for overseeing all administrative PPDR operations, public communications and engagement efforts.

Town of Paradise, California, Wildfire Recovery Operations, 2019 | Ms. Torres Suarez served as the task force lead overseeing for debris removal efforts following the devastating wildfires that swept Northern California. Katherine was in charge of overseeing day-to-day debris removal monitoring operations throughout the Town of Paradise. The Town performed emergency road clearance and debris removal operations and right-of-way collection of vegetative, construction and demolition (C&D) debris throughout the affected areas.

Gadsden County, Florida, Hurricane Michael Recovery Operations, 2018 – 2019 | Ms. Torres Suarez served as the as a field supervisor overseeing debris removal monitoring efforts throughout Gadsden County. The County performed hazardous tree and limb removal, parks debris removal, as well as right-of-way (ROW) collection programs on County maintained roadways. Overall, Thompson substantiated the removal of over 1.5M cubic yards of debris from the County.

Leon County, Florida, Hurricane Michael Recovery Operations, 2018 | Ms. Torres Suarez served as the as a field supervisor overseeing debris removal monitoring efforts on behalf of Leon County. She was in charge of overseeing field monitors tasked to monitor debris removal operations. The County performed hazardous tree and limb removal, as well as right-of-way (ROW) collection programs on County maintained roadways. Overall, Thompson substantiated the removal of over 1M cubic yards of debris from the County.

Puerto Rico Department of Transportation and Public Works (DTOP), Hurricane Maria, 2017 - 2018 | Ms. Torres Suarez served as a field supervisor overseeing day-to-day debris removal operations for all programs including emergency road clearance, right-of-way collection, and removal of hazardous leaners and hangers on DTOP maintained roadways. Thompson has substantiated over 400,000 cubic yards of debris throughout three DTOP zones.

TRAINING & CERTIFICATIONS

- OSHA 29 CFR 1910.120 40-hour HAZWOPER Training
- Louisiana ATSSA Traffic Control Supervisor

Keith Forrester

Field Operations Manager

FIRM

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EDUCATION

BA: Marketing and Management

EXPERIENCE

15 years

PROGRAM EXPERIENCE

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

Mr. Forrester has 15 years of experience managing debris monitoring and data management operations throughout the Southeast following some of the largest debris generating natural disaster in recent history. In addition to Right-of-Way (ROW) debris monitoring programs, Mr. Forrester has worked extensively on Leaner, Hanger, and Stump Removal programs in some of the largest parks impacted by debris generating events in the last decade, including programs in Alabama, Arkansas, Missouri, and Texas. Mr. Forrester has extensive knowledge in ADMS hardware, software, and communications infrastructure and has overseen day-to-day ADMS project operations and reporting in recent activations including Hurricanes Isaac and Sandy.

PROJECT EXPERIENCE

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

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

Volusia County, Florida, Hurricane Irma Recovery, 2017 - 2018 | Mr. Forrester served as the operations manager overseeing day-to-day debris removal monitoring operations throughout Volusia County, Florida. The County performed both hazardous tree and limb removal as well as right-of-way (ROW) collection programs on County maintained roadways.

City/Parish of East Baton Rouge, Louisiana, Severe Flooding, ROW and PPDR Program Management, 2016 - 2017 | Mr. Forrester served as project/operations manager for debris removal monitoring efforts on behalf of the City/Parish. He was in charge of overseeing day-to-day operations for all monitoring programs including right-of-way (ROW) debris removal and an extended ROW Private Property Debris Removal (PPDR) program. To date over 1.9 million cubic yard of construction and demolition debris have been collected and more than 1,450 applicants participated in the extended ROW PPDR program.

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

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

Terrebonne Parish, LA, Hurricane Recovery Operations

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

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

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

Alabama Department of Conservation and Natural Resources, Tornado Debris Removal Monitoring

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

Arkansas Game and Fish Commission, Ice Storm Debris Removal Monitoring

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

City of Beaumont, TX, Hurricane Debris Removal Monitoring

| In 2008, Mr. Forrester served as a field project manager on the City of Beaumont debris monitoring effort. In addition to monitoring, documenting, and substantiating FEMA reimbursement for Right-of-Way vegetative debris

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

City of Springfield, MO, Ice Storm Debris Removal Monitoring

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

Gary Brooks

Project / Operations Manager

FIRM

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MILITARY EXPERIENCE

United States Marine Corps

EXPERIENCE

18 years

PROGRAM EXPERIENCE

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

Mr. Brooks has 18 years of experience managing debris monitoring operations throughout the United States. In addition to Right-of-Way (ROW) debris monitoring programs, Mr. Brooks has worked extensively on large scale debris reduction sites, including a temporary site in Pensacola, Florida that reduced over 1,000,000 cubic yards of Construction and Demolition debris following Hurricane Ivan. Mr. Brooks also has extensive experience Leaner, Hanger, and Stump Removal, Vessel Recovery and Waterways Debris Removal monitoring programs.

PROJECT EXPERIENCE

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

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

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

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

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

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

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

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

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

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

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

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

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

City of Portsmouth, Virginia, Hurricane Irene Recovery Operations, 2011 | Mr. Brooks served as field supervisor overseeing disaster debris removal operations for the City of

Portsmouth, VA following Hurricane Irene. The recovery efforts included the collection and removal of over 50,000 cubic yards of debris from the City.

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

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

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

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

TRAINING & CERTIFICATIONS

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

SECTION 3

Technical Approach

Our Understanding

The City of Sanibel (City) is a barrier island sanctuary in the Gulf of Mexico in southwest Florida. Located in Lee County, the City encompasses nearly 33.21 square miles and has a population of 6,382. In September 2022, the City experienced catastrophic impacts from Hurricane Ian which made landfall as a devastating Category 4 storm, the eyewall passing northwest of the City. Ian's historic storm surge inundated the island, causing extensive damage to public, private and commercial buildings and island-wide infrastructure, including significant damage to the Sanibel causeway, leaving no road access to the island for three weeks. More recently in 2024, the City was again impacted by storm surge from Hurricanes Helene and Milton as they passed to the west of the City. As evidenced by Ian's extensive damage, the City is highly vulnerable to the impacts of future debris-generating disasters such as hurricanes, tropical storms, and tornadoes. Furthermore, the ever-present threat of rapid and dramatic rising sea levels around Florida's gulf coast increases the likelihood of increased severe flooding from tropical weather events. 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 has an extensive history providing disaster recovery services throughout Lee County and has been activated by the City of Sanibel following the impacts of Hurricane Ian in 2022 and Hurricane Milton in 2024. Thompson understands the City's unique operational needs and the challenges the City may face prior to and following a future disaster. Furthermore, we have the capacity to provide a dedicated project team and to deliver an unparalleled level of service to the City following a future event. We will use what we have learned from previous disaster recovery projects in the City, the State of Florida and throughout the United States to improve the efficiency of the debris removal program, reduce the overall cost of the various debris removal programs, and expedite the City's recovery following a future disaster event, including:

Unique geographical challenges due to location and size of the City: The City of Sanibel's greatest appeal may be its location and unique geography, though this poses special challenges when dealing with disaster debris removal operations. As experienced during Hurricane Ian, a major hurricane impact has the potential to once again damage the Sanibel causeway. Thompson will work with the City and the City's contractor to plan for alternative access, such as barge, ferry and local boat charters, to mobilize equipment and personnel to the island to begin documenting emergency debris removal efforts.

Additionally, Thompson is prepared to conduct self-sustaining operations with dedicated management and supervisory staff to be based on Sanibel Island along with all required equipment and hardware, including Starlink, should the area be heavily impacted with limited access to the mainland.

Use of Automated Debris Management System to Ensure Accurate Reporting and Real-Time Access to Project Data and Documentation: Thompson proposes using our Automated Debris Management System (ADMS), the Thompson Data Management Suite (TDMS), to ensure accurate and timely

reporting to the City. We understand that daily progress reporting and mapping will be critical to the City, and Thompson's ADMS will produce accurate, daily collection maps by collection zone. Through *TDMSportal*, which is detailed in the section below, the City will have real-time access to electronic ticket documentation, hazardous tree photos, contractor invoices, monitoring invoices, geographic information system (GIS) portal/maps, and other electronic supporting documents such as debris management site permits and project reports.

Access to Enhanced GIS Technology and Capabilities: Thompson continues to expand our 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. Thompson has also implemented the utilization of aerial technologies, both in house and through partnership with satellite imagery subcontractors, to enhance debris removal and monitoring operations. This includes conducting qualitative damage assessments with unmanned aerial systems to provide a means for identifying areas that have been compromised which may be isolated without means of conventional travel due to debris, flooding, or otherwise inaccessible terrain. This data can also provide pre-and-post-work satellite imagery and improve the management of debris management sites (DMS).

Limited Availability of Debris Management Sites (DMS): Thompson is familiar with the DMS locations utilized by the City and its contractors in past events. However, we realize additional capacity would likely be required should the City experience another catastrophic event. With continued development and environmental sensitivities, it will be more challenging than ever for the City to identify and permit land to serve as a new or additional Debris Management Site, particularly near flood zones, high velocity zones, and environmentally sensitive ecosystems.



area specific
disaster
experience

Thompson maintains a strong working relationship with all the major debris management firms, having worked with them on some of the largest debris removal initiatives in the last decade. Our strong level of operational coordination and communication will allow for strong pre-event planning initiatives focused on identifying viable land to use as DMS, recognizing recycling alternatives, and planning for extended hour/nighttime haul out operations.

Coordinating sand removal from County, City, and FDOT maintained property, processing the sand at designated screening locations, and returning clean sand to Island beaches: A hurricane and associated storm surge have the potential to displace large quantities of beach sand. Reclamation of beach sand from a variety of physical and jurisdictional environments will require considerable multi-agency coordination. In addition, scraping, stockpiling, screening, placement and shaping require careful operation management with tight quality assurance and quality control measures. Because the operation involves as many as five (5) independent processes, the City's consultant must be vigilant with its adherence to standard operating procedures. Thompson's consultants will rely on decades of combined experience with beach restoration projects to ensure that the City's operation is compliant and efficient.

The Ability to Work Closely with FEMA and FDEM to get Disaster Specific Guidance in Writing:

Thompson's staff maintains a strong working relationship with FDEM and FEMA Region 4. In the aftermath of Hurricane Ian, Thompson worked closely with the City, County, FDEM and FEMA to obtain limited approval for the collection of ROW debris that originated from small hotels, condominiums, and apartment buildings. For future events, we will work to ensure that all guidance pertaining to special

programs or disaster specific circumstances is obtained in writing prior to proceeding with specialized recovery operations. This will minimize the financial risk to the City of proceeding with costly contracted debris removal operations that are later under-funded or un-funded by FEMA and FDEM.

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.

13+

years of TDMS
deployments

TDMSmobile: is an ADMS hardware solution that provides clients with 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 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 provide 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.



real-time
access to
data

Through the implementation of these technologies, TDMS limits the propensity for human error, fraud, data entry error, and reconciliation challenges, resulting in efficiencies, increased accuracy, and cost

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

Successful Deployment History

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

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

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

Table 3-1: TDMS Deployments

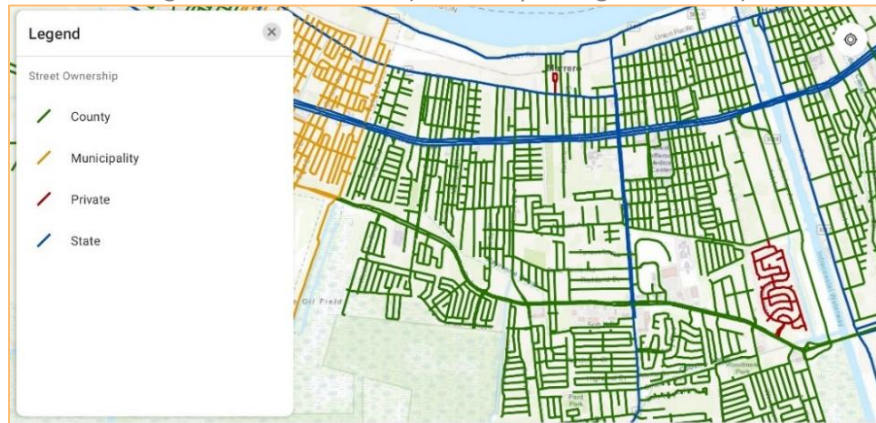
Disaster	Units Deployed	Disaster	Units Deployed
2024 Hurricane Milton	1,040	2019 Hurricane Dorian	91
2024 Hurricane Helene	1,729	2018 Hurricane Michael	1,300
2024 Hurricane Debby	103	2018 Hurricane Florence	235
2024 Hurricane Beryl	963	2017 Hurricane Maria	375
2024 TX Severe Storms	362	2017 Hurricane Irma	1,200
2023 Hurricane Idalia	83	2017 Hurricane Harvey	400
2022 Hurricane Ian	2,015	2016 Hurricane Matthew	876
2021 KY Sever Winter Storm	689	2016 Louisiana Flooding	330
2020 Hurricane Delta	61	2015 South Carolina Flooding	180
2020 Hurricane Zeta	343	2014 Winter Storm Pax	475
2020 Hurricane Sally	1,619	2012 Hurricane Sandy	100
2020 Hurricane Laura	438	2012 Hurricane Isaac	12

Thompson maintains over **3,500** TDMSmobile units on hand and has access to additional units within **24** hours of notification when necessary. In addition, TDMSmobile can operate on both Android and Apple devices further strengthening our ability to access additional units even during disaster conditions or global supply chain issues. Thompson's TDMSmobile devices have been deployed successfully over the last **13** years, and Thompson will be able to provide the City with paperless ticketing from day one of debris removal operations.

GIS Mapping Capabilities

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

Figure 3-1: Road Responsibility Designation Map



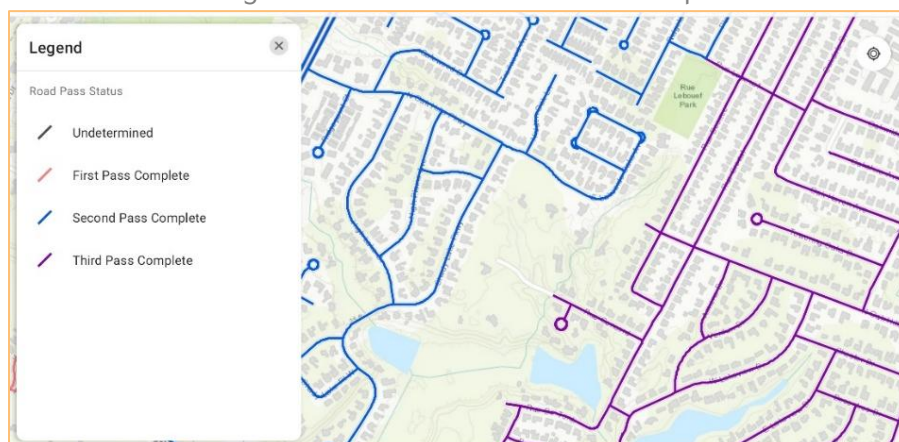
Thompson employs ArcGIS Pro, ESRI's latest desktop GIS application, which allows for seamless integration with our company's ArcGIS Online and Enterprise platforms. Additionally, we can integrate data collected through ESRI's Survey123 and Field Maps for display in ArcGIS applications (Web Mapping Applications,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

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

Pass, Progress, and Activity Mapping

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

Figure 3-2: Road Clearance Pass Map

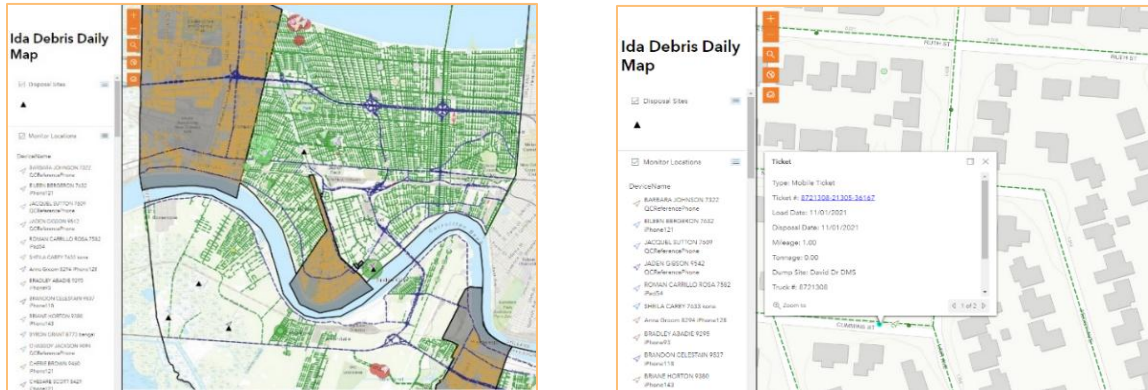


Progress maps can be URL/web-based and shared with the public to communicate debris removal activity. Zoom functions within the map can provide street-level detail.

Debris monitor activity maps depict, in real-time, where monitors are documenting debris removal. Zoom features provide street-level view and ticket details including date, time, location, debris

collection type, and quantity. Activity maps can also be searched by exact street addresses to check progress.

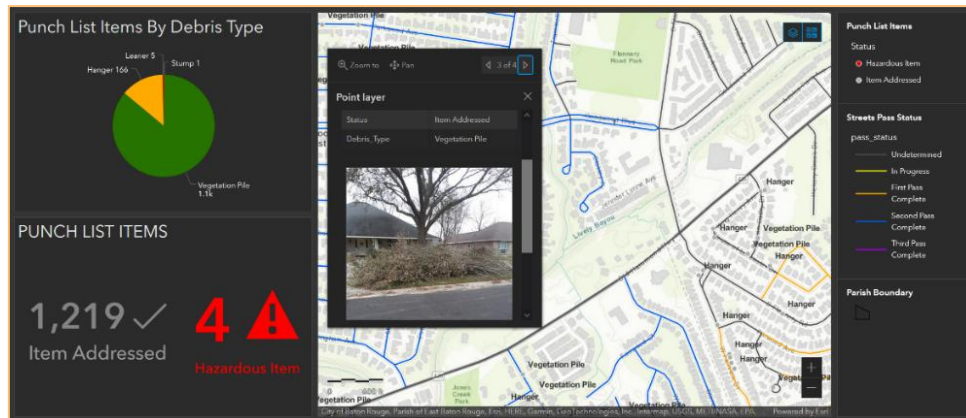
Figure 3-3: Daily Debris Monitor Activity Maps



Dashboards

Thompson can also create a GIS Operations Dashboard that displays real time data including daily and cumulative collection totals, collection locations, eligible/ineligible ticket locations, collection debris type breakdowns, etc. Dashboards can be created for a variety of debris removal programs, including private property debris removal.

Figure 3-4: Punch List and Pass Map Dashboard



Reporting

Thompson collects a large amount of information from field operations daily and can provide our clients with 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.

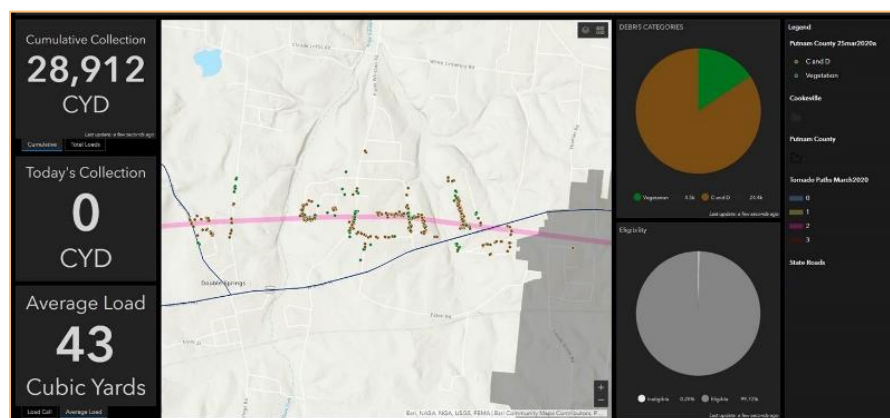
Daily Debris Collection Report: Thompson's Daily Debris Collection Report is produced each day and summarizes the previous day's field activities as well as providing project metrics and trend reporting. This can include daily and cumulative haul totals, unit counts for each type of debris collected, and several other totals and statistics including but not limited to:

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

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

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

Figure 3-5: 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.

Thompson has provided sample debris load and unit tickets as Exhibit 3-1, Sample Documents.

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

- Contract documents
- Daily Reports

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

Approach to Debris Removal Monitoring

Maximizing Reimbursement

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

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

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

Figure 3-6: 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 the 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, 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 list of sample services that can be provided to the City is provided below.

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

Post-Event / Disaster Debris Removal Monitoring Operations

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

Table 3-2: Mobilization Timeline

Task	Mobilization Time
Mobilization	
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
Debris Program Implementation	
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	12-24 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
Data Management	
Accumulate and Review Daily Field Data (QA/QC)	Onset of debris collection activities
Reporting and Progress Mapping	On-going throughout recovery operation
Reconcile Contractor Invoices	On-going throughout recovery operation

Mobilization

Mobilization | Program Management

Thompson will assist the City in overseeing the debris management operations, obtaining proper approvals for special debris removal programs, and providing in-depth working knowledge of a variety

of recovery operations, USACE debris management guidelines, and FEMA eligibility and reimbursement guidelines. Thompson will work with the City to develop a project management plan to ensure that contracted debris removal is properly documented to substantiate FEMA PA, FHWA ER, and NRCS funding. Some of the initial considerations will include, but not be limited to:

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

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

The Project Quality Assurance Team will consist of the Project Manager and appropriate number of Field Supervisors, based on the severity of the event. In addition to providing surge support to the City, the Project Quality Assurance Team will serve as the field project management team. The Project Quality Team will be deployed with equipment kits to accommodate all field staff.

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

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

Thompson Project Manager: Throughout the course of the project, the Thompson Project Manager will be responsible for managing all macro aspects of the debris removal projects to comply with established City, State and FEMA requirements and deadlines. This includes the following:

- Responsible for the control of program budget.
- Set up and manage the program and project structure and personnel, coordinating all program operations
- Responsible for all aspects related to the logistics and coordination of the resources assigned to the City, including all data management, reporting and technology requirements.
- Coordinate directly with contractors to develop and implement labor and field work plans.
- Provide guidance on program policies, plans, and procedures.
- Participate and provide program and technical support in meetings with City, State and FEMA
- Audit, approve, and submit invoice packages.
- Monitor and communicate to City project budget, needs, and potential schedule impacts.
- Conduct safety meetings with Operations Manager and Field Supervisors
- Provide guidance, training, and oversight to field staff.
- Perform other duties at the direction of the City.

Thompson Operations Manager: The Thompson Operations Manager will oversee all functional operations such as ROW field operations, data management, logistics, and ADMS. The operations manager will be responsible for the following:

- Responsible for the effective and successful management of labor, productivity, and quality control.
- Provide guidance, training, and oversight to field staff.
- Ensure safe and efficient field operations. Carry out supervisory responsibilities in accordance with Thompson policies.
- Conduct daily Toolbox Safety meetings.
- Manage and maintain contact with the contractor to make sure all the requirements are met.
- Perform other duties at the direction of the Project Manager and the City.

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 members 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.).

Resource and Budget Estimates: Thompson provides a dedicated project team to ensure that each debris removal program is managed and documented properly to maximize available federal reimbursement. Additionally, the use of an Automated Debris Management System (ADMS) significantly reduces the quantity of hours and positions required to deliver FEMA compliant monitoring services including post-event activities such as assembling, documenting, and submitting supporting reimbursement documentation for FEMA claims and other grant-funding sources. The savings recognized are through the reduction of the number of staff required for supervisor and assistant (administrative and financial) positions.

A key differentiator of Thompson is our best management practices coupled with our ADMS technology which allow us to provide industry leading field monitoring and documentation with minimal administrative costs passed on to the client.

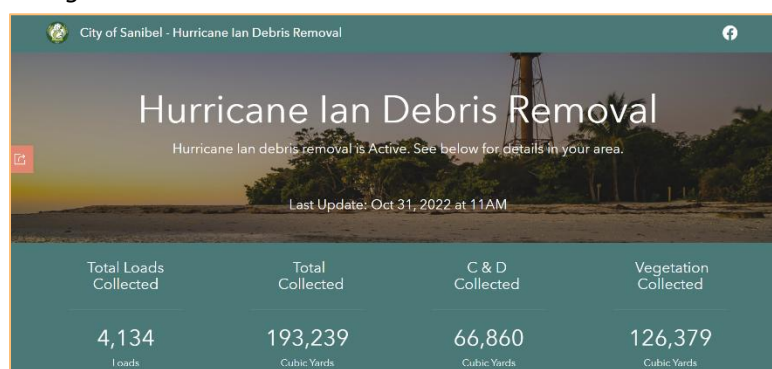
The total amount of debris generated by any particular disaster will depend on the location and type of event experienced, as well as its severity, duration, and intensity. Following a disaster event that impacts the City, Thompson will work with the City and the City's debris removal contractor to develop a debris estimate based on the event, scope of work necessary to clean-up the debris, and budget to monitor the actual quantity of equipment that the contractor has pledged to execute the scope of work. Thompson's Automated Debris Management System (ADMS), the Thompson Data Management Suite (TDMS), will allow the City access to near real time financial encumbrances and project progress that can be tracked via the internet. **To date, we have observed cost savings for our clients ranging from 20-30 percent with the use of our ADMS solution.**

FEMA and State Agency Coordination: To the extent that it is required by the City, Thompson will serve as a liaison between FEMA, FDEM, and other public entities to document and demonstrate that debris removal, response and recovery activities are eligible, allowable, and in compliance with FEMA Publication FP-104-009-2 Public Assistance Program and Policy Guide (PAPPG). Thompson will work with the City, FDEM, FEMA Region 4, and FEMA Headquarters to facilitate a transparent, well documented partnership throughout the recovery effort. This will allow Thompson to integrate Disaster Specific Guidance (DSG) issued from FEMA into the City's debris removal efforts and proactively create a positive working relationship with participating stakeholder regulatory agencies.

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

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

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



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

Mobilization | 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: If a staging location is identified during planning sessions and the site is compromised/unavailable due to the event, Thompson will work with the contractor to identify an area outside of the impacted zone to stage equipment and begin equipment certification.

Emergency Push: Thompson will work with the City and contractor(s) to ensure that all hours and activities are well documented to substantiate FEMA reimbursement. Thompson will also work to expedite 70-hour push activities, focusing on the City's list of priority roadways, while ensuring that the period of performance adheres to FEMA's eligibility standards and all labor and equipment is tracked and documented.

Zone Assignment to Contractors and Subcontractors: Thompson will work with the debris removal contractors to coordinate and schedule the appropriate number of crews for each pass. Zone parameters will be entered into TDMS to generate detailed reports by zone, contractor, debris type, etc.

Distinct Field Management Based on Authorized Scopes of Work: ADMS will be configured to discreetly document and manage multiple contractors and the type of debris that has been approved for collection. For example, if a contractor is tasked only with the collection of vegetative debris, the ADMS devices will only be configured to that specific debris type. A monitor will not be able to issue a ticket for C&D debris if the hauler has only been approved to collect vegetative debris.

DMS Permitting: Thompson will ensure that each contractor obtains environmental authorization and/or permits for DMS sites. Thompson will also work with each contractor to obtain copies of permits for final disposal locations.

Mobilization | Damage Assessment

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

- Identifying damaged facilities
- Documenting damages

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

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

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

Because of the margin of error in the model, Thompson validates the modeled result via windshield surveying and unmanned aerial systems assessments in a post-disaster scenario. Windshield surveys provide debris removal professionals with the opportunity to estimate the quantity of debris per parcel surveyed, which can be extrapolated to include the number of parcels within jurisdictional limits of the community. Unmanned aerial systems assessments are important because they provide Thompson with the ability to gauge the consistency of the damage across the jurisdiction and provide a means for identifying areas that have been compromised which may be isolated without means of conventional travel due to debris or flooding.

Mobilization | Onboarding and Training of Employees

Thompson's staffing plans are designed to be flexible and scalable so that we can effectively and efficiently respond to the City's needs no matter the operating climate. 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.

2,500+

field staff recruited
& hired following
Hurricane Ian

Following an event, Thompson will establish a location within or near the City of Cape Coral from which to perform recruiting, onboarding, and training. Thompson knows that 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 implement onboarding and equipment staging from the mobile field office, and with integrated satellite capabilities, our mobile office can serve as a stand-alone 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, Hurricane Ian in 2022, and Hurricanes Helene and Milton in 2024.

These activities will be coordinated and supported from our headquarters in Maitland, Florida. Thompson will also make every effort to hire residents from within the City to serve as debris monitors.

This effort will help skilled residents participate in the City's recovery efforts with a meaningful impact and earn a competitive hourly wage.

In accordance with FEMA Public Assistance Program and Policy Guide, FP-104-009-2, Thompson will train debris monitors, City employees, and other project stakeholders to have a complete understanding of the roles and responsibilities of the debris manager, including:

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

Thompson has provided our Debris Monitor Training Manual under separate cover.

Ability to Onboard & Train within 48 Hours: Thompson has made a tremendous investment in our personnel, resources, technology, and tools to have the flexibility and scalability necessary to be an industry leader in debris monitoring. Part of this investment is in a proven process to identify, train, and equip local hires in a safe manner in extremely short periods of time. Thompson begins the process of recruiting and on-boarding immediately upon contract award, not reactively following a notice to proceed. Thompson will issue contingent job postings through a variety of outlets to pre-identify a pool of existing candidates to serve as field monitors.

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

Table 3-3: Local Hire Task Summary

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

*Thompson stands prepared to meet the needs of the City and has a proven ability to deploy more than 100 monitors within 24 hours of initial activation. Following Hurricane Ian in Florida, Thompson on-boarded, trained and deployed more than **2,500** monitors to support client needs during the first 24-hours of operations, while also deploying experienced field supervisors and operations managers across the State in preparation for truck certification and regular debris removal activities. Over **1,570** field monitors were hired and trained in Lee County alone.*

Debris Program Implementation

Debris Program Implementation | Health and Safety Plan

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

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

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

Debris Program Implementation | Truck Certification

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

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

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

Debris Program Implementation | Deploy Field Supervisors

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

- Be prepared to operate a minimum of 12-14 hours per day, 7 days per week

10:1

monitor to
supervisor ratio

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

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

Debris Program Implementation | Deploy Field Monitors

Debris Loading Site Collection Monitors: Thompson will deploy a debris removal monitor for each piece of loading equipment deployed by the Contractor. The Collection Monitor's primary responsibility is to observe, document, and substantiate the removal of eligible storm debris from City property and other collection zones identified and approved by the City. The Collection Monitor will perform all services outlined in the City's scope of services.

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

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

Debris Program Implementation | Assign GIS and Invoice Management Personnel

GIS Analyst: Thompson will assign in-house GIS analysts to perform a variety of tasks that support the debris monitoring field operation, public, state and FEMA reporting and debris dashboards, as well as data analysis to support the City's FEMA reimbursement. The GIS analyst will perform the following tasks:

- Manage City live maps in TDMSportal
- Manage public debris dashboard

- Develop and implement data collection systems and other strategies that optimize statistical efficiency and data quality
- Acquire data from primary or secondary data sources and maintain data governance processes
- Interpret data and analyze results using statistical techniques and GIS tools
- Identify, analyze, and interpret trends or patterns relating to key performance indicators
- Incorporate data analysis into designated ongoing reports
- Use analyzed data to create reports identifying process improvement opportunities

Billing and Invoice Analysts: Thompson will also assign billing and invoice analysts responsible for contractor invoice reconciliation which is detailed in the Data Management section below. The billing and invoice analysts are responsible for the following:

- QA/QC truck certification, load transactions and unit rate transactions within the database
- Review and confirm 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
- Render a payment recommendation to the City upon completion of reconciliation

In addition, Thompson will assign a billing and invoice analyst that is responsible for all Thompson invoice backup, including clock in/out records required by FDEM and FEMA.

Project Assistants: Project Assistants will support functional tasks on an as needed basis related to field operations, data management, project billing, and logistics.

Debris Program Implementation | Damage Complaint Tracking

Mitigating Damages: Thompson will proactively work with debris removal contractor(s) to discuss operational conditions to mitigate damages. Collection and Disposal Monitors are trained to identify and notify the debris removal contractors of potential damage 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 | • Description of actions by responsible party |
| • Responsible contractor/sub-contractor | • Photographs/other evidence of repair |
| • Photographs of damage | • Cost summary, if available |

Debris Program Implementation | Special Debris Removal Programs

The damage caused by major debris events including hurricanes, tropical storms, tornadoes and flooding often create the need for special debris removal programs which include, but are not limited to:

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

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

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

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

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

- Identify an ordinance that clearly grants the City with the authority to enter private property to remove and dispose of debris, such as a nuisance abatement or public nuisance ordinance. This is critical to establish legal authority and FEMA eligibility.

- Establish a multi-step process to ensure that all proper notifications are made to property owners.
- Develop a public outreach plan to ensure that residents in need can participate in the program.

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

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

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

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

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

Figure 3-7: TDMSweb Management and Administration of PPDR Documents

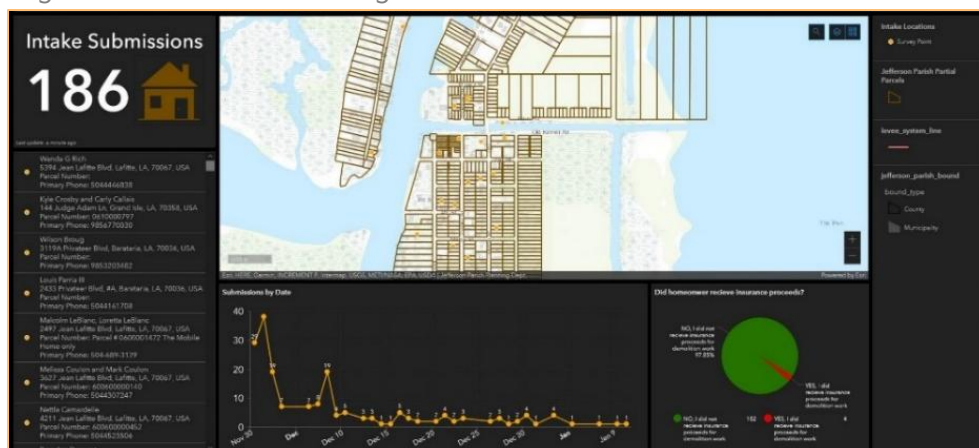
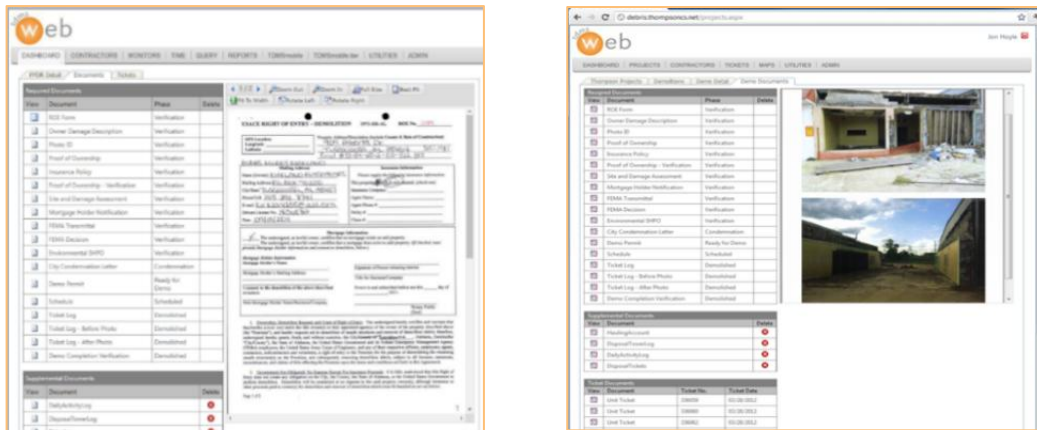


Figure 3-8: PPDR Applicant Intake Dashboard



Data Management

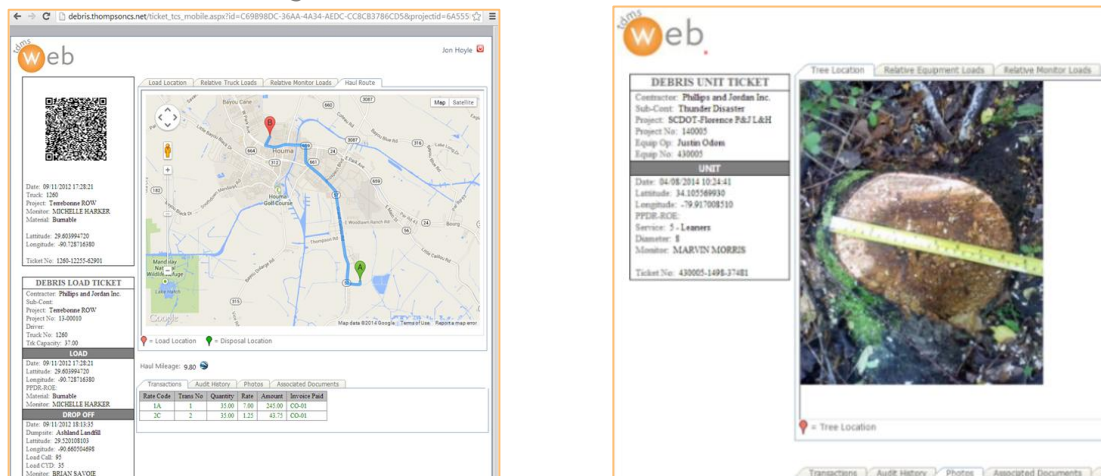
Thompson utilizes technology as an integral part of its approach to providing debris removal monitoring services for purposes of quality assurance/quality control (QA/QC), contractor invoice reconciliation, and reporting.

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 for irregularities and outliers. Such queries and parameters include:

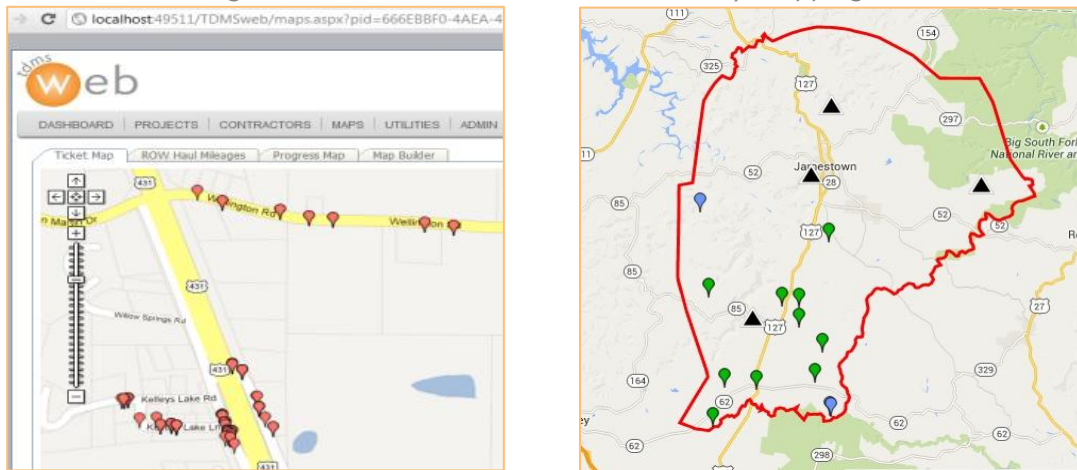
- Count of loads by collection truck
- Trip time per load
- Trip distance
- Average load call by truck
- Average load call by disposal monitor
- Count of loads by collection location

Figure 3-9: 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 occurs in designated work zones.

Figure 3-10: Ticket Location and Boundary Mapping



Data Management | Reporting

Thompson collects a large amount of information from field operations and can provide our clients with 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 clients' reporting needs and program configuration.

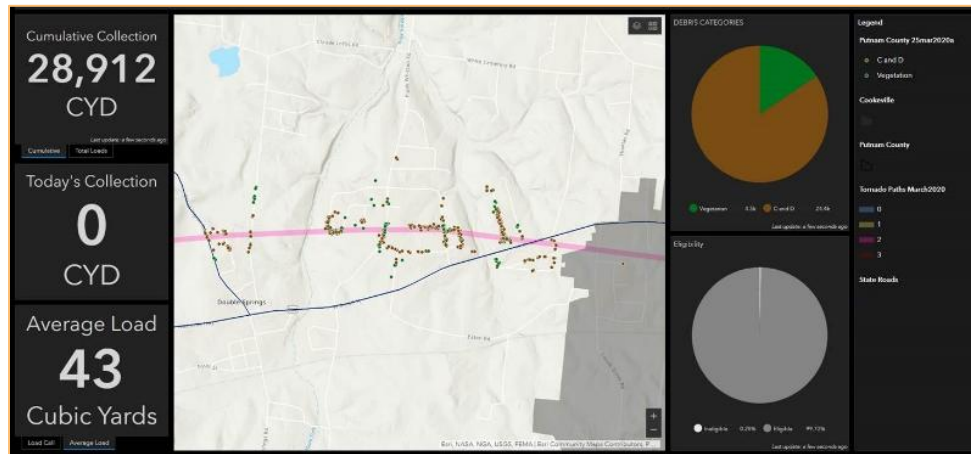
Daily Debris Collection Report: Thompson's Daily Debris Collection Report is produced each day and summarizes the previous day's field activities as well as providing project metrics and trend reporting. This can include daily and cumulative haul totals or unit counts for each type of debris collected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

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

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

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

Figure 3-11: Project Operations Dashboard



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

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

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

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

Data Management | Invoice Reconciliation

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

Closeout

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

FEMA PA Worksheet Development

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

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

Thompson consultants have experience preparing and administering PWs in all categories of work.

Audit Ready Documentation

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

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

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.

EXHIBIT 3-1: SAMPLE DOCUMENTS

DEBRIS LOAD TICKET

240000-24312-30087

Contractor: **Crowder Gulf**

Subcontractor: **247 Inc**

Project: **Sanibel Milton ROW**

Project No:

Driver:

Truck No: **240000**

Truck Capacity: **34.00**

LOADING

Date: **11/07/2024 08:21:27**

Latitude: **26.4720248000**

Longitude: **-82.1531617000**

APN-PPDR:

Address:

Reference #:

Material: **Vegetation**

Monitor: **LAZENIA RUSSELL**

ADMS Device: **A15 2884**

DROP OFF

Date: **11/07/2024 08:46:08**

Dumpsite: **Island Inn DMS**

Latitude: **26.4329883000**

Longitude: **-82.0833500000**

Load Call: **95**

Load CYD: **32.00**

Gross Tonnage: **0.00**

Tare Tonnage: **0.00**

Net Tonnage:

Monitor: **ANNA DAY**

ADMS Device: **A15 2884**

Mileage: **6.60**

DEBRIS UNIT TICKET

850106-24322-51659

Contractor: **Crowder Gulf**

Subcontractor: **JTLS**

Project: **Sanibel Milton ROW**

Project No:

Equip Op:

Equip No: **850106**

UNIT

Date: **11/17/2024 14:20:59**

Latitude: **26.4331719000**

Longitude: **-82.0619032000**

APN-PPDR:

Address:

Reference #:

Service: **E-Waste**

Diameter / Units:**1.00**

Monitor: **MELISSA ALVAREZ**

ADMS Device:**A155794**



SECTION 4

Cost Proposal

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

Thompson has completed and included the Pricing Schedule, Exhibit B2, in the subsequent pages of this section.

Exhibit B2
Agreement for Disaster Debris Monitoring Services
Pricing Schedule

Contractor's Personnel Hourly Rate Schedule

Positions

Personnel Description	Unit	Unit Price	
Project Manager	Hour	\$75.63	
Operations Manager	Hour	\$63.99	
GIS Analyst	Hour	\$55.00	
Field Supervisor	Hour	\$57.01	
TDSR Site / Tower Monitors	Hour	\$33.50	
Collection Site Monitors	Hour	\$33.50	
Load Ticket Data Entry Clerk	Hour	\$-	[1]
Billing and Invoice Analysts	Hour	\$45.38	
Project Assistants	Hour	\$25.00	
Field Coordinators (Roving Monitors)	Hour	\$-	[2]

Other Positions

Personnel Description	Unit	Unit Price
Automated Debris Management System (ADMS)	Hour	\$5.50

NOTES:

1. The hourly labor rates include equipment (cell phones, computers, printers, cameras and GPS units), supplies, labor, overhead, overtime pay, profits, freight, taxes and insurance.
2. All non-labor related project costs (including travel, lodging, per diem, communications, supplies, rental equipment, and other direct expenses) will be billed to the City at cost without mark-up with prior authorized City staff member approval.

[1] Position not required due to the efficiencies of an Automated Debris Management System and therefore position will not be charged to the city.

[2] Tasks associated with the Field Coordinators (Roving Monitors) will be performed by Collection Site Monitors.

Exhibit B2
Agreement for Disaster Debris Monitoring Services
Pricing Schedule

Contractor's Non-Personnel Reimbursable Expenses and Costs

Item	Basis of Charge
Vehicle Travel Allowance	GSA Rate*
Lodging (Per Person, Per Day)	GSA Rate*
Per Diem (Per Person, Per Day)	GSA Rate*
Other –Based on Project Need	GSA Rate*

**Fiscal Year 2019 GSA Rate Schedules

*[Current GSA rate for the City of Sanibel.](#)

NOTES:

1. Non-Personnel travel expenses listed above are based on the current GSA rate schedule in effect at the time of the expenditure being incurred and are updated on an annual basis. The rates can be found at: [FY 2025 per diem rates for ZIP Code 33957 | GSA](#) and [Privately owned vehicle \(POV\) mileage reimbursement rates | GSA](#)
2. Receipts and in-house logs are required for all non-personnel reimbursable expenses.
3. All non-labor related project costs (including travel, lodging, per diem, communications, supplies, rental equipment, and other direct expenses) will be billed to the City at cost without mark-up with prior authorized City staff member approval.

SECTION 5

Required Forms

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

- Proposal Form
- Public Entities Crime Form
- Contractor Litigation Disclosure Form
- Certificates of Insurance

SECTION III

PROPOSAL

I have read and understand the requirements of this proposal, and agree to provide the required services in accordance with this proposal and all attachments, exhibits, etc. I agree to furnish the services as described in RFP except where specific exception has been taken.

The rates shall include all applicable overhead and profit. All non-labor related project costs (including travel, lodging, per diem, communications, supplies, rental equipment, and other direct project expenses) will be billed to the City at cost without mark-up.

Detailed pricing to be provided in Exhibit B(2) Unit Rate Schedule.

OTHER REQUIRED POSITIONS:

Proposer may include other positions, with hourly rates, as needed.

Positions:

Hourly Rates:

_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____

ADDENDA

Receipt of Addenda Nos. 1 is hereby acknowledged.

Respectfully submitted,

Thompson Consulting Services, LLC

Contractor

(Individual ☐) (Partnership ☐)
or (Corporation ☒)

(SEAL)



Signed

Name (print)

Jon Hoyle

Address

2601 Maitland Center Pkwy

City/State

Maitland, FL 32751

Telephone

407-792-0018

Fax

407-878-7858

Email

jhoyle@thompsoncs.net

DATE:

03/31/2025

NOTE: The legal status of the bidder, whether as an individual, partnership or corporation, must be indicated above, and all pertinent information as required of the Specifications must be furnished.

**SWORN STATEMENT PURSUANT TO SECTION 287.133(3)(a),
FLORIDA STATUTES, ON PUBLIC ENTITY CRIMES**

THIS FORM MUST BE SIGNED AND SWORN TO IN THE PRESENCE OF A
NOTARY PUBLIC OR OTHER OFFICIAL AUTHORIZED TO ADMINISTER OATHS.

1. This sworn statement is submitted to:

City of Sanibel, Florida

(print name of the public entity)

by Jon Hoyle, President

(print individual's name and title)

For Thompson Consulting Services, LLC

(print name of entity submitting sworn statement)

whose business address is:

2601 Maitland Center Pkwy

Maitland, FL 32751

and (if applicable) its Federal Employer Identification Number (FEIN) is:

45-2015453

(If the entity has no FEIN, include the Social Security Number of the individual
signing this sworn statement:

2. I understand that a "public entity crime" as defined in Paragraph 287.133(1)(g), Florida Statutes, means 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 of the United States, including, but not limited to, any bid or contract for goods or services to be provided to any public entity or an agency or political subdivision of any other state or of the United States and involving antitrust, fraud, theft, bribery, collusion, racketeering, conspiracy, or material misrepresentation.
3. I understand that "convicted" or "conviction" as defined in Paragraph 287.133(1)(b), Florida Statutes, means a finding of guilt or a conviction of a public entity crime, with or without an adjudication of guilt, in any federal or state trial court of record relating to charges brought by indictment or

information after July 1, 1989, as a result of a jury verdict, nonjury trial, or entry of a plea of guilty or nolo contendere.

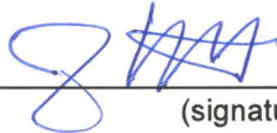
4. I understand that an "affiliate" as defined in Paragraph 287.133(1)(a), Florida Statutes, means:
 1. A predecessor or successor of a person convicted of a public entity crime; or
 2. An entity under the control of any natural person who is active in the management of the entity and who has been convicted of a public entity crime. The term "affiliate" includes those officers, directors, executives, partners, shareholders, employees, members, and agents who are active in the management of an affiliate. The ownership by one person of shares constituting a controlling interest in another person, or a pooling of equipment or income among persons when not for fair market value under an arm's length agreement, shall be a prima facie case that one person controls another person. A person who knowingly enters into a joint venture with a person who has been convicted of a public entity crime in Florida during the preceding 36 months shall be considered an affiliate.
5. I understand that a "person" as defined in Paragraph 287.133(1)(e), Florida Statutes, means any natural person or entity organized under the laws of any state or of the United States with the legal power to enter into a binding contract and which bids or applies to bid on contracts for the provision of goods or services let by a public entity, or which otherwise transacts or applies to transact business with a public entity. The term "person" includes those officers, directors, executives, partners, shareholders, employees, members, and agents who are active in management of an entity.
6. Based on information and belief, the statement which I have marked below is true in relation to the entity submitting this sworn statement. (indicate which statement applies.)

✓ Neither the entity submitting this sworn statement, nor any of its officers, directors, executives, partners, shareholders, employees, members, or agents who are active in the management of the entity, nor any affiliate of the entity has been charged with and convicted of a public entity crime subsequent to July 1, 1989.

_____ The entity submitting this sworn statement, or one or more of its officers, directors, executives, partners, shareholders, employees, members, or agents who are active in the management of the entity, or an affiliate of the entity has been charged with and convicted of a public entity crime subsequent to July 1, 1989.

_____ The entity submitting this sworn statement, or one or more of its officers, directors, executives, partners, shareholders, employees, members, or agents who are active in the management of the entity, or an affiliate of the entity has been charged with and convicted of a public entity crime subsequent to July 1, 1989. However, there has been a subsequent proceeding before a Hearing Officer of the State of Florida, Division of Administrative Hearings and the Final Order entered by the Hearing Officer determined that it was not in the public interest to place the entity submitting this sworn statement on the convicted vendor list. (attach a copy of the final order)

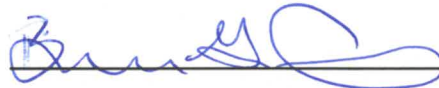
I UNDERSTAND THAT THE SUBMISSION OF THIS FORM TO THE CONTRACTING OFFICER FOR THE PUBLIC ENTITY IDENTIFIED IN PARAGRAPH 1 (ONE) ABOVE IS FOR THAT PUBLIC ENTITY ONLY AND, THAT THIS FORM IS VALID THROUGH DECEMBER 31 OF THE CALENDAR YEAR IN WHICH IT IS FILED. I ALSO UNDERSTAND THAT I AM REQUIRED TO INFORM THE PUBLIC ENTITY PRIOR TO ENTERING INTO A CONTRACT IN EXCESS OF THE THRESHOLD AMOUNT PROVIDED IN SECTION 287.017, FLORIDA STATUTES, FOR CATEGORY TWO OF ANY CHANGE IN THE INFORMATION CONTAINED IN THIS FORM.



(signature)

Sworn to and subscribed before me this 31 day of March, 2025.

Personally known ✓ _____



OR Produced identification _____

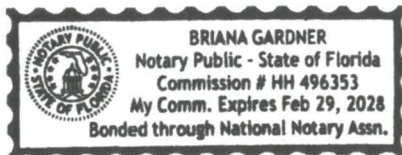
Notary Public - State of Florida

(type of identification)
expires 02/29/2028

My commission

Briana Gardner

(printed, typed or stamped
commissioned name of notary
public.)



END OF
SECTION

Contractor Litigation Disclosure Form

Instructions: Please fill out the following form accurately and completely. Failure to disclose any current or past litigation may result in disqualification from the bidding process.

Contractor Information

Company Name: Thompson Consulting Services, LLC

Contact Person: Jon Hoyle, President

Phone Number: 407-792-0018

Email Address: info@thompsoncs.net

Address: 2601 Maitland Center Pkwy., Maitland, FL 32751

Litigation Disclosure

Have you or your company been involved in any litigation or binding arbitration (collectively "litigation") within the past 5 years? (Please check one)

Yes ☐

No ☒

If "Yes," please provide details below for each litigation case using the forms that follow.

Contractor Litigation Disclosure Form (continued)

Certification

By submitting this form, I certify that all information provided is true and accurate to the best of my knowledge.

Printed Name: Jon Hoyle, President

Signature: 

Date: 03/31/2025

Submission Instructions

Please submit this form along with your bid documents. Incomplete or inaccurate forms may result in disqualification from the bidding process.

This form is designed to gather essential information from contractors regarding their involvement in any litigation, ensuring transparency and compliance with state regulations during the bidding process in Florida.



CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

2/1/2025

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

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

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

COVERAGES**CERTIFICATE NUMBER:** 1431006888**REVISION NUMBER:**

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

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input checked="" type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC <input type="checkbox"/> OTHER:			VRS0007945	2/1/2025	2/1/2026	EACH OCCURRENCE \$ 5,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 300,000 MED EXP (Any one person) \$ 5,000 PERSONAL & ADV INJURY \$ 5,000,000 GENERAL AGGREGATE \$ 10,000,000 PRODUCTS - COMP/OP AGG \$ 5,000,000 \$
	AUTOMOBILE LIABILITY <input type="checkbox"/> ANY AUTO <input type="checkbox"/> OWNED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS <input type="checkbox"/> HIRED AUTOS ONLY <input type="checkbox"/> NON-OWNED AUTOS ONLY						COMBINED SINGLE LIMIT (Ea accident) \$ BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$
	UMBRELLA LIAB <input type="checkbox"/> OCCUR EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE DED <input type="checkbox"/> RETENTION \$						EACH OCCURRENCE \$ AGGREGATE \$ \$
	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? <input type="checkbox"/> Y / N (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below		N / A				PER STATUTE <input type="checkbox"/> OTH-ER <input type="checkbox"/> E.L. EACH ACCIDENT \$ E.L. DISEASE - EA EMPLOYEE \$ E.L. DISEASE - POLICY LIMIT \$
A	Professional Liab Contractors Pollution Liability			VRS0007945	2/1/2025	2/1/2026	Per Claim/Agg \$5 mil/\$10 mil Per Claim/Agg \$5 mil/\$10 mil

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

CERTIFICATE HOLDER**CANCELLATION**

Evidence of Coverage

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

AUTHORIZED REPRESENTATIVE

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THOMENG-01

RHUTTO

CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

1/24/2025

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

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

PRODUCER PGIS, LLC dba Turner Insurance & Bonding Co. PO Drawer 230789 Montgomery, AL 36123	CONTACT NAME: Rachel Hutto	
	PHONE (A/C, No, Ext): (334) 244-0004	FAX (A/C, No):
	E-MAIL ADDRESS: rhutto@turnerfirst.com	
	INSURER(S) AFFORDING COVERAGE	NAIC #
	INSURER A : Zurich American Insurance Co.	16535
INSURED Thompson Consulting Services, LLC 2601 Maitland Center Parkway Maitland, FL 32751	INSURER B :	
	INSURER C :	
	INSURER D :	
	INSURER E :	
	INSURER F :	

COVERAGES

CERTIFICATE NUMBER:

REVISION NUMBER:

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

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
	COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input type="checkbox"/> OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input type="checkbox"/> PROJECT <input type="checkbox"/> LOC OTHER:						EACH OCCURRENCE \$ DAMAGE TO RENTED PREMISES (Ea occurrence) \$ MED EXP (Any one person) \$ PERSONAL & ADV INJURY \$ GENERAL AGGREGATE \$ PRODUCTS - COMP/OP AGG \$ \$
A	AUTOMOBILE LIABILITY <input checked="" type="checkbox"/> ANY AUTO OWNED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS <input type="checkbox"/> HIRED AUTOS ONLY <input type="checkbox"/> NON-OWNED AUTOS ONLY			BAP 3534779-03	2/1/2025	2/1/2026	COMBINED SINGLE LIMIT (Ea accident) \$ 1,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$
	UMBRELLA LIAB <input type="checkbox"/> OCCUR EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE DED <input type="checkbox"/> RETENTION \$						EACH OCCURRENCE \$ AGGREGATE \$ \$
A	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) <input checked="" type="checkbox"/> Y / N If yes, describe under DESCRIPTION OF OPERATIONS below	N	N / A	WC 3534777-03	2/1/2025	2/1/2026	<input checked="" type="checkbox"/> PER STATUTE <input type="checkbox"/> OTH-ER E.L. EACH ACCIDENT \$ 1,000,000 E.L. DISEASE - EA EMPLOYEE \$ 1,000,000 E.L. DISEASE - POLICY LIMIT \$ 1,000,000
A	Auto Physical Damage			BAP 3534779-03	2/1/2025	2/1/2026	Various deductibles

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

CERTIFICATE HOLDER

CANCELLATION

Evidence of Coverage

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

AUTHORIZED REPRESENTATIVE

