

CITY OF TEXAS CITY  
REGULAR CALLED CITY COMMISSION MEETING

AGENDA

WEDNESDAY, JULY 19, 2017 - 5:00 P.M.  
KENNETH T. NUNN COUNCIL ROOM - CITY HALL  
1801 9th Ave. N.  
Texas City, TX 77590

PLEASE NOTE: Public comments and matters from the floor are generally limited to 3 minutes in length. If you would like to request to speak, please do so in advance of the meeting by filling out a Request To Address Commission form. All in attendance are required to remove hats and/or sunglasses (dark glasses) during meetings and to also silence all cell phones and electronic devices.

(1) ROLL CALL

(2) INVOCATION

(3) PLEDGE OF ALLEGIANCE

(4) PROCLAMATIONS AND PRESENTATIONS

(a) Service Awards

Christopher Land	Police	07/23/2012	05 years
William Leach	Waste Water Treatment Plant	07/09/2012	05 years
Juan Cervantes	Public Works	07/30/2007	10 years
Timothy Herd	Police	07/19/2007	10 years
Ralph Cardona	Police	07/17/2007	10 years
Stephanie Lewis	Police	07/09/2007	10 years

(5) REPORTS

(a) Financial Quarterly Report (Finance)

(b) Building Permits (Building Department)

(6) CONSENT AGENDA

(a) Approve City Commission Minutes for July 5, 2017, meeting. (City Secretary)

(b) Consider and take action on Resolution No. 17-044, approving the 2016 Annual Report for TIRZ 1 report. (Management Services)

(c) Consider and take action on Resolution No. 17-045, awarding RFP # 2017-031 The Monitoring of Disaster Generated Debris Removal, Management and Related Services. (Purchasing)

(7) REGULAR ITEMS

- (a) Consider approval of the third and final reading of Ordinance No. 17-19, amending the City of Texas City Code of Ordinances, Chapter 50 Utilities Generally, Section 36 Sewer Rates and Section 38 Water Rates and Section 999 Penalty. (Finance)
  
- (8) PUBLIC COMMENTS
  
- (9) MAYOR'S COMMENTS
  
- (10) COMMISSIONERS' COMMENTS
  
- ADJOURNMENT

NOTICE OF ANY SUBJECT APPEARING ON THIS AGENDA REGARDLESS OF HOW THE MATTER IS STATED MAY BE ACTED UPON BY THE CITY COMMISSION.

NOTICE: The City of Texas City will furnish free transportation to handicapped individuals via a 4-door sedan for anyone wishing to attend the City Commission meetings. Call 948-3111, City Secretary's Office before noon on Monday preceding the meeting to make arrangements.

I, THE UNDERSIGNED AUTHORITY, DO HEREBY CERTIFY THAT THIS NOTICE OF MEETING WAS POSTED ON THE BULLETIN BOARDS AT CITY HALL, 1801 9TH AVENUE NORTH, TEXAS CITY, TEXAS, AT A PLACE CONVENIENT AND READILY ACCESSIBLE TO THE GENERAL PUBLIC AND ON THE CITY'S WEBSITE ON JULY 14,2017, PRIOR TO 5:00 P.M. AND REMAINED SO POSTED CONTINUOUSLY FOR AT LEAST 72 HOURS PRECEDING THE SCHEDULED TIME OF SAID MEETING.

/s/James Hartshorn  
JAMES HARTSHORN  
CITY SECRETARY

**CITY COMMISSION REGULAR MTG**

**4. (a.**

**Meeting Date:** 07/19/2017

July 2017 Service Awards

**Submitted For:** Jennifer Price, Human Resources

**Submitted By:** Susan Sensat, Administration

**Department:** Administration

---

**Information**

**ACTION REQUEST (Brief Summary)**

Service Awards

Christopher Land	Police	07/23/2012	05 years
William Leach	Waste Water Treatment Plant	07/09/2012	05 years
Juan Cervantes	Public Works	07/30/2007	10 years
Timothy Herd	Police	07/19/2007	10 years
Ralph Cardona	Police	07/17/2007	10 years
Stephanie Lewis	Police	07/09/2007	10 years

**BACKGROUND**

**ANALYSIS**

**ALTERNATIVES CONSIDERED**

---

**Fiscal Impact**

**CITY COMMISSION REGULAR MTG**

**5. (a.**

**Meeting Date:** 07/19/2017

**Submitted By:** Michelle Garcia, City Secretary

**Department:** City Secretary

---

**Information**

**ACTION REQUEST (Brief Summary)**

Financial Quarterly Report (Finance)

**BACKGROUND**

**ANALYSIS**

**ALTERNATIVES CONSIDERED**

---

**Fiscal Impact**

**CITY COMMISSION REGULAR MTG**

**5. (b.**

**Meeting Date:** 07/19/2017

**Submitted By:** Michelle Garcia, City Secretary

**Department:** City Secretary

---

**Information**

**ACTION REQUEST (Brief Summary)**

**BACKGROUND**

**ANALYSIS**

**ALTERNATIVES CONSIDERED**

---

**Fiscal Impact**

**CITY COMMISSION REGULAR MTG**

**6. (b.**

**Meeting Date:** 07/19/2017

**Submitted By:** Justin Herter, City Attorney Office

**Department:** City Attorney Office

---

**Information**

**ACTION REQUEST (Brief Summary)**

Consider and take action on Resolution No. 17-044, approving the 2016 Annual Report for TIRZ 1 report. (Management Services)

**BACKGROUND**

The report was given to the TIRZ. The board voted on the report and accepted it. At this point, the City of Texas City only needs to accept the report.

**ANALYSIS**

**ALTERNATIVES CONSIDERED**

---

**Fiscal Impact**

**Attachments**

2016 Annual Report Tx City TIRZ 1 Lago Mar Board Approved 07.06.17

Resolution 17-044 Acknowledgement of TRIZ 1 Report

---

---

# 2016 ANNUAL REPORT

---

**TAX INCREMENT REINVESTMENT ZONE  
NUMBER ONE  
TEXAS CITY, TEXAS**



**Tax Year Ending December, 2016**

---

## TABLE OF CONTENTS

---

City of Texas City, 2016 City Commission .....	1
TIRZ Board of Directors 2016 .....	2
Description of the Zone .....	3
Purpose of the Zone .....	4
State of the Zone and Plan Implementation in 2016 .....	6
Revenue .....	6
Expenditures .....	9
Interest Due on Outstanding Bonds .....	10
Base Value & Captured Appraised Value .....	11
Increment Received by Taxing Entities .....	12

## LIST OF FIGURES

---

Figure 1: City of Texas City TIRZ 1 Location Map .....	3
Figure 2: City of Texas City TIRZ 1 Boundary Map .....	3
Figure 3: Lago Mar Preliminary Concept Plan .....	4
Figure 4: Lago Mar Conceptual Master Plan-October 2013 .....	5
Figure 5: Commercial and Residential TIRZ Areas .....	6
Figure 6: Location of Proposed TIRZ Improvements .....	10

## LIST OF TABLES

---

Table A: Participation Schedule Commercial Area .....	7
Table B: Participation Schedule Residential Area .....	7
Table C: Base Year Market Value by Jurisdiction .....	8
Table D: Tax Increment Revenue by Year .....	8
Table E: Estimated Project Plan Costs .....	9
Table F: GCMUD 54 Series 2014 Debt Service Schedule .....	11

## COMPLIANCE

---

Texas Tax Code 311.016 (a):	
(1) .....	6
(2) .....	9
(3) .....	10
(4) .....	11
(5) .....	12

# CITY OF TEXAS CITY, TEXAS

## 2016 CITY COMMISSION

---

**Mayor**

Hon. Matthew T. Doyle

**Commission  
Members**

Bruce Clawson  
Commissioner At-Large

Hon. Dee Ann Haney  
Commissioner At-Large

Hon. Thelma Bowie  
Position 1

Hon. Phil Roberts  
Position 2  
Mayor Pro-Tem

Hon. Dorthea Jones  
Position 3

Hon. Jami Clark  
Position 4

**TAX INCREMENT REINVESTMENT ZONE  
NUMBER ONE, CITY OF TEXAS CITY, TEXAS  
2016 BOARD OF DIRECTORS**

---

<b>Position 1</b>	Rick Wilkenfeld, Chair Texas City Designee
<b>Position 2</b>	Kyle Dickson College of the Mainland Designee
<b>Position 3</b>	James Torres Texas City Designee
<b>Position 4</b>	Carlos Garza Texas City Designee
<b>Position 5</b>	Chris Doyle Galveston County Designee
<b>Position 6</b>	Genie Jennings Texas City Designee
<b>Position 7</b>	Hon. Stephen Holmes Galveston County Designee

# DESCRIPTION OF ZONE

In accordance with the Tax Increment Financing Act (Chapter 311, Tax Code), Ordinance 06-45 of the City of Texas City, Texas (the “City”) established Reinvestment Zone Number One, City of Texas City, Texas (the “Zone”) on December 20, 2006. The Zone, also known as “The Lago Mar TIRZ”, consists of approximately 3,350 acres located in Galveston County, Texas (the “County”). The Project Plan (the “Plan”) was adopted by City Commission on January 2, 2008 by Ordinance 08-01. In addition to City participation in the Zone, the County and College of the Mainland (the “College”) agreed to participate in the Zone.

To aid and assist in the implementation of the Plan, the City created the Lago Mar Development Authority (the “Authority”), a Local Government Corporation incorporated on July 18, 2007. To further facilitate development within the Zone, the City, the Authority, the TIRZ and Galveston County Municipal Utility District No. 54 (“MUD 54”) entered into an agreement (the “Quad Party Agreement”), effective December 19, 2007, detailing the respective roles and responsibilities of the parties in implementing the Plan. The private sector developer for Lago Mar is Land Tejas Texas City Limited, a Texas Limited Partnership, whose General Partner is Land Tejas Corporation (the “Master Developer”). The Authority and the Master Developer entered into a Master Developer Reimbursement Agreement effective January 3, 2008.

On July 20, 2011, a new agreement was executed between the City, Zone, Authority, MUD 54, Master Developer, and Galveston Premium Outlets LLC (the “Omnibus Agreement”). The Omnibus Agreement modified and amended the terms of the Quad Party Agreement as it relates to the development of the Tanger Outlets Mall projects.

The Zone is situated near the western boundary of Texas City, is bisected by Interstate 45, and at creation was vacant. A map illustrating the location of the Zone within the City follows as Figure 1. Figure 2 depicts the Zone boundary

**Figure 1: TIRZ 1 Location Map**



**Figure 2: TIRZ 1 Boundary Map**



## **PURPOSE OF ZONE**

---

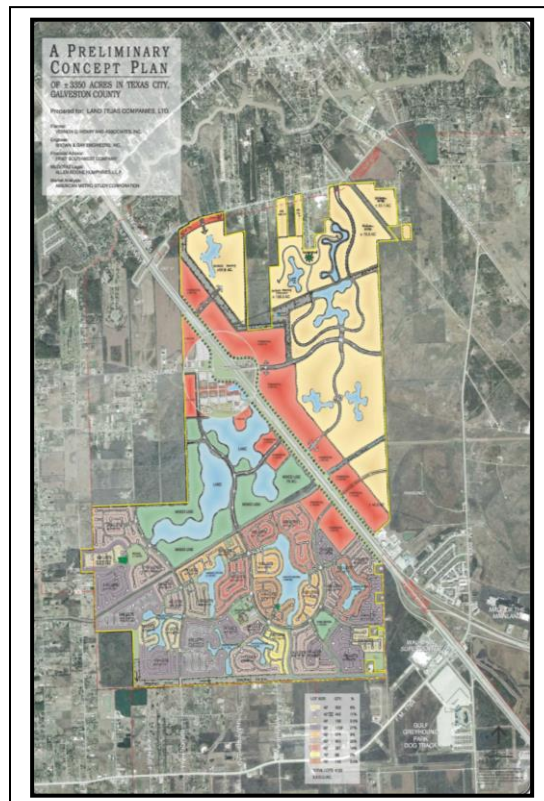
The purpose of the Zone is to facilitate the development of a quality master-planned community, including a large mixed-use component, with amenities and sustainability that will contribute to the growth of the tax base for the City, the County and the College.

The City Commission, in adopting the ordinance creating the Zone, found that the projects described in the Plan provided a focused planning and financing mechanism to promote and monitor this significant development effort to the benefit of all the citizens of the City, individual and corporate, as well as all participating jurisdictions. But for the creation of the Zone and the participating jurisdictions, this area would not likely experience the magnitude of private investment necessary for this property to develop in the proposed manner or to the standards and quality planned in the foreseeable future.

The City Commission further found that improvements in the Zone will enhance the value of all taxable real property within the Zone and will be of general benefit to the City. The methods of financing and the sources of funding available to the Zone, including the participation levels of the entities, are described in the Project Plan and Reinvestment Zone Financing Plan.

The Preliminary Concept Plan for Lago Mar Master Planned Community is shown below as Figure 3.

**Figure 3: Lago Mar Preliminary Concept Plan**



As part of the master planning effort, the City and the Master Developer agreed that a mixed-use component to the development would greatly enhance the economic diversification and tax base growth the City is seeking to promote. To that end the Master Developer has put forth a mixed-use concept plan for approximately 898 acres, planned to include large amenity lakes with detention function, trails connecting the mixed-use area to the broader community and a diversity of commercial uses. The mixed-use concept plan follows as Figure 4.

**FIGURE 4: Lago Mar Conceptual Master Plan-October 2013**



On October 19, 2012, Tanger Factory Outlet Centers held the ribbon cutting and grand opening of the Tanger Outlets Mall, Texas City. The new mall opened with more than 80 brand name and outlet tenants in approximately 350,000 square feet and has become a major tourist attraction.

# STATE OF THE ZONE AND PLAN IMPLEMENTATION IN 2016

---

## Revenue

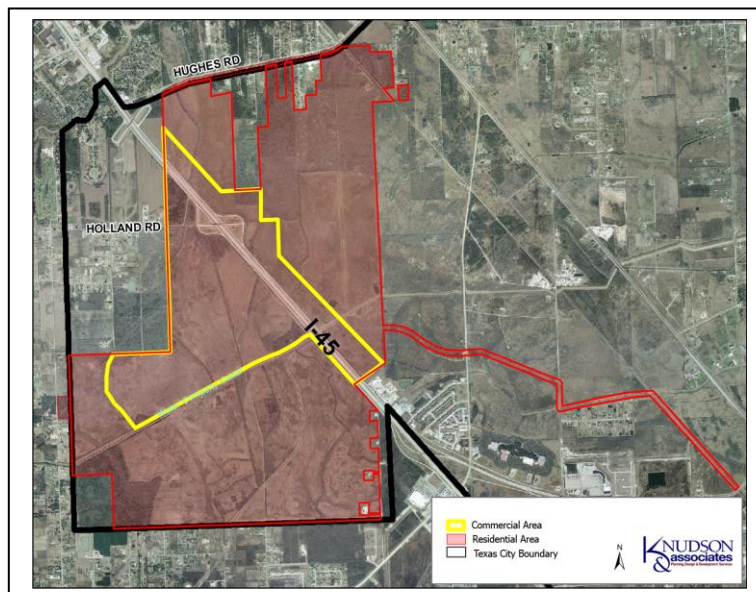
*1. The information provided in the section is in accordance with § 311.016 (a) (1) of the Texas Tax Code, which requires inclusion of the amount and source of revenue in the tax increment fund established for the Zone.*

In addition to the City's tax increment revenue, interlocal agreements with the County and the College provide for each taxing unit's participation in the Zone. The Plan sets forth a two-tiered participation schedule as follows:

*Lago Mar is proposed to be a large master planned community with strong residential and commercial components. The commercial areas of the TIRZ are the very gateway of Texas City and the City seeks to promote the development of these critical areas with a distinctive urban design that establishes a sense of place unique in Galveston County. The City understands that the commercial areas will need time to reach the highest and best uses based on market conditions and to that end the City has proposed and secured a two-tiered participation structure: 100 % participation by the City for 31 years and by the County and the College for 30 years in the commercial area; and 60% for 10 years followed by 40% for 10 years by all entities in the residential areas.*

The boundaries of the residential and commercial areas within the TIRZ are shown below as Figure 5.

**Figure 5: Commercial and Residential TIRZ Areas**



Further within the Residential Area the Plan sets forth a performance-based, enhanced level of participation by the City as follows:

*In recognizing the reality of market forces, while wishing to foster the highest quality of single family residential possible, the City has established a base participation level and a second performance-based participation level when certain average value per dwelling unit levels are exceeded in the aggregate. The base participation is shown below and will be enacted when the average value of the single family residential is less than \$180,000. The performance-based participation will be enacted when the average value of the single family residential is greater than \$180,000.*

Schedules outlining the varying levels and lengths of participation for both the Commercial Area and the Residential Area follow as Table A and Table B respectively.

**Table A: Participation Schedule Commercial Area**

Jurisdiction	2016 Tax Rate	2015 Tax Rate	2014 Tax Rate	Years	Participation %
Texas City	\$.497183	\$.44921	\$0.4380	2007-2037	100%
Galveston County	\$.552	\$.567	\$0.5848	2008-2037	100%
College of the Mainland	\$.208376	\$.202307	\$0.205085	2008-2037	100%

*Tax Rate Source: Galveston County Central Appraisal District*

**Table B: Participation Schedule Residential Area**

Jurisdiction	2016 Tax Rate	2015 Tax Rate	2014 Tax Rate	Years	Base Participation %	Performance Based %
Texas City	\$.497183	\$.44921	\$0.4380	2007-2016	60%	75%
				2017-2026	40%	50%
				2027-2037	-0-	0%
Galveston County	\$.552	\$.567	\$0.5848	2008-2017	60%	
				2018-2027	40%	n/a
				2028-2037	-0-	
College of the Mainland	\$.208376	\$.202307	\$0.205085	2008-2017	60%	
				2018-2027	40%	n/a
				2028-2037	-0-	

The obligations of the participating taxing jurisdictions, as defined in their respective interlocal agreements, include the timely deposit of tax increment revenue into the City's tax increment revenue fund. Table C below illustrates the growth in appraised value from the base year 2006 compared to the previous 3 years including 2016 for each participating jurisdiction.

**Table C: Base Year Market Value by Jurisdiction**

<b>COMMERCIAL</b>	<b>TAX YEAR</b>				
<b>Taxing Entity</b>	<b>2006 Base Value (Taxable)</b>	<b>2014 Value (Taxable)</b>	<b>2015 Value (Taxable)</b>	<b>2016 Value (Taxable)</b>	<b>Captured Appraised Value (Increment)</b>
<b>Texas City</b>	\$82,650	\$97,432,853	\$109,426,210	\$135,695,414	\$135,612,794
<b>Galveston County</b>	\$82,650	\$97,432,853	\$109,426,210	\$135,695,414	\$135,612,794
<b>College of the Mainland</b>	\$82,650	\$97,432,853	\$109,426,210	\$135,695,414	\$135,612,794

<b>RESIDENTIAL</b>	<b>TAX YEAR</b>				
<b>Taxing Entity</b>	<b>2006 Base Value (Taxable)</b>	<b>2014 Value (Taxable)</b>	<b>2015 Value (Taxable)</b>	<b>2016 Value (Taxable)</b>	<b>Captured Appraised Value (Increment)</b>
<b>Texas City</b>	\$321,530	\$5,272,710	\$6,355,030	\$28,195,320	\$27,873,790
<b>Galveston County</b>	\$321,530	\$5,272,710	\$6,355,030	\$28,195,320	\$27,873,790
<b>College of the Mainland</b>	\$321,530	\$5,272,710	\$6,355,030	\$28,195,320	\$27,873,790

Table D illustrates the amount of each jurisdiction's incremental revenue to the tax increment fund for the Residential and Commercial Areas for the previous 5 tax years, including 2016.

**Table D: Tax Increment Revenue by Year**

<b>COMMERCIAL</b>	<b>TAX YEAR</b>				
<b>Taxing Entity</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>
<b>Texas City</b>	\$31,113	\$421,129	\$426,402	\$491,191	\$637,094
<b>Galveston County</b>	\$43,918	\$542,633	\$563,517	\$613,698	\$699,965
<b>County Road &amp; Flood</b>	\$ 648	\$ 5,671	\$ 5,798	\$ 6,291	\$7,372
<b>College of the Mainland</b>	\$16,543	\$205,647	\$199,654	\$221,213	\$267,015
<b>Commercial Total</b>					\$1,611,446

<b>RESIDENTIAL</b>	<b>TAX YEAR</b>				
<b>Taxing Entity</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>
<b>Texas City</b>	\$487	\$4,514	\$12,952	\$12,779	\$83,058
<b>Galveston County</b>	\$681	\$5,816	\$17,117	\$15,966	\$91,255
<b>County Road &amp; Flood</b>	\$ 10	\$ 61	\$ 176	\$ 164	\$961
<b>College of the Mainland</b>	\$257	\$2,204	\$ 6,064	\$ 5,755	\$34,811
<b>Residential Total</b>					\$210,085

<b>Total TIRZ Increment Revenue 2016</b>	<b>\$1,821,532</b>
--	--------------------

## Expenditures

*2. The information provided in this section is in accordance with § 311.016 (a) (2) of the Texas Tax Code, which requires inclusion of the amount and purpose of expenditures from the fund.*

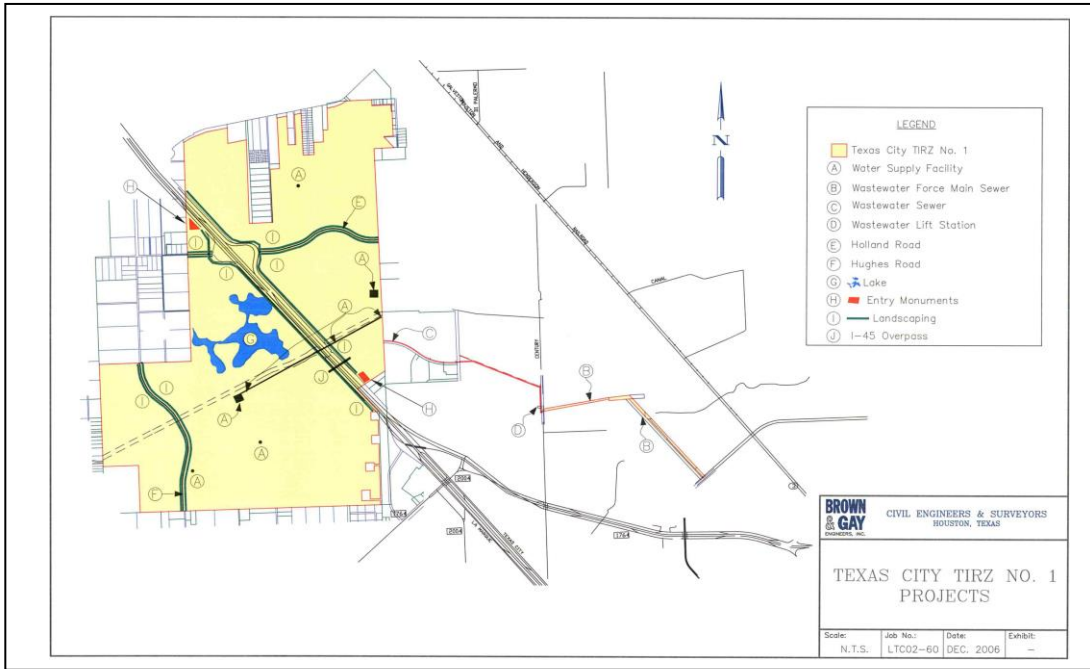
In accordance with the Quad Party Agreement and the Omnibus Agreement, the Authority may from time to time contract TIRZ revenue to one or more of the Municipal Utility Districts within the TIRZ boundary to facilitate the financing of TIRZ improvements. Additionally, the Authority may reimburse the Master Developer for improvements and may construct improvements directly from increment revenue or bond issuance.

In 2016, the Authority paid \$18,510 for legal, accounting/bookkeeping, administrative, and insurance expenses. Additionally, \$1,817,120 was transferred to MUD 54 in accordance with the requirements of the Omnibus Agreement.

**Table E: Estimated Project Plan Costs**

<b>Estimate of Project Costs</b>	
<b>Project</b>	<b>Estimated Project Cost</b>
<b>Water</b>	
Water Supply Plant	3,469,594
Remote Water Well and Collection Line(s)	1,682,835
Elevated Water Storage Tank(s), Transmission Line(s), and Related Water Plant Items	7,701,308
Water Well(s), Lines, and Related Water Plant Items	7,638,733
Sub-total	20,492,471
<b>Sanitary Sewer</b>	
Wastewater Plant and Related Force Main(s)	1,571,608
Sanitary Sewer Transmission Line(s)	2,468,238
Other Wastewater Projects and Lift Station(s)	2,355,092
Other Force Main(s)	2,519,492
Sub-total	8,914,429
<b>Roadway and Mobility Improvements</b>	
Holland Road Construction and Landscaping	7,447,717
Hughes Road Construction and Landscaping	6,471,177
I-45 / Overpass	5,000,000
I-45 Landscaping	3,901,309
Sub-total	22,820,203
<b>Detention / Retention / Place Making Amenities</b>	
125 ± Acre Lake	28,973,505
Lake Landscaping	2,259,922
Monumentation	2,323,052
Sub-total	33,556,479
<b>Zone Administration</b>	
Legal, Auditing, Planning, Architectural, Engineering, Administration, etc.	2,850,000
<b>Total Estimated Project Costs</b>	<b>88,633,582</b>
<i>Note: It is understood that land costs for major CIP dedications (water plants, water wells, etc.) and professional fees (engineering, planning, architectural, geotechnical, surveying, etc.) are necessary expenses that will be incurred on behalf of the Zone. These fees have been estimated and included in the line-item projections.</i>	

**Figure 6: Location of Proposed TIRZ Improvements**



**TIRZ Authorized Projects in 2016:**

In 2016, there were no new projects authorized by the Board.

**Interest Due on Outstanding Bonds**

*3. The information provided in this section is in accordance with § 311.016 (a) (3) of the Texas Tax Code, which requires inclusion of the amount of principal and interest due on outstanding bonded indebtedness.*

On August 20, 2014, MUD 54 issued its bonds in the amount of \$11.6 million of which \$7.85 million was construction costs for TIRZ eligible improvements related to the development of the Tanger Outlet Mall site, and the balance was related to non-construction costs. The Omnibus Agreement calls for TIRZ Increment Revenue attributable to land and improvements within MUD 54 to be paid by the Authority annually to cover the debt service on the issued bonds until they are fully paid. The Table F below, taken from the GCMUD 54 Series 2014 Official Statement shows the principal and interest due on those bonds.

**Table F: GCMUD 54 Series 2014 Debt Service Schedule**

**Debt Service Requirements**

The following sets forth the actual debt service on the Outstanding Bonds and the Bonds. This schedule does not reflect the fact that twenty-four (24) months of interest was capitalized from Outstanding Bonds proceeds in December 2013 and twelve (12) months of interest will be capitalized from Bond proceeds nor are there any TIRZ Contract Revenue Payments reflected. See "USE AND DISTRIBUTION OF BOND PROCEEDS."

Year	Outstanding Bonds Debt Service Requirements		Plus: The Bonds			Debt Service Requirements
			Principal	Interest	Total	
2014	\$ 134,918.75	(a)		\$ 107,845.31	\$ 107,845.31	\$ 242,764.06 (a)
2015	369,837.50		250,000	431,381.25	681,381.25	1,051,218.75
2016	371,087.50		265,000	426,381.25	691,381.25	1,062,468.75
2017	377,150.00		280,000	421,081.25	701,081.25	1,078,231.25
2018	377,837.50		300,000	415,481.25	715,481.25	1,093,318.75
2019	378,337.50		315,000	409,481.25	724,481.25	1,102,818.75
2020	383,650.00		335,000	402,393.75	737,393.75	1,121,043.75
2021	383,250.00		355,000	394,018.75	749,018.75	1,132,268.75
2022	387,650.00		375,000	384,256.25	759,256.25	1,146,906.25
2023	391,275.00		395,000	373,006.25	768,006.25	1,159,281.25
2024	394,475.00		420,000	361,156.25	781,156.25	1,175,631.25
2025	391,825.00		445,000	347,506.25	792,506.25	1,184,331.25
2026	393,950.00		470,000	331,931.25	801,931.25	1,195,881.25
2027	400,162.50		500,000	314,306.25	814,306.25	1,214,468.75
2028	400,662.50		525,000	294,306.25	819,306.25	1,219,968.75
2029	400,162.50		560,000	273,306.25	833,306.25	1,233,468.75
2030	404,162.50		590,000	250,906.25	840,906.25	1,245,068.75
2031	406,825.00		625,000	227,306.25	852,306.25	1,259,131.25
2032	403,700.00		660,000	201,525.00	861,525.00	1,265,225.00
2033	405,050.00		700,000	173,475.00	873,475.00	1,278,525.00
2034	409,925.00		740,000	143,725.00	883,725.00	1,293,650.00
2035	408,700.00		785,000	112,275.00	897,275.00	1,305,975.00
2036	406,650.00		830,000	76,950.00	906,950.00	1,313,600.00
2037	407,962.50		880,000	39,600.00	919,600.00	1,327,562.50
2038	408,125.00		-	-	-	408,125.00
2039	407,137.50		-	-	-	407,137.50
<b>Total</b>	<b>\$ 10,004,468.75</b>		<b>\$ 11,600,000</b>	<b>\$ 6,913,601.56</b>	<b>\$ 18,513,601.56</b>	<b>\$ 28,518,070.31</b>

(a) Excludes the District's June 1, 2014 debt service payment in the amount of \$134,919.

**Base Value & Captured Appraised Value**

**4. The information provided in this section is in accordance with § 311.016 (a) (4) of the Texas Tax Code, which requires inclusion of the tax increment base and current captured appraised value retained by the Zone.**

The captured appraised value of the Zone is the total appraised value of all real property located within the Zone, less the tax increment base value. In each year subsequent to the base year, the Zone will receive tax increment revenue based on ad valorem property taxes levied and collected by each participating taxing unit on the captured appraised value of the Zone.

**Base Year:**

As of January 1, 2006, the base year for the Zone, the total appraised value of the TIRZ was \$401,420, comprised of \$320,625 for the residential area and \$80,795 for the commercial area.

**2016 Total Taxable Value:**

On January 1, 2016, the Zone had a total assessed value of \$163,890,734, comprised of \$28,195,320 for the residential area and \$135,695,414 for the commercial area.

**2016 Captured Appraised Value:**

The total captured appraised value (total taxable value - base year value) as of January 1, 2016 was \$163,486,584, comprised of \$27,873,790 for the residential area and \$135,612,794 for the commercial area. (See Table C.)

**Increment Received by Taxing Entities**

*5. The information provided in this section is in accordance with § 311.016 (a) (5) of the Texas Tax Code, which requires inclusion of the captured appraised value shared by the City and other taxing units, the total amount of tax increments received, and any additional information necessary to demonstrate compliance with the Plan.*

For Tax Year 2016 the total increment paid into the increment fund was \$1,821,532. (See Table D.)

**TAX INCREMENT REINVESTMENT ZONE NUMBER ONE  
TEXAS CITY, TEXAS  
2016 ANNUAL REPORT  
Tax Year Ending December 31, 2016**

Prepared by Marsh Darcy Partners, Inc.

**RESOLUTION NO. 17-044**

**A RESOLUTION ACKNOWLEDGING THE RECEIPT OF THE 2016 ANNUAL REPORT FOR THE TAX INCREMENT REINVESTMENT ZONES (TIRZ 1); AND PROVIDING THAT THIS RESOLUTION SHALL BECOME EFFECTIVE FROM AND AFTER ITS PASSAGE AND ADOPTION.**

---

**WHEREAS**, the 2016 Annual Report for Tax Increment Reinvestment Zones (TIRZ 1) was reviewed and approved by the Board;

**WHEREAS**, the City Commission must acknowledge receipt of the TIRZ 1 report so that it can be forwarded to the Texas Comptroller and Office of the Attorney General as required under Tax Code 311.016; and,

**WHEREAS**, after acknowledging the receipt of the report, it must also be forwarded to College of the Mainland and Galveston County for their records.

**NOW, THEREFORE, BE IT RESOLVED BY THE CITY COMMISSION OF THE CITY OF TEXAS CITY, TEXAS:**

**SECTION 1:** That the City Commission of the City of Texas City, Texas, hereby acknowledges the receipt of the 2016 Annual Report for Tax Increment Reinvestment Zones (TIRZ 1), as set out on **Exhibit "A"**, attached hereto and incorporated herein for all intents and purposes.

**SECTION 3:** That this Resolution shall be in full force and effect from and after its passage and adoption.

**PASSED AND ADOPTED this 19th day of July, 2017.**

\_\_\_\_\_  
Matthew T. Doyle, Mayor  
City of Texas City, Texas

ATTEST:

APPROVED AS TO FORM:

\_\_\_\_\_  
James Hartshorn  
City Secretary

\_\_\_\_\_  
Ronald F. Plackemeier  
City Attorney

**CITY COMMISSION REGULAR MTG**

**6. (c.**

**Meeting Date:** 07/19/2017

The Monitoring of Disaster Generated Debris Removal, Management and Related Services

**Submitted For:** Debbie Gurka, Administration

**Submitted By:** Debbie Gurka,  
Administration

**Department:** Purchasing

---

**Information**

**ACTION REQUEST (Brief Summary)**

Consider and take action on Resolution No. 17-045, awarding RFP #2017-031 The Monitoring of Disaster Generated Debris Removal, Management and Related Services.

**BACKGROUND**

Proposal packets for debris monitoring were mailed out to vendors. A proposal is attached for your review.

Proposals were opened on Friday, June 30, 2017 at 2:00 p.m.

**ANALYSIS**

The proposer who submitted the qualifications the city is requiring, met specifications and is the best choice for the interest of the city was received from Thompson Consulting for the "Exhibit A Fee Schedule" and the negotiated rate of the "Exhibit A Fee Schedule for Project Manager and ADMS Surcharge"

**ALTERNATIVES CONSIDERED**

---

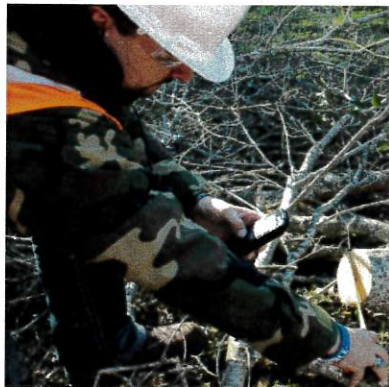
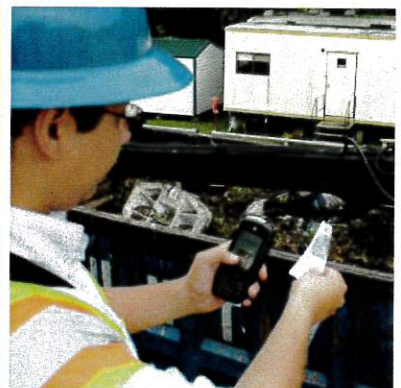
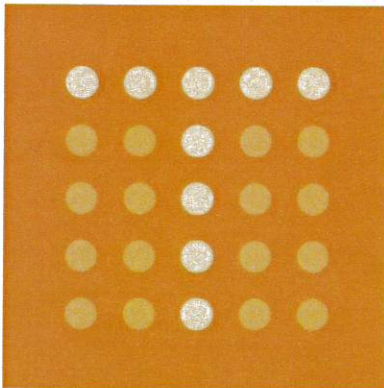
**Fiscal Impact**

**Attachments**

Thompson Consulting RFP 2017-031 Monitoring of Disaster-Generated Debris Removal. Management & Related Services

---

*Original*



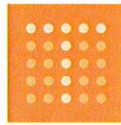
# *City of Texas City, Texas*

Request for Proposal No. 2017-031

**MONITORING OF DISASTER-GENERATED DEBRIS  
REMOVAL, MANAGEMENT & RELATED SERVICES**

Due Date/Time: June 30, 2017 | 2:00 P.M.

**thompson**  
CONSULTING SERVICES



thompson  
CONSULTING SERVICES

June 30, 2017

The City of Texas City, Texas  
Attn: Purchasing Department  
1801 9<sup>th</sup> Avenue North  
Texas City, Texas 77590

**RE: Request for Proposal No. 2017-031 Monitoring of Disaster Generated Debris Removal, Management and Related Services**

Dear Members of the Selection Committee,

Thompson Consulting Services (Thompson) is pleased to submit the enclosed proposal to provide the City of Texas City, Texas (City) with professional disaster debris removal monitoring services. Thompson's consultants have over 50 years of combined experience in supporting more than \$3 billion of federal grant funding in response to tornadoes, hurricanes, floods, earthquakes, ice storms, rock slides, oil spills and other natural disasters on behalf of over 150 local government agencies. We believe Thompson is best suited to assist the City with disaster debris monitoring services for the following reasons:

**POST-DISASTER DEBRIS REMOVAL MANAGEMENT AND FEMA FUNDING EXPERIENCE:** Thompson's experience with post-disaster debris removal monitoring and management services spans three decades and accounts for the administration of more than \$3 billion of debris removal funding on behalf of more than 150 local and state government agencies. Our staff's experience is unparalleled in the industry and provides assurance to the City that we will stand by our work from project inception to regulatory closeout and audit.

**QUALIFICATIONS OF OUR STAFF:** Thompson's staff of consultants is amongst the most educated, qualified, and dynamic in the industry. All of Thompson's staff has extensive experience with disaster recovery programs including both small and large scale debris removal programs involving a minimum of 1,000,000 cubic yards. Our emergency response and disaster recovery experts have responded to some of the most devastating incidents to impact the United States in the last two decades. This experience means that the City can rest assured that its disaster reimbursement is in the hands of the industries most qualified professionals.

**AUTOMATED DEBRIS MANAGEMENT SYSTEM (ADMS):** Thompson has invested considerable resources in technologies to support more efficient debris removal monitoring. Thompson proposes using our ADMS solution, the Thompson Data Management Suite (TDMS) to electronically capture data in the field and ensure accurate and timely reporting to the City. TDMS has been routinely deployed on FEMA reimbursed projects and meets the requirements for the U.S. Army Corps of Engineers (USACE) Advanced Contracting Initiative (ACI).

**VERSATILITY OF OUR TEAM:** All of Thompson's staff has extensive experience with disaster recovery programs including large scale debris removal programs involving a minimum of 1,000,000 cubic yards. While many firms can offer experience and personnel in certain aspects of the City's needs, Thompson

1135 Townpark Avenue, Suite 2101  
Lake Mary, Florida 32746  
407.792.0018 ph. / 407.878.7858 fax  
www.thompsoncs.net

provides the City with professional engineers and consultants that have experience with developing programs to address the following disaster recovery programs:

- Right-of-way (ROW) debris removal
- Parks cleanup
- Gated community debris removal
- Shoreline debris removal/restoration
- Vehicle/vessel removal
- ROW leaning tree and hanging limb removal
- Private property debris removal (PPDR)
- Right-of-entry (ROE) administration
- Waterway debris removal
- HHW debris removal

**ABILITY TO QUICKLY RESPOND:** Thompson has offices throughout the Southeast and inspectors on stand-by. Should a debris generating incident occur we will be able to deploy staff and resources within 24 hours of receiving a notice to proceed from the City. We have a successful history of meeting, and often exceeding the response times required by our clients. Thompson is set-up to quickly adapt to the uncertain and changing needs of the City.

**LOCAL PREFERENCE FOR HIRING DEBRIS MONITORS:** Following contract activation, Thompson will provide qualified City residents in need of work with the first opportunity to fill available temporary positions as debris monitors. Thompson will provide qualified residents with safety training, drug screening, and on the job training with experienced Thompson supervisors. This effort will help residents earn a competitive wage and participate in the City's recovery effort with a meaningful contribution, ultimately turning FEMA funding over within the City's local businesses.

**COMMITMENT TO SAFETY AND QUALITY:** Thompson is the **only** debris monitoring firm that performs drug screening and motor vehicle operating record reviews for 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.

I would like to extend our sincerest hope that the City is not impacted by a disaster incident that would necessitate our assistance. In the event of such an occurrence, however, I would like to extend our commitment to serving the City as it endeavors to recover from any disaster and rebuild a fortified and stronger community. Thompson has the experience, personnel, and resources to be extremely responsive to the City. We would be honored to serve as your disaster debris removal monitoring services provider and stand prepared to exceed the service expectations that the City has established.

Best regards,

**THOMPSON CONSULTING SERVICES, LLC**



Jon Hoyle, President

**AUTHORIZED POINTS OF CONTACT:**

Jon Hoyle, President

O: 407.792.0018 | C: 321.303.2543 | F: 407.878.7858

E-mail: [jhoyle@thompsoncs.net](mailto:jhoyle@thompsoncs.net)

Nate Counsell, Vice President

O: 407.792.0018 | C: 407.619.2781 | F: 407.878.7858

E-mail: [ncounsell@thompsoncs.net](mailto:ncounsell@thompsoncs.net)

# TABLE OF CONTENTS

City of Texas City, Texas

Request for Proposal No. 2017-031

Monitoring of Disaster-Generated Debris Removal, Management and Related Services

SECTION

*Cover Letter*

**Table of Contents**

- Firm Introduction .....A
- Qualifications & Experience of Personnel .....B
  - Exhibit B-1: Key Personnel Resumes
- Experience & Past Performance .....C
  - Exhibit C-1: Staff Experience Matrix
- References..... D
  - Attachment I References
- Technical Approach & Enhancements to Proposal ..... E
- Capacity to Perform Services ..... F
- Fee Schedule (Exhibit A)..... G
- Required Forms ..... H



# SECTION A

## FIRM INTRODUCTION

### History of the Firm

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

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

With more than 325 personnel spanning the consulting, engineering and architecture disciplines, commitment to these standards ensures a universal threshold for project quality. Our staff has a vested interest in providing safe, quality driven, successful projects that are completed on time and within budget.

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



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

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

**Contact Personnel**

The City may contact the following representatives and authorized agents of the firm with any questions regarding Thompson’s proposal response.

<b>Principals / Point of Contact:</b>	Jon Hoyle, President	Nate Counsell, Vice President
1135 Townpark Ave., Ste. 2101	O: 407.792.0018   C: 321.303.2543	O: 407.792.0018   C: 407.619.2781
Lake Mary, FL 32746	jhoyle@thompsoncs.net	ncounsell@thompsoncs.net

**Corporate Information**

Thompson Consulting Services is registered with the Secretary of the State of Texas, our TID is 10308 and our State Filing document number is 370780100002.

Firm Data

<b>Firm Name:</b>	Thompson Consulting Services, LLC	
<b>Address:</b>	1135 Townpark Avenue, Suite 2101 Lake Mary, Florida 32746	
<b>Telephone:</b>	(407) 792-0018	
<b>Fax:</b>	(407) 878-7858	
<b>Email:</b>	<a href="mailto:info@thompsoncs.net">info@thompsoncs.net</a>	
<b>Website:</b>	<a href="http://www.thompsoncs.net">www.thompsoncs.net</a>	
<b>Company / Ownership Type:</b>	Limited Liability Company	
<b>Year Established:</b>	2011	
<b>Former Name:</b>	Thompson Engineering	
<b>Year Est.:</b>	1953	
<b>Sate of Formation:</b>	Delaware	
<b>Federal ID No.:</b>	45-2015453	
<b>SAM No. / CAGE Code:</b>	968677158 / 7NZ42	
<b>E-Verify Company ID:</b>	1111126	
<b>Texas SOS ID:</b>	10308	
<b>Texas Vendor ID:</b>	14520154536	
<b>Officers/Board of Managers:</b>	Jon Hoyle, President Nate Counsell, Vice President James H. Shumock, C.P.A., BOM	John H. Baker, III, BOM Michael Manning, BOM



# SECTION B

## QUALIFICATIONS & EXPERIENCE OF PERSONNEL

### Staff Overview and Capacity

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

#### *Personnel by Discipline*

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

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

Thompson provides the City with access to a unique combination of experience, services, resources and personnel through our family of companies. With 13 corporate and eight (8) satellite offices scattered throughout the southeast, Thompson has the resources and capabilities to support the City's disaster debris removal monitoring needs.

### Staff Experience and Qualifications

#### Debris Removal Programs

Thompson's proposed team of disaster response and recovery experts have responded to some the most devastating natural disasters to impact the United States in the last decade. Each team member has served in a variety of recovery operations roles and has real-world experience managing and supporting special disaster recovery programs to include right-of-way (ROW), private property/right-of-

entry (ROE) work, waterways clean-up and reimbursement, leaning tree and hanging limb removal, hazardous material removal, vessel and vehicle recovery, asbestos abatement, data management and hauler invoice reconciliation and contracting, and FEMA appeals assistance. Thompson’s consultants have experience with all of the following disaster recovery programs.

**Debris Removal Monitoring**

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

Thompson is currently activated in the City-Parish of East Baton Rouge and the City of Denham Springs, Louisiana performing disaster debris removal monitoring services following severe flooding which devastated thousands of homes and has generated over 1.8 million cubic yards of construction and demolition debris. In addition, Thompson designed and implemented a private property debris removal (PPDR) program with the Parish and City to distribute and collect Right-of-Entry forms from citizens requiring extended debris removal services. Thompson verified ownership of each home and coordinated with the debris removal contractor to ensure debris was collected from applicants of the PPDR program.

**Special 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 has extensive waterway/coastal recovery experience, including the removal of over 1,000,000 cubic yards of sand from houses and the restoration of over 8 miles of berm on Pensacola beach<sup>1</sup>. In 2012, Thompson documented the removal of debris and seagrass from the beaches of Hancock County following Hurricane Isaac. We are also assisted New York City’s debris removal contractor with the inventory of over 3,500 abandoned vehicles following Hurricane Sandy.<sup>2</sup> In 2013, Thompson monitored a debris removal program covering seven (7) waterways throughout Iberville Parish, Louisiana and managed a wetland debris removal project for the Alabama Port Authority, both due to the lingering impacts of Hurricane Isaac. In 2014, Thompson monitored the removal of debris and hazardous hanging limbs from the Horse Creek Water Trail, a historically significant waterway in Aiken, South Carolina. Thompson substantiated the removal of over 40,000 cubic yards of debris and the removal of hazardous limbs from 4,000 hazardous trees.<sup>3</sup>

In addition, Thompson’s consultants have extensive and unique experience with demolition programs and private property housing initiatives, including the management of many of the largest multi-phase,

<sup>1</sup> Enhancement to proposal item A  
<sup>2</sup> Enhancement to proposal item C  
<sup>3</sup> Enhancement to proposal item B

multi-property demolition and housing initiatives in the United States over the past ten years. Thompson Principal Jon Hoyle managed the demolition of, and private property debris removal from over 8,000 properties in Gulfport and Harrison County Mississippi following Hurricane Katrina. Thompson Principal Nate Counsell served as the FEMA funded Demolition Program Manager for the City of New Orleans from 2007 to 2009. In 2011 and 2012 Thompson managed the City of Tuscaloosa, Alabama’s residential demolition program.

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

Thompson recently assisted the South Carolina Department of Transportation with FEMA Public Assistance consulting services following a major ice storm in 2014 and more recent flooding event in 2015. This work has resulted in developing both small and large project worksheets totaling over \$195,000,000 in disaster funding.

Grant Application, Administration, and Management

Thompson’s experience in supporting recovery efforts for local and state governments spans three decades and accounts for the administration of more than \$2.5 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 (CDBG)
  - HOME Investment Partnership Program
- Natural Resources Conservation Service (NRCS)
  - Emergency Watershed Protection (EWP)
- Small Business Administration (SBA)
- Department of Agriculture (USDA)

Before, during and after a disaster incident our team can draw upon our knowledge and experience in working with a variety of funding sources to assist in developing and implementing a variety of recovery and mitigation programs.

Federal Guideline Understanding & Training / Certifications

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 B-1: Staff Certifications & Training

Agency/Course	Certification Title
FEMA IS 1	Emergency Program Manager, an Orientation to the Position
FEMA IS 30	Mitigation eGrants System for the Subgrant Applicant
FEMA IS 31	Mitigation eGrants System for the Grant Applicant
FEMA IS 100a	Introduction to the Incident Command System
FEMA IS 120a	An Introduction to Exercises
FEMA IS 200b	ICS for Single Resources and Initial Action Incident
FEMA IS 208	State Disaster Management
FEMA IS 208a	State Disaster Management
FEMA IS 230	Principles of Emergency Management
FEMA IS 230a	Fundamentals of Emergency Management
FEMA IS 241	Decision Making and Problem Solving
FEMA IS 242	Effective Communication
FEMA IS 253	Coordinating Environmental and Historic Preservation Compliance
FEMA IS 292	Disaster Basics
FEMA IS 386	Introduction to Residential Coastal Construction
FEMA IS 393a	Introduction to Hazard Mitigation
FEMA IS 430	Introduction to Individual Assistance
FEMA IS 546	Continuity of Operations (COOP) Awareness
FEMA IS 547	Introduction to Continuity of Operations
FEMA IS 548	Continuity of Operations Manager
FEMA IS 630	Introduction to Public Assistance
FEMA IS 631	Public Assistance Operations
FEMA IS 632	Introduction to Debris Operations in FEMA's PA Program
FEMA IS 634	Introduction to FEMA's Public Assistance Program
FEMA IS 700	National Incident Management System (NIMS) an Introduction
FEMA IS 901	Section 508 Awareness

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

## Proposed Project Organization, Management and Qualifications

Thompson is committed to staffing the City’s disaster debris removal monitoring and management project in accordance with the key personnel proposed herein. The following organizational chart graphically presents Thompson’s proposed project staffing and key personnel.

Figure B-1: Proposed 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 twelve years of experience including ten years providing management and oversight for disaster response and recovery efforts and grant writing administration / program management throughout the United States. He has managed 75 projects under contracts that total over \$1.5 billion in grant administration and recovery efforts that required the mobilization of over 5,000 field and professional personnel over the past 10 years. His programmatic experience includes FEMA-PA, FHWA-ER, NRCS-EWP, HUD-CDBG, FEMA-HMGP, and others.

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

**ERIC HARRISON** will serve as a Project Manager for the City and ensure project operations are implemented in accordance with the contract and task order(s) issued by the City. Mr. Harrison will also coordinate closely with the City’s debris hauler to coordinate crew requirements and scheduling. Mr. Harrison has over twelve years of experience providing debris monitoring program management support and oversight for disaster response and recovery efforts throughout the United States.

JEFF HOLLIS will serve as the Assistant Project Manager for the City and oversee day-to-day operations of the project. Mr. Hollis understands the unique challenges and objectives following a disaster debris generating event and will be able to quickly and efficiently work with the City and their debris removal contractor to implement future debris removal operations. In addition, Mr. Hollis has managed FEMA funded debris removal projects in Florida, Louisiana, Texas, Mississippi, Arkansas, Oklahoma, Missouri, New York, and South Carolina.

*Resumes for key personnel have also been included in Exhibit B-1 following this section.*

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

**Table B-2: Summary of Project Team Experience**

Name / Project Role / Background	Representative Experience/ Cubic Yards of Debris (as applicable)	Debris Program Experience
<b>Jon M. Hoyle, Principal in Charge</b>		
MBA – Finance/Management 13 Years of experience	<ul style="list-style-type: none"> <li>– Georgia DOT – 180,000 CY</li> <li>– South Carolina DOT – 3,000,000 CY</li> <li>– Aiken County, SC – 1,500,000 CY</li> <li>– Harris County, TX – 2,500,000 CY</li> <li>– Chambers County, TX – 500,000 CY</li> <li>– Norman, OK – 750,000 CY</li> <li>– Springfield, MO – 1,448,539 CY</li> </ul>	<ul style="list-style-type: none"> <li>– ADMS Implementation</li> <li>– ROW Debris Removal</li> <li>– Leaners, Hangers, and Stumps</li> <li>– DMS Operations</li> <li>– Vessel/Vehicle Recovery</li> <li>– Waterways Debris Removal</li> <li>– Beach Restoration</li> <li>– Private Property Debris Removal</li> <li>– Demolition Management</li> <li>– Recycling (DMS site separation)</li> </ul>
<b>Nate Counsell, Principal in Charge</b>		
MBA – Finance/Management 13 Years of experience	<ul style="list-style-type: none"> <li>– Baton Rouge, LA – 1,800,000 CY</li> <li>– Chatham Co, GAA – 1,400,000 CY</li> <li>– South Carolina DOT – 1,200,000 CY</li> <li>– Virginia DOT – 500,000 CY</li> <li>– New Orleans, LA – 1,000,000 CY</li> <li>– Amherst, NY – 800,000 CY</li> <li>– Miami-Dade County, FL – 3,000,000 CY</li> <li>– Escambia County, FL – 7,681,500 CY</li> </ul>	<ul style="list-style-type: none"> <li>– ADMS Implementation</li> <li>– ROW Debris Removal</li> <li>– Leaners, Hangers, and Stumps</li> <li>– DMS Operations</li> <li>– Vessel/Vehicle Recovery</li> <li>– Waterways Debris Removal</li> <li>– Beach Restoration</li> <li>– Private Property Debris Removal</li> <li>– Demolition Management</li> <li>– Recycling (DMS site separation)</li> <li>– White Goods (household appliances)</li> </ul>
<b>Eric Harrison, Project Manager</b>		
MS – Electronics Engineering 12 Years of experience	<ul style="list-style-type: none"> <li>– St. Augustine, FL – 83,000 CY</li> <li>– Baton Rouge, LA – 1,800,000 CY</li> <li>– Daytona Beach, FL – 330,000 CY</li> <li>– South Carolina DOT – 3,000,000 CY</li> <li>– Virginia DOT – 500,000 CY</li> <li>– New Orleans, LA – 1,000,000 CY</li> <li>– Pembroke Pines, FL – 800,000 CY</li> <li>– Tonawanda, NY – 200,000 CY</li> <li>– Greene County, MO – 545,000 CY</li> </ul>	<ul style="list-style-type: none"> <li>– ADMS Implementation</li> <li>– ROW Debris Removal</li> <li>– Leaners, Hangers, and Stumps</li> <li>– DMS Operations</li> <li>– Vessel/Vehicle Recovery</li> <li>– Waterways Debris Removal</li> <li>– Beach Restoration</li> <li>– Private Property Debris Removal</li> <li>– Demolition Management</li> <li>– Recycling (DMS site separation)</li> <li>– White Goods (household appliances)</li> </ul>
<b>Jeff Hollis, Project Manager</b>		
12 Years of experience	<ul style="list-style-type: none"> <li>– St. Augustine, FL – 83,000 CY</li> <li>– Baton Rouge, LA – 1,800,000 CY</li> <li>– South Carolina DOT – 1,200,000 CY</li> <li>– Texas DOT – 1,000,000 CY</li> </ul>	<ul style="list-style-type: none"> <li>– ADMS Implementation</li> <li>– ROW Debris Removal</li> <li>– Leaners, Hangers, and Stumps</li> <li>– DMS Operations</li> </ul>

Name / Project Role / Background	Representative Experience/ Cubic Yards of Debris (as applicable)	Debris Program Experience
	<ul style="list-style-type: none"> <li>- Harrison County, MS – 1,850,000 CY</li> <li>- Escambia County, FL – 7,681,500 CY</li> </ul>	<ul style="list-style-type: none"> <li>- Vessel/Vehicle Recovery</li> <li>- Waterways Debris Removal</li> <li>- Private Property Debris Removal</li> <li>- Demolition Management</li> <li>- Recycling (DMS site separation)</li> </ul>
<b>Nicole Counsell, Planning and Preparedness</b>		
BA – Psychology & Spanish 10 Years of experience	<ul style="list-style-type: none"> <li>- St. Augustine, FL – 83,000 CY</li> <li>- Chatham Co, GA – 1,400,000 CY</li> <li>- Daytona Beach, FL - 330,000 CY</li> <li>- Georgetown County, SC – 100,000 CY</li> <li>- Virginia DOT – 500,000 CY</li> <li>- Galveston County, TX – 1,700,000 CY</li> <li>- City of Galveston, TX 1,700,000 CY</li> <li>- New Orleans, LA - 1,000,000 CY</li> <li>- Norman, OK – 750,000 CY</li> </ul>	<ul style="list-style-type: none"> <li>- ADMS Implementation</li> <li>- ROW Debris Removal</li> <li>- Leaners, Hangers, and Stumps</li> <li>- DMS Operations</li> <li>- Vessel/Vehicle Recovery</li> <li>- Waterways Debris Removal</li> <li>- Beach Restoration</li> <li>- Private Property Debris Removal</li> <li>- Demolition Management</li> <li>- Recycling (DMS site separation)</li> <li>- White Goods (household appliances)</li> </ul>
<b>Corey Thomas, FEMA Coordination</b>		
MBA – Finance/Management 8 Years of experience	<ul style="list-style-type: none"> <li>- Baton Rouge, LA – 1,800,000 CY</li> <li>- Georgia DOT – 180,000 CY</li> <li>- South Carolina DOT – \$195,000,000</li> <li>- Alabama Tornadoes – \$25,000,000</li> <li>- Iowa Flooding – \$1,640,325</li> <li>- South Dakota Winter Storms – \$60,000,000</li> <li>- Hurricane Alex – \$3,500,000</li> <li>- Hurricane Ike – \$445,000,000</li> </ul>	<ul style="list-style-type: none"> <li>- ADMS Implementation</li> <li>- ROW Debris Removal</li> <li>- Leaners, Hangers, and Stumps</li> <li>- Private Property Debris Removal</li> <li>- Demolitions/ROE Program Design</li> <li>- Debris Project Formulation</li> <li>- Debris Removal Invoice Management</li> <li>- Debris Closeout Audit Support</li> <li>- Debris Appeals Assistance</li> </ul>
<b>Wes Holden, ADMS Deployment</b>		
BS – Mgmt. Info. Systems 13 Years of experience	<ul style="list-style-type: none"> <li>- Chatham Co, GA – 1,400,000 CY</li> <li>- Baton Rouge, LA – 1,800,000 CY</li> <li>- South Carolina DOT – 3,000,000 CY</li> <li>- Houston, TX – 4,500,000 CY</li> <li>- New Orleans, LA – 1,000,000 CY</li> <li>- Harris County, TX – 2,500,000 CY</li> <li>- Baytown, TX – 1,000,000 CY</li> <li>- Charlotte County, FL – 1,870,669 CY</li> </ul>	<ul style="list-style-type: none"> <li>- ADMS Implementation</li> <li>- Private Property Debris Removal</li> <li>- Leaners, Hangers, and Stumps</li> <li>- Debris Data Management</li> <li>- Debris Document Management</li> <li>- Waterways Debris Removal</li> <li>- Hazardous Materials</li> <li>- Household Hazardous Waste</li> <li>- Recycling (source separating/curbside)</li> </ul>
<b>Danny Gardner, Data Manager</b>		
MBA – Finance/Management 8 Years of experience	<ul style="list-style-type: none"> <li>- Chatham Co, GA – 1,400,000 CY</li> <li>- Baton Rouge, LA – 1,800,000 CY</li> <li>- South Carolina DOT – 3,000,000 CY</li> <li>- Aiken County, SC – 1,500,000 CY</li> <li>- Alabama Tornadoes – \$25,000,000</li> <li>- Hurricane Ike – \$445,000,000</li> <li>- Hurricane Gustav – \$19,374,540</li> <li>- Hurricane Dolly – \$12,241,000</li> <li>- Massachusetts Severe Storms – \$896,475</li> </ul>	<ul style="list-style-type: none"> <li>- ADMS Implementation</li> <li>- Demolitions/ROE Program Design</li> <li>- Debris Project Formulation</li> <li>- Debris Data Management</li> <li>- Debris Document Management</li> <li>- Debris Removal Invoice Management</li> <li>- Debris Closeout Audit Support</li> </ul>

Table B-3: Summary of Operations Manager/Supervisor Experience

Name/Background	Representative Experience/ Cubic Yards of Debris (as applicable)	Debris Program Experience
<b>Gary Brooks, Project Manager</b>		
U. S. Marine Corps, Ret.	<ul style="list-style-type: none"> <li>- South Carolina DOT – 3,000,000 CY</li> <li>- Denham Springs, LA – 300,000 CY</li> </ul>	<ul style="list-style-type: none"> <li>- ADMS Implementation</li> <li>- ROW Debris Removal</li> </ul>

QUALIFICATIONS & EXPERIENCE OF PERSONNEL

Name/Background	Representative Experience/ Cubic Yards of Debris (as applicable)	Debris Program Experience
12 Years of experience	<ul style="list-style-type: none"> <li>- Virginia DOT - 500,000 CY</li> <li>- Springfield, MO - 1,448,539 CY</li> <li>- Baytown, TX - 1,000,000 CY</li> <li>- Harrison County, MS - 1,850,000 CY</li> <li>- Escambia County, FL - 7,681,500 CY</li> </ul>	<ul style="list-style-type: none"> <li>- Leaners, Hangers, and Stumps</li> <li>- DMS Operations</li> <li>- Vessel/Vehicle Recovery</li> <li>- Waterways Debris Removal</li> <li>- Beach Restoration</li> <li>- Private Property Debris Removal</li> <li>- Demolition Management</li> <li>- Recycling (DMS site separation)</li> <li>- White Goods (household appliances)</li> </ul>
<b>Tommy Dorsey, Project/Operations Manager</b>		
12 Years of experience	<ul style="list-style-type: none"> <li>- City of Vero Beach - 24,000 CY</li> <li>- South Carolina DOT - 200,000 CY</li> <li>- Aiken County, SC - 1,500,000 CY</li> <li>- Putnam County - 140,000 CY</li> <li>- South Carolina DOT - 1,200,000 CY</li> </ul>	<ul style="list-style-type: none"> <li>- ADMS Implementation</li> <li>- ROW Debris Removal</li> <li>- Leaners, Hangers, and Stumps</li> <li>- DMS Operations</li> <li>- Waterways Debris Removal</li> <li>- Private Property Debris Removal</li> <li>- Recycling (DMS site separation)</li> <li>- White Goods (household appliances)</li> </ul>
<b>Patrick Edgens, Operations Manager/Supervisor</b>		
BS - Chemical Engineering 20 Years of experience	<ul style="list-style-type: none"> <li>- Hancock County, MS - 5,773,291 CY</li> <li>- Forrest County, MS - 2,496,933 CY</li> <li>- Jones County, MS - 1,961,427 CY</li> <li>- Mobile County, AL - 789,658 CY</li> <li>- Mobile, AL - 728,469 CY</li> </ul>	<ul style="list-style-type: none"> <li>- ADMS Implementation</li> <li>- ROW Debris Removal</li> <li>- Leaners, Hangers, and Stumps</li> <li>- DMS Operations</li> <li>- Recycling (DMS site separation)</li> </ul>
<b>Keith Forrester, Operations Manager/Supervisor</b>		
B.A Marketing and Management 12 Years of experience	<ul style="list-style-type: none"> <li>- Baton Rouge, LA - 1,800,000 CY</li> <li>- South Carolina DOT - 200,000 CY</li> <li>- Springfield, MO - 1,448,539 CY</li> <li>- Virginia DOT - 500,000 CY</li> <li>- Alabama DCNR - 100,000 CY</li> <li>- Escambia County, FL - 7,681,500 CY</li> <li>- Harrison County, MS - 1,850,000 CY</li> <li>- Escambia County, FL - 7,681,500 CY</li> </ul>	<ul style="list-style-type: none"> <li>- ADMS Implementation</li> <li>- ROW Debris Removal</li> <li>- Leaners, Hangers, and Stumps</li> <li>- DMS Operations</li> <li>- Vessel/Vehicle Recovery</li> <li>- Waterways Debris Removal</li> <li>- Beach Restoration</li> <li>- Private Property Debris Removal</li> <li>- Demolition Management</li> <li>- White Goods (household appliances)</li> </ul>
<b>David Harrell, Operations Manager/Supervisor</b>		
BA - Marketing 12 Years of experience	<ul style="list-style-type: none"> <li>- Virginia DOT - 500,000 CY</li> <li>- Calhoun County, AL - 350,000 CY</li> <li>- Clark County, IN - 25,000 CY</li> <li>- Olive, NY - 25,000 CY</li> <li>- Alabama DCNR - 100,000 CY</li> </ul>	<ul style="list-style-type: none"> <li>- ADMS Implementation</li> <li>- ROW Debris Removal</li> <li>- Leaners, Hangers, and Stumps</li> <li>- DMS Operations</li> <li>- Recycling (DMS site separation)</li> </ul>
<b>Raul Cardenas, Project Manager</b>		
11 Years of experience	<ul style="list-style-type: none"> <li>- Chatham Co, GA - 1,400,000 CY</li> <li>- Baton Rouge, LA - 1,800,000 CY</li> <li>- South Carolina DOT - 1,200,000 CY</li> <li>- Virginia DOT - 500,000 CY</li> <li>- Broward County, FL - 1,800,000 CY</li> <li>- Florida DOT - 1,000,000 CY</li> </ul>	<ul style="list-style-type: none"> <li>- ADMS Implementation</li> <li>- ROW Debris Removal</li> <li>- Leaners, Hangers, and Stumps</li> <li>- DMS Operations</li> <li>- Recycling (DMS site separation)</li> </ul>
<b>Roger Jones, Operations Manager/Supervisor</b>		
21 Years of experience	<ul style="list-style-type: none"> <li>- Hancock County, MS - 5,773,291 CY</li> <li>- Forrest County, MS - 2,496,933 CY</li> <li>- Jones County, MS - 1,961,427 CY</li> <li>- Mobile County, AL - 789,658 CY</li> <li>- Mobile, AL - 728,469 CY</li> </ul>	<ul style="list-style-type: none"> <li>- ADMS Implementation</li> <li>- ROW Debris Removal</li> <li>- Leaners, Hangers, and Stumps</li> <li>- DMS Operations</li> <li>- Recycling (DMS site separation)</li> </ul>

### Debris Removal Monitor Labor Force Sourcing

---

Thompson's proposed staffing plan is designed to be flexible and scalable so that we can effectively and efficiently respond to the City's needs. We maintain a staff of full time and on-call disaster debris monitoring experts, consultants and supervisors that will be available to support the implementation and management of debris removal monitoring operations. In addition, Thompson maintains professional human resources and recruiting staff that have over 10 years of experience in disaster response and recovery services available to assist in identifying and placing personnel.

It is Thompson's intent to fill temporary debris monitoring positions with the City's qualified residents in need of work. Thompson will provide qualified residents with safety training, drug screening, and on the job training with experienced debris monitoring supervisors. Thompson is the only debris monitoring firm that performs drug screening and motor vehicle operating record reviews for 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.

# EXHIBIT B.1

## KEY PERSONNEL RESUMES

# Jon M. Hoyle

President

## FIRM

Thompson Consulting Services  
1135 Townpark Avenue, Suite 2101  
Lake Mary, FL 32746

## EDUCATION

BA: International Relations  
MBA: Management and Finance

## EXPERIENCE

13 years

## PROGAM EXPERIENCE

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

## Experience and Qualifications

Mr. Hoyle has thirteen 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 65 projects under contracts that total over \$1 Billion in grant administration and recovery efforts that required the mobilization of over 5,000 field and professional personnel.

## Project Experience

**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 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. Hoyle served on the Thompson management team responsible for contract obligations, cost controls, and FEMA Category A&B reimbursement for all projects. Thompson monitored, documented, and substantiated reimbursement for the removal of over 2,900,000 cubic yards of debris and the removal of 400,000 hazardous limbs and trees.

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

**Virginia Department of Transportation (VDOT), Multiple Locations, Hurricane Recovery Debris Monitoring, 2011** – In the wake of Hurricane Irene the



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

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

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

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

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

environmental impact the oil spill made on beaches, waterways, and tourism.

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

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

## Previous Employment Experience

**Science Applications International Corporation (SAIC), Maitland, FL, 2009-2011** – Mr. Hoyle served as the Director of the Financial Recovery Services Division. His responsibilities included:

- Managed \$11.5-million division that provides consultancy with grant application, administration and program management services (founded and grew from inception)
- Directly oversaw division business development team to manage CRM pipeline of \$20-million
- Senior oversight of project delivery including design of standard operating procedures and project deliverable guidelines
- Member of the Senior Management Team that provided company business planning including the development of budgets, strategy, tactics, goals, and business initiatives

**Beck Disaster Recovery (BDR), Maitland, FL, 2005-2009** – Mr. Hoyle was a company co-founder, owner and managing principal of the Response and Recovery Services division. As a Vice President of BDR, his responsibilities included:

- Managed project delivery for \$150-million of consulting services during four-year period
- Created Financial Recovery Services division to meet company objective of diversifying revenues



# Nathaniel T. Counsell

## Vice President

### FIRM

Thompson Consulting Services  
1135 Townpark Avenue, Suite 2101  
Lake Mary, FL 32746

### EDUCATION

BA: Economics  
MBA: International Business

### EXPERIENCE

12 years

### PROGAM EXPERIENCE

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

## Experience and Qualifications

Mr. Counsell has twelve years of experience providing management and oversight for disaster response and recovery efforts throughout the United States. He has managed 60 projects under contracts that total over \$1 Billion in recovery efforts that required the mobilization of over 5,000 field and professional personnel.

## Project Experience

**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 is serving 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.

**Cedar Rapids, Iowa, FEMA Funded Demolition Sinclair Meatpacking Plant, 2010-2011** – Between 2010 and 2011, Mr. Counsell served as the Principal in Charge for the FEMA funded demolition of the historic Sinclair Meatpacking Plant located on the Cedar River in Cedar Rapids, IA. At the time the largest FEMA funded commercial demolition in the Country, the project required the administration and implementation of over \$5 million FEMA PA funds.

**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.

## Previous Employment Experience

**Science Applications International Corporation (SAIC), Maitland, FL, 2009-2011** – Mr. Counsell served as the Director of the Response and Recovery Services Division. His responsibilities included:

- Management of a \$25-million division that provides debris monitoring, grant management and implementation, and housing program management services (founded and grew from inception) to over 200 state and local government agencies throughout the United States
- Directed a national business development team to manage CRM pipeline of \$3-million annual non-disaster related contract opportunities
- Provided senior oversight on project delivery including design of standard and customized operating procedures, project deliverable guidelines, training materials, sub-contracts, and fraud prevention
- Member of the Senior Management Team that provided company business planning including the development of budgets, strategy, tactics, goals, and business initiatives



# Eric Harrison

## Post-event Operations Practice Manager

### FIRM

Thompson Consulting Services  
1135 Townpark Avenue, Suite 2101  
Lake Mary, FL 32746

### EDUCATION

BS: Electronic Engineering Technology  
Graduate Certificate: Geographic Information Science

### EXPERIENCE

12 years

### PROGAM EXPERIENCE

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

## Experience and Qualifications

Mr. Harrison has twelve years of experience assisting communities with disaster response and recovery efforts throughout the United States. He has lead and supported multiple debris operations through project management, mobilization of response teams, staging logistics, data management and permitting debris sites. Also, as a geographic information systems (GIS) specialist he has extensive experience in developing zone and routing maps for disaster recovery projects. Utilizing his extensive knowledge and experience with debris removal programs, Mr. Harrison has been a major innovator in the development of the TDMS*mobile* solution and the configuration of electronic debris removal program documentation. He is also responsible for training field management staff on the capabilities and use of ADMS.

## Project Experience

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

**South Carolina Department of Transportation, Severe Flooding, 2015** – Following severe statewide flooding in South Carolina, SCDOT contracted Thompson to provide debris removal monitoring services in 11 counties throughout the State. Mr. Harrison served on the Thompson management team responsible overseeing operations, staffing and controls on all active projects including the mobilization and demobilization of staff and resources throughout the State.

**South Carolina, Winter Storm Pax Regional Response and Disaster Recovery, 2014** – Winter Storm Pax impacted the State of South Carolina which generated widespread vegetative disaster debris. Thompson was activated by the South Carolina Department of Transportation (SCDOT), Georgetown, Marion, Williamsburg, Aiken and Allendale Counties to provide debris removal monitoring services. Mr. Harrison served on the Thompson management team responsible overseeing operations, staffing and controls on all active projects. Thompson is scheduled to monitor, document, and substantiate reimbursement for the removal of 1,000,000 cubic yards of debris and the removal of hazardous limbs from 154,000 hazardous trees.

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

**Mississippi and Louisiana, Hurricane Deployment, Hurricane Isaac, 2012** – Mr. Harrison deployed teams to simultaneously respond to four local governments in Terrebonne Parish, LA, Denham Springs, LA, Hancock County, MS, and Jackson County, MS to provide debris monitoring and grant administration assistance. Mr. Harrison was responsible for the deployment and project specific configuration of handheld devices to each activated contract. The



effort documented and substantiated the removal of nearly 100,000 cubic yards of debris in less than 45 days.

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

**City of New Orleans, FEMA Funded Commercial and Residential Demolition Program, New Orleans, LA, 2007-2011** – Between 2007 and 2011, Mr. Harrison served as the Deputy Project Manager of the City of New Orleans Residential and Commercial Demolition Program. He was responsible for preparing applications for two historic review committees for demolition requests and for carrying out all required procedures set forth in City ordinances prior to committee review. Also, using GIS software Mr. Harrison mapped demolition progress and managed a demolition database of nearly 3,000 properties. The program required coordinated cost tacking to 5 large Project Worksheets totaling over \$50 million in FEMA Public Assistance Funding.

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

**Green County, Missouri, Snow/Ice Storm Recovery Program Management, 2007** – Mr. Harrison was part of a critical management team mobilized to begin the disaster debris removal and clean-up program after a devastating ice storm swept through Green County, MO. Mr. Harrison served as the leaner/hanger operations manager and was responsible for overseeing the removal of 53,856 trees with hangers and 409 leaning trees on behalf of the County.

**Town of North Tonawanda, New York, Snow/Ice Storm Recovery Program Management, 2006** – Mr. Harrison served as the operations manager for the Town of North Tonawanda's snow storm recovery efforts. He assisted the Town in initiating its right-of-way (ROW) debris removal operation and ROW leaner

and hanger removal program. He worked closely with the Town to identify critical debris removal areas and earmark hazardous trees and hanging limbs for removal from over 14,000 eligible trees.

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

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

**Hurricane Deployment, Hurricane Rita, Texas, 2005** – Mr. Harrison was a part of the response team and served as the operations manager to provide immediate on-site assistance of disaster recovery management and storm debris clean-up monitoring services to aid the city of Beaumont and Port Arthur Texas.

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

## Training and Certifications

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



# Ryan Kelley

## Recruiter / Debris Management Program Specialist

### FIRM

Thompson Consulting Services  
1135 Townpark Avenue, Suite 2101  
Lake Mary, FL 32746

### EDUCATION

BA: Marketing

### EXPERIENCE

13 years

### PROGAM EXPERIENCE

- FEMA Public Assistance Emergency Work (Categories A-B)
- FEMA Programs Staff Placement
- Disaster Recovery Program Recruiting
- Disaster Recovery Program Staff Augmentation

## Experience and Qualifications

Mr. Kelley has over 13 years of experience providing professional recruiting and staff augmentation services to assist disaster recovery companies and state and local government agencies with properly staffing large scale disaster recovery operations with the appropriate level of qualified man-power. Mr. Kelley has also managed several large scale debris monitoring operations in Florida, Texas, and South Carolina.

## Project Experience

**Hurricane Matthew, Disaster Recovery Operations, Multiple States, 2016 - 2017** – Mr. Kelly served as lead recruiter during Thompson's multi-state mobilization in response to Hurricane Matthew. Thompson conducted debris removal monitoring operations in five (5) states across 23 unique clients simultaneously. Mr. Kelley was responsible for identifying and on-boarding local residents of the impacted communities to serve as temporary debris removal monitors. He worked closely with community leaders and project management staff to efficiently staff each operation. Overall, Thompson recruited, on-boarded and trained 750 people to fill temporary debris removal monitor positions, which provided the substantiation for more than 3.2M cubic yards of debris as a result of Hurricane Matthew.

**Louisiana Severe Flooding, City of Baton Rouge, Parish of East Baton Rouge and Denham Springs, LA, 2016 - 2017** – Mr. Kelley served as the lead recruiter for the City of Baton Rouge, Parish of East Baton Rouge and Denham Springs disaster recovery

operations conducted by Thompson. Mr. Kelley worked closely with community leadership to identify and recruit residents from the impacted areas to serve as temporary debris removal monitors as well as Private Property Debris Removal Program counselors. He worked with project managers to ensure each project was adequately and efficiently staffed each day. More than 180 residents were on-boarded and trained to perform debris removal monitoring services.

**South Carolina Department of Transportation, Severe Flooding, 2015 - 2016** – Thompson provided debris monitoring services on behalf of the SCDOT in 11 counties throughout the State. Mr. Kelley recruited, on-boarded and trained local residents from each county to serve as temporary debris removal monitors to substantiate the removal of over 115,000 cubic yards of debris. In addition, Thompson also monitored the removal of construction and demolition debris, e-waste, household hazardous materials and white goods.

**Tennessee Regional Winter Storm Response, 2015** – In 2015, Mr. Kelley served as a recruiting and staffing specialist for the debris monitoring effort in Putnam, Overton and Fentress Counties in Tennessee. Mr. Kelley ensured local hires to serve as debris monitors were residents of the impacted Counties and qualified for the position. The effort included monitoring, documenting, and substantiating FEMA reimbursement for right-of-way vegetative debris removal, as well as and monitoring the removal of hazardous leaning trees and hanging limbs.

**Alabama Regional Tornado Response following severe weather outbreak, 2014** – Following a severe weather outbreak just outside of Birmingham, AL in 2014, Mr. Kelley provided professional recruiting, staff augmentation, and field operations management support for the Cities of Graysville, Adamsville, and Kimberly, Alabama. In total, Mr. Kelley recruited and on-boarded over 40 monitors to document and substantiate the removal of over 120,000 cubic yards of tornado debris. Mr. Kelley worked closely with City leaders to help ensure that local residents impacted by the storm had an opportunity to fill temporary monitor positions and make a meaningful contribution to the recovery effort.

**South Carolina Regional Response following severe Winter Storm Pax, 2014** – In February 2014, severe Winter Storm Pax blanketing an 18 County area in



South Carolina with over 2" of ice. Mr. Kelley provided professional recruiting, staff augmentation, and field operations management support for a six county area on behalf of the South Carolina Department of Transportation. In addition, Mr. Kelley provided professional recruiting and staff augmentation support for Thompson efforts in Williamsburg, Georgetown, Marion, Aiken, and Allendale Counties. This state-wide effort including the onboarding and training of nearly 600 monitors. For the SCDOT, the monitors documented and substantiated reimbursement for the removal of 1,200,000 cubic yards of debris and the removal of hazardous limbs from 175,000 hazardous trees by three Primary Debris Removal contractors.

**Galveston County/Bolivar, Texas, ROW Debris Removal and Specialized PPDR Programs Following Hurricane Ike, 2008-2009** – Mr. Kelley served as a recruiting and staffing specialist for Galveston County, including the Bolivar Peninsula and eleven cities within the County following Hurricane Ike. Mr. Kelley supported disaster debris removal programs with the appropriate levels of qualified manpower. The large scale effort included many specialized programs, including 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.

**City of Beaumont, TX, Hurricane Debris Removal Monitoring** – In 2008, Mr. Kelley served as a recruiting and staffing specialist on the City of Beaumont debris monitoring effort. The effort included monitoring, documenting, and substantiating FEMA reimbursement for Right-of-Way vegetative debris removal, as well as and monitoring 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 Houston, TX, Hurricane Debris Removal Monitoring** – In 2008, Mr. Kelley served as a recruiting and staffing specialist on the City of Houston debris monitoring effort.

**Seminole County, FL, Hurricane Debris Removal Monitoring** - In 2004 following Hurricane Charley, Mr. Kelley served as a recruiting and staffing specialist on the Seminole County debris monitoring effort.



# Daniel M. Gardner

## Senior Grants Management Consultant

### FIRM

Thompson Consulting Services  
1135 Townpark Avenue, Suite 2101  
Lake Mary, FL 32746

### EDUCATION

BSBA: Management Information Systems  
MBA: Finance and Management

### EXPERIENCE

9 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
- CDBG Disaster Recovery
- CDBG Housing

## Experience and Qualifications

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

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

## Project Experience

**Hurricane Matthew, Data Management Operations, 2016 - 2017** – Mr. Gardner oversaw Thompson's data management operations, to include daily reporting, ticket/data review and invoice reconciliation for all

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

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

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

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



is scheduled to monitor, documents, and substantiate 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.

**City of Galveston, Texas, CDBG DR Round 2 Application Development, 2010** – In order to help communities continue to recover from the devastation of Hurricane Ike (2008), the State of Texas provided several rounds of funding through the CDBG Disaster Recovery Program. Mr. Gardner assisted the City of Galveston with the development of their CDBG DR Round 2 Phase 1 application for Roadway and Associated Underground Utility Repair. The project was approved by the State and

the City is awaiting receipt of approximately \$26 million in order to begin the reconstruction.

**City of Galveston, Texas, CDBG DR Round 1 Administration, 2009** –

The City of Galveston was the epicenter of Hurricane Ike's landfall in September 2008 and suffered massive damage as a result. As program manager, Mr. Gardner managed the administration of approximately \$107 million in CDBG Disaster Recovery funding and assisted City staff coordinate all grant activities for infrastructure projects including a business economic recovery loan program and the reconstruction of the City's Main Wastewater Treatment Plant (estimated at \$70 million). He was in charge of program design and oversight, as well as ensuring all day to day activities were carried out according to federal, state and local regulations.

**Texas Department of Transportation, Public Assistance Administration, 2009** –

Mr. Gardner assisted the Texas Department of Transportation recover eligible costs for disaster clean up across several Texas counties following Hurricane Ike. He assisted with the development and submission of FEMA Project Worksheets (PWs) for multiple categories of work.

## Training and Certifications

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



# Nicole S. Counsell

## Grants Management & Disaster Recovery Consultant

### FIRM

Thompson Consulting Services  
1135 Townpark Avenue, Suite 2101  
Lake Mary, FL 32746

### EDUCATION

BA: Psychology and Spanish

### EXPERIENCE

10 years

### PROGRAM EXPERIENCE

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

## Experience and Qualifications

Ms. Counsell has ten 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

**City of Daytona Beach, Florida, Disaster Debris Management Plan Update, 2015** – Ms. Counsell 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. Counsell 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. Counsell reviewed debris management site options throughout the Region.

**South Carolina Department of Transportation (SCDOT), Winter Storm Pax Recovery Operations, 2014** – Ms. Counsell 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. Counsell is currently serving as operations manager for debris removal monitoring operations 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 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. Counsell 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. Counsell assisted in the preparation of the City's Emergency Operations Plan, to help prepare the City and all department personnel to respond during future disaster events.

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

**Louisiana and Mississippi, Hurricane Isaac Regional Response and Disaster Recovery, 2012** – In August 2012, Hurricane Isaac struck the Louisiana and Mississippi gulf coast with Category 1 strength winds and 24 hours of sustained rainfall. Ms. Counsell 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. Counsell 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.

**Clark County, Indiana, Severe Storm and Tornado Recovery Operations, 2012** – Ms. Counsell served as the Project Manager for Clark County following the March 2<sup>nd</sup> severe weather and tornado event that forged a 17 mile path, downed power lines and trees, destroyed hundreds of residential homes, damaged critical infrastructure, and filled over 40,000 LF of creek with vegetative and C&D debris. Ms. Counsell assisted the County with NRCS program implementation, ROW debris removal, and Severely Damaged Structure Assessments.

**City of Tuscaloosa, Alabama, Severe Storms, Tornadoes, Straight-line Winds, and Flooding, 2011** – Ms. Counsell 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.

**City of Galveston, Texas, Community Development Block Grant (CDBG) Administration, 2011** – Ms. Counsell served as Financial Recovery Specialist for the administration of \$106 million in Housing and Urban Development (HUD) non-housing CDBG funds for the City. At this capacity, Ms. Counsell coordinated with HUD, and the Texas Department of Rural Affairs and provided guidance to the City to ensure that the program was properly documented and administered in compliance with statutory regulations and program guidelines. In addition, Ms. Counsell assisted the City with the development of contracts, procurement documentation, and comparison of data for federal reimbursement.

**Escambia County, Florida, BP Deepwater Horizon Oil Spill Response, 2010** – Ms. Counsell 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. Counsell 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. Counsell 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. Counsell 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. Counsell served as the Project Manager for Galveston County, including the Bolivar Peninsula and eleven cities within the County following Hurricane Ike. Ms. Counsell oversaw disaster debris removal programs and assisted the County with planning and implementing specialized voluntary and involuntary PPDR programs under which debris, sand, vessels, and hazardous materials were removed from over 1500 private properties on the Bolivar Peninsula and mainland Galveston County.

## Training and Certifications

- HAZWOPER 40 hour certification
- OSHA 30 hour certification
- ISO 9000
- Applying for Federal Grants and Cooperative Agreements Certificate
- Managing Federal Grants and Cooperative Agreements for Recipients Certificate
- FEMA IS 001 – Emergency Manager Orientation
- FEMA IS 230 – Principles of Emergency Management
- FEMA IS 292 – Disaster Basics
- FEMA IS 631 – Public Assistance Operations
- FEMA IS 700.a – National Incident Management System (NIMS) An Introduction
- FEMA IS-5.a – An Introduction to Hazardous Materials
- Drug Screen Collection Certification
- First Aid, CPR and AED Certification



# Corey Thomas

## Senior Grants Management Consultant

### FIRM

Thompson Consulting Services  
1135 Townpark Avenue, Suite 2101  
Lake Mary, FL 32746

### EDUCATION

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

### EXPERIENCE

9 years

### PROGAM EXPERIENCE

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

## Experience and Qualifications

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

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

## Project Experience

**Hurricane Matthew State of Florida FEMA PA Consulting 2016 – 2017** - Mr. Thomas provided subject matter expertise while overseeing a team of consultants responsible preparing project worksheets and supporting documentation to substantiate reimbursement of costs to perform eligible storm-related response and recovery work on behalf of seven Florida communities - Cities of Daytona Beach, St. Augustine, Ormond Beach, Deland, Deltona, Orange City and the Solid Waste Authority of Palm Beach County. In total, over 70 project worksheets substantiating more than \$12 million in FEMA Public Assistance reimbursement will be submitted.

Additionally, Thompson developed Hazard Mitigation Grant Program projects and applications to improve public infrastructure for each of our clients.

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

**South Carolina Department of Transportation (SCDOT), Winter Storm Pax FEMA PA Consulting, 2014 - 2015** – Winter Storm Pax impacted the State of South Carolina which generated widespread vegetative disaster debris. Thompson was activated by the SCDOT to provide FEMA PA consulting services related to the debris removal missions being performed throughout the State. Mr. Thomas assisted the SCDOT with the application of over \$250 million in FEMA Category A reimbursement using alternative procedures in accordance with the Sandy Recovery Improvement Act of 2013. The effort included the consolidation of debris removal and monitoring data from five debris removal contractors and three monitoring firms for work completed in an 18 county area in order to obtain an increased federal cost share on behalf of SCDOT for performing an accelerated debris removal mission.

**Town of Babylon, NY, FEMA Public Assistance Consulting, Hurricane Sandy, 2012-2013** – The Town of Babylon, located on the south shore of Long Island, suffered severe damage and large amounts of vegetative and C&D debris following Hurricane Sandy. Mr. Thomas was able to quickly and accurately prepare large project Category A PW's valued at \$5.5 million. All PWs were approved in their entirety, and funded as part of the State's first round of reimbursement for Sandy.

**Middlesex County Utilities Authority, NJ, FEMA Public Assistance Consulting, Hurricane Sandy, 2012-2013** – Mr. Thomas provided FEMA PA consulting services to MCUA to assist the Authority with development of PWs to capture costs associated with debris removal, emergency protective measures, and permanent work.



The MCUA suffered damages to sewage pumping stations estimated at over \$200 million. Mr. Thomas continues to provide PA and HMA support to help the Authority properly navigate FEMA policy requirements and federal regulations.

**City of Fort Lauderdale, Florida, FEMA Public Assistance Consulting, Hurricane Wilma, 2012 –**

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

**City of Tuscaloosa, Alabama, FEMA Hazard Mitigation Grant Program Consulting, Severe Storms and Tornadoes, 2011 –**

The City of Tuscaloosa was struck by one of the most deadly tornado outbreaks in recent history in April, 2011. Mr. Thomas served as a grant management consultant, preparing applications for ten community safe rooms to be funded by the HMGP. The safe rooms will provide shelter to over 2,000 residents and City employees during future emergencies.

**City of Daytona Beach, Florida, FEMA Public Assistance Consulting, Severe Storms and Flooding, 2009 –**

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

**State of South Dakota, FEMA Public Assistance Grant Closeout, Severe Winter Storms, 2011 –**

Mr. Thomas served as project manager overseeing the FEMA PA grant closeout for seven disasters declared in the State of South Dakota in 2010. Mr. Thomas performed project worksheet review and generation which will assist the State in obtaining an estimated \$90 million in FEMA PA grant funds.

**City of Houston, Texas, Financial Recovery and Grant Management, Hurricane Ike, 2011 –**

The City of Houston suffered over \$1 billion of damages as a result

of Hurricane Ike. Mr. Thomas assisted the City in the preparation of large project PW documentation and closeout of large projects valued at over \$150 million. As a result, the City received millions of dollars in additional funding not originally included in the FEMA PWs. Additionally; the City was prepared for an expedited grant closeout and audit process.

**Port of Galveston, Texas, FEMA Public Assistance Consulting, Hurricane Ike, 2009-2011 –**

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

**Hidalgo and Cameron County, Texas, FEMA Public Assistance Consulting, Hurricane Alex, 2010 –**

South Texas and the Rio Grande Valley area experienced prolonged flooding following Hurricane Alex. Mr. Thomas assisted with identifying eligible FEMA PA projects and prepared all PWs on behalf of the County. The County received 100% approval of submitted PWs and began receiving funds within 30 days of project completion.

## Professional Training Courses

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



# Brad Simpson

## Grants Management Consultant

### FIRM

Thompson Consulting Services  
1135 Townpark Avenue, Suite 2101  
Lake Mary, FL 32746

### EXPERIENCE

9 years

### PROGAM EXPERIENCE

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

## Experience and Qualifications

Mr. Simpson has served as a project manager and grant management consultant for multiple federally funded grant programs on projects totaling approximately \$133 million. Mr. Simpson has extensive knowledge and understanding of the regulations, protocols, and processes required to secure maximum recovery of costs associated with disaster response and recovery. Mr. Simpson provides technical assistance, analysis, monitoring, and policy interpretation in support of the federal and state grants management processes, from project scoping, through application development, review, award, implementation, financial tracking and closeout. Mr. Simpson has assisted clients obtain funding from multiple federally funded grant programs including the Federal Emergency Management Agency (FEMA) Public Assistance (PA) Program and the FEMA Hazard Mitigation Grant Program (HMGP).

## Project Experience

**South Carolina Department of Transportation (SCDOT), Severe Flooding FEMA PA Consulting, 2015 - 2016** – Mr. Simpson served as a FEMA PA grant administration consultant for the SCDOT. He has prepared both large and small projects for approximately 100 roads and bridges throughout the State. In this role, Mr. Simpson has 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. Simpson identified mitigation opportunities and prepared Section 406 hazard mitigation requests to further strengthen SCDOT's infrastructure.

**City of Tuscaloosa, Alabama, Public Assistance and Long Term Recovery Grant Program, 2014** – The City of Tuscaloosa was impacted by multiple large and small tornadoes in April, 2011. Mr. Simpson supported the City during their close-out process to substantiate federal funding across several grant programs including FEMA PA and HMGP.

**St. John the Baptist Parish, Louisiana, HMGP Application Development, 2014** – Mr. Simpson worked with the Parish to develop their HMGP application to conduct acquisitions and/or elevations of flood risk properties throughout the County. Mr. Simpson's duties included drafting letters and documents that convey mitigation policies, processes and procedures in layman's terms; conducting meetings with public officials on detailed issues including insurance, floodplain management and mapping changes; conducting public meetings and community assistance visits to build consensus among stakeholders and explain NFIP legislation, regulations, policies, programs and practices; and working with local officials on project scoping, budgeting and application development.

**City of Daytona Beach, Florida, Debris Management Site Assessments, 2014** – Mr. Simpson provided technical assistance, analysis, and policy interpretation in identifying potential debris management sites for the City.

**Boulder County, Colorado, HMGP Application Development, 2014** – Mr. Simpson assisted the County in development of their HMGP application. His duties included reviewing, analyzing, and providing input on guidance, policies and procedures related to mitigation programs; working with local officials on planning, budgeting, and conducting studies for project development; and providing technical assistance to identify projects compliant with floodplain ordinances and regulations.

**Galveston County, Texas, FEMA HMA- HMGP Property Acquisition, 2009-2012** – Mr. Simpson served as a Hazard Mitigation Specialist for the program administration and management of the FEMA HMGP property acquisitions project in Galveston County following Hurricane Ike. The project included the processing the acquisition of 600 properties throughout the County damaged by the storm. Mr. Simpson developed complete, accurate, well-documented, and compliant project procedures; developed a database to



monitor the status and performance of the program including financial tracking, funds management, and timely settlement of acquisitions; conducted research and prepared concise replies to a wide variety of implementation queries; resolved project review issues and ensured programmatic compliance for the property home owners electing to participate in the buyout and elevation projects.

**Galveston County, Texas, FEMA HMA SRL Grant Development and Project Support, 2012** – Mr. Simpson served as a Hazard Mitigation Specialist for the grant application submittal process; defined, developed and documented procedures for implementing the elevation process; helped to organize and facilitate training for support development; led the research of pertinent local laws, codes and ordinances; established a database for application processing, budget analysis, grant obligation, quarterly report reviews, and grant close-out activities; developed performance assessments for the evaluation of engineering reviews of 200+ eligible structures for RL and SRL properties situated in Galveston County.

### Training and Certifications

- FEMA Benefits Costs Analysis Certificate
- FEMA IS-30: Mitigation eGrants System for the Subgrant Applicant
- FEMA IS-31: Mitigation eGrants System for the Grant Applicant
- FEMA IS-208a: State Disaster Management
- FEMA IS-253: Coordinating Environmental and Historic Preservation Compliance
- FEMA IS-279: Retrofitting Flood Prone Residential Structures
- FEMA IS -320 Wildfire Mitigation Basics
- FEMA IS-386: Introduction to Residential Coastal Construction
- FEMA IS-393a: Introduction to Hazard Mitigation
- FEMA IS-403 Individual Assistance
- FEMA IS-630: Introduction to Public Assistance
- FEMA IS-631: Public Assistance Operations
- FEMA IS-814 ESF 14 Long Term Recovery



# Patrick Gardner

## Data / GIS Analyst

### FIRM

Thompson Consulting Services  
1135 Townpark Avenue, Suite 2101  
Lake Mary, FL 32746

### EDUCATION

BS: Marine Science  
MS: Fisheries and Aquatic Sciences

### EXPERIENCE

3 years

### PROGAM EXPERIENCE

- FEMA Public Assistance (Categories A-B)

## Experience and Qualifications

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

## Disaster Project Experience

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

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

**Putnam, Fentress and Overton Counties, Tennessee, Sever Winter Storm, 2015** – Mr. Gardner assisted with data reporting and invoice reconciliation tasks throughout the projects. He oversaw the daily review of data for the Counties. All data was submitted to FEMA

in a Project Worksheet ready package for immediate review and submission for reimbursement.

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

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

## Environmental Project Experience

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

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



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

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

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

### Training and Certifications

- 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



# Wesley Holden

Director of ADMS Operations

## FIRM

Thompson Consulting Services  
1135 Townpark Avenue, Suite 2101  
Lake Mary, FL 32746

## EDUCATION

BS: Management Information Systems

## EXPERIENCE

13 years

## TECHNOLOGY EXPERTISE

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

## Experience and Qualifications

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

## Project Experience

**Hurricane Matthew, Disaster Recovery Operations, Multiple States, 2016 - 2017** – Mr. Holden oversaw Thompson's ADMS deployment in five (5) states and 23 unique clients simultaneously as a result of Hurricane Matthew. He assigned and managed a team of ADMS operators across all projects. This effort included the setup, distribution and management of more than 500 ADMS handheld and hip printer units which enable real-time data collection of debris monitoring operations. Overall, Thompson provided debris monitoring and substantiation for more than 3.2M cubic yards of debris as a result of Hurricane Matthew.

**Chatham County, Georgia, Hurricane Matthew Recovery Operations, 2016 – 2017** Mr. Holden served the project manager for debris removal monitoring services on behalf of Chatham County following Hurricane Matthew. He worked closely with the County and the debris removal contractor to ensure right-of-way (ROW), hazardous tree and limb, and private property debris removal (PPDR) programs

were performed efficiently and in accordance with federal and state regulations. Thompson substantiated the removal of over 1,400,000 cubic yards of vegetative debris.

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

**Mississippi Department of Transportation, Road Sign Tracking Analysis, 2015** – The Mississippi Department of Transportation (MDOT) contracted Thompson to conduct an analysis of current roadway sign shop operations, systems integration of roadway sign shop operations, field maintenance operations, data gathering, and creation of standard operating procedures of roadway sign creation and maintenance. Mr. Holden served as Project Manager and ensured project deliverables were completed and presented to MDOT stakeholders in accordance with the project task order.

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

**Town of Babylon, New York, Hurricane Sandy Recovery Operations, 2012 -2013** – Following the devastating landfall of Hurricane Sandy, Mr. Holden provided oversight of the implementation of



Thompson's automated debris management system (ADMS), *TDMSmobile*, which was utilized to track a number of different inventory metrics associated with the Town's debris removal program, including equipment deployed, trucks assigned to different work zones, debris types removed, debris collection locations, and recyclable material recovered.

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

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

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

**Alabama Tornadoes, Data Management, 2011** – Mr. Holden managed a data management operation responsible for scanning, inputting, mapping, tracking and reporting the quantities of debris removed and disposed by various contractors throughout the State of Alabama.

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

the scanning and entry of over 250,000 documents and images per day.

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

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

## Program Experience

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



# Melvin Ramos

## ADMS Supervisor

### FIRM

Thompson Consulting Services  
1135 Townpark Avenue, Suite 2101  
Lake Mary, FL 32746

### EDUCATION

Computer and Networking Systems

### EXPERIENCE

6 years

### PROGAM EXPERIENCE

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

## Experience and Qualifications

Mr. Ramos has over 6 years of experience managing debris monitoring operations throughout the United States following some of the largest debris generating natural disaster in recent history. In addition to Right-of-Way (ROW) debris monitoring programs, Mr. Ramos has worked extensively on Leaner, Hanger, and Stump Removal, Private Property Debris Removal, Demolition and Waterway Debris Removal monitoring programs. His key program experience includes FEMA PA Emergency Work (Categories A-B) / Permanent Work (C-G).

## Project Experience

**City/Parish of East Baton Rouge, Louisiana, Severe Flooding, ROW and PPDR Program Management, 2016 - 2017** – Mr. Ramos assisted with the management and distribution of Thompson's ADMS units for all monitoring programs including the 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, Severe Flooding, 2015** – Following severe statewide flooding in South Carolina, SCDOT contracted Thompson to provide debris removal monitoring services in 11 counties throughout the State. Mr. Ramos assisted in the implementation of Thompson's automated debris management system (ADMS), the Thompson Data

Management Suite, and our handheld field units, *TDMSmobile* across all projects throughout the State.

**Georgetown County, South Carolina, Winter Storm Pax 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 Aiken County to provide debris removal monitoring services. Mr. Ramos on the data management team responsible for daily distribution and intake of Thompson's ADMS handheld units, *TDMSmobile*.

**Town of Babylon, New York (November 2012 – January 2013)** – Mr. Ramos served a debris management field monitor to assist with the Town of Babylon's disaster debris removal efforts following Hurricane Sandy. Mr. Ramos was responsible for ensuring debris was collected and documented per FEMA Public Assistance guidelines. Mr. Ramos was also trained on and utilized Thompson's automated debris management system (ADMS) and mobile application, *TDMSmobile*, to track the collection and disposal of eligible disaster debris.

**Data Quality Specialist (August 2008 – February 2012)** – Mr. Ramos was a data quality specialist responsible for managing document collection and scanning for a number of debris monitoring projects. His duties also included the review and final payment recommendations on reconciled hauler and monitoring invoices. In his role he also coordinated with vendors to format project invoicing in a manner acceptable to the client and appropriate funding agencies. Mr. Ramos trained new employees on several projects and identified areas of improvement in an effort to streamline workflow processes.

**FEMA Demolition Specialist (2010 – 2011)** – Following the crippling floods of 2007 the City of Cedar Rapids, Iowa engaged in a FEMA Funded Demolition program for the Sinclair Meatpacking Plant. Mr. Ramos served as the Demolition Manager for the deconstruction of the historic Sinclair Meatpacking Plant located on the Cedar River in Cedar Rapids. At the time, this program represented the largest FEMA funded commercial demolition in the Country. The project required the administration and implementation of over \$5 million FEMA PA funds.



# Thomas "Tommy" Dorsey

## Field Operations Manager / Supervisor

### FIRM

Thompson Consulting Services  
1135 Townpark Avenue  
Suite 2101  
Lake Mary, FL 32746

### EDUCATION

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

### EXPERIENCE

6 years

### PROGRAM EXPERIENCE

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

## Experience and Qualifications

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

Mr. Dorsey also completed 40-Hour HAZWOPER – OSHA, 30-Hour OSHA Safety for the Construction Industry courses and over 50 FEMA EMI Courses.

## Project Experience

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

**South Carolina Department of Transportation, Orangeburg, Bamberg and Clarendon Counties, South**

### **Carolina, Severe Flooding Recovery Operations, 2015**

– Mr. Dorsey served as operations manager and field supervisor for debris removal monitoring in multiple counties on behalf of SCDOT following a severe flooding event. He oversaw day-to-day operations for right-of-way collection on SCDOT maintained roadways throughout the Counties.

### **Putnam County, Tennessee, Severe Winter Storm Recovery Operations, 2015**

– Mr. Dorsey served as the field supervisor supporting daily debris removal monitoring operations throughout Putnam County. He was also responsible for managing and supporting debris removal monitors in the field. The County performed both hazardous tree and limb removal as well as right-of-way (ROW) collection programs.

### **Aiken County, South Carolina Winter Storm Pax Response and Disaster Recovery, 2014**

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

### **Jefferson Parish, LA, Hurricane Recovery Operations 2012**

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

## Training and Certifications

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



# Gary Brooks

Operations Manager / Field Monitor Supervisor

## FIRM

Thompson Consulting Services  
1135 Townpark Avenue, Suite 2101  
Lake Mary, FL 32746

## MILITARY EXPERIENCE

United States Marine Corps

## EXPERIENCE

13 years

## PROGAM EXPERIENCE

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

## Experience and Qualifications

Mr. Brooks has thirteen 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

**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 is performing 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.

**Williamsburg County, South Carolina, Winter Storm Pax Recovery Operations, 2014** – Mr. Brooks served as the operations manager for debris removal monitoring operations 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, hangers on County maintained roadways.

**Iberville Parish, Louisiana, Hurricane Isaac Recovery, Waterway Debris Removal Monitoring, 2013** – Mr. Brooks served as operations manager and field supervisor overseeing the debris removal monitoring effort in various Parish waterways. The debris congestion in the waterways was remaining from the impacts of Hurricane Isaac.

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



debris was successfully removed, allowing for the recovery of the wetlands.

**Denham Springs, Louisiana, Hurricane Isaac Recovery Operations, 2012**

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

**Clark County, Indiana, Tornado Recovery Operations, 2012**

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

**City of Portsmouth, Virginia, Hurricane Irene**

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

**Alabama Department of Conservation and Natural Resources, Tornado Debris Removal Monitoring, 2011**

– The devastating tornados in the spring of 2011 ripped through the State of Alabama and ravaged two of the state parks. Mr. Brooks served as the parks field supervisor to oversee field monitors tasked to monitor the removal and reduction of thousands of damaged trees in compliance with FEMA 325 and 327 guidelines.

**City of Baytown, Texas, Hurricane Debris Removal Monitoring, 2008**

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

**Town of Amherst, New York, Snow Storm Debris Removal Monitoring, 2006**

– Following an unusual snow storm that collapsed the pre-fall vegetative

canopy in Western New York in 2006, Mr. Brooks served as a field operations supervisor for the Town of Amherst's debris removal monitoring program. The effort monitored, documented, and secured FEMA funding for the removal of over 900,000 cubic yards of vegetative storm debris as well as damaged trees, and hanging limbs from the Town's Right-of-Way.

**Escambia County, Florida, Hurricane Debris Disposal Monitoring, 2004**

– Following the devastating impact that Hurricane Ivan made on Escambia County, Mr. Brooks served as the Debris Management Site (DMS) manager for Bronson Field, a former U.S. Military base that served as the largest DMS to support Escambia County's debris removal program. County-wide, 3 prime contractors removed nearly 8,000,000 cubic yards of vegetative and construction and demolition debris, nearly 30% of which was processed and reduced at Bronson Field.



# Keith Forrester

## Field Operations Manager

### FIRM

Thompson Consulting Services  
1135 Townpark Avenue  
Suite 2101  
Lake Mary, FL 32746

### EDUCATION

BA: Marketing and Management

### EXPERIENCE

13 years

### PROGAM EXPERIENCE

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

## Experience and Qualifications

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

## Project Experience

**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 1.8 million cubic yard of construction and demolition debris have been collected and more than 1,450

applicants participated in the extended ROW PPDR program.

**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 is performing both hazardous tree and limb removal as well as right-of-way (ROW) collection programs on County maintained roadways.

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

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

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

**Alabama Department of Conservation and Natural Resources, Tornado Debris Removal Monitoring** – The devastating tornados in the spring of 2011 ripped



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

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

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

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



# Raul Cardenas

## Field Operations Supervisor

### FIRM

Thompson Consulting Services  
1135 Townpark Avenue, Suite 2101  
Lake Mary, FL 32746

### EXPERIENCE

12 years

### PROGAM EXPERIENCE

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

## Experience and Qualifications

Mr. Cardenas has twelve 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

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

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

**South Carolina Department of Transportation, Dorchester and Berkeley Counties, South Carolina, Severe Flooding Recovery, 2015** – Mr. Cardenas served

as operations manager for debris removal monitoring in Dorchester and Berkeley Counties on behalf of SCDOT following a severe flooding event. He oversaw day-to-day operations for right-of-way collection on SCDOT maintained roadways throughout the Counties.

### **South Carolina Department of Transportation (SCDOT), Winter Storm Pax Recovery Operations, 2014**

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

### **Marion County, South Carolina, Winter Storm Pax Recovery Operations, 2014**

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

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

– Mr. Cardenas served as field supervisor overseeing disaster debris removal operations in the Richmond and Fredericksburg VDOT Districts which included six different residencies across the eastern part of state. The recovery efforts included the collection and removal of over 450,000 cubic yards of debris.

### **MEMA, Hurricane Deployment, Hurricane Katrina, 2005-2007**

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



**South Florida, Hurricane Deployment, Hurricanes Charley, Frances and Jeanne, 2004-2005 – Mr.**

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

**Training and Certifications**

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



# Jeff Hollis

## Field Operations Supervisor

### FIRM

Thompson Consulting Services  
1135 Townpark Avenue, Suite 2101  
Lake Mary, FL 32746

### EXPERIENCE

12 years

### PROGAM EXPERIENCE

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

## Experience and Qualifications

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

## Project Experience

**City of St. Augustine, Florida, Hurricane Matthew Recovery Operations, 2016 - 2017** – Mr. Hollis recently 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 operation manager for the Harris County debris monitoring effort. Mr. Hollis managed a field team responsible for monitoring the removal of over 2,500,000 cubic yards of debris.

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



properly demolished and disposed of at Type I Disposal facilities.

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

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

### Training and Certifications

- OSHA 29 CFR 1910.120 40-Hour HAZWOPER Training





# SECTION C

## EXPERIENCE & PAST PERFORMANCE

### Qualifications and Experience

*Our staff has monitored the federally reimbursed removal of over 80 million cubic yards of debris on behalf of over 150 different local and state government agencies across the United States.*

Thompson has provided disaster response and recovery services since **1979** following Hurricane Frederic. Since then, our staff has supported over **120** federal, state and local government entities plan for and respond to a variety of disaster incidents, such as, tornadoes, hurricanes, floods, earthquakes, ice storms, oil spills and other natural disasters. Our emergency response and disaster recovery consultants have over **50** years of combined experience and have responded to some of the most devastating incidents to

impact the United States in the last two decades including: Hurricanes Charley, Frances and Ivan in 2004; Hurricane Katrina in 2005; the Buffalo, NY ice and snow storm of 2006; Hurricane Ike in 2008; the Nashville, TN floods in 2010; the Southeast tornadoes of April 2011; Hurricane Irene in 2011; the Midwest tornados of 2012 which impacted Missouri, Illinois, Indiana, Kentucky, Tennessee and West Virginia, Hurricanes Isaac and Sandy in 2012, Winter Storm Pax in 2014; South Carolina flooding in 2015 and Hurricane Matthew in 2016 which impacted Florida, Georgia, South Carolina, North Carolina and Virginia. This work has resulted in our clients successfully applying for and retaining more than **\$3** billion of federal grant funding for debris removal.

*Our approach to providing disaster response and recovery services to the City of Texas City (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 Texas Division of Emergency Management (TDEM) and the Federal Emergency Management Agency (FEMA) Public Assistance (PA) Program.*

Thompson’s consultants have performed debris monitoring and grant administration services for a variety of Federal Emergency Management Agency (FEMA) and Federal Highway Administration (FHWA) reimbursable federally declared disasters and emergencies. A summary of our experience over the last twelve years is provided in the table below and a comprehensive staff experience matrix is included in Exhibit C-1 following this section.

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

Disaster	Year	Clients	Grant Funds Administered	Grant Programs
Hurricane Matthew (FEMA DR-4283-86, 4291)	2016	17	TBD	FEMA PA
Louisiana Severe Flooding (FEMA DR-4277)	2015	2	TBD	FEMA PA, FEMA HMGP
South Carolina Severe Flooding (FEMA DR-4241)	2015	1	\$35,000,000	FEMA PA, FEMA HMGP
Winter Storm Pandora (FEMA DR-4211)	2015	3	\$750,000	FEMA PA
Alabama Severe Storms (FEMA DR-4176)	2014	4	\$2,000,000	FEMA PA
Winter Storm Pax (FEMA DR-4166)	2014	6	\$200,000,000	FEMA PA, FHWA ER, FEMA HMGP

Disaster	Year	Clients	Grant Funds Administered	Grant Programs
Hurricane Sandy (FEMA DR-4085-4086)	2012	7	\$250,000,000	FEMA PA, FHWA ER, FEMA HMGP
Hurricane Isaac (FEMA DR-4080-4081)	2012	4	\$2,000,000	FEMA PA, FHWA ER
Indiana Tornados (FEMA DR-4058)	2012	1	\$2,500,000	FEMA PA, FHWA ER
Hurricane Irene (FEMA DR-4024)	2011	1	\$4,500,000	FEMA PA, FHWA ER
Alabama Tornados (FEMA DR-1971)	2011	3	\$25,000,000	FEMA PA, FEMA HMGP, FHWA ER, CDBG DR, DOE
Oklahoma Severe Storms (FEMA DR-1876)	2010	1	\$284,160	FEMA PA, FHWA ER
Tennessee Flooding (FEMA DR-1909)	2010	1	\$4,133,100	FEMA PA, FHWA ER
Iowa Flooding (FEMA DR-1763)	2010	2	\$1,640,325	FEMA PA, FEMA HMGP FHWA ER
Massachusetts Snow Storm (FEMA \DR-1813)	2009	2	\$896,475	FEMA PA, FHWA ER
Hurricane Ike (FEMA DR-1791)	2008	12	\$445,504,160	FEMA PA, FEMA SRL, FHWA ER, CDBG DR
Hurricane Gustav (FEMA DR-1786)	2008	6	\$19,374,540	FEMA PA, FEMA SRL, FEMA HMGP, FHWA ER
Hurricane Dolly (FEMA DR-1780)	2008	2	\$17,241,000	FEMA PA, FHWA ER
Oklahoma/Missouri Ice Storm (FEMA DR-1735)	2007	2	\$12,375,000	FEMA PA, FHWA ER
Missouri Ice Storm (FEMA DR-1676)	2007	3	\$31,523,000	FEMA PA, FHWA ER
New York Winter Storm (FEMA DR-1665)	2006	7	\$20,700,000	FEMA PA, FHWA ER, NRCS
Hurricane Wilma (FEMA DR-1609)	2005	15	\$214,491,000	FEMA PA, FEMA HMGP, FHWA ER, NRCS
Hurricane Rita (FEMA DR 1606)	2005	2	\$96,000,000	FEMA PA, FHWA ER
Hurricane Katrina (FEMA DR 1602-1604)	2005	30	\$914,304,040	FEMA PA, FEMA HMGP, FHWA ER, NRCS
Hurricane Dennis (FEMA DR-1595)	2005	3	\$90,000,000	FEMA PA, FHWA ER
Hurricane Ivan (FEMA DR-1551)	2004	3	\$243,332,500	FEMA PA, FEMA HMGP, FHWA ER, NRCS
Hurricane Frances (FEMA DR-1545)	2004	1	\$5,000,000	FEMA PA, FHWA ER
Hurricane Charley (FEMA DR-1539)	2004	3	\$97,085,850	FEMA PA, FHWA ER

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

### Past Performance

Thompson has an exceptional record of performance on our previous and existing contracts. The following select project examples highlight our experience and capabilities performing similar services to the scope of work requested by the City and include several recent examples 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. *Also, many of the projects below include services considered "Enhancements to Proposal" per the request for proposal.*

Chatham County, Georgia

October 2016 – March 2017

Hurricane Matthew Disaster Debris Removal Monitoring / PPDR

Debris Quantity: 1,600,000 CY



**Summary:** Thompson has maintained a stand-by debris monitoring contract with Chatham County, GA (County) for over four years prior to being activated following Hurricane Matthew in October of 2016. During that time, Thompson performed annual debris training and disaster response process reviews with the County in order to maintain a high level of operational readiness should our debris monitoring team ever be needed to respond to a, historically and, statistically rare direct hurricane impact to the coast of Georgia.

While Hurricane Matthew worked its way up the Atlantic Coast, Thompson deployed a response team to the County 72 hours prior to receiving a notice to proceed in anticipation of a contract activation. In the aftermath of the hurricane, the County activated Thompson’s contract and we began debris operations immediately with over 75 field staff ready due to our diligent planning and pre-deployment of resources. To date Thompson has monitored the removal of over 1,400,000 cubic yards of vegetative debris, as well as the removal of hazardous limbs from 16,000 trees and the complete removal of over 900 hazardous leaning trees. In addition, Thompson has worked closely with the County and its stakeholders to obtain approval for, and implement a FEMA approved private property debris removal program that has resulted in the removal of over 200,000 cubic yards from private property and gated communities.

*\*Enhancement to Proposal item E*

City-Parish of East Baton Rouge, Louisiana

August 2016 - Present

Disaster Debris Removal Monitoring

Debris Quantity: 1,800,000 CY

**Summary:** In August 2016 prolonged severe storms caused massive flooding throughout the City-Parish of East Baton Rouge, Louisiana leaving over 60,000 homes damaged or destroyed. As the flood waters subsided the City-Parish activated their debris removal hauler and monitor, Thompson, to assist in the monumental effort of managing the removal of debris generated from the thousands of flooded homes. Thus far, Thompson has performed disaster debris removal monitoring services overseeing the collection of more than 1.8 million cubic yards of constructing and demolition 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 paper work. Once ownership of the property was verified Thompson logged the record into TDMS and provided the debris removal contractor with a list and map of properties approved for PPDR. Over 1,450 right-of-entry forms were collected, validated and processed for extended collection.

*\*Enhancement to Proposal item E*

City of Denham Springs, Louisiana

August 2016 - Present

Debris Removal Monitoring / PPDR & FEMA Grant Management

Debris Quantity: 250,000 CY

**2016 Severe Flooding:** Thompson is currently providing disaster debris removal monitoring and FEMA grant management and Public Assistance consulting services to the City of Denham Springs following the recent flooding that impacted over 90% of the City causing approximately \$7,000,000 in damages eligible for FEMA PA reimbursement. Thompson has substantiated over 250,000 cubic yards of vegetative debris and 272 tons of white goods. In addition, Thompson worked closely with the City to implement a comprehensive Private Property Debris Removal Program for extended ROW collection. Overall, 339 right-of-entry forms were collected, validated and processed for extended collection.

Most of the damage in Denham Springs consisted of residential property flooding. Thompson’s FEMA PA consultants are assisting the City in their pursuit of funding for a private property housing demolition program to restore destroyed properties currently posing a threat to public health and safety. Additionally, Thompson is preparing projects and supporting documentation for damages to City-owned buildings, equipment, roads, storm water and wastewater utilities, and for the reimbursement of force account emergency protective measures.

**2012 Hurricane Isaac:** Following Hurricane Isaac’s landfall, Thompson was engaged by the City to provide disaster debris removal monitoring services. The force of the wind downed power lines and trees and scattered debris throughout the City. Within hours of a notice to proceed, Thompson deployed a field management team to train and on-board local debris monitors in the impacted area, as well as coordinated with the City, the Governor’s Office of Homeland Security and Emergency Preparedness (GOHSEP), Louisiana Department of Environmental Quality (LDEQ), and FEMA to begin emergency debris removal. Thompson monitored 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. Furthermore, Thompson conducted a city-wide survey to identify hurricane damaged trees and assisted with the development and implantation of a leaner/hanger program to address City ROW and public parks.

*\*Enhancement to Proposal item E*

South Carolina Department of Transportation (SCDOT)

Feb 2014 – Present

Debris Removal Monitoring and Public Assistance Consulting

Debris Quantity: 2,275,000 CY

**Hurricane Matthew 2016:** Following Hurricane Matthew, the SCDOT again activated Thompson to provide disaster debris removal monitoring and disaster recovery services in seven counties, including Colleton, Darlington, Florence, Horry, Orangeburg, Sumter and Williamsburg. Thompson mobilized within 24 hours of receiving a notice to proceed. To date, over 956,000 cubic yards of vegetative debris have been collected from state-maintained roadways.



**Severe Flooding 2015:** In early October, 2015, South Carolina experienced severe storms and heavy rainfall which left multiple counties throughout the State flooded and in need of disaster assistance. Homeowners began removing damaged household items and piling debris along the right-of-way.. Thompson worked with the SCDOT to quickly establish debris removal operations along State maintained roadways and assisted in the development of a Mutual Aid Agreement for SCDOT to provide debris removal and monitoring services to participating counties along municipal roadways as well. Thompson performed monitoring services in 11 counties throughout the State and documented over 111,500 cubic yards of C&D debris, as well as 39.89 tons of unregulated E-Waste, 1,480 units of regulated E-Waste, 48.4 tons of HHW and 486 units of white goods. In addition, hundreds of roadways and bridges throughout the State were compromised from the flood waters and SCDOT has again sought the services of Thompson's FEMA Public Assistance professionals to assist in the management and development of project worksheets.

**Winter Storm Pax 2014:** In February, 2014 Winter Storm Pax coated an 18 county area in South Carolina with up to 1.5” of ice and generated widespread vegetative debris. The SCDOT activated its pre-event contract with Thompson to monitor a six county area in the eastern part of the state including, Horry, Georgetown, Williamsburg, Florence, Dillon, and Marion Counties. Thompson monitored, documented, and substantiated reimbursement for the removal of 1,200,000 cubic yards of debris and the removal of hazardous limbs from 175,000 hazardous trees by three debris removal contractors.



Thompson also supported the SCDOT by providing Federal Emergency Management Agency (FEMA) Public Assistance, Category A and B consulting services, overseeing the preparation of more than 115 large Project Worksheets on behalf of SCDOT and recovering more than \$155,000,000 in funding.

Newton County, Texas

May – July 2016

Severe Flooding Disaster Recovery

Debris Quantity: 37,030 CY

**Project Summary:** Weeks of continual severe storms and heavy rainfall left low lying areas and neighborhoods throughout Newton County, particularly in the Deweyville area, almost completely underwater. After the flood waters receded, Thompson assisted the County in performing disaster debris removal monitoring services to document and substantiate the removal of over 665 loads/37,303 CY of construction and demolition (C&D) debris as well as 418 units of white goods from the impacted areas of the County.

Putnam County, Tennessee

March – June 2015

Debris Removal Monitoring

Debris Quantity: 140,000 CY

**Summary:** Following a severe winter storm in March of 2015, Putnam County was overcome with downed trees and hazardous hanging limbs lining critical roadways. The County retained Thompson to monitor contracted debris removal operations throughout the County. Thompson mobilized within hours of receiving a notice to proceed and began hiring and training local residents of the County to serve as debris monitors. Thompson monitored, documented, and substantiated reimbursement for the removal of 140,000 cubic yards of debris and the removal of 1,800 hazardous trees.

City of Kimberly, Alabama

May – June 2014

Tornado Debris Removal Monitoring

Debris Quantity: 20,000 CY

**Summary:** Following an outbreak of severe weather and tornados, the City of Kimberly retained Thompson to monitor contracted debris removal operations throughout the City. The City was overwhelmed beyond their capacity with mixed debris, C&D, and hazardous trees. Thompson monitored, documented, and substantiated reimbursement for the removal of 20,000 cubic yards of debris and the removal of 118 hazardous trees.

Aiken County, South Carolina

February – August 2014

Debris Removal Monitoring

Debris Quantity: 1,500,000 CY



**Summary:** In February, 2014 Winter Storm Pax, a powerful ice storm, coated an 18 County area in South Carolina with up to 1.5" of ice and generated widespread vegetative debris. Aiken County activated a contract with Thompson following an emergency procurement to monitor debris removal from County maintained roads, schools, parks, facilities and waterways. Thompson monitored, documented, and substantiated reimbursement for the removal of 1,500,000 cubic yards of debris and the removal of hazardous limbs from 155,000 hazardous trees from County roads ways. In addition, Thompson is monitored the removal of debris and hazardous hanging limbs from the Horse Creek Water Trail, a historically significant waterway, in

order to substantiate reimbursement for the removal of over 40,000 cubic yards of debris and the removal of hazardous limbs from 4,000 hazardous trees.

*\*Enhancement to Proposal item B*

Terrebonne Parish, Louisiana

September – October 2012

Hurricane Recovery Management and Debris Removal Monitoring

Debris Quantity: 56,000 CY



**Summary:** After Hurricane Isaac made landfall along the Louisiana Gulf Coast, Thompson Consulting Services (Thompson) immediately responded to Terrebonne Parish by deploying a field management team to train and on-board local residents to monitor and document emergency push and debris removal operations. Thankfully, Terrebonne Parish did not sustain the same magnitude of damage and debris experienced as a result of Hurricanes Katrina and Gustav, however as Isaac's eye passed over the Parish, high winds and heavy rainfall generated debris and downed trees and power lines. Thompson worked with Terrebonne Parish on an

expedited debris removal schedule, and after close coordination with the Governor's Office of Homeland Security and Emergency Preparedness (GOHSEP), Louisiana Department of Environmental Quality (LDEQ), and FEMA, completed emergency time and materials as well as ROW debris removal in less than 30 days. In addition, Thompson assisted the Parish with the development and implementation of a leaner hanger program in Parish parks. Thompson managed and documented the removal of nearly 56,000 CY of debris in order to satisfy FEMA and State reimbursement requirements.

Hancock County, Mississippi

September 2012

**Hurricane Recovery Management and Debris Removal Monitoring**

Debris Quantity: 15,000 CY

**Summary:** Following Hurricane Isaac's landfall, Thompson was engaged by Hancock County, MS to provide disaster debris removal monitoring services for debris removal from County Beaches and ROW debris removal from FHWA Beach Blvd. Storm surge wrought by Hurricane Isaac drowned thousands of nutria which subsequently washed onto the County's beaches along with thousands of cubic yards of debris and sea grass. Piles of debris posed an immediate threat to public health and safety, as the thick grass harbored thousands of snakes, decaying nutria, and served as a breeding ground for mosquitos and viruses such as West Nile. Furthermore, storm surge and several days of pounding waves caused extensive erosion along the Hancock County shoreline and displaced beach sand onto Beach Blvd. and other high traffic roads. Within hours of a notice to proceed, Thompson deployed a field management team to train and on-board local debris monitors in the impacted area, as well as coordinated with the County, Mississippi Department of Environmental Quality (MDEQ), and FEMA to begin emergency debris removal from the beaches and with FHWA to coordinate debris and sand removal from Beach Blvd. The County activated two separate contractors and Thompson coordinated with each to ensure project completion within an expedited debris removal schedule that allowed the County to quickly recover from the costly environmental and economic impacts of Hurricane Isaac.



*\*Enhancement to Proposal item A*

City of New York, New York

November 2012– January 2013

**Hurricane Sandy Automotive Recovery**



**Summary:** The Sandy Automotive Recovery project included the towing, storage and release of 3,503 flood damaged vehicles as a result of Hurricane Sandy in Brooklyn, Staten Island and Queens. Thompson Consulting Services was contracted to provide our Automated Debris Management System (ADMS) device, TDMSmobile, to intake flooded vehicles at the storage locations, create inventory stickers that were affixed to vehicle windshields, and release vehicles from the storage locations.

*\*Enhancement to Proposal item C*

Trinity Bay Conservation District, Texas

April – July 2012

**Disaster Debris Management Plan Development**

**Summary:** In preparation for the 2012 Hurricane Season Trinity Bay Conservation District (TBCD) sought to develop FEMA Debris Management Guide – 325 (FEMA 325) compliant Disaster Debris Management Plan (DDMP). The purpose of the DDMP is to determine, develop, and document policies, procedures and organizational responsibility detailing how TBCD will respond to a disaster debris removal situation. As part of the planning process Thompson also assisted in identifying and validating potential debris management sites for TBCD. The final plan documented the policies, procedures, and roles and responsibilities of TBCD in order to implement a coordinated response effort following a debris- generating disaster incident.

City of Tuscaloosa, Alabama

2011 – 2013

**Tornado Disaster Grants Management / Cost Recovery Services**



**Disaster Grants Management:** Thompson was selected by the City to assist it with FEMA Public Assistance program application, administration and program management. Thompson supported the City with seeking reimbursement for over \$60 million of damages related to FEMA Categories B – G and spearheading the City’s effort to file insurance claims for an additional \$30 million in losses. The project will required the submission of more than 100 project worksheets and the review of dozens of insurance claims.

Also, in support of the City’s long term recovery efforts Thompson is providing grant application development and program management for projects to be funded by several different federal grant programs including FEMA PA and HMGP programs and HUD CDBG program.

**HMGP Demolition Program Management:** The City of Tuscaloosa is widely regarded as ground zero of the crippling tornados of April 2011 that tore through central and northern Alabama. Following the devastating impacts of the tornadoes, the City prioritized projects from their Hazard Mitigation Plan that would best serve the public in similar future disaster events. Projects chosen for application include the acquisition and demolition of substantially damaged properties. Thompson provided the City with program management services to ensure efficiency of operations and compliance with HMGP requirements of the demolition program. Thompson assisted the City in initiating their disaster demolitions program, which included the acquisition and demolition of substantially damaged properties as a result of the tornadoes. FEMA approved over 200 properties for demolition. Thompson also provided training to the City’s staff to support the program, assisted in contractor procurement, and ultimately oversaw the documentation procedures for the program including monitoring of debris removal.

AL Department of Conservation and Natural Resources

May - October 2011

**Tornado Recovery Management & Debris Removal Monitoring**

**Debris Quantity: 100,000 CY**

**Summary:** Following tornados of April 2011 throughout central and northern Alabama, Thompson was engaged by the Alabama Department of Conservation and Natural Resources (ADCNR) to assist with assessing the damages left by the storm and implementing a program to restore the Guntersville, Buck’s Pocket and Morgan’s Cove State parks to their pristine condition. The assessment found camp grounds being totally destroyed, bath and shower facilities completely displaced, and significant damage to chalets, cabins and lodge facilities. In addition to the infrastructure damage, ADCNR was faced with the necessity to remove massive amounts of debris from its roadways, trail system and fire lines. ADCNR called on Thompson to provide debris removal monitoring and management services. At its peak, ADCNR’s debris removal contractor mobilized 90 crews that required monitoring and documentation of work completed.

United States Army Corps of Engineers, Vicksburg District

2005 - 2007

**Hurricane Recovery Management & Debris Removal Monitoring**

**Debris Quantity: 7,000,000 CY**



**Summary:** Thompson Engineering provided 240 debris monitoring inspectors to support the Hurricane Katrina recovery effort in multiple counties in southern Mississippi. Thompson mobilized 100 Inspectors in 3 days and reached the Corps staffing goal of 250 within the timeframe established by the mission managers. Thompson debris removal monitoring responsibilities included daily quality assurance inspection, load ticket preparation, daily reports, by County, and project record keeping. Thompson inspectors monitored the collection of over 7M cubic yards of debris thought out the mission. Thompson also served as a liaison between the USACE, state agencies, and county representatives to report debris removal progress and resolve issues in the field. There were no FEMA reimbursement issues on this project.

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

Our recent disaster recovery and debris monitoring experience in Georgia, Florida, South Carolina, Virginia, Louisiana, Mississippi, and Alabama demonstrates Thompson's ability to comply with application requirements of the FEMA Public Assistance Alternative Procedures Pilot Program for Debris Removal as well as other guidance documents and eligibility requirements issued by FEMA. Thompson closely monitors changes to FEMA policy and guidance so that we can make the appropriate changes to our own practices and procedures in order to best protect the clients we serve. For instance, our team is thoroughly versed and ready to implement the Public Assistance Program and Policy Guide (PAPP) issued on January 1, 2016 which incorporates and supersedes language from other PA Program publications including FEMA 325, 327 and the 9500 Series.

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

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

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

# EXHIBIT C.1

## STAFF EXPERIENCE MATRIX

# Thompson Consulting Services

## Staff Experience Matrix

Event/Client	FEMA-DR	Cubic Yardage	Disaster Debris Contract Management	Contract Procurement Assistance	ROW Debris Removal Monitoring	Parks Debris Removal Monitoring	DMS/Disposal Monitoring	Leaver/Managers/ Stumps Removal Monitoring	DMS Environmental Support	Beach Remediation/Restoration	Private Property Debris Removal (PPDR) Administration	Marine/Waterway Debris Removal	Data Collection/ Management/ Billing/ Invoicing	Customer Information/ Service Call Centers	Demolition Administration & Program Management	FEMA Category A&B Reimbursement Support
<b>HURRICANE MATTHEW – 2016-2017</b>																
<b>EVENT TOTAL CUBIC YARDS OF DEBRIS – TBD (Projects Ongoing)</b>																
City of Norfolk, VA	4291	29,000	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦
City of Southern Shores, NC	4285	20,000	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦
Dare County, NC	4285	96,000	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦
City of Lumberton, NC	4285	26,000	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦
SC Department of Transportation	4286	960,000	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦
Chatham County, GA	4284	1,400,000	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦
City of Effingham, GA	4284	11,000	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦
City of Pooler, GA	4284	17,000	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦
Georgia Department of Transportation	4284	180,000	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦
City of St. Augustine, FL	4283	83,000	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦
City of Orange City, FL	4283	13,000	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦
City of Ormond Beach, FL	4283	170,000	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦
City of Deland, FL	4283	57,000	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦
City of Daytona Beach, FL	4283	330,000	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦
City of Palm Bay, FL	4283	99,000	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦
City of Palm Beach, FL	4283	14,000	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦
City of Vero Beach, FL	4283	27,000	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦
<b>SEVERE STORMS &amp; FLOODING – 2016</b>																
<b>EVENT TOTAL CUBIC YARDS OF DEBRIS – TBD (Projects Ongoing)</b>																
City-Parish of East Baton Rouge, LA	4277	1,800,000	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦
City of Denham Springs, LA	4277	250,000	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦
<b>SEVERE STORMS &amp; FLOODING – 2016</b>																
<b>EVENT TOTAL CUBIC YARDS OF DEBRIS – 44 736</b>																
Vernon Parish, LA	4263	7,706	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦
Newton County, TX	4266	37,030	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦
<b>SEVERE STORMS &amp; FLOODING – 2015</b>																
<b>EVENT TOTAL CUBIC YARDS OF DEBRIS – 120,000</b>																
SC Department of Transportation	4241	120,000	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦
<b>SEVERE WINTER STORM PANDORA – 2015</b>																
<b>EVENT TOTAL CUBIC YARDS OF DEBRIS – 271,000</b>																
Putnam County, TN	4211	140,000	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦
Fentress County, TN	4211	77,000	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦
Overton County, TN	4211	54,000	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦
<b>TORNADOES – 2014</b>																
<b>EVENT TOTAL CUBIC YARDS OF DEBRIS – 144,000</b>																
City of Adamsville, AL	4176	22,000	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦
City of Graysville, AL	4176	80,000	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦
City of Kimberly, AL	4176	20,000	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦
Lee County, AL	4176	22,000	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦
<b>SEVERE WINTER STORM PAX – 2014</b>																
<b>EVENT TOTAL CUBIC YARDS OF DEBRIS – 2,930,000</b>																
South Carolina DOT	4166	1,200,000	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦
Georgetown County, SC	4166	105,000	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦
Marion County, SC	4166	25,000	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦
Williamsburg County, SC	4166	40,000	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦
Aiken County, SC	4166	1,500,000	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦
Allendale County, SC	4166	60,000	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦
<b>HURRICANE ISAAC – 2013</b>																
<b>EVENT TOTAL CUBIC YARDS OF DEBRIS – 950</b>																

# Thompson Consulting Services

## Staff Experience Matrix

Event/Client	FEMA-DR	Cubic Yardage	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
Iberville Parish, LA (Waterways)	4080	950	♦				♦					♦	♦			♦
<b>HURRICANE ISAAC – 2013</b>																
<b>EVENT TOTAL CUBIC YARDS OF DEBRIS – 1,000</b>																
AL Port Authority (Wetlands)	4082	1,000	♦									♦	♦			
<b>HURRICANE SANDY – 2012</b>																
<b>EVENT TOTAL CUBIC YARDS OF DEBRIS – 125,000</b>																
City of Hoboken, NJ	4086	25,000	♦	♦	♦								♦			♦
Town of Babylon, NY	4085	100,000	♦		♦								♦			
<b>HURRICANE ISAAC – 2012</b>																
<b>EVENT TOTAL CUBIC YARDS OF DEBRIS – 92,000</b>																
Terrebonne Parish, LA	4080	56,000	♦		♦	♦	♦	♦					♦			♦
Denham Spring, LA	4080	9,000	♦		♦	♦	♦	♦					♦			♦
Hancock County, MS	4081	23,000			♦		♦			♦			♦			
Jackson County, MS	4081	4,000			♦		♦									♦
<b>HURRICANE IRENE – 2011</b>																
<b>EVENT TOTAL CUBIC YARDS OF DEBRIS – 465,000</b>																
Saluda Residency, Virginia DOT	4024	100,000			♦		♦	♦								
Petersburg Residency, Virginia DOT	4024	75,000			♦		♦	♦								
Ashland Residency, Virginia DOT	4024	200,000			♦		♦	♦								
Chesterfield Residency, Virginia DOT	4024	15,000			♦		♦	♦								
City of Portsmouth, Virginia	4024	50,000			♦		♦	♦								
Brunswick County, Virginia	4024	25,000			♦		♦	♦								
<b>TORNADOES – 2011</b>																
<b>EVENT TOTAL CUBIC YARDS OF DEBRIS – 450,000</b>																
City of Tuscaloosa, AL	1971	N/A		♦							♦		♦	♦	♦	♦
Calhoun County, AL	1971	350,000	♦		♦		♦	♦	♦		♦		♦		♦	♦
Alabama DCNR	1971	100,000	♦		♦	♦	♦	♦	♦				♦		♦	
<b>TORNADOES – 2010</b>																
<b>EVENT TOTAL CUBIC YARDS OF DEBRIS – 18,944</b>																
City of Norman, OK <sup>[1]</sup>	1926	18,944	♦		♦		♦	♦	♦				♦			♦
<b>FLOODING – 2010</b>																
<b>EVENT TOTAL CUBIC YARDS OF DEBRIS – 348,895</b>																
City of Nashville, TN <sup>[2]</sup>	1909	275,540			♦		♦		♦				♦			
City of Cedar Rapids, IA <sup>[2]</sup>	1763	109,355	♦													♦
<b>ROCK SLIDES – 2009</b>																
<b>EVENT TOTAL CUBIC YARDS OF DEBRIS – 60,000</b>																
City of Chattanooga, TN	N/A	60,000	♦		♦	♦										
<b>HURRICANE IKE – 2008</b>																
<b>EVENT TOTAL CUBIC YARDS OF DEBRIS – 12,275,208</b>																
City of Houston, TX <sup>[1]</sup>	1791	4,500,000	♦	♦	♦	♦	♦	♦	♦				♦	♦		♦
Harris County, TX <sup>[1]</sup>	1791	2,500,000	♦	♦	♦	♦	♦	♦	♦				♦	♦		♦
Galveston County, TX <sup>[3]</sup>	1791	1,400,000	♦		♦	♦	♦	♦	♦		♦		♦	♦		♦
City of Baytown, TX <sup>[1]</sup>	1791	1,000,000	♦		♦	♦	♦	♦	♦			♦	♦	♦		♦
Montgomery County, TX <sup>[1]</sup>	1791	871,452	♦		♦		♦	♦	♦				♦			♦
Fort Bend County, TX <sup>[1]</sup>	1791	415,000	♦		♦	♦	♦	♦	♦				♦			♦
Town of Dauphin Island, AL <sup>[1]</sup>	1797	50,000	♦		♦	♦				♦	♦	♦	♦			♦
Hardin County, TX <sup>[1]</sup>	1791	200,000	♦		♦		♦	♦	♦				♦			♦
City of Sugarland, TX <sup>[1]</sup>	1791	125,000	♦		♦	♦	♦	♦	♦				♦			♦
City of Missouri City, TX <sup>[1]</sup>	1791	97,238	♦		♦	♦	♦	♦	♦				♦			♦
<b>HURRICANE GUSTAV – 2008</b>																
<b>EVENT TOTAL CUBIC YARDS OF DEBRIS – 968,727</b>																
Terrebonne Parish, LA <sup>[2]</sup>	1786	296,039	♦		♦	♦	♦	♦	♦		♦	♦	♦		♦	♦

# Thompson Consulting Services

## Staff Experience Matrix

Event/Client	FEMA-DR	Cubic Yardage	Disaster Debris Contract Management	Contract Procurement Assistance	ROW Debris Removal Monitoring	Parks Debris Removal Monitoring	DMS/Disposal Monitoring	Leaver/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
St. Landry Parish, LA <sup>[2]</sup>	1786	225,000	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆
Iberville Parish, LA <sup>[2]</sup>	1786	179,185	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆
City of New Orleans, LA <sup>[2]</sup>	1786	136,559	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆
City of Thibodaux, LA <sup>[4]</sup>	1786	78,820	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆
St John the Baptist Parish, LA <sup>[1]</sup>	1786	53,124	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆
<b>HURRICANE DOLLY – 2008</b>																
EVENT TOTAL CUBIC YARDS OF DEBRIS – 612,050																
Hidalgo County, TX <sup>[1]</sup>	1780	310,585	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆
Cameron County, TX <sup>[2]</sup>	1780	301,465	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆
<b>IOWA FLOODING – 2008</b>																
EVENT TOTAL CUBIC YARDS OF DEBRIS – 200,000																
City of Waterloo, IA <sup>[1]</sup>	1763	200,000	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆
<b>MIDWEST ICE STORM – 2007</b>																
EVENT TOTAL CUBIC YARDS OF DEBRIS – 825,000																
City of Norman, OK <sup>[1]</sup>	1735	750,000	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆
City of Webb City, MO <sup>[1]</sup>	1736	75,000	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆
<b>MIDWEST ICE STORM – 2007</b>																
EVENT TOTAL CUBIC YARDS OF DEBRIS – 2,101,539																
City of Springfield, MO <sup>[1]</sup>	1676	1,448,539	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆
Greene County, MO <sup>[2]</sup>	1676	545,000	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆
City of Lebanon, MO <sup>[2]</sup>	1676	108,000	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆
<b>BUFFALO SNOW STORM – 2006</b>																
EVENT TOTAL CUBIC YARDS OF DEBRIS – 1,386,000																
Town of Amherst, NY <sup>[2]</sup>	1655	800,000	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆
Town of Tonawanda, NY <sup>[2]</sup>	1655	200,000	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆
City of Lackawanna, NY <sup>[2]</sup>	1655	150,000	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆
City of North Tonawanda, NY <sup>[2]</sup>	1655	100,000	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆
Genesee County, NY <sup>[2]</sup>	1655	80,000	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆
Erie County, NY <sup>[4]</sup>	1655	50,000	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆
Town of Alden, NY <sup>[4]</sup>	1655	6,000	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆
<b>HURRICANE WILMA – 2005</b>																
EVENT TOTAL CUBIC YARDS OF DEBRIS – 8,579,640																
Miami-Dade County, FL <sup>[2]</sup>	1609	3,000,000	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆
Collier County, FL <sup>[4]</sup>	1609	932,000	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆
City of Ft. Lauderdale, FL <sup>[2]</sup>	1609	901,000	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆
City of Hollywood, FL <sup>[2]</sup>	1609	600,000	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆
Town of Davie, FL <sup>[4]</sup>	1609	593,789	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆
City of Boca Raton, FL <sup>[4]</sup>	1609	574,200	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆
City of Plantation, FL <sup>[4]</sup>	1609	366,551	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆
City of Parkland, FL <sup>[4]</sup>	1609	244,910	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆
City of Weston, FL <sup>[4]</sup>	1609	244,395	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆
City of Cooper City, FL <sup>[4]</sup>	1609	217,464	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆
City of Coral Gables, FL <sup>[4]</sup>	1609	213,947	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆
Broward County, FL <sup>[4]</sup>	1609	204,105	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆
City of Sunrise, FL <sup>[4]</sup>	1609	199,548	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆
City of Oakland Park, FL <sup>[4]</sup>	1609	151,906	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆
City of Miami Beach, FL <sup>[4]</sup>	1609	135,825	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆
<b>HURRICANE KATRINA – 2005</b>																
EVENT TOTAL CUBIC YARDS OF DEBRIS – 27,143,468																
Hancock County, MS <sup>[4]</sup>	1604	5,773,291	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆
Jackson County, MS <sup>[4]</sup>	1604	3,183,425	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆
City of Gulfport, MS <sup>[1]</sup>	1604	2,600,000	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆

# Thompson Consulting Services

## Staff Experience Matrix

Event/Client	FEMA-DR	Cubic Yardage	Disaster Debris Contract Management	Contract Procurement Assistance	ROW Debris Removal Monitoring	Parks Debris Removal Monitoring	DMS/Disposal Monitoring	Leamer/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
Forrest County, MS <sup>[4]</sup>	1604	2,496,933	♦													♦
Jones County, MS <sup>[4]</sup>	1604	1,961,427	♦													♦
Harrison County, MS <sup>[1]</sup>	1604	1,850,000	♦		♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦
Lamar County, MS <sup>[4]</sup>	1604	1,533,579	♦													♦
City of Pass Christian, MS <sup>[4]</sup>	1604	1,484,288	♦													♦
City of Pascagoula, MS <sup>[4]</sup>	1604	1,236,646	♦													♦
Mobile County, AL	1605	789,658	♦		♦		♦	♦								♦
City of Mobile, AL	1605	728,469	♦		♦		♦	♦								♦
George County, MS <sup>[4]</sup>	1604	651,359	♦													♦
City of New Orleans, LA <sup>[2]</sup>	1603	401,238	♦	♦	♦		♦		♦		♦		♦	♦	♦	♦
Jefferson Parish, LA <sup>[4]</sup>	1603	397,770	♦													♦
City of Slidell, LA <sup>[4]</sup>	1603	153,165	♦													♦
City of Covington, LA <sup>[4]</sup>	1603	143,919	♦													♦
Lafourche Parish, LA <sup>[4]</sup>	1603	134,384	♦													♦
Jasper County, MS	1604	131,251	♦		♦		♦	♦								♦
Town of Dauphin Island, AL	1605	94,037	♦		♦		♦	♦		♦		♦				♦
City of Prichard, AL	1605	70,445	♦													♦
Clark County, MS	1604	90,134	♦													♦
City of Citronelle, AL	1605	48,423	♦													♦
City of Saraland, AL	1605	44,419	♦													♦
City of Satsuma, AL	1605	29,404	♦													♦
Choctaw County, AL	1605	26,409	♦													♦
City of Bayou Le Batre, AL	1605	18,336	♦													♦
City of Creola, AL	1605	7,719	♦													♦
City of Mt. Vernon, AL	1605	4,619	♦													♦
<b>HURRICANE RITA – 2005</b>																
EVENT TOTAL CUBIC YARDS OF DEBRIS – 4,800,000																
Jefferson County, TX <sup>[2]</sup>	1606	4,600,000	♦		♦		♦	♦	♦	♦	♦	♦	♦	♦	♦	♦
Monroe County, FL <sup>[2]</sup>	1602	200,000	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦
<b>HURRICANE DENNIS – 2005</b>																
EVENT TOTAL CUBIC YARDS OF DEBRIS – 3,600,000																
Santa Rosa County, FL <sup>[1]</sup>	1595	2,000,000	♦		♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦
Escambia County, FL <sup>[1]</sup>	1595	1,200,000	♦		♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦
City of Pensacola, FL <sup>[1]</sup>	1595	400,000	♦		♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦
<b>HURRICANE IVAN – 2004</b>																
EVENT TOTAL CUBIC YARDS OF DEBRIS – 9,733,300																
Escambia County, FL <sup>[2]</sup>	1551	7,681,500	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦
City of Pensacola, FL <sup>[1]</sup>	1551	1,343,000	♦		♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦
Florida Dept. of Transportation <sup>[1]</sup>	1551	708,800	♦		♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦
<b>HURRICANE FRANCES – 2004</b>																
EVENT TOTAL CUBIC YARDS OF DEBRIS – 200,000																
City of Boca Raton, FL <sup>[1]</sup>	1545	200,000	♦		♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦
<b>HURRICANE CHARLEY – 2004</b>																
EVENT TOTAL CUBIC YARDS OF DEBRIS – 3,883,434																
Charlotte County, FL <sup>[4]</sup>	1539	1,870,669	♦													♦
City of Orlando, FL <sup>[2]</sup>	1539	1,035,500	♦		♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	♦
Orange County, FL <sup>[4]</sup>	1539	977,265	♦													♦

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

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

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

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



# SECTION D

## REFERENCES

### Houston-Galveston Area

Many of Thompson's proposed team members have extensive experience responding to debris generating events that have impacted the Houston-Galveston area of Texas. The last major Hurricane to impact this area and generate wide-spread debris was Hurricane Ike in 2008, which caused billions of dollars in damage and generated millions of cubic yards of debris throughout the area. The members of Thompson's management team, as well as the proposed project staff listed on this proposal, managed many of the largest debris removal projects and federal grant recovery projects in the area including the City and County of Galveston and the Bolivar Peninsula. Our Staff Experience Matrix included in Exhibit C-1 details the events and recovery work performed by our key personnel throughout the State of Texas.

Although our staff's experience serving local governments in the Houston-Galveston area makes our team better prepared to respond to a future disaster that impacts the City, we believe that Thompson's more recent disaster recovery and debris monitoring experience is equally important, as it demonstrates in FP-104-009-2 the Public Assistance Program and Policy Guide and the Alternative Procedures Pilot Program for Debris Removal. These documents incorporate and supersede many previous FEMA publications including FEMA 325, 327 and the 9500 Series. Thompson closely monitors changes to FEMA policy and guidance so that we can make the appropriate changes to our own practices and procedures in order to best protect the clients we serve.

### Selected References

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

- |   |   |
|---|---|
| 1. City of Denham Springs, Louisiana  | August 2016 - Present                             |
| <b>Disaster Debris Removal Monitoring and Grant Management</b>                | <b>Debris Quantity: 250,000 CY</b>                |
| Michelle Hood, Treasurer<br>225-667-8312<br>Treasurer@cityofdenhamsprings.com | 116 North Range Ave<br>Denham Springs, LA 70726   |
| 2. Newton County, Texas   | April – July 2016                                 |
| <b>Flood Recovery Disaster Debris Removal Monitoring</b>                      | <b>Debris Quantity: 37,030 CY</b>                 |
| Judge Truman Dougharty<br>(408) 379-5691<br>Truman.dougharty@co.newton.tx.us  | 110 Court Street, Room 125<br>Newton, Texas 75966 |
| 3. Putnam County, Tennessee   | April – July 2015                                 |

**Disaster Debris Removal Monitoring**

Randy Porter  
 (931) 526-2161  
 rporter@putnamcountyttn.gov

**Debris Quantity: 140,000 CY**

300 E. Spring Street, Room 8  
 Cookeville, TN 38501

**4. Trinity Bay Conservation District, Texas**

November 2012 – February 2013

**Disaster Debris Management Planning & FEMA Close-out Assistance**

Jerry Shadden  
 (409) 781-4016  
 jerry@tbcd.org

2500 SH 124  
 Stowell, Texas 77665

**Debris Removal Contractor Monitoring Experience**

Thompson recognizes that each disaster situation is going to be different. Although we will always be able to leverage our extensive experience and capabilities, we will also have to be prepared to draw on resources intelligently, prioritize efficiently, and act decisively when facing new challenges in the future. In order to do this, Thompson promotes a collaborative working relationship with our clients and their selected debris removal contractors. Over the years, Thompson has worked with and developed professional relationships with every major disaster debris removal contractor in the Country, to include:

- AAA
- Ashbritt
- ATL
- Byrd Brothers
- Ceres
- Crowder Gulf
- DTS - Daniel's Tree Service
- D&J
- DRC
- HLR
- JB Coxwell
- Phillips and Jordan
- Southern Disaster Recovery
- State Tree Service
- TAG
- TFR

ATTACHMENT I

REFERENCES

Each proposer is to provide a minimum of three (3) verifiable references in which the proposer has sold, maintained or provided this or similar product or service.

Company Name: City of Denham Springs, Louisiana

Address: 116 North Range Avenue, Denham Springs, LA 70726

Contact Person: Michelle Hood

Telephone: ( 225 ) 667-8312

Product Purchased by Reference: Disaster Debris Removal Monitoring

Company Name: Newton County, Texas

Address: 110 Court Street, Room 125 Newton, TX 75966

Contact Person: Judge Truman Dougharty

Telephone: ( 408 ) 379-5691

Product Purchased by Reference: Disaster Debris Removal Monitoring

Company Name: Putnam County, Tennessee

Address: 300 E. Spring Street, Room 8, Cookeville, TN 38501

Contact Person: Randy Porter

Telephone: ( 931 ) 526-2161

Product Purchased by Reference: Disaster Debris Removal Monitoring



# SECTION E

## TECHNICAL APPROACH

### Project Understanding

The City of Texas City, Texas (City) is located on the southwest shoreline of Galveston Bay near the Gulf of Mexico. The City has a population of approximately 46,000 and is vulnerable to the impacts of hurricanes, flooding, tornadoes, and other severe weather systems. In 2008, the City experienced major impacts from the storm surge associated with Hurricane Ike, which made landfall as a Category 2 Hurricane and caused extensive damage due to sustained winds and widespread coastal flooding. The eastern and northern portions of the City were substantially flooded and the Texas City Dike was overtopped and seriously damaged. 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 to comply with the following agency grant programs and requirements:

- Federal Emergency Management Agency (FEMA) Public Assistance (PA)
- Federal Highway Administration (FHWA) Emergency Relief (ER)
- Texas Division of Emergency Management (TDEM)
- US Department of Agriculture (USDA) Natural Resource Conservation Service (NRCS)
- US Department of Housing and Urban Development (HUD)
- US Fish and Wildlife
- All other applicable state and local ordinances

### Enhancements to Proposal

Thompson understands the challenges in providing effective debris monitoring and grant administration support to the City are varied and that a generic approach will not adequately meet the City's needs. A Category 3 Storm that makes direct landfall in the City has the potential to generate nearly 1 million CY of vegetative and C&D debris and result in a variety of special debris removal programs. The members of Thompson's management team and the proposed personnel have hands-on experience with similar recovery efforts and are familiar with the challenges that make debris removal and disaster recovery so unique in the City of Texas City. We stand prepared to assist the City with implementing a recovery program that mitigates and addresses many of the City's recovery challenges, and are pleased to provide expertise in the following specialized debris removal and recovery programs:

**A. CLEANING AND RESTORATION OF SHORES:** Thompson is prepared to monitor and collect all necessary documentation for the removal, screening of sand for debris removal, and disposal of debris accumulated on the shores of the City. Thompson will also monitor the re-deposit of sand on the shore that has accumulated in adjacent areas up to 2,500 feet from the original land edge of the shore. In 2012, following Hurricane Isaac, Thompson was engaged by Hancock County, MS to provide monitoring services for debris removal from County Beaches and ROW debris removal from FHWA Beach Blvd. Storm surge wrought by Hurricane Isaac drowned thousands of nutria which subsequently washed onto the County's beaches along with thousands of cubic yards of debris and sea grass. Beach sand 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 and shoreline restoration projects to ensure that the City's operation is compliant and efficient.

**B. DEBRIS REMOVAL AND RESTORATION OF RIVER AND CANALS:** Locating submerged debris within the City's jurisdiction requires understanding and experience with specific and unique technologies. In 2007, Thompson's consultants assisted Escambia County, Florida with designing a program to identify, remove, and dispose of submerged debris. To do so, they worked alongside the County's debris removal contractor to identify submerged debris from watercraft equipped with side-scan sonar equipment. Ultimately, Thompson's consultants were able to develop a GIS map that identified the locations of submerged debris for pre-approval by FEMA prior to removal. More recently, Thompson monitored the removal of debris and hazardous hanging limbs from the Horse Creek Water Trail, a historically significant waterway in Aiken County, SC, in order to substantiate reimbursement for the removal of over 40,000 cubic yards of debris and the removal of hazardous limbs from 4,000 hazardous trees. Thompson will use this experience to monitor debris removal from navigable rivers, canals, and adjacent banks as directed by the City, and also assist in the restoration, regrading, or re-seeding of the banks and slopes.

**C. MOTOR VEHICLES REMOVAL:** A future flood event that impacts the City will likely result in a motor vehicle removal program to remove and dispose of vehicles that have been abandoned and/or deposited on public property from storm surge or flood waters. Thompson has extensive experience managing and monitoring abandoned vehicle programs and can assist the City with a program designed to tag, tow, store, and dispose of the vehicles, as well as send required notice to title holders, all in close coordination with local law enforcement and State and Federal agencies. In 2012, Thompson assisted with the Sandy Automotive Recovery project including the towing, storage and release of 3,503 flood damaged vehicles as a result of Hurricane Sandy in Brooklyn, Staten Island and Queens. Thompson was contracted to provide our *Automated Debris Management System (ADMS) device*, *TDMSmobile*, to intake flooded vehicles at the storage locations, create inventory stickers that were affixed to vehicle windshields, and release vehicles from the storage locations. If the City requires a motor vehicle removal program during a future disaster recovery program, Thompson will:

- Capture date, GPS location, physical address, and time that the work was performed
- Measure the eligible debris removal in accordance with the City's contract (i.e. unit)
- Ensure the vehicles are abandoned and the vehicle has been tagged
- Verify and document the chain of custody, transport and disposal of the vehicle
- Photo document the work performed to facilitate an audit ready paper trail for FEMA

**D. BOATS REMOVAL/MARINE STAGING:** In 2008, the storm surge that accompanied Hurricane Ike displaced boats along the Texas City Dike, the Galveston Bay shoreline, and onto public and private property throughout the County. The Thompson management team has a unique understanding of boat removal and marine staging requirements in the State of Texas, and managed several programs in the Houston-Galveston area following Hurricane Ike, including PPDR programs to remove vessels that had floated onto private property. A future hurricane storm surge that impacts the City could cause similar damage and displace hundreds of boats; depositing them on roadways, bridges, shorelines, City property, and private property. Thompson is familiar with the processes and procedures necessary to manage a large-scale boat removal and marine staging operation, including:

- Recording the date, GPS location, physical address/maritime location, and time that the work was performed
- Measure the eligible debris removal in accordance with the City's contract (i.e. linear foot or unit)
- Ensuring the vessels are abandoned, e.g. the vessel is not the owner's property and ownership is undetermined
- Verifying and documenting the chain of custody, transport and disposal of the vessel
- Photo documenting the work performed to facilitate an audit ready paper trail for FEMA

**E. HAZARDOUS WASTE AND CONTAMINATED DEBRIS MANAGEMENT:** Due to the City's coastal proximity and vulnerability to flooding, the debris generated in a future event could include hazardous and household hazardous waste. Thompson has extensive experience with flood recovery programs and can provide expertise on the environmental regulations governing special debris types such as HHW as well as design a program to ensure this debris is properly segregated, transported, and disposed of in accordance with all state and federal laws. In August 2016, prolonged severe storms caused massive flooding throughout the City-Parish of East Baton Rouge, Louisiana leaving over 60,000 homes damaged or destroyed. As the flood waters subsided the City-Parish activated Thompson to assist in the monumental effort of managing the removal of debris generated from the thousands of flooded homes. Thus far, Thompson has performed disaster debris removal monitoring services overseeing the collection of more than 1.8 million cubic yards of debris, including 290.14 tons of hazardous waste, throughout the City-Parish. If the City of Texas City is affected by a future disaster that generates hazardous waste, Thompson will work with local, state and federal agencies to coordinate, approve, and implement specialized projects necessary for the City's recovery.

## Disaster Debris Forecasting

### Estimation Methodology

With experience assisting local governments in disaster response and recovery for a variety of events, ranging from the most costly hurricanes in our nation's history to relatively smaller disasters including minor storms and localized flooding, Thompson has recognized that responsiveness and adaptability are critical to success. Thompson stands ready to serve the City in any capacity. Our approach to services can be transformed to fit a particular task or event in effort to best meet the City's recovery goals by taking the most efficient and cost-effective actions.

For purposes of pre-event planning and understanding resource requirements, Thompson utilizes the US Army Corps of Engineers (USACE) debris estimating model for developing debris estimates. The USACE developed this model based on debris generated by Hurricanes Frederic, Hugo and Andrew. The model contemplates the number of households in an urban/suburban area, as well as the category of storm, vegetative characteristics, commercial density and precipitation. The estimated quantities produced by the model have a predicted accuracy of  $\pm 30\%$ . Because of the margin of error in the model, Thompson validates the modeled result via windshield surveying and aerial drone flyover assessments in a post-disaster scenario. Windshield surveys provide debris removal professionals the opportunity to estimate the quantity of debris per parcel surveyed, which can be extrapolated to include the number of parcels within jurisdictional limits of the community. Aerial drone flyovers are important because they provide Thompson with the ability to gage the consistency of the damage across the jurisdiction and provide a means for identifying areas that have been compromised which may be isolated without means of conventional travel due to debris or flooding.

Forecasted Debris Types and Resource Estimates

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

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. Thompson understands that the crew numbers and subsequent monitor requirements are subject to change based on the in-field damage and debris estimates. We have developed this estimate to demonstrate to the City that we have the capacity and experience to develop a flexible, scalable staffing plan that addresses the City’s needs. For planning purposes, the table below summarizes the impact that various hurricane categories could have on the City:

Table E-1: Disaster Impact and Resource Estimates

Description	Category 1	Category 2	Category 3
Total Debris	76,143 CY	304,573 CY	989,863 CY
Avg Daily ROW Crew/Monitor/ADMS Requirement	4	8	17
Avg Daily DMS Monitor/ADMS Requirement	1-2	2-3	4
Required Land Area for DMS	8 Acres	31 Acres	102 Acres
Est Time to Complete Debris Removal	30 Days	60 Days	90 Days
Load Transactions	1,692	6,768	21,997
Unit Rate Transactions	1,354	5,414	17,598

While the modeling and results presented herein are based on an unknown and hypothetical event, following an actual event Thompson would model the storm characteristics taking into account our understanding of impacts caused by historical storm events, to assist the City with developing strategies for debris collection. It may be determined that the City has the capability to perform debris removal with in-house staff and equipment following smaller incidents such as severe storms or local flooding. For more significant disaster debris events, the City may elect to engage its contracted forces for debris removal and monitoring. Regardless of which approach the City takes following a debris generating incident, the Debris Collection Strategy will be scalable to the size of incident and resources necessary and will include the following elements:

- Anticipated events and assumptions
- An anticipated scope of work based on the debris forecasting developed
- Anticipated debris streams and debris programs
- An overview of the use of City force account labor to perform debris removal operations
- Specialized debris programs
- Debris removal from gated communities and private property
- Monitoring of debris operations
- Health and safety requirements
- Environmental considerations
- Debris collection zone maps with road designations (City/County/TxDOT)
- Action items checklists for preparedness, response, and recovery operations
- A public information strategy with draft press releases

## Project Execution Utilizing an Automated Debris Management System

Thompson will execute the proposed tasks described below with our Automated Debris Management System (ADMS) hardware and software system, the Thompson Data Management Suite (TDMS).

Thompson’s ADMS was developed in-house and is proprietary. We do not rely on licensing for the use of an ADMS. TDMS has been successfully deployed over the past four (4) years and utilized by the Georgia Department of Transportation (GDOT), South Carolina Department of Transportation (SCDOT), as well as for county, parish, and municipal clients in Louisiana, Alabama, Florida, South Carolina, North Carolina, Virginia and New York to electronically document debris removal, hazardous tree work, vehicle recovery, and private property debris removal.

TDMS is a collection of hardware, software and communications infrastructure for the management of data and documents related to disaster recovery. The TDMS collection includes our hardware solution or handheld device, *TDMSmobile*, which allows us to capture data in the field and provide near real-time analysis through our software solution, *TDMSweb*, which is a variety of web –based software applications that serve as the backbone for data storage and management. The *TDMSmobile* solution meets the USACE ACI standard for ADMS and is configured to document a variety of debris removal activities and programs.

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

Figures 1 - 4 provide graphical depictions of the *TDMSmobile* solution and its components.

FIGURE 1



Motorola ES400 running TDMSmobile.

FIGURE 2



Employee badges utilize QR coding for identification ticket development.

FIGURE 3



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

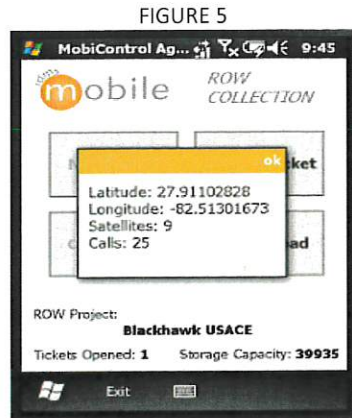
FIGURE 4



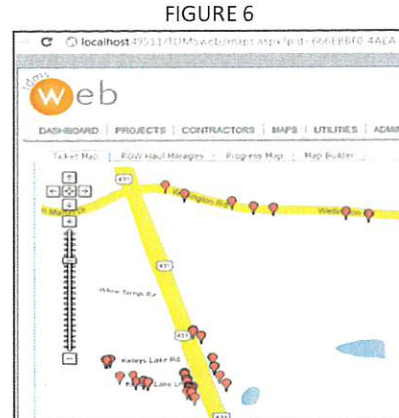
RW 220 hip belt printer uses direct thermal laser technology

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

Figures 5 and 6 provide an example of the interface between *TDMSmobile* and *TDMSweb*.



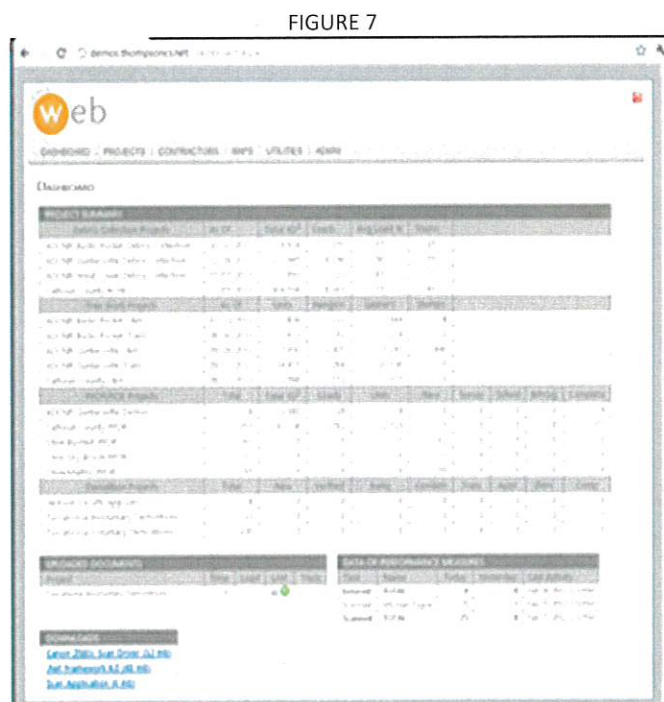
Handheld device GPS location capture and verification



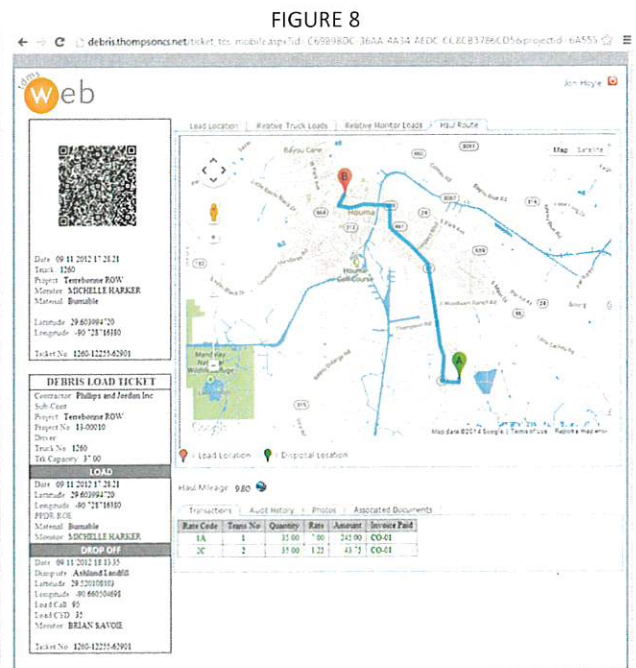
Mapping interface provides users with Google maps functionality for point-and-click data access

TDMSweb a web based application that serves as the backbone of the TDMS for storage and data management while providing access to viewing, querying, sorting, reporting, mapping and managing project related data and documents. In addition, Thompson is able to control access to TDMSweb and what permissions (read, read/write, etc.) users have through credentialing.

The following figures (7 to 10) provide graphical highlights and depictions of TDMSweb and its components.

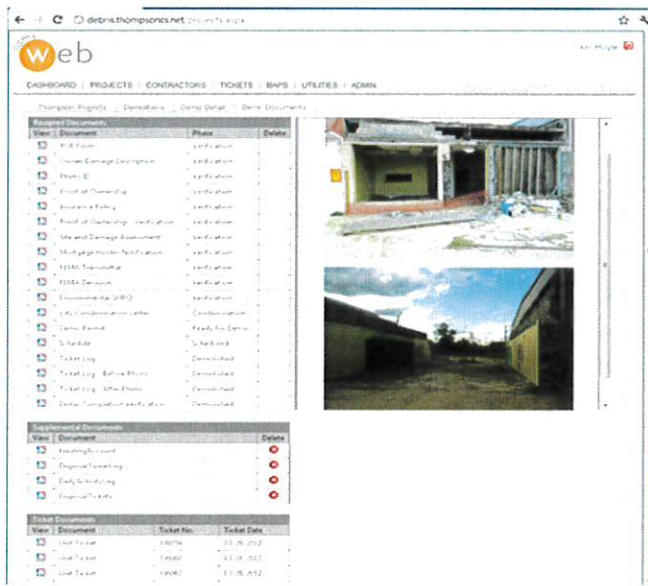


TDMSweb dashboard displays summary project statistics online with the ability to drill down to varying levels of detail.



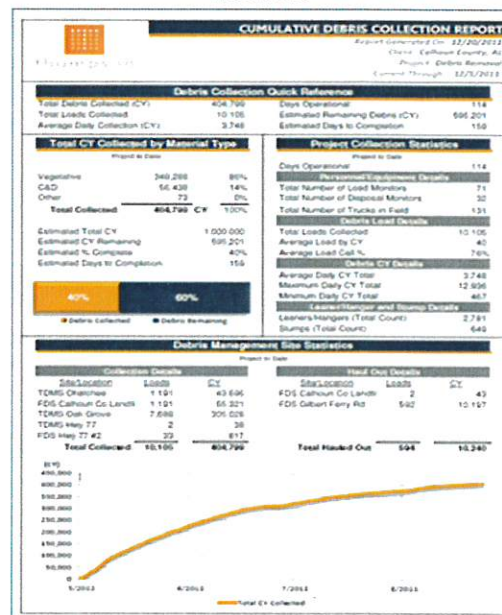
More accurate and efficient collection of field data provides for near real time data analysis and review. Financial encumbrances and project progress can now be tracked via the Internet.

FIGURE 9



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

FIGURE 10



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

## Technical Approach

Thompson has functionally organized its technical approach 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 the unique challenges of the City's specific future disaster. Our tasks and task approach can be modified and scalable to address both large and small scale events and our mobilization times can be either compressed or extended based on the needs of the City and the public.

Table E-2: Mobilization Method and Approach

Task / Mobilization Time	Description
<p>1. Debris Program Implementation</p> <p>Within twenty-four (24) hours from notification date</p>	<p>Program Management Team will report to the City 48 hours prior to known disaster events and within 24 hours of no-notice disaster events. Thompson will implement a program based on the specific needs of the City, feedback from debris removal contractors, and debris estimates developed through the preliminary damage assessment.</p>
<p>2. Onboarding and Training of Employees</p> <p>Within forty-eight (48) hours from notification date</p>	<p>Thompson performs Motor Vehicle Reports (MVR's) and drug testing on all field staff.</p>
<p>3. Health and Safety Plan Implementation</p> <p>Within forty-eight (48) hours from notification date</p>	<p>Health and Safety Plan will be periodically reviewed and updated to address any disaster specific hazards. Thompson's safety program is focused on the safety of Thompson monitors and field personnel.</p>
<p>4. Measure and Certify Trucks by FEMA PAPPG Standards</p>	

Task / Mobilization Time	Description
Within forty-eight (48) hours from notification date	Thompson will certify contractor equipment once a contractor crew schedule is reviewed and approved by the City.
<b>5. Deploy Loading Site Collection Monitors</b>	
Within forty-eight (48) hours from notification date	Thompson will deploy a collection monitor to each debris removal crew. Based on our planning assumption, we expect many of the crews to be tandem, self-loading trucks or two to three trucks paired with a single loading device.
<b>6. Monitor the Removal of Leaning Trees, Hanging Limbs, and Hazardous Stumps</b>	
Within forty-eight (48) hours from notification date	Thompson will document the removal of hazardous trees and limbs to meet all requirements outlined in FEMA Publication FP-104-009-2 Public Assistance Program and Policy Guide (PAPPG).
<b>7. Deploy Debris Management Site Monitors</b>	
Within forty-eight (48) hours from notification date	Thompson will ensure that the City Debris Management Sites (DMS) meet all TCEQ requirements.
<b>8. Deploy Field Supervisors / Field Supervisors</b>	
Within forty-eight (48) hours from notification date	Thompson will deploy one (1) Field Supervisor for every ten (10) collection monitors to appropriately supervise collection operations. The 1:10 supervisor to monitor ration is encouraged in the FEMA PAPPG.
<b>9. Damage Complaint Tracking</b>	
Concurrent with field operations	Thompson will assign a unique work order to each damage complaint and track the actions taken, responsible sub-contractor, and satisfactory/unsatisfactory resolution in a report, by Service Area that may be tracked through GIS.
<b>10. FEMA Consultation</b>	
Within seventy-two (72) hours from Federal Declaration	Applicant kickoff generally takes place within one week of the federal disaster declaration, which is imminent.
<b>11. Ordinance Review to Determine Best Method to Perform Private Property Debris Removal (PPDR)</b>	
2-3 weeks after debris operations begin (subject to need)	Thompson management staff has experience analyzing and designing PPDR programs based on Voluntary/Right-of Entry, Imminent Danger of Collapse, and Public Nuisance Programs.
<b>12. Private Property Debris Removal Monitoring</b>	
TBD, based on input from TDEM and FEMA	PPDR programs may include vegetative and C&D debris, as well as leaners, hangers, stumps, and structural demolitions.
<b>13. Specialized Debris Removal Monitoring</b>	
TBD, based on input from City, TDEM, and FEMA	Thompson management staff has experience with the operational methods to properly document special debris removal programs such as removal of debris from waterways and lakes, vessel and vehicle removal, hazardous waste removal, and the removal of debris and sediment from storm drains, catch basins and other public facilities.
<b>14. Accumulate Daily Field Data</b>	
After the start of ROW and hazardous tree programs	Thompson will maintain field data for all debris recovery programs monitored. Debris removal data will be organized by debris type, road type, and program
<b>15. Reconcile Contractor Invoices</b>	
Weekly after the start of ROW and hazardous tree programs	Thompson will comply with the invoicing and payment term in the debris removal contract.

## 1. Debris Program Implementation



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

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

### Debris Removal Contractor Coordination

Thompson recognizes that each disaster situation is going to be different and therefore promotes a collaborative working relationship with the City and its debris removal contractors. As soon as the City is within the cone of certainty for a tropical system or immediately following passage of a no-notice event, Thompson will begin coordinating with the City and City contractors to synchronize mobilization and response activities. These activities may include:

- **Identification/confirmation of equipment staging area:** If a staging location is identified during planning sessions and the site is compromised/unavailable due to the event, Thompson will work with the contractor to identify an area outside of the impacted zone to stage equipment and begin equipment certification.
- **Damage assessment:** Thompson will perform damage assessments with the City and City contractors to determine the scope of the damage, identify the need for special debris programs such as leaner/hanger/stump removal, and develop crew configurations and assignments. This information will allow Thompson and the City Contractor(s) to develop budget estimates to be used for task orders and Project Worksheet development.
- **Emergency push:** Thompson will work with the City and contractor(s) to ensure that all hours and activities are well documented to substantiate FEMA reimbursement. Thompson will also work to expedite 70-hour push activities, focusing on the City's list of priority roadways, while ensuring that the period of performance adheres to FEMA's eligibility standards and all labor and equipment time is tracked and documented.
- **Zone assignment to contractors and subcontractors:** Thompson will work with the debris removal contractors to coordinate and schedule the appropriate number of crews for each pass. Zone parameters will be entered into TDMS to generate detailed reports by zone, contractor, debris type, etc. Reporting is further detailed in section 14 below.
- **Discrete field management:** ADMS will be configured to discretely document and manage multiple contractors and the type of debris that has been approved for collection. For example, if a contractor is tasked only with the collection of vegetative debris, the ADMS devices will only be configured to that specific debris type. A monitor will not be able to issue a ticket for C&D debris if the hauler has only been approved to collect vegetative debris.

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

If the City decides to activate multiple contractors, Thompson will assign a field operations manager for each contractor activated to streamline communications and ensure quality control.

#### Damage Assessment

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

- **Identifying damaged facilities:** Thompson will assist with documenting the location of all damaged sites using GPS and annotated maps. Thompson work with City departments to collect all necessary documentation to substantiate legal responsibility, maintenance, lease/rental agreements, and improvement plans.
- **Documenting damage:** Thompson will document the damage to each facility by taking photographs and developing maps and diagrams to outline the specific location and extent of the damage. The diagrams and associated photographs will capture damage dimensions, materials, and the size or capacity of the damaged elements.
- **Documenting work and cost:** Information describing work and cost will be broken down by Category of Work (A-G). Thompson will prepare work and cost estimates by gathering documentation associated with Force Account Labor, Equipment, Leased Equipment, Supplies, Contract Labor, and Materials. Thompson will also document any mutual aid received by the City.
- **Other Considerations:** Thompson will help the City navigate other PA program considerations including codes and standards, repair vs. replacement, hazard mitigation, as well as unique considerations for each category of work.

All damage assessment documentation will be captured, digitized, and managed using TDMS.

#### Proposed Meetings

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

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

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

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

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

## 2. Onboarding and Training of Employees

Within 24 hours of Notice to Proceed, Thompson will establish a local office from which to perform recruiting, onboarding, and training. Thompson will 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 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 Site's (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, TDEM, TCEQ, and FEMA

### Ability to Onboard and 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. Table E-3 below outlines Thompson's local hire tasks and timelines to ensure that we deploy trained, safe, drug-free local hires within 48 hours of a notice-to-proceed:

Table E-3 Local Hire Task Summary

Task	Timeframe (to meet or exceed)	Comments
Local Hiring Recruiting (non-event)	Year-round	When no task order is imminent, Thompson pro-actively develops a pool of local hire candidates.
Local Hiring Recruiting (activation known)	12 to 48 hours	Once activated, Thompson Project Administrative team can recruit and onboard 100 local hires per day. Thompson initiates on-boarding 72 to 96 hours prior to known disaster events.
Drug-testing	12 to 48 hours	Thompson requirement for employment
Driver Motor Vehicle Record Check	12 to 48 hours	Thompson requirement for employment
Safety Training	12 to 48 hours	Thompson requirement for employment

Task	Timeframe (to meet or exceed)	Comments
Continued on the Job Safety Training	48 to 72 hours	Thompson requirement for employment
Debris Monitor Training	12 to 48 hours	Thompson requirement for employment
Automated Debris Management System Training	12 to 48 hours	Contract specific requirement
Issuance of Personal Protective Equipment	48 hours	Issued by Project Administration team upon completion of Safety Training

### 3. Health and Safety Plan Implementation



Thompson is the only debris monitoring firm that performs drug screening and motor vehicle operating record reviews for 100% of our employees, including temporary field staff. 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.

At project initiation, Thompson will implement a Health and Safety Plan (HASP) that outlines site-specific precautions to be taken to avoid and mitigate the risk of hazards associated with work performed in the elements, around heavy equipment, near tree work, and close to vehicle traffic. The HASP will outline that work performed on the project shall comply with all applicable OSHA, State of Texas, and all other safety requirements provided by FEMA and its authorized contractors. Thompson will also provide the following personal protective equipment to collection monitors, debris management site monitors and field supervisors:

- Hard hat
- Reflective vest
- Safety glasses
- Hearing protection

In addition, Thompson will ensure that all collection monitors, debris management site monitors and field supervisors report to work with the following personal protective equipment and communication equipment:

- Cell phone
- Protective shoes
- Long pants
- Hot, cold, and/or wet weather gear
- Sunscreen and supply of bottled water

Thompson’s safety program is focused on Thompson monitors and field personnel. The safety of debris removal crews is the responsibility of the debris removal contractor(s).

### 4. Measure and Certify Trucks by FEMA PAPPG Standards

Thompson will complete equipment check-in and certification of trucks and other equipment mobilized by the Contractor so that debris removal operations can be recorded and substantiated in accordance with the terms, conditions and unit rates in the City’s debris removal contract. In order to comply with these



standards, Thompson has observed and recorded the following information during truck certifications:

- Valid driver's license of truck operator
- Valid truck registration and insurance
- 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 affix a placard with the truck number to each side of the debris removal truck.

### 5. Deploy Loading Site Collection Monitors

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

- Ensuring that only eligible, disaster related debris is removed for loading and hauling from approved public areas
- Ensuring that debris collected is in accordance with the regulations, safety considerations, and contract terms of the specific waste stream (i.e. hazardous waste is not loaded into container of clean vegetative debris, etc.)
- Recording the time, date, disaster number, truck number, and loading location using ADMS
- Issuing load ticket to driver when loading container is fully loaded
- Ensuring that debris loads are contained properly in the loading container prior to the departure of the truck from the loading location to the TDSRS
- Checking for safety considerations and areas of potential problem (school zone, utility meters, power lines, mailboxes, etc.) and reporting potential issues the Thompson Field Supervisor
- Recording and reporting any damages caused to streets, curbs, utility meters, mailboxes and other public property as a result of debris removal operations including photos, owner information, and circumstances of the damage
- Ensuring all white good and Freon containing appliances are sorted and ready for Freon removal on site or separate transport for Freon removal before final disposal
- Certifying household hazardous wastes are segregated, handled, loaded and hauled in accordance with environmental laws and local, state, and federal regulations. HHW must be handled by specialists licensed by TCEQ
- Ensuring work area is clear of debris to the specified level before equipment moves to a new loading area
- Remaining in constant contact with debris field supervisor
- Other duties as directed by the debris management project manager or designated City personnel

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

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



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

## 7. Deploy Debris Management Site Monitors

Thompson will work with the City and its contractor to establish the appropriate number of Debris Management Site (DMS) and staff it with a DMS Monitor. DMS Monitors are responsible for completing the load transactions and recording debris volumes for loads that have been transported to the DMS for processing and storage or final disposal. DMS Monitors are responsible for observing and recording the following information:

- Debris classification
- Debris load call/volume estimation
- Truck unloading time and date
- Spot check photographs of loads before and after unloading as a Quality Assurance measure for load call methodology and to insure that trucks are completely unloaded at the DMS
- Record load information from municipalities that utilize City debris management sites
- Ensure white goods and Freon containing appliances are sorted and ready for Freon removal
- Document that white goods are cleaned and processed to remove putrescent debris inside and remove all oils, solvents, and refrigerants
- Ensure hazardous and household hazardous wastes are segregated, handled, stored, and disposed in accordance with environmental laws and local, state, and federal regulations
- Document and immediately report any improper segregation of hazardous waste debris
- Ensuring site safety and security

### Debris Disposal Diversion

Thompson will work with the City and TCEQ to develop a recycling/debris diversion plan that minimizes the amount of potentially recyclable debris that is disposed of at landfills. White goods, e-waste, metals, vegetative and other types of debris may be processed and recycled. Thompson will ensure that salvage operations are documented separately to substantiate retainage of salvage proceeds in accordance with the FEMA Alternative Procedures Pilot Program for Debris Removal.

## 8. Deploy Field Supervisors

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

- Be prepared to operate a minimum of 12-14 hours per day, 7 days per week
- Verify that only eligible debris is being removed from designated public ROW and public property within assigned collection zones
- Maintain regular communication with and ensure that collection monitors are authorizing the collection and removal of eligible debris from approved public areas
- Confirm the completeness and accuracy of load tickets and field documentation generated by Thompson field staff to substantiate debris removal operations (if paper based system is utilized)

## 9. Damage Complaint Tracking

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

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

## 10. FEMA Consultation

To the extent that it is required by the City, Thompson will serve as a liaison between the City, TDEM and FEMA to document and demonstrate that debris removal, response and recovery activities are eligible, allowable, and in compliance with FEMA Publication FP-104-009-2 Public Assistance Program and Policy Guide.

Thompson will work with the City, TDEM, FEMA Region 6, and FEMA Headquarters to facilitate a transparent, well documented partnership throughout the recovery effort. This will allow Thompson to integrate Disaster Specific Guidance (DSG) issued from FEMA into the City's debris removal efforts, and pro-actively create a positive working relationship with participating stakeholder regulatory agencies.

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

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

Thompson's proposed management team has previous experience with reviewing local ordinances and designing a private property debris removal (PPDR) program that demonstrates and documents that local

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



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

### 12. Private Property Debris Removal Monitoring

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

### 13. Special Debris Removal Monitoring

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

- Cleaning and restoration of shores
- Debris removal and restoration of rivers and canals
- Motor vehicles removal
- Boats removal/marine staging
- 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, FEMA, TCEQ, NRCS and other regulatory agencies to expeditiously remove storm generated debris from affected public facilities. Special debris program monitors will be responsible for:

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

#### 14. Accumulate Daily Field Data

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

Thompson will plot daily collection totals using GIS software and provide the City with a map of daily collection operations and cumulative debris removal to date. Thompson’s graphical reporting tools can provide the City with the collection information needed to make critical decisions and report progress to the public.

In addition the Thompson data management system will serve as an electronic clearinghouse for photographs, electronic “ticket” transaction images, and other field reports developed to document the debris removal operation.

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



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

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

reporting. Each day Thompson queries and reviews truck certifications, load transactions, and unit rate transactions. This data is then used for the following purposes.

#### Quality Assurance/Quality Control

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

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

#### Reporting

The final tool employed by Thompson through its data and document management system allows us to timely report progress of debris removal to the City. This reporting tool is flexible and can be tailored to report debris removal by any number of parameters. In the past we have reported debris removal according to the following:

- Percent of total estimate complete
- By GIS grid
- By Service Area
- By voting precinct
- By City political district (council districts, commission district, etc.)
- FEMA eligible versus state aid eligible
- Quantity by DMS
- By material type (vegetative, C&D, white goods, etc.)

Thompson will review the QA/QC reports each day to identify anomalies. In most cases these anomalies are explained through investigations of circumstances surrounding the irregularity. Our experience has shown that the mere fact that debris removal contractors and monitors are aware that such metrics are being monitored deters impropriety.

In addition to the cumulative debris collection and financial report, Thompson will coordinate with the contractor to provide morning summaries that will address the following:

- Number of crews deployed
- Types and quantities of equipment deployed
- Equipment/crew/monitor assignments (area/zone)
- Status of TDSRS operations
- Changes in operational status or problems encountered since previous report

## 15. Reconcile Contractor Invoices

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

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

### Added Value Benefits

#### Emergency Management Planning and Training

Part of Thompson's commitment to pre-positioned clients is providing planning and training services to the communities we serve. Our team is constantly expanding education, training, and field experience in the disaster debris monitoring, grant management, and emergency management fields and will share their knowledge with City leadership and staff. Following contract award, Thompson will coordinate training schedules with the City to provide departments and key staff members training which will address prioritized topics, as requested by the City. Thompson can provide a variety of planning services, training programs, and tools and templates that can be utilized by the City in future disasters, or participate in exercises related to the City's disaster preparedness, response, and recovery. A listing of sample services that can be provided to the City is outlined in the table below.

Table E-4: Emergency Management Planning and Training Services

Service	Description
1. Mitigation Planning and Support	Review hazard mitigation plans (HMP) and provide the City strategies to implementing long-term resiliency measures. Conduct or train City staff to prepare Benefit-Cost Analysis, provide project management support, train City staff in environmental and historical requirements of mitigation programs, and augment City staff to complete mitigation applications and projects.
2. Comprehensive Emergency Management Planning	Review and provide revision recommendations for Emergency Operations Plan (EOP), Continuity of Operations Plan (COOP), and/or additional requested City plans. Provide City with written and exercised guidance to assist in future disasters and emergencies.
3. Disaster Debris Management Plans (DDMP)	Provide hands-on guidance during the City's planning strategies. Update regularly to ensure accuracy and maintain City's eligibility for increased federal PA cost-share under the FEMA PAAP Pilot Program and FEMA PA Program and Policy Guide.
4. FEMA Public Assistance (PA) Training	Conduct training courses on the FEMA PA program for City officials and key departments expected to incur costs. Discuss eligibility and documentation requirements, as well as best-practices to help maximize likelihood of receiving reimbursement while minimizing the City's administrative burden.

Service	Description
5. Identification of Debris Management Sites	Identify and rank multiple potential DMS sites and submit to City for approval and action.
6. Procurement Assistance	Offer procurement assistance related to contracting with debris removal contractors, engineering or architectural firms, and additional contractors relevant to the City's response and recovery efforts. Thompson will ensure procurements are in compliance with City, TDEM, and FEMA requirements so that funding is not jeopardized due to improper procurement practices.
7. Project Management	Provide long-term project management support for permanent work projects, mitigation activities, and other grant-funded projects. Management of task forces assigned to project, City stakeholders, and City contractors.
8. Executive Guidance to City Commissions, Boards, and Panels	Subject-matter and program management expertise to ensure City leadership is knowledgeable of the City's response and recovery status as well as involvement in federal programs.
9. Public Information Support	Provide technical support and assistance in the development and disbursement of public information notices. Conduct community outreach meetings, host telephone call centers, and provide general public relations support as requested.
10. Other Training and Assistance as Requested by the City	Thompson is prepared to provide additional training or assistance requested by the City as related to debris removal and monitoring, grant management, emergency management, and additional City concerns that may arise.
11. Other Reports and Data as Required by the City	Thompson utilizes numerous reports and data sources in our daily operations serving local governments. Thompson is prepared to deliver or prepare reports and data that may be required by the City.



# SECTION F

## CAPACITY TO PERFORM SERVICES

### Response Times on Previous Contracts

Thompson has an excellent record of meeting or exceeding the response times of our previous clients. We are extremely proud of our response time record and our ability to deploy resources quickly and efficiently in disaster situations across the Country. We have summarized response times and resources deployed in the following table.

Table F-1: Previous Contract Response Times

Client	State	Response Time	Resources Mobilized
South Carolina Department of Transportation	SC	Within 48 hours of NTP	8 consultants, 100 field staff
Chatham County	GA	48 hours prior to NTP	5 consultants, 65 field staff
City of Daytona Beach	FL	Within 48 hours of NTP	1 consultant, 30 field staff
City-Parish of East Baton Rouge	LA	24 hours prior to NTP	10 consultants, 200 field staff
Denham Springs	LA	Within 48 hours of NTP	3 consultants, 30 field staff
South Carolina Department of Transportation	SC	Within 48 hours of NTP	6 consultants, 40 field staff
Putnam County	TN	Within 24 hours of NTP	1 consultant, 15 field staff
Fentress County	TN	Within 24 hours of NTP	1 consultant, 10 field staff
South Carolina Department of Transportation	SC	Within 48 hours of NTP	4 consultants, 250 field staff
Aiken County	SC	Within 48 hours of NTP	1 consultants, 125 field staff
Allendale County	SC	Within 48 hours of NTP	1 consultants, 30 field staff
Georgetown County	SC	Within 48 hours of NTP	1 consultants, 30 field staff
Marion County	SC	Within 48 hours of NTP	1 consultants, 12 field staff
Williamsburg County	SC	Within 48 hours of NTP	1 consultants, 28 field staff
Iberville Parish	LA	Within 24 hours of NTP	1 consultant, 3 field staff
City of Hoboken	NJ	72 hours prior to NTP	3 consultants, 10 field staff
Terrebonne Parish	LA	48 hours prior to NTP	3 consultants, 6 field staff
Denham Springs	LA	48 hours prior to NTP	3 consultants, 4 field staff
Hancock County	MS	72 hours prior to NTP	3 consultants, 20 field staff
Calhoun County	AL	Within 6 hours of NTP	3 consultants, 40 field staff
Clark County	IN	48 hours prior to NTP	5 consultants, 6 field staff
Virginia Department of Transportation	VA	Within 12 hours of NTP	8 consultants, 100 field staff
Alabama Department of Conservation & Natural Resources	AL	12 hours prior to NTP	8 consultants, 50 field staff
USACE Mobile District (2005)	AL	Within 48 hours of NTP	250 field staff

## Capacity

Thompson strongly believes that responsible disaster response consultants should disclose their commitments so that perspective clients can gauge whether they can reliably provide critical resources in the event of mobilization. In order to ensure that we are able to deliver the full force of man-power committed in our proposal, Thompson limits its stand-by commitments to ensure that we can responsibility exceed our clients expectations.

On an annual basis, our staff conducts an internal exercise to test response capabilities to all of our Texas stand-by obligations in the unlikely incident that a state-wide disaster activation causes all of our Texas contracts to simultaneously activate. Following a disaster, the City should expect the priority treatment that the Thompson is committed to delivering. The following table presents Thompson's existing commitments in the State of Texas for the City's review.

Table F-2: Current Executed Disaster Response Contracts

Client	State	Services
Cameron County	TX	Debris Monitoring
Chambers County (Secondary Contractor)	TX	Debris Monitoring
Dallas County	TX	Debris Monitoring
General Land Office	TX	Debris Monitoring
Harris County (Secondary Contractor)	TX	Debris Monitoring
Houston-Galveston Area Council	TX	Multiple
Jim Wells County	TX	Debris Monitoring
La Porte, City of (Secondary Contractor)	TX	Debris Monitoring
Lake Jackson, City of	TX	Debris Monitoring
Newton County	TX	Debris Monitoring
Plano, City of	TX	Debris Monitoring
Parker County	TX	Debris Monitoring
Trinity Bay Conservation District	TX	Debris Monitoring

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

## Availability of Resources

Thompson's command center is a Category 5 hurricane rated building. The structure is self-contained utilizing a Generac 100kW generator that is powered by natural gas. Thompson servers automatically revert to this power backup system seamlessly with no loss of power when an outage occurs. This enables our employees to continue to work and respond quickly to our clients in a disaster event. Our fiber optic-based communications are provided by Southern Light through a fiber loop that is also generator supplied during a power outage.

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

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

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

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

Table F-3: Available Field Equipment

Resources/Field Equipment	Quantity	Resources/Field Equipment	Quantity
Southeast Offices	13	Full Time Employees	350
ADMS Sets	975	Stand-by Disaster Recovery Employees	1000
Computer – Desktop Station	175	Printers / Copier – Color Laser	25
Computer – Laptop	175	Printers – Black and White Laser	30
Air Card	18	Printer / Copier / Scanner / Fax– Portable	5
MiFi Access Point	35	Digital Cameras	100
Communication – Blackberries / Cell Phones	213	Handheld GPS Units	100
Communication – Radios	83	Boats (12' to 22')	6
Communication – Desktop Phones	350	Trucks	125

In addition, the Thompson's environmental personnel utilize air sampling pumps, peristaltic pumps for water sampling, hand augers for soil sampling, asbestos collection tools, latex gloves, safety goggles, face shields, respirators, and Tyvek suits as needed for testing and sampling of hazardous materials.

## Large Workforce Mobilization

### Managing Similar Services of Comparable Size

Thompson recognizes that each disaster situation is going to be different. Although we will always be able to leverage our extensive experience and capabilities, we will also have to be prepared to draw on resources intelligently, prioritize efficiently, and act decisively when facing new challenges in the future. In order to do this, Thompson promotes a collaborative working relationship with the Parish and its debris removal contractors. Thompson encourages the City to host an annual meeting to test readiness, capacity, discuss potential project hot-buttons, and plan based on new state and federal guidance. This is a great way to collaborate prior to having to respond to a disaster with one another.

Thompson's managerial capabilities were recently tested 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. In addition, the Georgia Department of Transportation activated Thompson in eleven (11) counties, and the South Carolina Department of Transportation activated Thompson in seven (7) counties.* At its

peak operating period in the fall of 2016, Thompson was actively monitoring debris removal operations to manage and monitor the removal of over 4,000,000 cubic yards of debris by ten contractors working in a forty three (43) county/parish area across six (6) states. At peak, Thompson deployed over 930 field staff and 900 automated debris management system (ADMS) handheld field devices to permit temporary debris management sites and monitor the removal, temporary disposal, and reduction of over 4,000,000 cubic yards of debris. Thompson worked closely with our clients and the ten (10) different debris removal companies to work through the following challenges:

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

**LARGE SCALE ADMS DEPLOYMENT TO MONITOR ALL TYPES OF DEEBRIS COLLECTION:** Thompson's ADMS deployment was one of the largest ADMS deployments in history, with over nine hundred (900) units deployed to over forty (40) work locations. Thompson's ADMS units were configured to monitor the collection of over 1.8 million cubic yards of C&D in East Baton Rouge Parish, the largest C&D collection program since Hurricane Katrina. In addition, Thompson's ADMS system was configured to monitor the removal of vegetative debris, white goods, household hazardous waste, animal carcasses, 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, Thompson relied on dedicated resources that owned the ramp-up process. We did not rely on any third party staffing firms that do not understand the disaster business. This was critical to our success with the Hurricane Matthew mobilization.

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



## Exhibit A –FEE SCHEDULE

Item#	Positions	Hourly Rate
1	Collection Monitor	\$ 31.50 <sup>1</sup>
2	Clerical	\$ 18.00
3	Data Entry	\$ 0.00 <sup>2</sup>
4	Communications	\$ 0.00 <sup>2</sup>
5	Debris Site Monitor	\$ 0.00 <sup>2</sup>
6	Tower Monitor	\$ 30.50 <sup>1</sup>
7	Roving Monitor	\$ 0.00 <sup>2</sup>
8	Project Manager	\$ 65.00 <sup>3</sup>
9	Assistant Project Manager	\$ 0.00 <sup>2</sup>
10	Field Supervisor	\$ 46.00
11	Data Manager	\$ 55.00
12	Inspector	\$ 31.50 <sup>1</sup>

**Hourly rates are provided to demonstrate reasonable cost.**

<sup>1</sup> An Automated Debris Management System (ADMS) charge of \$2.50/hour applies to positions that require the use of an ADMS handheld device and hip printer.

<sup>2</sup> These positions will not be required to complete the scope of work requested by the City, and therefore will not be billed to the City.

<sup>3</sup> An Hourly Travel Stipend of \$14.00/hour will only apply to position if employee(s) permanently reside greater than 50 miles from the City of Texas City, TX. The stipend will not be charged beyond the standard GSA rate at time of project activation.

## Negotiated Fee Schedule

## Exhibit A –FEE SCHEDULE

Item#	Positions	Hourly Rate
1	Collection Monitor	\$ 31.50 <sup>1</sup>
2	Clerical	\$ 18.00
3	Data Entry	\$ 0.00 <sup>2</sup>
4	Communications	\$ 0.00 <sup>2</sup>
5	Debris Site Monitor	\$ 0.00 <sup>2</sup>
6	Tower Monitor	\$ 30.50 <sup>1</sup>
7	Roving Monitor	\$ 0.00 <sup>2</sup>
8	Project Manager	\$ 72.00
9	Assistant Project Manager	\$ 0.00 <sup>2</sup>
10	Field Supervisor	\$ 46.00
11	Data Manager	\$ 55.00
12	Inspector	\$ 31.50 <sup>1</sup>

**Hourly rates are provided to demonstrate reasonable cost.**

<sup>1</sup> An Automated Debris Management System (ADMS) charge of \$2.00/hour applies to positions that require the use of an ADMS handheld device and hip printer.

<sup>2</sup> These positions will not be required to complete the scope of work requested by the City, and therefore will not be billed to the City.



# SECTION H

## REQUIRED FORMS

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

- RFP Invitation Page
- Proposer's Certification
- Exceptions to Specifications
- Proposer Information Form
- Conflict of Interest Questionnaire
- Affidavit of Ownership or Control



PROPOSER'S CERTIFICATION

Section 2252.002 of the Texas Government Code provides as follows:

A governmental entity may not award a governmental contract to a nonresident bidder unless the nonresident underbids the lowest bid submitted by a responsible resident bidder by an amount that is not less than the amount by which a resident bidder would be required to underbid the nonresident bidder to obtain a comparable contract in the state in which the nonresident's principal place of business is located.

In providing the certification below, please make note of the following definitions:

"Governmental contract" means a contract awarded by a governmental entity for general construction, an improvement, a service, or a public works project or for a purchase of supplies, materials, or equipment.

"Nonresident bidder" refers to a person who is not a resident.

"Resident bidder" refers to a person whose principal place of business is in this state, including a contractor whose ultimate parent company or majority owner has its principal place of business in this state.

I certify that \_\_\_\_\_ is a resident bidder as defined hereinabove.  
(Company Name)

Signature: \_\_\_\_\_

Print Name: \_\_\_\_\_

I certify that Thompson Consulting Services, LLC is a nonresident bidder as  
(Company Name)  
defined hereinabove and our principal place of business is 1135 Townpark Ave., Ste. 2101 Lake Mary, FL 32746

Signature:  \_\_\_\_\_

Print Name: Jon Hoyle, President \_\_\_\_\_

**EXCEPTIONS TO SPECIFICATIONS**

If any item, material, equipment or service submitted as a part of this RFP does not fully meet or exceed the minimum specifications as published, the exception(s) MUST be listed on this sheet and attached to the proposal.

Section	Item	Reason
None		

**If no exceptions are listed, it will be assumed that the proposal meets or exceeds the minimum specifications and any purchase contract as a result of the resulting contract will be contingent on that condition.**

**Company** Thompson Consulting Services, LLC

**Agent** 

## PROPOSER INFORMATION FORM

<b>COMPANY'S FULL BUSINESS NAME:</b>	Thompson Consulting Services, LLC
<b>PHYSICAL ADDRESS:</b>	1135 Townpark Avenue, Suite 2101
	Lake Mary, Florida 32746
<b>PHONE #:</b>	407-792-0018
<b>FAX #:</b>	407-878-7858
<b>CONTACT PERSON:</b>	Jon Hoyle, President
<b>PHONE #:</b>	321-303-2543
<b>REMITTANCE ADDRESS:</b>	Same as above
<b>PHONE #:</b>	Same as above
<b>FAX #:</b>	Same as above
<b>CONTACT PERSON:</b>	Kyle Hoyle
<b>PHONE #:</b>	832-433-4989
<b>PAYMENT TERMS DISCOUNT:</b>	N/A
<b>COMPANY TAX ID#:</b>	45-2015453

# CONFLICT OF INTEREST QUESTIONNAIRE

# FORM CIQ

For vendor or other person doing business with local governmental entity

This questionnaire reflects changes made to the law by H.B. 1491, 80th Leg., Regular Session. This questionnaire is being filed in accordance with Chapter 176, Local Government Code by a person who has a business relationship as defined by Section 176.001(1-a) with a local governmental entity and the person meets requirements under Section 176.006(a).

By law this questionnaire must be filed with the records administrator of the local governmental entity not later than the 7th business day after the date the person becomes aware of facts that require the statement to be filed. See Section 176.006, Local Government Code.

A person commits an offense if the person knowingly violates Section 176.006, Local Government Code. An offense under this section is a Class C misdemeanor.

### OFFICE USE ONLY

Date Received

1 Name of person who has a business relationship with local governmental entity.

None

2  Check this box if you are filing an update to a previously filed questionnaire.

(The law requires that you file an updated completed questionnaire with the appropriate filing authority not later than the 7th business day after the date the originally filed questionnaire becomes incomplete or inaccurate.)

3 Name of local government officer with whom filer has employment or business relationship.

\_\_\_\_\_  
Name of Officer

This section (item 3 including subparts A, B, C & D) must be completed for each officer with whom the filer has an employment or other business relationship as defined by Section 176.001(1-a), Local Government Code. Attach additional pages to this Form CIQ as necessary.

A. Is the local government officer named in this section receiving or likely to receive taxable income, other than investment income, from the filer of the questionnaire?

Yes  No

B. Is the filer of the questionnaire receiving or likely to receive taxable income, other than investment income, from or at the direction of the local government officer named in this section AND the taxable income is not received from the local governmental entity?

Yes  No

C. Is the filer of this questionnaire employed by a corporation or other business entity with respect to which the local government officer serves as an officer or director, or holds an ownership of 10 percent or more?

Yes  No

D. Describe each employment or business relationship with the local government officer named in this section.

4   
\_\_\_\_\_  
Signature of person doing business with the governmental entity

6/28/2017

\_\_\_\_\_  
Date

Adopted 06/29/2007



Contracting Entity

Name: Thompson Consulting Services, LLC

Business Address [NO./STREET] 1135 Townpark Avenue, Suite 2101

[CITY/STATE/ZIP CODE] Lake Mary, Florida 32746

Telephone Number ( 407 ) 792-0018

Email Address [OPTIONAL] info@thompsoncs.net

Residence Address [NO./STREET] same as above

[CITY/STATE/ZIP CODE] \_\_\_\_\_

Telephone Number [OPTIONAL] ( \_\_\_\_\_ ) \_\_\_\_\_

Email Address [OPTIONAL] \_\_\_\_\_

**5% or More Owner(s)/Officers of Non-Profit Corporation  
(IF NONE, STATE "NONE.")**

Name: Thompson Holdings, Inc., Jon Hoyle, President and Nathaniel Counsell, Vice President

Business Address [NO./STREET] 1135 Townpark Avenue, Suite 2101

[CITY/STATE/ZIP CODE] Lake Mary, Florida 32746

Telephone Number ( 407 ) 792-0018

Email Address [OPTIONAL] info@thompsoncs.net

Residence Address [NO./STREET] same as above

[CITY/STATE/ZIP CODE] \_\_\_\_\_

Telephone Number [OPTIONAL] ( \_\_\_\_\_ ) \_\_\_\_\_

Email Address [OPTIONAL] \_\_\_\_\_

6. Optional Information  
Contracting Entity and/or \_\_\_\_\_  
[NAME OF OWNER OR NON-PROFIT OFFICER] is actively protesting,  
challenging or appealing the accuracy and/or amount of taxes levied against

\_\_\_\_\_ [CONTRACTING ENTITY,  
OWNER OR NON-PROFIT OFFICER] as follows:

Name of Debtor: \_\_\_\_\_

Type of Debt: \_\_\_\_\_

Account Nos.: \_\_\_\_\_

Case or File Nos.: \_\_\_\_\_


Attorney/Agent Name: \_\_\_\_\_

Attorney/Agent Phone No.: \_\_\_\_\_

Delinquent Years/Months: \_\_\_\_\_

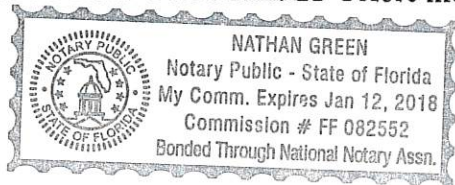
Status of Appeal [DESCRIBE]:  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_


Affiant certifies that he or she is duly authorized to submit the above information on behalf of the Contracting Entity, that Affiant is associated with the Contracting Entity in the capacity noted above and has personal knowledge of the accuracy of the information provided herein, and that the information provided herein is true and correct to the best of Affiant's knowledge and belief.

  
\_\_\_\_\_  
Affiant

SWORN TO AND SUBSCRIBED before me this 28<sup>th</sup> day of June, 20 17.

(Seal)

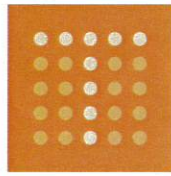


  
\_\_\_\_\_  
Notary Public in and for the State of  
Florida

**NOTE:**

This affidavit constitutes a government record as defined by Section 37.01 of the Texas Penal Code. Submission of a false government record is punishable as provided in Section 37.10 of the Texas Penal Code.

Attach additional pages if needed to supply the required names and addresses.



thompson  
CONSULTING SERVICES

**CITY COMMISSION REGULAR MTG**

7. (a.

**Meeting Date:** 07/19/2017

**Submitted By:** Justin Herter, City Attorney Office

**Department:** City Attorney Office

---

**Information**

**ACTION REQUEST (Brief Summary)**

Consider approval of the third and final reading of Ordinance No. 17-19, amending the City of Texas City Code of Ordinances, Chapter 50 Utilities Generally, Section 36 Sewer Rates and Section 38 Water Rates and Section 999 Penalty. (Finance)

**BACKGROUND**

Water and sewer rates have not been adjusted for several years. Consequently, the capital projects that have been done have been partially subsidized by the taxpayers instead of the water and sewer fund customers. These rate changes are intended to remedy this situation, such that these enterprise funds are self-sufficient.

The previous sewer rate was \$2.55 per 1,000 gallons of water usage. The proposed new rate is \$4.00 per 1,000 gallons of water usage.

The previous base residential water rate was \$6.75 for 2,000 gallons of water usage. The proposed new base residential water rate is \$8.75 per 3,000 gallons of water usage. Proposed new base rates for non-residential meters are also increasing by the same proportion.

The water rate for each additional 1,000 gallons above the base was \$3.83. The proposed new incremental rate for each additional 1,000 gallons above the base is determined by account type and then a tiered system as follows:

Pasture and Residential accounts: 4,000-9,000 gallons-\$4.00 per 1,000 gallons; 10,000-24,000 gallons-\$6.00 per 1,000 gallons; 25,000 gallons or more-\$8.00 per 1,000 gallons. All other account types: 4,000-24,000 gallons-\$6.00 per 1,000 gallons; 25,000-49,000 gallons-\$8.00 per 1,000 gallons; 50,000 gallons or more-\$10.00 per 1,000 gallons.

Also included in the ordinance is the requirement that rates be reviewed at least every three years.

**ANALYSIS**

**ALTERNATIVES CONSIDERED**

---

**Fiscal Impact**

**Attachments**

Ordinance 17-19 Amending Chapter 50 Utilities Gnerally. Section 36 Sewer Rates and Section 38 Water Rates

---

**ORDINANCE NO. 17-19**

**AN ORDINANCE AMENDING THE CODE OF ORDINANCES OF THE CITY OF TEXAS CITY, CHAPTER 50 UTILITIES GENERALLY, SECTION 36 SEWER RATES AND SECTION 38 WATER RATES; DIRECTING THE CHIEF EXECUTIVE OFFICER TO FILE OR CAUSE TO BE FILED A COPY OF THE AMENDED BUDGET IN THE OFFICE OF THE GALVESTON COUNTY CLERK; PROVIDING FOR THE READING OF THIS ORDINANCE ON THREE (3) SEPARATE DAYS; AND PROVIDING THAT THIS ORDINANCE SHALL BECOME EFFECTIVE FROM AND AFTER ITS PASSAGE AND ADOPTION AND PUBLICATION BY CAPTION ONLY IN THE OFFICIAL NEWSPAPER OF THE CITY.**

---

**WHEREAS**, the City of Texas City, Texas, is a home-rule city; and

**WHEREAS**, water and sewer rates have not been adjusted for several years; and,

**WHEREAS**, the City of Texas City, Texas, seeks to amend The Code of Ordinances of the City of Texas City, Chapter 50 Utilities Generally, Section 36 Sewer Rates and Section 38 Water Rates.

**NOW, THEREFORE, BE IT ORDAINED BY THE CITY COMMISSION OF THE CITY OF TEXAS CITY, TEXAS:**

**SECTION 1:** That **The Code of Ordinances of the City of Texas City, Texas**, Chapter 50 Utilities Generally, Section 36 Sewer Rates and Section 38 Water Rates, is amended to read and as follows:

50.036 SEWER RATES to read as follows:

\*\*\*

(D) (1) One thousand gallons or less water usage: \$4.00; and (2) For each additional 1,000 gallons of water usage: \$4.00.

and ADD

(E) Sewer rates will be reviewed not less than every three years.

50.038 WATER RATES to read as follows:

(A) Domestic, commercial and industrial schedule. For the first increment of water usage up to and including 3,000 gallons of water, the minimum rate will be as follows:

Minimum Monthly Billing

5/8-inch meter	\$8.75
3/4-inch meter	\$9.43
1-inch meter	\$10.08
1-1/2-inch meter	\$15.28
2-inch meter	\$28.28
3-inch meter	\$49.08
4-inch meter	\$95.88
6-inch meter	\$189.48
8-inch meter	\$280.48
10-inch meter	\$370.18

For the additional incremental water usage in excess of 3,000 gallons, per 1,000 gallons:

Pasture and Residential

4,000 - 9,000 gallons	\$4.00
10,000 - 24,000 gallons	\$6.00
25,000 gallons or more	\$8.00

All Other Account Types

4,000 - 24,000 gallons	\$6.00
25,000 - 49,000 gallons	\$8.00
50,000 gallons or more	\$10.00

and ADD

(C) Water rates will be reviewed not less than every three years.

\*\*\*

**SECTION 2:** That all ordinances or parts of ordinances in conflict herewith are hereby expressly repealed to the extent of such conflict.

**SECTION 3:** That, in the event any section, clause, sentence, paragraph, or part of this Ordinance shall be for any reason adjudged by any court of competent jurisdiction to be invalid, such invalidity shall not affect, invalidate, or impair the remainder of this Ordinance.

**SECTION 4:** That the City Secretary is hereby directed, in accordance with Article III of the City Charter, to publish this ordinance, by caption only, in one issue of the official paper, and obtain

proof of such publication made by the printer or publisher of such paper. An affidavit made by said printer or publisher before some officer authorized by law to administer oaths, and filed with the person performing the duties of city secretary shall be prima facie evidence of such publication and promulgation of such ordinance in courts of the state. The ordinance so published shall take effect, and be in force, from and after ten days after publication thereof, unless otherwise expressly provided.

**PASSED ON FIRST READING this 21st day of June, 2017.**

---

Matthew T. Doyle, Mayor  
City of Texas City, Texas

ATTEST:

APPROVED AS TO FORM:

---

James Hartshorn  
City Secretary

---

Ronald F. Plackemeier  
City Attorney

**PASSED ON SECOND READING this 5<sup>th</sup> day of July, 2017.**

---

Phil Roberts, Mayor Pro Tem  
City of Texas City, Texas

ATTEST:

APPROVED AS TO FORM:

---

James Hartshorn  
City Secretary

---

Ronald F. Plackemeier  
City Attorney

**PASSED AND FINALLY ADOPTED this 19th day of July, 2017.**

\_\_\_\_\_  
Matthew T. Doyle, Mayor  
City of Texas City, Texas

ATTEST:

APPROVED AS TO FORM:

\_\_\_\_\_  
James Hartshorn  
City Secretary

\_\_\_\_\_  
Ronald F. Plackemeier  
City Attorney