



City of Clearwater  
Procurement

Jay Ravins, Department Director  
100 South Myrtle Avenue, Clearwater, FL 33756

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[THOMPSON CONSULTING SERVICES, LLC] RESPONSE DOCUMENT REPORT

RFP No. 25-25

[Debris Monitoring Services](#)

RESPONSE DEADLINE: May 2, 2025 at 10:00 am

Report Generated: Friday, May 2, 2025

Thompson Consulting Services, LLC Response

CONTACT INFORMATION

**Company:**

Thompson Consulting Services, LLC

**Email:**

bbastian@thompsoncs.net

**Contact:**

Hannah Fleming

**Address:**

2601 Maitland Center Parkway  
Maitland, FL 32751

**Phone:**

(407) 792-0018

**Website:**

[thompsoncs.net](http://thompsoncs.net)

**Submission Date:**

May 2, 2025 7:33 AM (Eastern Time)

## ADDENDA CONFIRMATION

*No addenda issued*

## QUESTIONNAIRE

### 1. Exceptions\*

Proposers shall indicate any and all exceptions taken to the provisions or specifications in this solicitation document. Exceptions that surface elsewhere and that do not also appear under this section shall be considered invalid and void and of no contractual significance.

Do you have any exceptions to the provisions or specifications?

No

### 2. Additional Materials\*

Have you included any additional materials?

No

### 3. Certified Business\*

Are you a Certified Small Business or a Certified Minority, Woman or Disadvantaged Business Enterprise?

No

### 4. Vendor Certification\*

By submitting this response, the Vendor hereby certifies that:

- A. It is under no legal prohibition on contracting with the City of Clearwater.

- B. It has read, understands, and is in compliance with the specifications, terms and conditions stated herein, as well as its attachments, and any referenced documents.
- C. It has no known, undisclosed conflicts of interest.
- D. The prices offered were independently developed without consultation or collusion with any of the other vendors or potential vendors or any other anti-competitive practices.
- E. No offer of gifts, payments or other consideration were made to any City employee, officer, elected official, or consultant who has or may have had a role in the procurement process for the commodities or services covered by this contract. The Vendor has not influenced or attempted to influence any City employee, officer, elected official, or consultant in connection with the award of this contract.
- F. It understands the City may copy all parts of this response, including without limitation any documents or materials copyrighted by the Vendor, for internal use in evaluating respondent's offer, or in response to a public records request under Florida's public records law (F.S. Chapter 119) or other applicable law, subpoena, or other judicial process; provided that the City agrees not to change or delete any copyright or proprietary notices.
- G. It hereby warrants to the City that the Vendor and its subcontractors will comply with, and are contractually obligated to comply with, all federal, state, and local laws, rules, regulations, and executive orders.
- H. It certifies that Vendor is not presently debarred, suspended, proposed for debarment, declared ineligible, voluntarily excluded, or disqualified from participation in this matter from any federal, state, or local agency.
- I. It will provide the commodities or services specified in compliance with all federal, state, and local laws, rules, regulations, and executive orders if awarded by the City.
- J. It is current in all obligations due to the City.
- K. It will accept all terms and conditions as set forth in this solicitation if awarded by the City.
- L. The signatory is an officer or duly authorized representative of the Vendor with full power and authority to submit binding offers and enter into contracts for the commodities or services as specified herein.

Confirmed

**5. E-Verify System Certification\***

***PER FLORIDA STATUTE 448.095, CONTRACTORS AND SUBCONTRACTORS MUST REGISTER WITH AND USE THE E-VERIFY SYSTEM TO VERIFY THE WORK AUTHORIZATION STATUS OF ALL NEWLY HIRED EMPLOYEES.***

The affiant, by virtue of confirming below, certifies that:

- A. The Contractor and its Subcontractors are aware of the requirements of Florida Statute 448.095.
- B. The Contractor and its Subcontractors are registered with and using the E-Verify system to verify the work authorization status of newly hired employees.
- C. The Contractor will not enter into a contract with any Subcontractor unless each party to the contract registers with and uses the E-Verify system.
- D. The Subcontractor will provide the Contractor with an affidavit stating that the Subcontractor does not employ, contract with, or subcontract with unauthorized alien.
- E. The Contractor must maintain a copy of such affidavit.
- F. The City may terminate this Contract on the good faith belief that the Contractor or its Subcontractors knowingly violated Florida Statutes 448.09(1) or 448.095(2)(c).
- G. If this Contract is terminated pursuant to Florida Statute 448.095(2)(c), the Contractor may not be awarded a public contract for at least 1 year after the date on which this Contract was terminated.
- H. The Contractor is liable for any additional cost incurred by the City as a result of the termination of this Contract.

Confirmed

**6. Vendor's Proposal\***

Upload a copy of your proposal with the information requested as detailed in the solicitation titled 25-25 Debris Monitoring Services.

City\_of\_Clearwater\_RFP\_No.\_25-25\_Debris\_Monitoring\_Services\_Thompson\_Response.pdf

**7. Are there are any additional costs associated with the scope of service? \***

No



#### 8. Scrutinized Company Certification\*

Please download the below documents, complete, and upload.

- [SCRUTINIZED COMPANIES AND B...](#)

City\_of\_Clearwater\_RFP\_No.\_25-25\_Scrutinized\_Companies\_and\_Business\_Operations\_Certification\_Thompson\_Response.pdf

#### 9. Compliance with Anti-Human Trafficking Laws\*

Please download the below documents, complete, and upload.

- [Compliance with 787.06 form...](#)

City\_of\_Clearwater\_RFP\_No.\_25-25\_Compliance\_with\_Ant-Human\_Trafficking\_Laws\_Thompson\_Response.pdf

#### 10. W-9\*

Upload your current W-9 form. (available at <http://www.irs.gov/pub/irs-pdf/fw9.pdf>)

City\_of\_Clearwater\_RFP\_No.\_25-25\_W-9\_Thompson\_Response.pdf

### PRICE TABLES

#### PRE-EVENT SUPPORT

Line Item	Description	Unit of Measure	Unit Cost
1	Administrative/Clerical Support	Rate Per Hour	\$43.47
2	Project Accountant	Rate Per Hour	\$72.00
3	Grant Management Consultant	Rate Per Hour	\$147.73
4	Senior Grant Management Consultant	Rate Per Hour	\$172.00

[THOMPSON CONSULTING SERVICES, LLC] RESPONSE DOCUMENT REPORT

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Line Item	Description	Unit of Measure	Unit Cost
5	Project/Program Manager	Rate Per Hour	\$148.13
6	FEMA Policy Consultant	Rate Per Hour	\$130.56
7	Project Executive	Rate Per Hour	\$152.27

POST-EVENT SUPPORT

Line Item	Description	Unit of Measure	Unit Cost
1	Administrative/Clerical Support	Rate Per Hour	\$43.47
2	Project Accountant	Rate Per Hour	\$72.00
3	Grant Management Consultant	Rate Per Hour	\$147.73
4	Senior Grant Management Consultant	Rate Per Hour	\$172.00
5	Project/Program Manager	Rate Per Hour	\$148.13
6	FEMA Policy Consultant	Rate Per Hour	\$130.56
7	Project Executive	Rate Per Hour	\$152.27

GENERAL GRANTS SUPPORT

Line Item	Description	Unit of Measure	Unit Cost
1	Administrative/Clerical Support	Rate Per Hour	\$43.47
2	Project Accountant	Rate Per Hour	\$72.00

[THOMPSON CONSULTING SERVICES, LLC] RESPONSE DOCUMENT REPORT

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Line Item	Description	Unit of Measure	Unit Cost
3	Grant Management Consultant	Rate Per Hour	\$147.73
4	Senior Grant Management Consultant	Rate Per Hour	\$172.00
5	Project/Program Manager	Rate Per Hour	\$148.13
6	Project Executive	Rate Per Hour	\$152.27

Electronic Submission



# City of Clearwater, Florida Request for Proposal No. 25-25 Debris Monitoring Services

Due Date / Time: May 2, 2025 | 10:00 am



thompson  
CONSULTING SERVICES

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City of Clearwater, Florida

Request for Proposals No. 25-25

Debris Monitoring Services

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# TAB 1

## Letter of Transmittal

### Proposer Introduction & Summary

Thompson Consulting Services, LLC (Thompson) is pleased to submit the enclosed proposal to provide the City of Clearwater, Florida (City) with debris monitoring services. Thompson is a full-service emergency management planning, response, disaster recovery and grant management consultancy established in [2011](#). Prior to our establishment disaster debris monitoring and program management services were provided by our affiliate company, Thompson Engineering, since [1979](#). Our consultants have over [75](#) years of combined experience in supporting local and state agencies in response to hurricanes, floods, earthquakes, tornadoes, wildfires, ice storms, rockslides, oil spills and other natural disasters. Our approach to providing disaster response, assessment, and recovery services maintains a primary focus on the efficient and effective utilization of resources while assisting our clients with navigating the funding channels of the Federal Emergency Management Agency's (FEMA) Public Assistance (PA) program as well as other post-disaster grant programs. We believe Thompson is best suited to assist the City with debris monitoring services for the following reasons:

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

**POST-DISASTER DEBRIS REMOVAL MANAGEMENT & FEMA FUNDING EXPERIENCE:** Thompson's experience with post-disaster debris removal monitoring and management services spans three decades and accounts for the administration of more than [\\$5.5](#) billion of debris removal funding on behalf of more than [390](#) local and state government agencies. Thompson's consultants are amongst the most educated, qualified, and dynamic in the industry, having responded to some of the most devastating incidents to impact the United States, many resulting in large-scale, multi-program debris removal monitoring operations. This experience means the City can rest assured that its disaster reimbursement is in the hands of the industry's most qualified professionals.

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

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

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

**ABILITY TO QUICKLY RESPOND:** With **26** corporate and branch offices scattered throughout the southeast, including our corporate office in Maitland, Florida, we will be able to deploy staff and resources within **24** hours of receiving notice-to-proceed. Thompson is set up to quickly adapt to the uncertain and changing needs of the City. During times of emergency, this ability to rapidly respond to the needs of the City is of paramount importance.

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

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

**MAIN CONTACTS & AUTHORIZED AGENTS:** The following authorized agents will serve as direct points of contact to the City for all inquiries related to this submittal as well as technical and contractual clarifications throughout the evaluation process. Key project personnel qualifications and contact details have been provided within this proposal response.

**Jon Hoyle, President**

2601 Maitland Center Parkway, Maitland, FL 32751  
O: 407-792-0018 | C: 321.303.2543  
jhoyle@thompsoncs.net

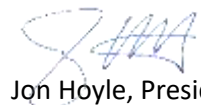
**Nate Counsell, Executive Vice President**

2601 Maitland Center Parkway, Maitland, FL 32751  
O: 407-792-0018 | C: 407.619.2781  
ncounsell@thompsoncs.net

Thompson has the experience and resources necessary to be responsive to the City following a disaster incident. We stand prepared to guide the City through the debris removal and recovery process while working with FDEM and the FEMA Public Assistance program to achieve maximum disaster recovery cost reimbursement for the City. We would be honored to serve as your debris 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



# TAB 2

## Experience, Qualifications & References

### Firm Overview

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

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

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

#### THOMPSON FAMILY OF COMPANIES



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

### Years of Experience

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



## Office Locations

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

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

Thompson has provided our full list of office locations below.

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

## Mobile Office Capabilities

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

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

## FIRM DATA SUMMARY

### FIRM NAME

Thompson Consulting Services, LLC

### ADDRESS

2601 Maitland Center Parkway  
Maitland, Florida 32751

### PHONE | FAX

407-792-0018 | 407-878-7858

### WEBSITE

www.thompsoncs.net

### EMAIL

info@thompsoncs.net

### YEAR ESTABLISHED

2011

### STATE OF FORMATION

Delaware

### FEDERAL ID NO.

45-2015453

### SAM UEI | CAGE CODE

QE8ZDM1CLE77 | 7NZ42

### DUNS NO.

968677158

### E-VERIFY ID

1111126

### OFFICERS

Jon Hoyle, President

Nate Counsell, Executive VP

John H. Baker, III, BOM

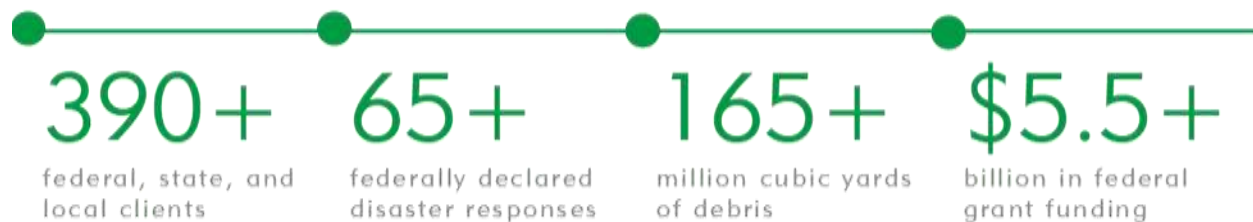
Chad Brown, BOM

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

## Disaster Response Experience

Thompson has provided disaster response and recovery services to over **390** federal, state, and local government entities in planning for and responding to a variety of disaster incidents, such as hurricanes, tornados, floods, ice storms, wildfires, earthquakes, oil spills and other natural disasters. Our emergency response and disaster recovery consultants have over **75** years of combined experience and have responded to some of the most devastating incidents to impact the United States in the last two decades. This work has resulted in the documentation of over **165** million cubic yards of debris and our clients successfully applying for and retaining more than **\$5.5** billion of federal grant funding for debris removal.

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



Thompson's consultants have performed debris monitoring and grant administration services for over **65** Federal Emergency Management Agency (FEMA) and Federal Highway Administration (FHWA) reimbursable federally declared disasters and emergencies. A summary of our experience over the last decade is provided in the table below and a comprehensive staff experience matrix has been provided as Exhibit 2-1 following this section.

Table 2-1: Grant Programs and Funding Administered by Disaster

Disaster	Year	Grant Funds Administered	Disaster	Year	Grant Funds Administered
Hurricane Milton (FEMA DR-4834)	2024	\$228,000,000	LA Severe Flooding (FEMA DR-4277)	2015	\$65,000,000
Hurricane Helene (FEMA DR-4827 - 4831)	2024	\$396,000,000	SC Severe Flooding (FEMA DR-4241)	2015	\$35,000,000
Hurricane Debby (FEMA DR-4806)	2024	\$9,450,000	Winter Storm Pandora (FEMA DR-4211)	2015	\$750,000
Hurricane Beryl (FEMA-DR-4738)	2024	\$250,000,000	Winter Storm Pax (FEMA DR-4166)	2014	\$200,000,000
TX Severe Storms (FEMA DR-4781)	2024	\$90,000,000	Hurricane Sandy (FEMA DR-4085-4086)	2012	\$250,000,000
Hawaii Wildfires (FEMA DR-4724)	2023	\$125,000,000	Hurricane Isaac (FEMA DR-4080-4081)	2012	\$2,000,000
Hurricane Idalia (FEMA DR-738, 4734)	2023	\$46,400,000	Indiana Tornados (FEMA DR-4058)	2012	\$2,500,000
AL Severe Storms (FEMA DR-4684)	2023	\$5,800,000	Hurricane Irene (FEMA DR-4024)	2011	\$4,500,000
New Mexico Wildfires (FEMA DR-4652)	2022	\$31,000,000	Alabama Tornados (FEMA DR-1971)	2011	\$25,000,000
Hurricane Ian (FEMA DR-4673)	2022	\$311,100,000	Iowa Flooding (FEMA DR-1763)	2010	\$1,640,325
KY Severe Storms (FEMA DR-4630)	2021	\$138,700,000	MA Snow Storm (FEMA DR-1813)	2009	\$896,475
Hurricane Ida (FEMA DR-4611)	2021	\$283,300,000	Hurricane Ike (FEMA DR-1791)	2008	\$445,504,160

Disaster	Year	Grant Funds Administered	Disaster	Year	Grant Funds Administered
Hurricane Zeta (FEMA DR-4576)	2020	\$23,000,000	Hurricane Gustav (FEMA DR-1786)	2008	\$19,374,540
Hurricane Sally (FEMA DR-4563,4564)	2020	\$180,000,000	Hurricane Dolly (FEMA DR-1780)	2008	\$17,241,000
Hurricane Laura (FEMA DR-4559)	2020	\$48,000,000	Missouri Ice Storm (FEMA DR-1676)	2007	\$31,523,000
Hurricane Dorian (FEMA DR-4465)	2019	\$5,000,000	New York Winter Storm (FEMA DR-1665)	2006	\$20,700,000
Hurricane Michael (FEMA DR-4399, 4400)	2018	\$40,000,000	Hurricane Wilma (FEMA DR-1609)	2005	\$214,491,000
Hurricane Florence (FEMA DR-4393, 4394)	2018	\$12,000,000	Hurricane Rita (FEMA DR 1606)	2005	\$96,000,000
Hurricane Maria (FEMA DR-4339)	2017	\$44,600,000	Hurricane Katrina (FEMA DR 1602-1604)	2005	\$914,304,040
Hurricane Irma (FEMA DR-4337, 4338)	2017	\$100,000,000	Hurricane Ivan (FEMA DR-1551)	2004	\$243,332,500
Hurricane Harvey (FEMA DR-4332)	2017	\$20,000,000	Hurricane Frances (FEMA DR-1545)	2004	\$5,000,000
Hurricane Matthew (FEMA DR-4283-86)	2016	\$100,000,000	Hurricane Charley (FEMA DR-1539)	2004	\$97,085,850

## Past Performance

### State of Florida Experience

In addition, Thompson's consultants have responded to disaster incidents in Florida since Hurricane Charlie in **2004**. Recently, Thompson has provided debris removal monitoring and grant consulting services to Florida clients following Hurricanes Matthew in **2016**, Irma in **2017**, Michael in **2018**, Sally in **2020**, Ian in **2022**, and Debby, Helene, and Milton in **2024**. Thompson has supported over **82** local and state Florida clients in monitoring and documenting over **46** million cubic yards of disaster debris. We are well positioned to continue working closely with the City, the Florida Division of Emergency Management, Florida Department of Transportation and the Florida Department of Environmental Quality to implement a compliant and efficient disaster debris removal monitoring program.

*Due to our extensive experience, commitment to responsible contracting, and dedication to providing the most efficient and effective disaster recovery, many of our Florida clients have retained Thompson's services for **12** years or more spanning multiple activations and competitive procurements.*

### Similar Experience

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

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

#### City of Tampa, Florida

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

Disaster Debris Removal Monitoring

Debris Quantity: 1,410,500 CY

**2024 Hurricane Helene & Milton:** Thompson has served as the stand-by disaster recovery and debris monitoring services provider on behalf of the City of Tampa since 2023. During that time, Thompson has supported preparedness measures and maintained operational readiness in the event that our services were needed. The City activated Thompson's stand-by contract to assist in recovery operations following back-to-back hurricanes

Helene and Milton in 2024. The City performed separate right-of-way debris removal programs as well as hazardous hanging and leaning limb/tree removal. Thompson substantiated the removal of over 1,410,500 cubic yards of debris and approximately 23,000 hazardous trees and limbs completing across both disasters. Thompson was able to complete Hurricane Milton operations, which accounted for over 1.3 million cubic yards of debris, in approximately 120 days.

**Project Value:** \$5,066,000

## Jefferson Parish, Louisiana Nov. 2020 – Jan. 2021 / Sept. 2021 – Sept. 2024

### Hurricane Debris Removal Monitoring

Debris Quantity: 2,359,000 CY

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

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

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

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

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

**Project Value:** \$ 6,585,000



## City of Port Orange, Florida

2022, 2024

### Disaster Debris Monitoring & Grant Consulting Services

Debris Quantity: 483,000 CY

Thompson has maintained a stand-by debris removal services contract with the City of Port Orange since 2022. Throughout this partnership, Thompson has supported the City's recovery efforts following multiple hurricanes, including Hurricane Ian in 2022 and Hurricane Milton in 2024. Thompson has been instrumental in efficiently managing debris removal operations and ensuring the City's swift recovery after both disasters.

**2024 Hurricane Milton:** In 2024, the City of Port Orange faced another major challenge when Hurricane Milton struck the region. Once again, the City activated Thompson's services for debris monitoring and removal. The team swiftly mobilized to support recovery efforts, successfully substantiating the removal of 118,855 cubic yards and 1,159 tons of debris, helping to restore the City in the wake of the storm's destruction.

**2022 Hurricane Ian:** In 2022, following the devastation of Hurricane Ian, which struck the southeastern United States and caused widespread damage, Thompson partnered with the City of Port Orange, FL, to support

recovery efforts. Port Orange, located along Florida's eastern coastline, was heavily impacted by the storm. Thompson successfully managed the removal of 363,937 cubic yards of debris and 3,274 tons of hurricane-related waste, including hazardous limbs and stumps.

**Project Value:** \$1,095,000

### City of Houston, Texas

May 2024 – Present

Debris Removal Monitoring, PPDR & FEMA PA Support

Debris Quantity: 6,694,000 CY

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



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

**2024 Severe Storms, Straight-line Winds, Tornadoes, and Flooding:** Thompson was activated by the City to perform disaster debris removal monitoring services following severe storms, straight-line winds, tornadoes, and flooding. Thompson was able to immediately mobilize equipment and begin hiring local residents to serve as temporary debris monitors following a notice-to-proceed. Operations are ongoing, however thus far, Thompson has monitored the removal of over 3 million cubic yards of debris as well as the removal of over 29,000 hazardous and hanging limbs, trees, and stumps throughout the City. This includes over 21,950 cubic yards of debris and approximately 5,000 limbs and trees from City maintained parks and trails.

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

**Project Value:** \$ 12,312,000

### Hillsborough County, Florida

Oct. 2022 – Feb. 2023 / Oct. 2024 - Present

Hurricane Ian Debris Removal Monitoring

Debris Quantity: 7,183,000 CY

Thompson has maintained a stand-by debris monitoring contract with the County since 2020 before being activated following Hurricane Ian in September of 2022. During that time, Thompson maintained a high level of operational readiness should our debris monitoring team ever be needed to respond.

**2024 Hurricane Helene & Milton:** The County activated Thompson's stand-by contract to assist in recovery operations following back-to-back hurricanes Helene and Milton in 2024. The County performed separate right-of-way debris removal programs, parks debris removal, as well as hazardous hanging and leaning limb/tree removal, and thus far, Thompson has substantiated the removal of over 6,333,000 cubic yards of debris and approximately 70,000 hazardous trees and limbs.

**2022 Hurricane Ian:** Hurricane Ian was one of the deadliest hurricanes to impact the State of Florida and caused widespread flooding and extensive damage. Hillsborough County was impacted due to tornadoes and high winds causing large amounts of debris and infrastructure damage. Thompson was called upon by the County to provide debris removal monitoring and recovery services and was able to respond immediately. Overall,



Thompson substantiated the removal of over 850,000 cubic yards of debris from the County. Additionally, Thompson has monitored the removal of over 300 hazardous limbs and trees throughout the County.

**Project Value:** \$ 7,433,758

### City of Denham Springs, Louisiana

2012, 2016, 2021

Debris Removal Monitoring / PPDR & FEMA Grant Management

Debris Quantity: 330,000 CY

**Hurricane Ida 2021:** Most recently, Thompson was once again activated by the City following the devastating effects of Hurricane Ida in 2021. Thompson mobilized immediately to the City with equipment and personnel resources and was able to begin monitoring operations expeditiously. The City performed various debris removal operations including right-of-way debris removal and hazardous leaning/hanging trees and limb removal. Over 71,000 CY of debris and over 560 hazardous trees and limbs were removed from the City. In addition, Thompson is providing FEMA Public Assistance consulting and support to the City.



**Severe Flooding 2016:** Thompson provided disaster debris removal monitoring and FEMA grant management and Public Assistance consulting services to the City of Denham Springs following the severe flooding that impacted over 90% of the City causing approximately \$7,000,000 in damages eligible for FEMA PA reimbursement. Thompson 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 assisted the City in their pursuit of funding for a private property housing demolition program to restore destroyed properties posing a threat to public health and safety. Additionally, Thompson prepared 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.

**Hurricane Isaac 2012:** 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.

**Project Value:** \$ 880,000

### City of Deland, Florida

2016, 2017, 2022, 2024

Debris Removal Monitoring & FEMA PA Support

Debris Quantity: 244,400 CY

**2024 Hurricane Milton:** Following the impacts of Hurricane Milton, the City activated Thompson to provide debris removal monitoring services. Thompson responded immediately after receipt of notice-to-proceed deploying staff and resources to begin certifying hauling equipment. In approximately 45-days, Thompson substantiated the removal of over 31,100 cubic yards of debris and over 425 hazardous/hanging limbs and trees.

**2022 Hurricane Ian:** Thompson was activated by the City to provide disaster debris monitoring services following the impacts of Hurricane Ian. The City suffered from wind damage and extensive flooding from

increased rainfall. Thompson was able to mobilize immediately deploying personnel and equipment to begin debris removal operations including right-of-way debris removal and the removal of hazardous leaning trees and hanging limbs. Throughout project operations, Thompson monitored the removal of approximately 60,000 cubic yards of debris and over 640 hazardous trees and limbs from the City.

**2017 Hurricane Irma:** Following Hurricane Irma, the City activated Thompson's stand-by disaster debris removal monitoring contract, and Thompson immediately began coordinating with the City and onboarding local residents for debris removal monitor positions. Thompson monitored and documented the removal of over 112,850 cubic yards of debris, as well as the removal of hazardous limbs from 1,900 trees completing operations in less than four months.

**2016 Hurricane Matthew:** Thompson assisted the City with their debris removal operations and FEMA PA activities following the devastating impacts of Hurricane Matthew. Thompson immediately responded to the City to begin on-boarding and training local residents as debris removal monitors. Overall, Thompson monitored, documented, and substantiated reimbursement for the removal of 44,000 cubic yards of debris and 177 hazardous tree limbs in under 45 days.

**Project Value:** \$866,000

#### City of Valdosta, Georgia

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

##### Hurricane Debris Removal Monitoring

Debris Quantity: 2,225,805 CY

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

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

**Project Value:** \$2,474,000

#### City of Daytona Beach, Florida

2016, 2017, 2022, 2024

##### Debris Removal Monitoring & FEMA PA Support

Debris Quantity: 984,000 CY

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

**2022 Hurricane Ian:** Thompson was activated by the City to provide disaster debris monitoring services following the impacts of Hurricane Ian. The City suffered from extensive wind damage and storm-surge impacting sea walls. Thompson was able to mobilize immediately deploying personnel and equipment to begin debris removal operations including right-of-way debris removal and the removal of hazardous leaning trees and hanging limbs. Throughout project operations, Thompson monitored the removal of over 383,000 cubic yards of debris and 3,450 hazardous trees and limbs from the City.

**2017 Hurricane Irma:** Following Hurricane Irma, the City once again activated Thompson to provide disaster debris removal monitoring and FEMA PA services. Thompson immediately began coordinating with the City's



debris removal contractor to determine crew configurations and onboarding local residents for debris removal monitor positions. Thompson monitored and documented the removal of over 118,000 cubic yards of debris, completing operations in less than three months.

**2016 Hurricane Matthew:** Thompson assisted the City with their debris removal operations and FEMA PA activities following the devastating impacts of Hurricane Matthew. Thompson immediately responded to the City following the passing of Hurricane Matthew to begin on-boarding and training local residents as debris removal monitors. Overall, Thompson monitored, documented, and substantiated reimbursement for the removal of 400,000 cubic yards of debris as well as the removal of over 8,000 hazardous hanging and leaning trees/limbs. In addition, Thompson has assisted the City with the identification of eligible projects, provided FEMA policy and process guidance, and continues to provide hands-on support to prepare and review documentation and FEMA project worksheets. Thompson's FEMA PA consultants have a seven-year history of performance with the City.

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

**Project Value:** \$1,777,000

## Successful Reimbursement Assistance

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

**5.5+**  
billion in federal  
grant funding

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

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

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

**Hurricanes Laura, Sally & Zeta – Louisiana, Alabama & Florida, 2020:** In the midst of the COVID-19 Pandemic, numerous Thompson clients were impacted by multiple hurricanes over a two-month period.



In addition to Grant and Winn Parishes, Louisiana, both Orange Beach, Alabama and Escambia County, Florida were significantly impacted and suffered widespread debris, significant emergency protective measure costs and permanent damages. Thompson provided damage assessment, cost estimating support, invoice reconciliation, procurement assistance, PW submittal and other tasks to support activations across the three states accounting for disaster recovery funding totaling over \$160M.

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

**Wildfire Support New Mexico, 2023:** Following devastating wildfires that spread across New Mexico, the New Mexico Department of Transportation (NMDOT) selected Thompson to provide program management, disaster monitoring, and Public Assistance grant management services following wildfires, flooding, and mudflows that impacted the State. To date, Thompson has assisted the New Mexico Department of Transportation (NMDOT) with over \$64M in disaster related costs. This support has expanded to support cost recovery for State highways (\$49M) as well as Mora and San Miguel Counties (\$10M), and cultural organizations including the New Mexico Acequia Association. As part of full-service grant management services, Thompson is also assisting the NMDOT with a \$25M FEMA Claims Office request related to State Highway damages.

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

## FEMA Performance Record

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

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

## Staff Overview

Thompson's staff of consultants is amongst the most educated, qualified, and dynamic in the industry. Our personnel are disaster recovery and response experts, business, and financial consultants; registered professional engineers, geologists, and surveyors; scientists; and technical professionals in the following disciplines: civil, structural, environmental, geotechnical, hydraulic, mechanical, and electrical engineering. Thompson has over **550** multi-disciplined personnel on staff with diverse qualifications that can be drawn upon to address any project needs.

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

### Personnel by Discipline

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

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

### Key Personnel Experience

The following table summarizes the background and experience of our key personnel and outlines our staff's extensive experience managing and monitoring projects of all size and scale, including many resulting in the documentation of over 1,000,000 cubic yards on behalf of local and state governments. An organizational chart and additional staff details have been provided within Tab 4, Staffing & Resource Capacity. *Resumes for key personnel have been provided in Exhibit 2-2 following this section.*

Table 2-2: Summary of Project Team Experience

Name, Education, Background		Representative Experience	
Jon Hoyle   Principal-in-Charge			
MBA – Finance/Management	– Escambia County, FL – 3,700,000 CY	– South Carolina DOT – 3,000,000 CY	
19 Years of experience	– Puerto Rico DOT – 1,000,000 CY	– Aiken County, SC – 1,500,000 CY	
	– Lee County, FL – 2,300,000 CY	– Harris County, TX – 2,500,000 CY	
Simon Carlyle   Client Liaison			
18 Years of experience	– Calcasieu Parish, LA – 6,700,000 CY	– Pinellas Co, FL – 380,000 CY	
	– City of Lake Charles, LA – 3,400,000 CY	– Sarasota Co, FL – 288,000 CY	
	– Baldwin Co, AL – 4,400,000 CY	– Beaufort Co, SC – 1,700,000 CY	
Oliver Yao   Project Controls			
MS – Management & Finance	– Beaufort Co, SC – 1,700,000 CY	– Hidalgo Co, TX – 187,000 CY	
17 Years of experience	– Baldwin Co, AL – 4,400,000 CY	– Hamilton Co, TN – 408,000 CY	
	– Bay County, FL – 1,200,000 CY	– Linn Co, IA – 1,100,000 CY	
Tiffany Thompson   Project Manager			
10 Years of experience	– Dare Co, NC – 155,400 CY	– Daytona Beach, FL – 330,000 CY	
	– Hialeah, FL – 212,000 CY	– Horry County – 1,800,000 CY	
	– Lee County, FL – 2,300,000 CY	– South Carolina DOT – 3,000,000 CY	
Connie Stewart   Alternative Project Manager			
17 Years of experience	– Ormond Beach, FL- 170,500 CY	– Galveston County, TX- 1,700,000 CY	
	– South Carolina DOT- 1,200,000 CY	– City of Galveston, TX- 1,700,000 CY	
	– Alabama DOT – 2,400,000 CY	– Norman, OK- 750,000 CY	

**Name, Education, Background****Representative Experience**

Nicole Lehman   Planning and Preparedness / Alternative Client Liaison		
BA – Psychology & Spanish	– Puerto Rico DOT – 400,000 CY	– Chatham Co, GA – 1,400,000 CY
16 Years of experience	– Fort Lauderdale, FL – 460,000 CY	– Daytona Beach, FL – 330,000 CY
	– St. Augustine, FL – 83,000 CY	– Escambia County, FL – 3,700,000 CY
Jonathan Clark   FEMA Public Assistance Liaison		
	– City-Parish E Baton Rouge – 2,000,000 CY	– South Dakota – \$60,000,000
20 Years of experience	– South Carolina DOT – \$37,000,000	– Hurricane Alex – \$3,500,000
	– Alabama Tornadoes – \$25,000,000	– Hurricane Ike – \$445,000,000
Danny Gardner   Data Manager		
MBA – Finance/Management	– SWA Palm Beach Co – 2,300,000 CY	– Alabama DOT – 870,000 CY
16 Years of experience	– Chatham Co, GA – 1,400,000 CY	– South Carolina DOT – 3,000,000 CY
	– Baton Rouge, LA – 1,800,000 CY	– Escambia County, FL – 3,700,000 CY
Patrick Gardner   GIS / Environmental		
MS – Fisheries & Aquatic Sciences	– Gadsden County, FL – 900,000 CY	– Chatham Co, GA – 1,400,000 CY
BS – Marine Science	– SWA Palm Beach Co, FL – 3,200,000 CY	– Baton Rouge, LA – 1,800,000 CY
10 Years of experience	– Fort Lauderdale, FL – 400,000 CY	– South Carolina DOT – 3,000,000 CY

**Professional Licenses and Certifications / Training Courses**

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

Table 2-3: Staff Certifications &amp; Training

Agency/Course	Certification Title
FEMA IS 1A	Emergency Program Manager, an Orientation to the Position
FEMA IS 30b	Mitigation eGrants System for the Subgrant Applicant
FEMA IS 31b	Mitigation eGrants System for the Grant Applicant
FEMA IS 100c	Introduction to the Incident Command System
FEMA IS 120c	An Introduction to Exercises
FEMA IS 200c	Basic Incident Command System for Initial Response
FEMA IS 230e	Fundamentals of Emergency Management
FEMA IS 241c	Decision Making and Problem Solving
FEMA IS 242c	Effective Communication
FEMA IS 253b	Overview of FEMA's Environmental and Historic Preservation Review
FEMA IS 393b	Introduction to Hazard Mitigation
FEMA IS 403	Introduction to Individual Assistance
FEMA IS 1300	Introduction to Continuity of Operations
FEMA IS 1000	Public Assistance Program and Eligibility
FEMA E376	Public Assistance Operations
FEMA IS 632a	Introduction to Debris Operations in FEMA's PA Program
FEMA IS 634	Introduction to FEMA's Public Assistance Program
FEMA IS 700b	National Incident Management System (NIMS) an Introduction

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

## Key Personnel Qualifications

### Debris Removal Programs

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

#### Debris Removal Monitoring

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

### Special Services Debris Removal Programs



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

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

- New Mexico Department of Transportation: Acequia Debris Removal Program
- Puerto Rico Infrastructure Financing Authority: Private Property Debris Removal and Demolition
- City-Parish of East Baton Rouge: C&D, HHW, E-Waste, White Goods
- SC Department of Transportation: Leaning Trees/Hazardous Limbs
- New York City: Abandoned Vehicle Recovery
- Hancock County: Animal Carcasses
- Sevier County: Private Property Debris Removal

- City of Tuscaloosa: Structural Demolitions
- City of Fort Lauderdale: Beach Sand Removal and Restoration
- Alabama State Port Authority: Wetland Debris Removal
- Aiken County, South Carolina: Waterway Debris Removal

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

### Experience and Knowledge of Environmental Requirements

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

### Disaster Cost Recovery and Reimbursement Processes

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

#### Public Assistance Program Consulting Services

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

### Grant Application, Administration, and Management

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

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

### Debris Management Planning

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

Though conceptually similar, Thompson understands that each DMP will vary to reflect the intricacies and needs of our clients. Our plan development process is scalable and flexible depending on the need for developing a new plan or updating an existing plan; or the need for selecting and validating potential debris management sites (DMS) or to have existing sites reviewed and permitted by specific state agencies. Typically, the geographic size, population characteristics, propensity for and type of disaster, and many other factors dictate the complexity of a DMP.

### References

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

*Select letters of reference have been provided in Exhibit 2-3 following this section.*

#### City of Tampa, Florida

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

Disaster Debris Removal Monitoring

Debris Quantity: 1,410,500 CY

Jonathan Kane, Audit & Contracts Supervisor, Solid Waste

410 West Spruce Street

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

Tampa, FL 33607

**Key Personnel:** Simon Carlyle, Oliver Yao, Thomas Ortiz, Nicole Lehman, Danny Gardner, Avery Ellis, Patrick Gardner, Jaire McNichols

#### City of Denham Springs, Louisiana

2012, 2016, 2021

Debris Removal Monitoring / PPDR & FEMA Grant Management

Debris Quantity: 330,000 CY

Michelle Hood, Treasurer

116 North Range Ave.

225-667-8312 | treasurer@cityofdenhamsprings.com

Denham Springs, LA 70726

**Key Personnel:** Nate Counsell, Eric Harrison, Gary Brooks, Danny Gardner, Brent Sherman, Jonathan Clark

## EXPERIENCE, QUALIFICATIONS & REFERENCES

### City of Deland, Florida

Debris Removal Monitoring & FEMA PA Support

Ray Underwood, Public Works Director

386-626-7194 | [underwoodr@deland.org](mailto:underwoodr@deland.org)

**2016, 2017, 2022, 2024**

Debris Quantity: 244,400 CY

120 S. Florida Avenue

Deland, FL 32720

**Key Personnel:** Eric Harrison, Nicole Lehman, Brent Sherman, Patrick Gardner, Jonathan Clark

# EXHIBIT 2-1: STAFF EXPERIENCE MATRIX



# STAFF EXPERIENCE MATRIX

Thompson Consulting Services

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

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

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

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<b>HURRICANE IAN 2022</b>																
<b>EVENT TOTAL CUBIC YARDS – 17,239,389</b>																
City of Altamonte Springs, FL	4673	26,033	◆		◆		◆						◆			
City of Apopka, FL	4673	90,856	◆		◆	◆	◆	◆					◆			
City of Bonita Springs, FL	4673	362,465	◆		◆		◆	◆					◆			
City of Casselberry, FL	4673	26,258	◆		◆		◆	◆					◆			
City of Clewiston, FL	4673	9,682	◆		◆		◆						◆			
City of Cocoa, FL	4673	3,174	◆		◆		◆						◆			
City of Daytona Beach, FL	4673	418,626	◆		◆		◆	◆					◆			
City of DeBary, FL	4673	68,961	◆		◆		◆						◆			
City of Deland, FL	4673	68,022	◆		◆		◆	◆					◆			
Desoto County, FL	4673	754,375	◆		◆	◆	◆	◆					◆			
City of Ft. Myers, FL	4673	849,357	◆		◆		◆	◆					◆			
City of Ft. Myers Beach, FL	4673	1,321,288	◆		◆		◆	◆		◆		◆	◆			
Hendry County, FL	4673	50,920	◆		◆		◆						◆			
Hillsborough County, FL	4673	903,519	◆		◆	◆	◆	◆					◆			
City of Kissimmee, FL	4673	28,283	◆		◆		◆	◆					◆			
City of LaBelle, FL	4673	17,575	◆		◆		◆						◆			
City of Lakeland, FL	4673	144,583	◆		◆	◆	◆	◆					◆			
Lee County FL Schools	4673	31,783	◆		◆		◆	◆					◆			
Lee County, FL	4673	8,739,523	◆		◆	◆	◆	◆		◆		◆	◆			
City of Ocoee, FL	4673	44,022	◆		◆	◆	◆	◆				◆	◆			◆
City of Orlando, FL	4673	136,057	◆		◆		◆						◆			
City of Ormond Beach, FL	4673	123,441	◆		◆		◆						◆			◆
City of Oviedo, FL	4673	42,534	◆		◆		◆	◆				◆	◆			
City of Port Orange, FL	4673	416,235	◆		◆		◆	◆					◆			◆
City of Sanibel, FL	4673	2,549,038	◆		◆		◆	◆		◆			◆			
City of Wellington, FL	4673	3,387	◆		◆		◆						◆			
City of Winter Garden, FL	4673	9,235	◆		◆		◆						◆			
<b>NEW MEXICO WILDFIRES 2022</b>																
<b>EVENT TOTAL TONNAGE – 236,705</b>																
NM Department of Transportation	4652	236,705	◆		◆		◆	◆	◆		◆	◆	◆	◆	◆	◆
<b>KENTUCKY SEVERE STORMS &amp; FLOODING 2022</b>																
<b>EVENT TOTAL TONNAGE – 1,376,809</b>																
KY Transportation Cabinet	4663	1,376,809	◆				◆	◆				◆	◆			
<b>KENTUCKY SEVERE STORMS &amp; FLOODING 2021</b>																
<b>EVENT TOTAL CUBIC YARDS – 542,050</b>																
USACE DRC	4630	442,475			◆		◆	◆					◆			
City of Mayfield, KY	4630	110,173			◆		◆	◆			◆	◆	◆	◆		
<b>HURRICANE IDA 2021</b>																
<b>EVENT TOTAL CUBIC YARDS – 15,216,344</b>																
Ascension Parish, LA	4611	708,834	◆		◆		◆	◆				◆	◆			
City of Denham Springs, LA	4611	70,857	◆	◆	◆		◆	◆					◆			◆
Donaldsonville	4611	31,743														

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City-Parish of East Baton Rouge, LA	4611	1,030,098	◆		◆		◆						◆			
Jefferson Parish, LA	4611	2,203,642	◆	◆	◆	◆	◆	◆			◆	◆	◆	◆		
LA Department of Transportation	4611	2,379,615	◆		◆		◆	◆					◆			
Livingston Parish, LA	4611	1,376,623	◆		◆		◆	◆				◆	◆	◆		
Town of Sorrento, LA	4611	11,869	◆		◆		◆						◆			
St. Tammany Parish, LA	4611	3,032,610	◆		◆		◆	◆					◆			
Terrebonne Parish, LA	4611	4,341,225	◆	◆	◆	◆	◆	◆			◆	◆	◆	◆	◆	
<b>LOUISIANA SEVERE STORMS &amp; FLOODING</b>																
<b>EVENT TOTAL CUBIC YARDS – 42,800</b>																
City-Parish of East Baton Rouge, LA	4606	42,500	◆		◆		◆						◆			
Ascension Parish, LA	4606	300	◆		◆		◆						◆			
<b>KENTUCKY SEVERE WINTER STORM 2021</b>																
<b>EVENT TOTAL CUBIC YARDS – 253,431</b>																
KY Transportation Cabinet	4592	253,431	◆		◆		◆						◆			
<b>LOUISIANA SEVERE WINTER STORM 2021</b>																
<b>EVENT TOTAL CUBIC YARDS – 84,308</b>																
City-Parish East Baton Rouge, LA	4590	84,308	◆		◆		◆						◆			
<b>TEXAS SEVERE WINTER STORM 2021</b>																
<b>EVENT TOTAL CUBIC YARDS – 79,040</b>																
City of Corpus Christi, TX	4586	74,620	◆		◆		◆						◆			
City of Pearland, TX	4586	4,420	◆		◆		◆						◆			
<b>HURRICANE ZETA 2020</b>																
<b>EVENT TOTAL CUBIC YARDS – 1,473,700</b>																
Jefferson Parish, LA	4577	143,000	◆		◆		◆						◆			
Terrebonne Parish, LA	4577	12,000	◆		◆		◆						◆			
City of Gautier, MS	4576	7,700	◆		◆		◆						◆			
Jackson County, MS	4576	438,000	◆		◆		◆						◆			
City of Long Beach, MS	4576	112,000	◆		◆		◆	◆					◆			
City of Pascagoula, MS	4576	42,000	◆		◆		◆						◆			
Clarke County, AL	4573	243,000	◆		◆		◆	◆					◆			
City of Mobile, AL	4573	261,400	◆		◆	◆	◆	◆					◆			
Mobile County, AL	4573	263,000	◆		◆		◆	◆		◆			◆			
Washington County, AL	4573	213,000	◆		◆		◆	◆					◆			
<b>OKLAHOMA SEVERE WINTER STORM 2020</b>																
<b>EVENT TOTAL CUBIC YARDS – 477,000</b>																
City of Norman, OK	4575	477,000	◆		◆		◆						◆			
<b>HURRICANE DELTA 2020</b>																
<b>EVENT TOTAL CUBIC YARDS – 112,744</b>																
City-Parish East Baton Rouge, LA	4570	77,221	◆		◆		◆						◆			
City of Jennings, LA	4570	35,221	◆		◆		◆						◆			
<b>HURRICANE SALLY 2020</b>																
<b>EVENT TOTAL CUBIC YARDS – 9,456,677</b>																
Escambia County, FL	4564	4,427,522	◆		◆	◆	◆	◆					◆	◆		◆
City of Gulf Breeze, FL	4564	98,600	◆		◆		◆	◆					◆			

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AL Department of Transportation	4563	2,451,641	◆		◆		◆	◆					◆			
City of Gulf Shores, AL	4563	656,203	◆		◆	◆	◆	◆		◆			◆			
City of Mobile, AL	4563	408,450	◆		◆	◆	◆	◆					◆			
Mobile County, AL	4563	270,400	◆		◆		◆	◆		◆			◆			
City of Orange Beach, AL	4563	644,782	◆		◆	◆	◆	◆				◆	◆			◆
City of Spanish Fort, AL	4563	95,162	◆		◆		◆	◆					◆			
<b>HURRICANE LAURA 2020</b>																
<b>EVENT TOTAL CUBIC YARDS – 2,415,052</b>																
Grant Parish, LA	4559	1,186,807	◆		◆		◆	◆					◆			◆
Jefferson Davis Parish, LA	4559	215,825	◆		◆		◆	◆					◆			
City of Jennings, LA	4559	54,600	◆		◆		◆	◆					◆			
LA Department of Transportation	4559	139,000	◆		◆		◆						◆			
City of Natchitoches, LA	4559	31,600	◆		◆		◆						◆			
City of Pineville, LA	4559	36,700	◆		◆		◆						◆			
Vernon Parish, LA	4559	726,831	◆		◆		◆	◆					◆			
Winn Parish, LA	4559	148,789	◆		◆		◆	◆					◆			◆
<b>MIDWEST DERECHO 2020</b>																
<b>EVENT TOTAL CUBIC YARDS – 426,440</b>																
IA Dept. of Homeland Security and EM	4557	406,000	◆				◆						◆			
City of Bertram, IA	4557	20,440	◆		◆		◆						◆			
<b>HURRICANE ISAIAS 2020</b>																
<b>EVENT TOTAL CUBIC YARDS – 2,400</b>																
New Hanover County, NC	4568	2,400	◆		◆		◆						◆			
<b>TROPICAL STORM IMELDA 2019</b>																
<b>EVENT TOTAL CUBIC YARDS – 3,755</b>																
City of Beaumont, TX	4466	3,850	◆		◆		◆						◆			
City of Liberty, TX	4466	3,755	◆		◆		◆						◆			
<b>HURRICANE DORIAN 2019</b>																
<b>EVENT TOTAL CUBIC YARDS – 186,600</b>																
Currituck County, NC	4465	31,200	◆		◆		◆	◆					◆			
Dare County, NC	4465	155,400	◆		◆		◆	◆					◆			
<b>HURRICANE BARRY 2019</b>																
<b>EVENT TOTAL CUBIC YARDS – 87,359</b>																
Terrebonne Parish, LA	4458	50,790	◆		◆		◆						◆			
City-Parish East Baton Rouge, LA	4458	36,569	◆		◆		◆						◆			
<b>HURRICANE MICHAEL 2018</b>																
<b>EVENT TOTAL CUBIC YARDS – 4,392,415</b>																
Leon County, FL	4399	1,043,757	◆		◆		◆	◆					◆			
City of Tallahassee, FL	4399	427,650	◆		◆		◆	◆					◆			
Gadsden County, FL	4399	1,524,442	◆		◆	◆	◆	◆					◆			
Jackson County, FL	4399	499,627	◆		◆	◆	◆	◆			◆		◆			
Tyndall Air Force Base, FL	4399	57,466					◆						◆			
GA Department of Transportation	4400	184,527	◆		◆		◆						◆			
Thomas County, GA	4400	45,031	◆		◆		◆	◆					◆			

Event/Client	FEMA- DR	Cubic Yardage/ Tonnage	Disaster Debris Contract Management	Contract Procurement Assistance	ROW Debris Removal Monitoring	Parks Debris Removal Monitoring	DMS/Disposal Monitoring	Leaner/ Hangers/ Stumps Removal Monitoring	DMS Environmental Support	Beach Remediation/Restoration	Private Property Debris Removal (PPDR) Administration	Marine/Waterway Debris Removal	Data Collection/ Management/ Billing/ Invoicing	Customer Information/ Service Call Centers	Demolition Administration & Program Management	FEMA Category A&B Reimbursement Support
<b>HURRICANE FLORENCE 2018</b>																
<b>EVENT TOTAL CUBIC YARDS – 1,816,173</b>																
Town of Bogue, NC	4393	8,915	◆		◆		◆						◆			
Carteret County, NC	4393	1,507,059	◆		◆	◆	◆						◆			
Cumberland County, NC	4393	1,319	◆		◆		◆						◆			
City of Jacksonville, NC	4393	269,383	◆		◆		◆	◆					◆			
NC Department of Transportation	4393	14,153	◆		◆		◆	◆					◆			
Town of Swansboro, NC	4393	30,816	◆		◆		◆	◆					◆			
<b>HURRICANE MARIA 2017</b>																
<b>EVENT TOTAL CUBIC YARDS – 460,000</b>																
PR Department of Transportation	4339	1,275,612	◆		◆		◆	◆					◆			
<b>HURRICANE IRMA 2017</b>																
<b>EVENT TOTAL CUBIC YARDS – 12,000,000</b>																
City of Altamonte Springs, FL	4337	68,144	◆		◆		◆	◆					◆			
City of Bonita Springs, FL	4337	536,487	◆		◆	◆	◆	◆					◆			
City of Casselberry, FL	4337	31,317	◆		◆		◆	◆					◆			
Citrus County, FL	4337	173,920	◆		◆		◆						◆			
Hendry County, FL	4337	300,110	◆		◆		◆	◆					◆			
City of Cooper City, FL	4337	153,376	◆		◆		◆	◆					◆			
City of Crystal River, FL	4337	3,142	◆		◆		◆						◆			
City of Daytona Beach, FL	4337	117,077	◆		◆		◆						◆			◆
City of Deland, FL	4337	129,377	◆		◆		◆	◆					◆	◆		
City of Delray Beach, FL	4337	173,674	◆		◆		◆	◆					◆			
City of Flagler Beach, FL	4337	27,515	◆		◆		◆						◆			
City of Ft Lauderdale, FL	4337	647,519	◆		◆	◆	◆	◆		◆			◆			◆
City of Ft Myers, FL	4337	331,986	◆		◆		◆	◆					◆			
Town of Ft Myers Beach, FL	4337	24,783	◆		◆		◆						◆			
Glades County, FL	4337	40,827	◆		◆		◆						◆			
Hernando County, FL	4337	118,699	◆		◆		◆	◆					◆			
City of Hialeah, FL	4337	211,704	◆		◆		◆	◆					◆			
City of Inverness, FL	4337	10,238	◆		◆		◆						◆			
City of Lake Mary, FL	4337	55,826	◆		◆		◆	◆					◆			
City of Lakeland, FL	4337	260,084	◆		◆		◆	◆					◆			◆
City of Largo, FL	4337	54,992	◆		◆		◆						◆			
Lee County, FL	4337	2,319,785	◆		◆	◆	◆	◆				◆	◆			
City of Leesburg, FL	4337	27,118	◆		◆		◆	◆					◆			
Leon County, FL	4337	37,619	◆		◆		◆						◆			
City of Maitland, FL	4337	36,443	◆		◆		◆	◆					◆			
Manatee County, FL	4337	560,188			◆		◆	◆			◆		◆			
City of Margate, FL	4337	94,506	◆		◆		◆	◆					◆			◆
City of Miami Springs, FL	4337	165,755	◆		◆		◆	◆					◆			
City of Oak Hill, FL	4337	6,124	◆		◆		◆						◆			
City of Orange City, FL	4337	47,722	◆		◆	◆	◆	◆					◆			
City of Orlando, FL	4337	216,508	◆		◆		◆	◆					◆			

Event/Client	FEMA- DR	Cubic Yardage/ Tonnage	Disaster Debris Contract Management	Contract Procurement Assistance	ROW Debris Removal Monitoring	Parks Debris Removal Monitoring	DMS/Disposal Monitoring	Leaner/ Hangers/ Stumps Removal Monitoring	DMS Environmental Support	Beach Remediation/Restoration	Private Property Debris Removal (PPDR) Administration	Marine/Waterway Debris Removal	Data Collection/ Management/ Billing/ Invoicing	Customer Information/ Service Call Centers	Demolition Administration & Program Management	FEMA Category A&B Reimbursement Support
City of Ormond Beach, FL	4337	157,371	◆		◆		◆	◆					◆			
City of Oviedo, FL	4337	39,208	◆		◆		◆						◆			
City of Palm Bay, FL	4337	253,867	◆		◆		◆						◆			
City of Stuart, FL	4337	17,851	◆		◆		◆	◆					◆			
Sumter County, FL	4337	116,322	◆		◆		◆	◆					◆			
Solid Waste Authority Palm Beach Co	4337	3,035,786	◆		◆		◆	◆			◆		◆			◆
City of Venice, FL	4337	12,817	◆		◆		◆	◆					◆			
City of Vero Beach, FL	4337	69,897	◆		◆		◆						◆			
Volusia County, FL	4337	858,138	◆		◆	◆	◆	◆			◆		◆	◆		◆
Chatham County, GA	4338	100,889	◆		◆		◆	◆					◆			
GA Department of Transportation	4338	27,559	◆		◆		◆						◆			
<b>HURRICANE HARVEY 2017</b>																
<b>EVENT TOTAL CUBIC YARDS – 3,000,000</b>																
Aransas County, TX	4332	2,775,000	◆		◆	◆	◆	◆			◆		◆			
City of Beaumont, TX	4332	70,857	◆		◆		◆						◆			
City of Lake Jackson, TX	4332	4,281	◆		◆		◆						◆			
Newton County, TX	4332	8,859	◆		◆		◆				◆		◆			
City of Santa Fe, TX	4332	22,690	◆		◆		◆						◆			
City of Texas City, TX	4332	22,400	◆		◆		◆						◆			
<b>TENNESSEE WILDFIRES 2016</b>																
<b>EVENT TOTAL CUBIC YARDS – 676t</b>																
City of Gatlinburg, TN	4293	404t	◆	◆							◆		◆	◆	◆	
Sevier County, TN	4293	272t	◆	◆							◆		◆	◆	◆	
<b>HURRICANE MATTHEW 2016</b>																
<b>EVENT TOTAL CUBIC YARDS OF DEBRIS – 3,532,000</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	◆		◆		◆	◆					◆			
GA Department of Transportation	4284	180,000	◆		◆		◆	◆					◆			
City of St. Augustine, FL	4283	83,000	◆		◆		◆	◆					◆			◆
City of Orange City, FL	4283	13,000	◆		◆		◆	◆					◆			
City of Ormond Beach, FL	4283	170,000	◆		◆		◆	◆					◆			◆
City of Deland, FL	4283	57,000	◆		◆		◆	◆					◆			◆
City of Daytona Beach, FL	4283	330,000	◆		◆		◆	◆					◆			◆
City of Palm Bay, FL	4283	99,000	◆		◆		◆	◆								
Solid Waste Authority Palm Beach Co.	4283	14,000	◆		◆		◆	◆					◆			◆
City of Vero Beach, FL	4283	27,000	◆		◆		◆	◆					◆			
<b>LOUISIANA SEVERE STORMS &amp; FLOODING 2016</b>																
<b>EVENT TOTAL CUBIC YARDS OF DEBRIS – 2,050,000</b>																



Event/Client	FEMA- DR	Cubic Yardage/ Tonnage	Disaster Debris Contract Management	Contract Procurement Assistance	ROW Debris Removal Monitoring	Parks Debris Removal Monitoring	DMS/Disposal Monitoring	Leaner/ Hangers/ Stumps Removal Monitoring	DMS Environmental Support	Beach Remediation/Restoration	Private Property Debris Removal (PPDR) Administration	Marine/Waterway Debris Removal	Data Collection/ Management/ Billing/ Invoicing	Customer Information/ Service Call Centers	Demolition Administration & Program Management	FEMA Category A&B Reimbursement Support
City-Parish of East Baton Rouge, LA	4277	1,800,000	◆		◆		◆		◆		◆		◆	◆		◆
City of Denham Springs, LA	4277	250,000	◆		◆		◆				◆		◆	◆		◆
<b>TEXAS / LOUISIANA 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>SSOUTH CAROLINA SEVERE STORMS &amp; FLOODING 2015</b>																
<b>EVENT TOTAL CUBIC YARDS OF DEBRIS – 120,000</b>																
SC Department of Transportation	4241	120,000	◆	◆	◆		◆						◆			◆
<b>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>ALABAMA 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>WINTER STORM PAX 2014</b>																
<b>EVENT TOTAL CUBIC YARDS OF DEBRIS – 2,930,000</b>																
SC Department of Transportation	4166	1,200,000	◆		◆		◆	◆	◆				◆			◆
Georgetown County, SC	4166	105,000	◆		◆	◆	◆	◆					◆	◆		◆
Marion County, SC	4166	25,000	◆		◆		◆	◆					◆			
Williamsburg County, SC	4166	40,000	◆		◆	◆	◆	◆					◆			
Aiken County, SC	4166	1,500,000	◆		◆	◆	◆	◆				◆	◆			◆
Allendale County, SC	4166	60,000	◆		◆		◆	◆					◆			
<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 - 2013</b>																
<b>EVENT TOTAL CUBIC YARDS OF DEBRIS – 92,000</b>																
AL Port Authority (Wetlands)	4082	1,000	◆									◆	◆			
Iberville Parish, LA (Waterways)	4080	950	◆				◆					◆	◆			◆
Terrebonne Parish, LA	4080	56,000	◆		◆	◆	◆	◆					◆			◆
Denham Spring, LA	4080	9,000	◆		◆	◆	◆	◆					◆			◆
Hancock County, MS	4081	23,000			◆		◆			◆			◆			
Jackson County, MS	4081	4,000			◆		◆									◆
<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			◆		◆	◆								

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

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

# EXHIBIT 2-2: KEY PERSONNEL RESUMES

# Jon Hoyle

President

## FIRM

Thompson Consulting Services  
2601 Maitland Center Parkway  
Maitland, Florida 32751

## EDUCATION

BA: International Relations  
MBA: Management and Finance

## EXPERIENCE

19 years

## PROGRAM EXPERIENCE

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

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

## PROJECT EXPERIENCE

**Hurricane Helene Disaster Recovery, State of Georgia, 2024 – 2025** | Mr. Hoyle served as the principal-in-charge during Thompson's state-wide Georgia mobilization in response to Hurricane Helene. Thompson conducted debris removal monitoring operations on behalf of 22 unique Georgia clients simultaneously. Mr. Hoyle was responsible for contract obligations and cost controls for all projects. Thompson provided debris monitoring and substantiation for more than 10.5M cubic yards of debris across Georgia.

**New Mexico Department of Transportation, Wildfire and Mudflows 2022 – 2023** | Mora and San Miguel County, New Mexico were severely impacted by wildfire and mudflows in 2022. Following the completion of a United States Army Corps of Engineers debris removal program, the New Mexico Department of Transportation (NMDOT) was tasked with completing remaining Private Property Debris Removal (PPDR) and demolition activities. Mr. Hoyle served as principal-in-charge addressing the NMDOT's operational needs.

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

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

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

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

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

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

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

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

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

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

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

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

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

# Nathaniel Counsell

Executive Vice President

## FIRM

Thompson Consulting Services  
2601 Maitland Center Parkway  
Maitland, Florida 32751

## EDUCATION

BA: Economics  
MBA: International Business

## EXPERIENCE

19 years

## PROGRAM EXPERIENCE

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

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

## PROJECT EXPERIENCE

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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



# Simon Carlyle

Vice President

## FIRM

Thompson Consulting Services  
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Maitland, Florida 32751

## EXPERIENCE

18 years

## PROGRAM EXPERIENCE

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

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

## PROJECT EXPERIENCE

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

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

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

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

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

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

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

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

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

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

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

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

he successfully oversaw a waterway debris and vessel removal program.

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

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

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

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

## TRAINING & CERTIFICATIONS

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

# Oliver Yao

Vice President

## FIRM

Thompson Consulting Services  
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Maitland, Florida 32751

## EDUCATION

BA: Economics  
MBA: Management and Finance

## EXPERIENCE

18 years

## PROGRAM EXPERIENCE

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

Mr. Yao has 18 years of experience providing program management and oversight of disaster response and recovery projects throughout the United States. His experience spans recovery efforts following hurricanes, tornadoes, ice storms, wildfires, and other debris generating incidents. Mr. Yao is a subject matter expert in FEMA Public Assistance criteria and documentation standards and has overseen the data management and documentation of over 116 million cubic yards of debris over the course of his career.

## PROJECT EXPERIENCE

**Houston, Texas, Severe Storms & Hurricane Beryl, 2024 – 2025** | The City of Houston was severely impacted by back-to-back disaster incidents in 2024, including Hurricane Beryl and damaging severe storms. Mr. Yao served as the project controls specialist overseeing operational needs and ensuring contract terms and budgets were kept. Thompson monitored the removal of over 5.6M cubic yards of debris from the City.

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

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

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

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

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

**State of Louisiana, Hurricanes Delta and Zeta Program Management, 2020** | Hurricanes Delta and Zeta were two late season hurricanes that impacted Louisiana. Mr. Yao provided senior management oversight and project controls for six

projects including Acadia and St. Martin Parish. The response and recovery operations for Hurricanes Delta and Zeta were completed on average within 30 days and totaled 167,000 CY of debris and 3,800 hazardous trees.

**Baldwin County, Alabama, Hurricane Sally Program Management, 2020** | Hurricane Sally impacted the State of Alabama as a strong Category 2 hurricane and caused extensive damages to Baldwin County. Mr. Yao served as part of the senior management team and supported project setup, documentation, staffing, reporting, and project controls. The project resulted over 4.4 million cubic yard of debris and over 46,000 hazardous trees and stumps. Mr. Yao also supported the County in responding to FEMA requests for information and supporting documentation.

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

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

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

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

controls, reporting, and staffing. In total, over 3.4 million cubic yards of debris was documented and collected.

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

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

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

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

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

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

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

# Daniel Gardner

Vice President / Data Operations

## FIRM

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2601 Maitland Center Parkway  
Maitland, Florida 32751

## EDUCATION

BSBA: Management Information Systems  
MBA: Finance and Management

## EXPERIENCE

16 years

## PROGRAM EXPERIENCE

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

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

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

## PROJECT EXPERIENCE

**Hurricane Helene Disaster Recovery, State of Georgia, 2024 – 2025** | Mr. Gardner served as the data manager during Thompson's state-wide Georgia mobilization in response to Hurricane Helene. Thompson conducted debris removal monitoring operations on behalf of 22 unique Georgia clients simultaneously. Mr. Gardner was responsible for the overall data management, reconciliation, and daily reporting for all projects. Thompson provided debris monitoring and substantiation for more than 10.5M cubic yards of debris.

**Hurricane Ida, Disaster Recovery Operations, State of Louisiana, 2021 – 2024** | The State of Louisiana was severely impacted by Hurricane Ida, and Thompson conducted debris removal monitoring operations on behalf of 13 unique clients simultaneously. Mr. Gardner served as the data manager during Thompson's state-wide mobilization and was responsible for overseeing all daily ticket review, detailed road review and daily reporting. In addition, Mr. Gardner performed contract reviews and invoice reconciliations. Overall, Thompson monitored the removal of approximately 15.1M cubic yards of debris.

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

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



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

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

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

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

**City of Hoboken, NJ, Emergency Operations Planning, Debris Monitoring, and FEMA PA Consulting, Hurricane Sandy 2012-2013** | The City of Hoboken was severely impacted by

Hurricane Sandy, experiencing widespread flooding throughout the majority of the City. Mr. Gardner assisted with the oversight and coordination of debris removal operations immediately following the hurricane, and served as the Senior Grant Consultant during preparation the City's FEMA Project Worksheets.

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

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

## TRAINING & CERTIFICATIONS

- Homeland Security Exercise and Evaluation Program (HSEEP)
- FEMA IS-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-386: Introduction to Residential Coastal Construction
- FEMA IS-632: Introduction to Debris Operations in FEMA's PA Program
- FEMA IS-700a: National Incident Management System (NIMS) An Introduction

# Nicole Lehman

Director of Client Services / Program Manager

## FIRM

Thompson Consulting Services  
2601 Maitland Center Parkway  
Maitland, Florida 32751

## EDUCATION

BA: Psychology and Spanish

## EXPERIENCE

17 years

## PROGRAM EXPERIENCE

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

Ms. Lehman has 17 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

**Hurricane Milton Disaster Recovery, State of Florida, 2024 – 2025** | Ms. Lehman served as a client liaison and program manager during Thompson's state-wide Florida mobilization in response to Hurricane Milton. Thompson conducted debris removal monitoring operations on behalf of 28 unique Florida clients simultaneously. Ms. Lehman was responsible for coordinating project resources such as staff and equipment as well as ensuring client and contracting needs were met. Thompson provided debris monitoring and substantiation for more than 9.6M cubic yards of debris across Florida.

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

**Escambia County, Florida, Hurricane Disaster Recovery Operations, 2020 - 2021** | Ms. Lehman served as a program manager during the recovery operations and response by Escambia County following Hurricane Sally. She was responsible for ensuring all projects had the adequate resources necessary for completion, and that all projects were adhering to all federal, state, and local requirements. As the

County's stand-by debris monitoring service provider, Ms. Lehman has provided planning support and preparedness services to the County.

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

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

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



debris management roles and responsibilities and the debris collection and monitoring strategies.

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

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

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

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

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

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

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

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

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

## TRAINING & CERTIFICATIONS

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

# Patrick Gardner

## GIS Manager

### FIRM

Thompson Consulting Services  
2601 Maitland Center Parkway  
Maitland, Florida 32751

### EDUCATION

BS: Marine Science  
MS: Fisheries and Aquatic Sciences

### EXPERIENCE

10 years

### PROGRAM EXPERIENCE

FEMA Public Assistance Emergency Work (Categories A-B)

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

## PROJECT EXPERIENCE

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

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

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

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

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

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

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

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

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

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

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

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

Environmental Project Experience

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

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

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

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

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

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

## TRAINING & CERTIFICATIONS

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

# Jonathan Clark

Senior Closeout Specialist / FEMA Consultant

## FIRM

Thompson Consulting Services  
2601 Maitland Center Parkway  
Maitland, Florida 32751

## EDUCATION

MA Business Management and Leadership  
BA Homeland Security and Emergency  
Management

## EXPERIENCE

18 years

## PROGRAM EXPERIENCE

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

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

## PROJECT EXPERIENCE

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

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

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

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

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

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

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

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

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

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

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

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

**Emergency Management Consultant, 2011 - 2012 |**

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

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

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

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

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

## TRAINING & CERTIFICATIONS

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



# Jeff Hollis

## Field Operations Supervisor

### FIRM

Thompson Consulting Services  
2601 Maitland Center Parkway  
Maitland, Florida 32751

### EXPERIENCE

18 years

### PROGRAM EXPERIENCE

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

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

## PROJECT EXPERIENCE

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

## TRAINING & CERTIFICATIONS

- OSHA 29 CFR 1910.120 40-Hour HAZWOPER Training



# Connie Stewart

## Field Operations Supervisor

### FIRM

Thompson Consulting Services  
2601 Maitland Center Parkway  
Maitland, Florida 32751

### EXPERIENCE

18 years

### PROGRAM EXPERIENCE

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

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

## PROJECT EXPERIENCE

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

## TRAINING & CERTIFICATIONS

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

# Raul Cardenas

Project / Operations Manager

## FIRM

Thompson Consulting Services  
2601 Maitland Center Parkway  
Maitland, Florida 32751

## EDUCATION

BA: Political Science  
MA: Liberal Studies – Political Theory

## EXPERIENCE

19 years

## PROGRAM EXPERIENCE

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

Mr. Cardenas has 19 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

**South Carolina Department of Transportation (SCDOT), Hurricane Helene Disaster Recovery, 2024 – 2025** | Mr. Cardenas served as a project manager during Thompson's state-wide mobilization in response to Hurricane Helene. Thompson conducted debris removal monitoring operations throughout SCDOT maintained roadways across 18 unique South Carolina counties, cities and towns simultaneously. Mr. Cardenas was responsible for overseeing project operations and ensuring that staffing and equipment resource needs were met. Thompson provided debris monitoring and substantiation for more than 2.3M cubic yards of debris across SCDOT roadways.

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

**LADOTD District 62, Louisiana, Hurricane Ida Recovery Operations, 2021 – 2022** | Mr. Cardenas served as the project manager for debris removal monitoring operations on behalf of the LADOT following Hurricane Ida. Mr. Cardenas oversaw day-to-day operations of the extensive right-of-way (ROW) and hazardous tree and limb removal programs. Overall, Thompson substantiated the removal of over 2 million cubic yards of vegetative debris.

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

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

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

**City/Parish of East Baton Rouge, Louisiana, Severe Flooding, ROW and PPDR Program Management, 2016 - 2017** | Mr. Cardenas served as a senior field supervisor for debris removal

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

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

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

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

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

**MEMA, Hurricane Deployment, Hurricane Katrina, 2005-2007** | Mr. Cardenas worked as part of a disaster recovery team contracted by MEMA following Hurricane Katrina. The team was responsible for conducting damage assessments, reviewing Right-off-Way collection and disposal operations and the permitting of temporary debris sites. In addition, Mr. Cardenas would review leaner and hanger debris removal programs, private property debris removal programs, and

other specialized debris removal programs performed by local governments and the United States Army Corps of Engineers to closely monitor compliance, eligibility, and proper documentation.

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

## TRAINING & CERTIFICATIONS

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

# Tiffany Thompson

Project Manager

## FIRM

Thompson Consulting Services  
2601 Maitland Center Parkway  
Maitland, Florida 32751

## EXPERIENCE

10 years

## PROGRAM EXPERIENCE

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

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

## PROJECT EXPERIENCE

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

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

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

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

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

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

**Horry County, South Carolina, Hurricane Florence, ROW and Debris Removal Monitoring, 2018 - 2019** | Ms. Thompson served as project/operations manager for debris removal monitoring efforts on behalf of the County. She was in charge of overseeing day-to-day operations for all monitoring programs including right-of-way (ROW) debris removal and hazardous tree and stump removal. To date over 1.8 million cubic yards of debris have been collected.

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

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

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

**Horry County, South Carolina, Hurricane Matthew Recovery Operations 2016 - 2017** | Ms. Thompson served as an operations manager for debris removal monitoring efforts on behalf of Horry County following the landfall of Hurricane Matthew. She was in charge of overseeing day-to-day operations for all ADMS monitoring projects including handheld deployment, truck certification, monitor intake and badge distribution, emergency road clearance and debris removal operations and right-of-way collection of vegetative and construction and demolition (C&D) debris throughout the affected areas. Ms. Thompson was also responsible for assisting for generating reports on TDMSweb for daily distribution to project stakeholders.

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

**Horry County, South Carolina, Winter Storm PAX Response and Disaster Recovery, 2014** | In February of 2014 Severe Winter Storm Pax impacted the State of South Carolina covering various regions of the State in up to 1.5" of ice which generated widespread vegetative disaster debris. Thompson was activated by Horry County to provide debris removal monitoring services. Ms. Thompson served as the field supervisor responsible for overseeing all of the County's debris removal monitoring programs. The County performed ROW debris removal, hazardous trees and limb removal.

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

## TRAINING & CERTIFICATIONS

- FEMA IS-00633 Debris Management Plan Development



# Don Grainger

## Operations Manager

### FIRM

Thompson Consulting Services  
2601 Maitland Center Parkway  
Maitland, Florida 32751

### MILITARY EXPERIENCE

United States Army

### EXPERIENCE

8 years

### PROGRAM EXPERIENCE

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

Mr. Grainger has over eight 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

### Bentonville, Arkansas, Severe Storm Disaster Recovery, 2024

| Mr. Grainger served as a project manager on behalf of the City of Bentonville following severe storms, flooding, and tornados that impacted the State of Arkansas. The City carried out debris removal projects throughout City right-of-way as well as throughout the City's extensive parks and world renowned mountain-biking trails. Mr. Grainger oversaw debris removal monitoring and recovery projects resulting in the substantiation of over 333,000 cubic yards of debris.

### New Mexico Department of Transportation, New Mexico Wildfires Disaster Recovery Operation, 2022 - 2023

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

### State of California, Wildfire Recovery Operations, 2021

| Mr. Grainger served as the operations chief overseeing debris removal efforts following the devastating wildfires that swept California. Don was in charge of overseeing day-to-day debris removal monitoring operations throughout affected areas in the State. The impacted areas performed emergency road clearance and debris removal operations and right-of-way collection of vegetative, construction and demolition (C&D) debris throughout the affected areas.

### Baldwin County, Alabama, Hurricane Sally Disaster Recovery Operations, 2020 - 2021

| Hurricane Sally inundated the Gulf Coast with heavy rains and destructive winds causing a large amount devastating debris. Mr. Grainger served as the project manager for Baldwin County and oversaw debris removal operations such as right-of-way (ROW) debris removal programs and hazardous tree/limb removal on County maintained roadways. Overall, more than 1.7M cubic yards of debris was monitored, collected, and removed.

### Hamilton & Davidson County, Tennessee, Tornado Recovery, 2020

| Mr. Grainger served as the project manager overseeing day-to-day debris removal monitoring operations throughout Hamilton and Davidson counties following devastating tornados. The counties performed right-of-way (ROW) debris removal programs, hazardous tree, limb and stump removal, and County parks debris removal projects.

### Dorchester County, South Carolina, Hurricane Dorian, 2019

| Following the landfall of Hurricane Dorian, Dorchester County experienced pervasive damage. Mr. Grainger served as project manager overseeing debris removal monitoring operations including right-of-way (ROW) debris monitoring, and leaner, hanger, and stump removal throughout the County. Overall, approximately 31,500 cubic yards of debris was removed from the County.

### Multiple Counties, Georgia, Hurricane Michael, 2018

| Hurricane Michael was a category 3 hurricane that impacted multiple states. Mr. Grainger served as the program manager for multiple contract activations across Georgia including



Dougherty, Lee, Terrell, and Crisp counties. The counties performed right-of-way (ROW) debris removal programs, hazardous tree, limb and stump removal. Overall, 4.2M cubic yards of debris was monitored, collected, and removed across the State.

**Puerto Rico Department of Transportation and Public Works (DTOP), Hurricane Maria, 2018** | Mr. Grainger served as a project manager overseeing project operations for debris monitoring services in the West DTOP designated zone. He was in charge of overseeing day-to-day debris removal monitoring operations throughout affected areas and DTOP zones.

**Miami-Dade County, Florida, Hurricane Irma Recovery, 2017 - 2018** | Mr. Grainger served as the project manager overseeing day-to-day debris removal monitoring operations throughout Miami-Dade County. The County performed both hazardous tree and limb removal, right-of-way (ROW) and waterway collection programs on County maintained roadways/waterways. Overall, more than 3 million cubic yards of vegetative debris was removed from the County.

**Harris County, Texas, Hurricane Harvey Recovery Operations, 2017** | Mr. Grainger served as the operations manager overseeing day-to-day debris removal monitoring operations throughout Harris following Hurricane Harvey. The County was severely impacted and performed both hazardous tree and limb removal as well as right-of-way (ROW) collection programs on County maintained roadways.

**Beaufort County, South Carolina, Hurricane Matthew, 2016 – 2017** | Mr. Grainger served as the operations manager overseeing debris removal efforts on behalf of Beaufort County following Hurricane Matthew. Don was in charge of overseeing day-to-day debris removal monitoring operations throughout the County. The impacted areas performed emergency road clearance and debris removal operations and right-of-way collection of vegetative, construction and demolition (C&D) debris throughout the affected areas.

## TRAINING & CERTIFICATIONS

- FEMA Emergency Management Institute
  - IS-00100.b: Introduction to Incident Command System
  - IS-00200.b: ICS for Single Resources and Initial Action Incident
  - IS-00800.b: National Response Framework
  - IS-01000: Public Assistance Program and Eligibility
  - IS-01001: The Public Assistance Delivery Model Orientation

- IS-01002: FEMA Grants Portal
- IS-01006: Documenting Disaster Damage and Developing Project Files
- IS-01014: Integrating 406 Mitigation Considerations into Your Public Assistance Frant
- IS-01016: Environmental and Historic Preservation (EHP) Considerations/Compliance
- HAZWOPER 40HR
- HAZWOPER Supervisor
- HAZMAT- Transportation
- OSHA 10- Construction Safety

# EXHIBIT 2-3: LETTERS OF REFERENCE



# City of Tampa

*Jane Castor, Mayor*

**Solid Waste & Environmental Program Management**

**Larry A. Washington, MPA, Director**

4010 W. Spruce Street

Tampa, Florida 33607

Office (813) 348-1146

**DATE:** January 31, 2025

**SUBJECT:** Letter of Reference for Thompson Consulting Services

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## **Whom it May Concern,**

The City of Tampa was severely impacted by back-to-back hurricanes Helene and Milton in 2024. Hurricane Helene brought record storm surge, and Hurricane Milton produced tropical storm force winds and inundated the City with prolonged rainfall. Both storms produced widespread damage and flooding throughout the City. Thompson has served as the City's stand-by disaster debris monitoring services provider since 2023 and was able to immediately assist in our disaster recovery.

Following notice-to-proceed, Thompson mobilized the necessary staff and equipment to begin Helene recovery efforts promptly monitoring over 52,400 cubic yards and 2,600 tons of debris in thirty (30) days. Hurricane Milton made landfall during Helene recovery operations, and Thompson worked closely with the City and our selected debris removal contractor to maintain a complete separation of projects in order to seek recovery reimbursement funding.

Thompson recruited and staffed over 350 temporary debris removal monitors following Milton to perform right-of-way debris removal and hazardous hanging and leaning limbs and tree removal operations throughout the City. Thus far, Thompson has assisted the City in monitoring the removal of approximately 1,328,000 cubic yards of debris, 13,600 tons of debris, and over 22,900 limbs, trees, and stumps.

The City has been highly satisfied with Thompson's level of knowledge, professionalism, and dedication to timely response and support for their clients. We would recommend Thompson to others in need of their services. Please feel free to contact me at 813-348-6529 or [jonathan.kane@tampagov.net](mailto:jonathan.kane@tampagov.net) for any additional information.

Respectfully,

A handwritten signature in black ink, appearing to read "JK" followed by a stylized "K".

**Jonathan Kane**

**Business Programs Supervisor, City of Tampa Solid Waste Department**



## Memorandum

Date: April 5, 2023

To: To Whom It May Concern

From: Ray Underwood, Public Works Director

RE: Hurricane Ian Response 2022

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On behalf of the City of DeLand, Florida, it is my pleasure to submit this letter of reference and recommendation for Thompson Consulting Services.

Thompson has served as the City's stand-by debris monitoring services provider since 2015 and previously assisted the City with recovery efforts after the devastating impacts of Hurricane Irma in 2017. Most recently, Thompson was activated as our disaster debris monitoring services provider following Hurricane Ian in 2022 and immediately began mobilization of staff and resources and coordinating with the City to begin project implementation. Overall, Thompson monitored the removal of approximately 56,000 cubic yards of debris in under 60 days. In addition, they monitored the removal of over 600 hanging limbs from hazardous trees situated along City maintained rights-of-way.

The City has a long history with Thompson, and I've found the Thompson team to be professional, dedicated, and courteous. Their familiarity of FEMA programs and guidelines have proved to be a great benefit to the City and has led to a thorough and efficient recovery.

I highly recommend Thompson Consulting Services to others in need of debris removal monitoring as well as public assistance recovery needs.

Respectfully,

MAYOR  
GERARD LANDRY

MAYOR PRO-TEMPORE  
JEFF WESLEY

CITY CLERK  
JOAN LEBLANC



## City of Denham Springs

CITY COUNCIL  
AMBER DUGAS  
JIM GILBERT  
LORI LAMM-WILLIAMS  
ROBERT POOLE  
JEFF WESLEY

November 28th, 2023

**RE: Thompson Consulting Services, LLC**

To Whom it May Concern,

Thompson Consulting Services (Thompson) has an extensive history of working with the City of Denham Springs and has provided disaster recovery services since 2012 following Hurricane Isaac. Isaac made landfall along the Louisiana Gulf Coast, and Thompson assisted the City with disaster debris removal monitoring services, accounting for the removal 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 implementation of a leaner/hanger program to address City ROW and public parks.

More recently, Thompson has continued to provide project management and financial cost reconciliation support for long-term permanent work projects partially funded by the HUD CDBG-DR program resulting from severe flooding that occurred in 2016. Thompson responded immediately after the severe flooding impacted the City causing approximately \$35,000,000 in damages eligible for FEMA PA reimbursement. Thompson also substantiated the removal of over 250,000 cubic yards of vegetative debris and 272 tons of white goods and worked closely with the City to implement a comprehensive Private Property Debris Removal Program for extended ROW collection.

Most of the sustained damage consisted of residential property flooding. Thompson's FEMA PA consultants assisted 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 prepared projects and supported the documentation for damages to City-owned buildings, equipment, roads, storm water and wastewater utilities, and for the reimbursement of force account emergency protective measures.

Over the past decade, Thompson has proven their dependability, professionalism, and dedication to efficient and effective disaster recovery services. The City would highly recommend Thompson to other municipalities in need of their services. For any questions or additional information that is needed, please feel free to contact me at [treasurer@cityofdenhamsprings.com](mailto:treasurer@cityofdenhamsprings.com) or 225.667.8312.

Best Regards,

Michelle Hood  
City Treasurer





# The CITY OF DAYTONA BEACH

"THE WORLD'S MOST FAMOUS BEACH"

Office of the Director of Public Works

July 7, 2023

Thompson Consulting Services

2601 Maitland Center Parkway

Maitland, FL 32751

**Subject: City of Daytona Beach Hurricane Response & Recovery**

Mr. Hoyle,

Thompson Consulting Services (Thompson) has served as a stand-by debris monitoring and grant management services provider for the City of Daytona Beach (City) since 2012. During that time, Thompson has supported the City with recovery operations in response to three (3) disaster events accounting for the removal of over 790,000 cubic yards of debris. Additionally, Thompson assisted the City in updating the Disaster Debris Management Plan.

In October 2016, the City was impacted by the strong winds and rain brought on by Hurricane Matthew. The City activated Thompson to perform disaster debris removal monitoring services and assist in guiding the City through the debris removal and FEMA Public Assistance funding process. Thompson was extremely responsive to the City's needs and mobilized resources immediately after Hurricane Matthew passed the City to begin project implementation, truck certification, and debris collection monitoring.

Thompson Consulting Services successfully monitored the removal of over 300,000 cubic yards of debris along with over 7,000 hazardous hanging limbs. Thompson's management staff was highly professional and always available to answer questions or address concerns. Their responsiveness, professionalism and knowledge of the FEMA programs helped guide the City through an efficient recovery.

The City once again activated Thompson to provide disaster debris removal monitoring and Federal Emergency Management Agency (FEMA) Public Assistance services following the devastating impacts of Hurricane Irma in 2017. Thompson immediately began coordinating with the City's debris removal contractor to determine crew configurations and onboarding local residents for debris removal monitor positions. Thompson monitored and documented the removal of over 117,077 cubic yards of debris, completing operations in less than three (3) months.

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

The City would recommend Thompson to other municipalities and agencies if they find themselves in the unfortunate circumstances of needing to monitor and account for a large debris removal effort.

Sincerely,

David Waller

Public Works Director | City of Daytona Beach



# CITY OF HOUSTON

Solid Waste Management

**John Whitmire**

Mayor

Mark Wilfalk  
Director  
P.O. Box 1562  
Houston, Texas 77251-1562

T. 832-393-0454  
F. 832-393-0333  
[www.houston.tx.gov](http://www.houston.tx.gov)

November 26, 2024

Re: Thompson Consulting Reference Letter

To Whom it May Concern:

The City of Houston Solid Waste Department has been pleased to work with Thompson Consulting Services as our debris monitoring and FEMA public assistance service provider since 2019. Since then, Thompson has assisted the City during its recovery following multiple disaster events which have accounted for over 5 million cubic yards of debris and over \$150 million in anticipated disaster recovery reimbursement funds. Throughout our partnership with Thompson, they have hired over 775 local residents within the community and partnered with local disadvantaged business enterprise (DBE) partners returning recovery funding back into the local economy.

In May of 2024, the City was severely impacted by a derecho that caused widespread damage across the City including in the Downtown area. The City activated Thompson's standby debris monitoring contract, and they were able to respond immediately with equipment and a staffing and recruiting team to begin hiring local, qualified residents to serve as temporary disaster debris removal monitors. In approximately 90 days, Thompson monitored the removal of over 2 million cubic yards of debris as well as the removal of over 29,000 hazardous hanging and leaning limbs and trees from the City including throughout City parks. Additionally, Thompson is supporting the City in applying for the reimbursement of over \$40 million in federal funds for both emergency work (Categories A and B) and Program Management Costs (Category Z).

During the derecho recovery efforts, the City braced for the impacts of Hurricane Beryl which made landfall in July of 2024. Beryl was a catastrophic hurricane event causing pervasive damage, flooding, prolonged power outages, and loss of life. Thompson worked closely with the City and City debris removal contractors to ensure debris streams were documented separately for the two disaster events in order for the City to receive maximum recovery reimbursement. To date, Thompson has substantiated the removal of over 3.6 million cubic yards of debris and over 50,000 hazardous limbs and trees from City right-of-way and private property. Thompson is also assisting the City with the recovery of FEMA Public Assistance (PA) funding including Category A-B work and Category Z work. Thompson is supporting submittals for emergency work expenditures as well as providing recovery management



services, developing cost estimates, calculating departmental force account labor and equipment, successfully requesting Immediate Needs Funding (INF), and expediting projects that total over \$105 million.

We have been exceedingly satisfied with the overall quality of work delivered by Thompson as well as their high standards and dedication to their clients. We would highly recommend Thompson Consulting Services to other municipalities in need of disaster recovery services. Should you have any questions or require additional information, please feel free to contact me at (phone or email).

Respectfully,

A handwritten signature in dark ink, appearing to read "Mark C. Wilfalk". The signature is fluid and cursive, with a large initial "M" and a stylized "W".

Mark Wilfalk, CPM, Director

# TAB 3

## Technical Approach & Methodology

### Our Understanding

The City of Clearwater (City) is the county seat of Pinellas County, Florida. The City encompasses 35.92 square miles and is bordered on the west by the Gulf of Mexico and on the southeast by Tampa Bay. In 2024, the City experienced major impacts from back-to-back Hurricanes Helene and Milton, including storm surge, flooding and heavy winds, from which it continues to recover. Due to its natural and built environment, the City is highly vulnerable to the impacts of future debris-generating disasters such as hurricanes, tropical storms, and tornadoes. Furthermore, the ever-present threat of rapid and dramatic rising sea levels around Florida's Gulf coast increases the likelihood of increased severe flooding from tropical weather events. As such, the City maintains a constant, high level of readiness to respond to a variety of hazards that may impact its citizens and consequently, is seeking proposals from qualified consultants to provide debris monitoring support and assist the City in navigating the funding and compliance channels of the Florida Division of Emergency Management (FDEM) and the Federal Emergency Management Agency (FEMA) Public Assistance (PA) Program.

*Thompson has an extensive history providing disaster recovery services along the central Florida Gulf coast. Thompson understands the City's unique operational needs and the challenges the City may face prior to and following a future disaster. Furthermore, we have the capacity to provide a dedicated project team and the capacity to deliver an unparalleled level of service to the City following a future event. We will use what we have learned from previous disaster recovery projects in the State of Florida and throughout the United States to **improve the efficiency** of debris removal programs, **reduce the overall cost** of the various debris removal programs, and **expedite the City's recovery** following a future disaster event.*

### Utilization of Technology Solutions

#### Thompson's Automated Debris Management System (ADMS)

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

**13+**  
years of TDMS  
deployments

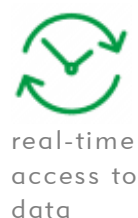
**TDMSmobile:** is an ADMS hardware solution that provides clients with the option to manage and monitor debris recovery missions electronically in the field utilizing a handheld device and hip printer. The handheld device and system have configurable security settings to protect use and data. Specified locations, such as debris pickup and disposal sites, are captured by the GPS capabilities of the handheld

and verified in the web-based system. *TDMSmobile* also has disconnected architecture and is fully operational in a post storm environment where cellular networks are compromised or destroyed.

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

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

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



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

## Successful Deployment History

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

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

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

Table 3-1: TDMS Deployments

Disaster	Units Deployed	Disaster	Units Deployed
2024 Hurricane Milton	1,040	2019 Hurricane Dorian	91
2024 Hurricane Helene	1,729	2018 Hurricane Michael	1,300
2024 Hurricane Debby	103	2018 Hurricane Florence	235
2024 Hurricane Beryl	963	2017 Hurricane Maria	375

Disaster	Units Deployed	Disaster	Units Deployed
2024 TX Severe Storms	362	2017 Hurricane Irma	1,200
2023 Hurricane Idalia	83	2017 Hurricane Harvey	400
2022 Hurricane Ian	2,015	2016 Hurricane Matthew	876
2021 KY Sever Winter Storm	689	2016 Louisiana Flooding	330
2020 Hurricane Delta	61	2015 South Carolina Flooding	180
2020 Hurricane Zeta	343	2014 Winter Storm Pax	475
2020 Hurricane Sally	1,619	2012 Hurricane Sandy	100
2020 Hurricane Laura	438	2012 Hurricane Isaac	12

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

## GIS Mapping Capabilities

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

Figure 3-1: Road Responsibility Designation Map



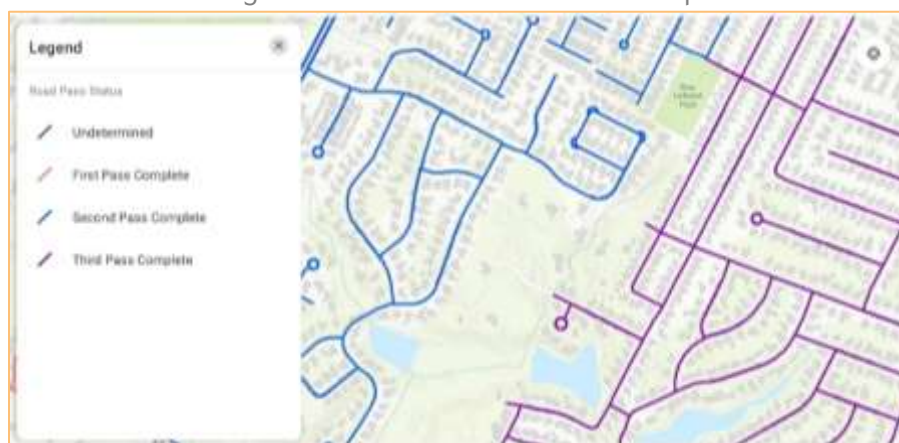
Thompson employs ArcGIS Pro, ESRI's latest desktop GIS application, which allows for seamless integration with our company's ArcGIS Online and Enterprise platforms. Additionally, we can integrate data collected through ESRI's Survey123 and Field Maps for display in ArcGIS applications (Web Mapping Applications,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

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

### Pass, Progress, and Activity Mapping

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

Figure 3-2: Road Clearance Pass Map



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

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

Figure 3-3: Daily Debris Monitor Activity Maps

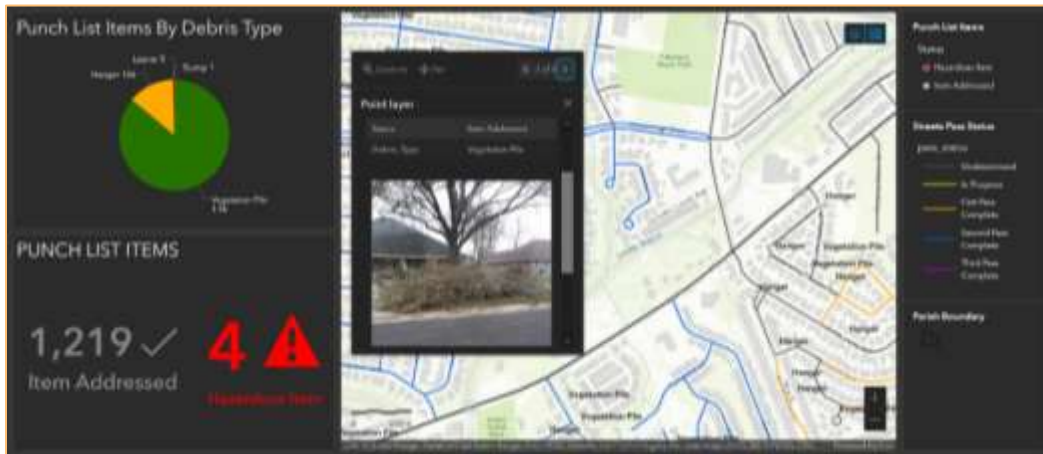


### Dashboards

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



Figure 3-4: Punch List and Pass Map Dashboard



## Approach to Debris Removal Monitoring

### Maximizing Reimbursement

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

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

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

Figure 3-5: Disaster Debris Removal Monitoring Phase and Task Summary



## Non-Event / Preparedness and Planning

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

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

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

## Post-Event / Disaster Debris Removal Monitoring Operations

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

Table 3-2: Mobilization Timeline

Task	Mobilization Time
<b>Mobilization</b>	
Program Management	Immediately following NTP
Damage Assessment	12-24 hours following notice-to-proceed (NTP)
Onboarding and Training of Employees	12-24 hours following NTP
<b>Debris Program Implementation</b>	
Health and Safety Plan Implementation	12-24 hours following NTP
Measure and Certify Trucks by FEMA PAPPG Standards	12-24 hours following NTP
Deploy Field Supervisors / Field Supervisors	12-24 hours following NTP
Deploy Loading Site Collection Monitors	24-48 hours following NTP
Deploy Debris Management Site Monitors	24-48 hours following NTP
Monitor the Removal of Leaning Trees, Hanging Limbs, and Hazardous Stumps	24-48 hours following NTP



Task	Mobilization Time
Perform Special Debris Removal Programs (e.g., private property debris removal)	TBD, based on input from FDEM and FEMA
<b>Data Management</b>	
Accumulate and Review Daily Field Data (QA/QC)	Onset of debris collection activities
Reporting and Progress Mapping	On-going throughout recovery operation
Reconcile Contractor Invoices	On-going throughout recovery operation

## Mobilization

### Mobilization | Program Management

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

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

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

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

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

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

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

- Points of Contact
- Copy of contract between City and debris removal contractor(s)

- GIS shapefiles
- List of priority roads
- Preferred debris removal zones (if available)
- Any inter-local agreements or memoranda of understanding with State, County, or other municipalities

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

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

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

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

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

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

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

Guidance (DSG) issued from FEMA into the City's debris removal efforts, and pro-actively create a positive working relationship with participating stakeholder regulatory agencies.

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

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

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

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



### Mobilization | Debris Removal Contractor Coordination

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

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

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

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

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

### Mobilization | Damage Assessment

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

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

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

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

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

## Mobilization | Onboarding and Training of Employees

Thompson's staffing plans are designed to be flexible and scalable so that we can effectively and efficiently respond to the City's needs no matter the operating climate. Thompson is fully prepared to deploy the appropriate number of fully trained field staff to the City within 24 hours of receiving a notice-to-proceed and will make every effort to hire residents from impacted communities within the City to serve as debris monitors.

# 2,500+

field staff recruited  
& hired following  
Hurricane Ian

Following an event, Thompson will establish a location within or near the City of Cape Coral from which to perform recruiting, onboarding, and training. Thompson knows that immediately following a disaster incident, access to a project operations office and communications infrastructure is critical to building a local workforce. However, with the potential for office facilities and hotels being damaged in the event, it is imperative to have a reliable alternative. Therefore, Thompson has invested in a fully functional mobile field office that can be utilized to implement initial debris removal monitoring operations regardless of environmental conditions. We can implement onboarding and equipment staging from the mobile field office, and with integrated satellite capabilities, our mobile office can serve as a stand-alone communication center. Thompson's mobile field office is also beneficial when trying to onboard field personnel and establish field operations in remote locations.

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

These activities will be coordinated and supported from our headquarters in Maitland, Florida. Thompson will also make every effort to hire residents from within the City to serve as debris monitors. This effort will help skilled residents participate in the City's recovery efforts with a meaningful impact and earn a competitive hourly wage.

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

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

**Ability to Onboard & Train within 48 Hours:** Thompson has made a tremendous investment in our personnel, resources, technology, and tools to have the flexibility and scalability necessary to be an industry leader in debris monitoring. Part of this investment is in a proven process to identify, train, and equip local hires in a safe manner in extremely short periods of time. Thompson begins the process of recruiting and on-boarding immediately upon contract award, not reactively following a notice to

proceed. Thompson will issue contingent job postings through a variety of outlets to pre-identify a pool of existing candidates to serve as field monitors.

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

Table 3-3: Local Hire Task Summary

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

Thompson stands prepared to meet the needs of the City and has a proven ability to deploy more than 100 monitors within 24 hours of initial activation. Following Hurricane Ian in Florida, Thompson on-boarded, trained and deployed more than 2,500 monitors to support client needs during the first 24-hours of operations, while also deploying experienced field supervisors and operations managers across the State in preparation for truck certification and regular debris removal activities. Over 1,570 field monitors were hired and trained in Lee County alone. **To date, Thompson has on-boarded more than 10,750 debris monitoring staff, nearly 3,000 of whom are Florida residents.**

**Subcontractor Participation:** Thompson maintains the resources and experience to fulfill the scope of work requested by the City without the need to employ an additional subcontractor. However, should the scope of work expand to include an opportunity to engage additional resources, Thompson will work with the City to identify an appropriate subcontractor.

Thompson has a proven history of meeting or exceeding our subcontracting goals on past projects, and we will take all steps to confirm compliance with all applicable federal or state laws or ordinances for DBE participation, including 2 CFR 200.321.

## Debris Program Implementation

### Debris Program Implementation | Health and Safety Plan

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



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

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

### Debris Program Implementation | Truck Certification

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

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

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

### Debris Program Implementation | Deploy Field Supervisors

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

- Be prepared to operate a minimum of 12-14 hours per day, 7 days per week
- Verify that only eligible debris is being removed from designated public ROW and public property within assigned collection zones
- Maintain regular communication with and ensure that collection monitors are documenting the collection and removal of eligible debris from approved public areas
- Confirm the completeness and accuracy of load tickets and field documentation generated by collection monitors to substantiate debris removal operations
- Identify, address, and troubleshoot any questions or problems that could impact work safety and eligibility
- Suggest methods to improve the efficiency of collection and removal of debris

**10:1**  
monitor to  
supervisor ratio



### Debris Program Implementation | Deploy Field Monitors

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

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

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

### Debris Program Implementation | Thompson's Staff Scheduling & Time Tracking System

Thompson has developed a timekeeping module through our ADMS where field staff scan their badge, which is assigned to them following onboarding and training, to "check-in" and "check-out" each day. This data is populated to a timecard that is reviewed and approved by Thompson Field Supervisors. All of Thompson's time will be organized by debris program, task, and labor position and we can organize invoices and back-up to meet the needs of the City while satisfying FEMA reimbursement requirements.

**Monitor Onboarding:** Once local applicants have successfully completed the new hire paperwork, they will participate in comprehensive training on FEMA policy, debris monitoring responsibilities, and job site safety. Upon completion of required training, Thompson will onboard each new hire using their government issued driver's license and take a photograph using an onboarding ADMS device. The information will be uploaded into TDMS and the employee's personal identification information will be encrypted in a unique QR code. Thompson will print the badge with the photograph and encrypted QR code and give to the monitor prior to project/location assignment.

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

### Debris Program Implementation | Damage Complaint Tracking

**Mitigating Damages:** Thompson will proactively work with debris removal contractor(s) to discuss operational conditions to mitigate damages. Collection and Disposal Monitors are trained to identify and notify the debris removal contractors of potential causes damages before they occur. Thompson can

also appoint a Field Supervisor dedicated to receiving and documenting damages that occur and are reported from the Collection and Disposal Monitors.

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

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

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

### Debris Program Implementation | Special Debris Removal Programs

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

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

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

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

- Verifying and documenting the chain of custody, transport and disposal of the vehicle or vessel
- Photo documenting the work performed to facilitate an audit ready paper trail for FEMA review

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

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

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

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

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

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

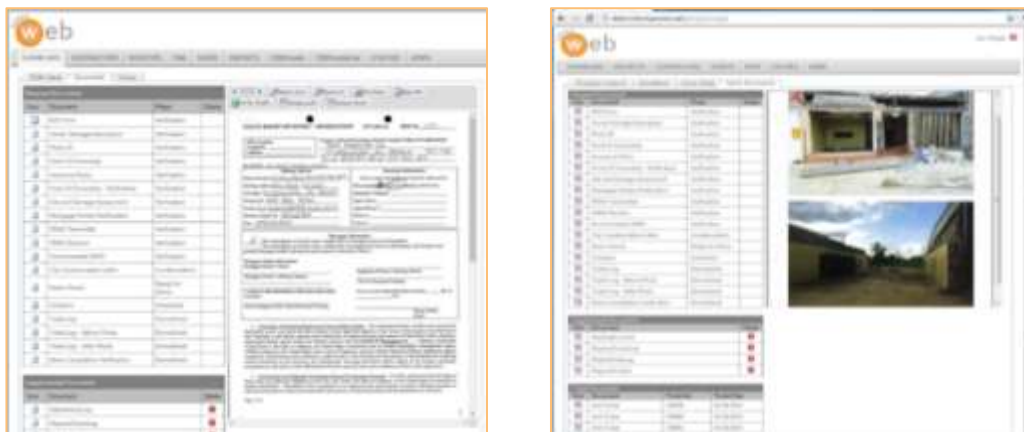
- |   |  |
|---|--|
| • Ordinance granting legal authority under which the private property debris removal work was performed | • FEMA Historic Preservation review / approval                           |
| • Documentation of all necessary actions taken to satisfy the requirements of the ordinance    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

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

Figure 3-6: TDMSweb Management and Administration of PPDR Documents



Figure 3-7: PPDR Applicant Intake Dashboard



## Data Management

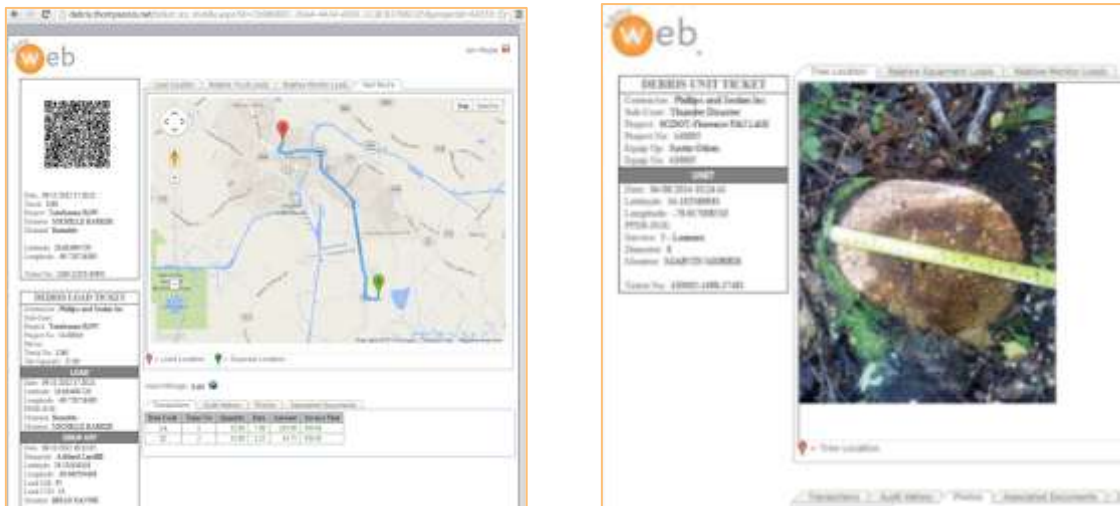
Thompson utilizes technology as integral part of its approach to providing debris removal monitoring services for purposes of quality assurance/quality control (QA/QC), contractor invoice reconciliation, and reporting.

### Data Management | Quality Control / Quality Assurance

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

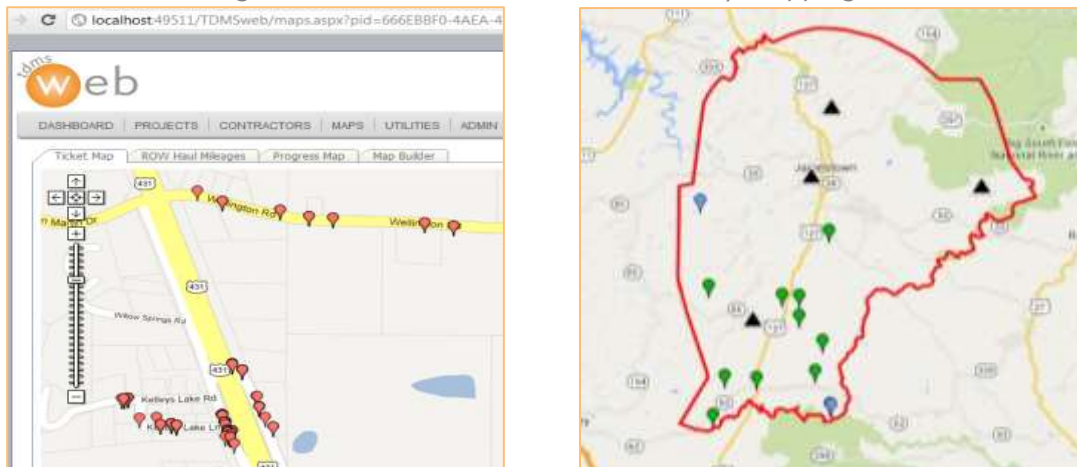
- Count of loads by collection truck
- Trip time per load
- Trip distance
- Average load call by truck
- Average load call by disposal monitor
- Count of loads by collection location

Figure 3-8: Ticket Data Presented in TDMSweb



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

Figure 3-9: Ticket Location and Boundary Mapping



### Data Management | Reporting

Thompson collects a large amount of information from field operations and can provide our clients with a variety of reports, maps, and dashboards to summarize this information. We develop and manage all reports in-house and can customize each product based on clients' reporting needs and program configuration. **Additional information on Thompson's reporting standards is included in Tab 6, Compliance & Reporting.**

### Data Management | Invoice Reconciliation

Thompson will perform a thorough review and reconciliation of contractor invoices submitted to the City. For contractor payments to be verified as accurate and correct, Thompson verifies truck certification, load transactions and unit rate transactions with its database. The reconciliation will include a review of the collection date, time, and location, as well as the debris volume, disposal time,



and location submitted by the Contractor against the data maintained by Thompson on behalf of the City. Upon completing the verification of each record being claimed for payment, Thompson will render a payment recommendation to the City. Thompson's payment recommendation will include a copy of the contractor invoice, invoice back-up organized by program, date, service type, contract line item, and location, summary of discrepancies identified, a payment recommendation report, and a cover letter summarizing the reconciliation findings and payment recommendation.

## Closeout

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

## FEMA PA Worksheet Development

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

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

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

## Audit Ready Documentation

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

For example, all reconciled invoices are delivered to the City for submission to FEMA as audit ready packages which include the contractor invoice, all supporting data in MS excel, Thompson's payment recommendation, and an Adobe PDF of all associated load and unit tickets. Upon project completion, Thompson will provide the City with a final report that captures all reconciled cumulative project totals,

with quantities broken out by debris type, DMS site, and final disposal location. A separate cost report, broken out by contract line item, will also be provided at project completion.

### Audit Support

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



# TAB 4

## Staffing & Resources Capacity

### Contractual Obligations

Thompson strongly believes that responsible disaster response consultants should disclose their commitments so that perspective clients can gauge whether they can reliably provide critical resources in the event of mobilization. To ensure that we can deliver the full force of manpower committed in our proposal, Thompson limits its stand-by commitments to ensure that we can responsibly exceed our clients' expectations. Thompson is fully prepared to respond to both large and small disaster incidents, our technical approach is carefully developed to be scalable and flexible so that we remain extremely responsive and provide the appropriate level of resources required by our clients. Thompson Consulting Services has never failed to respond to a client or had a contract terminated.

The following table includes a list of Thompson's current stand-by contract commitments.

Table 4-1: Current Executed Contracts

#### Contracts by State

##### Alabama

Alabama Department of Transportation	Ono Island, Property Owners Association
Alexander City, City of	Orange Beach, City of
Dauphin Island, Town of	Prichard, City of
Mobile, City of	Saraland, City of
Mobile County	Spanish Fort, City of

##### California

Sonoma County

##### Florida

Altamonte Springs, City of	New Port Richey, City of
Apopka, City of	New Smyrna Beach, City of
Bonita Springs, City of	North Palm Beach, Village of
Boynton Beach, City of	Ocala, City of
Casselberry, City of	Ocean Ridge, Town of
Citrus County	Ocoee, City of
Cocoa, City of	Orlando, City of
Collier County	Ormond Beach, City of
Daytona Beach, City of	Oviedo, City of
DeBary, City of	Palm Beach County School District
Deland, City of	Palm Beach County Solid Waste Authority
Delray Beach, City of	Pasco County
Deltona, City of	Pinellas County
DeSoto County	Plant City, City of
Edgewater, City of	Port Orange, City of
Escambia County	Putnam County
Flagler County	Sanibel, City of
Fort Lauderdale, City of	South Bay, City of
Fort Myers, City of	South Daytona, City of
Gulf County	St. Lucie County
Hendry County	Stuart, City of
Hialeah, City of	Sumter County
Hillsborough County	Tampa, City of

**Contracts by State**

Holly Hill, City of  
 Lake Worth, City of  
 Lake Worth Drainage District  
 Lakeland, City of  
 Largo, City of  
 Lee County  
 Lee County, School District of

Taylor County  
 Venice, City of  
 Vero Beach, City of  
 Volusia County  
 Wellington, Village of  
 West Palm Beach, City of  
 Winter Garden, City of

**Georgia**

Banks County  
 Chatham County  
 Effingham County  
 Fannin County  
 Lowndes County  
 Lumpkin County

Macon-Bibb County  
 Thomas County  
 Union County  
 Valdosta, City of  
 Wayne County  
 Ware County

**Iowa**

Iowa Dept. of Administrative Services

Marion, City of

**Kansas**

Olathe, City of

Topeka, City of

**Kentucky**

KY Transportation Cabinet  
 Louisville / Jefferson County Metro Government

Mayfield, City of

**Louisiana**

Ascension Parish  
 Baton Rouge, City and Parish of East  
 Beauregard Parish  
 Calcasieu Parish  
 Denham Springs, City of  
 Denham Springs Housing Authority  
 Iberia Parish  
 Grant Parish  
 Jefferson Parish  
 Jefferson Davis Parish  
 Livingston Parish  
 Natchitoches, City of

Sabine River Authority  
 Shreveport, City of  
 Southeast Louisiana Flood Protection Authority  
 St. Bernard Parish  
 St. John the Baptist Parish  
 St. Martin Parish  
 St. Tammany Parish  
 Terrebonne Parish  
 Vermilion Parish  
 Vernon Parish  
 Winn Parish

**Maryland**

Ann Arundel County  
 Harford County

Howard County

**Mississippi**

Gautier, City of  
 Jackson County

Pascagoula, City of

**New Mexico**

New Mexico Department of Transportation

**New York**

Nassau County

**North Carolina**

Apex, Town of  
 Brunswick County  
 Carteret County  
 Currituck County  
 Dare County  
 Duck, Town of

Kitty Hawk, Town of  
 Mateo, Town of  
 Mooresville, Town of  
 New Hanover County  
 North Carolina Department of Public Safety  
 North Carolina Department of Transportation

**Contracts by State**

Greenville, City of  
 Iredell County  
 Jacksonville, City of  
 Kill Devil Hills, Town of

Rocky Mount, City of  
 Southern Shores, Town of  
 Swansboro, City of  
 Wilmington, City of

**Oklahoma**

Norman, City of  
 Sand Springs, City of

Tulsa, City of

**Oregon**

Eugene, City of

**Puerto Rico**

Authority for the Financing of the Infrastructure  
 Department of Transportation and Public Works

**South Carolina**

Charleston County Parks & Recreation Commission  
 Charleston, City of  
 Florence, City of  
 Georgetown County  
 Horry County  
 Horry County Solid Waste Authority (HCSWA)

Newberry County  
 North Myrtle Beach, City of  
 South Carolina Department of Transportation (SCDOT)  
 Williamsburg County  
 York County

**Tennessee**

Blount County  
 Carter County  
 Cocke County  
 Cookeville, City of

Gatlinburg, City of  
 Lakesite, City of  
 Putnam County  
 Wilson County

**Texas**

Aransas County  
 Bell County  
 Chambers County - Alternate  
 Cook County  
 Denton County  
 Ellis County  
 Fort Worth, City of  
 Friendswood, City of  
 Galveston County  
 Hardin County  
 Harris County – Alternate  
 Houston, City of  
 Houston-Galveston Area Council (H-GAC)  
 Kaufman County – Alternate  
 Jackson County  
 Lake Jackson, City of  
 Lumberton, City of  
 McKinney, City of

Midlothian, City of  
 Orange, City of  
 Orange County  
 Pearland, City of  
 Pharr, City  
 Polk County  
 Richardson, City of  
 Santa Fe, City of  
 Silsbee, City of  
 Smith County  
 Sour Lake, City of  
 Sugar Land, City of  
 Tarrant County  
 Texas City, City of  
 Trinity Bay Conservation District  
 Tyler, City of  
 Waller County  
 Wharton County

**Virginia**

Central Virginia Waste Management Authority (CVWMA)  
 Chesapeake, City of  
 Chesterfield County

Newport News, City of  
 Norfolk, City of  
 Prince William County

**Washington**

Tacoma, City of

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

### Capacity to Simultaneously Respond

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

Table 4-2: Major Disaster Events and Simultaneous Contract Activations

Disaster Event	Contract Activations
2024 Hurricanes Beryl, Debby, Helene, and Milton	72
2023 Hurricane Idalia	7
2022 Hurricane Ian	30
2021 Hurricane Ida	10
2020 Hurricanes Laura, Sally, and Zeta	17
2018 Hurricane Michael	6
2017 Hurricanes Harvey, Irma, and Maria	54
2016 Hurricane Matthew	27

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

Recent disaster incidents, including Hurricanes Beryl, Debby, Helene, and Milton in 2024, Hurricane Ian in 2022, Hurricane Ida in 2021, Hurricanes Laura, Sally, and Zeta in 2020, Hurricane Florence and Michael in 2018, Hurricanes Harvey, Irma, and Maria in 2017, and Hurricane Matthew in 2016 have tested and enhanced Thompson's managerial capabilities across the United States.

**Large Scale ADMS Deployment to Monitor All Types of Debris Collection:** Thompson's ADMS deployment following Hurricanes Beryl, Debby, Helene, and Milton in 2024 was one of the largest simultaneous ADMS deployments in history, with over 3,000 units deployed to over 72 work locations. Thompson's ADMS units were configured to monitor the collection of over 32 million cubic yards of disaster related debris. Thompson's ADMS system (TDMS*mobile*) has been configured to monitor the removal of vegetative, construction and demolition (C&D), white goods, household hazardous waste, animal carcasses, sand, waterway, and private property debris removal.

**Staffing Execution Plan:** Thompson maintains a professional recruiting and staffing department in-house so that we can respond quickly and efficiently to surge staffing demands. We maintain a network of over 1,000 potential field monitors on call to supplement monitors sourced locally. When recently tasked with ramping up quickly, efficiently, and simultaneously over a six (6) state area following Hurricane Helene, Thompson relied on dedicated resources that owned the ramp-up process. We did not, and do

not currently, rely on any third-party staffing firms that do not understand the disaster business. This is critical to our success when responding to small- and large-scale mobilizations.

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

Table 4-3: Previous Response Times and Resources Deployed

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

## Financial Capacity

Thompson has been in business for over **72** years. We are financially stable and have the necessary personnel, equipment, and financial resources to meet contractual obligations and can provide services at the level required.

Thompson has both the financial capacity and the access to credit necessary to commence and continue project operations both before and while federal and/or state funds are approved. Through project initiation and implementation Thompson has demonstrated our capacity to perform monitoring programs prior to the obligation of grant funds.

### Thompson Holdings Revenue

2019 - 2023

2023	- \$ 118,889,000
2022	- \$ 95,700,000
2021	- \$ 97,600,000
2020	- \$ 73,900,000
2019	- \$ 70,000,000

In addition, Thompson’s financial condition and credit rating is “Excellent” through our banking institution, and we consistently maintain a bonding capacity of over **\$25 million**. Thompson maintains the ability to meet the bonding requirements as set forth in the Request for Proposal.

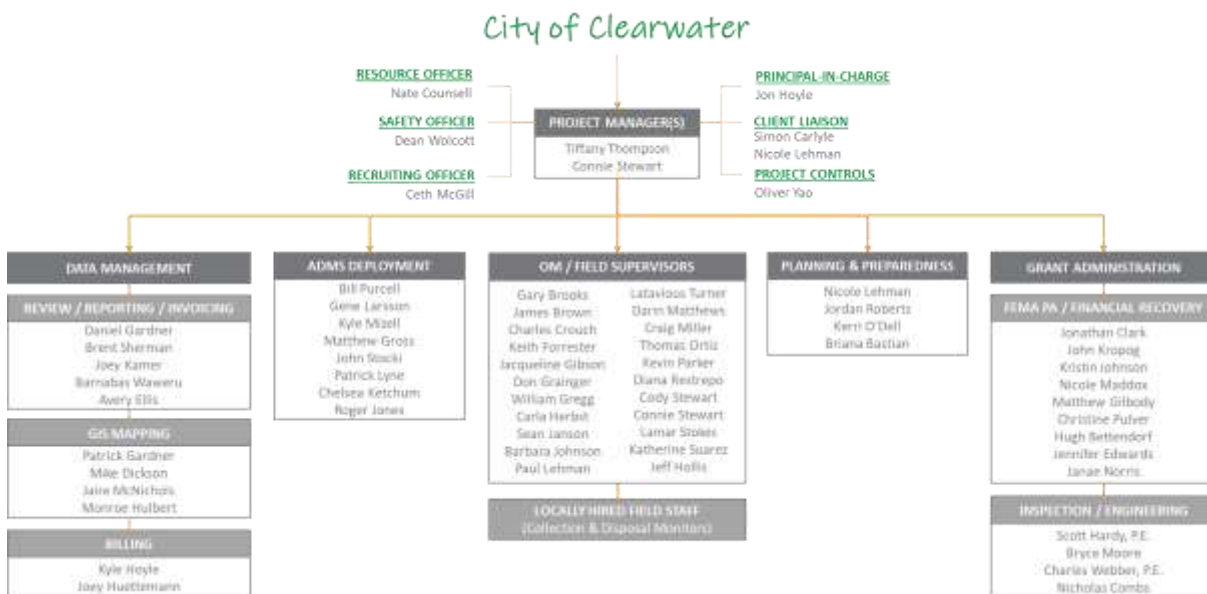
Our goal is to provide the highest level of consulting services to our customers in a cost-effective manner. Through the attainment of this goal, we have been able to develop long-lasting relationships with our clients which have allowed our Company significant growth over the years.

## Dedicated Project Team

Thompson is committed to staffing the City’s debris monitoring and recovery services requirements in accordance with the staffing and key personnel proposed herein. Our technical approach is designed to be scalable in nature in order to effectively respond to both minor and catastrophic debris generating events as well as adjust to the changing needs of the City throughout the recovery process.

*The following organizational chart graphically presents Thompson’s proposed project staffing and key personnel. Thompson maintains the personnel and resources necessary to fulfill the City’s requirements, however, should the scope of services expand or the City’s needs change, we are prepared to provide alternative or back-up staff accordingly.*

Figure 4-1: Organizational Chart



## Key Personnel Overview

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



**SIMON CARLYLE** will serve as the Client Liaison for the City and serve as a direct point of contact to address the City's needs throughout the term of the contract. Mr. Carlyle has over eighteen years of experience working with state and local governments providing disaster debris removal monitoring services. He has responded to over 30 disaster incidents and has extensive knowledge of federal, state, and local policies and reimbursement guidelines.

**OLIVER YAO** will serve as the Project Controller for the City to oversee contractual requirements and budget expectations. He will also make certain project operations are implemented in accordance with the contract and task order(s) issued by the City. His experience spans seventeen years providing program management and oversight of disaster response and recovery projects following hurricanes, tornadoes, ice storms, wildfires, and other debris generating incidents. Mr. Yao is a subject matter expert in FEMA Public Assistance criteria and documentation standards and has overseen the data management and documentation of over 116 million cubic yards of debris over the course of his career.

**TIFFANY THOMPSON** will serve as the Project Manager for the City and oversee day-to-day operations of the project and will also work closely with the City's debris hauler to coordinate crew requirements and scheduling. She has over ten years of experience and has managed FEMA funded debris removal projects in Florida, Louisiana, North Carolina, and South Carolina. Most recently, Ms. Thompson assisted the City of Fort Myers, Florida, during recovery efforts following Hurricanes Milton in 2024 and Hurricane Ian in 2022, which accounted for over 1M cubic yards of debris.

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

**NICOLE LEHMAN** will serve as the Planning and Preparedness Lead / Alternative Client Liaison for the City. Ms. Lehman has sixteen years of disaster response and recovery experience. She is well versed in the programs, agencies, procedures, and regulations involved in successfully running disaster debris management operations. In addition, Ms. Lehman provides annual training to many of our clients, including the City of Fort Lauderdale, Florida, regarding debris removal monitoring operations and FEMA policy guidance.

**DANNY GARDNER** will serve as the Data Manager for the City. Mr. Gardner has served as a data manager, program manager and grant management consultant for multiple federally funded grant programs on projects totaling approximately \$2 billion. His extensive understanding of the eligibility requirements, federal regulations and policies across many federal grant programs allows clients to maximize disaster recovery and mitigation reimbursement.

**JONATHAN CLARK** will serve as the FEMA Coordination / Cost Recovery Specialist and work directly with the City as needed to oversee the financial recovery of all eligible costs associated with FEMA PA and FHWA-ER activities. Mr. Clark began his career in disaster recovery as a FEMA employee in Louisiana following Hurricane Katrina. Since that time, Mr. Clark has served as a grant management consultant for both Grantees and Applicants/Sub-Grantees, giving him experience in all roles involved in the FEMA Public Assistance grant program. Having served clients at the local, state and federal level, Mr. Clark has managed the financial recovery of communities receiving more than \$2.5 billion in federal funding.

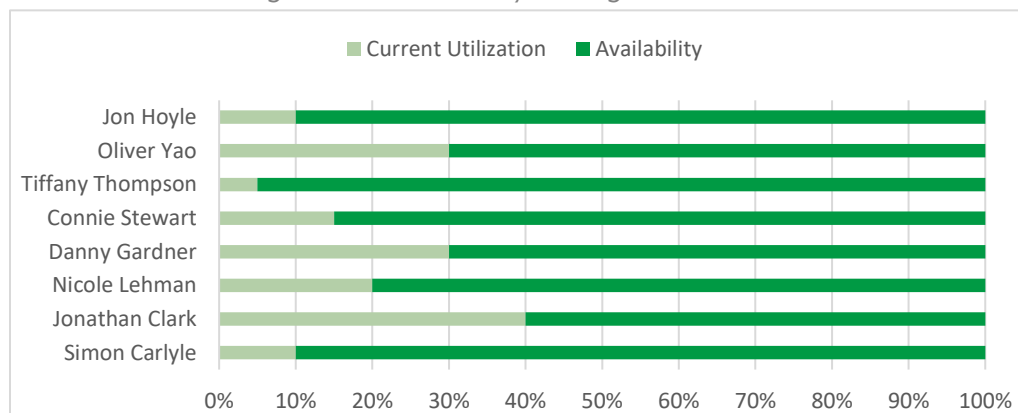
**PATRICK GARDNER** will provide GIS and mapping support to the City. Mr. Gardner has over nine years of experience and has supported recovery operations in this capacity for several large-scale, multi-state, region, and municipal disaster incidents. He is well versed in ESRI ArcGIS applications and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

*Additional qualifications and resumes for Thompson's proposed Project Management Team have been provided in Tab 2, Experience, Qualifications & References.*

## Key Personnel Availability

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

Figure 4-2: Availability – Assigned Personnel



## Dedicated Point of Contact with Thompson

Thompson will provide a dedicated project team to ensure that debris removal programs are managed and documented properly to maximize available federal reimbursement. Thompson's dedicated Client Liaison, Simon Carlyle, will be available to the City for the duration of any resulting contract and during all stages of disaster planning and/or recovery acknowledging all communication and information requests within **24-hours** of receipt.

In addition, we have provided the contact details for the City's dedicated Project Manager, Tiffany Thompson, below. Tiffany will work closely with the City during disaster recovery efforts and assist in training as needed.

**Simon Carlyle, Client Liaison – Vice President**  
 2601 Maitland Center Parkway, Maitland, FL 32751  
 O: 407.792.0018 | C: 504.252.8850 | F: 407.878.7858  
 E-mail: scarlyle@thompsoncs.net

**Tiffany Thompson, Project Manager**  
 2601 Maitland Center Parkway, Maitland, FL 32751  
 O: 407.792.0018 | F: 407.878.7858  
 E-mail: tthompson@thompsoncs.net

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

## Local Debris Removal Monitor Labor Force Sourcing

Thompson's proposed staffing plan is designed to be flexible and scalable so that we can effectively and efficiently respond to the City's needs. We maintain a staff of full-time and on-call disaster debris monitoring experts, consultants and supervisors that will be available to support the implementation and management of debris removal monitoring operations. In addition, Thompson maintains professional human resources and recruiting staff that have over **13** years of experience in disaster response and recovery services available to assist in identifying and placing personnel.

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

*Thompson maintains a national recruiting and hiring database comprised of over **19,500** temporary and on-call debris removal monitors, field supervisors, inspectors, etc. that have previously served in such roles with Thompson following a disaster event. This includes more than **9,500** Florida residents who can be contacted to expedite and supplement disaster recovery needs. Local hiring is prioritized; however, Thompson has the capacity to supplement the City's staffing as needed.*

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. Additional details about Thompson's mobilization process and project operations have been provided in Tab 3, Technical Approach & Methodology.

**3,100+**  
field staff recruited  
& hired following  
Hurricane Helene

## Equipment Resources

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

- **Safety Equipment:** Hard hats, safety glasses, and safety vests are provided to all personnel. All personnel are required to wear steel-toed boots at their own expense. Field supervisors are provided with medical kits.
- **Communication Device:** Cell phones, and/or radios are provided to our field personnel based upon 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 4-4: Available Field Equipment

Resources/Field Equipment	Quantity	Resources/Field Equipment	Quantity
Southeast Offices	26	Full Time Employees	550
ADMS Sets	3,500	Stand-by Disaster Recovery Employees	1,200
Computer – Desktop Station	175	Printers / Copier – Color Laser	100
Computer – Laptop	175	Printers – Black and White Laser	25
Starlink Units	33	Printer / Copier / Scanner / Fax– Portable	30
MiFi Access Point	50	Digital Cameras	25
Communication – Cell Phones	213	Handheld GPS Units	100
Communication – Radios	83	Boats (12' to 22')	10
Communication – Desktop Phones	350	Trucks	6

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

## Connectivity Equipment

Dependable infrastructure and communication access is not only necessary during immediate project staffing or mobilization, but also throughout project operations to ensure quicker and more efficient data collection and reporting. Therefore, Thompson has invested in **33** highly portable Starlink units that allow access to high-speed internet via satellites to clients across the United States and Caribbean.



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

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

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

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

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

# TAB 5

## Cost of Consulting Services

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

*Thompson has provided hourly rates separately within the City's bid system, as requested.*



# TAB 6

## Compliance & Reporting

### Reporting

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

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

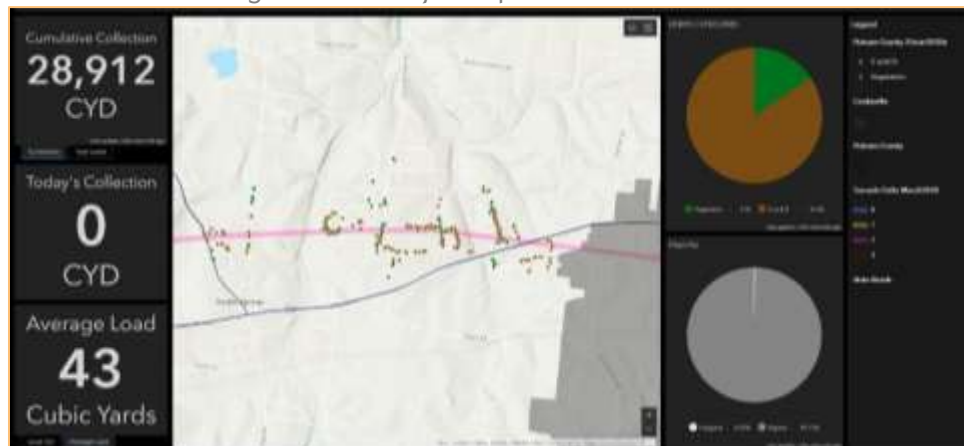
- Date of reporting, client, disaster number, project, and contract number
- Summary of the previous day's activities
- Number of contractor certified equipment in field
- Total number of monitors in the field
- Minimum, maximum, and average load size
- Average load call percentage
- Days from debris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

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

*A sample report has been included as Exhibit 6-1 following this section.*

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

Figure 6 -1: Project Operations Dashboard



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

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

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

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

*Additional information on Thompson’s utilization of TDMS for disaster debris removal programs, data management and reporting are included in Tab 3, Technical Approach & Methodology.*

# EXHIBIT 6-1: SAMPLE REPORT



## DAILY DEBRIS ACTIVITY REPORT

Daily Report For: **2/6/2023**

Client: **Lee County**

Mission: **Florida Hurricane Ian DR-4673-FL**

Debris Hauler: **Crowder Gulf**

Report Generated On: **2/7/2023**



### DAILY SUMMARY

Monday, February 6, 2023

Total Loads Collected:	318
Average Loads per Truck/Trailer:	4
Average Load by CYD:	65
Minimum Load by CYD:	-
Maximum Load by CYD:	121

Hazardous Hanging Limbs	-
Hazardous Trees (All Size)	-



### FIELD MONITORS

Monitor Count per Day



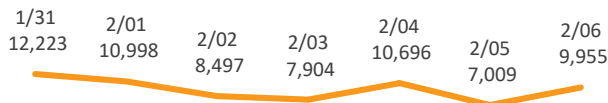
Monday, February 6, 2023

Days from Debris Removal Start:	125
Days from FEMA Disaster Incident Start:	138



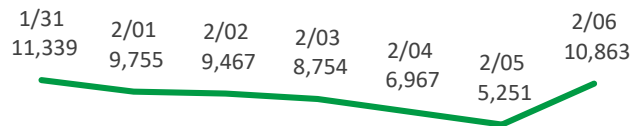
### HAUL IN TREND

Cubic Yards per Day



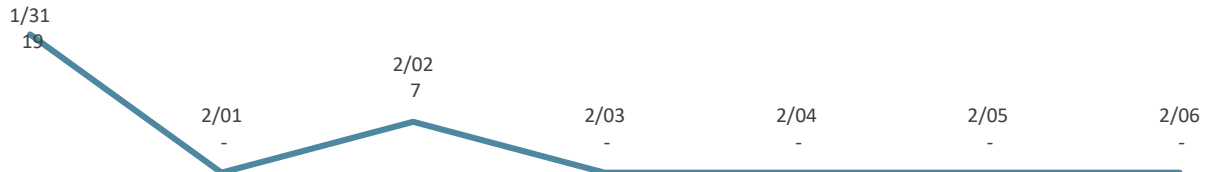
### HAUL OUT TREND

Cubic Yards per Day



### TREE WORK TREND

Tickets per Day

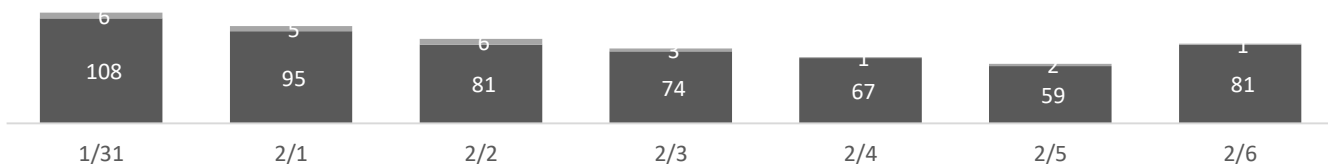


### EQUIPMENT

Truck & Trailer Count per Day

02/06 Haul in Trucks/Trailers: 51

02/06 Haul out Trucks/Trailers: 31



■ Haul Trucks ■ Unit Trucks



## DAILY DEBRIS ACTIVITY REPORT

Daily Report For: 2/6/2023

Client: Lee County

Mission: Florida Hurricane Ian DR-4673-FL

Debris Hauler: Crowder Gulf

Report Generated On: 2/7/2023

### ROW Haul In Collection Detail

Monday, February 6, 2023

<u>Debris Type</u>	<b>Daily Collection</b>		<b>Project to Date</b>	
	<u>Loads</u>	<u>CYD</u>	<u>Loads</u>	<u>CYD</u>
Vegetation	110	5,579	71,311	3,682,331
Construction & Demolition (CD)	95	4,340	43,456	2,146,767
Concrete	1	36	484	10,375
Vessel	-	-	11	598
Dirty Sand	-	-	5,483	143,575
CYD Collection Totals	206	9,955	120,745	5,983,646

<u>Debris Type</u>	<u>Loads</u>	<u>CYD</u>
Dirty Sand (Morning of 02/07)	-	-

<u>Debris Type</u>	<u>Loads</u>	<u>Tons</u>	<u>Loads</u>	<u>Tons</u>
HHW	1	3	200	402
Tonnage Collection Totals	1	3	200	402

### Waterway Haul In Collection Detail

Monday, February 6, 2023

<u>Debris Type</u>	<b>Daily Collection</b>		<b>Project to Date</b>	
	<u>Loads</u>	<u>CYD</u>	<u>Loads</u>	<u>CYD</u>
Waterway Vegetation	-	-	1,719	67,615
Waterway C&D	-	-	90	3,412
Waterway Collection Totals	-	-	1,809	71,027

### Processed Debris Haul Out Detail

Monday, February 6, 2023

<u>Debris Type</u>	<b>Daily Haul Out</b>		<b>Project to Date</b>	
	<u>Loads</u>	<u>CYD</u>	<u>Loads</u>	<u>CYD</u>
Compact CD	68	6,721	9,192	944,316
Sand CD	19	1,369	179	7,542
Clean Sand Soil	-	-	4,296	125,076
Mulch	25	2,773	5,301	581,688
Reuse Mulch	-	-	40	4,631
All Haul Out Totals	112	10,863	19,008	1,663,253

# TAB 7

## Other Forms

Thompson has completed and included the following forms in the subsequent pages of this section and as separate uploads within the City's bid system.

- W-9
- Scrutinized Companies and Business Operations Certifications
- Exhibit C: Disclosure of Lobbying Activities
- Compliance with Anti-Human Trafficking Laws
- State of Florida Certificate of Good Standing



**Request for Taxpayer  
Identification Number and Certification**

Go to [www.irs.gov/FormW9](http://www.irs.gov/FormW9) for instructions and the latest information.

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

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

Print or type. See Specific Instructions on page 3.	<b>1</b> Name of entity/individual. An entry is required. (For a sole proprietor or disregarded entity, enter the owner's name on line 1, and enter the business/disregarded entity's name on line 2.) <b>Thompson Consulting Services, LLC</b>	
	<b>2</b> Business name/disregarded entity name, if different from above.	
	<b>3a</b> Check the appropriate box for federal tax classification of the entity/individual whose name is entered on line 1. Check only <b>one</b> of the following seven boxes. <input type="checkbox"/> Individual/sole proprietor <input type="checkbox"/> C corporation <input type="checkbox"/> S corporation <input type="checkbox"/> Partnership <input type="checkbox"/> Trust/estate <input checked="" type="checkbox"/> <b>LLC.</b> Enter the tax classification (C = C corporation, S = S corporation, P = Partnership) . . . . . <b>S</b> <b>Note:</b> Check the "LLC" box above and, in the entry space, enter the appropriate code (C, S, or P) for the tax classification of the LLC, unless it is a disregarded entity. A disregarded entity should instead check the appropriate box for the tax classification of its owner. <input type="checkbox"/> Other (see instructions)	<b>4</b> Exemptions (codes apply only to certain entities, not individuals; see instructions on page 3):  Exempt payee code (if any) _____  Exemption from Foreign Account Tax Compliance Act (FATCA) reporting code (if any) _____  (Applies to accounts maintained outside the United States.)
	<b>3b</b> If on line 3a you checked "Partnership" or "Trust/estate," or checked "LLC" and entered "P" as its tax classification, and you are providing this form to a partnership, trust, or estate in which you have an ownership interest, check this box if you have any foreign partners, owners, or beneficiaries. See instructions . . . . . <input type="checkbox"/>	
	<b>5</b> Address (number, street, and apt. or suite no.). See instructions. <b>2601 Maitland Center Parkway</b>	Requester's name and address (optional)
<b>6</b> City, state, and ZIP code <b>Maitland, Florida, 32751</b>		
<b>7</b> List account number(s) here (optional)		

**Part I Taxpayer Identification Number (TIN)**

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

<b>Social security number</b>												
				-				-				
<b>or</b>												
<b>Employer identification number</b>												
				-								
4	5			-	2	0	1	5	4	5	3	

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

**Part II Certification**

Under penalties of perjury, I certify that:

- The number shown on this form is my correct taxpayer identification number (or I am waiting for a number to be issued to me); and
- I am not subject to backup withholding because (a) I am exempt from backup withholding, or (b) I have not been notified by the Internal Revenue Service (IRS) that I am subject to backup withholding as a result of a failure to report all interest or dividends, or (c) the IRS has notified me that I am no longer subject to backup withholding; and
- I am a U.S. citizen or other U.S. person (defined below); and
- The FATCA code(s) entered on this form (if any) indicating that I am exempt from FATCA reporting is correct.

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

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

Date **2/2/2025**

**General Instructions**

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

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

**What's New**

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

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

**Purpose of Form**

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

## SCRUTINIZED COMPANIES FORMS

### **SCRUTINIZED COMPANIES AND BUSINESS OPERATIONS WITH CUBA AND SYRIA CERTIFICATION FORM**

**IF YOUR BID/PROPOSAL IS \$1,000,000 OR MORE, THIS FORM MUST BE COMPLETED AND  
SUBMITTED WITH THE BID/PROPOSAL. FAILURE TO SUBMIT THIS FORM AS REQUIRED MAY  
DEEM YOUR SUBMITTAL NONRESPONSIVE.**

The affiant, by virtue of the signature below, certifies that:

1. The vendor, company, individual, principal, subsidiary, affiliate, or owner is aware of the requirements of section 287.135, Florida Statutes, regarding companies on the Scrutinized Companies with Activities in Sudan List, the Scrutinized Companies with Activities in the Iran Petroleum Energy Sector List, or engaging in business operations in Cuba and Syria; and
2. The vendor, company, individual, principal, subsidiary, affiliate, or owner is eligible to participate in this solicitation and is not listed on either the Scrutinized Companies with Activities in Sudan List, the Scrutinized Companies with Activities in the Iran Petroleum Sector List, or engaged in business operations in Cuba and Syria; and
3. Business Operations means, for purposes specifically related to Cuba or Syria, engaging in commerce in any form in Cuba or Syria, including, but not limited to, acquiring, developing, maintaining, owning, selling, possessing, leasing or operating equipment, facilities, personnel, products, services, personal property, real property, military equipment, or any other apparatus of business or commerce; and
4. If awarded the Contract (or Agreement), the vendor, company, individual, principal, subsidiary, affiliate, or owner will immediately notify the City of Clearwater in writing, no later than five (5) calendar days after any of its principals are placed on the Scrutinized Companies with Activities in Sudan List, the Scrutinized Companies with Activities in the Iran Petroleum Sector List, or engaged in business operations in Cuba and Syria.

  
\_\_\_\_\_  
Authorized Signature

Jon Hoyle  
\_\_\_\_\_  
Printed Name

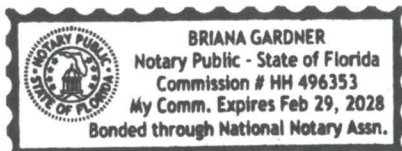
President  
\_\_\_\_\_  
Title

Thompson Consulting Services, LLC  
\_\_\_\_\_  
Name of Entity/Corporation

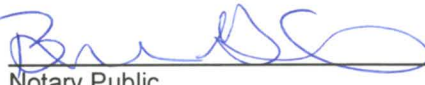
STATE OF Florida

COUNTY OF Orange

The foregoing instrument was acknowledged before me by means of ☒ physical presence or ☐ online notarization on, this 28th day of April, 2025, by Jon Hoyle (name of person whose signature is being notarized) as the President (title) of Thompson Consulting Services, LLC (name of corporation/entity), personally known x, or produced \_\_\_\_\_ (type of identification) as identification, and who did/did not take an oath.



My Commission Expires: 2-29-2028  
NOTARY SEAL ABOVE

  
\_\_\_\_\_  
Notary Public  
Briana Gardner  
\_\_\_\_\_  
Printed Name



SCRUTINIZED COMPANIES FORMS

**SCRUTINIZED COMPANIES THAT BOYCOTT ISRAEL LIST CERTIFICATION FORM**  
**THIS FORM MUST BE COMPLETED AND SUBMITTED WITH THE BID/PROPOSAL.**  
**FAILURE TO SUBMIT THIS FORM AS REQUIRED MAY DEEM YOUR SUBMITTAL**  
**NONRESPONSIVE.**

The affiant, by virtue of the signature below, certifies that:

1. The vendor, company, individual, principal, subsidiary, affiliate, or owner is aware of the requirements of section 287.135, Florida Statutes, regarding companies on the Scrutinized Companies that Boycott Israel List, or engaged in a boycott of Israel; and
2. The vendor, company, individual, principal, subsidiary, affiliate, or owner is eligible to participate in this solicitation and is not listed on the Scrutinized Companies that Boycott Israel List, or engaged in a boycott of Israel; and
3. "Boycott Israel" or "boycott of Israel" means refusing to deal, terminating business activities, or taking other actions to limit commercial relations with Israel, or persons or entities doing business in Israel or in Israeli-controlled territories, in a discriminatory manner. A statement by a company that it is participating in a boycott of Israel, or that it has initiated a boycott in response to a request for a boycott of Israel or in compliance with, or in furtherance of, calls for a boycott of Israel, may be considered as evidence that a company is participating in a boycott of Israel; and
4. If awarded the Contract (or Agreement), the vendor, company, individual, principal, subsidiary, affiliate, or owner will immediately notify the City of Clearwater in writing, no later than five (5) calendar days after any of its principals are placed on the Scrutinized Companies that Boycott Israel List, or engaged in a boycott of Israel.



Authorized Signature

Jon Hoyle

Printed Name

President

Title

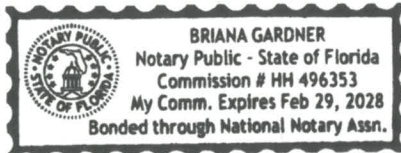
Thompson Consulting Services, LLC

Name of Entity/Corporation

STATE OF Florida

COUNTY OF Orange

The foregoing instrument was acknowledged before me by means of ☒ physical presence or ☐ online notarization on, this 28th day of April, 2025, by Jon Hoyle (name of person whose signature is being notarized) as the President (title) of Thompson Consulting Services, LLC (name of corporation/entity), personally known x, or produced \_\_\_\_\_ (type of identification) as identification, and who did/did not take an oath.



Notary Public

Briana Gardner

Printed Name

My Commission Expires: 2-29-2028  
NOTARY SEAL ABOVE

## DISCLOSURE OF LOBBYING ACTIVITIES

Not Applicable

(See reverse for public burden disclosure.)

<b>1. Type of Federal Action:</b> <input type="checkbox"/> a. contract <input type="checkbox"/> b. grant <input type="checkbox"/> c. cooperative agreement <input type="checkbox"/> d. loan <input type="checkbox"/> e. loan guarantee <input type="checkbox"/> f. loan insurance		<b>2. Status of Federal Action:</b> <input type="checkbox"/> a. bid/offer/application <input type="checkbox"/> b. initial award <input type="checkbox"/> c. post-award		<b>3. Report Type:</b> <input type="checkbox"/> a. initial filing <input type="checkbox"/> b. material change <b>For Material Change Only:</b> year _____ quarter _____ date of last report _____	
<b>4. Name and Address of Reporting Entity:</b> <input type="checkbox"/> Prime <input type="checkbox"/> Subawardee Tier _____, if known:  *Name *Street 1 *Street 2  *City *State *Zip Congressional District, if known:			<b>5. If Reporting Entity in No. 4 is a Subawardee, Enter Name and Address of Prime:</b>  Congressional District, if known:		
<b>6. Federal Department/Agency:</b>			<b>7. Federal Program Name/Description:</b>  CFDA Number, if applicable: _____		
<b>8. Federal Action Number, if known:</b>			<b>9. Award Amount, if known:</b> \$ _____		
<b>10. a. Name and Address of Lobbying Registrant</b> (if individual, last name, first name, MI):			<b>b. Individuals Performing Services</b> (including address if different from No. 10a ) (last name, first name, MI):		
<b>11.</b> Information requested through this form is authorized by title 31 U.S.C. section 1352. This disclosure of lobbying activities is a material representation of fact upon which reliance was placed by the tier above when this transaction was made or entered into. This disclosure is required pursuant to 31 U.S.C. 1352. This information will be available for public inspection. Any person who fails to file the required disclosure shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.			Signature: _____ Print Name: <u>Jon Hoyle</u> Title: <u>President</u> Telephone No.: <u>407-792-0018</u> Date: <u>4/28/2025</u>		
<b>Federal Use Only:</b>			Authorized for Local Reproduction Standard Form LLL (Rev. 7-97)		

PRINT

## INSTRUCTIONS FOR COMPLETION OF SF-LLL, DISCLOSURE OF LOBBYING ACTIVITIES

This disclosure form shall be completed by the reporting entity, whether subawardee or prime Federal recipient, at the initiation or receipt of a covered Federal action, or a material change to a previous filing, pursuant to title 31 U.S.C. section 1352. The filing of a form is required for each payment or agreement to make payment to any lobbying entity for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with a covered Federal action. Complete all items that apply for both the initial filing and material change report. Refer to the implementing guidance published by the Office of Management and Budget for additional information.

1. Identify the type of covered Federal action for which lobbying activity is and/or has been secured to influence the outcome of a covered Federal action.
2. Identify the status of the covered Federal action.
3. Identify the appropriate classification of this report. If this is a followup report caused by a material change to the information previously reported, enter the year and quarter in which the change occurred. Enter the date of the last previously submitted report by this reporting entity for this covered Federal action.
4. Enter the full name, address, city, State and zip code of the reporting entity. Include Congressional District, if known. Check the appropriate classification of the reporting entity that designates if it is, or expects to be, a prime or subaward recipient. Identify the tier of the subawardee, e.g., the first subawardee of the prime is the 1st tier. Subawards include but are not limited to subcontracts, subgrants and contract awards under grants.
5. If the organization filing the report in item 4 checks "Subawardee," then enter the full name, address, city, State and zip code of the prime Federal recipient. Include Congressional District, if known.
6. Enter the name of the Federal agency making the award or loan commitment. Include at least one organizational level below agency name, if known. For example, Department of Transportation, United States Coast Guard.
7. Enter the Federal program name or description for the covered Federal action (item 1). If known, enter the full Catalog of Federal Domestic Assistance (CFDA) number for grants, cooperative agreements, loans, and loan commitments.
8. Enter the most appropriate Federal identifying number available for the Federal action identified in item 1 (e.g., Request for Proposal (RFP) number; Invitation for Bid (IFB) number; grant announcement number; the contract, grant, or loan award number; the application/proposal control number assigned by the Federal agency). Include prefixes, e.g., "RFP-DE-90-001."
9. For a covered Federal action where there has been an award or loan commitment by the Federal agency, enter the Federal amount of the award/loan commitment for the prime entity identified in item 4 or 5.
10. (a) Enter the full name, address, city, State and zip code of the lobbying registrant under the Lobbying Disclosure Act of 1995 engaged by the reporting entity identified in item 4 to influence the covered Federal action.  
  
(b) Enter the full names of the individual(s) performing services, and include full address if different from 10 (a). Enter Last Name, First Name, and Middle Initial (MI).
11. The certifying official shall sign and date the form, print his/her name, title, and telephone number.

According to the Paperwork Reduction Act, as amended, no persons are required to respond to a collection of information unless it displays a valid OMB Control Number. The valid OMB control number for this information collection is OMB No. 0348-0046. Public reporting burden for this collection of information is estimated to average 10 minutes per response, including time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. Send comments regarding the burden estimate or any other aspect of this collection of information, including suggestions for reducing this burden, to the Office of Management and Budget, Paperwork Reduction Project (0348-0046), Washington, DC 20503.

## Compliance with Anti-Human Trafficking Laws

Pursuant to Section 787.06 (13), Florida Statutes, this form must be completed by an officer or representative of a non-governmental entity when a contract is executed, renewed, or extended between the non-governmental entity and the City of Clearwater.

The undersigned, on behalf of the entity listed below ("Entity"), hereby attests under penalty of perjury that:

Entity does not use coercion for labor or services as defined in Section 787.06, Florida Statutes.

The undersigned is authorized to execute this form on behalf of Entity.

Date: April 28th, 2025

Signed:  \_\_\_\_\_

Entity: Thompson Consulting Services, LLC

Name: Jon Hoyle

Title: President

# *State of Florida*

## *Department of State*

I certify from the records of this office that THOMPSON CONSULTING SERVICES, LLC is a Delaware limited liability company authorized to transact business in the State of Florida, qualified on May 5, 2011.

The document number of this limited liability company is M11000002276.

I further certify that said limited liability company has paid all fees due this office through December 31, 2024, that its most recent annual report was filed on May 1, 2024, and that its status is active.

I further certify that said limited liability company has not filed a Certificate of Withdrawal.

*Given under my hand and the  
Great Seal of the State of Florida  
at Tallahassee, the Capital, this  
the Fifteenth day of April, 2025*



  
*Secretary of State*

Tracking Number: 2813007044CU

To authenticate this certificate, visit the following site, enter this number, and then follow the instructions displayed.

<https://services.sunbiz.org/Filings/CertificateOfStatus/CertificateAuthentication>





## SCRUTINIZED COMPANIES FORMS

### SCRUTINIZED COMPANIES AND BUSINESS OPERATIONS WITH CUBA AND SYRIA CERTIFICATION FORM

**IF YOUR BID/PROPOSAL IS \$1,000,000 OR MORE, THIS FORM MUST BE COMPLETED AND SUBMITTED WITH THE BID/PROPOSAL. FAILURE TO SUBMIT THIS FORM AS REQUIRED MAY DEEM YOUR SUBMITTAL NONRESPONSIVE.**

The affiant, by virtue of the signature below, certifies that:

1. The vendor, company, individual, principal, subsidiary, affiliate, or owner is aware of the requirements of section 287.135, Florida Statutes, regarding companies on the Scrutinized Companies with Activities in Sudan List, the Scrutinized Companies with Activities in the Iran Petroleum Energy Sector List, or engaging in business operations in Cuba and Syria; and
2. The vendor, company, individual, principal, subsidiary, affiliate, or owner is eligible to participate in this solicitation and is not listed on either the Scrutinized Companies with Activities in Sudan List, the Scrutinized Companies with Activities in the Iran Petroleum Sector List, or engaged in business operations in Cuba and Syria; and
3. Business Operations means, for purposes specifically related to Cuba or Syria, engaging in commerce in any form in Cuba or Syria, including, but not limited to, acquiring, developing, maintaining, owning, selling, possessing, leasing or operating equipment, facilities, personnel, products, services, personal property, real property, military equipment, or any other apparatus of business or commerce; and
4. If awarded the Contract (or Agreement), the vendor, company, individual, principal, subsidiary, affiliate, or owner will immediately notify the City of Clearwater in writing, no later than five (5) calendar days after any of its principals are placed on the Scrutinized Companies with Activities in Sudan List, the Scrutinized Companies with Activities in the Iran Petroleum Sector List, or engaged in business operations in Cuba and Syria.

  
\_\_\_\_\_  
Authorized Signature

Jon Hoyle  
\_\_\_\_\_  
Printed Name

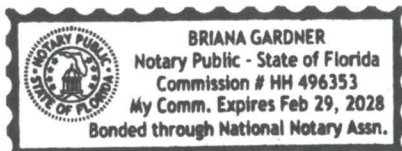
President  
\_\_\_\_\_  
Title

Thompson Consulting Services, LLC  
\_\_\_\_\_  
Name of Entity/Corporation

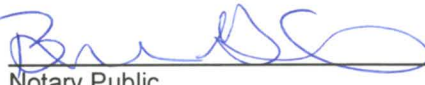
STATE OF Florida

COUNTY OF Orange

The foregoing instrument was acknowledged before me by means of ☒ physical presence or ☐ online notarization on, this 28th day of April, 2025, by Jon Hoyle (name of person whose signature is being notarized) as the President (title) of Thompson Consulting Services, LLC (name of corporation/entity), personally known x, or produced \_\_\_\_\_ (type of identification) as identification, and who did/did not take an oath.



My Commission Expires: 2-29-2028  
NOTARY SEAL ABOVE

  
\_\_\_\_\_  
Notary Public  
Briana Gardner  
\_\_\_\_\_  
Printed Name

SCRUTINIZED COMPANIES FORMS

**SCRUTINIZED COMPANIES THAT BOYCOTT ISRAEL LIST CERTIFICATION FORM**  
**THIS FORM MUST BE COMPLETED AND SUBMITTED WITH THE BID/PROPOSAL.**  
**FAILURE TO SUBMIT THIS FORM AS REQUIRED MAY DEEM YOUR SUBMITTAL**  
**NONRESPONSIVE.**

The affiant, by virtue of the signature below, certifies that:

1. The vendor, company, individual, principal, subsidiary, affiliate, or owner is aware of the requirements of section 287.135, Florida Statutes, regarding companies on the Scrutinized Companies that Boycott Israel List, or engaged in a boycott of Israel; and
2. The vendor, company, individual, principal, subsidiary, affiliate, or owner is eligible to participate in this solicitation and is not listed on the Scrutinized Companies that Boycott Israel List, or engaged in a boycott of Israel; and
3. "Boycott Israel" or "boycott of Israel" means refusing to deal, terminating business activities, or taking other actions to limit commercial relations with Israel, or persons or entities doing business in Israel or in Israeli-controlled territories, in a discriminatory manner. A statement by a company that it is participating in a boycott of Israel, or that it has initiated a boycott in response to a request for a boycott of Israel or in compliance with, or in furtherance of, calls for a boycott of Israel, may be considered as evidence that a company is participating in a boycott of Israel; and
4. If awarded the Contract (or Agreement), the vendor, company, individual, principal, subsidiary, affiliate, or owner will immediately notify the City of Clearwater in writing, no later than five (5) calendar days after any of its principals are placed on the Scrutinized Companies that Boycott Israel List, or engaged in a boycott of Israel.



Authorized Signature

Jon Hoyle

Printed Name

President

Title

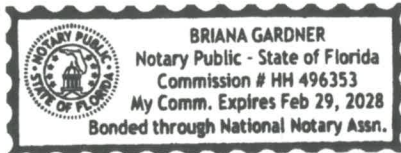
Thompson Consulting Services, LLC

Name of Entity/Corporation

STATE OF Florida

COUNTY OF Orange

The foregoing instrument was acknowledged before me by means of ☒ physical presence or ☐ online notarization on, this 28th day of April, 2025, by Jon Hoyle (name of person whose signature is being notarized) as the President (title) of Thompson Consulting Services, LLC (name of corporation/entity), personally known x, or produced \_\_\_\_\_ (type of identification) as identification, and who did/did not take an oath.



Notary Public

Briana Gardner

Printed Name

My Commission Expires: 2-29-2028  
NOTARY SEAL ABOVE

## Compliance with Anti-Human Trafficking Laws

Pursuant to Section 787.06 (13), Florida Statutes, this form must be completed by an officer or representative of a non-governmental entity when a contract is executed, renewed, or extended between the non-governmental entity and the City of Clearwater.

The undersigned, on behalf of the entity listed below ("Entity"), hereby attests under penalty of perjury that:

Entity does not use coercion for labor or services as defined in Section 787.06, Florida Statutes.

The undersigned is authorized to execute this form on behalf of Entity.

Date: April 28th, 2025

Signed:  \_\_\_\_\_

Entity: Thompson Consulting Services, LLC

Name: Jon Hoyle

Title: President



**Request for Taxpayer  
Identification Number and Certification**

Go to [www.irs.gov/FormW9](http://www.irs.gov/FormW9) for instructions and the latest information.

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

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

<b>Print or type.</b> See <i>Specific Instructions</i> on page 3.	<b>1</b> Name of entity/individual. An entry is required. (For a sole proprietor or disregarded entity, enter the owner's name on line 1, and enter the business/disregarded entity's name on line 2.) <b>Thompson Consulting Services, LLC</b>	
	<b>2</b> Business name/disregarded entity name, if different from above.	
	<b>3a</b> Check the appropriate box for federal tax classification of the entity/individual whose name is entered on line 1. Check only <b>one</b> of the following seven boxes. <input type="checkbox"/> Individual/sole proprietor <input type="checkbox"/> C corporation <input type="checkbox"/> S corporation <input type="checkbox"/> Partnership <input type="checkbox"/> Trust/estate <input checked="" type="checkbox"/> <b>LLC.</b> Enter the tax classification (C = C corporation, S = S corporation, P = Partnership) . . . . . <b>S</b> <b>Note:</b> Check the "LLC" box above and, in the entry space, enter the appropriate code (C, S, or P) for the tax classification of the LLC, unless it is a disregarded entity. A disregarded entity should instead check the appropriate box for the tax classification of its owner. <input type="checkbox"/> Other (see instructions)	<b>4</b> Exemptions (codes apply only to certain entities, not individuals; see instructions on page 3):  Exempt payee code (if any) _____  Exemption from Foreign Account Tax Compliance Act (FATCA) reporting code (if any) _____  (Applies to accounts maintained outside the United States.)
	<b>3b</b> If on line 3a you checked "Partnership" or "Trust/estate," or checked "LLC" and entered "P" as its tax classification, and you are providing this form to a partnership, trust, or estate in which you have an ownership interest, check this box if you have any foreign partners, owners, or beneficiaries. See instructions . . . . . <input type="checkbox"/>	
	<b>5</b> Address (number, street, and apt. or suite no.). See instructions. <b>2601 Maitland Center Parkway</b>	Requester's name and address (optional)
<b>6</b> City, state, and ZIP code <b>Maitland, Florida, 32751</b>		
<b>7</b> List account number(s) here (optional)		

**Part I Taxpayer Identification Number (TIN)**

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

<b>Social security number</b>												
				-				-				
<b>or</b>												
<b>Employer identification number</b>												
				-								
4	5			-	2	0	1	5	4	5	3	

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

**Part II Certification**

Under penalties of perjury, I certify that:

1. The number shown on this form is my correct taxpayer identification number (or I am waiting for a number to be issued to me); and
2. I am not subject to backup withholding because (a) I am exempt from backup withholding, or (b) I have not been notified by the Internal Revenue Service (IRS) that I am subject to backup withholding as a result of a failure to report all interest or dividends, or (c) the IRS has notified me that I am no longer subject to backup withholding; and
3. I am a U.S. citizen or other U.S. person (defined below); and
4. The FATCA code(s) entered on this form (if any) indicating that I am exempt from FATCA reporting is correct.

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

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

Date **2/2/2025**

**General Instructions**

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

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

**What's New**

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

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

**Purpose of Form**

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