

AGREEMENT FOR CONSULTING SERVICES (PD 17-18.007)

THIS AGREEMENT is made and entered into by and between Escambia County, Florida, a political subdivision of the State of Florida (hereinafter referred to as "County"), whose mailing address is 221 Palafox Place, Pensacola, Florida 32502, and Thompson Consulting Services, LLC (hereinafter referred to as "Consultant"), a foreign for-profit limited liability company authorized to conduct business in the State of Florida, FEI/EIN 45-2015453, whose principal address is 1135 Townpark Avenue, Suite 2101, Lake Mary, FL 32746.

WITNESSETH:

WHEREAS, on February 12, 2018, the County issued a Request for Letters of Interest (PD 17-18.007) seeking a Consultant to perform debris monitoring services; and

WHEREAS, the Consultant submitted a proposal and the County determined that the Consultant is the most responsive and responsible firm proposing to provide the services; and

WHEREAS, the County desires to enter into an agreement with the Consultant for the provision of such services as set forth herein.

NOW, THEREFORE, in consideration of the mutual terms and conditions, promises, covenants and payments hereinafter set forth, the County and the Consultant agree as follows:

1. **Recitals.** The recitals contained in the preamble of this Agreement are declared to be true and correct and are hereby incorporated into this Agreement.
2. **Term.** This Agreement shall commence on the date last executed and continue for a term of one (1) year. Upon mutual agreement of the parties, the Agreement may be renewed for two (2) additional one year terms. The total duration of this Agreement, including the exercise of all options to renew/extend, shall not exceed the duration of three (3) years.
3. **Scope of Services.** The Consultant will provide certain professional consultant services for the tasks outlined in Escambia County's Request for Letters of Interest (RLI), Specification No. PD 17-18.007, Debris Monitoring Services, and as represented in the Consultant's Proposal in response to PD17-18.007, attached hereto and incorporated herein as **Exhibits A-D**. In the event of a conflict between the terms of the Consultant's Proposal and this Agreement, the terms of this Agreement shall prevail.

The Scope of Services to be provided under this Agreement shall include the following:

- A) Comprehensive review and revision of the County's current Disaster Debris Management Plan, as described in the Consultant's Letter Proposal, attached hereto as **Exhibit A**;
- B) Development, review and assistance with the County's solicitation for Debris Reduction and Removal Services, as described in the Consultant's Letter Proposal, attached hereto as **Exhibit B**; and
- C) Post-Disaster Preparedness and Planning Services, Debris Removal Monitoring Services, and Consulting Services, as described in the Consultant's Scope of Work for

Debris Removal Monitoring Services attached hereto as **Exhibit C**, and corresponding Fee Schedule, attached hereto as **Exhibit D**.

The Consultant shall be responsible for the professional quality, technical accuracy, and the coordination of all other services furnished by the Consultant under this Agreement. The consultant shall, without additional compensation, correct or revise any errors or omissions in its services furnish pursuant to the Agreement. Unless otherwise specified, services performed pursuant to this Agreement shall be completed in accordance with the standard of care in the profession at the time such services are rendered.

4. Compensation. In exchange for Consultant's provision of the Scope of Services referenced in Section 3, A) above and as further described in **Exhibit A**, County shall pay Consultant a lump sum fee of \$7,500.00.

In exchange for Consultant's provision of the Scope of Services referenced in Section 3, B) above and as further described in **Exhibit B**, County shall pay Consultant a lump sum fee of \$7,500.00.

In exchange for Consultant's provision of the Scope of Services referenced in Section 3, C) above and as further described in composite **Exhibit C**, County shall pay Consultant in accordance with the Fee Schedule attached hereto as **Exhibit D**. Such fees shall be inclusive of the Consultant's salaries for professional and administrative staff, sick leave, vacation, unemployment, excise and payroll taxes, contributions for social security, unemployment compensation insurance, retirement benefits, medical and insurance benefits, air travel, auto travel, telephone, facsimile, reproduction costs, other routine overhead expenses, profit, and all other expenses of every type.

5. Method of Payment/Billing. For fees negotiated as a lump sum payment, the Consultant may submit an invoice upon completion and approval of the applicable scope of services. For services billed on an hourly basis, the Consultant may request payment from County by the submission of a properly executed original invoice. Invoices shall reflect the amount due and owing for services rendered with appropriate supporting documentation. Requests for payment shall not be made more frequently than once a month.

The County agrees that it shall pay the Consultant within forty-five (45) business days of receipt of the Consultant's statement provided that the invoice is correct and is consistent with the terms of this Agreement. Payments under this Agreement and interest on any late payments shall be governed by the Florida Prompt Payment Act, §§ 218.70, et seq., as amended.

6. Purchase Orders. The County shall assign tasks to the Contractor in writing utilizing work orders relating to a blanket purchase order or by individual purchase order. The task(s) to be accomplished shall be described in detail. No minimum quantity of work is guaranteed during the term of this agreement, and only those tasks assigned pursuant to a work order may be compensated.

7. Termination. This Agreement may be terminated for cause or convenience by either party upon providing thirty (30) days written notice to the other party. In the event of termination by either party as provided herein, the Consultant shall be paid for services provided through the date of termination.

8. Indemnification. Consultant shall indemnify, defend, and hold harmless Escambia County, and its officers, directors, employees and affiliates, from and against any liability, loss, cost, or

expense including, without limitation, reasonable attorney's fees, (collectively, "Losses") arising out of or in connection with the negligence, recklessness, or wrongful misconduct of Consultant in the performance of its duties and obligations pursuant to this Agreement. The parties understand and agree that such indemnification by the Consultant relating to any matter, which is the subject of this Agreement, shall extend throughout the term of this Agreement and any statutes of limitation thereafter. The Consultant's obligation shall not be limited by, or in any way to, any insurance coverage or by any provision in or exclusion or omission from any policy of insurance.

9. Insurance. The Consultant is required to carry the following insurance:

- (a) Commercial General Liability, Form CG1, with \$1,000,000 per occurrence. Excess or umbrella insurance may be purchased to make up the difference, if any, between the policy limits of the underlying policies;
- (b) Business Automobile Liability with \$1,000,000 per occurrence minimum combined single limits for all hired, owned, and non-owned vehicles;
- (c) Professional Liability with \$1,000,000 per occurrence minimum limits; and
- (d) Florida statutory Workers' Compensation.

It is understood and agreed by the parties that in the event that the Consultant consists of a joint venture, partnership, or other association of professional or business firms, each such firm shall be required to individually carry the above cited coverages.

Consultant agrees all liability coverage shall be through carriers admitted or authorized to do business in the State of Florida. Carriers shall be "A" or other Secure Best Rating with a minimum financial size of "VII", according to the A.M. Best Key Rating Guide Latest Edition. The insurance policies shall be endorsed to provide at least 30 days' advance notice of cancellation, nonrenewal or adverse change. Such notices shall be mailed to Escambia County, Office of Purchasing, Post Office Box 1591, Pensacola, Florida 32597.

The Board of County Commissioners and Escambia County shall be endorsed as "additional insureds" on the policy of commercial general liability. Certificates of Insurance shall be provided to Office of Purchasing, Post Office Box 1591, Pensacola, Florida 32597 prior to commencement of work hereunder. Certificates shall reflect the additional insured status of Escambia County described in this section. The Board of County Commissioners and Escambia County shall also be the certificate holders.

10. Independent Contractor Status. In the performance of this Agreement hereunder, Consultant is an independent contractor. Consultant shall not hold itself out as an employee, agent or servant of the County; and Consultant shall not have the power or authority to bind the County in any promise, agreement or representation, other than as specifically provided in this Agreement or as may be expressly provided hereafter in writing by an authorized official of the County.

11. Notice. Any notice, payment or other communication under this Agreement required hereunder or desired by the party giving such notice shall be given in writing and delivered by hand or through the instrumentality of certified mail of the United States Postal Service or private

courier service, such as Federal Express. Unless otherwise notified in writing of a new address, notice shall be made to each party as follows:

To: Thompson Consulting Services, LLC
Attention: President
1135 Town Park Avenue, Suite 2101
Lake Mary, FL 32746

To: Escambia County
Attention: County Administrator
221 Palafox Place, Suite 420
Pensacola, Florida 32502

Rejection, or other refusal by the addressee to accept, or the inability of the courier service or the United States Postal Service to deliver because of a changed address of which no notice was given, shall be deemed to be receipt of the notice sent. Any party shall have the right, from time to time, to change the address to which notices shall be sent by giving the other party at least ten (10) days prior notice of the address change.

12 Governing Law. This Agreement shall be governed by and construed in accordance with the laws of the State of Florida, and the parties stipulate that venue shall be in the County of Escambia.

13. Public Records. The Consultant acknowledges that this Agreement and any related financial records, audits, reports, plans correspondence, and other documents may be subject to disclosure to members of the public pursuant to Chapter 119, Florida Statutes. Consultant shall maintain all such public records and, upon request, provide a copy of the requested records or allow the records to be inspected within a reasonable time. Consultant shall also ensure that any public records that are exempt or exempt and confidential from disclosure are not disclosed except as authorized by law. Upon the expiration or termination of the Agreement, Consultant agrees to maintain all public records for a minimum period of five (5) fiscal years in accordance with the applicable records retention schedules established by the Florida Department of State. In the event the Consultant fails to abide by the provisions of Chapter 119, Florida Statutes, the County may, without prejudice to any other right or remedy and after giving the Consultant seven days written notice, during which period the Consultant still fails to allow access to such documents, terminate the contract.

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

**Escambia County
Office of the County Administrator
221 Palafox Place, Suite 420
Pensacola, Florida 32502
(850) 595-4947**

14. Entire Agreement. This Agreement contains the entire agreement between the parties and supersedes all prior oral or written agreements. Consultant acknowledges that it has not relied upon any statement, representation, prior or contemporaneous written or oral promises,

agreements or warranties, except such as are expressed herein. The terms and conditions of this Agreement can only be amended in writing upon mutual agreement of the parties.

15. Compliance with Laws. Consultant agrees to comply with all federal, state and local laws, rules, policies, or guidelines related to the performance of this Agreement.

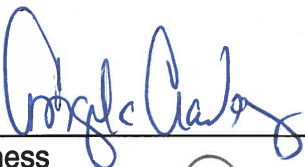
16. Assignment of Agreement. This Agreement, or any interest herein, shall not be assigned, transferred, or otherwise encumbered, under any circumstances, by Consultant without the prior written consent of the County. However, the Agreement shall run with the Escambia County Board of County Commissioners and its successors.

17. Miscellaneous. If any term or condition of this Agreement shall be invalid or unenforceable, the remainder of the terms and conditions of this Agreement shall remain in full force and effect. This Agreement shall not be more strictly construed against either party hereto by reason of the fact that one party may have drafted or prepared any or all of the terms and provisions hereof.

18. Annual Appropriation. Pursuant to the requirements of Florida law and Article II of Chapter 46, Escambia County Code of Ordinances, the County's performance and obligation to fund this Agreement shall be contingent upon an annual appropriation by the Escambia County Board of County Commissioners.

IN WITNESS WHEREOF, the parties hereto have made and executed this Agreement on the respective dates under each signature:

**COUNTY:
BOARD OF COUNTY COMMISSIONERS
ESCAMBIA COUNTY, FLORIDA**

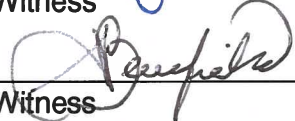


Witness

By: 

Jack R. Brown, County Administrator

Date: 6/19/18



Witness

BCC Approved: 6/7/18

**CONSULTANT:
THOMPSON CONSULTING SERVICES, LLC**

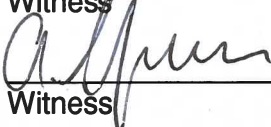


Witness

By: 

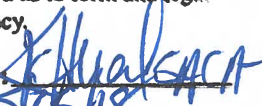
President

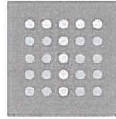
Date: 6/12/18



Witness

Approved as to form and legal sufficiency.

By/Title: 
Date: 5/25/18



thompson
CONSULTING SERVICES

April 26, 2018

Emily D. Weddington, CPPB
Purchasing Coordinator
Escambia County, Florida
Board of County Commissioners
213 South Palafox Place, 2nd Floor
Pensacola, FL 32502

Subject: Letter Proposal – Disaster Debris Management Plan Update

Dear Ms. Weddington,

Pursuant to your request, Thompson Consulting Services (Thompson) is pleased to provide this letter proposal to Escambia County, Florida (County) for the updating of the County's current Disaster Debris Management Plan (DDMP) and ensuring compliance with the Federal Emergency Management Agency (FEMA) debris management guidelines. Updating the DDMP will prepare the County to effectively and efficiently respond to future disaster generated debris removal operations.

The purpose of updating the DDMP is to confirm the components critical to the success of a debris removal operation in the County are practical and accurately outlined in the DDMP. The DDMP provides key information that will help the County coordinate and effectively manage a debris removal operation if the County were affected by a debris generating incident. Central to the success of debris removal operations is the County's continued understanding of the following elements prior to a debris generating incident, all of which will be updated for inclusion in the DDMP:

- The parties involved and their roles and responsibilities regarding a debris removal operation
- The rules, regulations and guidelines enacted by FEMA and other agencies governing debris removal operations
- The process of collecting and monitoring debris removal
- The disposal of debris, including where the debris will be staged for reduction and/or hauled for final disposal
- The use of force account and/or contracted resources
- The implementation of health, safety and public information procedures to keep personnel and the public safe and informed during a debris removal operation

Scope of Services - Disaster Debris Management Plan

The purpose of this scope is to make certain that the updated DDMP is FEMA compliant and includes components critical to the success of a debris removal operation in the County. Thompson will perform the following tasks to assist the County in developing an integrated disaster debris response to a future debris generating incident.

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Lake Mary, Florida 32746
O: (407) 792-0018 | F: (407) 878-7858
www.thompsoncs.net

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Task 1: Project Initiation

The Project Initiation task lays the foundation for successful project coordination by identifying key personnel and the scope of the planning process. Thompson will hold a meeting with key personnel identified by the County and determine a schedule for the deadlines of deliverables. This will require that Thompson review the existing DDMP and associated documents as will be provided by the County in order to provide an outline of suggested revisions and updates to the DDMP for County comment. Thompson will also discuss key and unique issues that the County may face following a debris generating event so they may be properly addressed within the updated DDMP.

Task 2: Validation of Debris Management Sites

Thompson will evaluate existing sites identified as a potential Debris Management Site (DMS) and verify accuracy of relevant information for the site (GPS coordinates, acreage, address, description of environmental conditions, etc.). Thompson will confirm FDEP requests for DMS pre-approval have been approved and are current.

Task 3: ROE/PPDR and Ordinance Review

Thompson will assist the County in evaluating existing ordinances as they relate to right-of-entry process for FEMA eligible Private Property Debris Removal (PPDR). This review will seek to evaluate the County's establishment of legal responsibility for mitigating disaster related hazards on private property and to ensure proper ordinance for such action (nuisance abatement, etc.). In addition, Thompson will work with the County to develop a Right-of-Entry form that meets the County's ordinance requirements while complying with FEMA guidelines.

Task 4: Plan Revision Development (Preparation of Revised Draft DDMP)

Thompson will compile the task elements defined above and incorporate into the existing DDMP document for reference and use by the County. Thompson will also update or create associated appendices (e.g., debris estimates by Category 1-5, zone map, health and safety supplement, DMS location(s) and maps, etc.). Thompson will review and integrate other County documents relating to debris removal operations that are not currently included in the DDMP. The DDMP will specifically outline recommended methods for handling various debris streams including construction and demolition debris, leaners, hangers, and stumps, white goods, appliances, vehicles and boats in addition to standard vegetative debris removal.

Thompson will evaluate or develop the following DDMP components:

- Organizational structure, role and contact information for individuals and departments involved in debris removal operations
- Debris volume estimates
- DMS report (ranking, acreage, location, maps, etc.) for new and existing sites.
- Pre-event preparations during times of normalcy
- Pre-event preparations prior to impending debris generating event
- Post-event response
- Post-event recovery
- Debris removal zone map

- Sample press release(s)
- The County's procurement documents related to the debris removal contract
- Health and safety strategy (to be developed with County's input)
- Sample force account labor, equipment, and material logs
- Thompson will include a crosswalk that provides page references where the County's DDMP meets the Alternative Procedures Pilot Program debris management plan requirements

Task 5: Plan Revision

Following Thompson's submittal of the draft revision to the DDMP, Thompson will coordinate with the County to receive and respond to comments, questions, and requests for changes or additions to the plan. Thompson strives to create an accurate and comprehensive plan that exceeds the expectations of the County from the first draft, though understands the need for revisions and additions to ensure the plan addresses all of the County's unique needs. We encourage feedback on the first draft of the updated plan, and will work with the County to revise the draft until all of the County's requests have been fulfilled. A draft version of the County's DDMP will be delivered to the County for review and comment. The County will provide consolidated comments on the draft DDMP to Thompson. For this task, Thompson will incorporate the appropriate comments into the final DDMP.

Task 6: Final DDMP Submittal

The County is encouraged to again review the second draft, if needed. Should there be a need for any changes or additions to the plan, Thompson will promptly incorporate for final submission. Thompson will submit a hard and electronic copy of the final draft.

Cost Proposal and Schedule

Thompson proposes to deliver the requested services on a lump sum basis. After our initial scoping conference call/meeting Thompson proposes a lump sum of seven thousand five hundred dollars (\$7,500) for County consideration.

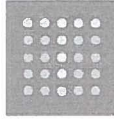
Thompson is looking forward to assisting the County with its procurement and disaster preparedness activities and continues to stand prepared in the event we are called upon to assist the County with post-event activities. If you have any questions concerning this letter proposal, please contact me at (321) 303-2543 or via e-mail at jhoyle@thompsoncs.net.

Sincerely,

THOMPSON CONSULTING SERVICES



Jon Hoyle, President
Authorized Agent



thompson
CONSULTING SERVICES

April 26, 2018

Emily D. Weddington, CPPB
Purchasing Coordinator
Escambia County, Florida
Board of County Commissioners
213 South Palafox Place, 2nd Floor
Pensacola, FL 32502

Subject: Letter Proposal – Development and Review of the Scope of Work and Evaluation Criteria for the County Debris Reduction and Removal RFP

Dear Ms. Weddington,

Pursuant to your request, Thompson Consulting Services (Thompson) is pleased to provide this letter proposal to Escambia County, Florida (County) to provide consulting services for the development and/or review of the scope of work and evaluation criteria for the County Disaster Debris Reduction and Removal request for proposal (RFP). Thompson will perform the following tasks to assist the County in developing a FEMA compliant comprehensive scope of work and competitive evaluation criteria.

Task 1: Participate in County RFP Committee Kickoff Meeting

Thompson will provide an outline of suggested considerations for the RFP that reflect current industry best practices in advance of the County RFP Committee Kickoff Meeting. In addition, Thompson will participate in the kickoff meeting and aid in discussions related to key and unique issues that the County may face following a debris generating event to ensure that they are properly incorporated within the scope of work. Specifically, Thompson will outline recommended methods for handling various debris streams including vegetative debris, construction and demolition debris, sand, hazardous leaning trees, dangerous hanging limbs, uprooted stumps, white goods, appliances, vehicles and vessels. During Task 1 Thompson will coordinate with the County to establish, at a minimum, the following RFP parameters:

- Minimum qualifications
- Performance history requirements
- Reference conditions
- Capacity to perform metrics
- Bonding requirements
- Subcontracting parameters
- Selection criteria

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Task 2: Develop Bid Tabulation

Thompson will utilize the County disaster debris management plan (DDMP) to estimate line item bid quantities. These bid quantities will be utilized to develop a Microsoft Excel, form-based, bid schedule that reflects estimated quantities of debris items following a disaster. The developed bid tabulation will be provided in the RFP and required for contractor proposed unit pricing. In utilizing a standardized bid tabulation schedule the County can evaluate proposer pricing on an "apples to apples" basis. This bid tabulation will be used to evaluate pricing, but will not be utilized as a basis for contract prices, which will be negotiated by the County.

Task 3: Development/Review of the Draft and Final RFP

Thompson will provide the County with examples and guidelines from RFPs that have an established precedence for both FEMA reimbursement and rendering of qualified contractors. Thompson will review the draft RFP after development by the County and provide final comments, questions, and suggested changes or additions to the RFP before it is finalized and advertised.

Task 4: Assistance with Contractor Bid Tabulations and Technical Review

Thompson will compile a bid tabulation by consolidating bid submissions from each qualified Contractor and provide the results in a matrix that will give the County an "apples to apples" comparison of line item costs for the anticipated scope of work. This will be based on the debris volume estimates and anticipated event as established in Task 2. This bid tabulation will be used to evaluate pricing, but will not be utilized as a basis for contract prices, which will be negotiated by the County. In addition, Thompson will assist the County in establishing a process to systematically score proposals according to the criteria established in Task 1. It should be noted, however, Thompson cannot participate in the evaluation of proposals as it relates to the selection of a contractor(s).

Cost Proposal and Schedule

Thompson proposes to deliver the requested services on a lump sum basis. After our initial scoping conference call/meeting Thompson proposes a lump sum value of seven thousand five hundred dollars (\$7,500) for County consideration.

Thompson is looking forward to assisting the County with its procurement and disaster preparedness activities and continues to stand prepared in the event we are called upon to assist the County with post-event activities. If you have any questions concerning this letter proposal, please contact me at (321) 303-2543 or via e-mail at jhoyle@thompsoncs.net.

Sincerely,

THOMPSON CONSULTING SERVICES



Jon Hoyle, President
Authorized Agent

SCOPE OF WORK

DEBRIS REMOVAL MONITORING

Thompson Consulting Services, LLC (Thompson) has prepared the following Scope of Work for contract services associated with Escambia County, Florida (County) Request for Letters of Interest (RLI) for Debris Monitoring Services (PD-17-18.007).

Project Execution Utilizing Automated Debris Management System

Thompson will execute the proposed tasks described below with our ADMS hardware and software system, Thompson Data Management Suite (TDMS). Thompson's ADMS was developed in-house and is proprietary. We do not rely on licensing for the use of an ADMS. TDMS has been successfully deployed over the past five (5) years and utilized by the Georgia Department of Transportation (GDOT), the South Carolina Department of Transportation (SCDOT), as well as for county, parish, and municipal clients in Louisiana, Alabama, Florida, Georgia, South Carolina, North Carolina, Virginia and New York to electronically document debris removal, hazardous tree work, vehicle recovery, and private property debris removal.

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

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

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

FIGURE 1



Motorola ES400 running TDMSmobile.

FIGURE 2



Employee badges utilize QR coding for identification ticket development.

FIGURE 3



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

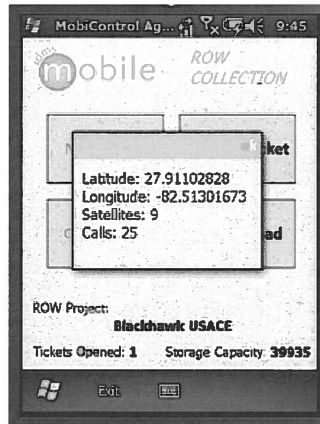
FIGURE 4



RW 220 hip belt printer uses direct thermal laser technology

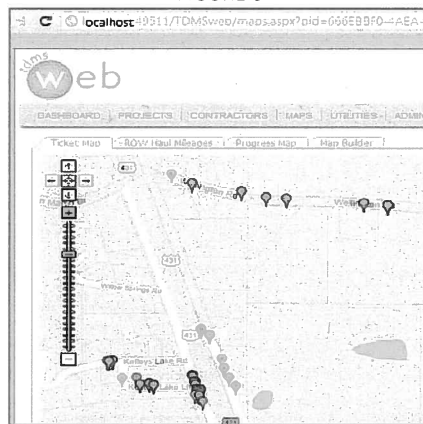
TDMSmobile provides enhanced quality control through geofencing, geocoding, and location verification. The handheld device and system have configurable security settings to protect use and data. Specified locations, such as debris pickup and disposal sites, are captured by the GPS capabilities of the handheld and verified in the web-based system. This enhanced level of accuracy and corroboration increases the efficiency and production of debris removal operations. To date we have observed cost savings to our clients ranging from 20 – 30 percent with the use of our ADMS solution. Figures 5 and 6 provide an example of the interface between TDMSmobile and TDMSweb.

FIGURE 5



Handheld device GPS location capture and verification

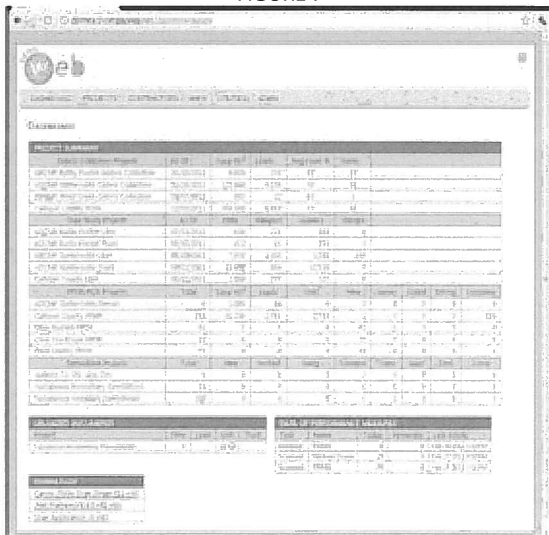
FIGURE 6



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

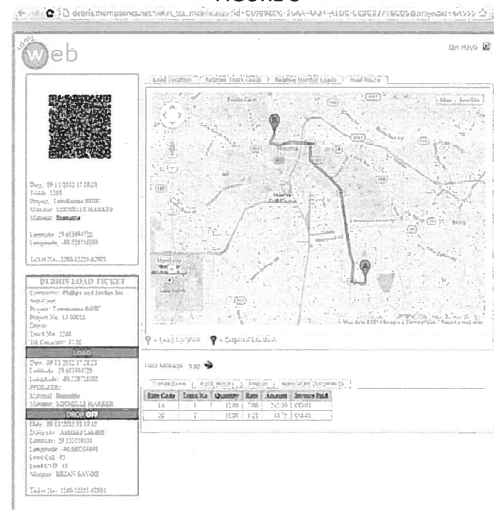
TDMSweb a web based application that serves as the backbone of the TDMS for storage and data management while providing access to viewing, querying, sorting, reporting, mapping and managing project related data and documents. In addition, Thompson is able to control access to TDMSweb and what permissions (read, read/write, etc.) users have through credentialing. The following figures (7 to 10) provide graphical highlights and depictions of TDMSweb and its components.

FIGURE 7



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

FIGURE 8



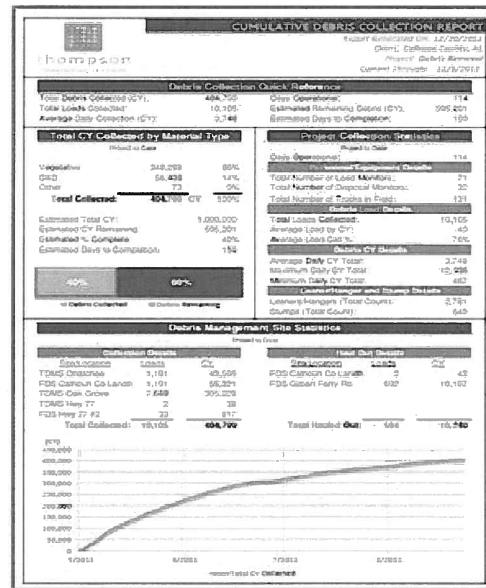
Accurate and efficient collection of field data provides for near real time data analysis and review. Financial encumbrances and project progress can now be tracked via the Internet.

FIGURE 9



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

FIGURE 10



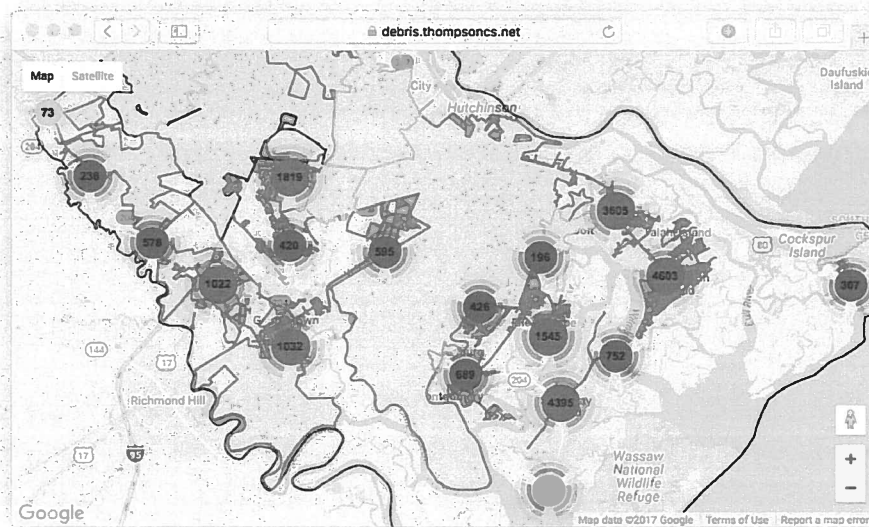
TDMSweb generates a various project reporting documents, such as daily reports and financial summary logs.

Comprehensive Mapping Tools

Through our ADMS technology and the accurate and efficient collection of data in the field, Thompson is able to provide a variety of comprehensive mapping tools to the County. Thompson has the ability to tailor progress and real-time operation mapping to meet the needs of County.

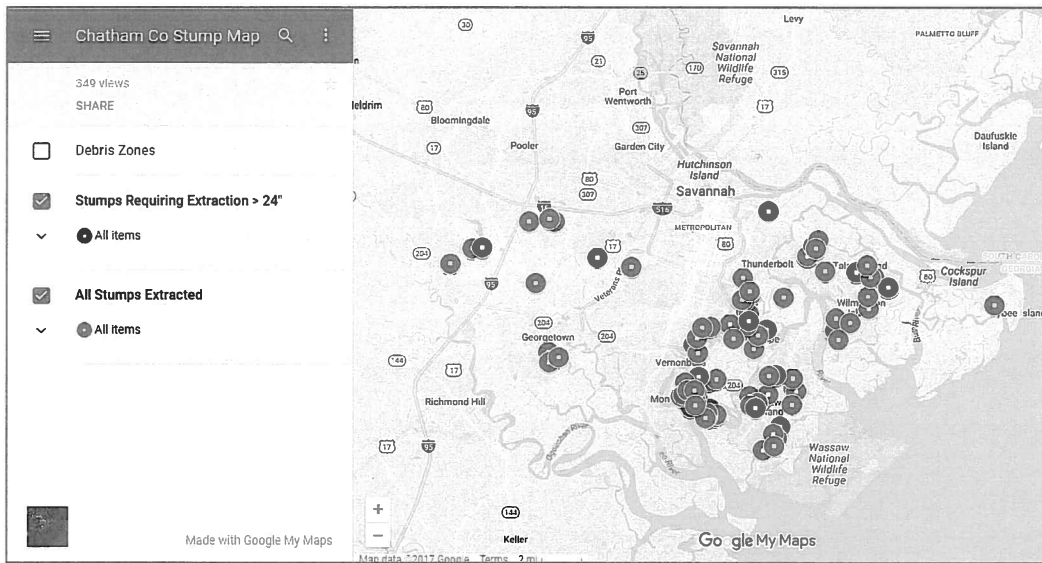
Figures 11 and 12 below provide examples of some of the mapping capabilities that were utilized for the ROW debris removal and hazardous tree removal programs.

FIGURE 11



Debris Load and Tree Work Heat Maps that illustrate the concentration of damage with the ability to drill down within each cluster and access individual transaction data.

FIGURE 12



Hazardous Stump Map provides color-coded stump locations to allow increased operational efficiencies and real-time situational reporting for the County and County project stakeholders.

Technical Approach

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

Table 1: Mobilization Method and Approach

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

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



1. Debris Program Implementation

Thompson will assist the County 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 County to develop a project management plan to ensure that contracted debris removal is properly documented to substantiate FEMA PA, FHWA ER, and NRCS funding. Some of

the initial considerations will include, but not be limited to:

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

Debris Removal Contractor Coordination

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

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

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

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

Damage Assessment

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

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

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

Proposed Meetings

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

Methods for communicating with County Emergency Staff and Teamwork Assignments

Throughout the project, the Thompson Project Manager will identify critical path functions that will required close coordination between the County 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 County staff on each issue. The Thompson team member will be available in person, by phone, or email to communicate with the County and project stakeholders. To the extent that cellular connectivity is not available, Thompson will secure alternative communications methods (radios, satellite, etc.).

Response Time by Task

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 County's needs and effectively manage the deployment of personnel and resources. For example, if the County is within a cone of certainty for severe weather, Thompson will deploy a representative to meet with the County 48 to 72 hours prior to the anticipated event. Thompson's response times by task are summarized in Table C-3.

Table C-3: Thompson Task Response Times

| Response Time | Task Description |
|---|--|
| Immediately after notification | Thompson will report to the County's EOC or Contract Management Center |
| No more than 48 hours after notification | Thompson ready to assist the County with truck certification |
| No more than 48 hours after notification | Thompson ready to staff public drop-off sites and other County locations |
| No more than 48 hours after notification | Thompson to have monitors ready for ROW debris removal operations |
| No more than 72 hours after notification | Thompson to have monitors ready for hazardous tree removal operations |

Prior to known events, Thompson will stage personnel and equipment either in or as close as possible to the County. Upon receipt of a Notice-to-Proceed, Thompson will deploy the following project initiation teams to the County responsible for the County's contract deliverables:

- Debris Management Consultant
- Project Quality Assurance Team
- Project Administrative Team

The Project Quality Assurance Team will consist of the Project Manager and six to ten Field Supervisors, based on the severity of the event. In addition to providing surge support to the County, 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 County to support the monitor on-boarding process, including:

- Employee application reviews
- Drug testing and Department of Motor Vehicle records checks
- Health and Safety Plan Implementation
- Debris Monitor Training

2. Onboarding and Training of Employees

Following an event, Thompson will establish a local office from which to perform recruiting, onboarding, and training. These activities will be coordinated and supported from our headquarters in Lake Mary, Florida. Thompson will also make every effort to hire residents from within the County to serve as debris

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

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

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

Ability to Onboard and Train within 48 Hours

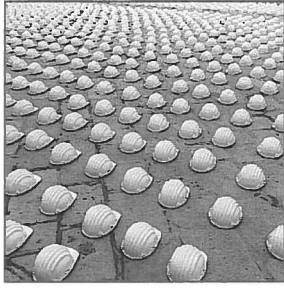
Thompson has made a tremendous investment in our personnel, resources, technology, and tools to have the flexibility and scalability necessary to be an industry leader in debris monitoring. Part of this investment is in a proven process to identify, train, and equip local hires in a safe manner in extremely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

The table below outlines Thompson’s local hire tasks and timelines to ensure that we deploy trained, safe, drug-free local hires within 48 hours of a notice-to-proceed and fully staff the project within 72 hours of receipt of notice to proceed.

Table 2: Local Hire Task Summary

| Task | Timeframe (to meet or exceed) | Comments |
|---|----------------------------------|---|
| Local Hiring Recruiting (non-event) | Year-round | When no task order is imminent, Thompson pro-actively develops a pool of local hire candidates. |
| Local Hiring Recruiting (activation known) | 12 to 48 hours | Once activated, Thompson Project Administrative team can recruit and onboard 100 local hires per day. Thompson initiates on-boarding 72 to 96 hours prior to known disaster events. |
| Drug-testing | 12 to 48 hours | Thompson requirement for employment |
| Driver Motor Vehicle Record Check | 12 to 48 hours | Thompson requirement for employment |
| Safety Training | 12 to 48 hours | Thompson requirement for employment |
| Continued on the Job Safety Training | 48 to 72 hours | Thompson requirement for employment |
| Debris Monitor Training | 12 to 48 hours | Thompson requirement for employment |
| Automated Debris Management System Training | 12 to 48 hours | Contract specific requirement |
| Issuance of Personal Protective Equipment | 48 hours | Issued by Project Administration team upon completion of Safety Training |
| Project is fully staffed | <72 hours | Project will be fully staffed within 72 hours of notice to proceed |

3. Health and Safety Plan Implementation



Thompson is the only debris monitoring firm that performs drug screening and motor vehicle operating record reviews for our employees, including temporary field staff. This practice results in a team of monitors that is both safe and committed to quality. In addition, Thompson deploys a quality assurance team to each of its projects to ensure that certain quality standards are being upheld, regardless of the operating conditions and climate.

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

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

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

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

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

4. Measure and Certify Trucks by FEMA PAPPG Standards

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

- Valid driver's license of truck operator
- Valid truck registration and insurance
- Volumetric capacity of the inside of the loading container
- Calculated deductions of volumetric capacity for dog boxes, round container bottoms, and other volumetric capacity reductions
- Brief physical description of the truck



- Photographs of the truck and container

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

5. Deploy Loading Site Collection Monitors

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

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



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

Thompson anticipates beginning hazardous tree removal operations prior to or concurrent with Right-of-Way debris collection. By getting the bucket trucks out ahead of the debris removal trucks with hazardous tree and limb removal, the overall collection operation will be more efficient. Thompson will ensure that hazardous stumps are pre-approved by FEMA and that the stump removal

process is documented to include before and after photographs and GPS coordinates. The Thompson leaner, hanger, and stump monitor will be responsible for:

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

7. Deploy Debris Management Site Monitors

DMS Monitors are responsible for observing and recording the following information using ADMS:

Debris Operations:

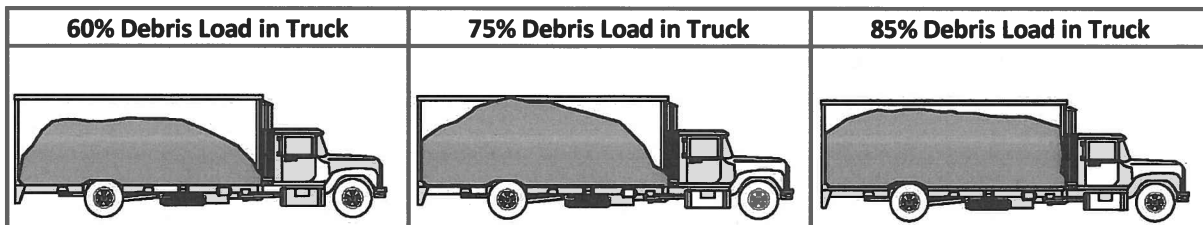
- Ensure only debris from approved areas is loaded for removal
- Ensure that hazardous waste is not mixed into debris loads
- Record the type of equipment used and verify that the equipment is affixed with a placard
- Record the hours of equipment use, including down time (for time and materials)
- Visually observe the additions and reductions notated on the truck certification to verify that the placard has not been altered
- Ensure that truck loads are properly credited and recorded
- Estimate the percentage of full capacity for each loading container
- Ensure that trucks are not artificially loaded
- Collect load ticket from debris removal contractor driver
- Complete load ticket fields
- Ensure that all debris is unloaded from the container at the DMS
- Observe debris reduction and DMS operations

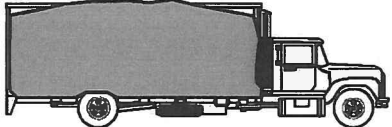
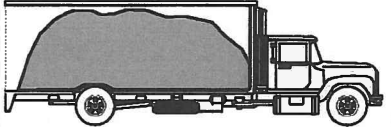
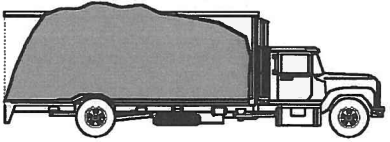
Load Call Capacity

The DMS Monitor will make a determination of the load volume of incoming debris loads, known as a “load call.” The load call is an estimated percentage of how full the truck is at the time of disposal. The DMS Monitors will not make a load call or allow disposal of disaster debris if they see the following items:

- Bagged debris
- Hazardous waste
- White goods (household appliances)
- Hand-loaded trailers

The following diagrams demonstrate load call methodology and may be used as a tool by DMS monitors in the tower.



| 95% Debris Load in Truck | 75% Debris Load in Truck w/ No Tailgate | 85% Debris Load in Truck w/ No Tailgate |
|---|--|---|
|  |  |  |

Eligibility

- Confirm that all fields of the load ticket are filled out completely and legibly
- Report any missing load ticket fields to the Field Supervisor

Communication

- Remain in regular contact with Field Supervisor and immediately report any safety or compliance issues
- Ensure truck containers are empty before exiting the DMS

Compliance

- Report any compliance or eligibility issues or concerns to the Field Supervisor
- Verify that necessary environmental permits to operate and reduce debris at the DMS have been obtained

Residential Drop-Off Sites

Thompson will work with the County to establish residential drop-off sites that can accommodate residents eager to remove debris from their property. Thompson will work with the County and the debris management contractor to establish site security, published hours of operation, and closure dates to prevent illegal dumping and manage public expectations. Thompson will provide a monitor at each County residential drop-off site to capture all documentation to substantiate residential drop-off site operations in accordance with FEMA policy. Drop-off site Monitors are responsible for observing and recording the following information:

- Ensuring that only County residents are using the site by validating identification and address via driver license, property tax statement, utility billing, or other method approved by the County.
- Recording the address of the eligible site users
- Recording the type and quantity of debris brought to the site
- Recording and provide a copy of the completed load ticket using ADMS
- Photographing debris, as directed by the County, to verify the source and debris type
- Assisting with communicating to residents the proper handling and disposal practices
- Distributing debris information via flyers and other methods approved by the County

Debris Disposal Diversion

Thompson will work with the County and FDEP to develop a recycling/debris diversion plan that minimizes the amount of potentially recyclable debris that is disposed of at landfills. White goods, e-waste, metals, vegetative and other types of debris may be processed and recycled. Thompson will ensure that salvage

operations are documented separately to substantiate retainage of salvage proceeds in accordance with the FEMA Alternative Procedures Pilot Program for Debris Removal.

8. Deploy Field Supervisors

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

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

9. Damage Complaint Tracking

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

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

10. FEMA Consultation

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

Thompson will work with the County, 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 County's debris removal efforts, and pro-actively create a positive working relationship with participating stakeholder regulatory agencies.

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

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

Thompson's proposed management team has previous experience with reviewing local ordinances and designing a private property debris removal (PPDR) program that demonstrates and documents that local governments have the legal authority (and FEMA eligibility) to perform a variety of debris removal programs on private property. We have performed comprehensive PPDR ordinance feasibility reviews and PPDR program implementation in Alabama, Mississippi, Louisiana, and Florida. In order to ensure that the PPDR program is successful, Thompson will have the following objectives during ordinance review:

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

12. Private Property Debris Removal Monitoring

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

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



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

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

13. Special Debris Removal Monitoring

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

- Waterway debris removal
- Debris removal from storm drains and catch basins
- Abandoned vehicle/vessel removal

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 County's contractors, FEMA, FDEM, NRCS and other regulatory agencies to expeditiously remove storm generated debris from affected public facilities. Special debris program monitors will be responsible for:

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

14. Accumulate Daily Field Data

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

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

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

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



Data Management, Project Tracking, and Computer Accountability Programs

Thompson utilizes technology as integral part of its approach to providing debris removal monitoring services for purposes of quality assurance/quality control (QA/QC), contractor invoice reconciliation, and reporting. Each day Thompson queries and reviews truck certifications, load transactions, and unit rate transactions. This data is then used for the following purposes.

Quality Assurance/Quality Control

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

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

Thompson cross references real-time data with boundary GIS mapping provided by the County. Any outliers are provided to the County and Contractor for review and resolution.

Reporting

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

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

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

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

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

15. Reconcile Contractor Invoices

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

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

Grant Application, Administration & Management Services

Thompson consultants possess expertise in a variety of grant programs and are able to assist the Town in maximizing grant funding, retaining obligated funds, and ensuring the County is prepared for audit and closeout. Committed to providing staff with real-life experience and success in managing grant programs including those of FEMA, FHWA and HUD, Thompson's staffing and approach will be adjusted based on the situational needs of the County.

The FEMA Public Assistance (PA) Grant Program is the most common grant program funding disaster response and recovery projects for local governments. Thompson consultants have successfully assisted local governments, states, and FEMA in applying for and administering FEMA PA funding. What sets Thompson apart from other firms is our ability to maximize federal funding through efficient management of the County's FEMA PA participation, while capitalizing on additional federal grant sources to provide the County a complete recovery including community development and mitigation opportunities. The following sections provide a brief overview of the types of services Thompson may provide to the County under the FEMA PA program and other long-term recovery grant programs.

FEMA Public Assistance Consulting

Thompson will assist the County 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 and FEMA officials and prepare small and large project PWs to capture eligible costs incurred by the County. 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 County 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 County 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 County, FDEM, and FEMA, Thompson will seek to expedite the County'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 (A-G). Thompson's primary tasks associated with FEMA PA application, management, and administration include the following:

Table 3: FEMA Public Assistance Consulting Services and Approach

| Service | Description |
|---|---|
| 1. Preliminary Damage Assessment (PDA) | Assist the County with damage assessment immediately following a disaster event in order to accurately capture estimated damages and provide state and federal officials the information required to warrant a presidential disaster declaration, activating opportunities for federal funding. |
| 2. Data Collection and Documentation Management | Establish and maintain a documentation management process to quickly and completely capture costs associated with response and recovery. Prepare supporting documentation to fulfill grant application, reporting, and audit requirements. |
| 3. Site Visits | Conduct site visits to damaged facilities, document damages and dimensions, collect GPS location and photographs. |
| 4. Project Description and Scope Development | Complete detailed damage descriptions and scopes of work to include as narrative in PWs. Fully and accurately capture all damages to ensure the County's applications are submitted for maximum reimbursement of all eligible costs. |
| 5. Project Cost Estimation and Documentation | Prepare cost estimates and supporting documentation for incomplete projects and large projects. Include in PWs to obtain small project reimbursement and expedited payment of large projects. |
| 6. Insurance Review and Subrogation | Identify insurance proceeds due to and/or received by the County for projects to be submitted for PA funding. Adjust funding requests appropriately. |
| 7. Small and Large Project PW Preparation and Development | Preparation of PWs, grant application development for projects in all categories of work (A-G). Maintain collaboration with the County, state, and federal officials throughout the process. |
| 8. Alternate and Improved Project Funding Consultation | Prepare justification and requests for alternate and improved projects when appropriate. |
| 9. Hazard Mitigation Funding Support (Section 406) | Identification of Section 406 hazard mitigation opportunities to reduce or eliminate the future threat of damages. Development of grant applications and grant/program management of mitigation project activities. |
| 10. Special Consideration Assistance | Assist the County in addressing potential environmental, historical, insurance, and federal compliance concerns associated with grant funded projects. |
| 11. Construction Inspection | Construction Engineering and Inspection (CE&I) services and contractor monitoring of construction projects. |
| 12. Grant/Program Administration and Financial Reconciliation | Administrative support associated with program reporting requirements, payment requests, and financial management of grant expenditures and reimbursement funding. |
| 13. Interim and Final Project Inspections | Perform interim and final inspections of large projects to ensure compliance with project schedules and grant program requirements. |
| 14. Evaluate and Estimate Cost Under/Overruns | Review of PW estimates and actual project costs to identify discrepancies. Include in PW versions to ensure the County is fully and accurately reimbursed and prepared for audit. |
| 15. Prepare PW Versions for Closeout | Prepare final PW versions incorporating any changes or alterations to projects prior to grant closeout. Coordinate with FDEM and FEMA to complete and submit for final approval. |

| Service | Description |
|---|---|
| 16. Grant Closeout Services | Final reconciliation of expenditures to grant funds and insurance proceeds received. Adjustments for cost over runs and under runs to provide County with complete recovery. |
| 17. Audit Assistance/Defense | Prepare final documentation required for audit. Review audit findings and address any additional requests for clarification or adjustments. |
| 18. Appeal Development | Develop and prepare appeals of denied reimbursement of perceived eligible costs. Submit appeals within mandated deadlines that best defend the County and seek to maximize recovery and reimbursement. |
| 19. Direct Administrative Cost (DAC) Recovery | Accurately capture and document Thompson's eligible direct administrative costs and recover substantial portions of the costs associated with Thompson's services, and any eligible services performed by County staff, as provided in FEMA policy. |

The tasks above will be conducted in order to develop and submit Project Worksheet form - FF 90-91 and required backup information to include: category of work, damage description, scope of work, cost figures and supporting schedules, photographs, GPS coordinates, and other substantiating information required by FEMA, as described in the newly issued Public Assistance Program and Policy Guide, FP 104-009-2.

Long-Term Recovery and Grant Management Support

Successful recovery requires a comprehensive approach aimed at fulfilling long-term County goals that not only assist in an expedited emergency recovery process, but strengthen County infrastructure to reduce or eliminate damage during future events. Thompson's consulting team is composed of multi-faceted professionals possessing experience with a variety of long-term recovery grant programs. Each team member's detailed understanding of various grant programs makes Thompson uniquely qualified to maximize the County's federal funding opportunities and execute long-term recovery and mitigation strategies. In addition to PA and general grant management support, Thompson commits to seeking out additional grant funding and providing the County expertise in the following programs among others.

- FEMA Hazard Mitigation Grant Program (HMGP)
- FEMA Pre-Disaster Mitigation (PDM)
- FEMA Flood Mitigation Assistance (FMA)
- FHWA Emergency Relief Program (ER)
- HUD Community Development Block Grants (CDBG)
- NRCS Watershed Protection Program
- USDA Disaster Recovery Program
- FSA Disaster Recovery Program

Utilizing one or a combination of multiple of the grant programs listed above, among numerous other grant sources that may become available to the County, Thompson commits to proactively identifying opportunities to maximize federal funding. Many of these grant programs are available to the County outside of a presidential disaster declaration. Regardless of the County's active involvement in disaster response and recovery, should the opportunity to fulfill County goals through obtaining federal funds arise, Thompson stands ready to provide grant-related support.

Please see the sample list of long-term recovery and grant management support services, below, that Thompson can provide to the County.

Table 4: Long-Term Recovery and Grant Management Services

| Service | Description |
|--|--|
| 1. Project Identification and Ranking | Collaborate with County representatives to identify and rank projects contributing to the long-term recovery of communities. |
| 2. Long-Term Recovery Planning | Assist officials in developing plans to execute priority projects. |
| 3. Community Outreach | Facilitation and management of community call centers and public outreach meetings. |
| 4. Benefit-Cost Analysis (BCA) | Utilize FEMA's established BCA software to demonstrate financial effectiveness and benefit of proposed projects. |
| 5. Construction Inspection | Construction Engineering and Inspection (CE&I) services and contractor monitoring of construction projects. |
| 6. Grant/Program Administration and Financial Reconciliation | Administrative support associated with program reporting requirements, payment requests, and financial management of grant expenditures and reimbursement funding. |
| 7. Engineering, Design, and Administrative Cost Recovery | Monitor and track reimbursable engineering and administrative costs to minimize the County's financial burden. |
| 8. Interim and Final Project Inspections | Perform interim and final inspections of large projects to ensure compliance with project schedules and grant program requirements. |
| 9. Grant Closeout Services | Final reconciliation of expenditures to grant funds and insurance proceeds received. Adjustments for cost over runs and under runs to provide the County with complete recovery. |

Emergency Management Planning and Training

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

Table 5: Emergency Management Planning, Training and Support Services

| Service | Description |
|--|--|
| 1. Mitigation Planning and Support | Review hazard mitigation plans (HMP) and provide the County strategies to implementing long-term resiliency measures. Conduct or train County staff to prepare Benefit-Cost Analysis, provide project management support, train County staff in environmental and historical requirements of mitigation programs, and augment County staff to complete mitigation applications and projects. |
| 2. Comprehensive Emergency Management Planning | Review and provide revision recommendations for Emergency Operations Plan (EOP), Continuity of Operations Plan (COOP), and/or additional requested County plans. Provide County with written and exercised guidance to assist in future disasters and emergencies. |
| 3. Disaster Debris Management Plans (DDMP) | Provide hands-on guidance during the County's planning strategies. Update regularly to ensure accuracy and maintain County's eligibility for increased federal PA cost-share under the FEMA PAAP Pilot Program and FEMA PA |

| Service | Description |
|---|--|
| Program and Policy Guide. | |
| 4. FEMA Public Assistance (PA) Training | Conduct training courses on the FEMA PA program for County officials and key departments expected to incur costs. Discuss eligibility and documentation requirements, as well as best-practices to help maximize likelihood of receiving reimbursement while minimizing the County's administrative burden. |
| 5. Identification of Debris Management Sites | Identify and rank multiple potential DMS sites and submit to County for approval and action. |
| 6. Procurement Assistance | Offer procurement assistance related to contracting with debris removal contractors, engineering or architectural firms, and additional contractors relevant to the County's response and recovery efforts. Thompson will ensure procurements are in compliance with County, FDEM, and FEMA requirements so that funding is not jeopardized due to improper procurement practices. |
| 7. Project Management | Provide long-term project management support for permanent work projects, mitigation activities, and other grant-funded projects. Management of task forces assigned to project, County stakeholders, and County contractors. |
| 8. Executive Guidance to County Commissions, Boards, and Panels | Subject-matter and program management expertise to ensure County leadership is knowledgeable of the County's response and recovery status as well as involvement in federal programs. |
| 9. Public Information Support | Provide technical support and assistance in the development and disbursement of public information notices. Conduct community outreach meetings, host telephone call centers, and provide general public relations support as requested. |
| 10. Other Training and Assistance as Requested by the County | Thompson is prepared to provide additional training or assistance requested by the County as related to debris removal and monitoring, grant management, emergency management, and additional County concerns that may arise. |
| 11. Other Reports and Data as Required by the County | Thompson utilizes numerous reports and data sources in our daily operations serving local governments. Thompson is prepared to deliver or prepare reports and data that may be required by the County. |

FEE SCHEDULE

At the request of Escambia County, Florida (County), Thompson is providing the following schedules of hourly rates for the requested professional services. The rate schedules have been organized in accordance with industry standards for the provision of all hazards preparedness, planning, consulting, and recovery services. The hourly labor rates include all applicable overhead and profit. All non-labor project costs, such as approved travel, per-diem, meals, and rental of specialized equipment will be pre-approved by the County and billed at cost without mark-up.

Table 1: All Hazards Preparedness and Planning Services

| Positions | Hourly Rates |
|---------------------------------|--------------|
| Project Manager | \$ 120.00 |
| Senior Consultant | \$ 95.00 |
| Emergency Management Consultant | \$ 82.50 |
| Emergency Management Specialist | \$ 62.50 |
| Emergency Management Analyst | \$ 50.00 |
| Office/Clerical | \$ 28.00 |

Table 2: Debris Removal Monitoring Services

| Positions | Hourly Rates |
|---|--------------|
| Project Manager | \$ 95.00 |
| Operations Manager | \$ 85.00 |
| Environmental Specialist | \$ 75.00 |
| Data/Invoicing Manager | \$ 65.00 |
| Field Supervisor | \$ 55.00 |
| Debris Monitors | \$ 34.00 |
| Clerical Assistant | \$ 28.00 |
| Automated Debris Management System (ADMS) | \$ 2.50 |

Table 3: Post Disaster Grant Program Consulting Services

| Positions | Hourly Rates |
|--|--------------|
| Project Manager | \$ 120.00 |
| Project Engineer | \$ 115.00 |
| Senior Grant Management Consultant | \$ 95.00 |
| Grant Management Consultant | \$ 85.00 |
| Environmental Scientist (Regulatory Support) | \$ 95.00 |
| Grant Management Specialist | \$ 75.00 |
| Grant Management Analyst | \$ 55.00 |
| Field Site Inspector | \$ 49.00 |