

THOMAS G. WENDORF, PE

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Mr. Wendorf, Principal of Wendorf Beward & Partners, LLC (WB&P), has over 40 years of experience in public works Infrastructure financing, program delivery, construction, management and delivery of services in the public sector. He has gained a combination of strong organizational, governance, and management skills during many years of executive and senior management level service, and strong public works-oriented engineering expertise. His practical problem solving approach to management analysis and solution development has been beneficial to clients across the public spectrum. These

characteristics, coupled with balanced educational and professional credentials, highlighted by a Master's Degree in Public Administration and Professional Engineering licensure, makes him uniquely qualified to consult with client success in enterprise level engagements, from large to small. Mr. Wendorf's representative projects include:

Program Manager for Simeon Escondido Legacy Development, LLC, a 13,000 acre+ Mixed Use Industrial, Commercial and Residential Development in Webb County, Texas

Infrastructure currently estimated at over \$1 billion, Mr. Wendorf drives the planning, scoping, budgeting, scheduling, and execution of all activities to achieve this development goals. He leads the Infrastructure Delivery Team and interacts with Development Team under the broad guidance of the Owner and advisor. He interacts with Local, State and Federal Officials from Webb County, RMA, TCEQ, USDA and others to coordinate, cooperate, permit, and fund the development. He is a trusted advisor to the Owner, Legacy Water Supply Corporation and Legacy Water Control and Improvement District. The Infrastructure Delivery Team is composed of multiple engineering firms that design and deliver water production (wells), raw water transmission lines, treatment (local and regional microfiltration and reverse osmosis processes), storage (ground and elevated), finished water distribution and appurtenances. He also guides and oversees the Floodplain analysis and reclamation, master transportation plan, local street and drainage system development and electrical provision.

Hurricane Harvey Recovery for Wortham Theater including Fish Plaza and 3 Downtown Parking Garages, Turner Construction & ARUP, Houston First Corporation, Texas, Hurricane Harvey DR-4332, (2017 to December 2022)

The Wortham Theater including Fish Plaza and 3 downtown parking garages sustained an estimated \$150 million of damage including cleanup and recovery. As a Technical Specialist to provide FEMA recovery support, I set up the procurement process to ensure FEMA compliance, established timekeeping framework for the entire team, reviewed numerous documents and reports including insurance, synthesized background information, assembled information as needed to assist HFC, Turner and ARUP in maximizing FEMA reimbursement for the recovery and mitigation effort. This included review of the DDD, developing site worksheets with a team,

linkage of DDD and site worksheets, establishment and implementation of documentation storage and dissemination structure review of damage description documents, keeping up mitigation project logs, developing meeting minutes and effecting accountability for work to be performed. The unique project delivery of Project Manager/Designer and Construction Manager at Risk (CMAR) along with owner requirements to have the Wortham Theater “performance ready” close to the one-year anniversary for Hurricane Harvey strike required documentation and compliance excellence.

Hurricane Harvey Recovery for Orange County, Orange, Texas, Texas Hurricane Harvey DR-4332, (2018 to 2021)

Orange County, Texas was deluged by over 60 inches of rain in a four-day period as a result of Hurricane Harvey in August 2017. This coastal county that borders Louisiana of over 80,000 people lost over 25,000 homes and many businesses were affected. Mr. Wendorf was the program advisor for the disaster recovery efforts funded by FEMA and HUD CDBG-DR. Mr. Wendorf provided Quality Assurance and Quality Control (QA/QC) for all aspects of the program to include insurance, the update of the County’s Hazard Mitigation Action Plan. He also provided review, comment and input on the prioritized list of potential projects for hazard mitigation funding to include FEMA 404 and 406 funding and CDBG-DR funds. These projects included Housing Elevation and Buyout Programs, Street and Drainage Infrastructure Projects and repairing damaged County and Drainage District Facilities to include Improved Relocation of several critical facilities and utilizing the FEMA 428 program to repair/improved County Parks.

Hurricane Harvey Response for Texas Alcoholic Beverage Commission, Austin, Texas, Texas Hurricane Harvey DR-4332 (2017-18)

Project Manager in charge of development and implementation of focused payroll and cost capture for Law Enforcement processes and procedures consistent with FEMA documentation and reimbursement requirements associated with Emergency Disaster Recovery Services rendered by TABC in support of the Texas Hurricane Harvey Disaster Recovery Project. Also reviewed materials, equipment and consumables utilized in the effort for reimbursement through insurance, FEMA and other sources. Reimbursement was completed rapidly with no findings.

The Port Authority of New York & New Jersey (PANYNJ), Superstorm Sandy DR-4085-NY & DR-4086-NJ

Program Manager in charge of identifying, reviewing, assessing and scoping projects for potential Federal Disaster Recovery funding due to damage received from Superstorm Sandy. Mr. Wendorf led a multidiscipline team in the evaluation, communication and review as it related to the five business units of the PANYNJ that include tunnels, terminals, airports, trains and the world trade center. This effort resulted in a detailed report of potential funding and financing for needed infrastructure repairs and improvements that could potentially increase the available

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funding for the PANYNJ from an estimated \$2.5 billion to over \$5 billion. The PANYNJ selected various recommendations for implementation by staff and others that increased the recovery impact significantly. Mr. Wendorf was instrumental in shifting the operational elements perspective to opportunistically pursuing potential funding rather than rigid acceptance of perceived requirements.

Alamo Area Development Corporation (AADC)

Mr. Wendorf was the Program Director of a team assembled to analyze, assess and develop strategies to address the increasing demands on the 71-county regional infrastructure and other issues such as municipal planning, public health and safety, education, workforce and economic development associated with the Eagle Ford Shale oil and gas boom. This challenge/response effort relied on skills Wendorf developed in public budget development, implementation and crisis. Mr. Wendorf led a group that helped craft a legislative agenda including messaging which provided the AADC with the defined need for state support for regional public infrastructure funding, standardization, and service delivery.

City of Cotulla, Texas Strategic Planning for Eagle Ford Shale

Mr. Wendorf was the Program Director of a team that analyzed, assessed and developed strategies to address the increasing demands on the City of Cotulla's infrastructure and other issues such as municipal planning, public health and safety, education, workforce and economic development. Mr. Wendorf, with direction from the City Manager, led the Mayor and City Council through a process to understand how their vision for their community could be executed in concert with the current Eagle Ford Shale oil and gas boom. Mr. Wendorf was engaged to guide the city through an open process, rich with community dialogue and stakeholder leadership to balance economic growth with planned management techniques that accurately reflects the best interest of the residents of Cotulla, Texas. This was done through a Strength, Weakness, Opportunity, Threat (SWOT) analysis with City Council and Management that Mr. Wendorf facilitated. A report was created that summarized the discussion and the key findings that were drawn from participants over the course of the day, and resulted in providing further guidance with initial task orders. It also provided a snapshot of the current economic situation, outlined the results of the SWOT analysis, and offered proposed vision statements. Follow on work includes integrated program delivery, infrastructure design and delivery. Because of this work Cotulla has developed a robust, funded Capital Improvements Program and a Hospital District that is planning a regional hospital.

State of Texas General Land Office, Hurricane Ike DR-1791-TX (2010 to 2015)

Mr. Wendorf was the Program Director that worked directly with Nancy Beward, Program Manager for the smooth transition and execution of the Hurricane Dolly and Ike Disaster Recovery Program move from the TDRA to GLO. A recompetete was required to win the program management effort. Due to his efforts and those of his team, the program was able to continue to remain ahead of schedule and on budget through the significant period of change for the \$1.4

billion program. This program required a review that all insurance resources were exhausted and that no duplication of effort existed between FEMA and HUD funding for each of the entities (about 300 cities, counties and special districts). This program was substantially completed in December 2015, 5 years ahead of the initial schedule, at the budgeted level with no HUD audit findings.

TDRA Hurricane Dolly and Ike Disaster Recovery Program Management, Hurricane Ike DR-1791-TX (2009 to 2010)

Mr. Wendorf was Program Manager in charge of delivering an estimated 5,200 non-housing (infrastructure) projects in a 62-county area that includes over 300 grantees (cities, counties and special districts) spanning 62,000 square miles of Texas with a program value of \$1.4 billion. Wendorf managed a team of 52 design engineering firms, eight environmental service providers and 30 grant administrators to deliver this program. Managed the environmental review records and NEPA compliance efforts, engineering design, design reviews, construction oversight, invoice processing and provides technical assistance to the grantees. This program required a review that all insurance resources were exhausted and that no duplication of effort existed between FEMA and HUD funding for each of the entities (about 300 cities, counties and special districts). At the time, this was the largest public works program in Texas history.

State of Texas Office of Rural Community Affairs (ORCA) Hurricane Ike Recovery, Hurricane Ike DR-1791-TX (2008-2009)

Program Manager charged with providing technical assistance to 167 non-entitlement communities in a 29-county area of Texas hardest hit by Hurricane Ike. The clients' goal was to get infrastructure projects for recovery from Hurricane Ike identified (especially those overlooked by FEMA), assessed, scoped and estimated as rapidly as possible to accelerate recovery of the 49,000-square mile region, an area larger than the State of Louisiana. Ultimately 167 non-entitlement and 14 entitlement communities were provided technical assistance to identify and plan 2,751 projects estimated at \$2.8 billion in infrastructure eligible for Community Development Block Grant funding allocated by U.S. HUD. Due to the unprecedented nature and extent of the damage ORCA required a new approach to identify and quantify the infrastructure need and recovery requirements. Provided engineering expertise, public involvement services, preliminary environmental assessment, technology, alternative delivery recommendations, planning, and program management services. The technical assistance included meeting with the communities and COGs individually and collectively. Thus, the effort put TX ORCA 3 months ahead of the previous Hurricane Rita effort that was 10 times smaller than the Ike effort. Mr. Wendorf was key to developing and negotiating a programmatic agreement with the Texas Historical Commission and the Texas Commission on Environmental Quality. Mr. Wendorf's knowledge and expertise in local and state government operations was critical to the resounding success of the program.

State of Texas General Land Office, Hurricane Ike DR-1791-TX (2008 to 2010)

Program Manager for the General Land Office to repair damages to infrastructure including 80 miles of surf beach and dune cleanup; the Upper Texas Bay Complex and associated areas caused by Hurricane Ike and to support the design, construction and evaluation of all facets of the program to include program administration, design and construction project management, insurance reimbursement by public and private sources, construction management and evaluation, Resident Project Representative (RPR) services, public information, information technology and other services necessary to execute the projects. Services also include management, professional engineering and consulting services to TxGLO as necessary to ensure timely and successful delivery of these FEMA-funded projects. Mr. Wendorf worked closely with TxGLO personnel and other resource agencies currently engaged in infrastructure recovery and repair. The program was responsible for overseeing the design and construction contractors performing the work defined under the FEMA Project Worksheets for restoration of infrastructure. Mr. Wendorf also led multi-agency coordination with the Texas Governors Division of Emergency Management (GDEM), the Federal Emergency Management Agency (FEMA), Texas Department of Transportation (TxDOT), and the Texas Commission on Environmental Quality (TCEQ), other Federal and State agencies, selected Contract Design Engineers, residents and local businesses. Program-wide systems were established for scheduling, budgeting and fiscal monitoring, Program and project controls were established to track project activities to the proposed repairs detailed in applicable FEMA Program Worksheets (PWs). Due to the unique leases of GLO assets, Mr. Wendorf reviewed documents to ensure that leaseholders exhausted private insurance proceeds before eligible FEMA funds were expended. Information releases to media and involvement of the Public and program stakeholders also occurred. This \$70 million program was completed with over 90% recovery of all expenditures by the State of Texas from FEMA.

Expert Witness for City of San Antonio Drainage Lawsuits, San Antonio, Texas (2009)

Expert Witness in the areas of floodplain management, development review and governmental processes for the City of San Antonio on two cases in 2008 and 2009. Due to Mr. Wendorf's efforts to research, analyze engineering records and explain the city drainage ordinances and programs, the City of San Antonio avoided significant negative consequences of the loss of the Kopplow and Goliad Drainage Cases which were ultimately reversed on City appeal resulting in avoiding the payment of a \$10 million judgement by the City. This effort was supported by Wendorf's 20+ year experience as a FEMA floodplain manager and CFM certification at the time.

South Louisiana Submerged Roads Program, New Orleans, Louisiana, Hurricane Katrina DR-1603-LA (2007-2008)

Technical Advisor for the program that addresses 500 miles of roadway damage due to Hurricane Katrina in 2005. The roads in the program are primarily city streets that were underwater for more than three weeks, which created a damaged condition. The program involved the evaluation, design and reconstruction of 60 roads in 17 groups and adjacent infrastructure such

as water, drainage, sanitary sewer lines and sidewalks. The program is estimated at \$180 million. Mr. Wendorf was instrumental in forging solid relationships with the city of New Orleans, LaDOTD and the New Orleans Sewerage & Water Board to move the program forward rapidly. This effort was funded by FHWA funding and required coordination with the City of New Orleans, Parishes, Water & Sewerage Board and private utilities on many fronts to ensure no duplication of effort or funding occurred.

City of San Antonio Public Works, Director, San Antonio, Texas; Texas Hurricane Katrina EM-3216 & Texas Bulverde Fire FM-2609 (1999 – 2007)

As the City of San Antonio's director of public works, Mr. Wendorf led the completion of the 1999 and earlier bond programs, 2003-07 \$140 million G.O. Bond, 2003 and 2005 \$110 million Stormwater Revenue Bond, 10 year, \$100 million Advanced Transportation Program and the 2007-12 \$550 million G.O. Bond (\$465 million Streets and Drainage; scoping, estimating and public support).

These projects consisted of street, local drainage, regional drainage, fire stations, community centers, river projects, sidewalks, trails, utility relocations and associated infrastructure.

During this time, Mr. Wendorf also managed over a 1,000 staff and about a \$170 million operational and capital budget in the areas of: the Storm Water Utility (Engineering and Operations), Capital Programs, Parking, Building Maintenance, Traffic Operations, Traffic Engineering, Storm Water Operations, Storm Water Engineering, City Engineering and Inspections, Right of Way Management, and the Director's Office Administrative Support group. Mr. Wendorf also served as the floodplain administrator for the 625-square mile city and oversaw all new development review and approval along with NFIP compliance. Mr. Wendorf developed a reputation for producing creative, implementable solutions to difficult transportation, drainage and infrastructure problems. Significant operational improvements in public service delivery occurred including:

- improvements in the areas of street maintenance and operations, stormwater utility operations, traffic operations, right of way management and parking operations.
- reorganization of service delivery and customer service processes to better serve the public.
- policy and ordinance review, development and execution in the areas of utility coordination, right of way management and capital improvements.
- Training of construction inspection personnel in all aspects of plan review, safety, construction inspection and documentation of projects.
- Disaster response and recovery efforts including:
 - Multiple floods (1999, 2001 and 2005)
 - Hurricane Katrina relief efforts to stand up shelter for 20,000 people from New Orleans in 48 hours
 - Train derailments and associated environmental cleanup
 - Major transportation incidents including chlorine, surfactant and others
 - Ice storm responses

These above activities and responses resulted in significantly improved public service delivery, safety and quality of life in San Antonio.

Bexar County Regional Watershed Management Program (BRWM), Texas

City Staff Leader of this effort to develop a multi-agency Interlocal Agreement for Regional Flood Control which included Bexar County, the City of San Antonio, the San Antonio River Authority and 20 suburban cities. This agreement created the BRWM which has been recognized as a model for public agency cooperation and coordination. Mr. Wendorf was the primary Management Committee member that formulated the program, structure, public involvement, project execution and generated elected official support for the program with the city. Since its approval in December 2001 the BRWM has generated over \$500 million in resources to address flooding in Bexar County, Texas.

Flood Response of July 2002 and Storm Water Revenue Bond Issues of 2003 and 2005, San Antonio, Texas, Texas Severe Storms, Flooding and Tornadoes DR-1257 & Texas Severe Storms and Flooding DR-1425

As the director of public works, Mr. Wendorf led the community wide response to the record flood experienced in San Antonio, Texas. Over a two-day period in, July of 2002, over 30 inches of rain fell in areas of San Antonio. Mr. Wendorf led a 1,000-person effort during emergency response and community wide recovery efforts. Mr. Wendorf worked with Texas DEM and FEMA to identify and assess damage to public infrastructure and to plan and execute recovery and repair efforts. Mr. Wendorf identified needed projects and led the technical effort to scope, estimate and prioritize the same. As a result of this effort, City Council issued \$45 million in Revenue Bonds backed by the Storm water Utility Fee in 2003 and \$65 million in Revenue Bonds in 2005. The projects ranged from flood buyout of damaged structures to improved channel conveyance to regional detention facilities to upgraded flood warning systems.

Director of Public Works and City Engineer Missouri City, Texas; Texas Severe Storms, Flooding and Tornadoes DR-1257; Texas Tropical Storm Charley DR-1239; Texas Severe Storm, Thunderstorms, Flooding DR-1041; Texas Severe Storm, Thunderstorms DR-930 & Hurricane Alicia DR-689 (1983 to 1999)

Mr. Wendorf arrived at Missouri City when the population was about 20,000. This was a time of rapid development; the City Engineer was a part time consultant; Mr. Wendorf was the first full time engineer hired by the city. He assembled and executed the 1985, 1989 and subsequent Bond programs; oversaw all public infrastructure design, development, construction and acceptance of infrastructure for the city; led public works efforts for Hurricane Alicia, Brazos River Floods, and subsequent flood events; coordinated efforts with over 20 Municipal Utility Districts and other special districts; led efforts to obtain surface water rights for municipal water supplies; provided leadership in the development and execution of regional flood protection (Willowwaterhole, Oyster Creek and Stafford Run Creek flood control projects); regional wastewater projects and

others. Mr. Wendorf also served as the floodplain administrator for the 45-square mile city and oversaw all new development review and approval along with NFIP compliance.

Wastewater Master Plan and Project Implementation, Missouri City, Texas – In the late 1980's Mr. Wendorf as city engineer and director of public works, for the city in the areas of water and wastewater services with over 20 Municipal Utility Districts, Water Control and Improvement Districts, Levee Improvement Districts and counties established the regional wastewater master plan. Mr. Wendorf assembled the first regional wastewater plan for this city of 50,000 residents. He initiated the first regional wastewater plant design, property acquisition and started construction. He also designed, monitored construction and supervised operation for city owned water and sewer distribution, collection and operations and worked closely with multiple agencies to effect efficient and productive services for the public.

Drainage Master Plan and Project Implementation, Missouri City, Texas - The plan delineated all watersheds and inventoried all drainage facilities, creeks and channels as to physical geometry, condition, vegetation. The plan also involved developing existing, interim and ultimate water surface elevations; identified, scope, estimated and prioritized drainage improvement projects; developed funding sources including multi agency, watershed impact fees in accordance with evolving state law; and constructed numerous projects which resolved long standing severe drainage problems. Tools used to accomplish this effort included HEC-1, HEC-2, GIS, digital aerial photography and other state of the art tools.

Mr. Wendorf also assisted in the development of the initial Fort Bend County Drainage Criteria Manual.

Key Awards and Professional Association Service

APWA Public Works Leadership Fellow, 2012

Co-Chair 2007 American Public Works Association (APWA) Congress in San Antonio

Member San Antonio – Bexar County Metropolitan Planning Organization 2001 to 2007

UMAST 2006 Public Service Award

Texas Society of Professional Engineers (TSPE), 2005 Engineer of the Year for the State of Texas

TSPE, Bexar Chapter, 2005 Engineer of the Year for the Bexar Chapter

APWA, 2004 Top Ten Public Works Leaders of the Year

TSPE, Bexar Chapter President, 2003 – 2004

TPWA President 2003

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APWA, Chair Urban Forum 2002 to 2005

Utility and Public Right of Way Chair 2000 to 2001

AWPA Southeast Texas Branch President 1998

Texas Public Works Association, 1995 Top 3 Public Works Leaders for the State of Texas