

PROPOSAL FOR

# Debris Monitoring Services

Franklin County, Florida



**TETRA TECH**

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# Tab A

## Statement of Interest and Introduction



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Attn: Jessica Gay  
Franklin County Clerk of Courts  
33 Market Street, Suite 203  
Apalachicola, FL 32320

July 16, 2021

Subject: **Disaster Debris Monitoring Services**

Dear Ms. Gay and Members of the Evaluation Committee,

Tetra Tech, Inc. (Tetra Tech) is pleased to submit the enclosed proposal to provide disaster debris monitoring services to Franklin County (County). Tetra Tech is a leading provider of consulting, engineering, and technical services worldwide. Our team of disaster debris experts is a recognized leader in disaster response and recovery. Additionally, Tetra Tech provided disaster debris monitoring services to Franklin County following Hurricane Michael in 2018, and holds the County's current standby contract. Our team is well suited to assist the County for the following reasons:

- **Extensive Debris Monitoring Experience throughout Florida and Franklin County.** Tetra Tech has performed more post-disaster work for Florida communities than any other firm. Since 2001, our team has monitored the collection and removal of almost **60 million cubic yards (CY) of debris in Florida** and has assisted numerous communities in Florida with response and recovery efforts after Hurricanes Charley, Frances, Jeanne, Ivan, Dennis, Katrina, Wilma, and most recently, Matthew, Irma, Michael, and Sally. **Our experience includes response to Franklin County, following Hurricane Michael in 2018, where our team monitored the removal of more than 126,000 CYs of debris throughout the County.** We live in Florida, we work in Florida, and we consider Florida our home. Our extensive Florida experience means we understand the expectations of state and federal funding and regulatory agencies.
- **Leader in Disaster Recovery Management.** Our team has successfully assisted over 320 local and state government clients across the nation with planning for and recovering from natural and human-caused disasters and has extensive experience successfully managing multiple disaster response and recovery operations across the United States simultaneously. **Our team has overseen and managed the recovery of over 137 million CYs of debris, resulting in excess of \$6 billion in reimbursable costs to our clients.**
- **Immediate Response Capability.** Tetra Tech maintains **24 offices throughout the state**, including two offices nearby in Tallahassee and our disaster recovery headquarters in Maitland. With disaster response and recovery experts located throughout the state, Tetra Tech can stage a full-scale mobilization in the County within hours of a disaster. Our team has never failed to respond to a client's needs, providing each community with a dedicated project team. In 2017, **Tetra Tech successfully deployed more than 6,000 field staff throughout the country** to respond to clients affected by Hurricane Irma in Florida, Hurricane Harvey in Texas, Hurricane Maria in Puerto Rico, and multiple wildfires in California. Our simultaneous response to several disasters is proof that we have the staff, resources, and expertise to respond to the County's post-disaster needs. Tetra Tech stands ready to work with the County as a trusted partner who will respond immediately and provide high-quality services throughout the engagement.
- **Florida-Based FEMA Reimbursement Experience.** Our Florida-based disaster business unit has assisted numerous communities in Florida with meeting the regulatory compliance guided by the FEMA Public Assistance Program and Policy Guide (PAPPG). Because we provide full-service disaster recovery consultant services, we understand the requirements of the entire PAPPG, and we manage our debris operations in compliance with these requirements. The PAPPG is the backbone of our post-disaster services, and we make sure that every aspect of our process aligns with the reimbursement protocols of the program. Additionally, we have successfully assisted communities throughout the state in navigating the intricacies of coordinating with Florida Division of Emergency Management (FDEM) and FEMA Region 4 on disaster grant programs from kickoff to close-out. **As the former Recovery Bureau Chief of FDEM, Allison McLeary, a member of our**

**Tetra Tech, Inc.**

1558 Village Square Blvd., Ste. 2, Tallahassee, FL 32309  
Tel 321-441-8500 Fax 321-441-8501 [tetratech.com](http://tetratech.com)



Senior Management Team, understands the points of friction many PA grant projects can encounter through the submittal and review process. She will advocate for the County's projects and help to ensure the County's priorities are addressed.

- **Best in Class Automated Debris Management System (ADMS) Technology and Documentation Support.** Via RecoveryTrac™, our staff can monitor and manage debris operations electronically, increasing productivity while decreasing fraud, human error, and cost to the County. RecoveryTrac™ enables real-time collection data and furnishes accurate and timely reporting to stakeholders. **Tetra Tech's RecoveryTrac™ was developed by and is owned by Tetra Tech and has been used consistently on debris removal monitoring and disaster grant management projects since 2011.** Tetra Tech has worked to further refine our RecoveryTrac™ technology to meet the needs of our clients, including live truck tracking, geospatial data, customized reports, and importing data more efficiently and cost-effectively to any reporting system. **RecoveryTrac™ is one of only three systems validated by the United States Army Corps of Engineers (USACE) and is the ADMS preferred by USACE debris contractors.** Tetra Tech's USACE response to the California wildfires is the largest ADMS activation in U.S. history.

Tetra Tech would be honored to continue to serve as the County's primary emergency debris monitoring services provider. We are fully prepared to provide the high-quality service the County expects. For questions regarding this response, please contact the representatives listed below. As an authorized agent of the firm, I am authorized and empowered to sign this proposal and bind the firm in contractual commitments.

**Technical representative:**

**Mr. Simon Carlyle**

407-803-2525 | 321-441-8501 (f)

[Simon.carlyle@tetrattech.com](mailto:Simon.carlyle@tetrattech.com)

**Contractual representative:**

**Ms. Marina Armanious**

321-441-8511 | 321-441-8501 (f)

[tdr.contracts@tetrattech.com](mailto:tdr.contracts@tetrattech.com)

Sincerely,

**Tetra Tech, Inc.**



Jonathan Burgiel, Business Unit President, Tetra Tech Disaster Recovery

2301 Lucien Way, Suite 120, Maitland, FL 32751 | Ph. (321) 441-8511 | [Jonathan.Burgiel@Ttetrattech.com](mailto:Jonathan.Burgiel@Ttetrattech.com)

# Tab B

## Experience



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## B. Experience

### History and Qualifications of the Firm

Tetra Tech, Inc. (Tetra Tech) is a leading provider of consulting, engineering, and technical services worldwide. Founded in 1966 (in business 55 years), Tetra Tech is a national leader in the field of disaster management, with millions of dollars in revenue coming from contracts in such diverse areas as infrastructure hardening and protection; disaster recovery; emergency management, planning, and preparedness; community resilience; and grant management. Tetra Tech supports government and commercial clients by providing innovative solutions to complex problems focused on water, environment, energy, infrastructure, and natural resources. With 20,000 employees worldwide, Tetra Tech's capabilities span the entire project life cycle.

#### TETRA TECH SNAPSHOT

WORKS IN  
**100+**  
COUNTRIES



**7**  
CONTINENTS

Publicly traded  
on NASDAQ as



**\$3 billion**  
ANNUAL REVENUE

WORKS ON  
**65,000+**  
PROJECTS  
ANNUALLY



**450** OFFICES  
WORLDWIDE

**16,500**  
CLIENTS

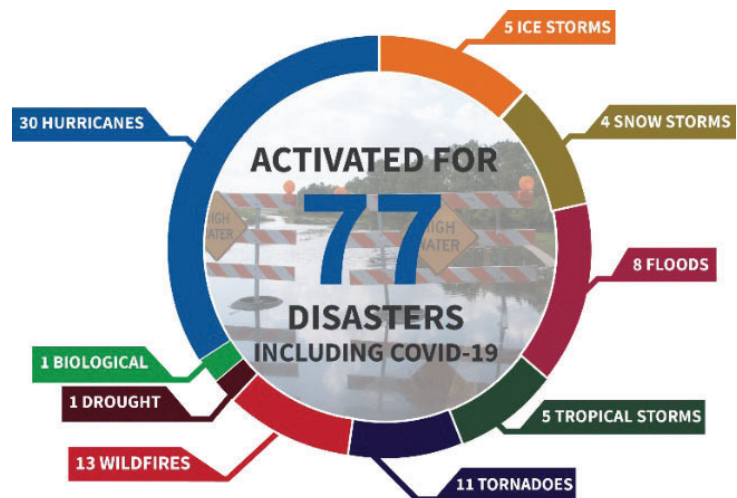
**20,000** ASSOCIATES

#### ENR RANKINGS

- #1 Dams & Reservoirs
- #1 Environmental Management
- #1 Environmental Science
- #1 Hydro Plants
- #1 Solid Waste
- #1 Water
- #1 Water Treatment/Desalination
- #1 Water Treatment/Supply
- #1 Wind Power

Dedicated to helping state and local governments plan for and recover from natural and human-caused disasters, our staff members offer a field-tested and proven methodology for emergency readiness, continuity planning, and disaster recovery. ***Our team is recognized for its ability to quickly respond to a broad range of emergencies, allowing our clients to return to the business of running their day-to-day operations.***

Likewise, our team's understanding of the Federal Emergency Management Agency (FEMA), the Federal Highway Administration (FHWA) (including recent changes), and other reimbursement agencies' requirements for eligibility, documentation, and reimbursement helps clients receive the maximum reimbursement allowed. ***Our team has obtained over \$6 billion in reimbursement funds for our clients*** from federal agencies such as FEMA, FHWA, and the Natural Resources Conservation Service (NRCS). In total, our team has successfully managed the removal of and reimbursement for over ***137 million cubic yards (CYs) of debris*** as well as the ***demolition of over 12,500 uninhabitable residential and commercial structures.***





## Experience on Similar Projects

Similar to the services requested by Franklin County, our team has vast experience providing disaster management, recovery, and consulting services to state and local government agencies. Tetra Tech has assisted more than 320 communities with disaster recovery efforts and has supported more emergency debris monitoring services in the State of Florida than any other firm.

### B-1: Snapshot of Tetra Tech's Project Experience Since 2001

## EXPERIENCE AT A GLANCE...

# 77 EVENTS 2001 - 2021

### 2021

SEVERE STORMS & TORNADOES AL - 1 Client  
WINTER STORM TX - 3 Clients  
SEVERE STORMS & FLOODING TN - 1 Client  
WINTER STORM VA - 1 Client

### 2020

HURRICANE ZETA - 3 Clients  
HURRICANE DELTA - 4 Clients  
CALIFORNIA/OREGON WILDFIRES - 2 Clients  
HURRICANE SALLY - 4 Clients  
HURRICANE LAURA - 13 Clients  
HURRICANE ISAIA5 - 2 Clients  
HURRICANE HANNA - 3 Clients  
TORNADOES - 3 Clients  
IOWA DERECHO - 1 Client

### 2019

TROPICAL STORM IMELDA - 3 Clients  
HURRICANE DORIAN - 4 Clients  
TORNADOES - 2 Clients

### 2018

HURRICANE MICHAEL - 13 Clients  
HURRICANE FLORENCE - 12 Clients  
WILDFIRES - 1 Client

### 2017

WILDFIRES - 2 Clients  
HURRICANE MARIA - 1 Client  
HURRICANE IRMA - 67 Clients

### 2016

HURRICANE MATTHEW - 34 Clients  
HURRICANE HERMINE - 1 Client  
SEVERE STORMS & FLOODING - 2 Clients  
WILDFIRES - 2 Clients  
FLOODING - 6 Clients

### 2015

WILDFIRES - 2 Clients  
SEVERE STORMS - 3 Clients  
FLOODING - 10 Clients

### 2014

FLOODING - 1 Client  
TORNADOES - 2 Clients  
ICE STORM - 7 Clients

### 2013

ICE STORM - 2 Clients  
FLOODING - 1 Client

### 2012

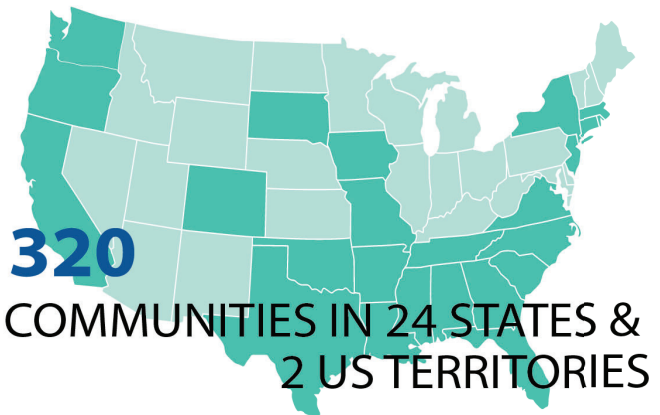
HURRICANE SANDY - 13 Clients  
HURRICANE ISAAC - 5 Clients  
TROPICAL STORM DEBBY - 3 Clients

### 2011

NOR'EASTER WINTER STORMS - 19 Clients  
TEXAS DROUGHT - 1 Client  
TEXAS WILDFIRES - 1 Client  
HURRICANE IRENE - 22 Clients  
TORNADOES - 4 Clients

### 2010

FLOODING - 2 Clients  
TORNADOES - 1 Client  
ICE STORMS - 1 Client



### 2009

ICE STORMS - 1 Client  
SNOW STORMS - 2 Clients  
TROPICAL STORM IDA

### 2008

HURRICANE IKE - 78 Clients  
HURRICANE GUSTAV - 7 Clients  
TROPICAL STORM FAY - 3 Clients  
HURRICANE DOLLY - 30 Clients  
MIDWEST FLOODING - 2 Clients

### 2007

MIDWEST ICE STORM - 3 Clients  
GROUNDHOG DAY TORNADOES - 2 Clients  
MIDWEST SNOW STORMS - 3 Clients

### 2006

BUFFALO SNOW STORMS - 6 Clients

### 2005

HURRICANE WILMA - 17 Clients  
HURRICANE RITA - 3 Clients  
HURRICANE KATRINA - 11 Clients  
HURRICANE DENNIS - 5 Clients

### 2004

HURRICANE JEANNE - 2 Clients  
HURRICANE IVAN - 3 Clients  
HURRICANE FRANCES - 2 Clients  
HURRICANE CHARLEY - 2 Clients

### 2002

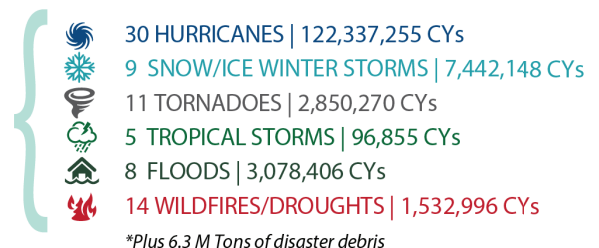
HURRICANE LILI - 1 Client

### 2001

TROPICAL STORM GABRIELLE - 1 Client

# 137,337,932

TOTAL CUBIC YARDS (CY) OF  
DEBRIS EQUIVALENT TO  
120,062 FOOTBALL FIELDS



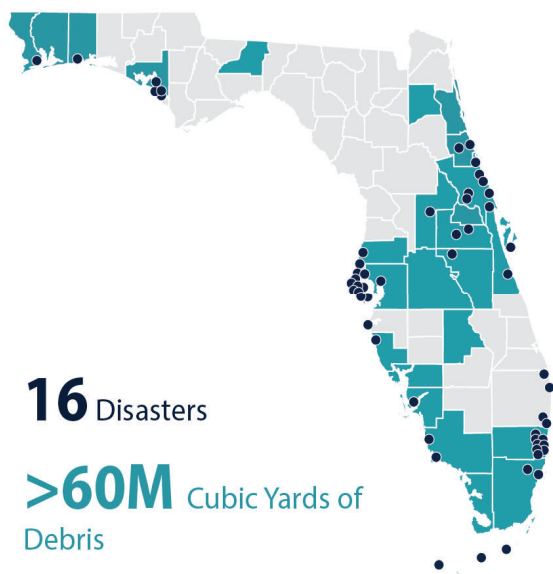
## Florida Debris Monitoring Experience

*Tetra Tech has performed more debris monitoring services in the State of Florida than any other firm, including 141 projects amounting to over 60 million CYs of debris.* Our team has responded to every major disaster in Florida since 2001, including 2 tropical storms, 13 hurricanes, 1 tornado, the Deepwater Horizon Oil Spill, the Zika Virus, and the COVID-19 pandemic. *Our experience includes disaster debris monitoring for Franklin County following Hurricane Michael in 2018, which consisted of parks and right-of-way debris removal. In total, Tetra Tech monitored the removal of more than 126,000 CYs of debris.* Due to our vast experience, we have become experts in Florida's unique disaster recovery needs, including private property debris removal, waterway debris removal, and beach projects.

Florida is also our home state, where many of our principal and senior staff reside. We are proud of our work in Florida, and we want to be known in our hometowns for providing excellent service to our communities. With 24 offices throughout the state, including our disaster recovery headquarters and fully stocked warehouse in Central Florida, Tetra Tech is mere hours away to mobilize rapidly to support the County in the event of a disaster.

### Exhibit B-2: Florida Debris Monitoring Experience

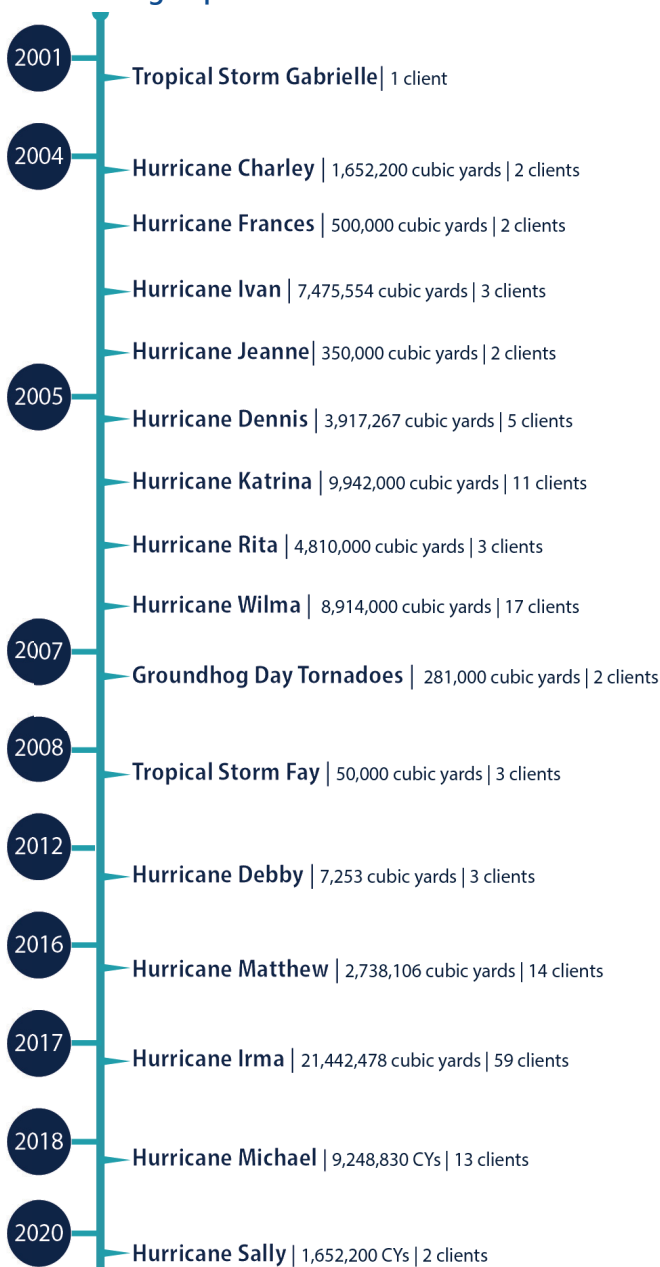
## Florida Debris Monitoring Projects



140+ Projects

24 Offices and

>900 Personnel throughout the State



## Relevant Projects Completed over the Past Five (5) Years

Tetra Tech understands Franklin County is vulnerable to a myriad of disaster types such as floods, tornadoes, and hurricanes that often produce large volumes of debris from damaged trees, homes, and vehicles. This can create hazardous conditions and impede access for emergency response vehicles. Additionally, long-term debris operations following a catastrophic event can continue to disrupt the lives of residents long after the incident has occurred. Tetra Tech understands how important it is for the community's recovery to efficiently manage debris operations because we have managed these same types of projects all over the country for the past 20 years.

### Exhibit B-3: Representative List of Clients over the Past Five (5) Years

Client Name (Location)	Project Contact Information	Value	Project Name/Duration/Amount of Debris (CYs)
<b>AL Severe Storms and Tornadoes – 2021   Total Clients: 1</b>			
<b>Calhoun County, AL</b>	Rodney McCain (256) 310-1573 rmccain@calhouncounty.org	\$109,087 (ongoing)	Disaster Debris Program Management / (in progress)
<b>TN Severe Storms and Flooding – 2021   Total Clients: 1</b>			
<b>Metro Nashville and Davidson County, TN</b>	Phillips Jones (615) 533-2377 phillip.jones@nashville.gov	Invoices Pending	Disaster Debris Program Management / March 2021 – May 2021 / 657 Tons
<b>Hurricane Zeta – 2020   Total Clients: 6   Representative Clients:</b>			
<b>City of Diamondhead, MS</b>	Mike Reso (228) 222-4626 Ext. 1802 mreso@diamondhead.ms.gov	\$314,779	Disaster Debris Program Management / November 2021–February 2021 / 200,556 CYs
<b>City of Gulfport, MS</b>	Kris Riemann, P.E. (288) 868-5740	\$999,421	Disaster Debris Program Management / November 2021–February 2021 / 483,147 CYs
<b>Hancock County, MS</b>	Scotty Adam (228) 467-0172 Scotty.Adam@co.hancock.ms.us	\$160,395	Disaster Debris Program Management / December 2021–March 2021 / 64,699 CYs
<b>Hurricane Delta – 2020   Total Clients: 5   Representative Clients:</b>			
<b>St. Martin Parish, LA</b>	Heath Babineaux (337) 394-4798 Hbabineaux@stmartinparish.net	\$194,290	Disaster Debris Program Management / October 2020–November 2020 / 30,600 CYs
<b>Hurricane Sally – 2020   Total Clients 4   Representative Clients:</b>			
<b>City of Pensacola, FL</b>	John Pittman (850) 435-1894 jpittman@cityofpensacola.com	\$1,109,949	Disaster Debris Program Management / September 2020–November 2020 / 574,000 CYs
<b>Okaloosa County, FL</b>	Jim Reece (850) 978-1063 jreece@co.okaloosa.fl.us	\$203,856	Disaster Debris Program Management / September 2020–November 2020 / 30,794 CYs
<b>Baldwin County, AL</b>	Terri Graham (251) 331-4158	\$6,910,848	Disaster Debris Program Management / September 2020–April 2021 / 4,425,000 CYs
<b>Hurricane Laura – 2020   Total Clients 18   Representative Clients:</b>			
<b>City of Lake Charles, LA</b>	Jeff Jones (337) 540-1707 jjones@cityoflc.us	\$6,440,329 (ongoing)	Disaster Debris Program Management / 4,003,439 CY (in progress)
<b>Calcasieu Parish, LA</b>	Theresa Champeaux (337) 540-8094	\$10,027,841 (ongoing)	Disaster Debris Program Management / 6,818,797 CY (in progress)
<b>Orange County, TX</b>	Leon George (409) 238-9169	\$934,026	Disaster Debris Program Management / September 2020–November 2020 / 723,855 CY
<b>Hurricane Isaias – 2020   Total Clients 2   Representative Clients:</b>			
<b>Town of Holden Beach, NC</b>	Heather Finnell (910) 842-6488 heather@hbtownhall.com	\$26,171	Debris Monitoring Services / August 2020 / 1,607 CYs



Client Name (Location)	Project Contact Information	Value	Project Name/Duration/Amount of Debris (CYs)
<b>Town of Ocean Isle Beach, NC</b>	Justin Whiteside (910) 579-3469 justin@oibgov.com	\$47,766	Debris Monitoring Services / August 2020–September 2020 / 5,578 CYs
<b>Hurricane Hanna – 2020   Total Clients 3   Representative Clients:</b>			
<b>Hidalgo County, TX</b>	Mr. Judge “J.D.” Salinas (956) 318-2600 jd.salinas@gsa.gov	\$706,129	Debris Monitoring Services / August 2020– September 2020 / 51,511 CYs
<b>SC - Severe Storms and Tornadoes – 2020   Total Clients 1   Representative Clients:</b>			
<b>Barnwell County, SC</b>	Mr. Roger Riley (803) 541-2013 rriley@barnwellsc.com	\$21,539	Debris Monitoring Services / April 2020 / 783 CYs
<b>Severe Storms and Tornadoes – 2020   Total Clients 3   Representative Clients:</b>			
<b>City of Chattanooga, TN</b>	Elizabeth Goss (229) 894-4591 egoss@chattanooga.gov	\$380,079	Debris Monitoring Services / April 2020 – June 2020 / 322,200 CYs
<b>Hamilton County, TN</b>	John Agan, Director of (423) 315-3840 johna@HamiltonTN.gov	\$961,480	Debris Monitoring Services / April 2020 – June 2020 / 408,305 CYs
<b>Tropical Storm Imelda – 2019   Total Clients 3   Representative Clients:</b>			
<b>Harris County, TX</b>	Ms. Danielle Cioce, MS (551) 427-6581 danielle.cioce@hcpid.org	\$195,526	Debris Monitoring Services / September 2019 – November 2019 / 15,907 CYs
<b>Jefferson County, TX</b>	Patrick Swain (409) 835-8500	\$208,610	Debris Monitoring Services / September 2019 – November 2019 / 57,429 CYs
<b>Hurricane Dorian – 2019   Total Clients 5   Representative Clients:</b>			
<b>Colleton County, SC</b>	Carla W. Harvey, PE (843) 782.3104 Cell – 843.909.4653	\$21,639	Debris Monitoring Services / October 2019 / 4,272 CYs
<b>Dorchester County, SC</b>	Mr. Mario Formisano (843) 832-0341 MFormisano@dorchestercounty.net	\$135,437	Debris Monitoring Services / September 2019 – October 2019 / 31,294 CYs
<b>Alabama Severe Storms and Tornadoes – 2019   Total Clients – 1   Representative Clients:</b>			
<b>Lee County, AL</b>	Patrick Harvill (334) 737-7011	\$375,000	Disaster Debris Program Management / March 2019 – August 2019 / 170,000 CY
<b>Hurricane Michael – 2018   Total Clients – 13   Representative Clients:</b>			
<b>Lynn Haven, City of, FL</b>	Vickie Gainer (850) 265-2121 ext. 112	\$3,226,800	Disaster Debris Program Management / October 2018 – June 2019 / 1,280,400 CY
<b>Callaway, City of, FL</b>	Ed Cook (850) 215-6691	\$1,150,500	Disaster Debris Program Management / October 2018 – June 2019 / 1,468,100 CY
<b>Parker, City of, FL</b>	Rich Musgrave (850) 871-4104 richmusgrave@cityofparker.com	\$508,920	Disaster Debris Program Management / October 2018 – May 2019 / 548,800 CY
<b>Wakulla County, FL</b>	Brandy Raye King (850) 745-7711 bking@mywakulla.com	\$341,704.25	Disaster Debris Program Management / October 2018 – March 2019 / 38,085 CY
<b>Franklin County, FL</b>	Pamela Brownell (850) 653-8977, ext. 10 Em3frank@fairpoint.net	\$548,949	Debris Monitoring Services / October 2018 – March 2019 / 126,087 CY
<b>Albany County, GA</b>	Phil Roberson (229) 357-0667 PRoberson@dougherty.ga.us	\$2,008,025	Disaster Debris Program Management / October 2018 – May 2019 / 363,000 CY

Client Name (Location)	Project Contact Information	Value	Project Name/Duration/Amount of Debris (CYs)
<b>Dougherty County, GA</b>	Michael McCoy (229) 431-2193 MMcCoy@dougherty.ga.us	\$2,008,025	Disaster Debris Program Management / October 2018 – May 2019 / 207,000 CY
<b>Hurricane Florence – 2018   Total Clients – 12   Representative Clients:</b>			
<b>Craven County, NC</b>	Steven Aster (252) 658-7179 saster@cravencountync.gov	\$414,147	Disaster Debris Program Management / September 2018 – January 2019 / 59,800 CY
<b>Lenoir County, NC</b>	Samuel Kornegay (252) 361-1788	\$249,918	Disaster Debris Program Management / September 2018 – November 2018 / 35,000 CY
<b>Fayetteville, City of, NC</b>	Jackie Tuckey (910) 433-1854 jtuckey@ci.fay.nc.us	\$560,405	Disaster Debris Program / September 2018 – December 2018 / Management / 135,000 CY
<b>Hurricane Irma – 2017   Total Clients – 67   Representative Clients:</b>			
<b>Miami-Dade County, FL</b>	Michael Fernandez (786) 473-7314 michael.fernandez@miamidade.gov	\$15,315,654	Disaster Recovery and Debris Management / September 2017–July 2018 / 3,558,943 CY
<b>Polk County, FL</b>	Jay M. Jarvis, P.E. (863) 581-0163 JayJarvis@polk-county.net	\$6,190,877	Disaster Debris Program Management / September 2017 – September 2018 / 2,244,330 CY
<b>Collier County, FL</b>	Dan Rodriguez (239) 252-2504 danrodriguez@colliergov.net	\$5,130,000	Disaster Debris Management Plan and Debris Monitoring / September 2017 –July 2018 / 4,004,300 CY
<b>Miami, City of, FL</b>	Mario Nunez (786) 479-4097 MFNunez@miamigov.com	\$3,911,307	Disaster Debris Program Management / September 2017– July 2018 / 540,053 CY
<b>Seminole County, FL</b>	Jeff Waters (407) 665-2253 jwaters02@seminolecountyfl.gov	\$2,250,000	Disaster Debris Program Management / September 2017 – August 2018 / 824,534 CY
<b>Lake County, FL</b>	Mary Hamilton (352) 253-6006 mhamilton@lakecountyfl.gov	\$1,887,841	Disaster Debris Program Management / September 2017 – February 2018 / 355,000 CY
<b>Brevard County, FL</b>	Euripides Rodriguez (321) 633-2042 Euripides.rodriguez@brevardfl.gov	\$1,292,085	Disaster Debris Program Management / September 2017 – March 2018 / 653,953 CY
<b>Charlotte County, FL</b>	John Elias (941) 575-646 john.elias@charlottecountyfl.gov	\$412,000	Disaster Debris Program Management / September 2017- June 2018 / 6,208 tons of debris
<b>Pinellas County, FL</b>	Sean Tipton (727) 464-8809 stipton@co.pinellas.fl.us	\$1,759,698.00	Disaster Debris Program Management / September 2017- November 2018 / 380,000 CY
<b>Holly Hill, City of, FL</b>	Antoine Khoury (386) 248-9493 akhoury@hollyhillfl.org	\$115,000	Disaster Debris Program Management / September 2017- June 2018 / 46,876 CY
<b>South Daytona, City of, FL</b>	Les Gillis, P.E. (386) 322-3080 lgillis@southdaytona.org	\$79,534.00	Disaster Debris Program Management / September 2017 – March 2018 / 27,908 CY
<b>Hurricane Harvey – 2017   Total Clients – 31   Representative Clients:</b>			
<b>Corpus Christi, City of, TX</b>	Gabriel Maldonado (361) 826-3165 gabrielm@cctexas.com	\$1,037,930	Disaster Debris Monitoring / August 2017 – March 2018 / 536, 074 CY
<b>Dickinson, City of, TX</b>	Connie Nicholson (281) 337-2489 ext. 224 cnicholson@ci.dickinson.tx.u	\$678,086	Disaster Debris Monitoring / September 2017–April 2019 / 182,354 CY

Client Name (Location)	Project Contact Information	Value	Project Name/Duration/Amount of Debris (CYs)
<b>Fort Bend County, TX</b>	Marc Grant Phone #: (832) 473-2730 grantmar@co.fort-bend.tx.us	\$1,028,474	Disaster Debris Monitoring and Grant Management / September 2017 – June 2018 / 338,277 CY
<b>Friendswood, City of, TX</b>	Brian Mansfield (281) 996-3335 bmansfield@ci.friendswood.tx.us	\$747,162	Disaster Debris Management Services / August 2017– February 2018 / 135,957 CY
<b>Harris County, TX</b>	Danielle Cioce (551) 427-6581 danielle.cioce@hcpid.org	\$3,700,000	Disaster Debris Program Management / August 2017 – May 2018 / 1,129,652 CY
<b>Katy, City of, TX</b>	Jason Rivera (281) 391-4796 jrivera@cityofkaty.com	\$127,583	Disaster Debris Monitoring / September–November 2017 / 24,000 CY
<b>Montgomery County, TX</b>	Darren Hess (936) 523-3910 Darren.Hess@mctx.org	\$902,000	Disaster Debris Monitoring / September 2017 – February 2018 / 119,572 CY
<b>Pearland, City of, TX</b>	Joel Hardy (281) 652-1795	\$293,498	Disaster Debris Monitoring / September 2017 – October 2017 / 54,701 CY
<b>Georgia Tornadoes – 2017   Total Clients – 2</b>			
<b>Albany County, GA</b>	Phil Roberson (229) 357-0667	\$2,008,025	Disaster Debris Program Management / February 2017 – September 2017 / 380,000 CY
<b>Dougherty County, GA</b>	Michael McCoy (229) 431-2193 MMcCoy@dougherty.ga.us	\$2,008,025	Disaster Debris Program Management / February 2017 – September 2017 / 540,000 CY
<b>Hurricane Matthew – 2016   Total Clients – 34   Representative Clients:</b>			
<b>Brevard County, FL</b>	Euripides Rodriguez (321) 633-2042 Euripides.rodriguez@brevardfl.gov	\$1,728,431	Disaster Debris Program Management / October 2016–January 2017 / 820,779 CY
<b>New Smyrna, City of, FL</b>	Faith G. Miller, MPA, MMC (386) 424-2202	\$364,730.39	Disaster Debris Monitoring Services / October 2016 – January 2017 / 204,000 CY
<b>St. Johns County, FL</b>	Greg Caldwell (904) 669-5221 gcaldwell@sjcfl.us	\$2,436,663	Debris, C&D Monitoring / October 2016 – May 2018 / 712,705 CY
<b>Volusia County, FL</b>	Arden Fontaine (386) 736-5965 ext. 15621 afontaine@volusia.org	\$1,967,757	Debris Monitoring, Public Assistance / October 2016– February 2017 / 1,058,962 CY
<b>Beaufort County, SC</b>	Pamela Cobb (843) 255-2721 pcobb@bcgov.net	\$2,486,000	Disaster Response Monitoring / October 2016 – April 2017 / 1,609,243 CY
<b>Hilton Head Island, SC</b>	Jennifer Lyle (843) 341-4779 jenniferl@hiltonheadislandsc.gov	\$2,845,353	Debris Monitoring / October 2016 – June 2017 / 2,187,080 CY
<b>Port Orange, City of, FL</b>	Matt Jones (386) 506-5537 mjones@port-orange.org	\$872,394	Debris Monitoring, Comprehensive Program Management / October 2016–January 2017 / 428,471 CY
<b>Severe Storms and Flooding – 2016   Total Clients – 2</b>			
<b>Ascension Parish, LA</b>	Jerome Fournier (225) 450-1371 JFournier@apgov.us	\$1,000,000	Debris Monitoring and Financial Recovery / August 2016 – May 2017 / 336,600 CY
<b>Iberville Parish, LA</b>	Randall Dunn (225) 776-1109 rdunn@ibervilleparish.com	\$1,903,106	Debris Monitoring / August 2016 – January 2017 / 50,000 CY
<b>Severe Storms and Flooding – 2016</b>			
<b>Montgomery County, TX</b>	Miranda Hahs (936) 523-3903 Miranda.hahs@mctx.org	\$93,138	Disaster Debris Program Management and Monitoring Services / April 2016 – October 2016 / 35,000 CY



## Large-Scale Debris Monitoring Experience

Tetra Tech takes great pride in the reliability of our service. Clients count on us to respond in their time of need, and we deliver. Our team has never failed to respond to our clients' deployment and mobilization needs, regardless of location or type of disaster. Our services under these engagements included environmental permitting, temporary debris management sites (TDMS) monitoring, contractor invoice reconciliation, and federal grant reimbursement support.

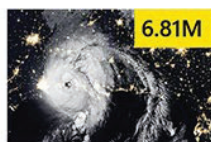
### B-4: Tetra Tech's Success with Large-Scale Projects



#### Top 20 Debris Monitoring Projects by Cubic Yard (CY) .....



**CalRecycle**  
Camp Wildfire, 2018



**Calcasieu Parish, LA**  
Hurricane Laura, 2020



**Houston, TX**  
Hurricane Ike, 2008



**Escambia County, FL**  
Hurricane Ivan, 2004



**Baldwin County, AL**  
Hurricane Sally, 2020



**Lake Charles, LA**  
Hurricane Laura, 2020



**Miami-Dade County, FL**  
Hurricane Katrina, 2005



**Miami-Dade County, FL**  
Hurricane Irma, 2017



**Collier County, FL**  
Hurricane Irma, 2017



**Gulfport, MS**  
Hurricane Katrina, 2005



**Bolivar Peninsula, TX**  
Hurricane Ike, 2008



**Harrison County, MS**  
Hurricane Katrina, 2005



**Harris County, TX**  
Hurricane Ike, 2008



**Miami-Dade County, FL**  
Hurricane Wilma, 2005



**Polk County, FL**  
Hurricane Irma, 2017



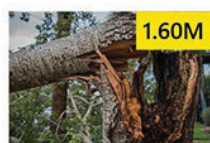
**Hilton Head Island, SC**  
Hurricane Matthew, 2016



**Galveston, TX**  
Hurricane Ike, 2008



**Santa Rosa County, FL**  
Hurricane Dennis, 2005



**Beaufort County, SC**  
Hurricane Matthew, 2016



**Escambia County, FL**  
Hurricane Dennis, 2005

## Disaster Recovery Program Management Services

Our team is a national leader in providing management and support documentation for a variety of disaster recovery programs. Tetra Tech is experienced with all facets of the debris removal monitoring industry, including special disaster recovery program management services.

### Special Program Management Services

As a result of our successful performance on past projects, our team has become a national leader in providing debris management and FEMA support documentation. Our team is also experienced with all facets of the debris removal monitoring industry, including special disaster recovery program management services. Some examples of special programs our team has managed and administered include the following:

Special Programs Management	
• Animal carcass removal and disposal	• Marine/waterway debris removal
• Asbestos abatement	• Private property demolition/debris removal
• Beach remediation/restoration	• Nuisance abatement ordinance administration
• C&D debris removal	• Saltwater killed tree removal
• Creosote piling removal	• Sediment dredging and removal
• Demolition debris removal	• Subsurface storm drain debris removal
• Drainage and canal debris removal	• Vessel and vehicle recovery
• E-waste debris removal	• Wetland and parkland debris
• Hazardous waste debris removal	• White goods and putrescent waste removal
• Hazardous tree and stump removal	

### Coastal Disaster Recovery Operations

Due to its coastal nature, Franklin County is vulnerable to substantial damages as a result of a significant storm event. These damages can include flood damage, beach erosion, sand displacement, private property devastation (requiring structure demolition and/or vegetative debris removal) and inland waterway disruption in the wake of a large storm. Tetra Tech has experience providing these and other specialty services to our clients throughout the Southeastern U.S. and has extensive FEMA reimbursement experience. The following is a list of areas in which Tetra Tech can assist in the event of another significant storm event:

#### Beach Restoration

- Sand recovery cost analysis and comparisons
- Strategic offshore sand recovery planning and staging
- On shore, debris laden, sand recovery and screening monitoring
- Berm construction spec quality assurance

#### Private Property, Right-of-Entry Work

- Ordinance analysis to determine the best legal method to remove debris from private property
- Easement/ right-of-entry administration and data entry
- Private property vegetative hazard removal monitoring
- Private property demolition coordination and monitoring

## Beach Remediation

Critical to the recovery of any coastal community following a disaster is the remediation of its beaches. The County is no exception to this. ***Following Hurricane Katrina and the Deep Water Horizon oil spill, millions of federal grant dollars were made available to the Louisiana and Mississippi Gulf Coast for post-event restoration projects. In 2005, our team assisted Escambia County and the Santa Rosa Island Authority with sand removal and beach remediation monitoring on Perdido Key and Pensacola Beach. This included the scraping and screening of the entire public area of Pensacola Beach.*** Tetra Tech understands how important those funds are to an economy that is recovering from disasters. Tetra Tech is prepared to assist in evaluating damages, working with FEMA and FDEM to determine eligibility, and overseeing recovery efforts on the County's beaches. If tasked, Tetra Tech will employ proven displaced sand removal and beach remediation protocols to create a program in an effort to reopen the beaches as soon as possible and minimize the impact that a beach closure could have on the County's economy.



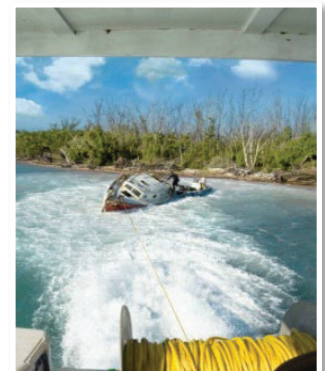
## Waterways Debris Removal

Our team has worked extensively with local, state, and federal agencies (including the United States Army Corps of Engineers (USACE) and the National Oceanic and Atmospheric Administration) to determine legal responsibility and to evaluate and implement marine debris removal programs. Our team has performed multiple projects for Monroe County, Florida (the Florida Keys), to remove derelict vessels and traps from waterways following Hurricanes Katrina, Gustav, Ike, and Wilma. Following Hurricane Ike, our team assisted Galveston City Municipal Utility District #12, Jefferson County Drainage District #7, the Trinity Bay Conservation District, and the Harris County Flood Control District with inland waterway debris removal assignments. We will help the County's legal staff rapidly determine legal responsibility for waterway debris removal, verify scope eligibility, and document the work in a fashion deemed appropriate by reimbursement agencies. ***Our team members monitored waterway efforts for many clients throughout the nation, including following Hurricane Sandy on behalf of the New Jersey Department of Environmental Protection (NJDEP); following Hurricanes Matthew and Irma on behalf of Florida Department of Environmental Protection (FDEP); following Hurricane Irma on behalf of the City of Cape Coral, Lee County, Brevard County, Monroe County, and Collier County; and following Hurricane Michael for the Cities of Callaway, Springfield, and Parker.***



## Vessel and Vehicle Recovery

Tetra Tech is able to assist the County in documenting the locations and quantities of vessel and vehicle debris in the County and presenting a case to FEMA to approve and fund the program. The County must first show that they have a legal responsibility to remove the debris and that the debris is not the responsibility of another state or federal agency such as the ADEM, USACE, or the NRCS. Vessel and vehicle debris on private land may present unique ingress/egress challenges and require right-of-entry (ROE) agreements for access. ***Our team monitored vessel debris removal efforts following Hurricane Sandy on behalf of the NJDEP and provided similar services to Escambia County, FL and Monroe County, FL (Florida Keys) following the 2004 and 2005 hurricane season and in Beaufort County, SC to remove vessels damaged and abandoned from Hurricane Matthew.***



## Private Property/Right-of-Entry Debris Removal

Our team has administered many of the largest private property debris removal (PPDR) programs in U.S. history. Tetra Tech assists communities with ensuring they have the legal authority via local and state ordinances to enter onto private property. We also assist with preparing submittal packages for FEMA to approve the program, promoting the ROE program with residents and ensuring the program is properly documented.



## Exhibit B-5: Private Property/Right-of-Entry Debris Removal

Client	Disaster/Year	Public Advertisement	Application Administration	Historical/Environmental Review	Property Survey	Scheduling	Individual Property Debris Tracking	Demolition Program Management	Debris Removal Monitoring	Reduction/Disposal Monitoring	Property Close Out	Data Management
Bay County, Florida	Hurricane Michael (2018)	■	■	■	■	■	■	■	■	■	■	■
CalRecycle / CALOES Ventura County	Wildfire (2018)	■	■	■	■	■	■	■	■	■	■	■
USACE – Napa County, CA	Wildfire (2017)	■	■	■	■	■	■	■	■	■	■	■
USACE – Mendocino County, CA	Wildfire (2017)	■	■	■	■	■	■	■	■	■	■	■
USACE – Lake County, CA	Wildfire (2017)	■	■	■	■	■	■	■	■	■	■	■
USACE – Sonoma County, CA	Wildfire (2017)	■	■	■	■	■	■	■	■	■	■	■
Dougherty County, GA	Tornado (2017)								■	■		■
Lake County, CA	Wildfires (2015)	■	■	■	■	■			■	■	■	■
Hays County, TX	Flooding (2014)	■	■	■	■	■			■	■	■	■
Boulder County, CO	Flooding (2013)	■	■	■	■	■		■	■	■	■	■
Middletown, Township of, NJ	Hurricane Sandy (2012)					■	■	■	■	■		■
St. John the Baptist Parish, LA	Hurricane Isaac (2012)	■			■	■			■	■		■
Bastrop County, TX	Wildfires (2011)	■	■	■	■	■			■	■	■	■
Comanche Nation, OK	Ice Storm (2009)					■	■		■	■		■
Cedar Rapids, City of, IA	Flooding (2008)			■		■		■	■	■	■	■
University of Iowa	Flooding (2008)			■		■		■	■	■	■	■
Galveston, City of, TX	Hurricane Ike (2008)	■	■	■	■	■	■		■	■	■	■
Terrebonne Parish, LA	Hurricanes Ike (2008)	■	■	■	■	■	■	■	■	■	■	■
Iberville Parish, LA	Hurricane Gustav (2008)	■	■		■	■			■	■	■	■
New Orleans, City of, LA	Hurricane Katrina (2005)	■	■	■	■	■	■	■	■	■	■	■
Naples, City of, FL	Hurricane Wilma (2005)					■			■	■	■	■

### Leaning Trees, Hanging Limbs, and Stump Removal

Tetra Tech is an expert on reimbursement for the removal of leaning trees, hanging limbs, and stumps. Our team has extensive experience and expertise to help communities avoid the de-obligation of funds or non-reimbursement for these activities due to ineligible work. ***Our team members most recently monitored the removal and disposal of nearly 200,000 hazardous trees and hangers following 2020 consecutive Hurricanes Laura, Sally, Delta, and Zeta.***

## Exhibit B-6: Previous Leaner/Hanger/Stump Removal Programs

2,145,676 Total	1,738,389 Hanging Limbs	245,122 Leaning Trees	162,165 Stumps
<i>Our team has assisted numerous clients in surveying, documenting, and monitoring the removal of over 2 million leaning trees, hanging limbs, and stumps. Highlights include:</i>			
2020 Hurricane Sally	43,692	5,888	56
2020 Hurricane Laura	120,198	13,160	30
2015- Present CA Wildfires	3,777	13,292	-
2018 Hurricane Michael	27,562	9,949	124
2018 Hurricane Florence	14,609	259	8
2017 Hurricane Irma	316,108	9,045	94,030
2016 Hurricane Matthew	183,214	12,769	2,529
2011 Winter Storm Alfred	84,135	12,355	-
2008 Hurricane Ike	364,860	29,489	1,152
2007 Midwest Winter Storm	99,382	2,682	3

### Hazardous Material Removal

Major disasters (particularly those that involve significant flooding) will result in the need to address hazardous materials. Typically, the U.S. Environmental Protection Agency (EPA) is responsible for identifying and removing large quantities of household hazardous waste (HHW) (containers over 5 gallons such as large commercial/industrial storage tanks, propane tanks, 55-gallon drums, etc.). Local governments are charged with implementing collection programs for HHW, including containers with paints, pesticides, household cleaners, oils/solvents, fuels, etc. Our team has significant experience helping local governments plan, procure, implement, and track disaster-related HHW collection programs at curbside or drop-off locations. Following Hurricane Ike, a storm surge covered almost all of Galveston Island. Our team helped the City of Galveston implement one of the largest post-disaster HHW programs in U.S. history, in addition to working cooperatively with the EPA on large quantity HHW recovery.

### Asbestos-Containing Material Management

Through our team's years of demolition experience, Tetra Tech has developed best management practices for documenting and monitoring work related to asbestos-containing material (ACM). Tetra Tech will collect and catalog all pertinent information related to the ACM content for a property. Once the remediation contractor has removed and wrapped the ACM, Tetra Tech will document the transfer of custody through final disposition. As part of the ACM documentation process, Tetra Tech will also collect and pair all waste shipment records to the respective load tickets. Additionally, during the course of the project if Tetra Tech notices any lack of due diligence or potential for environmental violations, our management staff will notify County officials immediately and assist in creating a mitigation strategy. In the instance of non-ACM debris removal, Tetra Tech will collect and digitally link all debris management site (DMS) or landfill manifest with the corresponding load ticket.

### Data Management

Tetra Tech minimizes client costs and maintains consistent visibility of debris project operations by implementing our streamlined processes and utilizing our ADMS, RecoveryTrac™. RecoveryTrac™ is a scalable and fully featured disaster management application designed specifically to address the operational challenges faced during a disaster recovery project. Managing the enormous volume of documentation generated during a debris monitoring operation was paramount to the design of our ADMS. This state-of-the-art technology has already shown to increase the efficiency and improve the management of debris removal efforts for hundreds of clients. For more information on our data management, please see [Section E: Proposal Matrix](#).

## Hauler Invoice Reconciliation

To expedite contractor invoice reconciliation efforts, Tetra Tech requires copies of all primary debris hauler contracts with the County. After reviewing the contracts, Tetra Tech will set up our RecoveryTrac™ ADMS database to generate transactions for tickets issued to each debris contractor. Tetra Tech will then meet with each primary debris contractor to review the debris contractor reports that will be generated automatically through RecoveryTrac™. The debris contractor reports will provide each contractor with sufficient data to reconcile with their subcontractors as well as generate invoices for payment by the County. Several quality assurance (QA) and quality control (QC) checks will be conducted on data before it is provided to the contractor. RecoveryTrac™ significantly reduces the amount of time needed for a contractor to generate an invoice and for the subsequent invoice reconciliation with Tetra Tech. For more information on our hauler invoice reconciliation and contracting, please see **Section E: Proposal Matrix**.

## FEMA Appeal Assistance and Support

Our team has a proven track record of success in helping our clients resolve disputes with funding agencies such as FEMA or the Grantee (State). This includes support post-obligation, audit, and the appeal process. We believe remaining proactive in preventing further appeals requires frequent meetings with state partners and FEMA regions to avoid issues whenever possible. Furthermore, due to our staff's in-depth knowledge of FEMA reimbursement policies, we are often hired by applicants to assist them after FEMA determination memos and Office of Inspector General (OIG) audits even when we were not involved with the applicant during the recovery period.

Recently, there has been a shift in the direction of FEMA to perform audits earlier in the disaster so that corrective actions can be made for the grantee or subgrantee. The three most common types of audits that we have supported within the first two years of the disaster include:



Tetra Tech has supported clients across disasters from 2016 through today on these up-front audits by:

- Conducting pre-meeting with stakeholders
- Preparing compliance checklists
- Developing documentation notebooks
- Attending meetings and providing subject matter expertise support

- Responding to for Requests for Information

Elements of our audit support strategy include:

- **Retain the Data:** Maintain the data on our secure, cloud-based storage site to mitigate the risk of data loss.
- **Respond Quickly:** Acknowledge the question within 12 hours and respond to the audits within 48 hours of a request.
- **Maintain Communication:** Establish weekly calls with auditors that provide visibility.
- **Stay Positive:** Maintain a positive spirit between the parties to foster a solution quickly.

### Experience Defending Client's Interests During an Audit

A representative example of past clients we have supported during the dispute resolution process includes, but is not limited to:

- Our team is currently retained by the Louisiana Governor's Office of Homeland Security and Emergency Preparedness (GOHSEP) to assist on hundreds of appeals related to 11 disasters dating back to Hurricane Katrina in 2005.
- Our team is currently working with FEMA's new VAYGo process for clients in Texas, such as Fort Bend County and the City of Houston along with the Commonwealth of Puerto Rico.
- During our work with the State of Vermont, Tetra Tech worked on five appeals for project worksheets related to Tropical Storm Irene. As a result, four appeals were overturned, and one appeal upheld.
- During our work with the Port of Galveston, our team has been involved in appeals related to storm-induced erosion and 705(c) claims. At this time, we have been successful on the appeals, with many remaining to be decided by FEMA Region during first appeal.
- Our team supported the successful appeal of over \$400,000 of previously deobligated funds in response to the 2004 Hurricanes Charley, Frances, and Jeanne for Lake County, Florida. These funds were associated with debris collected on private roads and gated communities. Our team did a comprehensive GIS analysis of the debris collected in question and was able to appeal the decision and obtain reimbursement from FEMA.

## Experience in Filing and Receiving Federal and State Reimbursements

*Our team's record of success spans over 300 state and local government clients in response to over 77 declared disasters, representing the recovery of more than \$6 billion in disaster grant funds.* These activations have yielded grant program management engagements resulting in clients garnering and retaining 99.8 percent of the funds received. As experts in disaster recovery reimbursement, Tetra Tech technical advisors have worked with and, in some cases, are former employees of many of the federal and state funding agencies that will be providing federal grant support. With these relationships, many of the critical decisions and key issues can be addressed at the highest level. In addition, and specifically in Florida, Tetra Tech's relationship with FEMA and the Florida Division of Emergency Management (FDEM) has resulted in a collaborative, non-confrontational approach. This collaborative approach results in strong working relationships, frequent discussions, fewer disputes, and a faster, more efficient recovery process that ultimately generates not only timely reimbursement, but also a higher percentage of financial reimbursement to our clients.

As previous and current clients will attest, our relationship with these agencies has allowed us to be strong advocates for our clients' needs and to achieve truly successful results. Tetra Tech's highest priority throughout all cost recovery operations will be to serve as an advocate with FEMA and the State.

Additionally, our team has worked closely with FEMA and FHWA staff in the determination of debris eligibility, data requirements, project worksheet/detailed damage inspection report development, auditing of documentation, and

### Words from Our Clients

"For over a decade, St. Johns County has maintained a contract with Tetra Tech to provide disaster debris monitoring services. The Tetra Tech management team has become a true partner in our disaster preparedness and recovery operations, and we would highly recommend them based on their rapid response, understanding of federal disaster programs, and strong track record in obtaining maximum reimbursement for St. Johns County."

**Greg Caldwell, MPS, Acting Director of Public Works, St. Johns County, Florida**

reimbursement requirements. This includes providing step-by-step assistance to clients throughout the FEMA reimbursement process.

Tetra Tech is able to maximize disaster debris reimbursement funding for the County based on the following:

- **Procedures Tailored to FEMA.** Our data management and document storage procedures are tailored to facilitate FEMA review of the generation of project worksheet versions throughout the entire project.
- **Comprehensive Understanding of FEMA Regulations.** Our management team and field staff fully understand FEMA rules and regulations for hand-loaded vehicles; stump, limb, and tree removal at unit rates; volumetric load calls at temporary disposal site locations; and right-of-way (ROW) debris removal eligibility. This allows us to monitor contracts to the smallest detail while concurrently managing and documenting the operation using proven methodologies that maximize FEMA reimbursement.
- **Team of Grant Experts to Assist with Funding and Audits.** Our grant management experts have assisted clients with applying for and retaining grant funds, even after closeout and audit processes. Our FEMA appeals and funding specialists have worked with FEMA closeout officers to obtain millions of previously deobligated dollars for communities.

### Exhibit B-7: Sample of Grant Funding Experience

Year	Client	Event	Program	Value (\$)	Preliminary Damage Request	Develop Request for Public Assistance	Applicant Briefing	Applicant Kickoff Meeting	Site Visits/Inspections	Project Scoping	Project Cost Estimation &	PW/Application Development	Alternate/Improved/Pilot Program	Project Cost Reconciliation	Interim Inspections	Funding Disbursement	Grant Closeout
2020	Houston, TX	CV19	CRF	404,000,000						■	■			■			
2020	Palm Beach County, FL	CV19	CRF	261,000,000							■						
2020	Brevard County, FL	CV19	CRF	105,000,000							■						
2020	Volusia County	CV19	CRF	96,000,000							■						
2020	Commonwealth of Massachusetts	DR 4496	PA	200,000,000							■						
2020	Harris County, TX	DR 4855	PA	200,000,000						■	■			■			
2020	Houston, TX	DR 4855	PA	50,000,000						■	■			■			
2019	Harris County, TX	DR 4332	CDBG-DR, CDBG-MIT	1,200,000,000					■	■				■	■	■	
2019	Louisiana, State of	Multiple	PA	64,000,000	■				■	■	■	■	■	■	■	■	■
2019	Missouri, State of	DR 4451	PA	2,947,200							■			■		■	■
2019	Missouri, State of	DR 4435	PA	5,664,229							■			■		■	■
2018	Commonwealth of Puerto Rico	DR 4339	PA	60,000,000,000					■	■	■	■	■	■		■	
2018	City of Callaway, FL	DR 4399	PA	50,000,000	■	■	■	■	■	■	■	■	■	■			
2018	City of Lynn Haven, FL	DR 4399	PA	50,000,000	■	■	■	■	■	■	■	■	■	■			
2018	Dougherty County, GA	DR 4400	PA	10,000,000	■	■											
2018	City of Albany, GA	DR 4400	PA	10,000,000	■	■											
2018	Ventura County, CA	DR 4353	PA	100,000,000						■	■	■		■			
2018	Commonwealth of Puerto Rico	DR 4339	PA HMGP	60,000,000,000					■	■	■	■	■	■	■	■	■
2017	City of Houston, TX	DR 4332	PA	2,400,000,000	■	■	■	■	■	■	■	■	■	■			



Year	Client	Event	Program	Value (\$)	Preliminary Damage Request	Develop Request for Public Assistance	Applicant Briefing	Applicant Kickoff Meeting	Site Visits/Inspections	Project Scoping	Project Cost Estimation &	PW/Application Development	Alternate/Improved/Pilot Program	Project Cost Reconciliation	Interim Inspections	Funding Disbursement	Grant Closeout
2017	City of South Daytona, FL	DR 4337	PA	6,000,000													
2017	Fort Bend County, TX	DR 4332	PA	50,000,000													
2017	City of Albany, GA	DR 4294 DR 4297	PA	14,000,000													
2017	Dougherty County, GA	DR 4297	PA	12,500,000													
2016	South Daytona, FL	DR 4283	PA	1,600,000													
2016	Volusia County, FL	DR 4283	PA	28,000,000													
2016	City of Port Orange, FL	DR 4283	PA	16,000,000													
2016	Beaufort County, SC	DR 4284	PA	56,000,000													
2015	Richland County, SC	DR 4241	PA HMGP CDBG-DR	4,000,000 8,700,000 23,500,000													
2015	City of Sumter, SC	DR 4241	PA HMGP	13,000,000													
2015	Lexington County, SC	DR 4241	PA HMGP	1,600,000													
2015	Dorchester County, SC	DR 4241	PA	3,500,000													
2015	Montgomery County, TX	DR 4269 DR 4272	HMGP	15,000,000													
2015	Austin County, TX	DR 4269 DR 4272	PA	4,000,000													
2015	Waller County, TX	DR 4269 DR 4272	PA	4,000,000													
2015	Ascension Parish, LA	DR 4277	PA	20,000,000													
2015	Walton County, FL	N/A	FMA	522,000													
2015	Fayette County, GA	DR 4259	PA	3,800,000													
2014	City of Napa, CA	DR 4193	PA	2,000,000													
2014 2015	City of Houston, TX	DR 4223 DR 4269 DR 4272	PA	60,000,000													
2013	Boulder County, CO	DR 4193	PA, HMGP	2,000,000													
2012	State of New Jersey Department of Environmental Protection	DR 4086	PA	30,500,000													
2011	Virginia DOT	DR 4023	PA	3,000,000													
2011	State of Vermont	DR 4022	PA, HMGP	23,000,000													
2011	State of Connecticut	DR 4023	PA	500,000													
2010	Hidalgo County, TX	DR 1931	PA	318,000													
2009	City of Daytona Beach, FL	DR 1840	HMGP	1,200,000													
2009	Volusia County, FL	DR 1840	PA	890,000													
2009	City of Austell, GA	DR 1858	PA	7,900,000													
2009	Clark Energy Co-op, KY	DR 1818	HMGP	500,000													
2009	City of Newport News, VA	DR 1862	PA	280,000													

Year	Client	Event	Program	Value (\$)	Preliminary Damage Request	Develop Request for Public Assistance	Applicant Briefing	Applicant Kickoff Meeting	Site Visits/Inspections	Project Scoping	Project Cost Estimation &	PW/Application Development	Alternate/Improved/Pilot Program	Project Cost Reconciliation	Interim Inspections	Funding Disbursement	Grant Closeout
2009	City of Virginia Beach, VA	DR 1862	PA/SRL	2,000,000													
2008	City of Cocoa, FL	DR 1785	PA	200,000													
2008	City of Cocoa Beach, FL	DR 1785	PA	15,000													
2008	Leon County/ City of Tallahassee, FL	DR 1785	PA	580,000													
2008	St. Johns County, FL	DR 1785	PA	870,000													
2008	Plaquemines Parish, LA	DR 1786	PA	10,000													
2008	Ashburnham Municipal Light Plant, MA	DR 1813	PA	645,000													
2008	Paxton Light Dept., MA	DR 1813	PA	150,000													
2008	Princeton Municipal Light Department, MA	DR 1813	PA	9,300,000													
2008	Sterling Municipal Light Dept.	DR 1813	PA	3,900,000													
2008	City of Alvin, TX	DR 1791	PA	2,100,000													
2008	City of Angleton, TX	DR 1791	PA	6,000,000													
2008	Cameron County, TX	DR 1780	PA	27,000,000													

## Qualifications and Abilities of Professional Personnel

Tetra Tech has assembled a team of experienced emergency management, infrastructure, and grant management specialists with hands-on experience in recent disasters and emergencies as well as prevention, mitigation, preparedness, response, and recovery programs. Our disaster recovery professionals are wholly familiar with the policies, procedures, and requirements associated with providing disaster recovery services subject to FEMA, FHWA, U.S. Department of Housing and Urban Development (HUD), NRCS, and other federal agency reimbursement programs.

Tetra Tech is committed to providing the County with a dedicated and consistent project management team that will expedite recovery efforts in the County by establishing a coordinated and organized approach to debris removal. Our dedicated team is available to the County 365 days per year. *Resumés for key staff have been provided at the end of this section.*

**250** FULL-TIME  
DISASTER  
RESPONSE  
EMPLOYEES

**+2,000+**  
ON-CALL EMPLOYEES

**10,000+**  
FIELD STAFF  
RAPIDLY  
MOBILIZED



**100%**  
IN-HOUSE  
STAFF EXPERTISE

**95%** FULL-TIME  
STAFF RETENTION RATE

MANAGEMENT TEAM  
**15+** with  
Tetra  
Tech  
YEARS

**Our Team Is Highly Experienced and Qualified  
to Successfully Execute this Program**

## Project Management Team

Personnel	Experience Summary
<b>Simon Carlyle</b> <i>Client Liaison</i>	<p>Mr. Simon Carlyle brings over 15 years of experience, and has been directly involved in all phases of disaster recovery efforts. He has developed significant knowledge of federal, state, and local regulations, allowing him to provide program and project management in response to some of the largest debris-generating disasters in the nation, including Hurricanes Sally, Michael, Irma, Harvey, Matthew, Isaac, Irene, Katrina, Rita, Wilma, Gustav, Ike, and Sandy as well as numerous ice storms, wildfires, flooding events, and other natural disasters. Following Hurricane Irma, Mr. Carlyle served as regional manager for nearly 20 cities and counties across the state.</p>
<b>Matt Mooneyham</b> <i>Regional Manager</i>	<p>Mr. Mooneyham is a Florida resident and has been a capital projects manager in various sectors for more than 12 years. He has experience in a variety of disciplines, including commercial construction, residential construction, local government infrastructure, federal government construction, and emergency management and disaster response. He has completed millions of dollars of infrastructure projects, including housing, road and bridge, storm water, other large-scale capital projects. He has an in-depth understanding of FEMA guidelines and compliance, having served as project manager following several disasters, including Hurricanes Zeta, Sally, Michael, and Irma, as well as flooding events. Following Hurricane Sally, Mr. Mooneyham served as project manager for the City of Pensacola, Florida, which included the removal of more than 574,000 CYs of debris.</p>
<b>Matt Shelton</b> <i>Project Manager</i>	<p>Mr. Shelton has over 21 years of professional experience in technical support and project management for disaster recovery, environmental compliance and auditing, storm water permitting and compliance, health and safety, and contaminated site assessment and remediation projects. He has provided program management for projects following Hurricanes Matthew, Harvey, Irma, Florence, and Michael. <b>Mr. Shelton served as project manager for Franklin County following Hurricane Michael, where he managed over 50 staff and three projects throughout the County.</b> Projects included debris management, hazardous tree removal, and HHW removal. These projects required coordination between the County, municipalities and Florida Department of Transportation (FDOT). Mr. Shelton's experience in managing large and diverse projects provide a unique skill set in establishing successful multidiscipline teams of Tetra Tech employees and subcontractors to successfully complete project with a high level of quality on time and on budget.</p>
<b>Joe Benarroch</b> <i>Data Manager</i>	<p>Mr. Benarroch is a regional data manager and invoice reconciliation manager for Tetra Tech. Mr. Benarroch is responsible for oversight and management of field data managers and invoice analysts. His areas of expertise include FEMA eligibility and documentation requirements, PPDR packet management, database management, and project reporting. He has served as regional data manager for some of the nation's most devastating events, including Hurricanes Michael, Irma, Harvey, and Matthew, and various California wildfires. <b>Following Hurricane Michael, Mr. Benarroch served as regional data manager for various municipalities across the State of Florida and oversaw reconciliation of more than \$25 million in reimbursable contractor debris removal services.</b> Mr. Benarroch also has an in-depth understanding of our Automated Debris Management System (ADMS) RecoveryTrac™. As such, he can support the implementation of ADMS in the field as well as establish QA and project reporting.</p>
<b>Allison McLeary</b> <i>Cost Recovery Specialist</i>	<p>Ms. Allison McLeary is an experienced emergency response and recovery executive with a demonstrated history of building meaningful relationships across all levels of government. She is a steadfast advisor in planning for, responding to, and recovering from challenges and disasters. Ms. McLeary coordinates relationships with funding agencies and local partners to streamline project operations. In her prior role as Chief and Deputy State Coordinating Officer for all FEMA declared events in Florida, <b>Ms. McLeary administered over \$8.8 billion in FEMA Stafford Act program for the FDEM.</b> Ms. McLeary previously supported the Louisiana GOHSEP as Recovery Legal Counsel, where she advised on all matters of emergency management and community recovery. Ms. McLeary has a deep understanding of FEMA</p>

Personnel	Experience Summary
	compliance as it pertains to various disaster programs. She supports the Tetra Tech team to build programs that align with federal expectations and comply with client/federal requirements. She maximizes operational efficiencies by analyzing individual projects with a holistic lens, leveraging best practices from Tetra Tech debris management operations throughout the nation.
<b>Rob Ezelle</b> <i>Field Supervisor</i>	<p>As an operations and field project manager, Mr. Ezelle had overseen some of Tetra Tech's largest and technically challenging projects in recent history, including the management and oversight of field operations for some of Tetra Tech's largest engagements. This includes Hurricanes Michael, Matthew, Harvey, and Irma, along with multiple wildfire remediation projects. Mr. Ezelle is familiar with all aspects of debris monitoring and reimbursement, including waterway debris removal, staff training, documentation, eligibility, truck certification, and data management.</p> <p>Mr. Ezelle is a Florida resident and brings extensive Florida-based experience. He provided program oversight for several communities throughout Florida following Hurricanes Matthew, Irma, and Michael. This experience includes large projects such as Volusia County's Hurricane Matthew response, which accounted for more than 1.6 million CYs of disaster debris.</p>
<b>Chris Burns</b> <i>Environmental Specialist</i>	Mr. Burns has more than 17 years of experience providing management, scientific, and technical consulting services, including private and public sector clients under a variety of technical assistance, Community Development Block Grant programs, disaster recovery emergency response, emergency management, planning, and training and exercise programs. Mr. Burns has held various positions throughout his career, including Program Manager, senior project manager, emergency preparedness and response coordinator, technical lead, and incident commander. Mr. Burns is an expert in various environmental disciplines such as wildfire assessment, oil spill response, hazardous material assessments (lead, asbestos, and radiation), site assessments, permitting, and soil sampling. He has experience overseeing multi-disciplinary teams made of internal and subcontracted staff resources and has managed projects and complex programs with values in excess of \$70 million.
<b>Paris Atkinson</b> <i>Billing/Invoice Analyst</i>	Ms. Paris Atkinson is a Florida resident with over 15 years of experience in disaster response program management, data manager, and billing/invoicing. She is an expert in FEMA Public Assistance (PA) policy and is a disaster debris program subject matter expert. Her relevant responsibilities include data management, management of monitoring documentation for the FEMA, invoice reconciliation, and the use of our ADMS. She has extensive experience on all aspects of program data management up to and including project closeout and post-closeout audit support. Ms. Atkinson possesses knowledge and understanding of federal grant programs, including the FHWA Emergency Relief (ER) Program and FEMA PA Program. Following Hurricane Irma, Ms. Atkinson served as regional data manager for various municipalities across the State of Florida, including Hillsborough County, Polk County, Miami-Dade County, and Orange County.
<b>Jeffrey Dickerson</b> <i>GIS Specialist</i>	Mr. Jeff Dickerson has more than 30 years of experience in program management and information technology and is the principal system architect of our ADMS, RecoveryTrac™. He works out of our Maitland, Florida disaster recovery headquarters, where he is in charge of operational logistics and deployment of equipment. Mr. Dickerson has managed numerous large disaster response operations with over 1,000 field monitors, coordinated the operation of 24-hour data processing centers (some with nearly 100 personnel), and provided technical support for a debris management database to track over 1,000 trucks and the documentation for over 5 million CYs of debris brought to clients' debris management sites. Mr. Dickerson has led deployment and logistics efforts for some of the firm's largest debris monitoring efforts. In 2017, he oversaw the deployment of over 6,000 field units to over 100 clients following Hurricanes Harvey, Irma, and Maria.
<b>Local Staff:</b> <i>TDSR &amp; RDDS Site Monitor</i>	Our staffing process has rapidly mobilized project teams for major disaster recovery projects nationwide. We prioritize deploying local staff, which benefits the local post-disaster economy and reduces mobilization and transportation costs. In addition to maintaining an extensive

Personnel	Experience Summary
<i>Field Debris Collection/Code Monitors</i>	<p>field staff database, Tetra Tech can deploy our Field Human Resources (HR) Hiring Center, which is designed to be quickly mobilized, transported, and set up to allow near-immediate response for field staffing needs. The number of trained HR representatives can scale up to 20 at a moment's notice, with the ability to hire 200+ staff per day. Under this process, local teams can be hired, trained, and deployed within 24 hours.</p> <p>Many of our current project management staff members began their career with Tetra Tech as locally hired staff following a disaster. Tetra Tech welcomes new talent to meet client needs and continuously build our vast network of disaster recovery professionals.</p>

### Senior Management Team

Our Florida-based senior management team will provide expert oversight and assistance at critical junctures and is prepared to assist the project management team for the duration of any disaster recovery operation. These individuals bring decades of disaster debris monitoring and reimbursement expertise.

**Mr. Jonathan Burgiel** has 35 years of experience in solid waste and disaster recovery. His disaster-related work has included serving as principal in charge of *over 200 projects*, helping clients throughout the country prepare for, respond to, and recover from natural and human-caused disasters. Mr. Burgiel has provided senior management leadership to communities in Puerto Rico (Hurricane Maria); Miami-Dade County and the City of Winter Park (Hurricane Irma); Richland County, South Carolina (Historic 1,000 Flooding Event); City of New Orleans, LA (Hurricane Katrina Residential Demolition Program); the NJDEP (Hurricane Sandy); State of Connecticut (Hurricane Sandy); State of Louisiana (Hurricane Isaac); and Harris County, Texas (Hurricane Ike), to name a few.

**Mr. Chuck McLendon** has been providing consulting engineering services to federal, state, and local governments across the U.S. for more than 29 years. His background in solid and hazardous waste management has led him to become one of the leading experts in the country on the implementation of large-scale post-disaster debris removal programs. He has routinely assembled large teams to support major infrastructure and emergency response efforts. Mr. McLendon has served as Principal in Charge for upwards of 30 major disaster activations, including projects totaling more than 150 million CYs of debris and upwards of \$2.5 billion in FEMA PA reimbursement.

**Mr. Ralph Natale** is an expert in FEMA PA Grant Program reimbursement policies and has administered nearly 230 projects in his 15-year career. Mr. Natale has served as a principal in charge or project manager in response to some of the country's largest debris-generating disasters, including NORCAL and SOCAL Wildfires, Hurricanes Harvey, Irma, Matthew, Katrina, Ike, and Sandy. This includes managing and documenting the removal of *over 46 million CYs of debris and over 1.3 million hazardous trees*. This and the program management of over 9,600 demolitions total over *2.5 billion dollars of reimbursed invoices*. He currently serves as principal in charge for several of the firm's response efforts in California following the devastating fires and for 38 communities following Hurricane Harvey.

**Mr. Oliver Yao** has 15 years of disaster recovery experience and has supported response efforts to some of the largest disasters to affect the United States, including Hurricanes Katrina, Ike, Sandy, Matthew, and Harvey. Mr. Yao has developed standard operating procedures (SOP) for documentation and data management that assist our clients during closeout and audit. He has also provided local governments across the country with debris management consulting services. Mr. Yao is a leading subject matter expert in reimbursement documentation and closeout audit support. In addition, Mr. Yao has assisted numerous local governments with FEMA appeals following Hurricanes Charley, Frances, Jeanne, Wilma, and Matthew.

### Professional Certifications, Training, and Licensing

Tetra Tech is committed to providing our customers with quality technical products and services while meeting the highest level of ethical and regulatory standards and performance in our jobs. In addition, our environmental health and safety program helps our business operate in a manner that protects the health and safety of our employees, customers, business partners, community neighbors, and the environment.

Tetra Tech remains abreast of the latest guidance, issues being debated, and current best practices through participation in expert groups, attendance in training and conference sessions, and working with national experts in disaster recovery



operations, emergency management, national security, information technology, public health, transportation, and critical infrastructure protection.

Our proposed team possesses many of the key certifications necessary to provide quality technical services and have attended numerous training courses related to debris operations and emergency management. Some of these include, but are not limited to:

- Occupational Safety and Health Administration (OSHA) Disaster Site Worker Course
- OSHA 10-Hour Construction Safety Certification
- OSHA 40-Hour HAZWOPER Certification
- G-202 Debris Management
- IS 100: Introduction to Incident Command System
- IS-200: Basic Incident Command
- IS-631: Public Assistance Operations I
- IS-632: Introduction to Debris Operations
- IS-634: Introduction to FEMA's Public Assistance Program
- IS-700: National Incident Management System
- IS-800: National Response Program
- Intermediate Workzone Traffic Control (FDOT)

Additionally, all collection and disposal monitors and field supervisors must attend a debris monitoring training session prior to working. These training sessions are delivered by experienced trainers and provide the information required to facilitate accurate field monitoring. Tetra Tech also conducts daily tailgate safety sessions with field employees to alert them of potential work hazards and review safe work practices.

***Ongoing Relationship with FEMA, Reimbursement Agencies, and Community Stakeholders.*** As a long-term, Florida-based leader in disaster recovery, Tetra Tech has developed strong relationships with agencies on federal, state, and local levels. Our team maintains strong relationships with the U.S. Army Corps of Engineers (USACE), FHWA, FDEM, FDEP, FDOT, and local solid waste authorities. Additionally, regular interface and communication with FEMA at the headquarters, Region 4, and local levels allow our team to obtain quick responses on disaster-specific guidance and issues.

### EXPERIENCE SUMMARY

Mr. Simon Carlyle has been directly involved in all phases of disaster recovery efforts, and has developed significant knowledge of federal, state, and local regulations, allowing him to provide program and project management in response to some of the largest debris-generating disasters in the nation, including Hurricanes Irma, Harvey, Matthew, Isaac, Irene, Katrina, Rita, Wilma, Gustav, Ike, and Sandy as well as numerous ice storms, wildfires, flooding events, and other natural disasters.

### FEATURED EXPERIENCE

#### Senior Management Oversight (September 2020 – Ongoing) Hurricane Sally | Baldwin County, Florida

Mr. Carlyle was coordinated with County officials and the solid waste department before and after Hurricane Sally hit the area. Mr. Carlyle assisted with setting up infrastructure and staffing. Mr. Carlyle oversees coordination with the County's debris removal contractor, and assists with daily reporting to County officials and stakeholders. To date, Tetra Tech has monitored the debris removal of over 120,000 cubic yards of debris.

#### Regional Manager (August 2020 – Ongoing) Hurricane Laura | Multiple Louisiana Communities

Hurricane Laura has made a devastating impact on the State of Louisiana, making landfall as a category 4 storm. Mr. Carlyle is currently responding to 10 Cities and Parishes across Louisiana, managing multiple debris monitoring operations.

#### Regional Manager (August 2019 – October 2019) Hurricane Dorian | Multiple South Carolina Communities

Hurricane Dorian was an extremely powerful hurricane that skirted the South Carolina Coast in August of 2019. Mr. Carlyle served as regional project manager for multiple clients across the state, responsible for program oversight, task order preparation, forecasting, and quality assurance.

#### Regional Manager (September 2019 – November 2019) Tropical Storm Imelda | Jefferson County & Orange County, Texas

Tropical Storm Imelda impacted the gulf coast of Texas in September 2019, causing an estimate of \$5 billion dollars. Tetra Tech assisted several Texas communities with the subsequent disaster debris removal program. Mr. Carlyle served as a regional project manager for Jefferson County and Orange County Texas, two longtime Tetra Tech clients. Mr. Carlyle managed the removal of roughly 100,000 cubic yards of debris.

#### Regional Manager (October 2018 – February 2019) 13 Counties in SW Georgia | Hurricane Michael - USACE

Hurricane Michael was the first Category 5 storm to make landfall in the contiguous United States since Hurricane Andrew in 1992. After leaving a path of total destruction in the panhandle of Florida, Michael entered Georgia

### YEARS OF EXPERIENCE

15 Years

### AREA OF EXPERTISE

- Disaster Debris Management
- Private Property Programs
- Leaner/Hanger Programs
- FEMA Reimbursement
- Debris Site Permitting
- Public Information Campaigns
- Project Staffing
- Contract Management
- Public Information

### GRANT EXPERIENCE

- FEMA PA
- FHWA ER Program
- NRCS

### DISASTERS

- 4466 TX TS Imelda
- 4464 SC Hurricane Dorian
- 4419 AL Tornado
- 4400 GA Hurricane Michael
- 4393 NC Hurricane Florence
- 4344 CA Wildfire
- 4337 FL Hurricane Irma
- 4339 PR Hurricane Maria
- 4332 TX Hurricane Harvey
- 4280 FL Hurricane Hermine
- 4272 TX Severe Flooding
- 4269 TX Severe Flooding
- 4166 SC Winter Storm
- 4115 SD Winter Storm
- 4087 NJ Hurricane Sandy
- 4084 LA Hurricane Isaac
- 4029 TX Wildfires
- 4024 NC Hurricane Irene
- 4106 CT Winter Storm
- 3268 NY Snowstorm
- 1791 TX Hurricane Ike
- 1786 LA Hurricane Gustav
- 1676 MO Winter Storms
- 1609 FL Hurricane Wilma
- 1606 TX Hurricane Rita
- 1602 LA Hurricane Katrina

### TRAINING/CERTIFICATIONS

- OSHA 510: 40-Hour Construction Safety

where tropical storm force winds were felt as far north as Atlanta. As part of Tetra Tech's agreement to provide Automated Debris Monitoring Services (ADMS) under the United States Army Corps of Engineers Advanced Contracting Initiative (USACE-ACI), our team was activated to provide debris monitoring and documentation support to 14 Counties in Southwest Georgia. Mr. Carlyle served as regional manager overseeing field operations and client liaison. At peak, Tetra Tech had over 500 staff in the field overseeing and documenting the collection of nearly 4.8 Million cubic yards of debris

### Regional Manager (September 2018 – October 2018)

#### Multiple Clients in the State of North Carolina | Hurricane Florence

Hurricane Florence was the wettest tropical cyclone ever recorded in the State of North Carolina. The slow moving storm produced record amounts of rain fall from much of eastern North Carolina causing major flooding issues and road closures. In the immediate aftermath, Mr. Carlyle was deployed to Eastern North Carolina, serving as a regional manager 15 Towns, Cities and Counties including:

- Craven County
- City of New Bern
- City of Havelock
- Town of Trent Woods
- Town of Richland
- Town of River Bend
- Town of Vanceboro
- Town of Beaufort
- Duplin County
- City of Fayetteville
- Greene County
- Lenoir County
- Onslow County
- Town of North Topsail Beach
- Town of Holly Ridge

### Regional Manager (September 2017 – June 2018)

#### Multiple Clients in the State of Florida | Hurricane Irma

Hurricane Irma was the most powerful storm to make landfall in Florida since Hurricane Wilma in 2005. In the immediate aftermath, Mr. Carlyle was deployed to the Gulf Coast of Florida, serving as a regional manager for nearly 20 Cities and Counties including:

- Hillsborough County
- Pasco County
- Pinellas County
- City of Clearwater
- City of Dunedin
- City of Pinellas Park
- City of St. Petersburg
- City of Tampa
- Sarasota County
- Orange County

As regional manager, Mr. Carlyle is responsible for communicating with City and County administrators, scheduling debris removal operations, overseeing training, project staffing and data management, ensuring that debris and documentation remains accurate, representing clients in meetings with State and Federal officials, and coordination between County and City/Town government.

### Regional Manager (August 2017 – December 2018)

#### Multiple Clients in the State of Texas | Hurricane Harvey

In the wake of Hurricane Harvey, Mr. Carlyle was immediately deployed to the State of Texas, serving as a regional manager for multiple communities damaged by the storm. During the initial ramp-up of debris operations, Mr. Carlyle worked directly with impacted Cities, Counties, and respective communities, scheduling debris removal operations and task orders, and communicating all project matters related to the County's cities and towns to City and County staff. These clients included:

- Brazoria County
- City of Pearland
- City of League City
- City of Pasadena
- City of Dickinson
- City of Corpus Christi
- Nueces County
- County of Orange

- County of Galveston

### **Project Manager (August - September 2016)**

#### **Pasco County, Florida**

Mr. Carlyle served as project manager for Tetra Tech's response to Pasco County, Florida following the effects of Hurricane Hermine. Mr. Carlyle responded within 2 hours of the County's initial request for assistance and immediately began developing an operational plan for a County-wide debris estimating survey. Subsequently, Mr. Carlyle coordinated with County staff to schedule debris removal, respond to residential requests, train field staff, direct debris removal crews, establish protocols for collection and reporting, and develop a public information campaign to assist residents with debris collection.

### **Regional Program Manager (March - August 2016)**

#### **Counties of Harris, Montgomery, Waller and Brazoria, Texas**

In the spring of 2016, much of Eastern Texas was inundated with two devastating flooding events that inundated the region. As a key member of Tetra Tech's response team, Mr. Carlyle was critical in the immediate coordination of debris removal activities for multiple clients. Mr. Carlyle's main responsibilities included training project staff, coordinating with debris haulers to schedule debris removal, working with the Texas Commission on Environmental Quality to permit temporary debris management sites, establishing reporting protocols and assisting with the development of several unique public information campaigns.

### **Regional Program Manager (February 2014–June 2014)**

#### **City of Sumter, South Carolina; Counties of Barnwell, Colleton, Dorchester, Hampton, and Sumter, South Carolina | Winter Storm Pax Disaster Debris Program Management**

Prior to impact of Winter Storm Pax on the Mid-Atlantic Region, Mr. Carlyle mobilized to South Carolina to provide support to our clients. Many communities experienced unprecedented debris quantities as a result of the storm. Mr. Carlyle worked with multiple county and local governments to establish debris removal and incident response plans so they could begin responding to residential needs. Mr. Carlyle worked to execute debris removal and monitoring programs with several communities that previously had no such plan or contract in place. Once a federal declaration was granted, all communities that our team assisted were in position to capture all eligible reimbursement. All our engagements in South Carolina used RecoveryTrac™, our proprietary automated debris management system (ADMS), which allowed for significantly greater accuracy, efficiency, and minimal costs.

### **Project Manager (September 2008–October 2009)**

#### **City of Galveston, Texas | Hurricane Ike Program Management of Debris Removal from Subsurface Stormwater Management System**

Following the initial right-of-way debris removal program in the City of Galveston, Mr. Carlyle was mobilized to set up protocols and manage Hurricane Ike-related debris removal from subsurface storm drains and the removal of trees that had been rendered lifeless due to saltwater intrusion. Mr. Carlyle worked closely with the City's public works and engineering departments as well as FEMA to establish documentation protocols that would satisfy FEMA requirements and minimize paperwork and costs to the City of Galveston.

### **Project Manager (October 2005–February 2006)**

#### **City of Miramar, Florida | Hurricane Wilma Disaster Recovery Services**

Mr. Carlyle deployed an immediate response team to provide storm debris cleanup and recovery planning in response to Hurricane Wilma. Mr. Carlyle also successfully managed multiple debris-hauling contractors within the City of Miramar, ensuring that there was no duplication of effort.

#### EXPERIENCE SUMMARY

Mr. Mooneyham has been a capital projects manager in various sectors for more than 12 years. He has experience in a variety of disciplines including commercial construction, residential construction, local government infrastructure, federal government construction, and emergency management and disaster response. He has completed millions of dollars of infrastructure projects including housing, road and bridge, storm water, other large-scale capital projects. He has an in-depth understanding of FEMA guidelines and compliance having served as project manager following several disasters, including Hurricanes Zeta, Sally, Michael, and Irma, as well as flooding events.

#### RELEVANT EXPERIENCE

##### Regional Manager (December 2021 – Present)

###### Various Mississippi Clients | Hurricane Zeta

Mr. Mooneyham is currently serving as regional manager for the Cities of Gulfport, Diamondhead, Waveland, and Hancock County, Mississippi that were affected by Hurricane Zeta. Mr. Mooneyham rapidly mobilized to the area within hours of the event to assist in ramping up debris operations. He is responsible for program oversight, task order preparation, forecasting, and quality assurance. He also facilitates daily briefings for project stakeholders that includes progress mapping, reporting, and transparency into field staffing numbers.

##### Project Manager (September 2020 – November 2020)

###### City of Pensacola, Florida | Hurricane Sally

Mr. Mooneyham served as Project Manager for the City of Pensacola, Florida. Hurricane Sally resulted in high winds as well as catastrophic storm surge and flooding to the greater Pensacola area. Immediately following the event, Mr. Mooneyham was in communication with City officials and the City Sanitation and Parks department to formalize a plan for debris removal. To date, Tetra Tech has monitored the removal of over 574,000 cubic yards of debris.

##### Project Manager (August 2020 – September 2020)

###### City of Lake Charles, Louisiana | Hurricane Laura

Following Hurricane Laura, Mr. Mooneyham was activated as project manager for the City of Lake Charles. Mr. Mooneyham’s responsibilities included: training project staff, coordinate with debris haulers to schedule debris removal operations, establishing reporting protocols, and health and safety. To date, Tetra Tech monitored the removal of over 469,000 cubic yards of debris.

##### Project Manager (October 2017 – May 2018)

###### City of Springfield, City of Parker, and City of Callaway, Florida | Hurricane Michael

Following Hurricane Michael, Mr. Mooneyham was deployed as the project manager for the City of Springfield, City of Parker, and the City of Callaway. Mr. Mooneyham can manage all three projects through coordination with

#### YEARS OF EXPERIENCE

12 years

#### AREA OF EXPERTISE

- Disaster Debris Management
- Right-of-Way Debris Removal
- Private Property Debris Removal
- Disposal Operations
- Quality Assurance Initiatives
- FEMA Compliance Monitoring
- Supervision of Field Operations
- Operational Scheduling and Dispatch
- Hazardous Tree Removal
- FEMA PA Category A documentation and eligibility requirements

#### DISASTERS

- 4576 Hurricane Zeta
- 4564 Hurricane Sally
- 4559 Hurricane Laura
- 4399 Hurricane Michael
- 4393 Hurricane Florence
- 4337 Hurricane Irma
- 1551 Hurricane Ivan
- BP Deepwater Horizon Oil Spill
- Escambia County Flooding Event, May 2014

#### EDUCATION

Pensacola State College  
Associate of Arts, General



designated operations managers for each City. Mr. Mooneyham provides project oversight to verify quality control, project reporting, safety procedures, and best business practice debris monitoring protocols are being adhered to on each project.

### **Project Manager (September 2018 – October 2018)**

#### **City of New Bern, North Carolina | Hurricane Florence**

Following Hurricane Florence, Mr. Mooneyham was deployed as the project manager for the City of New Bern. Mr. Mooneyham's responsibilities included training project staff, coordinate with debris haulers to schedule debris removal operations, establishing reporting protocols, and health and safety. Mr. Mooneyham also supported the client in establishing a private road debris removal program.

### **Project Manager (October 2017 – May 2018)**

#### **Polk County and Highlands County, Florida | Hurricane Irma**

Following Hurricane Irma in September of 2017, Mr. Mooneyham provided project management services to both Highlands County and Polk County in Central Florida. He provided daily oversight of monitors and staff, offered guidance and expertise on FEMA guidelines, and acted as client relations contact for the County representatives. He was responsible for the daily operations, data management, documentation, QA/QC, and overall program efficiency, quality, and cost management.

### **Capital Project Manager (May 2014 to October 2014)**

#### **Escambia County, Florida | Severe Flooding**

Following a FEMA declared flooding event in 2014, Matt took a lead role for the Escambia County Public Works Dept. in coordinating damaging assessment, emergency repair, and permanent repair activities for the County. This work included over 700 sites of damaged infrastructure. Mr. Mooneyham acted as a direct liaison to FEMA and FDOT District 3 to coordinate repair efforts and maximize eligible FEMA and FHWA funds.

### EXPERIENCE SUMMARY

Mr. Shelton has over 21 years of professional experience in technical support and project management for disaster recovery, environmental compliance and auditing, storm water permitting and compliance, health and safety, and contaminated site assessment and remediation projects. His management experience includes Federal Emergency Management Agency disaster recovery projects, under the Public Assistance Program, in response to several major hurricanes. Additionally, **Mr. Shelton served as project manager for Franklin County, following Hurricane Michael.**

Mr. Shelton has also provided environmental compliance assessments using the United States Army Corp of Engineers The Environmental Assessment and Management (TEAM) Guide; National Pollution Discharge Elimination System (NPDES) permitting and compliance; RCRA compliance, Environmental Resource Permitting; dredging assessment, permitting, and design support; contaminated site assessment and remediation; forensic and insurance claims investigations; feasibility studies; and underground storage tanks (USTs) and above ground storage tanks (ASTs), compliance projects for government and commercial/industrial clients. His auditing experience includes annual storm water compliance tenant inspections at Canaveral Port Authority for the past eight years, and annual environmental audits at five facilities owned and operated by a private marine contractor and crane operator.

Mr. Shelton's experience in managing large and diverse projects provide a unique skill set in establishing successful multidiscipline teams of Tetra Tech employees and subcontractors to successfully complete project with a high level of quality on time and on budget.

### RELEVANT EXPERIENCE

#### FEMA DISASTER RECOVERY

##### **Project Manager; Franklin County Hurricane Michael Storm Debris Management, Franklin County, Florida; October 2018 to January 2019.**

Managed over 50 Tetra Tech staff and three projects throughout Franklin County. Projects included debris management, hazardous tree removal, and household hazardous waste removal for Franklin County Emergency Management. Provided interaction with the client for the monitoring and data management of debris. Coordinated efforts between the cities, county, and FDOT, and provided daily reports. A GPS based real time monitoring system was used to manage daily activities.

**Project Manager; Onslow County Hurricane Florence Storm Debris Management, Onslow County, Florida; September 2018 to November 2018.** Hired, trained, and managed over 50 Tetra Tech staff. The project included debris management and hazardous tree removal for Onslow County Solid Waste Department. Provided interaction with the client for the monitoring and data management of debris. A GPS based real time monitoring system was used to manage daily activities.

**Theater Lead and Project Manager; Brevard County Hurricane Irma Storm Debris Management, Brevard County, Florida; September 2017 to**

### EDUCATION

B.S., Environmental Health with minors in Biology and Geography, Salisbury University, 1996

### AREAS OF EXPERTISE

Disaster Recovery  
Environmental Compliance  
Site Assessment and Remediation  
Watershed assessment and management  
Permitting support  
Water quality monitoring  
Project management  
FEMA Public Assistance

### TRAINING/CERTIFICATIONS

OSHA 1910.120 40-Hour HAZWOPER Training; November 1998

OSHA 1910.120 8-Hour Annual Refresher Training; annual updates

OSHA 1910.120 Site Supervisor Training; January 2009

OSHA 1910 30-Hour Construction OSHA Training; March 2009

Fall Prevention and Protection Competent Person Training; September 2010 and updated 2015.

### YEARS OF EXPERIENCE

21

**March 2018.** Hired, trained, and managed over 100 Tetra Tech staff and four projects throughout Brevard County. Projects included debris management for Brevard County Solid Waste, The City of Melbourne, and the City of Cocoa Beach, and In-Water Debris Management for the Florida Department of Environmental Protection for the Indian River Lagoon system in Brevard County. Provided interaction with the client for the monitoring and data management of debris. Coordinated and trained staff to be deployed to other theaters in Florida. A GPS based real time monitoring system was used to manage over 100 collection trucks each day. Tetra Tech conducted daily meetings in the field with each contractor, and in the Brevard County Solid Waste Management offices with county personnel to ensure that the project ran in accordance with County expectations and FEMA requirements.

**Operations Manager; Harris County Texas Hurricane Harvey Storm Debris Management, Houston, Texas; September 2017.** Managed nearly 100 Tetra Tech staff and provided interaction with the client for the monitoring and data management. Trained all field staff ahead of redeployment to Florida for Hurricane Irma.

**Project Manager; Brevard County Hurricane Matthew Storm Debris Management, Brevard County, Florida; October 2016 to January 2017.** Managed nearly 100 Tetra Tech staff and provided interaction with the client for the monitoring and data management of vegetative debris throughout the county. The County hired two contractors for the removal of the debris, and Tetra Tech was responsible for monitoring and compliance with FEMA requirements. A GPS based real time monitoring system was used to manage the collection from as many as 60 collection vessels each day. Tetra Tech conducted daily meetings in the field with each contractor, and in the Brevard County Solid Waste Management offices with county personnel to ensure that the project ran in accordance with County expectations and FEMA requirements. Approximately 750,000 cubic yards of vegetative debris was removed during this project.

#### **REGULATORY COMPLIANCE AND WATER RESOURCES**

**Project Manager; Mud Lake Improvements; Brevard County, Florida; June 2019 to Present.** Managed the update of the basin model from ICPR3 to ICPR4, design, permitting, and construction management of a FEMA funded project to improve drainage in a low-lying area prone to flooding in incorporated and unincorporated Cocoa, Florida. The project is currently on hold pending funding from FEMA.

**Technical Lead; Brevard County, Programmatic Indian River Lagoon Muck Dredging Permitting, Florida; October 2017 to May 2019.** Provided technical support and coordination with federal and state regulators for a programmatic permit to dredge all muck sediments in the Indian River Lagoon throughout Brevard County. Provided facilitation at meetings with Brevard County, FDEP, USACE, and USFWS. Coordinated all agencies to establish a single permitting process for multiple dredging projects over a ten-year period.

**Technical Support; Brevard County, Save Our Indian River Lagoon Funding Plan, Brevard County, Florida; June 2016 to Present.** Mr. Shelton assisted in the creation of a planning effort to prioritize Indian River Lagoon restoration projects using net present value to determine which projects provide the highest return on investment with the limited Indian River Lagoon restoration funds. The plan was used as a basis for a proposed tax to pay for future restoration projects in the Indian River Lagoon, and the tax was passed by more than 70% majority in a referendum in November 2016. The plan is now used as a financial basis for future grant applications. Tetra tech received a Task Order from Brevard County to continue updating the document.

**Project Manager; Indian River County, Lagoon Management Plan, Indian River County, Florida; October 2018 to Present.** Mr. Shelton is the Project Manager assisting Indian River County on the creation of a planning effort to prioritize Indian River Lagoon restoration projects. The plan will initially focus on a two to three-year data evaluation on the needs of the needs and data gaps in the Indian River Lagoon in Indian River County. A second plan will be prepared once that data is gathered to evaluate the most cost-effective restoration and BMP solutions for the Lagoon in Indian River County.

**Facilitator; Indian River Lagoon National Estuary Program, Comprehensive Conservation Management Plan, Florida, Project Facilitator; May 2017 to Present.** Mr. Shelton assisted in the 2018 update of the ten-year Comprehensive Conservation Management Plan (CCMP) for the Indian River Lagoon (IRL) National Estuary Program (NRP). The plan outlines the vision, mission, promise, and goals for the IRL NEP over the next ten years. The plan provided a framework for the preservation and restoration of the IRL by engaging all stakeholders, including five counties and over 50 cities within the IRL basin. Once completed and accepted by the local stakeholders, the CCMP will be presented to the USEPA for concurrence in 2019.

## EXPERIENCE SUMMARY

Mr. Benarroch is a regional data manager and invoice reconciliation manager for Tetra Tech, Inc. As a regional manager Mr. Benarroch is responsible for oversight and management of field data managers and invoice analysts. His areas of expertise include Federal Emergency Management Agency (FEMA) eligibility and documentation requirements, private property debris removal packet management, database management, and project reporting.

Mr. Benarroch also has an in-depth understanding of our Automated Debris Management System (ADMS) RecoveryTrac™. As such he can support the implementation of ADMS in the field as well as establish quality assurance and project reporting.

## FEATURED RELEVANT EXPERIENCE

### Invoice Reconciliation Manager (January 2019-Present)

#### CalRecycle | Camp Fire

Mr. Benarroch currently serves as the invoice reconciliation manager for the Camp Fire incident. He provides oversight, quality control, and guidance for the invoice reconciliation leads for each of the three prime debris removal contractors.

### Regional Data Manager (October 2018-Present)

#### State of Florida | Hurricane Michael

Hurricane Michael made landfill in the Florida panhandle as a strong Category 4 hurricane. It caused unrepresented damage. Tetra Tech was activated by six clients ranging from the City of Lynn Haven to Wakulla County, Florida. Mr. Benarroch served regional data manager providing QA/QC of project deliverables and reporting. He also served as the invoice reconciliation manager where he oversaw invoice analyst reconciling over \$25 million in reimbursable contractor debris removal services.

### Regional Data Manager (September 2018- October 2018)

#### State of North Carolina | Hurricane Florence

Mr. Benarroch was deployed to North Carolina following Hurricane Florence. He served as a regional data manager overseeing multiple data managers assigned to projects in the State. Mr. Benarroch also served as an invoice reconciliation manager where he oversaw invoice analyst reconciling over \$13 million in reimbursable contractor debris removal services.

### Regional Data Manager (June 2018-August 2018)

#### State of Connecticut | Connecticut Severe Storms, Tornadoes, and Straight-line Winds Debris Program Management

Following the aftermath of a series of macrobursts that struck the towns of Brookfield, Danbury, New Fairfield, and Southbury, Mr. Benarroch was tasked as the regional data manager to oversee the daily operations and collection of real-time data. Mr. Benarroch supports the implementations of our ADMS

## YEARS OF EXPERIENCE

4 years

## AREA OF EXPERTISE

- FEMA Compliance Monitoring
- FEMA Reimbursement
- Reimbursement Policies and Procedures
- Data Management
- Invoice Reconciliation
- Database Systems

## GRANT EXPERIENCE

- FEMA PA

## DISASTERS

- 4399 Hurricane Michael
- 4393 Hurricane Florence
- 4385 Connecticut Severe Storms
- 4337 Hurricane Irma
- 4332 Hurricane Harvey
- 4283 Hurricane Matthew
- 4297 Georgia Severe Storms, Tornadoes, and Straight-line Winds
- 4240 Valley & Butte Fire
- 4106 Winter Storm Alfred PW Closeout

## EDUCATION

University of Central Florida  
Bachelor of Science, Applied Mathematics, 2016



technology from the creation of the project within our database to the day-to-day use by our field monitoring staff. Quality assurance (QA) and quality control (QC) procedures are supported remotely through custom reporting services. Mr. Benarroch further aides in hauler invoice reconciliation and compliance management against contract documentation.

### **Senior Data Manager (May 2018-Current)**

#### **Collier County, FL | Hurricane Irma Waterway Disaster Debris Removal Program**

Mr. Benarroch has been tasked as the senior data manager overseeing the Collier County, FL waterway disaster debris removal program. Mr. Benarroch is responsible for the supervision and inspection of all collected documentation, such as the eligibility of photos against contract requirements, GIS mapping of waterways, and remote database management. In addition, Mr. Benarroch is responsible for all hauler invoice reconciliation and compliance management to contract documentation.

### **Regional Data Manager (September 2017-August 2018)**

#### **State of Florida | Hurricane Irma | Disaster Debris Program Management**

Following the aftermath of Hurricane Irma, Mr. Benarroch was deployed as a regional data manager to oversee the daily data operations of the South Florida projects including the Florida Keys and Miami-Dade County. Mr. Benarroch supported the implementation of our ADMS technology through all phases of operations over multiple projects across the region. Mr. Benarroch aided in FEMA compliance management, including QA/QC of right-of-way load collection, and managing the documentation for all hazardous tree and hanger removal for the various programs. Mr. Benarroch was also heavily involved in the hauler invoice reconciliation and project data close out to validate the clients received the proper data and documentation to satisfy all FEMA requirements.

### **Regional Data Manager (August 2017-June 2018)**

#### **State of Texas | Hurricane Harvey | Disaster Debris Program Management**

Mr. Benarroch was deployed as a regional data manager following the aftermath of Hurricane Harvey. Mr. Benarroch supported the implementation of our ADMS technology through all phases of operations over multiple projects across the state. Mr. Benarroch aided in FEMA compliance management, including QA/QC of right-of-way load collection. In addition, Mr. Benarroch took on the responsibility of training and establishing local data managers across the state to oversee individual projects. Mr. Benarroch was also involved in the hauler invoice reconciliation and project data close out to validate the clients received the proper data and documentation to satisfy all FEMA requirements.

### **Data Manager (April 2017-September 2017)**

#### **Calaveras County, California | Butte Fire**

Following catastrophic fires that impacted Calaveras County, many dead or dying trees that were a threat to fall and threaten citizens along the County right-of-way (ROW) were in need of mitigation. Tetra Tech was hired to complete a hazardous tree mitigation program, which included both ROW trees and private property. Mr. Benarroch supported documentation management, reporting, and tree surveying efforts.

### **Financial Recovery Specialist (April 2017–September 2017)**

#### **State of Connecticut | Winter Storm Alfred Project Worksheet Management and Closeout**

Mr. Benarroch served as the financial recovery specialist during the final FEMA-PA project worksheet (PW) management and closeout resulting from Winter Storm Alfred. He was responsible for the project cost reconciliation of the invoice totals to the totals listed within the PW. The cost analysis involved a detailed review of all force account labor, force account equipment, and contractor backup provided during the FEMA-PA PW write up. Eligibility for both FEMA and the Federal Highway Administration were reviewed for compliance and accuracy. Mr. Benarroch also created and implemented custom reports and documentation for use during the PW closeout.

### **Data Manager (February 2017 - June 2017)**

#### EXPERIENCE SUMMARY

Ms. Allison McLeary is an experienced emergency response and recovery executive with a demonstrated history of building meaningful relationships across all levels of government. As **former Recovery Bureau Chief of the Florida Division of Emergency Management**, she offers more than 3 years of direct experience administering grant programming throughout the State of Florida. She is a steadfast advisor in planning for, responding to, and recovering from challenges and disasters.

#### RELEVANT EXPERIENCE

##### **Director, Disaster Recovery Programs (March 2021 – Present)** **Tetra Tech, Inc.**

Ms. McLeary serves as Director of Disaster Recovery Programs, providing policy guidance and program support. Ms. McLeary is an expert in FEMA policies, building and maintaining relationships with FEMA representatives. She analyzes policy and provides policy guidance to clients. She supports the Tetra Tech team to build programs that align with federal expectations and comply with client/federal requirements. She maximizes operational efficiencies by analyzing individual projects with a holistic lens, leveraging best practices from Tetra Tech debris management operations throughout the Nation. Additionally, Ms. McLeary coordinates relationships with funding agencies and local partners to streamline project operations.

##### **Recovery Bureau Chief (March 2020 – February 2021)** **Compliance and Appeals Officer (December 2018-February 2020)** **Florida Division of Emergency Management**

- Administered all FEMA Stafford Act programs for the State of Florida (\$9.8+ Billion over 26 federally declared events under management)
- Validated and Paid through FDEM an unprecedented \$4.1 Billion in Recovery funds in the period January 2019-February 2021, including \$2.7 Billion in PA and over \$300 Million in USDA Agriculture Recovery Block Grants
- Developed and implemented the State strategy for \$1.275 Billion in CARES-Coronavirus Relief Fund payments to 55 medium and small counties. (\$1.07 Billion validated and paid June 2020-February 2021)
- Served as Alternate Governor's Authorized Representative and Deputy State Coordinating Officer for all FEMA declared events in Florida
- Created a comprehensive FEMA PA Compliance program, including risk assessments, monitoring, and technical assistance and programmatic guidance tailored to address specific compliance risks

##### **Recovery Legal Counsel (January 2017 – November 2018)** **Louisiana Governor's Office of Homeland Security and Emergency Preparedness**

- Served as Recovery counsel- advising on all matters of emergency management and whole community Recovery

#### YEARS OF EXPERIENCE

18 years

#### AREA OF EXPERTISE

- Disaster Response & Recovery
- Grant Administration
- Stafford Act Compliance
- Alternative Procedures

#### GRANT EXPERIENCE

- FEMA Public Assistance
- CARES Act
- USDA Agriculture Recovery Block Grants
- HUD CDBG

#### EDUCATION

Auburn University, Bachelor of Arts, March 2000

Louisiana State University- Paul M. Hebert Law Center, Juris Doctorate, May 2004

Louisiana State University- Paul M. Hebert Law Center, Bachelor of Civil Law, May 2004

- Programs included FEMA/Stafford Act programs and HUD-Community Development Block Grants (CDBG-DR)
- Audit liaison to US Department of Homeland Security- Office of Inspector General and FEMA
- Developed and delivered a comprehensive outreach and education technical assistance strategy to grant subrecipients in Louisiana

### **FirstNet Program Manager (February 2015 – January 2017)**

#### **Louisiana Division of Administration, Office of Technology Services**

- Oversaw a team effort to identify needs, preform gap analyses, and plan for the buildout of the State's portion of the Nationwide Broadband network, known as FirstNet.
- Identified the needs and expectations of the State's 62,000+ first responders and worked with the US Department of Commerce and the FirstNet Authority to include those inputs in the \$7 Billion RFP for the buildout and operation of the FirstNet network.

### **State Police Legal Counsel (August 2003 – May 2013)**

#### **Louisiana Department of Public Safety and Corrections, Louisiana State Police, Office of Legal Affairs**

- Counsel to State Police on matters of policy, operations, public records law, personnel management, emergency management/crisis response, and investigations
- Advised the State Police through the buildout of the LWIN Statewide radio network, currently with over 99,000 users and statewide coverage, including tower and backhaul buildout
- Served as legislative liaison and helped draft numerous bills and testified in committee on several measures including revisions to the electronic surveillance framework and the regulation of private security.
- Represented the Louisiana Oil Spill Coordinator's Office and was assigned Attorney Supervisor throughout the response to the Deepwater Horizon event
  - Led a multi-agency team of in house, state agency lawyers in the early days of the disaster
  - Coordinated efforts among state agency counsel to ensure that necessary inputs needed for the response, damage assessment and claims under the Oil Pollution Act of 1990, Clean Water Act and other applicable federal and state laws were supported.

### EXPERIENCE SUMMARY

As an operations and field project manager, Mr. Ezelle had overseen some of Tetra Tech largest and technically challenging projects in recent history, including the management and oversight of field operations for some of Tetra Tech's largest engagements. This includes Hurricanes Michael, Mathew, Harvey and Irma along with multiple wildfire remediation projects. Mr. Ezelle is familiar with all aspect of debris monitoring and reimbursement including waterway debris removal, staff training, documentation, eligibility, truck certification, and data management.

Mr. Ezelle is a Florida resident and brings extensive Florida-based experience. He provided program oversight for several communities throughout Florida following Hurricanes Matthew, Irma, and Michael. This experience includes larges projects such as Volusia County's Hurricane Matthew response, which accounted for more than 1.6 million CYs of disaster debris.

### RELEVANT EXPERIENCE

#### Operations Manager (2016 – Present)

Mr. Ezelle has served as Operations Manager on the following projects:

- **Collier County, FL** – Hurricane Irma DR-4337 | 3,137,314 CYs (October 2017-January 2018)
- **Charlotte County, FL** – Hurricane Irma DR-4337 | 6,212 tons (October 2017-January 2018)
- **City of Naples, FL** – Hurricane Irma DR-4337 | 201,896 CYs (October 2017-January 2018)
- **City of Marco Island, FL** – Hurricane Irma DR-4337 | 271,733 CYs (October 2017-January 2018)
- **City of Cape Coral, FL** – Hurricane Irma DR-4337 | 367,636 CYs (ROW), 165,776 CY (Waterway) (October 2017-January 2018)
- **City of Victoria, TX** – Hurricane Harvey DR-4332 | 16,436.45 CYs (August 2017 -September 2017)
- **City of Albany, GA** – GA Tornadoes DR-4297 | 700,000 CYs (February 2017 – August 2017)
- **Volusia County, FL** – Hurricane Matthew DR-4283 | 1.6M CYs (October 2016 – January 2017)
- **Chehaw Park Authority** – Hurricane Michael DR-4400 | 23,000 CYs (April 2019)

#### Field Supervisor (2017)

- **Nassau County Waterways Survey** – Hurricane Matthew DR-4283 | 8,407.55 CYs (January 2017)

#### Project Manager (2017 – Present)

- **City of Wharton, TX** – Hurricane Harvey, TX DR-4332 | 35,000 CYs (September 2017-October 2017)
- **City of Albany, GA** – Hurricane Michael DR-4400 | 350,000 CYs (October 2018-Present)
- **Dougherty County, GA** – Hurricane Michael DR-4400 | 200,000 CYs (October 2018-Present)
- **USACE GA Projects** – Hurricane Michael DR-4400 | 4M CYs (October 2018-Present)

#### YEARS OF EXPERIENCE

4 years

#### AREA OF EXPERTISE

- Eligibility and Reimbursement
- Project Staffing and Training
- Coordination of multiple funding/reimbursement agencies

#### GRANT EXPERIENCE

- FEMA Public Assistance
- NRCS-ER

#### DISASTERS

- 4283 Hurricane Matthew
- 4332 Hurricane Harvey
- 4337 Hurricane Irma
- 4400 Hurricane Michael
- 4297 GA Tornadoes

#### TRAINING/CERTIFICATIONS

- FEMA IS – 100.c
- FEMA IS – 101.c
- FEMA IS 102.C
- FEMA IS 200.c
- FEMA IS 230.d

#### EDUCATION

Auburn University  
Materials Engineering, 1991

#### EXPERIENCE SUMMARY

Mr. Burns has more than 17 years of experience providing management, scientific, and technical consulting services, including private and public sector clients under a variety of technical assistance, CDBG, emergency response, emergency management, planning, and training and exercise programs. Mr. Burns has held various positions throughout his career, including Program Manager, senior project manager, emergency preparedness and response coordinator, technical lead, and incident commander. He has experience overseeing multi-disciplinary teams made of internal and subcontracted staff resources and has managed projects and complex programs with values in excess of \$70 million.

#### RELEVANT EXPERIENCE

**U.S. EPA START Program Manager, January 2020-present.** Mr. Burns is responsible for ensuring compliance with terms of the contract and work assignments; cost control, monitoring work schedules, budgets, and developing/approving cost estimates; providing monthly status reports on accomplishments, budgets and contract issues; and implementation of HSE policy and procedures to ensure field compliance.

**U.S. EPA START Readiness Coordinator and Deputy Program Manager, 2014-January 2020.** Mr. Burns serves as the US EPA Region 5 readiness Coordinator and Deputy Program Manager. Mr. Burns manages all aspects of deployment readiness and tracks deployment readiness for a 40-person core team of responders and 300 additional reach-back staff. Coordinates on-call schedules and deployments for more than 150 short- and long-term emergency response actions across the six-state region, with mobilization offices and prepositioned staff in Chicago, Minneapolis, Traverse City, Detroit, Cleveland, Cincinnati, Indianapolis, Milwaukee, Green Bay, and St. Louis. Manages the field schedule for the START contract and office employees, with as many as 150+ simultaneous projects with durations ranging from 1 day to 2 years. Manages a preparedness training program, involving approximately 10 training courses and exercises annually for contractor staff. Develops and presents training to keep personnel current on technological advances, data management techniques, and technical disaster management skills necessary to respond to any type of manmade or natural disaster.

**Greenfield Trust Program Manager (March 2018-present).** Mr. Burns is responsible for overall work performance for all Tetra Tech Greenfield Trust projects ranging in cost from \$80,000 to \$4 million. Tetra Tech is responsible for large complex remedial design, modeling, implementation, and assessment. Mr. Burns is responsible for overall management of several project managers completing this work across the country.

#### EDUCATION

B.S., Fisheries and Wildlife Science, Penn State University - 2003

#### AREAS OF EXPERTISE

Program / Project Management  
Wildfire Fire Assessment  
CDBG-DR  
Emergency Response  
Oil Spill Response  
Lead and Asbestos  
Radiation

#### KEY TRAINING/ CERTIFICATIONS

40-hour OSHA HAZWOPER with 8-hour Refreshers  
Incident Command System Training (100, 200, 300, 301, 400, 700, 800)  
IATA Dangerous Goods Shipping Certified  
EPA Air Monitoring for Hazardous Materials 165.4, 2007 and 2005 EPA RCRA Compliance and Enforcement Workshop  
EPA Sampling for Hazardous Materials 165.9

#### OFFICE

Chicago, Illinois

#### YEARS OF EXPERIENCE

17

#### CONTACT

312-201-7719  
Chris.Burns@TetraTech.com



**California Wildfire Environmental Program Manager (October 2016 – present).** Mr. Burns has served in management roles overseeing in the field environmental services conducted on 11 of the 12 past California Wildfires. During these responses Mr. Burns has lead the setup, coordination, and overall management of assessing damage, hazardous materials surveys, air monitoring, asbestos assessments, sample collection, and report preparation. Mr. Burns also manages all environmental logistics and staff coordination on these projects.

**Camp Fire Incident (January 2019 – present).** Incident Commander, responsible for overall completion of all debris and environmental work related to the hazardous material removal of over 13,000 parcels in total located in Butte County California. Task under this contract include debris removal monitoring, air sampling and monitoring (community and personal), soil sampling and evaluation, site assessment, traffic management, and documentation, financial tracking and invoice reconciliation, data management, erosion plan review and oversight of implementation, and health and safety.

**Carr and Mendocino Complex Fire Incident (August 2018 – January 2020).** Incident Commander, responsible for overall completion of all debris and environmental work related to the hazardous material removal of over 1300 parcels in total located in Shasta and Lake Counties. Task under this contract include debris removal monitoring, air sampling and monitoring (community and personal), soil sampling and evaluation, site assessment and documentation, financial tracking and invoice reconciliation, data management, erosion plan review and oversight of implementation, and health and safety.

**Thomas Fire Incident (January 2018-Decemembr 2018).** Incident Commander, responsible for overall completion of all debris and environmental work related to the hazardous material removal of over 700 parcels in Ventura County. Task under this contract include debris removal monitoring, air sampling and monitoring (community and personal), soil sampling and evaluation, site assessment and documentation, financial tracking and invoice reconciliation, data management, erosion plan review and oversight of implementation, and health and safety.

**Florida, Texas, South Carolina, North Carolina CDBG Programs (March 2018- January 2020)-** Mr. Burns serves as an Environmental Inspection Program Manager for the Lead Based Paint Risk Assessors, Asbestos Inspections, and all other environmental inspections covered under these three CDBG Programs. Mr. Burns is responsible for overall management of over 20 lead-based paint risk assessors completing risk assessment throughout all three states in relation to Hurricane Irma and Matthew.

**Restore Louisiana Program (RELA)-CDBG-DR, 2017 to July 2018.** Mr. Burns served as an Environmental Inspection Program Manager for the Lead Based Paint Risk Assessors following HUD Guidelines. Mr. Burns is responsible for overall management of 20 lead-based paint risk assessors completing risk assessment throughout Louisiana in relation to the floods of 2016. During this program Tetra Tech completed over 6,000 lead-based paint risk assessments in under 1 year.

**Lake Isabella California Fire Response, August 2016-2017.** Environmental Lead responsible for designing approach, coordinating staff, directing health and safety operations, and responsible for overall completion of environmental portion of the project. During this response Tetra Tech was responsible for assessing (hazard assessment) over 300 parcels of burned area in Southern California. Tetra Tech assessed each parcel for radiation, VOCs, lead, asbestos, and debris estimates. All documentation was collected with collector and I-form technology and uploaded to a central data base to generate deliverable as work was completed daily.

**U.S. EPA START Region 3 Project Manager, (June 2008-September 2009).** Mr. Burns oversaw the management of several US EPA site assessments and removals under the START III Region 3 Contract. During these projects, Mr. Burns was responsible for work plans, multiple sampling and analysis plans, trip reports, and case study reports. Mr. Burns was responsible for cost control and tracking, staffing, and overall manament of these projects ranging in cost from \$25,000 to \$250,000.

## EXPERIENCE SUMMARY

Mr. Jeffrey Dickerson has more than 30 years of experience in program management, with extensive experience in technical organizational management, training, and readiness exercises. He is a military veteran with skills in leadership, training, and personnel development. As the Technical Applications Manager, Mr. Dickerson is responsible for the planning, development, deployment of technical applications supporting emergency response operations for the firm.

Mr. Dickerson has extensive experience in process improvement and application of advanced technology to boost efficiency post-disaster field and data operations. He recently presented at the National Hurricane Conference on the use and application of technology to improve disaster response cost efficiency.

Mr. Dickerson has led the development and support of Tetra Tech's automated debris management system (ADMS), RecoveryTrac™. As one of only three systems validated by the USACE, it is the preferred provider by the USACE debris contractors, providing ADMS services to 6 of 8 USACE districts globally. RecoveryTrac's flexibility and GIS capabilities provide best-in-class reporting and analysis tools. Additionally, RecoveryTrac's web-based data feeds enable direct integration into client GIS and emergency management systems.

Mr. Dickerson has managed numerous large disaster activities with over 1,000 field monitors, coordinated the operation of a round-the-clock data processing centers—some with over 90 personnel, and provided technical support for a debris management database to track the over 1,000 trucks and documentation for over 5 million cubic yards of debris brought to the client's debris management sites (DMS).

## RELEVANT EXPERIENCE

### **GIS/ADMS Applications Manager (October 2017–July 2018)** **Sonoma, Napa, Lake and Mendocino Counties, CA | Wildfire Disaster Debris Private Property Debris Removal (PPDR) Program Management**

As part of a FEMA-Army Corps of Engineers (ACE) contractor team, Mr. Dickerson supported the deployment and data management of the ACE compliant ADMS and GIS technologies to automate documentation of the private property hazard removal and fire debris removal mission. Mission assignment also included site assessment and environmental remediation sampling. To date, over 3,450 properties have been assessed, sampled and fire debris removed generating nearly 761,000 tons of debris. Advanced GIS mapping, document, and data analysis portals were used extensively to document FEMA, ACE, and California environmental requirements.

## YEARS OF EXPERIENCE

30 Years

## AREA OF EXPERTISE

- Mobile and GIS Technology
- Resource Deployment and Tracking
- Readiness Training and Exercises
- Disaster Operations Support
- 20+ Years Military Experience

## DISASTERS

- 4340 Hurricane Maria
- 4240 CA Wildfires
- 4223 TX Flooding
- 4166 SC Winter Storm
- 4165 GA Winter Storm
- 4145 CO Flooding
- 4115 SD Winter Storm
- 4087 Hurricane Sandy
- 4084 Hurricane Isaac
- 4029 TX Wildfires
- 4024 Hurricane Irene
- 4106 CT Winter Storm
- 1791 Hurricane Ike
- 1609 Hurricane Wilma
- 1602 Hurricane Katrina

## TRAINING/CERTIFICATIONS

- FEMA IS-632, IS-700, IS-922
- MCDBA, Microsoft Certified Database Administrator
- MCSE, Microsoft Certified Network Engineer
- MCT, Microsoft Certified Trainer

## EDUCATION

Thomas Edison University  
Associate of Science,  
Nuclear Engineering  
Technology, 1997

**Deputy Project Manager (May 2017–October 2017)****State of Louisiana, Restore Louisiana (ReLa) Program**

Mr. Dickerson managed the HUD-mandated environmental reviews (Tier II Site Specific Reviews) in accordance with 24 CFR Part 58 and the current Restore Louisiana Program Environmental Review (Tier II) Procedures for over 10,000 flood damaged properties.

**GIS/ADMS Applications Manager (October 2016–May 2017)****States of Florida, Georgia, South Carolina and North Carolina | Hurricane Matthew Disaster Debris Public and Private Property Debris Removal (PPDR) Program Management**

Mr. Dickerson managed the deployment of customized GIS-enabled ADMS technology. The system documented removal of over 8.5 million CYs of debris and 198,000 tree hazards while supporting 720 ADMS field employee and 47 debris management sites at a removal rate of nearly 165,000 CYs/day.

**GIS/ADMS Applications Manager (October 2015–August 2016)****Lake and Calaveras Counties, CA | Wildfire Disaster Debris Private Property Debris Removal (PPDR) Program Management**

Mr. Dickerson managed the development and deployment of customized GIS-enabled ADMS technology to automate a private and commercial property hazard removal and demolition program, including environmental remediation sampling. Over 4,000 hazardous tree were removed and 1,000 structures were demolished generating nearly 100,000 cubic yards of mixed debris. Advanced GIS mapping, document, and data analysis portals were used extensively to document California environmental requirements.

**ADMS and Logistics Manager (May 2015–August 2015)****State of Texas | Severe Flooding Debris and Hazard Removal Program Management**

Mr. Dickerson managed the logistics and deployment of staff equipment and supplies as well as ADMS technology to 10 county and local clients in a multi-jurisdiction activation, including over 135 handheld devices removing 325,000 cubic yards of flood and household debris. Advanced GIS web services and data information portals were used extensively in managing the hazardous material pickups, road pass clearance, and public information applications.

**GIS/ADMS Application Manager (February 2014–June 2014)****States of Georgia and South Carolina | Winter Storm Pax Disaster Debris Program Management**

Mr. Dickerson managed the logistics and deployment of ADMS technology to seven county and local clients in a multi-state activation, including over 265 handheld devices for over 110,000 hazardous limb and tree removals and over 1,000,000 cubic yards of debris. Advanced GIS web services and data analysis portals were used extensively in managing the projects and public information applications.

**ADMS Application Manager (October 2013–December 2013)****State of New Jersey Department Environmental Protection | Hurricane Sandy Disaster Debris Program Management**

Mr. Dickerson managed the logistics and deployment of ADMS technology, including over 45 handheld devices for waterway debris and sediment removal for two-thirds of New Jersey's coastline. The RecoveyTrac™ work documentation module was heavily used to document the step-by-step progress. Over 58,000 photos documenting the collection and disposal of the debris and sediment were recorded.

**Data Operations Manager (August 2005–October 2006)****Miami-Dade County, Florida | Hurricanes Katrina and Wilma Disaster Recovery and Debris Management**

Mr. Dickerson was responsible for the setup and management of a 90-person data center. Mr. Dickerson provided database technical support to successfully track the documentation for over 5 million cubic yards of debris.

#### EXPERIENCE SUMMARY

Ms. Paris Atkinson is a senior data manager and billing/invoice analyst, where her responsibilities include data management, management of monitoring documentation for the Federal Emergency Management Agency (FEMA), invoice reconciliation, and the use of our automated debris management system (ADMS). She has extensive experience on all aspects of program data management up to and including project closeout and post-closeout audit support. Ms. Atkinson possesses knowledge and understanding of federal grant programs, including the Federal Highway Administration (FHWA) Emergency Relief (ER) Program and FEMA Public Assistance (PA) Program.

#### FEATURED RELEVANT EXPERIENCE

##### **Finance & Administration Chief (Start – Ongoing)** **Camp Wildfire (Butte County) | CalRecycle**

The Camp Wildfire was the most destructive fire in California history. As Finance and Administration Chief, Ms. Atkinson provides guidance and management on all of the financial and cost analysis and cost efficiency aspects of the tree removal operations. She is responsible for reviewing auditing invoices to ensure that they are accurate, defensible, and reimbursable by the state and federal (if applicable) agencies supplying disaster relief funding. In total, Ms. Atkinson has managed the data associated with over 1.5 million tickets.

##### **Regional Project Manager (November 2018)**

##### **State of Georgia – United States Army Corps of Engineers (USACE)**

Ms. Atkinson is currently serving as the overall regional data manager for the USACE mission to remove debris that was a result of Hurricane Michael in the State of Georgia. She oversees the regional data manager from the northern, central, and southern regions and provide senior leadership and oversight.

##### **Regional Data Manager (September 2017-August 2018)**

##### **State of Florida | Hurricane Irma | Disaster Debris Program Management**

Hurricane Irma impacted almost the entire state of Florida. As such, Tetra Tech managed numerous program management and monitoring projects throughout the state. Ms. Atkinson served as a regional data manager and oversaw daily data and invoice reconciliation operations of projects throughout Florida including Hillsborough County, Polk County, Miami-Dade County and Orange County. Ms. Atkinson provided senior level leadership and guidance to field data managers including FEMA compliance management, QA/QC of collection data, and the management and documentation of specialized programs such as hazardous tree and hanger

#### YEARS OF EXPERIENCE

15 Years

#### AREA OF EXPERTISE

- FEMA Reimbursement and Audit Support
- Reimbursement Policies and Procedures
- RecoveryTrac™ ADMS
- Data Management
- Debris Monitoring Compliance
- Invoice Reconciliation
- Geospatial Analysis

#### GRANT EXPERIENCE

- FEMA PA
- FHWA ER

#### DISASTERS

- 4337 Hurricane Irma
- 4332 Hurricane Harvey
- 4283 Hurricane Matthew
- Collier County FL Severe Storms
- 4269 TX Flooding
- 4240 CA Valley Fire
- 4223 TX Flooding
- 4166 SC Winter Storm
- 4165 GA Winter Storm
- 4145 CO Flooding
- 4087 Hurricane Sandy
- 4080 Hurricane Isaac
- 4046 CT Winter Storm
- 4029 TX Wildfires
- 3268 NY Snowstorm
- 1609 Hurricane Wilma

#### EDUCATION

University of Florida  
Bachelor of Science,  
Psychology, 2005

removal. Ms. Atkinson also managed a team of invoice reconcilers who reviewed and submitted reconciled hauler invoices to clients.

### **Regional Data Manager (August 2017-June 2018)**

#### **State of Texas | Hurricane Harvey | Disaster Debris Program Management**

Mr. Atkinson served as a regional data manager following the aftermath of Hurricane Harvey. She provided senior level leadership and guidance to field project managers. Ms. Atkinson verified field data managers followed standard operating procedures to manage and report debris collection statistics and progress. Ms. Atkinson also managed a team of invoice reconcilers that reviewed and submitted reconciled hauler invoices to Tetra Tech's Texas clients.

### **Regional Data Manager (September 2016-June 2017)**

#### **State of Florida | Hurricane Matthew | Disaster Debris Program Management**

Ms. Atkinson served as a regional data manager and provided senior level leadership and guidance to field project managers. Hurricane Matthew primarily impacted Florida's east coast communities such as Volusia, Flagler, and St. John's County. Ms. Atkinson also performed quality assurance checks on field data managers to verify proper project reporting and data management. Ms. Atkinson also led a team of reconcilers to review and process debris hauler invoices for submission to Tetra Tech's Florida clients.

### **Senior Data Manager (October 2015–August 2016)**

#### **Lake County, California | Valley Fire Disaster Debris Program Management**

Lake County, California was one of the counties severely impacted by the Valley Fire, which burned over 76,000 acres across Lake, Napa, and Sonoma Counties prior to being fully contained. Tetra Tech was retained by the County to provide program management and debris monitoring services. In addition to a right-of-way debris and hazardous tree removal program, the County also initiated a selective private property debris removal (PPDR) program. One of the unique aspects of the County is the enormous trees along the right-of-ways. Thousands of fire hazard trees were identified throughout the County that, though located on private property, could pose a threat to County maintained roads. As a result, the County initiated a selected PPDR program to address standing dead trees on private property that could impact County roads. Ms. Atkinson served as a senior data manager and was responsible for FEMA compliance management, including QA/QC of data and managing the documentation.

### **Senior Data Manager (May 2015–August 2016)**

#### **Hays County; Caldwell County; City of Houston, Texas | Severe Storms, Tornadoes, Straight-Line Winds, and Flooding Program Management**

The jurisdictions of Hays County, Caldwell County, and the City of Houston were among the many Texas communities impacted by the torrential rainfall in May of 2015. Tetra Tech was activated by the aforementioned communities to provide program management and disaster debris monitoring services. Ms. Atkinson served as the senior data manager for the Texas projects. She supported the projects by managing the data team in the field; providing FEMA compliance management, including QA/QC of right-of-way load collection; and managing the documentation for all hazardous tree and hanger removal. Ms. Atkinson also provided ADMS and database support for all staff members. Hays County has an ongoing PPDR program for which Ms. Atkinson continues to provide data management support.

### **Billing/Invoice Analyst (May 2015 – October 2015)**

#### **City of Houston, Texas | Severe Storms and Flooding Disaster Debris Program Management**

Ms. Atkinson served as billing/invoice analyst for the City of Houston, Texas following severe storms and flooding that resulted in 300,000 cubic yards of disaster debris in the City. Ms. Atkinson worked alongside the data manager of the FEMA funded destruction relief program for the City, and also assisted with the daily input of collection logs and data documentation.



**Senior Data Manager (January 2016–February 2016)****Collier County, Florida | Severe Storm and Straight-Line Wind Debris Program Management**

Collier County, FL was impacted in January by a severe storm with measured winds as high as 83 mph. The storm caused significant arboreal damage to the County, so much so that the County chose to activate their disaster debris removal contractors and Tetra Tech. Ms. Atkinson provided program management and debris monitoring services to the County, which included ADMS technology implementation, quality assurance (QA)/quality control (QC) of data, multiple reporting functions, management of debris pile reported data and citizen concerns, contractor reconciliation and invoicing, and final project closeout.

**Data Manager and Debris Management Consultant (March 2014–Ongoing)****Boulder County, Colorado | Severe Flooding Disaster Debris Program Management**

Ms. Atkinson is currently serving as data manager for Boulder County, Colorado following the severe flooding that affected the state in September 2013. Ms. Atkinson is responsible for managing invoice reconciliation with the debris contractor; creating custom reports for Boulder County; managing the data team in the field; providing FEMA compliance management, including QA/QC of right-of-way load collection; and managing the documentation for all hazardous tree and hanger removal. Ms. Atkinson also provides ADMS and database support for all staff members. Additionally, Ms. Atkinson assists with management of the FHWA-ER program for the County.

**Data Manager (February 2014–July 2014)****Barnwell County; Colleton County; Dorchester County; Sumter County, South Carolina; City of Sumter, South Carolina; City of Augusta, Georgia | Winter Storm Pax Disaster Debris Program Management**

Ms. Atkinson served as data manager for six municipalities in the states of South Carolina and Georgia following Winter Storm Pax. Ms. Atkinson was responsible for managing invoice reconciliation with the debris contractor; managing the data team in the field; providing FEMA compliance management, including QA/ QC of right-of-way load collection; and managing the documentation for all hazardous tree and hanger removal. Ms. Atkinson also provided ADMS and database support for all staff members.

**Project Manager (July 2012–September 2012)****Lake County, Florida | FEMA-Compliant Disaster Debris Management Plan**

In August 2012, she assisted Lake County, Florida, with the development of a FEMA-compliant disaster debris management plan. In addition, she assisted the County in developing a scope of services for their request for proposal for debris contracting, where a large focus was on helping complete the debris hauling request for proposal and guiding the County through the bid process.

**Operations Manager and Data Manager (February 2006–August 2006)****Collier County, Florida | Hurricane Wilma Disaster Waterways Debris Removal Program Management**

Ms. Atkinson served as operations manager and data manager for Collier County, Florida, following Hurricane Wilma, where she was responsible for the supervision, support, and evaluation of field staff; documentation compliance; and ensuring waterway debris removal was compliant with Natural Resources Conservation Service contract specifications. Ms. Atkinson also developed standard operating procedures specific to the waterway debris removal project.

## EXPERIENCE SUMMARY

As President of Tetra Tech's Disaster Recovery Business Unit, Mr. Burgiel manages the business operations of all disaster recovery efforts, including preparedness planning, project staffing, logistics, grant administration and agency reimbursement support, program accounting/auditing oversight, and contract negotiations. Mr. Burgiel is dedicated to helping communities plan for and recover from disasters and provide the necessary documentation to receive the maximum allowable reimbursement from federal and state emergency management agencies.

Mr. Burgiel has 30+ years of solid waste and disaster recovery experience. His disaster-related work has included serving as principal in charge of over 100 projects, helping clients throughout the country prepare for, respond to, and recover from natural and human-caused disasters.

Mr. Burgiel is intimately familiar with local, state, and federal solid waste and hazardous waste regulations, as well as U.S. Department of Housing and Urban Development (HUD), Federal Emergency Management Agency (FEMA), and Federal Highway Administration (FHWA) policies and reimbursement procedures as they relate to disaster management and recovery.

## RELEVANT EXPERIENCE

Mr. Burgiel has provided senior management oversight to the following projects:

- Hurricane Maria debris mission supporting the Commonwealth of Puerto Rico Department of Transportation
- 67 communities and over 2,400 staff in Florida – Hurricane Irma
- 38 communities and over 1,400 staff in Texas – Hurricane Harvey
- Multiple communities in South and North Carolina – Hurricane Matthew
- Richland County & Lexington County, South Carolina - South Carolina 1,000-year Flooding Event - Comprehensive Disaster Recovery Services
- Hays County/City of Wimberley, Texas – Severe Flooding Disaster Recovery Assistance
- New Jersey Department of Environmental Protection (NJDEP) – Hurricane Sandy Disaster Vessel Recovery Program
- State of Connecticut – Hurricane Sandy Disaster Debris Program
- State of Louisiana – Hurricane Isaac Disaster Debris Program Management
- City of New Orleans, Louisiana – Hurricane Katrina Residential Demolitions
- Bastrop County, Texas – Wildfires
- City of Cedar Rapids, Iowa – Severe Flooding

## YEARS OF EXPERIENCE

30+

## AREA OF EXPERTISE

- Solid and Hazardous Waste Management
- Disaster Recovery Program Management
- Federal Grant Management

## DISASTERS

- 4337 FL Hurricane Irma
- 4332 TX Hurricane Harvey
- 4286 SC Hurricane Matthew
- 4245 TX Flood
- 4241 SC Flood
- 4087 Hurricane Sandy
- 4084 Hurricane Isaac
- 4029 TX Wildfires
- 4024 Hurricane Irene
- 4106 CT Winter Storm
- 1791 Hurricane Ike
- 1786 Hurricane Gustav
- 1780 Hurricane Dolly
- 1679 FL Tornadoes
- 1606 Hurricane Rita
- 1609 Hurricane Wilma
- 1602 Hurricane Katrina
- 1595 Hurricane Dennis
- 1561 Hurricane Jeanne
- 1551 Hurricane Ivan
- 1545 Hurricane Frances
- 1539 Hurricane Charley

## EDUCATION

University of Central Florida  
Master of Business  
Administration, 1989

Tufts University  
Bachelor of Arts, Economics,  
1984

### Principal in Charge (November 2018 – Present)

#### Florida Department of Economic Opportunity | HUD CDBG-DR Rehab/Reconstruction Program

Mr. Burgiel serves as program manager for Tetra Tech's performance of housing rehabilitation and reconstruction related environmental services associated with the State of Florida's \$615.9 million HUD CDBG-DR grant associated with Hurricane Irma. Overseeing Tetra Tech staff's development of approximately 6,000 Tier 2s, 3,000 lead risk assessments, review of 8 Tier 1s, and other specialized environmental services (e.g., CESTs, EAs, etc.) as a subcontractor to IEM, Inc.

### Senior Project Manager (June 2017 – Present)

#### Restore Louisiana | HUD CDBG-DR Housing Rehabilitation

Served as Project Manager over the preparation of over 25,500 Tier 2 environmental reviews and over 6,000 lead risk assessment and clearance inspections. This \$20 million project performed by Tetra Tech utilized state of the art technology and cloud based technology to decrease the cost of performing a Tier 2 review by over 50% from prior state led residential rehab projects.

### Principal in Charge (October 2018 – Present)

#### Texas General Land Office | HUD CDBG-DR Housing Rehab/Reconstruction Program

Mr. Burgiel is currently serving as program manager for Tetra Tech's performance of housing rehab and reconstruction related environmental services associated with the State of Texas' \$5.024 billion HUD CDBG-DR grant associated with Hurricane Harvey. Overseeing Tetra Tech staff's development of approximately 3,500 Tier 2s, 1,700 lead risk assessments, and other specialized environmental services (CESTs, EAs, etc.) as a subcontractor to IEM, Inc.

### Principal-in-Charge (May 2015–October 2015)

#### Hays County/City of Wimberley Texas | Post-Disaster Flood Support Services

Following the historic flooding event along the Blanco River where over 20 people perished, Mr. Burgiel provided technical support in the Hays County, Texas Emergency Operations Center (EOC) during and immediately following the flooding disaster. As part of these services, Mr. Burgiel supported the County and City of Wimberley in providing expert technical advice associated with providing the County/City appropriate measure for responding to the event and methods for best tracking the County's disaster-related costs to maximize the County's/City's FEMA reimbursement post-disaster. Mr. Burgiel was instrumental in standing up the County right-of-way debris removal program and subsequently obtaining approval for a private property debris removal (PPDR) program from FEMA to cover the extensive debris that remained along and in the Blanco River, which created a future health and safety hazard to the County and City.

### Senior Management (September 2008-January 2009)

#### Harris County, Texas | Hurricane Ike Disaster Debris Program Management

In 2008, Hurricane Ike made landfall in Texas, causing extensive damage to Harris County, the fourth largest county in the United States. Mr. Burgiel rode out the storm in Harris County's EOC and assisted with the deployment of our response team following the storm. Our team assisted with monitoring and cost reimbursement for over 2.5 million cubic yards of debris from the public right-of-way (ROW) in response to Hurricane Ike.

#### EXPERIENCE SUMMARY

Mr. McLendon has been providing consulting engineering services to federal, state, and local governments across the U.S. for more than 29 years. His background in solid and hazardous waste management has led him to become one of the leading experts in the country on the implementation of large-scale post-disaster debris removal programs. He has routinely assembled large teams to support major infrastructure and emergency response efforts. Career highlights include:

- Experienced Executive Program Manager with over 29 years of experience working with federal, state, and local government agencies on the finance, design, permitting, procurement, construction, and operations of major infrastructure projects.
- Served as Principal in Charge for upwards of 30 major disaster activations including projects totaling more than 100 million cubic yards of debris and upwards of \$2.5 billion in FEMA PA reimbursement.
- Major experience in the legal substantiation and implementation of complex debris removal programs including PPDR, waterways, beaches, selective salvage, etc.
- In depth knowledge of the FEMA Public Assistance program including a strong understanding of Federal Register 2 CFR Part 200 ("the Super Circular")

#### RELEVANT EXPERIENCE

##### Hurricane Sally (2020)

###### City of Pensacola, FL and Okaloosa County, FL

The City of Pensacola and Okaloosa County, FL have been long-standing clients of Mr. McLendon. Following the impact of Hurricane Sally, Mr. McLendon provided senior advisory services to include explanations of the FEMA Category A program as well as procurement assistance. Chuck has also provided senior level oversight to ensure that our response crews are meeting client expectations.

##### Hurricane Florence (2018)

###### Boiling Spring Lakes, NC and Briarcliff Acres, SC

Following Hurricane Florence, Mr. McLendon provided disaster debris monitoring and FEMA grant management related services to the City of Boiling Spring Lakes, NC and the Town of Briarcliffe Acres, SC (through a contract with the Horry County Solid Waste Authority). Monitoring work including debris management site permitting, right of way collection, hazardous tree removal, and household hazardous waste collection.

##### Hurricane Irma (2017)

###### Numerous Central Florida Jurisdictions

Following Hurricane Irma in September of 2017, Mr. McLendon provided senior oversight of debris monitoring operations across seven counties –

#### YEARS OF EXPERIENCE

29

#### AREA OF EXPERTISE

- Solid and Hazardous Waste Management
- Disaster Debris Monitoring
- Solid Waste Routing and Efficiency
- Private Property Debris Removal
- Cost of Service Evaluations
- Emergency Management
- Damage Assessment
- Utility Engineering/Consulting
- Program Management
- Public Outreach/ Communications
- Procurement (2CFR)
- Environmental Permitting
- Grant Management

#### DISASTERS

- DR4564FL, Hurricane Sally
- DR-4559LA, Hurricane Laura
- DR-4393NC, Hurricane Florence
- DR 4337FL, Hurricane Irma
- DR-4283FL, Hurricane Matthew
- DR-4241SC, Severe Flooding
- DR-4138FL, Severe Flooding
- DR-1971AL, Tornado Outbreak
- DR-4024VA, Hurricane Irene
- DR-1791TX, Hurricane Ike
- DR-1786LA, Hurricane Gustav
- DR-1603LA, Hurricane Katrina
- BP Deepwater Horizon Oil Spill

#### EDUCATION

Bachelor of Science, Business Marketing, Florida State University, 1991

including Seminole, Lake, and Volusia counties in Central Florida. Chuck was responsible for assembling project management and support teams to include policy and field operations expertise. In total, he oversaw a team of over 1,000 personnel that accounted for nearly 6 million cubic yards of debris removal. This work included implementation and tracking of Private Property Debris Removal (PPDR) programs within each of the seven counties managed.

### **Severe Flooding (2017)**

#### **South Carolina Emergency Management Division**

Mr. McLendon was retained by the SCEMD to serve as a Senior FEMA PA Policy Advisor in support of project worksheet formulation for the October 2015 flooding event that impacted much of central South Carolina. Mr. McLendon oversaw a team of Project Specialists in drafting and versioning project worksheets.

### **Hurricane Matthew (2016)**

#### **St. Johns and Flagler Counties, Florida**

Mr. McLendon served as Principal in Charge for the debris monitoring mission in St. Johns County and Flagler County, Florida following Hurricane Matthew. Chuck oversaw the removal of more than 1.1 million cubic yards of debris from public and private roads as well as debris removal efforts along nearly 27 miles of county-maintained beach. In addition to providing daily oversight of the debris removal mission, Mr. McLendon was regularly relied upon by County staff for policy guidance related to the County's overall recovery effort.

### **Hurricane Irene (2010)**

#### **Virginia Department of Transportation**

Mr. McLendon served as Principal in Charge for recovery efforts on behalf of the Hampton Roads District of the Virginia Department of Transportation following Hurricane Irene. Mr. McLendon provided senior advisory services and oversight of a team to provide FEMA PA / FHWA ER reimbursement services for the District.

### **Hurricane Ike (2008)**

#### **Galveston County and City of Galveston, TX**

Mr. McLendon oversaw the debris removal effort for Galveston County and the City of Galveston, Texas following Hurricane Ike in 2008. Upwards of 10 million cubic yards of debris was removed County-wide under Chuck's direction. Debris removal programs included right of way, private property debris removal (PPDR), commercial debris removal, dead animal carcasses, hazardous waste, and white goods.

### **Hurricane Ivan (2004)**

#### **Escambia County, City of Pensacola, and FDOT District 3, Florida (2004)**

Hurricane Ivan devastated northwest Florida. Mr. McLendon served as Principal in Charge for recovery efforts to Escambia County, the City of Pensacola, and Florida DOT District 3. Mr. McLendon assisted the County in putting together the legal substantiation for the County to receive approval for a major private property debris removal program including both vegetative debris and sand removal from residential structures on the beach. Upwards of 8 million cubic yards of debris was removed from County and City right of ways, private property, and county beaches.



## EXPERIENCE SUMMARY

Mr. Ralph Natale serves as Director of Operations for Tetra Tech's Post Disaster Program Management Division (TDR). In this role, Mr. Natale will be responsible for ensuring the adequacy of the firm's resources and staffing commitments for this City of Houston program as well as ensuring that the firm's structural, operational, and technological protocols are sufficient to support staff assigned to City of Houston work assignments.

Mr. Natale began his career in debris management and has since managed post-disaster field recovery operations for many of the largest disasters in U.S. history. Given his proficiency in building large staffing teams and creating effective / repeatable standard operating procedures, Ralph was promoted to Director of Operations for all of Tetra Tech's post disaster response and recovery operations.

Since serving as Director of Operations, Ralph has assisted our technical teams in establishing several of the largest and most effective FEMA PA and CDBG-DR programs in the country. This has included our FEMA PA support contract with the government of Puerto Rico and State of Louisiana, as well as major CDBG-DR programs in Florida, Texas, North Carolina, Louisiana, and Puerto Rico.

In addition to Ralph's aptitude in managing large programs, he also has strong familiarity with the City of Houston. Since 2008, he has served as Principal in Charge for Tetra Tech's debris monitoring contract with the City of Houston and has been engaged for multiple disasters – including Hurricanes Ike and Harvey - to manage very large debris monitoring programs (some of which involved several hundred personnel). The effective execution of these large, complex field projects is a testament to Mr. Natale's leadership and organizational skills.

Mr. Natale is an expert in Federal Emergency Management Agency-Public Assistance (FEMA-PA) Grant Program reimbursement policies and has administered nearly 70 projects in his 14-year career. He has also become highly proficient in other federal grant programs including HUD's Community Development Block Grant – Disaster Recovery (CDBG-DR) program where he oversees several major Tetra Tech CDBG-DR programs.

### YEARS OF EXPERIENCE

14

### AREA OF EXPERTISE

- Operational Oversight / Leadership
- Program Design and Implementation
- Process Engineering / Improvement
- Project Budgeting and Accountability
- State and Federal Regulations / Policies
- Technological Solutions

### GRANT EXPERIENCE

- FEMA PA
- FEMA HMA/HMGP
- HUD CDBG - DR
- NRCS EWP
- FHWA ER

### EDUCATION

New Jersey Institute of Technology, Bachelor of Science, Chemical Engineering  
(in progress)

## FEATURED EXPERIENCE

### Principal in Charge (August 2017– April 2018)

#### City of Houston, Texas | Hurricane Harvey

Hurricane Harvey caused unprecedented flooding to the City of Houston. Mr. Natale managed Tetra Tech's response and recovery debris monitoring support to the City including oversight of 13 primary debris haulers. Mr. Natale ensured that all debris activities were documented in accordance with FEMA PA policy requirements.

### Principal in Charge (May–August 2015)

**City of Houston, Texas | Memorial Day Floods**

Mr. Natale designed and incorporated an operational plan to manage debris removal efforts on over 6,000 road miles and 1,000,000 parcels in 60 days. 650,000 yards were collected in the 256 debris zones using City of Houston force account labor and equipment and contractor resources.

**Principal in Charge (October 2008–July 2010)****City of Houston, Texas | Hurricane Ike Disaster Debris Program Management**

Our response to the City of Houston following Hurricane Ike included the collection of over 5.5 million CYs of debris in 256 zones throughout the City. This also included 300 parks and open spaces. Mr. Natale also was tasked with managing the firm's largest hazardous tree removal program for the City of Houston. The program involved removing over 214,000 hazardous trees accompanied by 630,000 photographs to document eligibility. Mr. Natale worked closely with the City of Houston Solid Waste and Finance Department to reconcile and provide detailed information of over \$110 million in invoices and over \$3 million in FHWA funds. Mr. Natale also helped reconcile and submit over \$9 million in force account labor.

**Principal (February 2020 – Present)****Governor's Office of Homeland Security and Emergency Preparedness (GOHSEP)****Multiple Disasters including Hurricane Laura**

Mr. Natale has provided FEMA PA staffing and operational support to our GOHSEP contract since inception. He works with the Project Manager to ensure that the project is staffed with the proper technical competencies and that administrative matters (invoicing, etc.) are administered timely and effectively.

**Principal (Jul 2019–Present)****Puerto Rico Department of Housing (PRDOH) R3 Puerto Rico CDBG Program**

Mr. Natale has provided senior operational leadership for the HUD-mandated environmental reviews (Tier II Site Specific Reviews) ), Damage Assessment Inspection/Cost Estimate, LBP, and Asbestos Inspection program in accordance with 24 CFR Part 58 and the current Puerto Rico PRHOH R3 Program Environmental Review (Tier II) Procedures for an estimated 60,000 hurricane and flood damaged properties.

**Principal (Oct 2019–Present)****Harris County, Project Recovery CDBG Program**

Mr. Natale has provided senior technical support and staffing leadership for the HUD-mandated environmental reviews (Tier II Site Specific Reviews) ), Damage Assessment Inspection/Cost Estimate, and LBP program in accordance with 24 CFR Part 58 and the current Puerto Rico PRHOH R3 Program Environmental Review (Tier II) Procedures for an estimated 2,500 hurricane and flood damaged properties.

**Principal (Dec 2018–Present)****State of Florida, Rebuild FL CDBG Program**

Mr. Natale has provided senior operational leadership for the HUD-mandated environmental reviews (Tier II Site Specific Reviews) ), Damage Assessment Inspection/Cost Estimate and LBP Inspection program in accordance with 24 CFR Part 58 and the current Florida Department of Economic Opportunity (DEO) Program Environmental Review (Tier II) Procedures for an estimated 7,000 flood damaged properties.

**Principal in Charge (November 2017 – Present)****USACE / CalRecycle / Local Governments, California Wildfire Response**

Since 2017, Mr. Natale has served as Tetra Tech's Principal in Charge for all response and recovery activities associated with more than 14 complex wildfire incidents in California. Mr. Natale's leadership has included operational staffing of debris, environmental, and administrative staff, design of processes and procedures, and all other financial and administrative related tasks supporting these incidents.

## EXPERIENCE SUMMARY

Mr. Oliver Yao is part of the Senior Management Team and serves as a financial analyst for post disaster program. Mr. Yao has over 1 years of industry experience in the four phases of emergency management: preparedness, response, recovery, and mitigation. In addition, Mr. Yao has supported response efforts to some of the largest disasters to affect the United States, including Hurricanes Katrina and Ike. Due to his experience, Mr. Yao also has unique knowledge and understanding of federal grant programs and the documentation requirements. This knowledge and experience has aided Mr. Yao in developing and implementing standard operating procedures (SOP) for documentation and data management that assist our clients during closeout and audit.

This knowledge and experience has aided Mr. Yao in providing local governments across the country with debris management consulting services such as the development of disaster debris management plans (DDMPs), the procurement of debris removal contractors, and the evaluation of debris management sites (DMS).

## RELEVANT EXPERIENCE

### **Senior Management and Data Oversight (October 2018–Present)** **Florida | Hurricane Michael Program Management**

Hurricane Michael impacted the Florida panhandle region as a Category 5 hurricane. Mr. Yao currently provides senior management and data oversight for multiple projects in Florida including the cities of Lynn Haven, Springfield, and Callaway. Recovery efforts include private property debris removal and structural demolitions.

### **Senior Management and Data Oversight (August 2017–April 2018)** **City of Houston, Texas | Hurricane Harvey Program Management**

The southwest region of Texas was substantially impacted by Hurricane Harvey and the torrential rainfall amounts the system brought to the region. The City of Houston activated the monitoring and program management services of Tetra Tech. Mr. Yao provided senior management and data oversight to the project. To date, over 1.2 million cubic yards of debris have been collected in the City as a result of Hurricane Harvey.

### **Senior Management and Data Oversight (May 2015–July 2015)** **Hays County; Caldwell County; City of Houston, Texas | Severe Storms, Tornadoes, Straight-Line Winds, and Flooding Program Management**

The jurisdictions of Hays County, Caldwell County, and the City of Houston were among the many Texas communities impacted by the torrential rainfall in May of 2015. Tetra Tech was activated by the aforementioned communities to provide program management and disaster debris monitoring services. Mr. Yao served as a senior management and data oversight manager for the Texas projects. He supported the projects by developing health and safety

## YEARS OF EXPERIENCE

1

## AREA OF EXPERTISE

- FEMA Reimbursement and Audit Support
- Disaster Debris Management
- Data Management
- FEMA-Compliant Disaster Planning
- RecoveryTrac™ ADMS
- Emergency Management Planning

## GRANT EXPERIENCE

- FEMA PA

## DISASTERS

- 4337 FL Hurricane Irma
- 4332 TX Hurricane Harvey
- 4283 FL Hurricane Matthew
- 4240 CA Valley Fire
- 4223 TX Flooding
- 4166 SC Winter Storm
- 4145 CO Flooding
- 4155 SD Winter Storm
- 4145 CO Flooding
- 4086 Hurricane Sandy
- 4080 Hurricane Isaac
- 4029 TX Wildfires
- 4024 Hurricane Irene
- 1791 Hurricane Ike
- 1786 Hurricane Gustav
- 1780 Hurricane Dolly
- 1679 Tornadoes
- 1676 MO Winter Storms
- 1665 NY Snowstorm
- 1603 Hurricane Katrina

## EDUCATION

Rollins College, Crummer  
School of Business  
Master of Business  
Administration, 2006

Rollins College  
Bachelor of Arts, Economics,  
2003

plans and verifying the projects met the project operations, timeline, deliverable, and budget standards for Tetra Tech.

### **Senior Management and Data Oversight (February 2014–June 2014)**

#### **South Carolina | Winter Storm Pax Disaster Debris Program Management**

The jurisdictions of Colleton County, SC; City of Sumter, SC; Sumter County, SC; Dorchester County, SC; and Barnwell County, SC were significantly impacted by Winter Storm Pax. Mr. Yao provided senior management and data oversight to the project managers assigned to the South Carolina projects. With Mr. Yao's support the projects met Tetra Tech standards for project operations, timelines, deliverables, and budgets.

### **Data Manager (April 2013–August 2013)**

#### **City of Sioux Falls, South Dakota | Severe Winter Storm Debris Program Management**

Mr. Yao was responsible for supporting all data management activities, including the administration of ADMS technology to document debris and hazard removal efforts. During the course of recovery operations, our team documented the removal of approximately 87,000 cubic yards of debris and nearly 27,000 hanging limbs and leaning trees.

### **Senior Oversight (September 2011–August 2013)**

#### **Bastrop County, Texas | Wildfire Disaster Program Management**

Following the wildfires in Bastrop County, Mr. Yao was responsible for supporting all data management activities associated with the debris collection effort. The project resulted in 750 private property debris removals, the removal of 49,000 burnt trees, and the removal of 15,000 burnt trees from the right-of-way.

### **Regional Data Manager (October 2012–December 2012)**

#### **State of Connecticut | Hurricane Sandy Disaster Debris Program Management**

Following Hurricane Sandy, Mr. Yao served as the regional operations manager for the State of Connecticut. In this role, he oversaw data management and field operations for the statewide operation that cleared and collected debris from the right-of-way through the impacted region following the storm's path.

### **Data Manager (September 2008–September 2011)**

#### **City of Houston, Texas | Hurricane Ike Disaster Debris Program Management**

Mr. Yao was responsible for supporting all data management activities associated with the debris collection effort following Hurricane Ike. He helped install a debris management database to track the huge numbers of trucks and debris loads brought to the City of Houston's temporary debris storage and recovery sites.

### **Data Manager (September 2008–October 2009)**

#### **Harris County, Texas | Hurricane Ike Disaster Debris Program Management**

To assist Harris County with response and recovery efforts following Hurricane Ike, Mr. Yao managed contractor invoice reconciliation and data management activities related to PA-eligible work. He also provided Harris County with audit support during the Texas Division of Emergency Management audit.

# Tab C

## Financial Information



TETRA TECH

complex world | CLEAR SOLUTIONS™



## C. Financial Information

Tetra Tech is a financially sound and successful firm with fiscal year 2020 annual revenues of more than \$3 billion and approximately 20,000 employees. Tetra Tech has a Dun & Bradstreet (D & B) rating of 5A2. To demonstrate the firm's solid financial performance, a short version of our most recent 10K Report and D & B Report have been included at the end of this section. However, a complete copy of our financial reports can be provided upon request.

Fed Tax ID: 95-4148514

DUNS: 080106449

Cage Code: 0YEM5

## LIVE REPORT

**TETRA TECH, INC.**

Tradestyle(s): -

ACTIVE BRANCH

D-U-N-S Number: 08-010-6449

Company: TETRA TECH, INC.

**D&B** 1 S Wacker Dr Ste  
**Address:** 3700, Chicago, IL,  
 60606, United States  
 Of America  
**Location** Branch  
**Type:**  
**Phone:** +1 703-885-5521  
**Web:** [www.tetrattech.com](http://www.tetrattech.com)

**Endorsement:** Shawntae.Williams@tetrattech.com

## Summary

## KEY DATA ELEMENTS (Formerly: SCORE BAR)

KDE Name		Current Status	Details
PAYDEX®	↑	72	Paying 12 days past due
Commercial Credit Score Percentile	↑	6	High Risk of severe payment delinquency.
Financial Stress Score National Percentile	↑	36	Moderate Risk of severe financial stress.
D&B Viability Rating		1 5 A A	View More Details
Bankruptcy Found		N	
D&B Rating		5A2	5A indicates 50 million and over, Credit appraisal of 2 is good

## COMPANY PROFILE ⓘ

## D-U-N-S

08-010-6449

## Ownership

Not publicly traded

## Mailing Address

UNITED STATES

## Telephone

+1 703-885-5521

## Website

[www.tetrattech.com](http://www.tetrattech.com)

## Named Principal

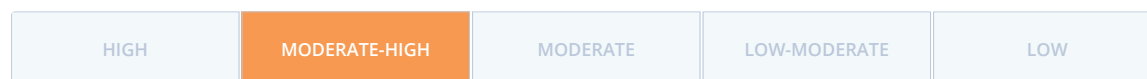
Unknown, UNKNOWN

## Line of Business

Engineering services

## OVERALL BUSINESS RISK ⓘ

## Dun &amp; Bradstreet thinks...



Overall assessment of this organization over the next 12 months:

Payment-Behavior-Concerns

Based on the predicted risk of business discontinuation:

Average-Risk-Of-Discontinued-Operations-Or-Business-Inactivity

Based on the predicted risk of severely delinquent payments:

Very High Potential For Severely Delinquent Payments

## D&amp;B MAX CREDIT RECOMMENDATION ⓘ

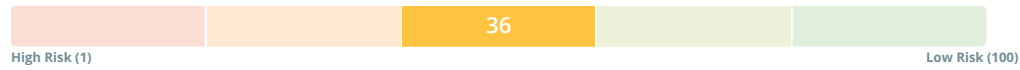
## MAXIMUM CREDIT RECOMMENDATION

US\$ 2,000

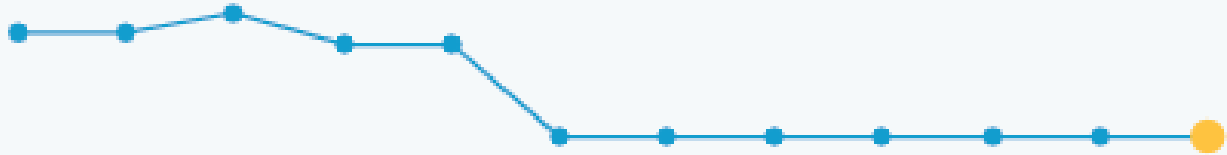
The recommended limit is based on a high risk of business failure.

**FAILURE SCORE** (Formerly Financial Stress Score) ?**Company's Risk Level**

MODERATE

**Probability of failure over the next 12 months****0.37 %****Past 12 Months**

Low Risk



High Risk

**DELINQUENCY SCORE** (Formerly Commercial Credit Score) ?**Company's Risk Level**

HIGH

**Probability of delinquency over the next 12 months****48.65 %****Past 12 Months**

Low Risk

High Risk

VIABILITY RATING SUMMARY ⓘ

Viability Score

1

High Risk (9)

Low Risk (1)

Data Depth Indicator

A

Descriptive (G)

Predictive (A)

Portfolio Comparison

5

High Risk (9)

Low Risk (1)

Financial Data

Available

Trade Payments

Available: 3+Trade

Company Size

Large

Years in Business

Established

D&B PAYDEX - 3 MONTHS ⓘ

73

High Risk (1)

Low Risk (100)

Days Beyond Terms: 11

D&B PAYDEX® ⓘ

67

High Risk (1)

Low Risk (100)

Days Beyond Terms: 18

Past 24 Months

Low Risk

High Risk

PAYDEX® TREND CHART ⓘ



FRAUD RISK SCORE INFORMATION



No Fraud Risk Score is Available

FINANCIAL OVERVIEW - PROFIT AND LOSS



No Data Available

FINANCIAL OVERVIEW - BALANCE SHEET



No Data Available

FINANCIAL OVERVIEW - KEY BUSINESS RATIOS



No Data Available

OWNERSHIP			
Subsidiaries			
Members			
536			
This company is a Branch.			
	Global Ultimate	Headquarters	Domestic Ultimate
Name	TETRA TECH, INC.	TETRA TECH, INC.	TETRA TECH, INC.
Country	UNITED STATES	UNITED STATES	UNITED STATES
D-U-N-S	04-522-4250	04-522-4250	04-522-4250
Others	-	-	-

LEGAL EVENTS		
Events	Occurrences	Last Filed
Bankruptcies	0	-
Judgements	0	-
Liens	0	-
Suits	0	-
UCC	0	-

TRADE PAYMENTS			
Highest Past Due:			
US\$ 10,000			
Highest Now Owing	Total Trade Experiences	Largest High Credit	
US\$ 25,000	491	US\$ 6,000,000	

PEOPLE				
Current	New	Appointed	Resigned	Deceased
Principals	Principals	Principals	Principals	Principals
0	0	0	0	0

STOCK PERFORMANCE	
Symbol: TTEK	
Last Change: 1.56	
Price Change: 117.621.3%	
History Performance	
Daily	Market
High	Cap
120.34	6,325,026,666
Daily	P/E
Low	37.2199
117.59	EPS
52-	3.17
Week	Div/Yield
High	3.17
127.2	
52-	
Week	

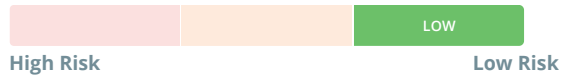
## COUNTRY/REGIONAL INSIGHT



## United States Of America

Dun & Bradstreet downgrades the US's country risk rating as the impact of the coronavirus pandemic spreads.

## Risk Category



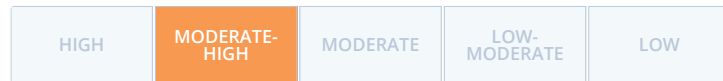
The scores and ratings included in this report are designed as a tool to assist the user in making their own credit related decisions, and should be used as part of a balanced and complete assessment relying on the knowledge and expertise of the reader, and where appropriate on other information sources. The score and rating models are developed using statistical analysis in order to generate a prediction of future events. Dun & Bradstreet monitors the performance of thousands of businesses in order to identify characteristics common to specific business events. These characteristics are weighted by significance to form rules within its models that identify other businesses with similar characteristics in order to provide a score or rating.

Dun & Bradstreet's scores and ratings are not a statement of what will happen, but an indication of what is more likely to happen based on previous experience. Though Dun & Bradstreet uses extensive procedures to maintain the quality of its information, Dun & Bradstreet cannot guarantee that it is accurate, complete or timely, and this may affect the included scores and ratings. Your use of this report is subject to applicable law, and to the terms of your agreement with Dun & Bradstreet.

## Risk Assessment

## D&amp;B RISK ASSESSMENT

## OVERALL BUSINESS RISK



## MAXIMUM CREDIT RECOMMENDATION

US\$ 2,000

## Dun &amp; Bradstreet thinks...

- Overall assessment of this organization over the next 12 months: **PAYMENT-BEHAVIOR-CONCERNS**
- Based on the predicted risk of business discontinuation: **AVERAGE-RISK-OF-DISCONTINUED-OPERATIONS-OR-BUSINESS-INACTIVITY**
- Based on the predicted risk of severely delinquent payments: **VERY HIGH POTENTIAL FOR SEVERELY DELINQUENT PAYMENTS**

The recommended limit is based on a high probability of severe delinquency or business failure. Guarantee Advised.

## D&amp;B VIABILITY RATING SUMMARY

The D&B Viability Rating uses D&B's proprietary analytics to compare the most predictive business risk indicators and deliver a highly reliable assessment of the probability that a company will go out of business, become dormant/inactive, or file for bankruptcy/insolvency within the next 12 months. The D&B Viability Rating is made up of 4 components:

## Viability Score

Compared to All US Businesses within the D&B Database:

- Level of Risk: **Low Risk**
- Businesses ranked 1 have a probability of becoming no longer viable: **0.2 %**
- Percentage of businesses ranked 1: **0.3 %**
- Across all US businesses, the average probability of becoming no longer viable: **14 %**

## Portfolio Comparison

Compared to All US Businesses within the same MODEL SEGMENT:

- Model Segment : **Available Financial Data**
- Level of Risk: **Moderate Risk**
- Businesses ranked 5 within this model segment have a probability of becoming no longer viable: **0.5 %**
- Percentage of businesses ranked 5 with this model segment: **11 %**
- Within this model segment, the average probability of becoming no longer viable: **0.6 %**

### Data Depth Indicator

#### Data Depth Indicator:

- ✓ Rich Firmographics
- ✓ Extensive Commercial Trading Activity
- ✓ Comprehensive Financial Attributes

Greater data depth can increase the precision of the D&B Viability Rating assessment.

To help improve the current data depth of this company, you can ask D&B to make a personalized request to this company on your behalf to obtain its latest financial information. To make the request, click the link below. Note, the company must be saved to a folder before the request can be made.

### Request Financial Statements

Reference the FINANCIALS tab for this company to monitor the status of your request.

### Company Profile:

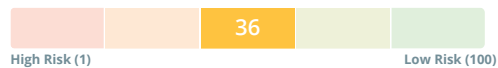
#### Company Profile Details:

- Financial Data: **True**
- Trade Payments: **Available: 3+Trade**
- Company Size: **Large: Employees:50+ or Sales: \$500K+**
- Years in Business: **Established: 5+**

A

Financial Data	Trade Payments	Company Size	Years in Business
True	Available: 3+Trade	Large	Established

### FAILURE SCORE FORMERLY FINANCIAL STRESS SCORE



- Low proportion of satisfactory payment experiences to total payment experiences
- High proportion of past due balances to total amount owing
- UCC Filings reported
- Negative change in net worth
- High proportion of slow payment experiences to total number of payment experiences
- High number of enquiries to D&B over last 12 months

Level of Risk <b>Moderate</b>	Raw Score <b>1453</b>	Probability of Failure <b>0.37 %</b>	Average Probability of Failure for Businesses in D&B Database <b>0.48 %</b>
----------------------------------	--------------------------	---	--

### Business and Industry Trends

#### BUSINESS AND INDUSTRY COMPARISON

Selected Segments of Business Attributes

Norms	National %
This Business	36
Region:(PACIFIC)	52
Industry:BUSINESS, LEGAL AND ENGINEERING SERVICES	52
Employee range:(500+)	61
Years in Business:(26+)	77

DELINQUENCY SCOREFORMERLY COMMERCIAL CREDIT SCORE



- Evidence of negative trade
- Vendor payment commentary
- Recent amount past due
- Payment information indicates negative payment comments
- Proportion of slow payment experiences to total number of payment experiences reported

Level of Probability  
of Score to  
Risk 247 Delinquent  
High 48.65  
%  
D&B  
Database  
10.2  
%

Business and Industry Trends

BUSINESS AND INDUSTRY COMPARISON

Selected Segments of Business Attributes

Norms	National %
This Business	6
Region: (PACIFIC)	50
Industry:BUSINESS, LEGAL AND ENGINEERING SERVICES	43
Employee range:(500-38527)	84
Years in Business:(26+)	85

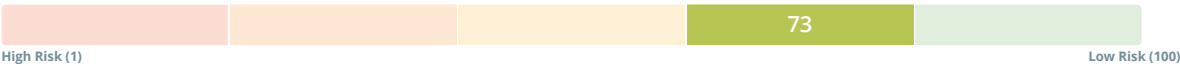
D&B PAYDEX



When weighted by amount, Payments to suppliers average 18 Days Beyond Terms

- High risk of late payment (Average 30 to 120 days beyond terms)
- Medium risk of late payment (Average 30 days or less beyond terms)
- Low risk of late payment (Average prompt to 30+ days sooner)

3 MONTHS - D&B PAYDEX



Based on payments collected 3 months ago.

When weighted by amount, Payments to suppliers average 11 days beyond terms

- High risk of late payment (Average 30 to 120 days beyond terms)
- Medium risk of late payment (Average 30 days or less beyond terms)
- Low risk of late payment (Average prompt to 30+ days sooner)

Business and Industry Trends

8711 - Engineering services

Trade Payments

TRADE PAYMENTS SUMMARY (Based on 24 months of data)



Overall Payment Behaviour <b>18</b> Days Beyond Terms	% of Trade Within Terms <b>75%</b>	Highest Past Due <b>US\$ 10,000</b>
Highest Now Owing: US\$ 25,000	Total Trade Experiences: 491 Largest High Credit: US\$ 6,000,000 Average High Credit: US\$ 4,006	Total Unfavorable Comments : 2 Largest High Credit: US\$ 500  Total Placed in Collections: 1 Largest High Credit: US\$ 0

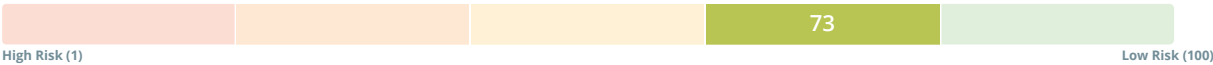
D&B PAYDEX



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BUSINESS AND INDUSTRY TRENDS

Based on 24 months of data

8711 - Engineering services

TRADE PAYMENTS BY CREDIT EXTENDED (Based on 12 months of data)

Range of Credit Extended (US\$)	Number of Payment Experiences	Total Value	% Within Terms
100,000 & over	0	US\$ 0	0
50,000 - 99,999	0	US\$ 0	0
15,000 - 49,999	1	US\$ 25,000	50
5,000 - 14,999	0	US\$ 0	0
1,000 - 4,999	2	US\$ 5,000	100
Less than 1,000	5	US\$ 2,050	58

TRADE PAYMENTS BY INDUSTRY (BASED ON 24 MONTHS OF DATA)

Collapse All | Expand All

Industry Category ▲	Number of Payment Experiences	Largest High Credit (\$)	% Within Terms (Expand to View)	1 - 30 Days Late (%)	31 - 60 Days Late (%)	61 - 90 Days Late (%)	91 + Days Late (%)
14 - Mining and Quarrying of Non-metallic Minerals	1	7,500					

except  
Fuels

1442 - Gravel/sand mine	1	7,500	0	100	0	0	0
▼15 - Building Construction - General Contractors and Operative Builders	5	10,000					
1531 - Operative builders	5	10,000	28	53	0	0	19
▼16 - Heavy Construction other than Building Construction- Contractors	1	250,000					
1611 - Street/hwy builder	1	250,000	50	0	50	0	0
▼17 - Construction - Special Trade Contractors	3	5,000					
1711 - Mechanical contractor	1	5,000	100	0	0	0	0
1731 - Electrical contractor	1	2,500	50	50	0	0	0
1799 - Special trade work	1	500	100	0	0	0	0
▼24 - Lumber and Wood Products, Except Furniture	1	7,500					
2448 - Mfg wood pallets	1	7,500	0	100	0	0	0
▼26 - Paper and	1	250					

Allied  
Products

2621 - Paper mill	1	250	0	100	0	0	0
▼27 - Printing, Publishing and Allied Industries	4	500					
2741 - Misc publishing	3	500	100	0	0	0	0
2782 - Mfg blankbook/binder	1	250	0	50	50	0	0
▼28 - Chemicals and Allied Products	2	500					
2819 - Mfg inorganic chemcls	1	500	0	100	0	0	0
2851 - Mfg paint/allied prdt	1	250	0	100	0	0	0
▼30 - Rubber and Miscellaneous Plastics Products	1	500					
3081 - Mfg plastic sheet/film	1	500	100	0	0	0	0
▼32 - Stone, Clay, Glass, and Concrete Products	1	100					
3272 - Mfg concrete products	1	100	0	0	100	0	0
▼33 - Primary Metal Industries	1	250,000					
3312 -	1	250,000	0	100	0	0	0

Steel works								
▼34 - Fabricated Metal Products except Machinery and Transportation Equipment	1	750						
3479 - Coating/engrave svcs	1	750	100	0	0	0	0	
▼35 - Industrial and Commercial Machinery and Computer Equipment	8	900,000						
3572 - Mfg computer storage	5	900,000	50	0	0	0	50	
3571 - Mfg computers	2	55,000	8	46	0	0	46	
3519 - Mfg combustion engine	1	25,000	100	0	0	0	0	
▼36 - Electronic and other electrical equipment and components except computer equipment	3	250,000						
3625 - Mfg relays/controls	2	250,000	50	50	0	0	0	
3643 - Mfg electric wire dev	1	10,000	0	0	0	100	0	
▼37 - Transportation Equipment	1	1,000						
3724 - Mfg plane engine/part	1	1,000	0	0	0	0	100	

▼38 - Measuring Analyzing and Controlling Instruments; Photographic Medical and Optical Goods; Watches and Clocks	14	200,000						
3861 - Mfg photograph equip	5	200,000	100	0	0	0	0	0
3829 - Mfg measure devices	3	85,000	98	2	0	0	0	0
3824 - Mfg fluid meters	2	7,500	88	0	12	0	0	0
3823 - Mfg process controls	2	2,500	58	42	0	0	0	0
3825 - Mfg electric test prd	1	10,000	100	0	0	0	0	0
3842 - Mfg surgical supplies	1	1,000	0	0	100	0	0	0
▼39 - Miscellaneous Manufacturing Industries	2	5,000						
3993 - Mfg signs/ad spectlys	2	5,000	44	43	0	0	13	
▼42 - Motor Freight Transportation and Warehousing	2	7,500						
4214 - Local truck w/storage	1	7,500	0	0	0	100	0	0
4213 -	1	2,500	50	50	0	0	0	0



Trucking non- local								
▼45 - Transportation by Air	1	500						
4512 - Scheduled air trans	1	500	0	100	0	0	0	
▼47 - Transportation Services	1	250						
4731 - Arrange cargo transpt	1	250	0	100	0	0	0	
▼48 - Communications	28	100,000						
4813 - Telephone communictns	19	100,000	75	7	0	0	18	
4812 - Radiotelephone commun	7	95,000	93	2	2	3	0	
4833 - Television station	1	250	0	0	50	0	50	
4899 - Misc communictns svcs	1	100	100	0	0	0	0	
▼49 - Electric, Gas and Sanitary Services	14	2,500						
4911 - Electric services	13	2,500	91	9	0	0	0	
4924 - Natural gas distrib	1	500	100	0	0	0	0	
▼50 - Wholesale Trade - Durable Goods	51	250,000						
5074 - Whol plumb/hydraulics	12	10,000	80	20	0	0	0	
5085	11	20,000	80	20	0	0	0	

-							
Whol industrial suppl							
5084	6	60,000	53	0	47	0	0
-							
Whol industrial equip							
5049	6	1,000	62	3	16	19	0
-							
Whol misc profsn eqpt							
5045	3	250,000	100	0	0	0	0
-							
Whol computers/softwr							
5063	3	15,000	43	57	0	0	0
-							
Whol electrical equip							
5082	3	500	59	0	0	0	41
-							
Whol const/mine equip							
5031	2	7,500	50	50	0	0	0
-							
Whol lumber/millwork							
5065	2	7,500	47	0	0	53	0
-							
Whol electronic parts							
5021	1	750	100	0	0	0	0
-							
Whol furniture							
5046	1	750	100	0	0	0	0
-							
Whol misc coml equip							
5099	1	250	0	0	0	0	100
-							
Whol durable goods							
51 -	22	300,000					
Wholesale Trade							
-							
Nondurable Goods							
5169	9	300,000	28	36	1	0	35
-							
Whol chemicals							
5113	5	5,000	97	3	0	0	0
-							

Whol service paper							
5172 - Whol petroleum prdts	5	2,500	65	25	0	10	0
5171 - Petroleum terminal	2	1,000	79	21	0	0	0
5112 - Whol office supplies	1	500	0	100	0	0	0
▼52 - Building Materials Hardware Garden Supply and Mobile Home Dealers	1	750					
5251 - Ret hardware	1	750	100	0	0	0	0
▼55 - Automotive Dealers and Gasoline Service Stations	3	500,000					
5541 - Gas service station	2	500,000	100	0	0	0	0
5531 - Ret auto supplies	1	100	100	0	0	0	0
▼57 - Home Furniture Furnishings and Equipment Stores	3	2,500					
5712 - Ret furniture	3	2,500	13	87	0	0	0
▼59 - Miscellaneous Retail	9	2,500					
5999 - Ret	5	2,500	90	9	1	0	0

misc  
merchandise

5943	3	2,500	54	46	0	0	0
-							
Ret							
stationery							

5961	1	50	100	0	0	0	0
-							
Ret							
mail-							
order							
house							

▼60 -  
Depository  
Institutions

6021	6	2,500	99	1	0	0	0
-							
Natnl							
commercial							
bank							

▼61 -  
Nondepository  
Credit  
Institutions

6153	13	600,000	63	34	3	0	0
-							
Short-							
trm							
busn							
credit							

6159	10	5,000	81	19	0	0	0
-							
Misc							
business							
credit							

6141	1	5,000	50	50	0	0	0
-							
Personal							
credit							

▼62 -  
Security  
and  
Commodity  
Brokers  
Dealers  
Exchanges  
and  
Services

6282	5	2,500	50	50	0	0	0
-							
Investment							
advice							

▼67 -  
Holding  
and  
Other  
Investment  
Offices

6719	2	500	100	0	0	0	0
-							
Holding							
company							

▼73 -  
Business  
Services

7389	16	10,000	90	10	0	0	0
- Misc business service							
7359	10	35,000	55	18	26	1	0
- Misc equipment rental							
7363	7	55,000	97	0	0	3	0
- Help supply service							
7374	2	50,000	100	0	0	0	0
- Data processing svcs							
7372	2	2,500	29	0	0	71	0
- Prepackaged software							
7379	1	300,000	50	0	50	0	0
- Misc computer service							
7373	1	95,000	100	0	0	0	0
- Computer system design							
7381	1	25,000	50	50	0	0	0
- Detective/guard svcs							
7361	1	10,000	100	0	0	0	0
- Employment agency							
7352	1	2,500	100	0	0	0	0
- Medical equip rental							
75 - Automotive Repair, Services and Parking	3	1,000					
7513	2	1,000	50	5	45	0	0
- Truck rental/leasing							
7536	1	750	0	0	100	0	0
- Auto glass shop							
83 - Social Services	3	1,000					



8322	3	1,000	100	0	0	0	0
- Family social service							
▼87 - Engineering Accounting Research Management and Related Services	19	4,000,000					
8748	6	4,000,000	100	0	0	0	0
- Business consulting							
8734	5	200,000	96	2	1	1	0
- Testing laboratory							
8711	3	20,000	57	43	0	0	0
- Engineering services							
8731	2	7,500	0	0	25	0	75
- Physical research							
8741	1	7,500	100	0	0	0	0
- Management services							
8721	1	1,000	50	50	0	0	0
- Accounting services							
8744	1	100	100	0	0	0	0
- Facilities support							
▼91 - Executive Legislative and General Government except Finance	5	7,500					
9111	4	7,500	100	0	0	0	0
- Executive office							
9199	1	1,000	100	0	0	0	0
- Misc general gov't							
▼93 - Public Finance Taxation and Monetary Policy	12	10,000					

9311 - Public finance	12	10,000	100	0	0	0	0
94 - Administration of Human Resource Programs	1	7,500					
9431 - Admin public health	1	7,500	100	0	0	0	0
99 - Nonclassifiable Establishments	16	200,000					
9999 - Nonclassified	16	200,000	96	0	4	0	0

## TRADE LINES

<u>Date of Experience</u>	<u>Payment Status</u>	<u>Selling Terms</u>	<u>High Credit (US\$)</u>	<u>Now Owes (US\$)</u>	<u>Past Due (US\$)</u>	<u>Months Since Last Sale</u>
10/20	Pays Promptly	-	2,500	500	0	1
10/20	Pays Promptly	-	2,500	500	0	-
10/20	Pays Promptly	-	500	0	0	1
09/20	Pays Prompt to Slow 30+ -		250	0	0	Between 2 and 3 Months
09/20	-	Cash account 0		0	0	Between 6 and 12 Months
02/20	Pays Slow 60-90+	-	750	0	0	Between 6 and 12 Months
11/19	-	Cash account 100		0	0	Between 6 and 12 Months
07/19	Pays Prompt to Slow 30+ -		25,000	25,000	10,000	1
06/19	-	-	50	50	0	-
02/19	Pays Promptly	-	50	0	0	Between 6 and 12 Months
01/19	Pays Promptly	-	500	0	0	Between 6 and 12 Months

## Corporate Linkage

Increase your understanding of the links and risks between your customers and suppliers with D&B's Interactive Global Family Tree

## HEADQUARTERS

Company	City , State	D-U-N-S® NUMBER
TETRA TECH, INC.	PASADENA , California	04-522-4250

## AFFILIATES (DOMESTIC)

Company	City , State	D-U-N-S® NUMBER
TETRA TECH, INC.	KING OF PRUSSIA ,	00-256-2580

## Pennsylvania

TETRA TECH, INC.	DENVER , Colorado	00-469-5040
TETRA TECH, INC.	SAN DIMAS , California	00-423-6605
TETRA TECH, INC.	JACKSONVILLE , Florida	00-601-4505
TETRA TECH, INC.	BOULDER , Colorado	00-732-5108
TETRA TECH, INC.	SCHOFIELD , Wisconsin	01-008-8516
TETRA TECH, INC.	SAN DIEGO , California	01-073-7935
TETRA TECH, INC.	PORT HURON , Michigan	01-060-5306
TETRA TECH, INC.	TULSA , Oklahoma	01-377-8147
TETRA TECH, INC.	ANN ARBOR , Michigan	01-671-2887
TETRA TECH, INC.	OKLAHOMA CITY , Oklahoma	01-743-5764
TETRA TECH, INC.	SAN ANTONIO , Texas	01-991-3487
TETRA TECH, INC.	JUNEAU , Alaska	01-932-9382
TETRA TECH, INC.	DULUTH , Georgia	02-120-3638
TETRA TECH, INC.	MIDLAND , Texas	02-684-6766
TETRA TECH, INC.	PASADENA , California	02-947-5878
TETRA TECH, INC.	SANTA MARIA , California	03-085-9016
TETRA TECH, INC.	SALT LAKE CITY , Utah	03-236-1763
TETRA TECH, INC.	BOISE , Idaho	03-235-7159
TETRA TECH, INC.	TALLAHASSEE , Florida	03-526-9922
TETRA TECH, INC.	MANCHESTER , New Hampshire	04-279-1520
TETRA TECH, INC.	SEATTLE , Washington	04-460-1151

TETRA TECH, INC.	LEXINGTON , Kentucky	04-665-9538
TETRA TECH, INC.	HUNTSVILLE , Alabama	04-918-0888
TETRA TECH, INC.	PITTSBURGH , Pennsylvania	04-967-1456

This list is limited to the first 25 affiliates.  
For the complete list - [View Family Tree](#)

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Legal Events

The following Public Filing data is for information purposes only and is not the official record. Certified copies can only be obtained from the official source.

<b>Bankruptcies</b>  <b>No</b>	<b>Judgements</b>  <b>0</b> <small>Latest Filing: -</small>	<b>Liens</b>  <b>0</b> <small>Latest Filing: -</small>	<b>Suits</b>  <b>0</b> <small>Latest Filing: -</small>
<b>UCCs</b>  <b>0</b> <small>Latest Filing: -</small>			

D&B has not received any Public Filings for this company

Special Events

There are no Special Events recorded for this business.

Financials - D&B

D&B currently has no financial information on file for this company.
D&B currently has no financial information on file for this company.
D&B currently has no financial information on file for this company
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D&B currently has no financial information on file for this company
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Company Profile

COMPANY OVERVIEW		
<b>D-U-N-S</b> 08-010-6449	<b>Mailing Address</b> UNITED STATES	<b>Named Principal</b> Unknown, UNKNOWN
<b>Ownership</b> Not publicly traded	<b>Telephone</b> +1 703-885-5521	<b>Line of Business</b> Engineering services
	<b>Website</b> <a href="http://www.tetrattech.com">www.tetrattech.com</a>	

BUSINESS REGISTRATION	
Corporate and business registrations reported by the secretary of state or other official source as of: - This data is for informational purposes only, certification can only be obtained through the Office of the Secretary of State.	
<b>Registered Name</b>	TETRA TECH, INC.

BUSINESS ACTIVITIES AND EMPLOYEES		
The following information was reported on: 12/05/2020		
Business Information		
Description	This is a branch: headquarters are located at 3475 E FOOTHILL BLVD, PASADENA, CA. Headquarters D-U-N-S 04-522-4250. This branch provides engineering services, specializing in consulting, civil engineering and consulting.	
Financing Status	Unsecured	
SIC/NAICS Information		
SIC Codes	SIC Description	Percentage of Business
8711	Engineering services	-
87119903	Consulting engineer	-
NAICS Codes	NAICS Description	
541330	Engineering Services	

GOVERNMENT ACTIVITY

Activity Summary

Borrower(Dir/Guar)	No
Administrative Debt	No
Contractor	Yes
Grantee	No
Party excluded from federal program(s)	No

Your Information

Record additional information about this company to supplement the D&B information.

Note: Information entered in this section will not be added to D&B's central repository and will be kept private under your user ID. Only you will be able to view the information.

Account Number

Endorsement/Billing Reference

Sales Representatives

\*

Shawntae.Williams@tetrattech.com

Credit Limit

Total Outstanding

\$0.00

\$0.00



UNITED STATES  
SECURITIES AND EXCHANGE COMMISSION  
Washington, D.C. 20549

FORM 10-K

(Mark One)

☒ ANNUAL REPORT PURSUANT TO SECTION 13 OR 15(d) OF THE SECURITIES EXCHANGE ACT OF 1934

For the Fiscal Year Ended September 27, 2020

☐ TRANSITION REPORT PURSUANT TO SECTION 13 OR 15(d) OF THE SECURITIES EXCHANGE ACT OF 1934

For the Transition Period from \_\_\_\_\_ to \_\_\_\_\_  
Commission File Number 0-19655

**TETRA TECH, INC.**

(Exact name of registrant as specified in its charter)

**Delaware**

**95-4148514**

(State or other jurisdiction of incorporation or organization)

(I.R.S. Employer Identification No.)

**3475 East Foothill Boulevard, Pasadena, California 91107**

(Address of principal executive offices) (Zip Code)

**(626) 351-4664**

(Registrant's telephone number, including area code)

Securities registered pursuant to Section 12(b) of the Act:

Title of each class	Trading Symbol(s)	Name of each exchange on which registered
Common Stock, \$0.01 par value	TTEK	The NASDAQ Stock Market LLC

Securities registered pursuant to Section 12(g) of the Act:

**None**

Indicate by check mark if the registrant is a well-known seasoned issuer, as defined in Rule 405 of the Securities Act. Yes ☒ No ☐

Indicate by check mark if the registrant is not required to file reports pursuant to Section 13 or Section 15(d) of the Act. Yes ☐ No ☒

Indicate by check mark whether the registrant (1) has filed all reports required to be filed by Section 13 or 15(d) of the Securities Exchange Act of 1934 during the preceding 12 months (or for such shorter period that the registrant was required to file such reports), and (2) has been subject to such filing requirements for the past 90 days. Yes ☒ No ☐

Indicate by check mark whether the registrant has submitted electronically and posted on its corporate Website, if any, every Interactive Data File required to be submitted and posted pursuant to Rule 405 of Regulation S-T (§232.405 of this chapter) during the preceding 12 months (or for such shorter period that the registrant was required to submit and post such files). Yes ☒ No ☐

Indicate by check mark whether the registrant is a large accelerated filer, an accelerated filer, a non-accelerated filer, or a smaller reporting company, or an emerging growth company. See the definitions of "large accelerated filer," "accelerated filer" and "smaller reporting company," and "emerging growth company" in Rule 12b-2 of the Exchange Act. Large accelerated filer ☒ Accelerated filer ☐ Non-accelerated filer ☐ Smaller reporting company ☐ Emerging growth company ☐

If an emerging growth company, indicate by check mark if the registrant has elected not to use the extended transition period for complying with any new or revised financial accounting standards provided pursuant to section 13(a) of the Exchange Act. ☐

Indicate by check mark whether the registrant has filed a report on and attestation to its management's assessment of the effectiveness of its internal control over financial reporting under Section 404(b) of the Sarbanes-Oxley Act (15 U.S.C. 7262(b)) by the registered public accounting firm that prepared or issued its audit report. ☒

Indicate by check mark whether the registrant is a shell company (as defined in Rule 12b-2 of the Act). Yes ☐ No ☒

The aggregate market value of the registrant's common stock held by non-affiliates on March 29, 2020, was \$3.6 billion (based upon the closing price of a share of registrant's common stock as reported by the Nasdaq National Market on that date).

On November 12, 2020, 53,777,381 shares of the registrant's common stock were outstanding.

**DOCUMENT INCORPORATED BY REFERENCE**

Portions of registrant's Proxy Statement for its 2021 Annual Meeting of Stockholders are incorporated by reference in Part III of this report where indicated.

**Item 8. Financial Statements and Supplementary Data****INDEX TO FINANCIAL STATEMENTS AND FINANCIAL STATEMENT SCHEDULE**

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## REPORT OF INDEPENDENT REGISTERED PUBLIC ACCOUNTING FIRM

To the Board of Directors and Stockholders of Tetra Tech, Inc.

### ***Opinions on the Financial Statements and Internal Control over Financial Reporting***

We have audited the accompanying consolidated balance sheets of Tetra Tech, Inc. and its subsidiaries (the “Company”) as of September 27, 2020 and September 29, 2019, and the related consolidated statements of income, comprehensive income, equity and cash flows for each of the three years in the period ended September 27, 2020, including the related notes and financial statement schedule listed in the accompanying index (collectively referred to as the “consolidated financial statements”). We also have audited the Company's internal control over financial reporting as of September 27, 2020, based on criteria established in *Internal Control - Integrated Framework* (2013) issued by the Committee of Sponsoring Organizations of the Treadway Commission (COSO).

In our opinion, the consolidated financial statements referred to above present fairly, in all material respects, the financial position of the Company as of September 27, 2020 and September 29, 2019, and the results of its operations and its cash flows for each of the three years in the period ended September 27, 2020 in conformity with accounting principles generally accepted in the United States of America. Also in our opinion, the Company maintained, in all material respects, effective internal control over financial reporting as of September 27, 2020, based on criteria established in *Internal Control - Integrated Framework* (2013) issued by the COSO.

### ***Change in Accounting Principle***

As discussed in Note 2 to the consolidated financial statements, the Company changed the manner in which it accounts for leases in fiscal 2020.

### ***Basis for Opinions***

The Company's management is responsible for these consolidated financial statements, for maintaining effective internal control over financial reporting, and for its assessment of the effectiveness of internal control over financial reporting, included in Management's Report on Internal Control over Financial Reporting appearing under Item 9A. Our responsibility is to express opinions on the Company's consolidated financial statements and on the Company's internal control over financial reporting based on our audits. We are a public accounting firm registered with the Public Company Accounting Oversight Board (United States) (PCAOB) and are required to be independent with respect to the Company in accordance with the U.S. federal securities laws and the applicable rules and regulations of the Securities and Exchange Commission and the PCAOB.

We conducted our audits in accordance with the standards of the PCAOB. Those standards require that we plan and perform the audits to obtain reasonable assurance about whether the consolidated financial statements are free of material misstatement, whether due to error or fraud, and whether effective internal control over financial reporting was maintained in all material respects.

Our audits of the consolidated financial statements included performing procedures to assess the risks of material misstatement of the consolidated financial statements, whether due to error or fraud, and performing procedures that respond to those risks. Such procedures included examining, on a test basis, evidence regarding the amounts and disclosures in the consolidated financial statements. Our audits also included evaluating the accounting principles used and significant estimates made by management, as well as evaluating the overall presentation of the consolidated financial statements. Our audit of internal control over financial reporting included obtaining an understanding of internal control over financial reporting, assessing the risk that a material weakness exists, and testing and evaluating the design and operating effectiveness of internal control based on the assessed risk. Our audits also included performing such other procedures as we considered necessary in the circumstances. We believe that our audits provide a reasonable basis for our opinions.

### ***Definition and Limitations of Internal Control over Financial Reporting***

A company's internal control over financial reporting is a process designed to provide reasonable assurance regarding the reliability of financial reporting and the preparation of financial statements for external purposes in accordance with generally accepted accounting principles. A company's internal control over financial reporting includes those policies and procedures that (i) pertain to the maintenance of records that, in reasonable detail, accurately and fairly reflect the transactions and dispositions of the assets of the company; (ii) provide reasonable assurance that transactions are recorded as necessary to permit preparation of financial statements in accordance with generally accepted accounting principles, and that receipts and expenditures of the company are being made only in accordance with authorizations of management and directors of the company; and (iii) provide reasonable assurance regarding prevention or timely detection of unauthorized acquisition, use, or disposition of the company's assets that could have a material effect on the financial statements.

Because of its inherent limitations, internal control over financial reporting may not prevent or detect misstatements. Also, projections of any evaluation of effectiveness to future periods are subject to the risk that controls may become inadequate because of changes in conditions, or that the degree of compliance with the policies or procedures may deteriorate.

### ***Critical Audit Matters***

The critical audit matters communicated below are matters arising from the current period audit of the consolidated financial statements that were communicated or required to be communicated to the audit committee and that (i) relate to accounts or disclosures that are material to the consolidated financial statements and (ii) involved our especially challenging, subjective, or complex judgments. The communication of critical audit matters does not alter in any way our opinion on the consolidated financial statements, taken as a whole, and we are not, by communicating the critical audit matters below, providing separate opinions on the critical audit matters or on the accounts or disclosures to which they relate.

#### ***Revenue Recognition - Determination of Total Estimated Contract Cost for Fixed-price Contracts***

As described in Note 3 to the consolidated financial statements, \$1.1 billion of the Company's total revenues for the year ended September 27, 2020 was generated from fixed-price contracts. As disclosed by management, under fixed-price contracts, the Company's clients pay an agreed fixed-amount negotiated in advance for a specified scope of work. Revenue is recognized over time as the related performance obligation is satisfied by transferring control of a promised good or service to the Company's customers. Progress toward complete satisfaction of the performance obligation is primarily measured using a cost-to-cost measure of progress method. The cost input is based primarily on contract cost incurred to date compared to total estimated contract cost. This measure includes forecasts based on the best information available and reflects the judgement to faithfully depict the value of the services transferred to the customer. Due to uncertainties inherent in the estimation process, it is possible that estimates of costs to complete a performance obligation will be revised in the near-term. For those performance obligations for which revenue is recognized using a cost-to-cost measure of progress method, changes in total estimated costs, and related progress towards complete satisfaction of the performance obligation, are recognized on a cumulative catch-up basis in the period in which the revisions to the estimates are made. As a result, the Company recognized net favorable operating income adjustments of \$0.8 million as of September 27, 2020, exclusive of the amounts related to claims described below. Changes in revenue and cost estimates could also result in a projected loss, determined at the contract level, which would be recorded immediately in earnings. The anticipated losses and estimated cost to complete the related contracts was \$13.2 million and \$118 million as of September 27, 2020. Claims are amounts in excess of agreed contract prices that the Company seeks to collect from clients or other third parties. Claims were approximately \$14 million as of September 27, 2020.

The principal considerations for our determination that performing procedures relating to revenue recognition - determination of total estimated contract cost for fixed-price contracts is a critical audit matter are the significant amount of judgment required by management in determining the total estimated contract cost for fixed-price contracts which, in turn, led to a high degree of auditor judgment, subjectivity and audit effort in performing procedures and in evaluating the audit evidence obtained related to the total estimated contract costs for fixed-price contracts with cumulative catch-up adjustments, anticipated losses or claims.

Addressing the matter involved performing procedures and evaluating audit evidence in connection with forming our overall opinion on the consolidated financial statements. These procedures included testing the effectiveness of controls relating to the revenue recognition process, including controls over the determination of total estimated contract cost for fixed-price contracts. These procedures also included, among others, (i) evaluating and testing management's process for determining the total estimated contract cost for a sample of contracts with cumulative catch-up adjustments, anticipated losses or claims, which included evaluating the contract terms and other documents that support those estimates, and testing of underlying contract costs; (ii) assessing management's ability to reasonably estimate total contract costs by performing a comparison of the actual total estimated contract cost as compared with prior period estimates, including evaluating the timely identification of circumstances that may warrant a modification to the total estimated contract cost; and (iii) evaluating, for certain contracts, management's methodologies and assessing the consistency of management's approach over the life of the contract.

#### ***Goodwill Impairment Assessment - Asia/Pacific Reporting Unit***

As described in Notes 2 and 6 to the consolidated financial statements, the Company's consolidated goodwill balance was \$993.5 million as of September 27, 2020, and the goodwill associated with the Asia/Pacific (ASP) reporting unit was \$95.5 million. Management performs an annual goodwill impairment review at the beginning of the fiscal fourth quarter, June 29, 2020, or more frequently when an event occurs or circumstances indicate that the carrying value of the asset may not be recoverable. On September 2, 2020, Australia announced that it had fallen into economic recession in the quarter ending in June 2020. Management performed an interim goodwill impairment review of the ASP reporting unit and recorded a \$15.8 million goodwill impairment charge. The impairment test for goodwill involves the comparison of the estimated fair value of each reporting unit to the reporting unit's carrying value, including goodwill. Management estimates the fair value of reporting units based on a comparison and weighting of the income approach, specifically the discounted cash flow method and the market

approach. The development of the present value of future cash flow projections include assumptions and estimates derived from expected revenue growth rates, operating profit margins, discount rates and the terminal growth rates.

The principal considerations for our determination that performing procedures relating to the goodwill impairment assessment of the ASP reporting unit is a critical audit matter are (i) the significant judgment by management when developing the fair value measurement of the reporting unit ; (ii) a high degree of auditor judgment, subjectivity, and effort in performing procedures to evaluate management's significant assumptions related to revenue growth rates, operating profit margins, discount rates and terminal growth rates; and (iii) the audit effort involved the use of professionals with specialized skill and knowledge.

Addressing the matter involved performing procedures and evaluating audit evidence in connection with forming our overall opinion on the consolidated financial statements. These procedures included testing the effectiveness of controls relating to management's goodwill impairment assessment, including controls over the valuation of the ASP reporting unit. These procedures also included, among others, (i) testing management's process for developing the fair value estimate; (ii) evaluating the appropriateness of the discounted cash flow method; and the market approach; (iii) testing the completeness and accuracy of underlying data used in the valuation approaches; and (iv) evaluating the significant assumptions used by management related to the expected revenue growth rates, operating margins, discount rates and the terminal growth rates. Evaluating management's assumptions related to expected revenue growth rates and operating profit margins involved evaluating whether the assumptions used by management were reasonable considering (i) the current and past performance of the reporting unit; (ii) the consistency with external market and industry data; and (iii) whether these assumptions were consistent with evidence obtained in other areas of the audit. Professionals with specialized skill and knowledge were used to assist in the evaluation of the Company's discounted cash flow method and market approach and management's assumptions related to the discount rates and terminal growth rates.

/s/ PricewaterhouseCoopers LLP  
Los Angeles, California  
November 23, 2020

We have served as the Company's auditor since 2004.

**Tetra Tech, Inc.**  
**Consolidated Balance Sheets**  
(in thousands, except par value)

<b>ASSETS</b>	<b>September 27, 2020</b>	<b>September 29, 2019</b>
Current assets:		
Cash and cash equivalents	\$ 157,515	\$ 120,732
Accounts receivable, net	649,035	768,720
Contract assets	92,632	114,324
Prepaid expenses and other current assets	81,094	62,196
Income taxes receivable	19,509	13,820
Total current assets	999,785	1,079,792
Property and equipment, net	35,507	39,441
Right-of-use assets, operating leases	239,396	—
Investments in unconsolidated joint ventures	7,332	6,873
Goodwill	993,498	924,820
Intangible assets, net	13,943	16,440
Deferred tax assets	32,052	28,385
Other long-term assets	57,045	51,657
Total assets	<u>\$ 2,378,558</u>	<u>\$ 2,147,408</u>
<b>LIABILITIES AND EQUITY</b>		
Current liabilities:		
Accounts payable	\$ 111,804	\$ 206,609
Accrued compensation	199,801	203,384
Contract liabilities	171,905	165,611
Short-term lease liabilities, operating leases	69,650	—
Current portion of long-term debt and other short-term borrowings	49,264	12,500
Current contingent earn-out liabilities	16,142	24,977
Other current liabilities	174,890	156,873
Total current liabilities	793,456	769,954
Deferred tax liabilities	16,316	12,971
Long-term debt	242,395	263,934
Long-term lease liabilities, operating leases	191,955	—
Long-term contingent earn-out liabilities	16,475	28,015
Other long-term liabilities	80,588	83,070
Commitments and contingencies (Note 17)		
Equity:		
Preferred stock – Authorized, 2,000 shares of \$0.01 par value; no shares issued and outstanding at September 27, 2020 and September 29, 2019	—	—
Common stock – Authorized, 150,000 shares of \$0.01 par value; issued and outstanding, 53,797 and 54,565 shares at September 27, 2020 and September 29, 2019, respectively	538	546
Additional paid-in capital	—	78,132
Accumulated other comprehensive loss	(161,786)	(160,584)
Retained earnings	1,198,567	1,071,192
Tetra Tech stockholders' equity	1,037,319	989,286
Noncontrolling interests	54	178
Total stockholders' equity	1,037,373	989,464
Total liabilities and stockholders' equity	<u>\$ 2,378,558</u>	<u>\$ 2,147,408</u>

See accompanying Notes to Consolidated Financial Statements.



**Tetra Tech, Inc.**  
**Consolidated Statements of Income**  
(in thousands, except per share data)

	Fiscal Year Ended		
	September 27, 2020	September 29, 2019	September 30, 2018
Revenue	\$ 2,994,891	\$ 3,107,348	\$ 2,964,148
Subcontractor costs	(646,319)	(717,711)	(763,414)
Other costs of revenue	(1,902,037)	(1,981,454)	(1,816,276)
Gross profit	446,535	408,183	384,458
Selling, general and administrative expenses	(204,615)	(200,230)	(190,120)
Acquisition and integration expenses	—	(10,351)	—
Contingent consideration – fair value adjustments	14,971	(1,085)	(4,252)
Impairment of goodwill	(15,800)	(7,755)	—
Income from operations	241,091	188,762	190,086
Interest income	1,375	1,732	1,824
Interest expense	(14,475)	(15,358)	(17,348)
Income before income tax expense	227,991	175,136	174,562
Income tax expense	(54,101)	(16,375)	(37,605)
Net income	173,890	158,761	136,957
Net income attributable to noncontrolling interests	(31)	(93)	(74)
Net income attributable to Tetra Tech	\$ 173,859	\$ 158,668	\$ 136,883
Earnings per share attributable to Tetra Tech:			
Basic	\$ 3.21	\$ 2.89	\$ 2.46
Diluted	\$ 3.16	\$ 2.84	\$ 2.42
Weighted-average common shares outstanding:			
Basic	54,235	54,986	55,670
Diluted	55,022	55,936	56,598

See accompanying Notes to Consolidated Financial Statements.

**Tetra Tech, Inc.**  
**Consolidated Statements of Comprehensive Income**  
**(in thousands)**

	<b>Fiscal Year Ended</b>		
	<b>September 27, 2020</b>	<b>September 29, 2019</b>	<b>September 30, 2018</b>
Net income	\$ 173,890	\$ 158,761	\$ 136,957
Other comprehensive income, net of tax			
Foreign currency translation adjustments, net of tax	3,436	(21,109)	(29,656)
(Loss) gain on cash flow hedge valuations, net of tax	(4,638)	(12,125)	806
Other comprehensive loss attributable to Tetra Tech, net of tax	(1,202)	(33,234)	(28,850)
Other comprehensive income (loss) attributable to noncontrolling interests, net of tax	(1)	243	(64)
Comprehensive income, net of tax	<u>\$ 172,687</u>	<u>\$ 125,770</u>	<u>\$ 108,043</u>
Comprehensive income attributable to Tetra Tech, net of tax	\$ 172,657	\$ 125,434	\$ 108,033
Comprehensive income attributable to noncontrolling interests, net of tax	30	336	10
Comprehensive income, net of tax	<u>\$ 172,687</u>	<u>\$ 125,770</u>	<u>\$ 108,043</u>

See accompanying Notes to Consolidated Financial Statements.

**Tetra Tech, Inc.**  
**Consolidated Statements of Cash Flows**  
(in thousands)

	Fiscal Year Ended		
	September 27, 2020	September 29, 2019	September 30, 2018
<b>Cash flows from operating activities:</b>			
Net income	\$ 173,890	\$ 158,761	\$ 136,957
Adjustments to reconcile net income to net cash provided by operating activities:			
Depreciation and amortization	24,611	28,844	38,636
Equity in income of unconsolidated joint ventures	(6,605)	(4,073)	(4,008)
Distributions of earnings from unconsolidated joint ventures	6,310	4,048	3,440
Amortization of stock-based awards	19,424	17,618	19,582
Deferred income taxes	565	(37,615)	(29,360)
Provision for doubtful accounts	1,267	16,964	7,167
Impairment of goodwill	15,800	7,755	—
Fair value adjustments to contingent consideration	(14,971)	1,085	4,252
(Gain) loss on sale of assets and divested business	(11,066)	(232)	1,045
Changes in operating assets and liabilities, net of effects of business acquisitions:			
Accounts receivable and contract assets	154,748	(10,226)	(46,273)
Prepaid expenses and other assets	(11,321)	2,568	(12,638)
Accounts payable	(102,162)	39,011	(16,032)
Accrued compensation	(8,173)	18,359	27,492
Contract liabilities	5,894	(6,039)	15,228
Other liabilities	19,460	(16,929)	24,998
Income taxes receivable/payable	(5,192)	(11,386)	17,596
Cash settled contingent earn-out liability	—	—	(2,349)
Net cash provided by operating activities	262,479	208,513	185,733
<b>Cash flows from investing activities:</b>			
Payments for business acquisitions, net of cash acquired	(68,488)	(84,159)	(68,256)
Capital expenditures	(12,245)	(16,198)	(9,726)
Proceeds from sale of assets and divested business, net	17,710	651	35,348
Net cash used in investing activities	(63,023)	(99,706)	(42,634)
<b>Cash flows from financing activities:</b>			
Proceeds from borrowings	344,991	417,262	401,965
Repayments on long-term debt	(331,066)	(415,491)	(485,946)
Repurchases of common stock	(117,188)	(100,000)	(75,000)
Taxes paid on vested restricted stock	(11,166)	(6,893)	(8,871)
Payments of contingent earn-out liabilities	(22,900)	(12,018)	(1,412)
Debt pre-payment costs	—	—	(1,737)
Stock options exercised	10,334	11,751	13,520
Dividends paid	(34,743)	(29,674)	(24,477)
Principal payments on finance leases	(1,311)	—	—
Net cash used in financing activities	(163,049)	(135,063)	(181,958)
Effect of exchange rate changes on cash, cash equivalents and restricted cash	207	(1,727)	(4,947)
Net increase (decrease) in cash, cash equivalents and restricted cash	36,614	(27,983)	(43,806)
Cash, cash equivalents and restricted cash at beginning of year	120,901	148,884	192,690
Cash, cash equivalents and restricted cash at end of year	<u>\$ 157,515</u>	<u>\$ 120,901</u>	<u>\$ 148,884</u>
Supplemental information:			
Cash paid during the year for:			
Interest	\$ 13,256	\$ 12,310	\$ 15,570
Income taxes, net of refunds received of \$1.4 million, \$5.2 million and \$2.5 million	\$ 55,039	\$ 66,038	\$ 49,842
Reconciliation of cash, cash equivalents and restricted cash:			
Cash and cash equivalents	\$ 157,515	\$ 120,732	\$ 146,185
Restricted cash included in other current assets	—	169	2,699
Total cash, cash equivalents and restricted cash	<u>\$ 157,515</u>	<u>\$ 120,901</u>	<u>\$ 148,884</u>

See accompanying Notes to Consolidated Financial Statements.

**Tetra Tech, Inc.**  
**Consolidated Statements of Equity**  
**Fiscal Years Ended September 30, 2018, September 29, 2019, and September 27, 2020**  
**(in thousands)**

	Common Stock		Additional Paid-in Capital	Accumulated Other Comprehensive Income (Loss)	Retained Earnings	Total Tetra Tech Equity	Non-Controlling Interests	Total Equity
	Shares	Amount						
<b>BALANCE AT OCTOBER 1, 2017</b>	55,873	\$ 559	\$ 193,835	\$ (98,500)	\$ 832,559	\$ 928,453	\$ 171	\$ 928,624
Comprehensive income, net of tax:								
Net income					136,883	136,883	74	136,957
Foreign currency translation adjustments				(29,656)		(29,656)	(64)	(29,720)
Gain on cash flow hedge valuations				806		806		806
Comprehensive income, net of tax						108,033	10	108,043
Distributions paid to noncontrolling interests							(52)	(52)
Cash dividends of \$0.44 per common share					(24,477)	(24,477)		(24,477)
Stock-based compensation			19,582			19,582		19,582
Stock options exercised	549	5	13,506			13,511		13,511
Restricted & performance shares released	277	3	(8,874)			(8,871)		(8,871)
Shares issued for Employee Stock Purchase Plan	142	1	5,739			5,740		5,740
Stock repurchases	(1,492)	(15)	(74,985)			(75,000)		(75,000)
<b>BALANCE AT SEPTEMBER 30, 2018</b>	55,349	553	148,803	(127,350)	944,965	966,971	129	967,100
Comprehensive income, net of tax:								
Net income					158,668	158,668	93	158,761
Foreign currency translation adjustments				(21,109)		(21,109)	243	(20,866)
Gain on cash flow hedge valuations				(12,125)		(12,125)		(12,125)
Comprehensive income, net of tax						125,434	336	125,770
Distributions paid to noncontrolling interests							(287)	(287)
Cash dividends of \$0.54 per common share					(29,674)	(29,674)		(29,674)
Stock-based compensation			17,618			17,618		17,618
Restricted & performance shares released	183	2	(6,895)			(6,893)		(6,893)
Stock options exercised	448	5	11,746			11,751		11,751
Shares issued for Employee Stock Purchase Plan	148	2	6,844			6,846		6,846
Stock repurchases	(1,563)	(16)	(99,984)			(100,000)		(100,000)
Cumulative effect of accounting changes					(2,767)	(2,767)		(2,767)

	Common Stock		Additional Paid-in Capital	Accumulated Other Comprehensive Income (Loss)	Retained Earnings	Total Tetra Tech Equity	Non-Controlling Interests	Total Equity
	Shares	Amount						
<b>BALANCE AT SEPTEMBER 29, 2019</b>	54,565	546	78,132	(160,584)	1,071,192	989,286	178	989,464
Comprehensive income, net of tax:								
Net income					173,859	173,859	31	173,890
Foreign currency translation adjustments				3,436		3,436	(1)	3,435
Loss on cash flow hedge valuations				(4,638)		(4,638)		(4,638)
Comprehensive income, net of tax						172,657	30	172,687
Distributions paid to noncontrolling interests							(154)	(154)
Cash dividends of \$0.64 per common share					(34,743)	(34,743)		(34,743)
Stock-based compensation			19,424			19,424		19,424
Restricted & performance shares released	212	2	(11,168)			(11,166)		(11,166)
Stock options exercised	361	4	10,330			10,334		10,334
Shares issued for Employee Stock Purchase Plan	168	1	8,714			8,715		8,715
Stock repurchases	(1,509)	(15)	(105,432)		(11,741)	(117,188)		(117,188)
<b>BALANCE AT SEPTEMBER 27, 2020</b>	<u>53,797</u>	<u>\$ 538</u>	<u>\$ —</u>	<u>\$ (161,786)</u>	<u>\$ 1,198,567</u>	<u>\$ 1,037,319</u>	<u>\$ 54</u>	<u>\$ 1,037,373</u>

See accompanying Notes to Consolidated Financial Statements.

## Notes to Consolidated Financial Statements

**1. Description of Business**

We are a leading global provider of consulting and engineering services that focuses on water, environment, sustainable infrastructure, resource management, energy, and international development. We are a global company that is *Leading with Science®* to provide innovative solutions for our public and private clients. We typically begin at the earliest stage of a project by identifying technical solutions and developing execution plans tailored to our clients' needs and resources. Our solutions may span the entire life cycle of consulting and engineering projects and include applied science, data analysis, research, engineering, design, construction management, and operations and maintenance.

We manage our business under two reportable segments. Our Government Services Group ("GSG") reportable segment primarily includes activities with U.S. government clients (federal, state and local) and all activities with development agencies worldwide. Our Commercial/International Services Group ("CIG") reportable segment primarily includes activities with U.S. commercial clients and international clients other than development agencies. This alignment allows us to capitalize on our growing market opportunities and enhance the development of high-end consulting and technical solutions to meet our growing client demand. We continue to report the results of the wind-down of our non-core construction activities in the Remediation and Construction Management ("RCM") reportable segment. Certain reclassifications were made to the prior years to conform to the current-year presentation.

**2. Basis of Presentation and Preparation**

**Principles of Consolidation and Presentation.** The consolidated financial statements include our accounts and those of joint ventures of which we are the primary beneficiary. All significant intercompany balances and transactions have been eliminated in consolidation.

**Fiscal Year.** We report results of operations based on 52 or 53-week periods ending on the Sunday nearest September 30. Fiscal years 2020, 2019 and 2018 each contained 52 weeks.

**Use of Estimates.** The preparation of financial statements in conformity with accounting principles generally accepted in the United States of America ("U.S. GAAP") requires us to make estimates and assumptions. These estimates and assumptions affect the amounts reported in our consolidated financial statements and accompanying notes. Although such estimates and assumptions are based on management's best knowledge of current events and actions we may take in the future, actual results could differ materially from those estimates.

**Cash and Cash Equivalents.** Cash and cash equivalents include highly liquid investments with original maturities of 90 days or less. We classify cash and cash equivalents as restricted when we are unable to freely use such cash and cash equivalents for our general operating purposes. Restricted cash balances are reported within our "Prepaid expenses and other current assets" on the consolidated balance sheets. Occasionally, we have book overdrafts which represent checks issued in excess of funds on deposit in our bank accounts that have not yet been paid by the applicable bank at the balance sheet date. Bank overdrafts occur when a bank honors disbursements in excess of funds on deposit in our bank accounts. We classify book and bank overdrafts as short-term borrowings on our consolidated balance sheets, and report the change in overdrafts as a financing activity in our consolidated statements of cash flows.

**Insurance Matters, Litigation and Contingencies.** In the normal course of business, we are subject to certain contractual guarantees and litigation. In addition, we maintain insurance coverage for various aspects of our business and operations. We record in our consolidated balance sheets amounts representing our estimated liability for these legal and insurance obligations. Any adjustments to these liabilities are recorded in our consolidated statements of income.

**Accounts Receivable – Net.** Net accounts receivable consists of billed and unbilled accounts receivable, and allowances for doubtful accounts. Billed accounts receivable represent amounts billed to clients that have not been collected. Unbilled accounts receivable, which represent an unconditional right to payment subject only to the passage of time, include unbilled amounts typically resulting from revenue recognized but not yet billed pursuant to contract terms or billed after the period end date. Most of our unbilled receivables at September 27, 2020 are expected to be billed and collected within 12 months. Unbilled accounts receivable also include amounts related to requests for equitable adjustment to contracts that provide for price redetermination. These amounts are recorded only when they can be reliably estimated and realization is probable. The allowance for doubtful accounts represents amounts that are expected to become uncollectible or unrealizable in the future. We determine an estimated allowance for uncollectible accounts based on management's consideration of trends in the actual and forecasted credit quality of our clients, including delinquency and payment history; type of client, such as a government agency or a commercial sector client; and general economic and industry conditions, including the potential impacts of the coronavirus disease 2019 ("COVID-19") pandemic, that may affect our clients' ability to pay.

**Contract Assets and Contract Liabilities.** Contract assets represent revenue recognized in excess of the amounts for which we have the contractual right to bill our customers. Contract retentions, included in contract assets, represent amounts withheld by clients until certain conditions are met or the project is completed, which may extend beyond one year. Contract liabilities represent the amount of cash collected from clients and billings to clients on contracts in advance of work performed and revenue recognized. The majority of these amounts are expected to be earned within 12 months and are classified as current liabilities.

**Property and Equipment.** Property and equipment are recorded at cost and depreciated over their estimated useful lives using the straight-line method. When property and equipment are retired or otherwise disposed of, the cost and accumulated depreciation are removed from our consolidated balance sheets and any resulting gain or loss is reflected in our consolidated statements of income. Expenditures for maintenance and repairs are expensed as incurred. Generally, estimated useful lives range from three to seven years for equipment, furniture and fixtures. Leasehold improvements are amortized on a straight-line basis over the shorter of their estimated useful lives or the lease term. Assets held for sale are measured at the lower of carrying amount (i.e., net book value) and fair value less cost to sell, and are reported within "Prepaid expenses and other current assets" on our consolidated balance sheets. Once assets are classified as held for sale, they are no longer depreciated.

**Long-Lived Assets.** Our policy is to evaluate the recoverability of our long-lived assets when the facts and circumstances suggest that the assets may be impaired. This assessment is performed based on the estimated undiscounted cash flows compared to the carrying value of the assets. If the future cash flows (undiscounted and without interest charges) are less than the carrying value, a write-down would be recorded to reduce the related asset to its estimated fair value.

**Leases.** We determine if an arrangement is a lease at inception. Operating leases are included in operating lease right-of-use ("ROU") assets, and current and long-term operating lease liabilities in the consolidated balance sheets. Our finance leases are reported in "Other long-term assets", "Other current liabilities", and "Other long-term liabilities" on our consolidated balance sheet.

ROU assets represent our right to use an underlying asset for the lease term and lease liabilities represent our obligation to make lease payments arising from the lease. Operating lease ROU assets and liabilities are recognized at commencement date based on the present value of lease payments over the lease term. As most of our leases do not provide an implicit rate, incremental borrowing rates are used based on the information available at commencement date in determining the present value of lease payments. The operating lease ROU asset also includes any lease payments made and excludes lease incentives. Lease terms may include options to extend or terminate the lease when it is reasonably certain that we will exercise that option. Lease expense for operating lease payments is recognized on a straight-line basis over the lease term.

Our operating leases are primarily for corporate and project office spaces. To a much lesser extent, we have operating leases for vehicles and equipment. Our operating leases have remaining lease terms of one month to twelve years, some of which may include options to extend the leases for up to five years. We also have finance leases which are primarily related to IT equipment.

We recognize a liability for contract termination costs associated with an exit activity for costs that will continue to be incurred under a lease for its remaining term without economic benefit to us, initially measured at its fair value at the cease-use date. The fair value is determined based on the remaining lease rentals, adjusted for the effects of any prepaid or deferred items recognized under the lease, and reduced by estimated sublease rentals.

**Business Combinations.** The cost of an acquired company is assigned to the tangible and intangible assets purchased and the liabilities assumed based on their fair values at the date of acquisition. The determination of fair values of these assets and liabilities requires us to make estimates and use valuation techniques when a market value is not readily available. Any excess of purchase price over the fair value of net tangible and intangible assets acquired is allocated to goodwill. Goodwill typically represents the value paid for the assembled workforce and enhancement of our service offerings. Transaction costs associated with business combinations are expensed as incurred.

**Goodwill and Intangible Assets.** Goodwill represents the excess of the aggregate purchase price over the fair value of the net assets acquired in a business acquisition. Following an acquisition, we perform an analysis to value the acquired company's tangible and identifiable intangible assets and liabilities. With respect to identifiable intangible assets, we consider backlog, non-compete agreements, client relations, trade names, patents and other assets. We amortize our intangible assets based on the period over which the contractual or economic benefits of the intangible assets are expected to be realized. We assess the recoverability of the unamortized balance of our intangible assets when indicators of impairment are present based on expected future profitability and undiscounted expected cash flows and their contribution to our overall operations. Should the review indicate that the carrying value is not fully recoverable, the excess of the carrying value over the fair value of the intangible assets would be recognized as an impairment loss.



We test our goodwill for impairment on an annual basis, and more frequently when an event occurs, or circumstances indicate that the carrying value of the asset may not be recoverable. We believe the methodology that we use to review impairment of goodwill, which includes a significant amount of judgment and estimates, provides us with a reasonable basis to determine whether impairment has occurred. However, many of the factors employed in determining whether our goodwill is impaired are outside of our control and it is reasonably likely that assumptions and estimates will change in future periods. These changes could result in future impairments.

We perform our annual goodwill impairment review at the beginning of our fiscal fourth quarter. Our last annual review was performed at June 29, 2020 (i.e., the first day of our fiscal fourth quarter). In addition, we regularly evaluate whether events and circumstances have occurred that may indicate a potential change in recoverability of goodwill. We perform interim goodwill impairment reviews between our annual reviews if certain events and circumstances have occurred, including a deterioration in general economic conditions, an increased competitive environment, a change in management, key personnel, strategy or customers, negative or declining cash flows, or a decline in actual or planned revenue or earnings compared with actual and projected results of relevant prior periods. We assess goodwill for impairment at the reporting unit level, which is defined as an operating segment or one level below an operating segment, referred to as a component. Our operating segments are the same as our reportable segments and our reporting units for goodwill impairment testing are the components one level below our reportable segments. These components constitute a business for which discrete financial information is available and where segment management regularly reviews the operating results of that component. We aggregate components within an operating segment that have similar economic characteristics.

The impairment test for goodwill involves the comparison of the estimated fair value of each reporting unit to the reporting unit's carrying value, including goodwill. We estimate the fair value of reporting units based on a comparison and weighting of the income approach, specifically the discounted cash flow method and the market approach, which estimates the fair value of our reporting units based upon comparable market prices and recent transactions and also validates the reasonableness of the multiples from the income approach. The development of the present value of future cash flow projections includes assumptions and estimates derived from a review of our expected revenue growth rates, operating profit margins, discount rates, and the terminal growth rate. If the fair value of a reporting unit exceeds its carrying amount, the goodwill of that reporting unit is not considered impaired. However, if its carrying value exceeds its fair value, our goodwill is impaired, and we are required to record a non-cash charge that could have a material adverse effect on our consolidated financial statements. An impairment loss recognized, if any, should not exceed the total amount of goodwill allocated to the reporting unit.

**Contingent Consideration.** Most of our acquisition agreements include contingent earn-out arrangements, which are generally based on the achievement of future operating income thresholds. The contingent earn-out arrangements are based upon our valuations of the acquired companies and reduce the risk of overpaying for acquisitions if the projected financial results are not achieved.

The fair values of these earn-out arrangements are included as part of the purchase price of the acquired companies on their respective acquisition dates. For each transaction, we estimate the fair value of contingent earn-out payments as part of the initial purchase price and record the estimated fair value of contingent consideration as a liability in "Current contingent earn-out liabilities" and "Long-term contingent earn-out liabilities" on the consolidated balance sheets. We consider several factors when determining that contingent earn-out liabilities are part of the purchase price, including the following: (1) the valuation of our acquisitions is not supported solely by the initial consideration paid, and the contingent earn-out formula is a critical and material component of the valuation approach to determining the purchase price; and (2) the former owners of acquired companies that remain as key employees receive compensation other than contingent earn-out payments at a reasonable level compared with the compensation of our other key employees. The contingent earn-out payments are not affected by employment termination.

We measure our contingent earn-out liabilities at fair value on a recurring basis using significant unobservable inputs classified within Level 3 of the fair value hierarchy. We use a probability weighted discounted income approach as a valuation technique to convert future estimated cash flows to a single present value amount. The significant unobservable inputs used in the fair value measurements are operating income projections over the earn-out period (generally two or three years), and the probability outcome percentages we assign to each scenario. Significant increases or decreases to either of these inputs in isolation would result in a significantly higher or lower liability, with a higher liability capped by the contractual maximum of the contingent earn-out obligation. Ultimately, the liability will be equivalent to the amount paid, and the difference between the fair value estimate and amount paid will be recorded in earnings. The amount paid that is less than or equal to the contingent earn-out liability on the acquisition date is reflected as cash used in financing activities in our consolidated statements of cash flows. Any amount paid in excess of the contingent earn-out liability on the acquisition date is reflected as cash used in operating activities in our consolidated statements of cash flows.

We review and re-assess the estimated fair value of contingent consideration on a quarterly basis, and the updated fair value could differ materially from the initial estimates. Changes in the estimated fair value of our contingent earn-out liabilities

related to the time component of the present value calculation are reported in interest expense. Adjustments to the estimated fair value related to changes in all other unobservable inputs are reported in operating income.

***Fair Value of Financial Instruments.*** We determine the fair values of our financial instruments, including short-term investments, debt instruments and derivative instruments based on inputs or assumptions that market participants would use in pricing an asset or a liability. We categorize our instruments using a valuation hierarchy for disclosure of the inputs used to measure fair value. This hierarchy prioritizes the inputs into three broad levels as follows: Level 1 inputs are quoted prices (unadjusted) in active markets for identical assets or liabilities; Level 2 inputs are quoted prices for similar assets and liabilities in active markets or inputs that are observable for the asset or liability, either directly or indirectly through market corroboration, for substantially the full term of the financial instrument; and Level 3 inputs are unobservable inputs based on our own assumptions used to measure assets and liabilities at fair value. The classification of a financial asset or liability within the hierarchy is determined based on the lowest level input that is significant to the fair value measurement.

The carrying amounts of cash and cash equivalents, accounts receivable and accounts payable approximate fair values based on their short-term nature. The carrying amounts of our revolving credit facility approximates fair value because the interest rates are based upon variable reference rates. Certain other assets and liabilities, such as contingent earn-out liabilities and amounts related to cash-flow hedges, are required to be carried in our consolidated financial statements at fair value.

Our fair value measurement methods may produce a fair value calculation that may not be indicative of net realizable value or reflective of future fair values. Although we believe our valuation methods are appropriate and consistent with those used by other market participants, the use of different methodologies or assumptions to determine fair value could result in a different fair value measurement at the reporting date.

***Derivative Financial Instruments.*** We account for our derivative instruments as either assets or liabilities and carry them at fair value. For derivative instruments that hedge the exposure to variability in expected future cash flows that are designated as cash flow hedges, the effective portion of the gain or loss on the derivative instrument is reported as a component of accumulated other comprehensive income (loss) in stockholders' equity and reclassified into income in the same period or periods during which the hedged transaction affects earnings. The ineffective portion of the gain or loss on the derivative instrument, if any, is recognized in current income. To receive hedge accounting treatment, cash flow hedges must be highly effective in offsetting changes to expected future cash flows on hedged transactions.

The net gain or loss on the effective portion of a derivative instrument that is designated as an economic hedge of the foreign currency translation exposure generated by the re-measurement of certain assets and liabilities denominated in a non-functional currency in a foreign operation is reported in the same manner as a foreign currency translation adjustment. Accordingly, any gains or losses related to these derivative instruments are recognized in current income. Derivatives that do not qualify as hedges are adjusted to fair value through current income.

***Deferred Compensation.*** We maintain a non-qualified defined contribution supplemental retirement plan for certain key employees and non-employee directors that is accounted for in accordance with applicable authoritative guidance on accounting for deferred compensation arrangements where amounts earned are held in a rabbi trust and invested. Employee deferrals are deposited into a rabbi trust, and the funds are generally invested in individual variable life insurance contracts that we own and are specifically designed to informally fund savings plans of this nature. Our consolidated balance sheets reflect our investment in variable life insurance contracts in "Other long-term assets." Our obligation to participating employees is reflected in "Other long-term liabilities." The net gains and losses related to the deferred compensation plan are reported as part of "Selling, general and administrative expenses" in our consolidated statements of income.

***Income Taxes.*** We file a consolidated U.S. federal income tax return. In addition, we file other returns that are required in the states, foreign jurisdictions and other jurisdictions in which we do business. We account for certain income and expense items differently for financial reporting and income tax purposes. Deferred tax assets and liabilities are computed for the difference between the financial statement and tax bases of assets and liabilities that will result in taxable or deductible amounts in the future based on enacted tax laws and rates applicable to the periods in which the differences are expected to reverse. In determining the need for a valuation allowance, management reviews both positive and negative evidence, including current and historical results of operations, future income projections, scheduled reversals of deferred tax amounts, availability of carrybacks, and potential tax planning strategies. Based on our assessment, we have concluded that a portion of the deferred tax assets will not be realized.

According to the authoritative guidance on accounting for uncertainty in income taxes, we may recognize the tax benefit from an uncertain tax position only if it is more likely than not that the tax position will be sustained on examination by the taxing authorities based on the technical merits of the position. The tax benefits recognized in the financial statements from such a position should be measured based on the largest benefit that has a greater than 50% likelihood of being realized upon ultimate settlement. This guidance also addresses de-recognition, classification, interest and penalties on income taxes, accounting in interim periods and disclosure requirements for uncertain tax positions.

**Concentration of Credit Risk.** Financial instruments that subject us to credit risk consist primarily of cash and cash equivalents and net accounts receivable. In the event that we have surplus cash, we place our temporary cash investments with lower risk financial institutions and, by policy, limit the amount of investment exposure to any one financial institution. Approximately 28% of accounts receivable were due from various agencies of the U.S. federal government at fiscal 2020 year-end. The remaining accounts receivable are generally diversified due to the large number of organizations comprising our client base and their geographic dispersion. We perform ongoing credit evaluations of our clients and maintain an allowance for potential credit losses. Approximately 48%, 22% and 30% of our fiscal 2020 revenue was generated from our U.S. government, U.S. commercial and international clients, respectively.

**Foreign Currency Translation.** We determine the functional currency of our foreign operating units based upon the primary currency in which they operate. These operating units maintain their accounting records in their local currency, primarily Canadian and Australian dollars, and British pounds. Where the functional currency is not the U.S. dollar, translation of assets and liabilities to U.S. dollars is based on exchange rates at the balance sheet date. Translation of revenue and expenses to U.S. dollars is based on the average rate during the period. Translation gains or losses are reported as a component of other comprehensive income (loss). Gains or losses from foreign currency transactions are included in income from operations.

***Recently Issued Accounting Pronouncements Adopted in Fiscal 2020.***

In February 2016, the Financial Accounting Standards Board ("FASB") issued ASU 2016-02 "Leases (Topic 842)", which is a new standard related to leases to increase transparency and comparability among organizations by requiring the recognition of ROU assets obtained in exchange for lease liabilities on the balance sheet. Most prominent among the changes in the standard is the recognition of ROU assets and lease liabilities by lessees for those leases classified as operating leases. Under the standard, disclosures are required to meet the objective of enabling users of financial statements to assess the amount, timing, and uncertainty of cash flows arising from leases. In the first quarter of fiscal 2020, we adopted the standard using the modified retrospective method. The standard was applied to leases that existed or were entered into on or after September 30, 2019. Our fiscal 2020 financial statements have been presented under this standard. However, the prior-year financial statements have not been adjusted and continue to be reported in accordance with previous guidance. See Note 10, "Leases" for further discussion of the adoption and the impact on our consolidated financial statements.

In August 2017, the FASB issued accounting guidance on hedging activities. The amendment better aligns an entity's risk management activities and financial reporting for hedging relationships through changes to both the designation and measurement guidance for qualifying hedging relationships and the presentation of hedge results. The guidance was effective for fiscal years and interim periods within those fiscal years, beginning after December 15, 2018 (first quarter of fiscal 2020 for us). The adoption of this guidance had no impact on our consolidated financial statements.

In February 2018, the FASB issued guidance on reclassification of certain tax effects from accumulated comprehensive income, which allows for a reclassification of stranded tax effects from the Tax Cuts and Jobs Act ("TCJA") from accumulated other comprehensive income to retained earnings. The guidance was effective for fiscal years beginning after December 15, 2018 (first quarter of fiscal 2020 for us). We did not reclassify our stranded effects from the TCJA, which were immaterial.

***Recently Issued Accounting Pronouncements Not Yet Adopted.***

In June 2016, the FASB issued updated guidance, Accounting Standards Update ("ASU") 2016-13, related to the measurement of credit losses for certain financial assets. This guidance replaces the current incurred loss methodology with an expected credit loss methodology. It requires us to recognize an allowance equal to our current estimate of all contractual cash flows that we do not expect to collect. Our estimate would consider relevant information about past events, current conditions, and reasonable and supportable forecasts impacting the collectability of the reported amounts. The guidance is effective for fiscal years and interim periods within those fiscal years, beginning after December 15, 2019 (first quarter of fiscal 2021 for us). In anticipation of our adoption of ASU 2016-13, we have updated our presentation of gross receivables and the allowance for doubtful accounts to reflect only expected credit losses in the allowance. We do not expect the adoption in the first quarter of fiscal 2021 to have a material impact on our consolidated financial statements.

In August 2018, the FASB issued updated guidance modifying certain fair value measurement disclosures. The guidance contains additional disclosures to enable users of the financial statements to better understand the entity's assumption used to develop significant unobservable inputs for Level 3 fair value measurements, but also eliminates the requirement for entities to disclose the amount of and reasons for transfers between Level 1 and Level 2 investments within the fair value hierarchy. This guidance is effective for fiscal years and interim periods within those fiscal years, beginning after December 15, 2019 (first quarter of fiscal 2021 for us). Early adoption is permitted. We do not expect the adoption of this guidance to have a significant impact on our consolidated financial statements.

In December 2019, the FASB issued guidance simplifying the accounting for income taxes by removing certain exceptions to general principles in Topic 740 and amending certain existing guidance for clarity. This guidance is effective for fiscal years and interim periods within those fiscal years, beginning after December 15, 2020 (first quarter of fiscal 2022 for us). Early adoption is permitted. We do not expect the adoption of this guidance to have an impact on our consolidated financial statements.

In May 2020, the Securities and Exchange Commission issued guidance amending certain financial disclosures about acquired and disposed businesses. The amendments are designed to assist registrants in making more meaningful determinations of whether a subsidiary or an acquired or disposed business is significant, and to improve the related disclosure requirements. The guidance is effective for fiscal years beginning after December 31, 2020 (first quarter of fiscal 2022 for us). We do not expect the adoption of this guidance to have an impact on our consolidated financial statements.

### 3. Revenue and Contract Balances

We recognize revenue over time as the related performance obligation is satisfied by transferring control of a promised good or service to our customers. Progress toward complete satisfaction of the performance obligation is primarily measured using a cost-to-cost measure of progress method. The cost input is based primarily on contract cost incurred to date compared to total estimated contract cost. This measure includes forecasts based on the best information available and reflects our judgement to faithfully depict the value of the services transferred to the customer. For certain on-call engineering or consulting and similar contracts, we recognize revenue in the amount which we have the right to invoice the customer if that amount corresponds directly with the value of our performance completed to date.

Due to uncertainties inherent in the estimation process, it is possible that estimates of costs to complete a performance obligation will be revised in the near-term. For those performance obligations for which revenue is recognized using a cost-to-cost measure of progress method, changes in total estimated costs, and related progress towards complete satisfaction of the performance obligation, are recognized on a cumulative catch-up basis in the period in which the revisions to the estimates are made. When the current estimate of total costs indicates a loss, a provision for the entire estimated loss on the contract is made in the period in which the loss becomes evident.

#### Disaggregation of Revenue

We disaggregate revenue by client sector and contract type, as we believe it best depicts how the nature, timing, and uncertainty of revenue and cash flows are affected by economic factors. The following tables present revenue disaggregated by client sector and contract type:

	Fiscal Year Ended		
	September 27, 2020	September 29, 2019	September 30, 2018
	(in thousands)		
Client Sector:			
U.S. state and local government	\$ 439,019	\$ 587,364	\$ 469,231
U.S. federal government <sup>(1)</sup>	993,835	941,102	974,384
U.S. commercial	674,605	719,314	788,398
International <sup>(2)</sup>	887,432	859,568	732,135
Total	<u>\$ 2,994,891</u>	<u>\$ 3,107,348</u>	<u>\$ 2,964,148</u>
Contract Type:			
Fixed-price	\$ 1,078,432	\$ 1,048,157	\$ 986,910
Time-and-materials	1,391,592	1,509,901	1,395,148
Cost-plus	524,867	549,290	582,090
Total	<u>\$ 2,994,891</u>	<u>\$ 3,107,348</u>	<u>\$ 2,964,148</u>

<sup>(1)</sup> Includes revenue generated under U.S. federal government contracts performed outside the United States.

<sup>(2)</sup> Includes revenue generated from foreign operations, primarily in Canada, Australia, the United Kingdom, and revenue generated from non-U.S. clients.

Other than the U.S. federal government, no single client accounted for more than 10% of our revenue for the twelve months ended September 27, 2020 and September 29, 2019.

## SIGNATURES

Pursuant to the requirements of Section 13 or 15(d) of the Securities Exchange Act of 1934, the registrant has duly caused this Report on Form 10-K to be signed on its behalf by the undersigned, thereunto duly authorized.

TETRA TECH, INC.

By:

/s/ DAN L. BATRACK

Date: November 20, 2020

Dan L. Batrack  
Chairman and Chief Executive Officer

## POWER OF ATTORNEY

KNOW ALL PERSONS BY THESE PRESENTS, that each person whose signature appears below constitutes and appoints Dan L. Batrack and Steven M. Burdick, jointly and severally, his attorney-in-fact, each with the full power of substitution, for such person, in any and all capacities, to sign any and all amendments to this Annual Report on Form 10-K, and to file the same, with all exhibits thereto and other documents in connection therewith, with the Securities and Exchange Commission, granting unto said attorney-in-fact and agent full power and authority to do and perform each and every act and thing requisite and necessary to be done in connection therewith, as fully to all intents and purposes as he might do or could do in person, hereby ratifying and confirming all that each of said attorneys-in-fact and agents, or his substitute, may do or cause to be done by virtue hereof.

Pursuant to the requirements of the Securities Exchange Act of 1934, this Report on Form 10-K has been signed below by the following persons on behalf of the registrant and in the capacities and on the dates indicated.

Signature	Title	Date
<u>/s/ DAN L. BATRACK</u> Dan L. Batrack	Chairman and Chief Executive Officer (Principal Executive Officer)	November 20, 2020
<u>/s/ STEVEN M. BURDICK</u> Steven M. Burdick	Executive Vice President, Chief Financial Officer (Principal Financial Officer)	November 20, 2020
<u>/s/ BRIAN N. CARTER</u> Brian N. Carter	Senior Vice President, Corporate Controller (Principal Accounting Officer)	November 20, 2020
<u>/s/ GARY R. BIRKENBEUEL</u> Gary R. Birkenbeuel	Director	November 20, 2020
<u>/s/ PATRICK C. HADEN</u> Patrick C. Haden	Director	November 20, 2020
<u>/s/ J. CHRISTOPHER LEWIS</u> J. Christopher Lewis	Director	November 20, 2020
<u>/s/ JOANNE M. MAGUIRE</u> Joanne M. Maguire	Director	November 20, 2020
<u>/s/ KIMBERLY E. RITRIEVI</u> Kimberly E. Ritrievi	Director	November 20, 2020
<u>/s/ J. KENNETH THOMPSON</u> J. Kenneth Thompson	Director	November 20, 2020
<u>/s/ KIRSTEN M. VOLPI</u> Kirsten M. Volpi	Director	November 20, 2020

# Tab D

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## References



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## D. References

Similar to the services being requested by the County, our team has successfully assisted over 320 clients with recovering from the damaging effects of hurricanes, tropical storms, tornadoes, wildfires, floods, ice storms, and the COVID-19 pandemic. Our efforts have allowed our clients to maintain their focus on continuing daily operations while relying on us to oversee the management of debris removal operations and federal reimbursement in compliance with the Federal Emergency Management Agency (FEMA) and Federal Highway Administration (FHWA) guidelines and reimbursement procedures.

The following projects are a representative sample of our experience and accomplishments in performing services that are similar in scope, complexity, and magnitude to the County.

### Disaster Debris Program Management | Hurricane Sally (September 2020 – December 2020)

**Company Name/Location: City of Pensacola, Florida | Value: \$1,109,949**



**Contact Person:**

Mr. John Pittman, Sanitation  
Director  
2759 North Palafox St.  
Pensacola, FL 32501  
(850) 860-2334  
[JPittman@cityofpensacola.com](mailto:JPittman@cityofpensacola.com)

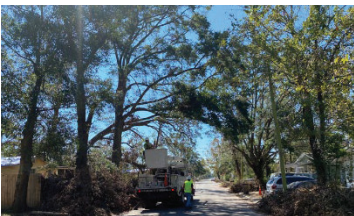
The City of Pensacola is located in the Florida Panhandle of northwest Florida. Over the last 20 years, the City has been impacted by numerous disaster events, including Hurricane Ivan, Hurricane Dennis, the Deepwater Horizon Oil Spill, and a major flooding event. Tetra Tech has provided disaster debris program management services for the City following Hurricanes Ivan, Dennis, and Sally.

In September of 2020, Hurricane Sally strengthened into a Category 2 hurricane just prior to landfall near the Florida-Alabama border and significantly impacted the City. Hurricane Sally resulted in significant wind and storm surge related damage. The storm generated significant quantities of debris and devastated much of the marine infrastructure in the City. Tetra Tech has been serving as the City's disaster debris monitoring provider since 2004 following Hurricane Ivan. We were engaged with the City in the days before Sally's impact and responded to the City's Sanitation Department within hours after its impact to begin damage assessments and formulated a debris management mobilization.

As part of our Pensacola debris monitoring mobilization, we hired and trained more than 75 debris monitors within 72 hours. Tetra Tech monitored the collection of more than 574,000 cubic yards and over 4,500 hanging tree limbs. We monitored disposal at three debris management sites and two final disposal sites. Our monitoring efforts included both the contract debris haulers vehicles as well as City of Pensacola trucks that assisted in the debris mission. In addition to traditional debris monitoring services, Tetra Tech assisted the City in identifying and opening additional debris management sites and assisted the City in cost-justifying a major amendment to the debris hauler's contract.

### Disaster Debris Program Management | Hurricane Sally (September 2020 – November 2020)

**Company Name/Location: Okaloosa County, Florida | Value: \$203,855**



**Reference:**

Mr. Jim Reece, Solid Waste  
Manager  
84 Ready Ave.  
Ft. Walton Beach, FL 32548  
850-978-1063  
[jreece@co.okaloosa.fl.us](mailto:jreece@co.okaloosa.fl.us)

Okaloosa County, Florida, is located in the Florida Panhandle along the Emerald Coast. The County is split between the coastal tourism areas in the south to one of the largest military installations (Eglin Air Force Base) in the central sections of the County as well as a largely rural area in the northern section of the County.

On September 16, 2020, Hurricane Sally made landfall near the Florida/Alabama border as a Category 2 hurricane. The storm resulted in substantial damage to Baldwin County, AL, Escambia County, FL, and Santa Rosa County, FL. Being approximately 75 miles to the east of the landfall location, Okaloosa County was largely spared from major damage. However, the storm did generate debris.



After an initial damage assessment, the County was unsure whether they would activate their debris contractor. However, after approximately a week of residents bringing their debris to the right of way, it became apparent that the quantity of debris that had been generated was too extensive for their contract waste hauler to handle. As a result, the County activated their contract disaster debris hauler as well as Tetra Tech to provide debris monitoring services.

Hurricane Sally generated approximately 30,000 cubic yards of debris in Okaloosa County. While this is a relatively limited quantity of debris to manage in a disaster debris scenario, it proved to be too substantial for the County’s regular solid waste contractor. Tetra Tech began our work by assisting the County to conduct a debris damage assessment to eliminate areas of the County that were not significantly impacted and did not require debris management services. Several survey teams covered the entire County and were able to isolate various areas of the County that would require debris collection. Tetra Tech’s geoportal was a highly utilized tool throughout this fringe storm event. The survey Tetra Tech provided was also placed on the geoportal, with each pin containing a picture for every single debris pile throughout the County. As the trucks made their way throughout the County, the ability to visualize the clean-up effort and its path through the County was an invaluable tool.

Tetra Tech certified several debris contractor and waste hauler collection vehicles and assisted in directing crews to the areas of the County with concentrated debris. Tetra Tech provided collection debris monitors for the debris hauling crews as well as debris management site monitors for one vegetative site. One obstacle that was faced, which slowed down the progress of the work, was all of the construction and demolition material had to be direct hauled to the Santa Rosa County Landfill (over two hours round trip). Tetra Tech is working with Okaloosa County to ensure that they have multiple debris management sites throughout the County that can also accept the construction and demolition material temporarily in the event of future storms.

Throughout the clean-up efforts, Tetra Tech set up and managed a citizen’s debris hotline where residents could call to inquire about disaster debris management services. Tetra Tech provided the County as well as the complainant with updates and resolutions to each of the citizen complaints through an extensive spreadsheet that followed every call to its conclusion. This proved to be very helpful to the County to help mitigate complaints.

Tetra Tech was able to assist the County through the conclusion of clean-up efforts in Okaloosa. Through very coordinated teamwork with the County, the debris contractor, and the citizens on a daily basis, the clean-up was completed in a successful and timely manner.

**Disaster Debris Program Management | Hurricane Michael (October 2018 – January 2019)**

**Company Name/Location: Wakulla County, Florida | Value: \$341,704**



**Reference:**  
Brandy King  
Fiscal Operations Director  
Wakulla County BOCC  
3093 Crawfordville Highway  
Crawfordville, FL 32327  
(850) 933-2358  
[bking@mywakulla.com](mailto:bking@mywakulla.com)

Wakulla County (County) is a Florida coastal community with a population of roughly 32,000. The County covers 606 square miles of land and 129 miles of water, including Wakulla Springs, one of the largest in the world. It is also directly located on the Gulf of Mexico and is especially vulnerable to natural disasters such as hurricanes, tornadoes, and flooding.

Wakulla County was one of the first counties in the state to issue a mandatory evacuation order (October 8) in advance of Hurricane Michael’s landfall on October 10 as a Category 4 hurricane. High winds and rainfall left the area, especially inland, devastated with many downed trees, power lines, and debris throughout the County. In addition to the direct hit, the County suffered from a 10-foot storm surge, creating large amounts of construction and demolition debris in coastal neighborhoods. Almost all residents in the County were left without power for several days.

Tetra Tech, working under a pre-positioned contract with Wakulla County, mobilized prior to landfall and had senior management staff on the ground prior to receiving a notice to proceed. Our staff worked with County officials and the County's debris hauler to plan the most efficient debris removal mission possible. Our management team worked quickly to provide initial damage assessments and implement a plan of action utilizing customized automated debris management system (ADMS) technology, RecoveryTrac™. Because the coastal debris stream and the inland debris stream were significantly different, Tetra Tech's staff worked closely with the County and the County's debris hauler to ensure proper debris segregation. Tetra Tech monitored and documented the removal, reduction, and disposal of over 38,085 CYs of eligible debris.

# Tab E

## Proposal Matrix



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# E. Proposal Matrix

## Ability to Provide the Proposed Scope of Services

Franklin County is a Florida coastal community with a population of roughly 11,700. The County is located on the Gulf of Mexico and covers a total of 1,026 square miles of land and water, making it vulnerable to natural disasters such as hurricanes and flooding, as seen with the impact of Hurricane Michael in 2018. As such, the County is seeking a contractor with the ability to efficiently oversee the removal of large volumes of debris, while remaining cost-effective. The services requested by the County may include:

### Pre-event Services

- Debris Management Plan and Standard Operating Procedure updates
- Interagency cooperative exercises and training
- Policy guidance
- Review of Temporary Debris Storage and Reduction Sites (TDMS)
- Debris management contractor bid preparation and review

### Post-event Services

- Contract administration
- Debris estimates
- Oversight of road clearance and debris loading by debris management contractors
- TDMS monitoring
- Environmental assessments of TDMS
- Truck Certification
- Quality Assurance/Quality Control
- Health & Safety procedures
- Technical Assistance
- Project closeout

Tetra Tech fully understands the County's operational needs and expectations as it pertains to the proposed scope of work. **Our team responded to Franklin County following Hurricane Michael, where we monitored the removal of more than 126,000 CYs of debris, including removal of debris from County parks.** We understand the special services the County may require and need to coordinate with municipalities throughout the County. Furthermore, Tetra Tech is a Florida-based firm with more disaster debris monitoring experience across the state than any other firm. Our project approach focuses on the following principles:

- **Continuous Coordination and Communication with County Officials and Stakeholders:** A dedicated project management team will be appointed to coordinate with County officials throughout the year, not just during times of activation.
- **Immediate Response Capabilities:** Tetra Tech has disaster recovery personnel and 24 offices throughout the state, including our disaster recovery hub near Orlando and two offices in Tallahassee. Additionally, we utilize an immediate response staffing and logistics plan that will allow the County to return to the business of running day-to-day operations.
- **Focus on Hiring Locally:** Tetra Tech focuses on hiring and training local residents, thereby benefiting the local economy and reducing mobilization and transportation costs.
- **Project Transparency and Real-time Reporting:** Our proprietary automated debris management system (ADMS) technology, RecoveryTrac™, provides detailed reporting systems and mapping capabilities that are available in real-time to the County and are tailored to the County's data needs. RecoveryTrac™ was utilized by the County following Hurricane Michael.
- **Maximum Reimbursement for the County:** Tetra Tech's knowledge of Federal Emergency Management Agency (FEMA), Federal Highway Administration (FHWA), and other applicable regulations, guidelines, and operating policies paired with our stringent quality assurance program and documentation procedures will help the County to receive and keep the maximum reimbursement allowed following a disaster.



**Franklin County is a coastal community, which may require special services, including beach remediation, vessel removal, and waterway debris removal.**

## Value Added Benefits (Pro Bono Publico)

Tetra Tech's commitment to our clients begins with value-added pre-disaster training and coordination to ensure that we provide the best available end-to-end response and recovery program management services should we be called upon in the event of a future disaster. After contract award, Tetra Tech will provide the following services at no cost to the County:

- Review of open Project Worksheets (PWs) from previous open disasters
- Annual coordination meeting with County stakeholders and debris removal contractors
- 1-day FEMA Public Assistance (PA) orientation and training or tabletop exercise for County staff
- Review and comment on the County's Disaster Debris Management Plan
- Review of existing TDMS and selection criteria
- Review/update of the County's Geographic Information Systems (GIS) Center line data
- Annual updates regarding FEMA and other agency policy changes
- Review of local ordinances and code(s) related to County debris removal operations

## Project Approach

Tetra Tech's project approach has been refined over the course of more than 300 activations, including Franklin County's disaster debris project following Hurricane Michael. The following project approach describes Tetra Tech's proposed plan to deliver the services requested by the County, and addresses the following:

- The instructions for Tab E described on page 22 of the RFP;
- Project Approach requirements listed in the evaluation criteria on page 24 of the RFP; and
- The Scope of Services described in Section 7.

## Activation

Tetra Tech has never failed to respond to our client's needs. Tetra Tech will be prepared for activation, in the even that a future disaster or disaster threat occurs. As identified in the County's request for proposals, Tetra Tech will be prepared to respond immediately after tropical sustained winds are below 40 mph.

## Selection and Mobilization

Should Tetra Tech be selected by the County to provide disaster debris monitoring services, we ensure the County that our team will respond to the County at any point before, during, and after a possible debris-generating event. Prior to an event with warning (such as a hurricane), our team will begin monitoring the landfall of any tropical system at H-96 and will coordinate via conference call with the County. Following an event without warning (such as tornadoes or flooding), Tetra Tech will begin response at H-0.

**Exhibit E-1: Disaster Debris-Generating Event Operational Plan**

Time	Task	Deliverables/Milestones
<b>Preparedness</b>		
<b>Pre-event (normal conditions)</b>	<b>Meet with the County to review plans and documents</b>	<ul style="list-style-type: none"><li>• Conduct annual pre-event meeting with the County and debris contractor</li><li>• Review the County's disaster recovery contracts for FEMA compliance</li><li>• Update critical documents and files, including any GIS files</li></ul>
<b>H-96</b>	<b>Review capabilities and resources</b>	<ul style="list-style-type: none"><li>• Contact the County and initiate daily conference call</li><li>• Determine resource requirements from debris model</li><li>• Review the County's emergency policies and contracts</li></ul>

Time	Task	Deliverables/Milestones
		<ul style="list-style-type: none"><li>Establish contact with the County's debris hauler and ensure Tetra Tech has the most up-to-date copy of the debris hauler contract</li></ul>
H-72	Execute responsibilities and activate contracts	<ul style="list-style-type: none"><li>Review possible critical areas of concern, hospitals, major transit systems, historic districts, environmental issues, and critical infrastructure</li><li>Review protocols for private property, gated communities, and public drop-off sites</li><li>Review TDMS locations and follow up with the Florida Department of Environmental Protection (FDEP) on permitting procedures</li><li>Estimate equipment requirements and TDMS capacity to haul and stage debris</li><li>Prepare ADMS technology for mobilization</li></ul>
H-48	Monitor storm track and continue preparations	<ul style="list-style-type: none"><li>Conduct regular meetings with County staff as requested</li><li>Confirm staging location and begin mobilization of resources</li><li>Mobilize project assets and begin base camp coordination and logistics (food, water, housing, etc.) with the County and Tetra Tech headquarters (if necessary)</li><li>Review list of priority roads and the operational plan</li><li>Obtain GIS files for municipalities that the County will assist with debris removal</li><li>Continue to update and gather updates from the County's debris hauler</li></ul>
H-24	Prepare final reports	<ul style="list-style-type: none"><li>Save all critical documents and files to the network drive, USB drive, and laptop hard drive</li><li>Certify emergency road clearance equipment (in coordination with the County's debris hauler)</li><li>Determine emergency road clearance priorities</li></ul>
H-0	ARRIVAL OF NOTICE EVENT/INITIATE RESPONSE TO NO-NOTICE EVENT	
Response		
H +24	Emergency push	<ul style="list-style-type: none"><li>Receive notice to proceed with not to exceed</li><li>Begin emergency push</li><li>Maintain time and materials (T&amp;M) logs for push equipment</li><li>Coordinate with the County to conduct preliminary damage assessments and road closures (if requested)</li><li>Supervisors report to pre-designated locations and prep staff on project</li><li>Begin establishing ADMS infrastructure</li><li>Begin recruiting and training monitors, project coordinators, and data staff</li><li>Initiate opening of TDMS locations</li><li>Follow up with FDEP on debris permits (if required)</li><li>Work with the County to establish public information protocols to respond to concerns and comments</li></ul>
H +48	Emergency push/ damage assessment	<ul style="list-style-type: none"><li>Continue emergency push</li><li>Continue preliminary damage assessment</li><li>Develop debris cost estimate required for presidential disaster declaration</li><li>Develop operational plan for disaster-specific issues</li><li>Refine health and safety plan for disaster-specific issues</li></ul>
H +72	Disaster debris vehicle certification/ site preparation	<ul style="list-style-type: none"><li>Begin hauling truck certification</li><li>Install ADMS tower monitor infrastructure</li><li>Train monitors on policies, ADMS, and safety</li></ul>

Time	Task	Deliverables/Milestones
		<ul style="list-style-type: none"> <li>Open public drop-off sites as requested</li> </ul>
H +96	<b>Begin debris collection monitoring</b>	<ul style="list-style-type: none"> <li>Assign monitors to trucks</li> <li>Assign supervisors to monitors</li> <li>Hold morning and afternoon meeting with County staff and debris hauler</li> <li>Implement QA/QC procedures</li> </ul>
<b>Recovery</b>		
Week 1+	<b>ROW debris collection monitoring</b>	<ul style="list-style-type: none"> <li>Continue ROW collection</li> <li>Address household hazardous waste (HHW) issues (if critical)</li> <li>Issue daily reports/GIS maps</li> <li>Hold daily meetings with the County, hauler, and/or State/FEMA as required</li> <li>Staff citizens debris management hotline (if requested)</li> <li>Define supplemental programs required (private roads, HHW) and prepare eligibility request</li> </ul>
Week 1+	<b>Data management and invoice reconciliation</b>	<ul style="list-style-type: none"> <li>Provide ADMS reports and real-time monitoring access</li> <li>Establish client GeoPortal to provide insight into project progress</li> <li>Review truck metrics provided by RecoveryTracTM</li> <li>Initiate weekly reconciliation</li> <li>Initial payment recommendations with retainage</li> </ul>
Week 1+	<b>Reimbursement support/grant administration (FEMA, NRCS)</b>	<ul style="list-style-type: none"> <li>Prepare damage/cost estimates</li> <li>Compile supporting documentation (debris permits, debris contracts, etc.)</li> <li>Liaise with FEMA Region 4, Florida Division of Emergency Management (FDEM), U.S. Army Corps of Engineers (USACE), etc.</li> </ul>
Week 2+	<b>Special projects (if required)</b>	<ul style="list-style-type: none"> <li>Waterway debris removal</li> <li>Private property debris removal (PPDR)</li> <li>Public drop-off sites</li> <li>HHW</li> <li>Mud/silt/sand removal (from storm drains, ditches, etc.)</li> <li>Identify areas of operational concern and make disaster-specific recommendations to FEMA to improve efficiency</li> </ul>
Week 3+	<b>Financial recovery assistance staff engaged (if requested)</b>	<ul style="list-style-type: none"> <li>Facilitate kickoff meetings with primary stakeholders</li> <li>Draft a PA work plan</li> <li>Conclude/review preliminary damage assessments</li> <li>Gather documentation for PW development</li> <li>Identify opportunities for mitigation</li> <li>Conduct site visits</li> </ul>
Project completion	<b>Document turnover/closeout</b>	<ul style="list-style-type: none"> <li>Final reconciliation</li> <li>Retainage release</li> <li>Release hard copy files</li> <li>Provide electronic database</li> <li>Assist with PW development</li> <li>Assist the County with long-term reimbursement</li> <li>Audit assistance</li> <li>Appeal support if necessary</li> </ul>



## Pre-event Assistance

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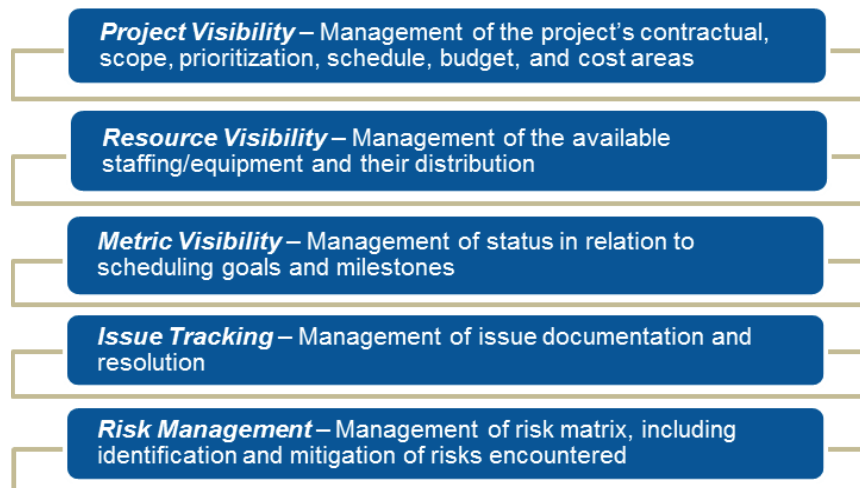
Tetra Tech has proposed a dedicated project management team who will be available to the County before, during, and after a future event occurs. Although some disasters take place without warning, having a plan in place before a disaster occurs is crucial to conducting efficient recovery operations. This means working with County officials to review plans, provide training, and communicate expectations. Pre-event assistance may include, but is not limited to:

- **Annual coordination** – Conduct annual trainings and meetings to plan and test execution protocols and identify potential risks/mitigation opportunities. Trainings will include a half-day debris management session for personnel.
- **Key Personnel** – Tetra Tech will provide a list of key personnel that may be involved in the disaster debris monitoring activities, including contact information.
- **Contract review** – Review contracts for understanding of contractual requirements and possible cost savings.
- **Communication systems checks** – Verify that communication systems function as designed and reporting needs are understood.

## Debris Monitoring and Administration

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Our methodology of project management governs both the planning and execution of all project work. The strategy, structure, and staffing requirements for the project organization are based on client expectations and the desired outcome. Tetra Tech's project management methodology enables our team to achieve success despite the unpredictable nature of disasters. Our methodology addresses the project management areas shown below.



These management areas are administered using the established project management procedures and protocols we have developed and refined over the years and numerous disaster activations. Our interactions with our clients are based on best practices that balance the need for direction of operational priority, issue resolution, and relevant information with considerations for the time availability of the client.

Each phase of Tetra Tech project management has documented procedures that govern the execution to provide **scalable, consistent, high-quality results**. We use a systematic approach with frequent in-process quality checks to execute our project processes. Our general project approach includes tasks in each of the following phases:

- **Mobilization (Immediately Prior to and Following Event)**
  - **Scope, tasking, and budget** – Determine services required, performance metrics, schedule, and budget constraints.
  - **Deployment and resource requirements** – Develop work plan and safety plans. Update risk matrix for work plan specifics.

- **Staging of equipment and resources** – Coordinate movement of required support equipment/supplies and setup of communication and information systems.
- **Execution (Post-Event)**
  - **On-boarding and training staff** – Conduct suitability for work checks and provide targeted training program based on work and safety plans.
  - **Monitoring** – Supervise field operations, quality assurance/quality control (QA/QC) in-process checks, prioritization of resource management, and project reporting.
  - **Communication** – Conduct status meetings and communicate project metrics and other pertinent information.
  - **Issue tracking/resolution** – Conduct issue identification, staff communication, and resolution tracking.
- **Closeout (Post-Event)**
  - **Documentation deliverable** – Produce and deliver required documentation to support auditing.
  - **Demobilization** – Manage reduction in staff, post-use maintenance, and movement of equipment and supplies.
  - **Audit support** – Provide continued availability of information systems to support closeout information requests.

### Communication with the County

Coordinated project communications coupled with accurate information enables effective decision-making. Our implementation of this provides our clients with the benefits:

- **Common Operating Picture**
  - Tetra Tech’s real-time data sharing information portal allows the client, the debris removal contractors, and the monitoring firm to access the same accurate information, which markedly improves their ability to execute efficiently. The result is a much more efficient completion of project objectives.
- **Interoperability**
  - The information portability across disparate systems is the true power of Tetra Tech’s client interaction and communication system. It allows integration with existing systems to provide better understanding and coordination among organizations.
- **Reliability, Scalability, and Portability**
  - Documented procedures and protocols *enable scalability without loss in fidelity* and quality of work product. When in-process quality controls and team cross-training are added, the ability to tolerate faults without affecting outcome is substantially increased.
- **Resiliency and Redundancy**
  - Experience operating in disasters enables Tetra Tech to design systems and processes to be *able to withstand loss of infrastructure and key personnel* yet maintain client expectations for information. This is accomplished not only in technology design, but in effective procedural protocols and our risk mitigation component.

### Emergency Push Period

The emergency push period begins immediately following an event. Debris removal contractors coordinate with County crews to clear blocked roadways for emergency vehicle passage. Tetra Tech is prepared to assist during the push period by providing the following services:

- Documenting blocked roads that require immediate clearance
- Administering the sign-in and sign-out of labor and equipment to track T&M charges
- Helping staff maintain maps or databases to track road clearance progress and other essential tasks, as requested
- Maintaining documentation for reimbursement of emergency push work

### Debris Estimate Methodology

It is critical to understand estimated quantities of debris to adequately plan for project operations and mobilization. Tetra Tech has found that rather than relying on a single approach, a combination of debris-estimating methodologies generally produces a more accurate estimate. Tetra Tech uses the following debris-estimating methodologies:

**Data-driven debris-estimating model.** Tetra Tech has developed a data-driven debris-estimating model that takes into consideration factors such as hurricane strength category, estimated storm surge, coastal households, amount of vegetative cover, dockage, and other unique factors to develop debris estimates for a community.

**Field survey.** “Boots on the ground” Tetra Tech staff will also work to estimate the expected volume of debris. Tetra Tech’s experienced field staff complete windshield surveys and the information collected is aggregated by an experienced project manager to generate field survey-based debris estimates.

**Aerial surveys.** Finally, Tetra Tech can develop debris estimates using Unmanned Aircraft Systems (UAS, or more commonly, drones) to estimate debris quantities from inaccessible areas. Tetra Tech drones can capture topographic survey data, including orthophoto, contour, digital terrain, and dense point cloud data to develop estimated volumes of debris within an impacted community. See page 4-18 for additional information.

### Monitor Hiring and Training Program

Should the need arise, Tetra Tech may establish human resources (HR) hiring centers in the field throughout the region in the affected areas. The hiring center provides efficient hiring and training processes that meet the stringent Tetra Tech field operation requirements and any specific requirements of our clients. The hiring center is designed to be quickly mobilized, transported, and set up to allow near-immediate response for field staffing needs. The hiring center is typically staffed by three trained HR representatives and can process hiring of hundreds of staff per day. The hiring center can be quickly scaled to meet the most demanding needs for staff. The hiring center advertises locally and reaches out to local workforce centers to utilize persons seeking employment in the community.

To properly instruct newly hired employees, Tetra Tech has developed a training program that includes modules specific to the County. These modules are complete with the information required to facilitate accurate field monitoring and ADMS implementation. Qualifying tools included in the training modules assist with the retention of the material and assist Tetra Tech in screening and selecting the most qualified personnel for the monitoring task. Training module topics include truck certification, load site monitor responsibilities, disposal monitor responsibilities, hazardous trees monitor responsibilities, and field supervisor responsibilities. Project managers, data managers, and operations managers follow standard operating procedures and protocols established in our concept of operations plan.

### Health and Safety

Tetra Tech’s employees are the foundation of our business, and protecting them at all work sites is our highest priority. The company subscribes to the philosophy that all occupational incidents can be prevented and that no incident is treated as an acceptable event when we execute our work. To achieve this, the company’s health and safety processes are a vital and integral part of our work.

Health and safety addressed in our operations and management systems is supported by strong leadership. Tetra Tech’s leaders understand their responsibility and accountability to plan for safety and to implement safety measures. Preventing incidents also relies on a management system that regularly evaluates performance and identifies necessary adjustments to target continual improvement. The principal objectives of our program are codified in our written health and safety policy, which is endorsed and regularly monitored by the highest levels of our management team. Industry metrics for our 2020 health and safety performance are provided below:

- FY 2021 US Experience Modification Rate (EMR) of 0.86
- 2020 Enterprise-Wide Total Recordable Injury Rate (TRIR) 0.45
- 2020 Enterprise-Wide Lost Workday Incident Rate (LWDIR) 0.19

Tetra Tech is committed to workplace safety. As such, a project-specific health and safety plan will be developed for the scope of work. Field staff assigned to the project will be trained on the health and safety plan. Additionally, Tetra Tech project managers have completed the Occupational Safety and Health Administration (OSHA) Disaster Site Worker course and have their 10-hour Construction Safety Certification. During a debris recovery operation, Tetra Tech project managers and supervisors routinely examine the safety of field and debris staging site operations and have the authority to shut down unsafe operations. Debris staging site monitors are equipped with the appropriate personal protective equipment, which may include hard hats, appropriate footwear, reflective vests, hearing protection, and eye protection. Additionally, Tetra Tech



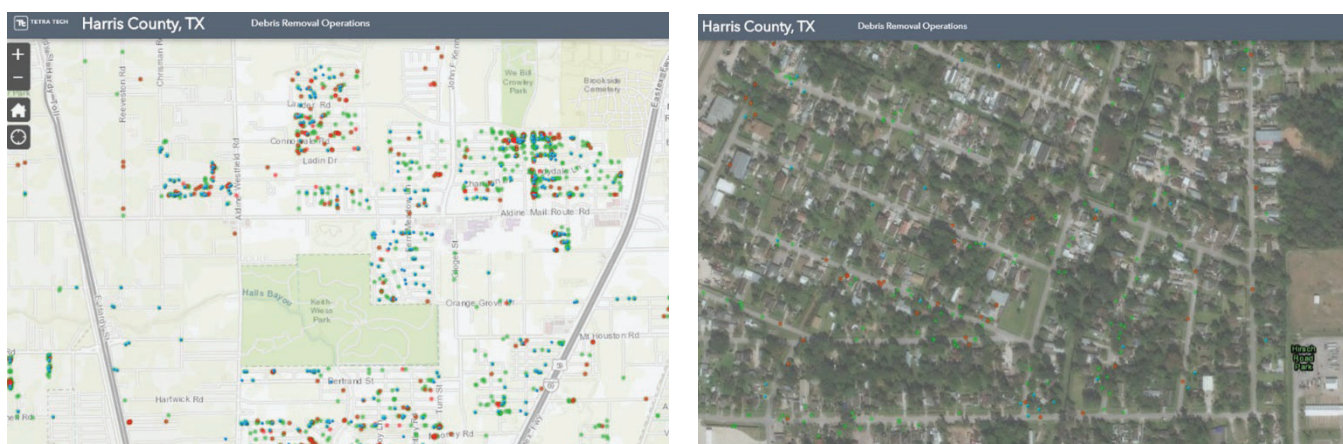
project managers conduct regular tailgate safety sessions with their field employees to alert them of potential work hazards and review safe work practices.

### Right-of-Way Collection Reporting

Our ADMS technology allows the County to view debris collection points, truck locations, monitor locations, damage, incidents, and daily metrics at any given time. The additional geospatial reporting capabilities are made possible through the Tetra Tech approach to field monitoring.

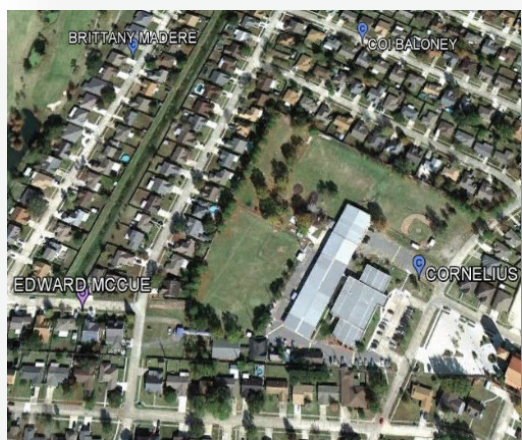
At each debris collection point, the field collection monitor marks the waypoint or location of the debris pile to collect GPS coordinates. The map below displays the waypoints associated with each collection ticket issued in the field. The waypoint collection report is updated in real time and can be filtered by date.

**Exhibit E-2: Waypoint Collection/Hazardous Tree Maps**

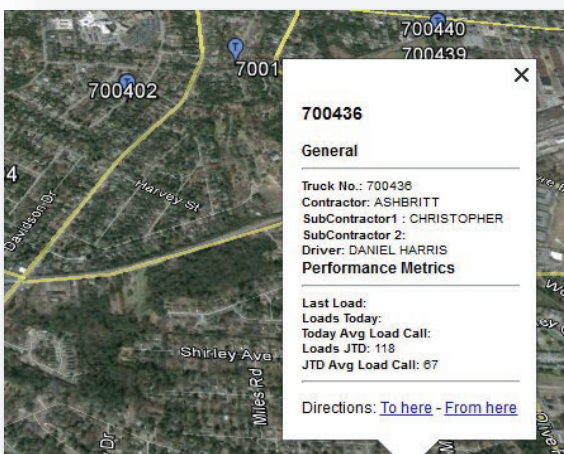


An additional feature of our ADMS technology is that each handheld device reports back the location of the device regularly. By leveraging this location information, Tetra Tech can view monitor locations and truck locations in real time, as demonstrated in exhibits below.

**Exhibit E-3: Monitoring Locations**



**Exhibit E-4: Truck Locations**





## Field Collection Monitoring

The Tetra Tech debris monitoring program includes the following:

- **Operations.** Field collection monitors report to a staging location prior to the commencement of daily operations for a briefing to be given by the project manager or field supervisors and the distribution of safety gear (for example, caution lights or safety vests), map books, and ADMS handheld devices and debris tickets.
- **Deployment.** A field monitor is assigned to one loading unit or to a leaner and hanger removal crew. In instances where leaner and hanger crews have multiple saw operators, the cut crew can request the addition of a monitor (this typically happens when a cut crew can complete over 60 hazard removals per day).
- **Field Supervision.** Responsibilities of the field supervisor monitor include training, QA/QC of work being performed, verifying load ticket accuracy, and responding to field monitor and debris contractor issues in the field.
- **Responsibilities.** Field monitors will verify the proper loading of debris into the debris removal contractor's certified loading container. Monitors will document that contractors and their subcontractors adhere to local, state, and federal regulations and that they are working safely and efficiently. Field monitors often notice inconsistencies with debris removal procedures and submit them to their supervisors. If a field monitor feels there is justifiable need to stop operations, the monitor is instructed to refrain from issuing a ticket until the debris hauler supervisor and a Tetra Tech supervisor can be called in to determine the appropriate action.
- **Work Scheduling.** Tetra Tech will coordinate with the debris removal contractor's project manager to estimate the number of field monitors that will be required for the following day. To be responsive and mitigate overstaffing, Tetra Tech requests that the debris hauler release the next day's schedule by 5 p.m. This will verify the appropriate number of field monitors is dispatched.
- **Daily Closeout.** At the close of operations each day, all collection and disposal monitors will report to the staging area to clock out and turn in their ADMS handheld devices.
- **Contractor Completion.** Tetra Tech will assist the County in completing the project efficiently and within the timelines set forth in the RFP. There are many aspects of debris removal that are outside of the monitoring firm's control but will still need to be managed. Tetra Tech will assist the County with managing these goals, including the following:
  - The ability of a debris contractor to respond with sufficient equipment will affect the proposed schedule. Tetra Tech will provide burn rate analysis to verify the proper equipment is being provided. This will be adjusted as more accurate debris estimates are available.
  - Leapfrogging by the contractor (cherry-picking work being performed) is detrimental to the efficiency of operations and will be reported.
  - Invoices by the contractor need to be produced in a timely manner so that Tetra Tech can reconcile in a timely manner. Tetra Tech will work to make the contractors aware of an appropriate time frame for invoicing and will communicate with the County if deadlines are not being met.
  - Deadlines for collecting debris are set to correspond with the work schedule that is based on estimated work to be completed. As damage estimates become more accurate (as is typical throughout the process), Tetra Tech will work with County officials to adjust the timeline to appropriately reflect the changing estimates.

In addition, there are circumstances out of the control of all parties that could negatively impact a debris removal operation (for example, inclement weather). In the event any of these circumstances occur, Tetra Tech will work closely with the County to refine timelines and support an expeditious recovery for the County.

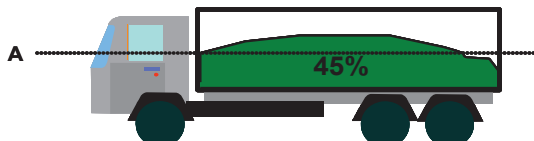
## Temporary Debris Management Site

Response to debris-generating events requires locating TDMS, emergency permitting of TDMS (including debris burning and state regulatory permits), baseline soil testing before the TDSR are opened and as part of remediation process, and recycling and diversion initiatives once the reduced vegetative debris is collected and processed. Tetra Tech has had significant experience assisting local governments in Florida with pre-permitting TDSR before a disaster event as well as post-disaster permitting.

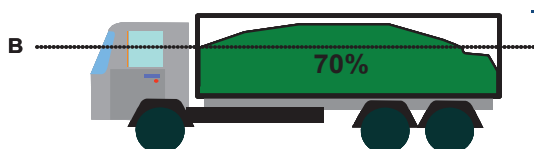
As TDMS are activated, Tetra Tech will provide a minimum of two disposal monitors per site. Staffing numbers may also increase or decrease, depending on site layout. Tetra Tech verifies hauler passes through the TDMS and documentation remains accurate and complete with several daily audits by project operations managers and supervisors to verify load call accuracy and consistency. Specific documentation kept by Tetra Tech TDMS disposal monitors includes the following:

- **Load Ticket.** The load ticket is used to document that debris removal complies with all FEMA requirements.
- **Disposal Monitor Log.** The disposal monitor log is used as backup documentation as required by FEMA.
- **Scale Manifest Tickets.** If the debris hauling contract is weight-based, Tetra Tech will digitize and catalog tickets generated by the existing scales at the County's TDMS.
- **Incident Report.** Tetra Tech will document property damage, arguments, unsafe practices, and injuries.
- **Photographic Documentation.** Tetra Tech disposal supervisors will photograph a TDMS frequently to create a visual timeline of the site.
- **QA/QC of Field Tickets.** Disposal monitors review and verify collection monitors' work in the field.

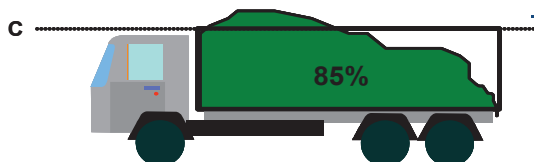
### Exhibit E-5: Load Call Estimate Examples



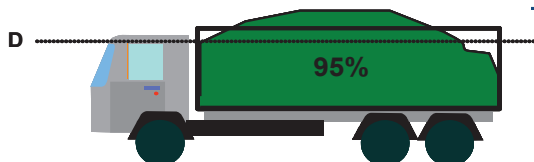
**Example A.** The mounded portion of the load offsets the areas where the load drops below the fill line. Because the load includes light and medium debris, the load percentage estimate is 45 percent.



**Example B.** The mounded portion of the load offsets the areas where the load drops below the fill line. Because the load includes light and medium debris, the load percentage estimate is 70 percent.



**Example C.** The mounded portion at the front of the load offsets the area in the back where the load drops below the fill line. Because the load includes light and medium debris, the load percentage estimate is 85 percent.



**Example D.** The mounded portion of the load offsets the areas where the load drops below the fill line. Because the load includes light and medium debris, the load percentage estimate is 95 percent.

### Residential Drop-Off Sites

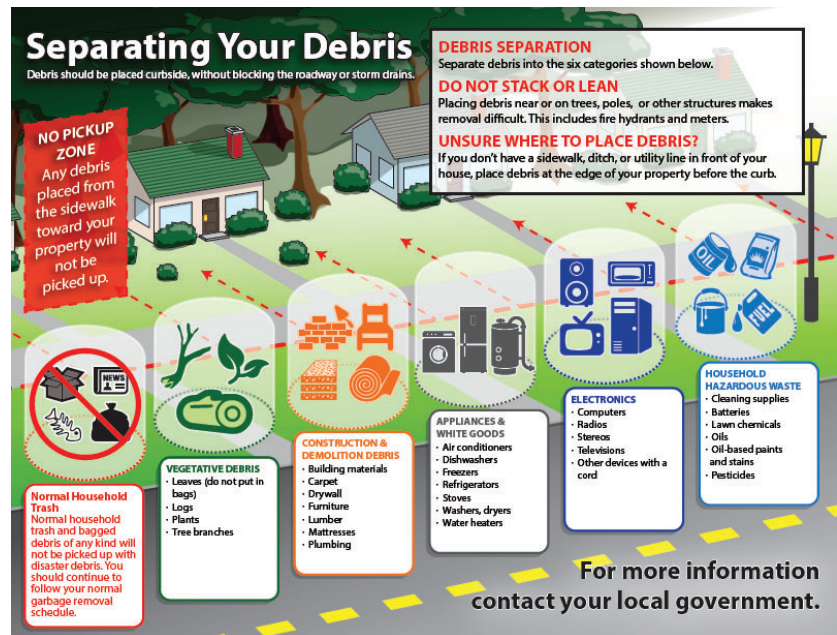
To provide documentation to FEMA that supports reimbursement of debris brought by the County's residents to residential drop-off sites and proves the debris is not commercial, the County must monitor each site and screen citizens who enter. Tetra Tech is prepared to support the County by assisting with this task if needed.

### Public Information

Tetra Tech is prepared to assist with developing a means for the County to manage inquiries from residents regarding the debris removal process. Tetra Tech has staffed debris hotlines for some of the largest disasters that have impacted the United States and is prepared to help the County establish and staff a debris hotline (including supplying equipment, phone lines, etc.) to respond to public inquiries and concerns.

**Public information for debris operations should focus on two components: safety for handling debris and proper set-out procedures.** Many hurricane-related injuries and deaths occur after the incident because citizens do not safely address disaster damage and debris. Some of these deaths and injuries could be avoided if residents were provided timely information on how to safely address disaster-related damage to their homes. Public information for residents should include

safety precautions for assessing their damaged homes and operating dangerous equipment to remove debris. In addition to safety instructions, proper set-out procedures are critical to ensure that the County can maximize recycling opportunities, reduce impacts to landfill capacity, and maintain efficient debris removal operations. Public information should include instructions for residents to properly separate their debris streams such as HHW, electric waste, construction and demolition debris, vegetative debris, and white goods. Public information should provide residents with specific instructions for separating and bundling their debris and include any information for citizen drop-off locations.






Public messages must meet the needs of the community to ensure all populations receive and understand critical information in a culturally appropriate and effective manner. Tetra Tech will coordinate with the County's public information officer to ensure the correct information regarding debris operations is provided to the public in a format that is accessible to the County's diverse population, in a language all can understand.

## Hazardous Tree Removal

Guidance established by FEMA requires supporting photo documentation for each ticket issued for hazardous tree or hanger removal services. The previous standard for monitoring firms was to take supporting photographs with a digital camera and manually associate the photos to each tree ticket. Tetra Tech can utilize ADMS technology to automatically associate photographs for all hazardous tree and hanger removal operations, which eliminates the potentially extensive labor associated with this task. Additionally, our ADMS technology and software is designed to manage photo documentation by compressing and securely storing photos for field validations and audits in real time. The ability to associate photo documentation to unit rate tickets is critical for FEMA reimbursement, QA/QC, and fraud deterrence.

As work in the field is completed, the information and supporting photos are uploaded directly to our database for QA/QC checks. A QA/QC manager verifies that the photographs comply with FEMA regulations and that all measurements meet the County's contractual agreement with the contractor.

## Exhibit E-6: Real-Time Ticket

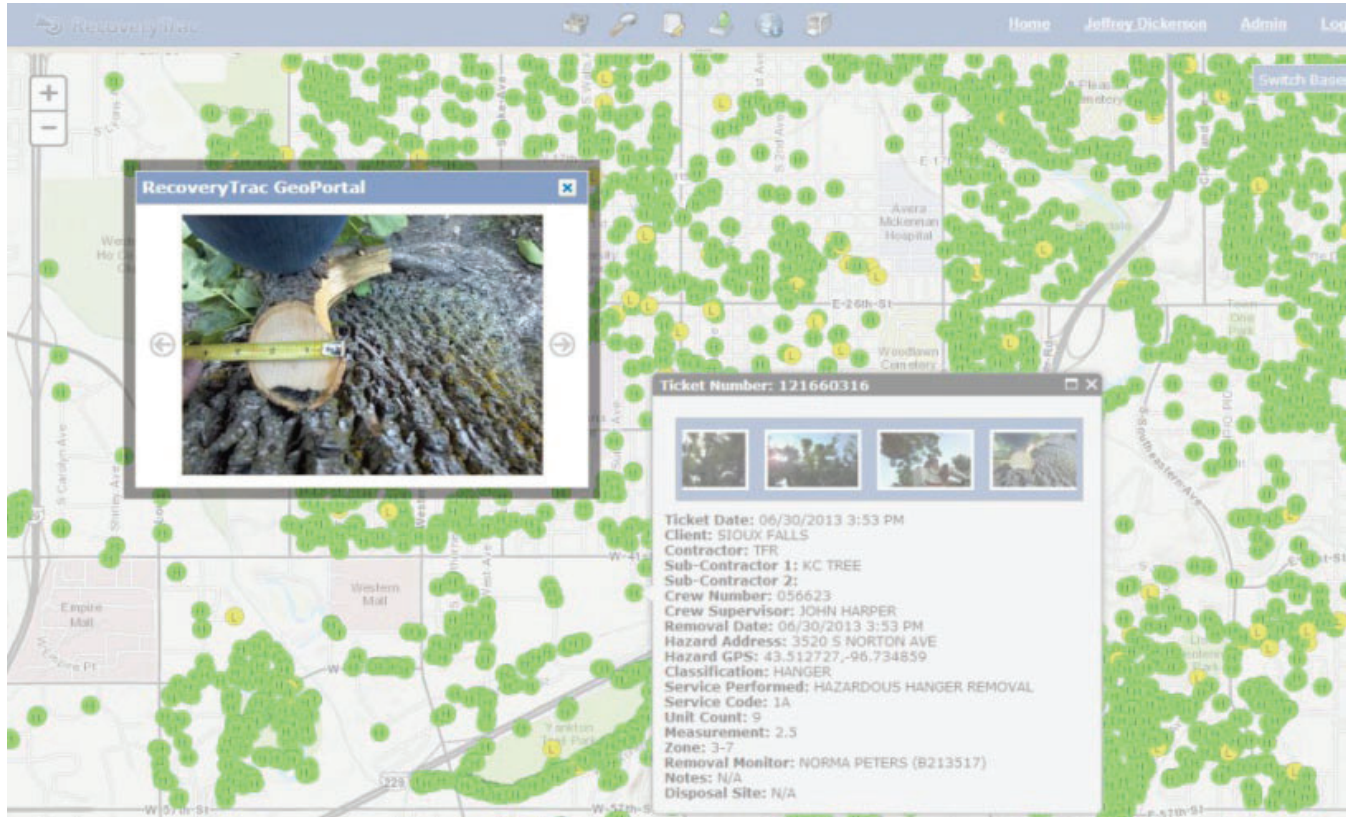
RecoveryTrac Unit Rate Audit Report (Crew: *All)											Date: 06/01/2018
Project: CITY OF DORAL HURRICANE IRMA ROW COLLECTION											
Total Ticket Count: 21											
Ticket No.	Monitor	Date	GPS-Lat	GPS-Lng	Address	Svc Code	Unit Cnt	Meas	Zone	Photo Cnt	QC Audit/Approval
181780077	TRISTAN ZLACKI (B227102)	06/01/2018 11:26 AM	25.828805	-80.383981	DORAL MEADOWS PARK	3A	0.33	6.75		4	QC Approved
PRE-WORK			MEASUREMENT			POST-WORK					
											



## Unit Rate Ticket Geoportal Report

As monitors complete unit rate tickets for hazardous trees or hangers, their locations are logged and collected. The map below displays locations where hazardous tree or hanger removals were documented in the field. Clicking on the marker allows the user to review the data and photos collected by the field monitor (see example below). The unit rate ticket report is updated in real-time.

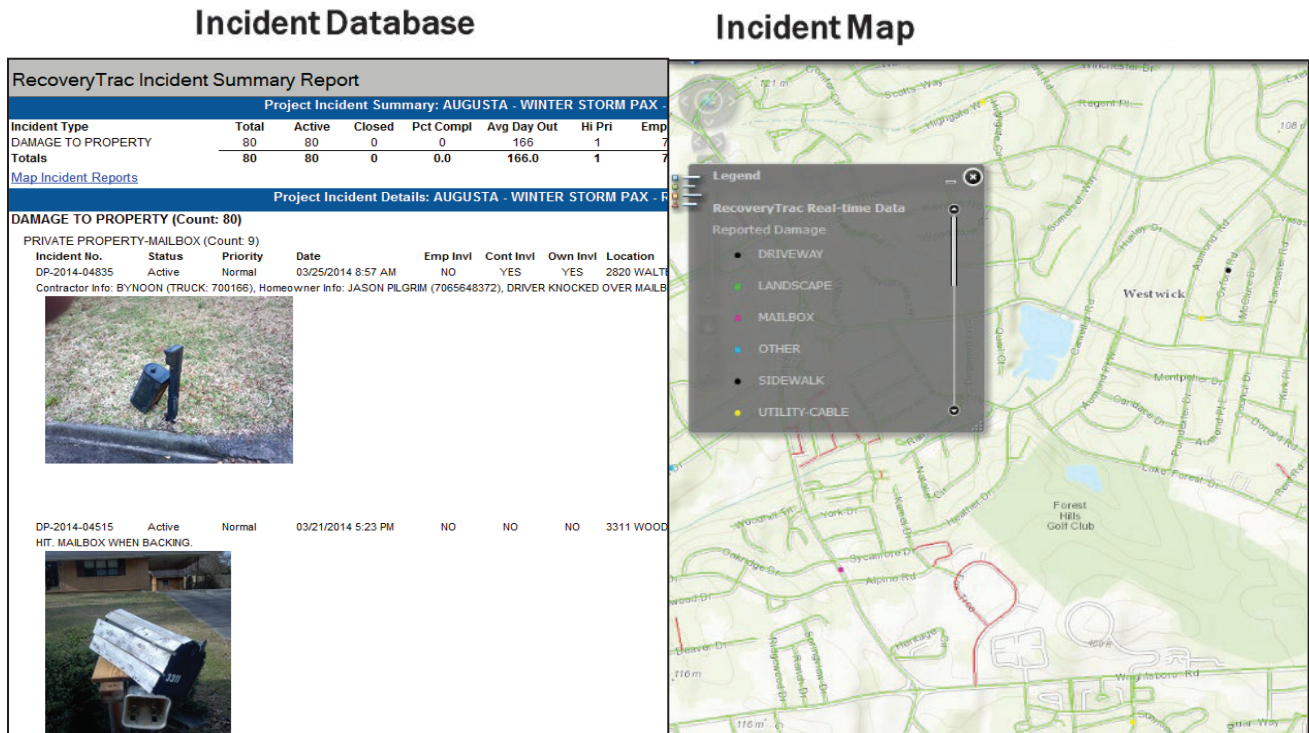
**Exhibit E-7: Unit Rate Ticket Map**



## Incident Reporting

Another key feature of our ADMS technology is that it allows field monitors to report incidents and provide supporting photographs in real time to the County, Tetra Tech, and the debris contractor. Examples of incidents include reporting pre-existing damage, damage caused by the contractor, debris piles skipped by the contractor, safety hazards, and other incidents critical to a debris removal program. As monitors complete incident reports in the field, the information and supporting photographs are uploaded to the Tetra Tech reporting server. Depending on the type of incident, priority e-mails may be sent out by the reporting server to County representatives, Tetra Tech's project team, and debris contractor representatives. Our firsthand experience assisting local governments with recovering from disasters has shown that accurately capturing and photographing pre-existing damage can alleviate residential damage claims that may be submitted to the County. Additionally, the incident map developed from the collection information is essential to quickly identify unresolved contractor damages before the completion of the program.

## Exhibit E-8: Incident Report

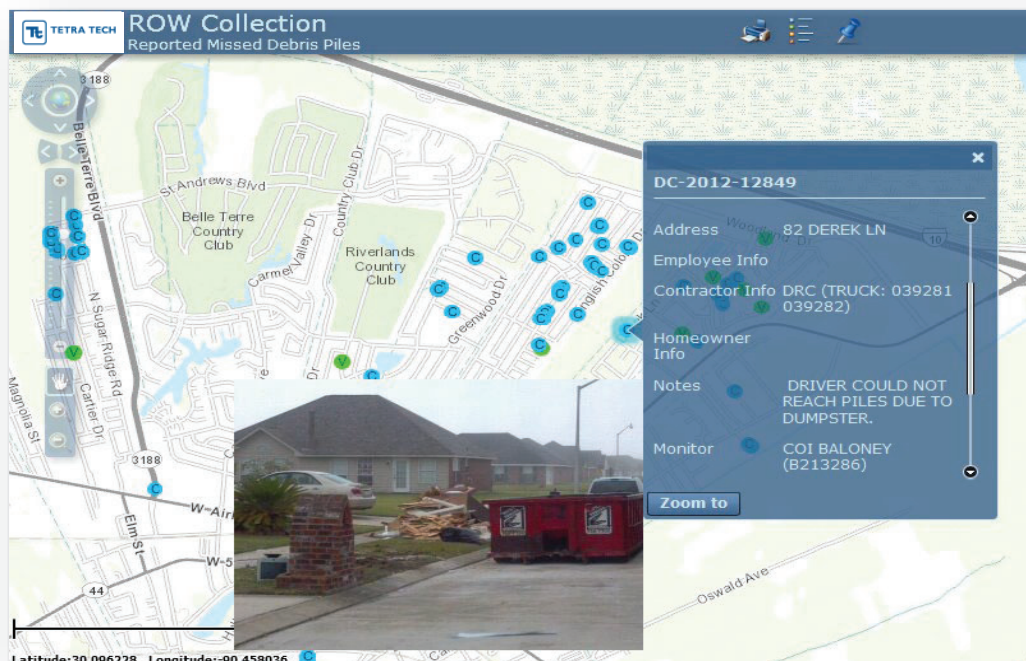


### Quality Assurance/Quality Control Program

Implementing comprehensive QA/QC protocols and technologies is critical to a debris monitoring effort. Proper QA/QC protocols reduce the amount of work associated with back-end data management, reduce invoice reconciliation timeframes, prevent fraud, and establish a sound dataset for future audits. Throughout years of experience assisting local governments with recovering from disasters and the subsequent audits, Tetra Tech has developed industry-leading QA/QC standards and protocols. The use of our ADMS technology expedites the QA/QC process and drastically reduces ticket errors that can result from traditional manual (paper and pen) debris monitoring operations. For example, monitors no longer have to carry a GPS device and manually write in GPS coordinates because this is logged automatically.

Due to the real-time information collected by our ADMS technology, Tetra Tech can establish a virtual command center to audit project information during the collection process and correct issues as they appear. For example, our ADMS technology provides reporting and tracking on any missed debris piles. This allows Tetra Tech to improve our responsiveness to resident complaints and provide real-time tracking tools to manage removal of these missed piles to the County.

## Exhibit E-9 Missed Piles Tracking



### Fraud Prevention

Several practices are used to prevent debris haulers from committing fraud both in the field and remotely by real-time data monitoring. At TDMS locations, Tetra Tech disposal monitors or supervisors will randomly recertify a previously certified truck. Recalculating the truck hauling capacity helps verify that the original work was accurate and that nothing has been altered since certification. Additionally, ADMS technology displays a photo of the truck as a ticket is scanned by the disposal monitor. This makes it nearly impossible for a debris hauler to switch truck certifications between trucks or alter their truck configuration (i.e., remove sideboards).

Fraud prevention reports are run daily to identify data anomalies that may be a result of fraud. The load call report shows all load calls for a given day/monitor to confirm no trucks are receiving extraordinarily high load calls. The load ticket report and unit rate daily ticket report determine if monitors are issuing an excessive number of tickets in relation to the average number of tickets per day. The RecoveryTrac™ system includes built-in project controls that alert the data manager to anomalies that may be indicative of fraud. For example, the following data features are flagged:

- **Truck Turn-Around-Time.** The time between last pick-up location and arrival of a truck at the TDMS is tracked. A time that is too short may indicate that the debris hauler is not filling the vehicle to capacity.
- **Out-of-Bounds.** The municipality boundaries are programmed geospatially to confirm that debris pick-up remains within the eligible bounds of the County.
- **Debris Type.** Discrepancies between the debris type noted by the collection monitor and the debris type noted by the disposal monitor are flagged for review.

### Automated Debris Management System (ADMS)

In today's technology-driven society, paper-based systems are quickly becoming obsolete. Recognizing the migration to electronic-based systems, our team has spent years on research and development to streamline the debris collection documentation process, with a focus on minimizing the cost to our clients while improving the visibility of debris project operations. RecoveryTrac™ is the result





of these efforts. RecoveryTrac™ is a scalable and fully featured disaster management application designed specifically to address the operational challenges faced during a disaster recovery project.

**Our proprietary ADMS technology, RecoveryTrac™, is one of only three systems validated by the U.S. Army Corps of Engineers (USACE).** The system provides real-time collection of data and offers multiple solutions to data management, reporting, invoice reconciliation, and project controls that cannot be achieved with a paper-based program.

**Tetra Tech has implemented RecoveryTrac™ ADMS technology on our last 200 FEMA PA-eligible projects.** On these projects, our clients and FEMA found this state-of-the-art technology to increase efficiency and improve the management of debris removal efforts.

Tetra Tech's RecoveryTrac™ ADMS system is regarded as the #1 debris tracking system in the industry for the following reasons:

- **Most Tested ADMS in the Industry.** RecoveryTrac™ is a proven system that has been used to execute the largest USACE activations involving ADMS technology, including the State of California NORCAL Fire response and the State of Georgia Hurricane Michael statewide activations. During simultaneous response to Hurricanes Harvey and Irma in 2017, Tetra Tech deployed approximately 6,000 ADMS devices to collect and manage data for over 100 projects. **No other system has tracked and documented as much debris as RecoveryTrac™.**
- **Most Stable and Secure ADMS System.** RecoveryTrac™ is the industry leader in secure data systems. The RecoveryTrac™ system is securely hosted in the Microsoft Azure Government high-availability, cloud-based data center with restricted access and transaction-level auditing. The database is continually backed up and immediately replicated to an off-site location. The database is geospatially based and is maintained and synchronized with the reporting database in near real-time to maximize system performance, availability, and security.
- **Unmatched Flexibility to Meet the Needs of Any Client.** The system is designed to be fully customizable and allows for multiple data collection methods. Tetra Tech has invested heavily in research and development in efforts to streamline the debris collection documentation process with a focus on minimizing the cost to our clients and improving the visibility and transparency of debris project operations. RecoveryTrac™ is the result of these efforts.
- **Unrestricted by Hardware.** Because RecoveryTrac™ utilizes readily available hardware, there are no restrictions to the number of ADMS units our team can provide. Our team stocks 6,000 units and can expand to fit any client's needs, including multiple simultaneous activations.

## Benefits of RecoveryTrac™

**Ability to Respond.** Combined with the on-hand inventory of over 6,000 handheld devices and the ability to rapidly procure additional equipment through preferred vendor relationships, the County can rely on our mobilization strategy for zero-day activations in disasters covering large areas with little or no notice. *The on-hand inventory can be on-site and ready to use within 24 hours of a notice to proceed*, and additional needs can be met quickly (in most cases, 72 hours or less).

**Simple and Intuitive.** A key foundation of our mobilization strategy is the ability to quickly hire and train local residents and begin debris removal operations. The mobile application is simple to understand and intuitive, allowing most users to begin using the device once the standard monitor training is completed.

## RecoveryTrac™ Key Facts

- Owned and operated by Tetra Tech
- Over 6,000 mobile units on-hand and ready for state-wide multi-district mobilizations
- Meets USACE specifications for electronic debris monitoring handhelds
- Real-time situation awareness of field resources and efficient direction to support County priorities
- Real-time GIS web services for EOC information and visualization systems
- Capable of collecting data regardless of cellular service
- Automated photograph and GPS capture
- Provides reports and pass map tracking in real-time
- Minimizes chance of fraud through real-time monitoring
- Minimizes data entry and human error
- Expedites invoice reconciliation
- Intuitive and user-friendly

**Cost Effective.** RecoveryTrac™ combines the advantage of automation and the desire of our customers to control costs by utilizing widely available commercial equipment and increasing the simplicity of operations.

**Technical Support.** RecoveryTrac™ is designed to be self-repairing when possible; most support needs are resolved by field supervisors who are able to reach field monitors within 15–30 minutes in most cases. In addition, we have dedicated technicians at disposal sites and provide a field service center to maintain and repair equipment.

**Real-Time Reporting.** The key to successful management of a debris project is the timely availability of relevant information needed to make sound decisions and respond to anomalies before they become issues. Our powerful reporting engine allows the user to monitor contractor performance, track damages, track street-by-street debris removal progress, and identify and resolve potential problems as they happen. The geospatial reporting systems within RecoveryTrac™ provide real-time information that raises the bar for post-disaster project management.

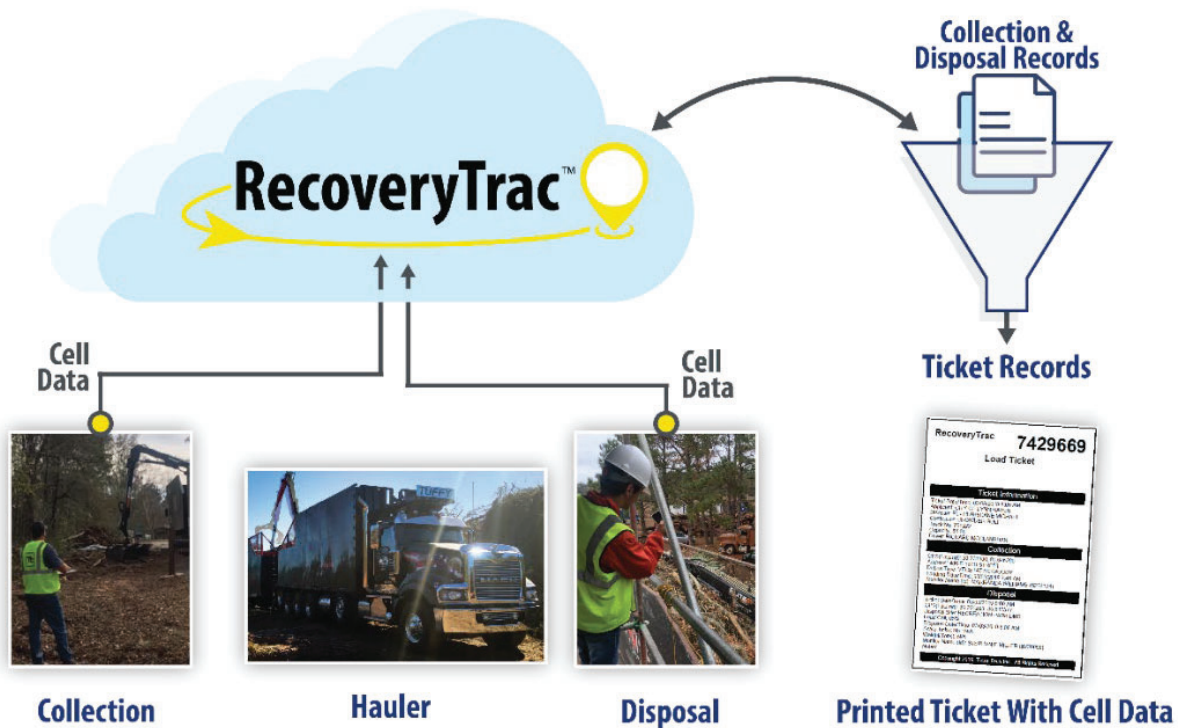
**Truck Tracking.** Our system provides the County with real-time location data for debris hauler assets. This translates into the ability to manage assets to those hardest hit locations or distribute assets more evenly based on issues such as first-pass completion, traffic patterns, and hot spots.

Tetra Tech understands the critical nature of asset management and logistics following a disaster. To that end, Tetra Tech maintains a warehouse located in Orlando with over 120 fully stocked bays of debris monitoring supplies capable of supporting over 50 simultaneous recovery operations for over 90 days. Tetra Tech has consistently deployed large-scale mobilizations of hundreds of staff and thousands of dollars’ worth of equipment to multiple clients in a matter of days and on very short notice.

The steps of the RecoveryTrac™ process are as follows:

STEP 01	The process begins with debris hauler truck certification using the handheld devices. Handheld devices are provisioned and assigned to both field and debris site/tower monitors.
STEP 02	A truck certification form is printed with a unique electronic bar code and provided to the driver as well as our debris site/tower monitor(s).
STEP 03	Field monitors begin a ticket by scanning the truck certification bar code to open a control ticket and then begin to record waypoints (debris pile pick-up locations) on the handheld device as the truck is loaded.
STEP 04	When the truck is full, the field monitor selects the debris type and scans the control ticket to assign the load a unique number.
STEP 05	The truck then proceeds to the disposal site. The collection data is uploaded to a server via cellular connection, and using a process called Look Ahead, the collection ticket information is made available to the disposal monitor’s handheld device before the truck arrives.
STEP 06	The control ticket is provided to the driver and taken to the DMS, where it is scanned by a debris site/tower monitor.
STEP 07	The debris site/tower monitor confirms the truck and debris type and enters the load call.
STEP 08	Finally, the disposal load ticket is printed, and data is uploaded to the system, where it can be utilized in real-time reporting systems.

**Even when there is no cellular connection, the handheld devices continue to operate in connected mode; however, the data is stored on the device until a data connection is restored.** The device periodically searches for this connection, and when services are device automatically uploads the stored ticket data.



## Debris Vehicle and Equipment Certification

Tetra Tech's RecoveryTrac™ ADMS technology is used to electronically certify all trucks used in an activation. Our team follows a proven vehicle certification procedure that complies with FEMA guidelines and results in maximum reimbursement. Our certification includes:

- Unique truck numbers for contractor crews and equipment
- Automated truck certification form, including:
- FEMA guidelines on truck certification documentation and volume calculations
- Barcode for automated ticket scanning
- Vehicle notations on the truck certification form and vehicle placard, informing tower monitors of sideboards, tailgates, or other modifications
- Photographs of vehicles, vehicle cavities, and drivers
- Periodic spot checks and recertification of trucks to identify trucks altered after initial certification

Benefits of using Tetra Tech's mobile truck certification application include:

Electronic volume calculations  
 Instantaneous upload to the RecoveryTrac™ database  
 Immediate QA/QC checks to verify the truck certification calculations  
 Automated photo-matching of truck and driver photographs

The truck certification application allows us to complete truck certifications in *30% less time than with a paper-based system.*

## Exhibit E-10: Truck Audit Report

CITY OF DORAL HURRICANE IRMA ROW COLLECTION - Project Truck Certification Details								
<b>Contractor: ASHBTRIT</b>								
<b>Sub-Contractor 1: CAR GREEN LANDSCAPING</b>								
<u>Sub-Contractor 2</u>	<u>Truck No.</u>	<u>Capacity</u>	<u>Cert Date</u>	<u>Status</u>	<u>Vehicle Tag</u>	<u>Vehicle Type</u>	<u>Vehicle Features</u>	<u>QC Audit/Approval</u>
<input type="checkbox"/> NONE	009027	44	10/15/2017 9:08 AM	ACTIVE	GDR-K90 (FL)	SELF-LOADING TRUCK	DOG BOX; CURVED/ANGLED SIDE/FLOORS;	<a href="#">QC Pending</a>
<b>Sub-Contractor 1: INTERCITY</b>								
<u>Sub-Contractor 2</u>	<u>Truck No.</u>	<u>Capacity</u>	<u>Cert Date</u>	<u>Status</u>	<u>Vehicle Tag</u>	<u>Vehicle Type</u>	<u>Vehicle Features</u>	<u>QC Audit/Approval</u>
<input type="checkbox"/> NONE	009028	30	10/16/2017 3:46 PM	ACTIVE	N42-78Y (FL)	SELF-LOADING TRUCK	CURVED/ANGLED SIDE/FLOORS;	<a href="#">QC Pending</a>
Primary Box (L x W x H): 118x91x72 = 773136.0 ( + )								
Type: Box (L x W x H): 122x91x57 = 632814.0 ( + )								
Type: Box (L x W x H): 3x240x3 = 2160.0 ( - )								
Total Volume: 1403790.0 Cu Inches (/46656)= 30.09 CuYds								
<u>Driver-Placard View</u>		<u>Side View</u>		<u>Back-Interior View</u>		<u>Front View</u>		
								

Our disaster debris vehicle certification procedure includes the following:

- Generation of unique truck numbers for contractor crews and equipment
- Automated truck certification form, which includes the latest FEMA guidelines on truck certification documentation and volume calculations and a bar code for automated ticket scanning
- Special vehicle notations on the truck certification form and vehicle placard, which inform tower monitors of sideboards, tailgates, or other modifications, thus discouraging debris removal contractors from fraudulently altering vehicles after certification
- Photographs of vehicles, vehicle cavities, and drivers
- Periodic spot checks and recertification of trucks to identify trucks altered after initial certification

## Payment Monitoring and Reconciliation Process

RecoveryTrac™ significantly reduces the amount of time needed for a contractor to generate an invoice and for the subsequent invoice reconciliation with Tetra Tech.

To expedite contractor invoice reconciliation efforts, Tetra Tech requires copies of contracts for all primary debris contractors. After reviewing the necessary contract(s), Tetra Tech sets up the RecoveryTrac™ database to generate transactions applicable to contract terms for tickets issued to each debris contractor.

Next, Tetra Tech meets with each primary debris contractor to review the debris contractor project reports that will be generated automatically via RecoveryTrac™. The debris contractor project reports will provide the debris contractors with sufficient data to reconcile with their subcontractors as well as generate invoices for payment by the client. The debris contractor is given a report login, which enables them to access the data remotely. They may run the report for a specific date or a range of dates.

Tetra Tech conducts several real-time QA/QC checks throughout the day, and a final daily comprehensive data analysis is performed at the close of operations. A final QA/QC check is completed when the debris contractor sends the invoice dataset to Tetra Tech for reconciliation. Incongruencies in the debris contractor's data are flagged for review and must be resolved prior to the issuance of a final invoice.

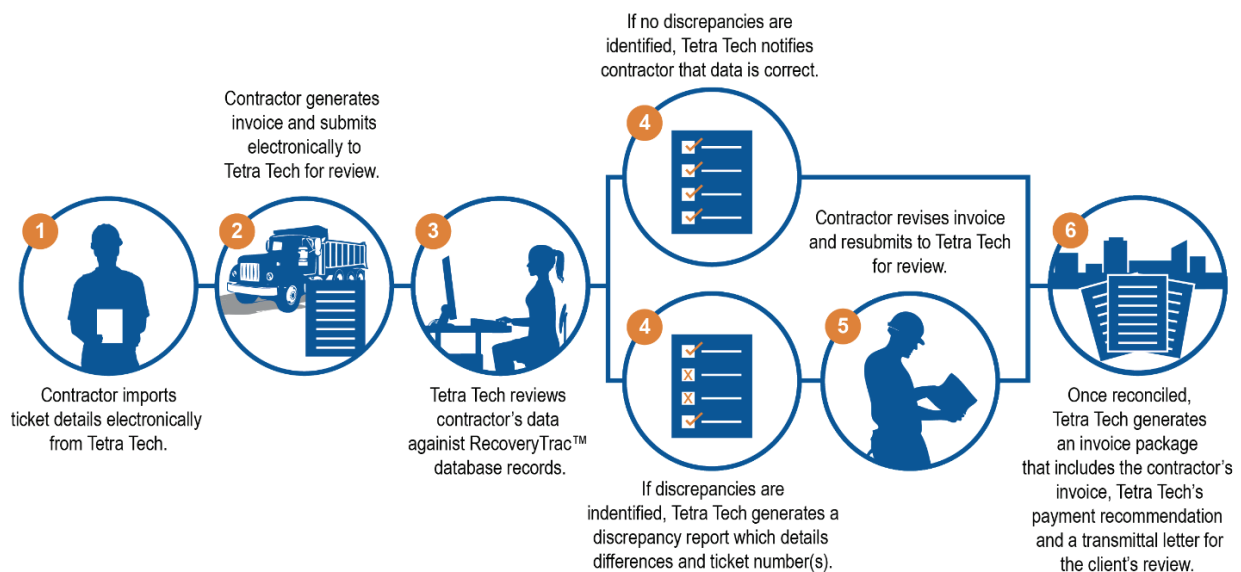
**Our invoicing process includes several real-time QA/QC checks throughout the day** and a final daily comprehensive data analysis is performed at the close of operations. A final QA/QC check is completed when the debris contractor sends the invoice dataset to Tetra Tech for reconciliation. Incongruencies in the debris contractor's data are flagged for review and must be resolved prior to the issuance of a final invoice.



Tetra Tech will submit invoices within the timeframes determined by the County. The process for contractor invoice reconciliation is as follows:

1. Debris contractor manually enters ticket detail into a contractor database or imports ticket data based on debris contractor reports.
2. Debris contractor generates an invoice for a specified period and submits the invoice and electronic backup to Tetra Tech for review.
3. Tetra Tech reviews the contractor data against RecoveryTrac™ database records:
  - a. If no discrepancies are identified, Tetra Tech notifies the debris contractor of no discrepancies in the data set.
  - b. If discrepancies are identified, Tetra Tech generates a discrepancy report noting ticket numbers and differences between the two data sets.
4. If applicable, Tetra Tech will also perform a full reconciliation of end use/disposal facility data corresponding to debris contractor disposed debris.
5. Tetra Tech submits the discrepancy report for the debris contractor's review. The debris contractor revises its invoice based on the discrepancies and resubmits to Tetra Tech for review.
6. Once a debris contractor's invoice has been reconciled, Tetra Tech generates a payment recommendation and transmittal letter for each invoice and submits the invoice package for review by the County. Tetra Tech's invoice package includes the following:
  - a. Contractor invoice
  - b. Tetra Tech transmittal letter and payment recommendation
  - c. Cost allocation data, if applicable
7. Electronic copies of supporting documentation (i.e., load tickets, unit rate tickets, or time and material logs).

#### Exhibit E-11: Contractor Invoice Reconciliation Process



Tetra Tech's Payment Recommendation Reports provide summarized and reconciled totals for contractor invoices.

<b>Payment Recommendation Report</b>										
<i>Friday, July 10, 2015</i>										
<b>Invoice Cover Information</b>										
Applicant:	CITY OF HOUSTON		Invoice Number:	1002-15-009						
Contractor:	DRC		Date Of Invoice:	07/09/2015						
Disaster:	TX-SEVERE STORMS AND FLOODING		Gross Amount per Invoice:	\$325,381.75						
Invoiced Date Range:	FROM 06/15/2015 TO 06/21/2015		Amount Held In Retainage:	\$0.00						
			Net Amount Invoiced for Payment:	\$325,381.75						
<b>Supporting Electronic Backup Summary</b>										
Code	Matching Service Description	Invoiced Qty	Invoiced Rate	Invoiced Total						
50A	VEG ROW DEBRIS REMOVAL 0-15MI TO DISPOSAL	26,455.10	\$7.22	\$191,005.82						
50B	VEG ROW DEBRIS REMOVAL 16-30MI TO DISPOSAL	554.25	\$9.41	\$5,215.49						
51A	C&D ROW DEBRIS REMOVAL 0-15MI TO DISPOSAL	16,222.35	\$7.60	\$123,289.86						
51B	C&D ROW DEBRIS REMOVAL 16-30MI TO DISPOSAL	546.10	\$10.75	\$5,870.58						
Total Amount of Supporting Electronic Backup Data (This amount pending reconciliation):				\$325,381.75						
Amount Adjusted (Deducted) from Gross Invoice Total (Backup Difference):				\$0.00						
<b>100% Payable Transactions:</b>										
Ticket Item	Invoiced Qty	Invoiced Rate	Invoiced	Tetra Tech Match	Resolved Date	Resolved Qty	Rate	Resolved Value	Adjustment	Reason
4036115-1	42.40	\$7.60	\$322.24	4036115	06/15/2015	42.40	\$7.60	\$322.24	\$0.00	Verified and Approved
4036116-1	36.80	\$7.60	\$279.68	4036116	06/15/2015	36.80	\$7.60	\$279.68	\$0.00	Verified and Approved
4036117-1	34.45	\$7.60	\$261.82	4036117	06/15/2015	34.45	\$7.60	\$261.82	\$0.00	Verified and Approved
4036118-1	27.60	\$7.60	\$209.76	4036118	06/15/2015	27.60	\$7.60	\$209.76	\$0.00	Verified and Approved
4036119-1	31.80	\$7.60	\$241.68	4036119	06/15/2015	31.80	\$7.60	\$241.68	\$0.00	Verified and Approved
4036176-1	53.20	\$7.22	\$384.10	4036176	06/15/2015	53.20	\$7.22	\$384.10	\$0.00	Verified and Approved
4036177-1	37.70	\$7.22	\$272.19	4036177	06/15/2015	37.70	\$7.22	\$272.19	\$0.00	Verified and Approved
4036178-1	45.60	\$7.22	\$329.23	4036178	06/15/2015	45.60	\$7.22	\$329.23	\$0.00	Verified and Approved
4036179-1	43.50	\$7.22	\$314.07	4036179	06/15/2015	43.50	\$7.22	\$314.07	\$0.00	Verified and Approved
4105960-1	33.80	\$7.60	\$256.88	4105960	06/15/2015	33.80	\$7.60	\$256.88	\$0.00	Verified and Approved
4105961-1	54.00	\$7.60	\$410.40	4105961	06/16/2015	54.00	\$7.60	\$410.40	\$0.00	Verified and Approved
4105962-1	34.30	\$7.60	\$260.68	4105962	06/16/2015	34.30	\$7.60	\$260.68	\$0.00	Verified and Approved
Continued, see additional data through page 2										
Copyright © 2008-2014 Tetra Tech Inc., All Rights Reserved.										

## Deliverables

As shown above, Tetra Tech's ADMS has extensive reporting and documentation capabilities that can be made available to the County in real-time and will be stored in RecoveryTrac™'s cloud-based system for future use, should the need arise. Tetra Tech has reviewed the deliverable requirements listed on page 35 of the County's request for proposals and assures the County that these deliverables will be provided within the requested timeframes.

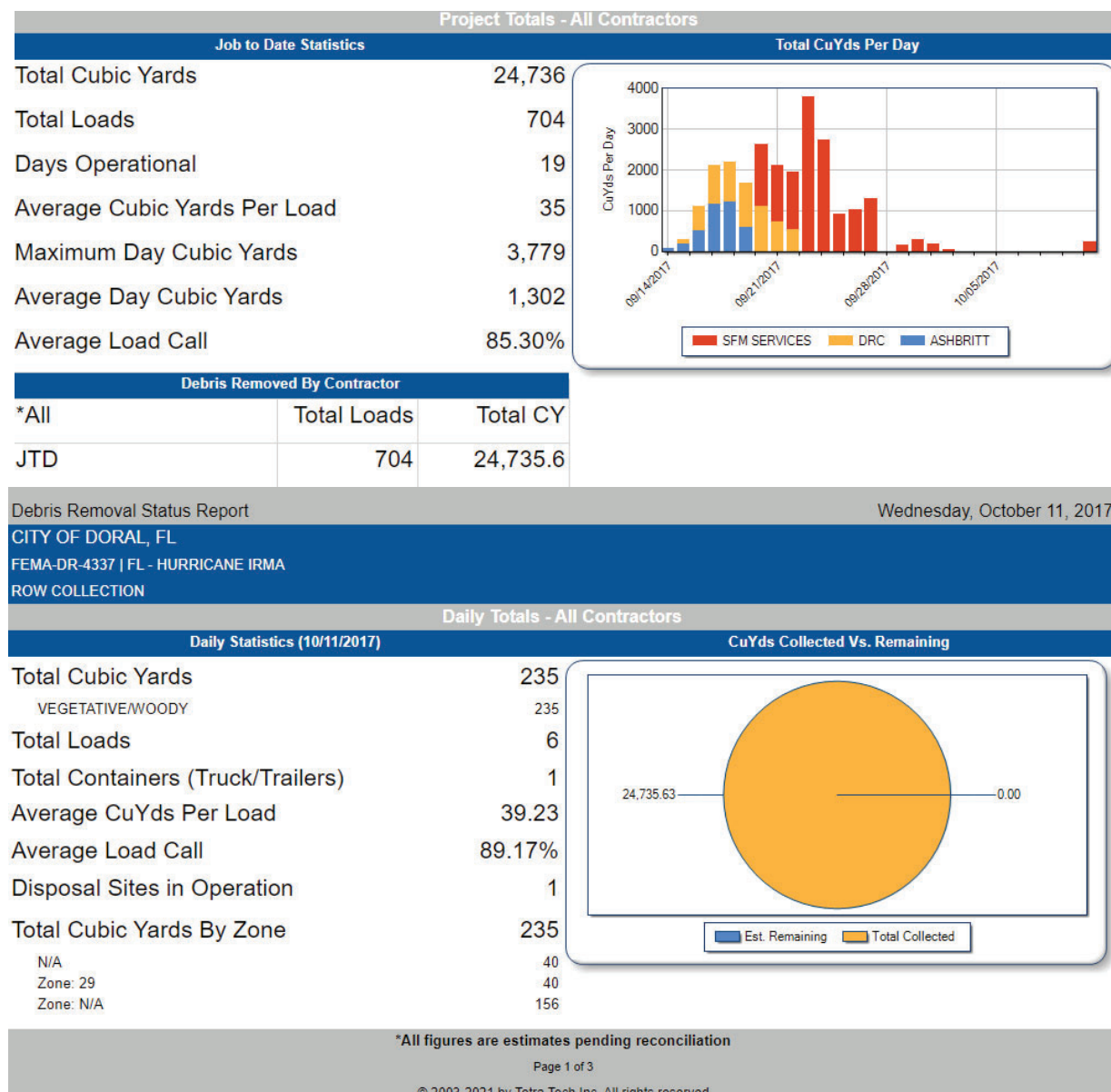
Tetra Tech has extensive experience in collecting, managing, and tracking financial and project data. Our firm has a full suite of existing reports to allow for custom reporting on all metrics requested from our clients.

Tetra Tech has years of experience tracking invoice amounts and payments, budget forecasting, change order, and work order attributable costs, etc. We understand the importance of accurate data and cost tracking and have developed several reports over the years to enhance visibility into essential project aspects.

## Daily Operational Reporting Metrics

Tetra Tech has a suite of reports that are automated from RecoveryTrac™ and available in real-time via PC, tablet, or smart phone. Although the reports are available at any time to the County, Tetra Tech will submit a daily status report that includes daily cubic yards/tons collected by material and program, cumulative cubic yard/tons collected, number of debris monitors in the field, cumulative cubic yards/tons hauled to final disposal, and daily/cumulative hazard removals. Below are samples of these reports created for recent projects. Additionally, Tetra Tech takes pride in the customization of reports to meet our client's specific needs and provided reports tailored to any metrics not captured in the generic reports.

## Exhibit E-12: Sample Custom Reports Developed



### Documentation Necessary for Project Worksheets

No other firm can provide the years of experience and depth of knowledge in disaster debris management and the FEMA PA Program that Tetra Tech can offer. We have managed debris operations all over the country and have encountered unique challenges, including endangered species protection, private property debris removal, hazardous materials, waterways, and parks in urban, rural, and suburban landscapes.

Our team of industry experts has decades of experience coordinating with state and federal partners, compiling documentation, navigating regulatory audits, and supporting clients through complicated federal grant programs. We also have in-house experts in engineering, environmental considerations, health and safety, and regulatory requirements so that we can overcome challenges during debris operations.

Additionally, Tetra Tech's RecoveryTrac™ system was specifically designed with FEMA and other reimbursement agency requirements in mind. This means that all necessary documentation required for reimbursement is tracked through our ADMS system. This information is also available in real-time and stored to provide audit support, should the need arise.

Tetra Tech can assist in all phases of PW development, including but not limited to the following phases of PW development and monitoring:

- Sites visits to damaged sites
- Detailed Damage Descriptions and Dimensions development
- Repair Scope of Works
- Cost Estimates
- Engineering reviews (if applicable)
- Environmental reviews
- Historic preservations reviews
- Insurance subrogation
- Negotiations with FEMA on project scope and costs
- Responding to FEMA RFIs
- Interim and final inspections
- Audit support
- Appeals support

Tetra Tech and our project team have significant experience supporting clients in performing cost analyses and will support the County in its PW development and forensic needs.

### **Final Report**

Tetra Tech has extensive experience completing final reports for disaster debris removal projects. The Final Report will summarize the pre-debris removal, pre-tree removal, and post-debris and post-tree removal conditions. The Final Report typically includes the initial and final assessments, ROE, summary of quantities of materials removed, environmental sampling information, pre and post-work photographs, and final sign-off.

In addition, data can be downloaded directly from RecoveryTrac™ using ESRI's ArcGIS feature services. These feature services allow location base selection and download of the data contained within the selected area. RecoveryTrac™ Fleet history, including individual route history, can be downloaded and is available over the life of the project.

Upon project closeout, geospatial data will be provided in an ESRI File Geodatabase (FGDB). Non-geospatial data would be provided in Microsoft Excel format, as directed by the County. The data formats provided do not require a RecoveryTrac™ license.

# Tab F

## Licenses



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## F. Licenses

Licenses and certificates are not required to complete disaster debris monitoring consulting services. A copy of Tetra Tech's Florida Good Standing Certificate has been included below.

### *State of Florida Department of State*

I certify from the records of this office that TETRA TECH, INC. is a Delaware corporation authorized to transact business in the State of Florida, qualified on April 28, 1988.

The document number of this corporation is P19034.

I further certify that said corporation has paid all fees due this office through December 31, 2021, that its most recent annual report/uniform business report was filed on January 4, 2021, and that its status is active.

I further certify that said corporation has not filed a Certificate of Withdrawal.

*Given under my hand and the  
Great Seal of the State of Florida  
at Tallahassee, the Capital, this  
the Fourth day of January, 2021*



*Randy Be*  
Secretary of State

Tracking Number: 1380301146CC

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

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



# Tab G

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## Insurance



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# G. Insurance

Tetra Tech has an excellent insurance program for its professional services. A sample certificate of insurance is provided below, which demonstrates our ability to meet Franklin County's insurance requirements.

ACORD		CERTIFICATE OF LIABILITY INSURANCE		DATE(MM/DD/YYYY) 09/21/2020			
<p>THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.</p> <p><b>IMPORTANT:</b> If the certificate holder is an <b>ADDITIONAL INSURED</b>, the policy(ies) must have <b>ADDITIONAL INSURED</b> provisions or be endorsed. If <b>SUBROGATION IS WAIVED</b>, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).</p>							
<b>PRODUCER</b> Aon Risk Insurance Services West, Inc. Los Angeles CA Office 707 Wilshire Boulevard Suite 2600 Los Angeles CA 90017-0460 USA			<b>CONTACT</b> NAME: PHONE (A/C No. Ext): (866) 283-7122 FAX (A/C No.): (800) 963-0105 E-MAIL ADDRESS:				
<b>INSURED</b> Tetra Tech, Inc. 3475 E. Foothill Boulevard Pasadena, CA 91107 USA			<b>INSURER(S) AFFORDING COVERAGE</b>		<b>NAIC #</b>		
			<b>INSURER A:</b> Lexington Insurance Company		19437		
			<b>INSURER B:</b> Zurich American Insurance Company		16535		
			<b>INSURER C:</b>				
			<b>INSURER D:</b>				
			<b>INSURER E:</b>				
			<b>INSURER F:</b>				
<b>COVERAGES</b>							
<b>CERTIFICATE NUMBER:</b>							
<b>REVISION NUMBER:</b>							
<p>THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.</p>							
<p style="text-align: right;">Limits shown are as requested</p>							
INSR LTR	TYPE OF INSURANCE	ADOL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
B	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR <input checked="" type="checkbox"/> X,C,U Coverage  GEN'L AGGREGATE LIMIT APPLIES PER: POLICY <input checked="" type="checkbox"/> PRO-JECT <input checked="" type="checkbox"/> LOC OTHER:			GL01817406-02	10/01/2020	10/01/2021	EACH OCCURRENCE \$2,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$1,000,000 MED EXP (Any one person) \$10,000 PERSONAL & ADV INJURY \$2,000,000 GENERAL AGGREGATE \$4,000,000 PRODUCTS - COMP/OP AGG \$4,000,000
B	AUTOMOBILE LIABILITY <input checked="" type="checkbox"/> ANY AUTO <input type="checkbox"/> OWNED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS <input checked="" type="checkbox"/> HIRED AUTOS ONLY <input checked="" type="checkbox"/> NON-OWNED AUTOS ONLY			BAP1857085-02	10/01/2020	10/01/2021	COMBINED SINGLE LIMIT (Ea accident) \$5,000,000 BODILY INJURY (Per person) BODILY INJURY (Per accident) PROPERTY DAMAGE (Per accident)
	UMBRELLA LIAB <input type="checkbox"/> EXCESS LIAB <input type="checkbox"/> RETENTION						EACH OCCURRENCE AGGREGATE
B	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR / PARTNER / EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	Y/N	N/A	WC2540616-02 WC1857087-02	10/01/2020 10/01/2020	10/01/2021 10/01/2021	<input checked="" type="checkbox"/> PER STATUTE <input type="checkbox"/> OTH-ER E.L. EACH ACCIDENT \$1,000,000 E.L. DISEASE-EA EMPLOYEE \$1,000,000 E.L. DISEASE-POLICY LIMIT \$1,000,000
A	Professional Liability (Errors & Omissions)			028182375	10/01/2019	10/01/2021	Each Claim \$5,000,000 Aggregate \$5,000,000
DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)							
<b>CERTIFICATE HOLDER</b>				<b>CANCELLATION</b>			
Evidence of Insurance				SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.  AUTHORIZED REPRESENTATIVE  Aon Risk Insurance Services West, Inc.			

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ACORD 25 (2016/03)

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# Tab H

## Required Documents



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## H. Required Documents

Per the requirements listed in the RFP, the following information has been included:

- Proposal Submittal Checklist
- Proposer's Certification form
- Addendum Acknowledgement
- Drug Free Workplace
- Sworn Statement on Public Entity Crimes
- Affidavit of Non-Collusion and of Non-Interest of the Entity's Employee
- Professional References
- MWBE Participation Statement
- Vendor Information and W-9 Form
- Hourly Rate Schedule

## Section 8 – Required Forms

### PROPOSAL SUBMITTAL CHECKLIST

- ☒ Proposer's Certification
- ☒ Addendum Acknowledgement
- ☒ Drug-Free Workplace Certificate
- ☒ Sworn Statement Pursuant to Section 287.133 (3)(a) F.S. in Public Entity Crimes
- ☒ Affidavit of Non-Collusion
- ☒ Professional References
- ☒ MWBE Participation Statement
- ☒ Vendor Information
- ☒ W-9 Form
- ☒ Hourly Rate Schedule

Submission of one (1) original marked "ORIGINAL", five (5) identical paper copies, and one (1) electronic copy in pdf format on CD.

BY:

Bidder



(Authorized Signature)

July 14, 2021

(Date)

Jonathan Burgiel, Business Unit President

(Print Name)

**This document must be completed and returned with your Submittal**

## **PROPOSER'S CERTIFICATION**

I have carefully examined the Request for Proposals, Instructions to Proposers, General and/or Special Conditions, Specifications, RFP Proposal, and any other documents accompanying or made a part of this invitation.

I hereby propose to furnish the goods or services specified in the Request for Proposal at the prices or rates as finally negotiated. I agree that my proposal will remain firm for a period of up to ninety (90) days in order to allow the Entity's adequate time to evaluate the proposal. Furthermore, I agree to abide by all conditions of the proposal.

I certify that all information contained in this RFP is truthful to the best of my knowledge and belief. I further certify that I am a duly authorized to submit this RFP on behalf of the Proposer / Contractor as its act and deed and that the Proposer / Contractor is ready, willing, and able to perform if awarded the contract.

I further certify that this RFP is made without prior understanding, Contract, connection, discussion, or collusion with any person, firm or corporation submitting a RFP for the same product or service; no officer, employee or agent of the Entity's Board of Commissioners or of any other proposer interested in said RFP; and that the undersigned executed this Proposer's Certification with full knowledge and understanding of the matters therein contained and was duly authorized to do so.

I further certify that having read and examined the specifications and documents for the designated services and understanding the general conditions for contract under which services will be performed, does hereby propose to furnish all labor, equipment, and material to provide the services set forth in the RFP.

I hereby declare that the following listing states any clarifications, any and all variations from and exceptions to the requirements of the specifications and documents. The undersigned further declares that the "work" will be performed in strict accordance with such requirements and understands that any exceptions to the requirements of the specifications and documents may render the proposal non-responsive.

### **NO EXCEPTIONS ALLOWED AFTER THE RFP IS SUBMITTED:**

Please check one: ☒ I take NO exceptions. ☐ Exceptions:

<u>Tetra Tech, Inc.</u>	<u>2301 Lucien Way, Suite 120</u>
NAME OF BUSINESS	MAILING ADDRESS
	<u>Maitland, FL 32751</u>
AUTHORIZED SIGNATURE	CITY, STATE & ZIP CODE
<u>Jonathan Burgiel, Business Unit President</u>	<u>321-441-8511</u>
NAME, TITLE, TYPED	TELEPHONE NUMBER / FAX NUMBER
<u>95-4148514</u>	<u>tdr.contracts@tetrattech.com</u>
FEDERAL IDENTIFICATION #	E-MAIL ADDRESS


STATE OF FLORIDA

ENTITY'S OF Orange County

The foregoing instrument was acknowledged before me this 14<sup>th</sup> day of July, 2021 by Jonathan Burgiel, who is personally known to me or who has produced as identification and who did take an oath.

My Commission Expires:





Notary Public

***This document must be completed and returned with your Submittal***

### ADDENDUM ACKNOWLEDGEMENT

I have carefully examined this Request for Proposal (RFP) which includes scope, requirements for submission, general information and the evaluation and award process.

I acknowledge receipt and incorporation of the following addenda, and the cost, if any, of such revisions has been included in the price of the proposal.

Addendum # None Date: \_\_\_\_\_

Addendum # \_\_\_\_\_ Date: \_\_\_\_\_

Addendum # \_\_\_\_\_ Date: \_\_\_\_\_

Addendum # \_\_\_\_\_ Date: \_\_\_\_\_

  
(Authorized Signature)

July 14, 2021  
(Date)

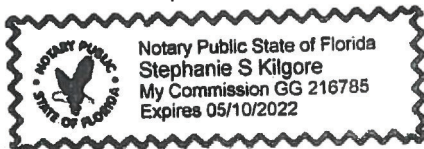
Jonathan Burgiel, Business Unit President  
(Print Name)

STATE OF FLORIDA

ENTITY'S OF Orange County

The foregoing instrument was acknowledged before me this 14th day of July, 2021 by Jonathan Burgiel, who is personally known to me or who has produced as identification and who did take an oath.

My Commission Expires:



  
Notary Public

***This document must be completed and returned with your Submittal***



## **DRUG FREE WORKPLACE**

I, the undersigned, in accordance with Florida Statute 287.087, hereby certify that,  
(Print or type name of firm) Tetra Tech, Inc.

- Publishes a written statement notifying that the unlawful manufacture, distribution, dispensing, possession or use of a controlled substance is prohibited in the Workplace named above and specifying actions that will be taken against violations of such prohibition.
- Informs employees about the dangers of drug abuse in the workplace, the firm's policy of maintaining a drug free working environment, and available drug counseling, rehabilitation, and employee assistance programs, and the penalties that may be imposed upon employees for drug use violations.
- Gives each employee engaged in providing commodities or contractual services that are under bid or proposal, a copy of the statement specified above.
- Notifies the employees that as a condition of working on the commodities or contractual services that are under bid or proposal, the employee will abide by the terms of the statement and will notify the employer of any conviction of, please or guilty or nolo contendere to, any violation of Chapter 1893, or of any controlled substance law of the State of Florida or the United States, for a violation occurring in the workplace, no later than five (5) days after such conviction, and requires employees to sign copies of such written statement to acknowledge their receipt.
- Imposes a sanction on, or requires the satisfactory participation in, a drug abuse assistance or rehabilitation program, if such is available in the employee's community, by any employee who is so convicted.
- Makes a good faith effort to continue to maintain a drug free workplace through the implementation of the Drug Free Workplace program.
- "As a person authorized to sign this statement, I certify that the above-named business, firm or corporation complies fully with the requirements set forth herein".

  
(Authorized Signature)

July 14, 2021

(Date)

Jonathan Burgiel, Business Unit President

(Print Name)

STATE OF FLORIDA

ENTITY'S OF Orange County

The foregoing instrument was acknowledged before me this 14th day of July, 2021 by Jonathan Burgiel, who is personally known to me or who has produced as identification and who did take an oath.

My Commission Expires:



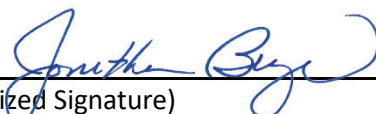
  
Notary Public

***This document must be completed and returned with your Submittal***

**SWORN STATEMENT UNDER SECTION 287.133(3)(A), FLORIDA STATUTES, ON PUBLIC ENTITY CRIMES**

Before me, the undersigned Entity's, personally appeared Jonathan Burgiel, who, being by me first duly sworn, made the following statement:

1. The business address of Tetra Tech, Inc. (name of Offeror or business) is 2301 Lucien Way, Suite 120, Maitland, FL 32751.
2. My relationship to Tetra Tech, Inc. (name of Offeror or business) is Business Unit President (relationship such as sole proprietor, partner, president, vice president).
3. I understand that a public entity crime as defined in Section 287.133 of the Florida Statutes includes a violation of any state or federal law by a person with respect to and directly related to the transaction of business with any public entity in Florida or with an agency or political subdivision of any other state or with the United States, including, but not limited to, any proposal or contract for goods or services to be provided to any public entity or such an agency or political subdivision and involving antitrust, fraud, theft, bribery, collusion, racketeering, conspiracy or material misrepresentation.
4. I understand that "convicted" or "conviction" is defined by the Florida Statutes to mean a finding of guilt or a conviction of a public entity crime, with or without an adjudication of guilt, in any federal or state trial court of record relating to charges brought by indictment or information after July 1, 1989, as a result of a jury verdict, non-jury trial, or entry of a plea of guilt or nolo contendere.
5. I understand that "affiliate" is defined by the Florida Statutes to mean (1) a predecessor or successor of a person or a corporation convicted of a public entity crime, or (2) an entity under the control of any natural person who is active in the management of the entity and who has been convicted of a public entity crime, or (3) those officers, directors, executives, partners, shareholders, employees, members, and agents who are active in the management of an affiliate, or (4) a person or corporation who knowingly entered into a joint venture with a person who has been convicted of a public entity crime in Florida during the preceding 36 months.
6. Neither the Offeror or Contractor, nor any officer, director, executive, partner, shareholder, employee, member, or agent who is active in the management of the Offeror or Contractor, nor any affiliate of the Offeror or Contractor has been convicted of a public entity crime subsequent to July 1, 1989. (Draw a line through paragraph 6 if paragraph 7 below applies.)
7. There has been a conviction of a public entity crime by the Offeror or Contractor, or an officer, director, executive, partner, shareholder, employee, member or agent of the Offeror or Contractor who is active in the management of the Offeror or Contractor or an affiliate of the Offeror or Contractor. A determination has been made pursuant to Section 287.133(3) by order of the Division of Administrative Hearings that it is not in the public interest for the name of the convicted person or affiliate to appear on the convicted vendor list. The name of the convicted person or affiliate is None. A copy of the order of the Division of Administrative Hearings is attached to this statement. (Draw a line through paragraph 7 if paragraph 6 above applies.)

  
(Authorized Signature)

July 14th, 2021  
(Date)

Jonathan Burgiel, Business Unit President  
(Print Name)

STATE OF FLORIDA  
ENTITY'S OF Orange County

The foregoing instrument was acknowledged before me this 14th day of July, 2021 by Jonathan Burgiel, who is personally known to me or who has produced as identification and who did take an oath.

My Commission Expires:

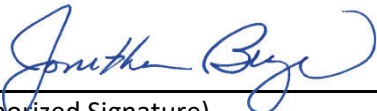


Stephanie S Kilgore  
Notary Public

***This document must be completed and returned with your Submittal***

**AFFIDAVIT OF NON-COLLUSION AND OF NON-INTEREST OF ENTITY'S EMPLOYEES**

Jonathan Burgiel, \* being first duly sworn, deposes and says that he (it) is the Offeror in the above proposal, that the only person or persons interested in said proposal are named therein; that no officer, employee or agent of the Entity's Board of Commissioners or of any other Offeror is interested in said proposal; and that affiant makes the above proposal with no past or present collusion with any other person, firm or corporation.

  
(Authorized Signature)

July 14, 2021  
(Date)

Jonathan Burgiel, Business Unit President  
(Print Name)

STATE OF FLORIDA

ENTITY'S OF Orange County

The foregoing instrument was acknowledged before me this 14th July, 2021 by Jonathan Burgiel, who is personally known to me or who has produced as identification and who did take an oath.

My Commission Expires:



  
Notary Public

\*NOTICE: State name of Offeror followed by name of authorized individual (and title) that is signing as Affiant. If Offeror is an individual, state name of Offeror only.

***This document must be completed and returned with your Submittal***

## **PROFESSIONAL REFERENCES**

Please provide three (3) current and correct references from clients for similar services.

1. Company Name: City of Pensacola, Florida  
Contact Person: Mr. John Pittman  
City, State: City of Pensacola, Florida  
Telephone Number: 850-860-2334  
Email Address: Jpittman@cityofpensacola.com  
Description of goods or services provided: Disaster Debris Monitoring Services  
Contract Amount: \$1,109,949  
Start/End Date of Contract: September 2020 - December 2020
  
2. Company Name: Okaloosa County, Florida  
Contact Person: Mr. Jim Reece  
City, State: Ft. Walton Beach, Florida  
Telephone Number: 850-978-1063  
Email Address: jreece@co.okaloosa.fl.us  
Description of goods or services provided: Disaster Debris Monitoring Services  
Contract Amount: \$203,855  
Start/End Date of Contract: September 2020 - November 2020
  
3. Company Name: Wakulla County, Florida  
Contact Person: Ms. Brandy King  
City, State: Crawfordville, Florida  
Telephone Number: 850-933-2358  
Email Address: bking@mywakulla.com  
Description of goods or services provided: Disaster Debris Monitoring Services  
Contract Amount: \$341,704  
Start/End Date of Contract: October 2018 - January 2019

\* Project descriptions have been provided in Section

***This document must be completed and returned with your Submittal***

## **MWBE PARTICIPATION STATEMENT**

Note: The Contractor is required to complete the following information and submit this form with the proposal.

Project Description: Disaster Debris Monitoring Services

Contractor Name: Tetra Tech, Inc.

This Contractor (is       ) (is not x) a certified small or Minority or Woman Owned Business Enterprise (MWBE) per 44 C.F.R. § 13.36 (e).

Expected percentage of contract fees to be subcontracted to MWBE(s): 0 %

If the intention is to subcontract a portion of the contract fees to MWBE(s), the proposed MWBE sub-Contractors are as follows:

DBE Sub-Contractor

Type of Work/Commodity

None.

  
(Authorized Signature)  
Jonathan Burgiel, Business Unit President  
(Print Name)

July 14th, 2021  
(Date)

***This document must be completed and returned with your Submittal***

**VENDOR INFORMATION**

*(Please attach a current W9 Form)*

**Name of Individual or Business Name:**

Tetra Tech, Inc.

**Parent Company Name (if different than above):**

Same as above.

**Taxpayer Identification Number (TIN):** 95-4148514

**Vendor is:**

( ☒ ) Corporation

( ☐ ) Partnership

( ☐ ) Sole Proprietorship

( ☐ ) Other \_\_\_\_\_ (Explain)

**Permanent Residence/Corporate Office Address:** Corporate Address

Address 3475 E Foothill Blvd,

City Pasadena

State CA

Zip Code 91107

Phone 626-351-4664

Fax 321-441-8501

E-mail tdr.contracts@tetrattech.com

**Payment Address (if different from above):**

Address Tetra Tech, Inc., P.O. 911642

City Denver

State CO

Zip Code 80291-1642

Phone 321-441-8511

Fax 1-321-441-8501

E-mail tdr.contracts@tetrattech.com

**Purchase Order Address (if different from above):**

Address 2301 Lucien Way, Suite 120

City Maitland

State FL

Zip Code 32751

Phone 1-321-441-8545

Fax 1-321-441-8501

E-mail brad.wesolowski@tetrattech.com

***This document must be completed and returned with your Submittal***



<b>Form W-9</b> (Rev. January 2011) Department of the Treasury Internal Revenue Service	<b>Request for Taxpayer Identification Number and Certification</b>	<b>Give Form to the requester. Do not send to the IRS.</b>
Print or type See Specific Instructions on page 2.	Name (as shown on your income tax return) <b>Tetra Tech, Inc.</b>	
	Business name/disregarded entity name, if different from above	
	Check appropriate box for federal tax classification (required): <input type="checkbox"/> Individual/sole proprietor <input checked="" type="checkbox"/> C Corporation <input type="checkbox"/> S Corporation <input type="checkbox"/> Partnership <input type="checkbox"/> Trust/estate <input type="checkbox"/> Limited liability company. Enter the tax classification (C=C corporation, S=S corporation, P=partnership) = <input type="checkbox"/> Other (see instructions) =	
	<input type="checkbox"/> Exempt payee	
	Address (number, street, and apt. or suite no.) <b>3475 East Foothill Boulevard</b> City, state, and ZIP code <b>Pasadena, CA 91107</b> List account number(s) here (optional)	Requester's name and address (optional)

### Part I Taxpayer Identification Number (TIN)

Enter your TIN in the appropriate box. The TIN provided must match the name given on the "Name" line to avoid backup withholding. For individuals, this is your social security number (SSN). However, for a resident alien, sole proprietor, or disregarded entity, see the Part I instructions on page 3. For other entities, it is your employer identification number (EIN). If you do not have a number, see *How to get a TIN* on page 3.

**Note.** If the account is in more than one name, see the chart on page 4 for guidelines on whose number to enter.


Social security number								
- -								
Employer identification number								
9 5 - 4 1 4 8 5 1 4								

### Part II Certification

Under penalties of perjury, I certify that:

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

**Certification instructions.** You must cross out item 2 above if you have been notified by the IRS that you are currently subject to backup withholding because you have failed to report all interest and dividends on your tax return. For real estate transactions, item 2 does not apply. For mortgage interest paid, acquisition or abandonment of secured property, cancellation of debt, contributions to an individual retirement arrangement (IRA), and generally, payments other than interest and dividends, you are not required to sign the certification, but you must provide your correct TIN. See the instructions on page 4.

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

Date = **July 12, 2021**

### General Instructions

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

#### Purpose of Form

A person who is required to file an information return with the IRS must obtain your correct taxpayer identification number (TIN) to report, for example, income paid to you, real estate transactions, mortgage interest you paid, acquisition or abandonment of secured property, cancellation of debt, or contributions you made to an IRA.

Use Form W-9 only if you are a U.S. person (including a resident alien), to provide your correct TIN to the person requesting it (the requester) and, when applicable, to:

- Certify that the TIN you are giving is correct (or you are waiting for a number to be issued),
- Certify that you are not subject to backup withholding, or
- Claim exemption from backup withholding if you are a U.S. exempt payee. If applicable, you are also certifying that as a U.S. person, your allocable share of any partnership income from a U.S. trade or business is not subject to the withholding tax on foreign partners' share of effectively connected income.

**Note.** If a requester gives you a form other than Form W-9 to request your TIN, you must use the requester's form if it is substantially similar to this Form W-9.

**Definition of a U.S. person.** For federal tax purposes, you are considered a U.S. person if you are:

- An individual who is a U.S. citizen or U.S. resident alien,
- A partnership, corporation, company, or association created or organized in the United States or under the laws of the United States,
- An estate (other than a foreign estate), or
- A domestic trust (as defined in Regulations section 301.7701-7).

**Special rules for partnerships.** Partnerships that conduct a trade or business in the United States are generally required to pay a withholding tax on any foreign partners' share of income from such business. Further, in certain cases where a Form W-9 has not been received, a partnership is required to presume that a partner is a foreign person, and pay the withholding tax. Therefore, if you are a U.S. person that is a partner in a partnership conducting a trade or business in the United States, provide Form W-9 to the partnership to establish your U.S. status and avoid withholding on your share of partnership income.

**This document must be completed and returned with your Submittal**

## HOURLY RATE SCHEDULE

NAME OF BUSINESS: Tetra Tech, Inc.

CONTACT PERSON: Marina Armanious

EMAIL ADDRESS: tdr.contracts@tetrattech.com

AUTHORIZED SIGNATURE: \_\_\_\_\_

The hourly rates shall include all cost including applicable overhead and profit, lodging, meals, transportation, rentals, safety gear, telephone costs, cameras, GPS devices and other incidentals.

	<u>POSITIONS</u>	<u>HOURLY RATES*</u>	<u>HOURS**</u>	<u>TOTAL</u>
1.	Project Manager	\$ 65.00	70	\$ 4,550.00
2.	Data Manager	\$ 55.00	70	\$ 3,850.00
3.	Cost Recovery Specialist	\$ 95.00	4	\$ 380.00
4.	Field Supervisors	\$ 42.00	70	\$ 2,940.00
5.	Fixed Site Monitors	\$ 33.00	140	\$ 4,620.00
6.	Environmental Specialist	\$ 60.00	2	\$ 120.00
7.	GIS Specialist	\$ 50.00	4	\$ 200.00
8.	Supervising Monitors	\$ 45.00	70	\$ 3,150.00
9.	Billing/Invoice Analysts	\$ 45.00	21	\$ 945.00
10.	Administrative Assistants	\$ 20.00	55	\$ 1,100.00
11.	Field Monitors	\$ 33.00	380	\$ 12,540.00
TOTAL (Items 1-11)				\$ 34,395.00

\*Any overtime will be billed at the Hourly Rate times 1.5. Overtime is not to be included in the rates above.

\*\*These hours are not intended to represent the actual contract amount but are an estimated representation of a typical work week. The actual contract value will be negotiated with the successful proposing agency prior to issuance of the notice to proceed for each event.

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# Hourly Rate Schedule

The hourly rates shall remain firm for the first year of the initial term. Hourly rates for subsequent years shall be subject to an annual adjustment in accordance with the Consumer Price Index for All Urban Consumers (CPI-U)(All Items) as published by the U.S. Department of Labor Statistics.