



TETRA TECH

City of Coral Gables

Finance Department/Procurement Division

Proposal for RFP No. 2025-022

Disaster Debris Monitoring Services

INFOR EVENT No. 124

Electronic | August 2025

Cover Letter

City of Coral Gables
Electronically Submitted

August 7, 2025

Subject: Disaster Debris Monitoring Services (RFP No. 2025-022)

Dear Neivy Garcia and Members of the Evaluation Committee,

Tetra Tech, Inc. (Tetra Tech) submits the enclosed proposal in response to City of Coral Gables' (City) request for proposals for Disaster Debris Monitoring Services. Our proposal describes our technical expertise in disaster debris management and our approach to delivering unmatched services to the City:

- **National Leadership in Debris Monitoring.** Our team has successfully assisted **over 450 local and state government clients** with planning for and recovering from disasters. With extensive experience successfully managing multiple disaster response and recovery operations across the U.S. simultaneously, we have overseen and managed the removal of **over 256 million cubic yards (CYs) of debris**, resulting in more than **\$81 billion in reimbursable costs** to our clients. We have served as the ground-zero debris monitoring consultant for hundreds of clients affected by our nation's most catastrophic natural disasters, including Hurricanes Milton, Helene, Beryl, Ian, Laura, Sally, Michael, Irma, Matthew, Florence, and Harvey; over a dozen wildfires; and numerous severe storm, tornado, and flooding events.
- **Deeply Experienced Project Management Team.** The team of disaster debris experts who were specifically selected for this engagement were chosen based on their experience, programmatic expertise, and availability to respond to City of Coral Gables's needs. Leading the Tetra Tech Disaster Recovery division is **Mr. Jonathan Burgiel, a 35-year veteran of the industry who is a leading expert in disaster debris monitoring and Federal Emergency Management Agency (FEMA) reimbursement.** Additionally, proposed Project Manager Charles Cabrera is an expert in large-scale mobilizations, project staffing, and debris monitoring operations, and has extensive experience in disaster debris project management support under the FEMA Public Assistance (PA) Grant Program.
- **Extensive Experience Throughout the State of Florida.** Since 2004, our team has **monitored the collection and removal of over 95 million 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, Matthew, Irma, Michael, Sally, Ian, Nicole, Idalia, and most recently, Helene and Milton. In addition, our team has assisted communities after a variety of other disasters, including tropical storms, tornadoes, fires, and floods. Tetra Tech is proud of our experience in Florida and is committed to successfully managing all phases of debris monitoring for our clients after a debris-generating event. Florida is also our home state, where many of our principal and senior staff reside. **We have over 1,100 staff across 22 offices throughout Florida, including our Response and Recovery Division headquarters in Maitland.** We are proud of our work in Florida, and we want to be known in our hometowns for providing excellent service to our communities. Tetra Tech is available to City of Coral Gables before, during, and after a disaster.
- **Proprietary, Best-in-Class Automated Debris Management System (ADMS) Technology.** Via *RecoveryTrac™* ADMS, our staff can monitor and manage a recovery effort electronically, increasing productivity while decreasing fraud, human error, and cost to City of Coral Gables. *RecoveryTrac™* ADMS enables real-time collection data and furnishes accurate and timely reporting to City stakeholders. ***RecoveryTrac™* ADMS has been validated by the United States Army Corps of Engineers (USACE) twice (in 2015 and 2023) and is the ADMS preferred by USACE debris contractors.**
- **Cost-effective Solution for Recovering Communities.** Our team of disaster recovery experts remains on the forefront of the debris monitoring industry, and we are committed to providing the latest technological advancements, which increase efficiency and result in significant cost savings to our clients. **Tetra Tech provides the best value by arming recovering**

We are proud to be trusted by the City as its **incumbent debris monitoring services provider** and **proven long-term partner in disaster response and recovery.** We renew our commitment to provide swift, dedicated, and compliant service, as we have in the prior activation following Hurricane Irma.

communities with unmatched expertise and reasonably priced hourly rates thanks to advancements in our proprietary ADMS technological capabilities.

For questions regarding this response, please contact the representatives listed below. As an authorized representative of the firm, I am authorized and empowered to sign this proposal and bind the firm in contractual commitments.

Technical Representative: **Mr. Ralph Natale**

6303 Waterford District Dr. Stes. 305 & 330 Miami, FL 33126

Phone: (407) 803-2551 | Fax: (321) 441-8501

ralph.natale@tetrattech.com

Contractual Representative: **Ms. Betty Kamara**

6303 Waterford District Dr. Stes. 305 & 330 Miami, FL 33126

Phone: (407) 803-2551 | Fax: (321) 441-8501

TDR.contracts@tetrattech.com

Sincerely,

Tetra Tech, Inc.

A handwritten signature in blue ink, reading "Jonathan Burgiel". The signature is fluid and cursive, with the first name "Jonathan" and last name "Burgiel" clearly distinguishable.

Jonathan Burgiel

Business Unit President – Tetra Tech Disaster Recovery

SUBMITTAL

I

Title Page, Table of Contents, Required Forms, and
Minimum Qualification Requirements

a) RFP Number and Title



Tetra Tech, Inc., (Tetra Tech) is a leading provider of specialized management consulting and technical engineering services. Clients include a diverse base of public and private-sector organizations located throughout the United States and internationally. The company was founded in 1966 and became a publicly traded company (NASDAQ-TTEK) in 1991. Tetra Tech, Inc. is incorporated in the State of Delaware and its Federal Employer Identification Number (FEIN) is 95-4148514. Tetra Tech is a family of more than 45 companies working in areas including resource management and infrastructure development. Since its founding, Tetra Tech has substantially increased the size and scope of its business. Today, Tetra Tech boasts annual revenues of \$5 billion and employs 30,000 personnel in 550 offices in more than 125 countries.

Requested Information

RFP Number and Title	2025-022 RFP Disaster Debris Monitoring Services
Name of Firm	Tetra Tech, Inc.
Address	2301 Lucien Way Maitland, FL 32751
Telephone	(407) 803-2551
Contact Person	Jonathan Burgiel
Email Address	TDR.contracts@tetrattech.com
Date	August 7, 2025

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c) Bid Bond

Tetra Tech has provided an original copy of the bond on the following page.

Attachment E

BID BOND FORM

STATE OF FLORIDA }
COUNTY OF MIAMI DADE }SS.
CITY OF CORAL GABLES }

KNOWN ALL MEN BY THESE PRESENTS, That
Jonathan Burgiel, as Principal, and
AON, as Surety, are held
and firmly bonded unto the City of Coral Gables as Owner in the penal sum of
Dollars (\$ 5% of bid amount), lawful money of the United States, for the payment of which sum
well and truly to be made, we bind ourselves, our heirs, executors, administrators, and
successors, jointly and severally, firmly by these presents.

THE CONDITION OF THIS OBLIGATION IS SUCH, that whereas the Principal has submitted to the City of Coral Gables the accompanying Bid, signed and dated August 6, 20 25 for

Disaster Debris Monitoring Services
RFP 2025-022
CORAL GABLES, FLORIDA

in accordance with the Plans and Specifications therefore, the call for Bids or Proposals, and the Instructions to Bidders, all of which are made a part hereof by reference as if fully set forth herein.

NOW, THEREFORE,

- (a) If the Principal shall not withdraw said bid within thirty (30) days after date of opening of the same, and shall within ten (10) days after written notice being given by the City Manager or his designee, of the award of the contract, enter into a written contract with the City, in accordance with the bid as accepted, and give bond with good and sufficient surety or sureties, as may be required for the faithful performance and proper fulfillment of such contract,
- (b) in the event of the withdrawal of said bid or proposal within the period specified, or the failure to enter into such contract and give such bond within the time specified, if the Principal shall pay the City the difference between the amount specified in said bid or proposal and the amount for which the City may procure the required work and/or supplies, if the latter amount be in excess of the former, the above obligation shall be void and of no effect, otherwise to remain in full force and effect.

BID BOND

IN WITNESS HEREOF, the above bounded parties have executed this instrument under their several seals this _____ day of _____, A.D., 20____, the name and corporate seal of each corporate party being hereto affixed and these presents duly signed by its undersigned representative, pursuant to authority of its governing body.

WITNESS

(If Sole Ownership or Partnership,
Two (2) Witnesses Required.
If Corporation, Secretary Only
will attest and affix seal).

(1) _____
Signature

Name

(2) _____
Signature

Name

PRINCIPAL

Name of Firm

Signature of Authorized Officer (SEAL)

Name and Title

Business Address

City, State

WITNESS:

(1) _____
Signature

Name

(2) _____
Signature

Name

SURETY:

Corporate Surety

Attorney-In-Fact (SEAL)

Business Address

City, State

Name of Local Agency

Please see executed bid bond attached on following pages.

Fidelity and Deposit Company

OF MARYLAND

BID BOND

KNOW ALL MEN BY THESE PRESENTS:

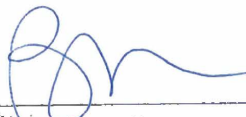
That we, TETRA TECH, INC., as Principal,
(hereinafter called the "Principal"), and the FIDELITY AND DEPOSIT COMPANY OF
MARYLAND, 1299 Zurich Way, Schaumburg, Illinois 60196, a corporation duly organized
under the laws of the State of Illinois, as Surety, (hereinafter called the "Surety"), are
held and firmly bound unto CITY OF CORAL GABLES, FL
as Obligee, (hereinafter called the "Obligee"), in the sum of Five Percent of Amount bid
Dollars (\$ 5% of Amount Bid), for the payment of which sum well and truly to be made, the said
Principal and the said Surety, bind ourselves, our heirs, executors, administrators, successors and
assigns, jointly and severally, firmly by these presents.

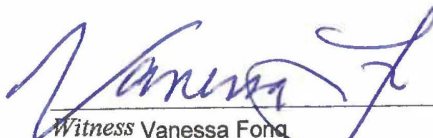
WHEREAS, the Principal has submitted a bid for

Disaster Debris Monitoring Services - RFP 2025-022

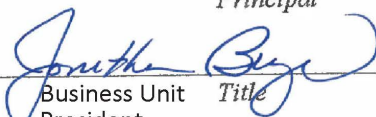
NOW THEREFORE, if the Obligee shall accept the bid of the Principal and the Principal shall
enter into a Contract with the Obligee in accordance with the terms of such bid, and give such
bond or bonds as may be specified in the bidding or Contract Documents with good and sufficient
surety for the faithful performance of such Contract and for the prompt payment of labor and
material furnished in the prosecution thereof, or in the event of the failure of the Principal to enter
such Contract and give such bond or bonds, if the Principal shall pay to the Obligee the difference
not to exceed the penalty hereof between the amount specified in said bid and such larger amount
for which the Obligee may in good faith contract with another party to perform the Work covered
by said bid, then this obligation shall be null and void, otherwise to remain in full force and effect.

Signed and sealed this 6th day of August A.D., 2025


Witness Betty Kamara


Witness Vanessa Fong

TETRA TECH, INC.
Principal

By: 
Business Unit Title
President

FIDELITY AND DEPOSIT COMPANY OF MARYLAND
Surety

By: 
Rosa E. Rivas Attorney-in-Fact

CALIFORNIA ALL-PURPOSE ACKNOWLEDGMENT

A Notary Public or other officer completing this certificate verifies only the identity of the individual who signed the document to which this certificate is attached, and not the truthfulness, accuracy, or validity of that document.

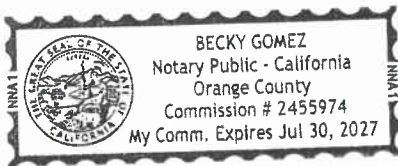
State of California

County of Orange

On 08/06/2025 before me, Becky Gomez, Notary Public, personally appeared Rosa E. Rivas who proved to me on the basis of satisfactory evidence to be the person(s) whose name(s) is/~~are~~ subscribed to the within instrument and acknowledged to me that ~~he~~/she/~~they~~ executed the same in ~~his~~/her/~~their~~ authorized capacity(ies), and that by ~~his~~/her/~~their~~ signature(s) on the instrument the person(s), or the entity upon behalf of which the person(s) acted, executed the instrument.

I certify under PENALTY OF PERJURY under the laws of the State of California that the foregoing paragraph is true and correct.

WITNESS my hand and official seal.



Signature Becky Gomez
Signature of Notary Public

**ZURICH AMERICAN INSURANCE COMPANY
COLONIAL AMERICAN CASUALTY AND SURETY COMPANY
FIDELITY AND DEPOSIT COMPANY OF MARYLAND
POWER OF ATTORNEY**

KNOW ALL MEN BY THESE PRESENTS: That the ZURICH AMERICAN INSURANCE COMPANY, a corporation of the State of New York, the COLONIAL AMERICAN CASUALTY AND SURETY COMPANY, a corporation of the State of Illinois, and the FIDELITY AND DEPOSIT COMPANY OF MARYLAND a corporation of the State of Illinois (herein collectively called the "Companies"), by Christopher Nolan, Vice President, in pursuance of authority granted by Article V, Section 8, of the By-Laws of said Companies, which are set forth on the reverse side hereof and are hereby certified to be in full force and effect on the date hereof, do hereby nominate, constitute, and appoint Rosa E. RIVAS, Vanessa FONG, Tracy ASTON, Meghan CURRY, Samantha RUSSELL, Mary L. YOHNKE of Los Angeles, California, its true and lawful agent and Attorney-in-Fact, to make, execute, seal and deliver, for, and on its behalf as surety, and as its act and deed: **any and all bonds and undertakings**, and the execution of such bonds or undertakings in pursuance of these presents, shall be as binding upon said Companies, as fully and amply, to all intents and purposes, as if they had been duly executed and acknowledged by the regularly elected officers of the ZURICH AMERICAN INSURANCE COMPANY at its office in New York, New York., the regularly elected officers of the COLONIAL AMERICAN CASUALTY AND SURETY COMPANY at its office in Owings Mills, Maryland., and the regularly elected officers of the FIDELITY AND DEPOSIT COMPANY OF MARYLAND at its office in Owings Mills, Maryland., in their own proper persons.

The said Vice President does hereby certify that the extract set forth on the reverse side hereof is a true copy of Article V, Section 8, of the By-Laws of said Companies, and is now in force.

IN WITNESS WHEREOF, the said Vice-President has hereunto subscribed his/her names and affixed the Corporate Seals of the said ZURICH AMERICAN INSURANCE COMPANY, COLONIAL AMERICAN CASUALTY AND SURETY COMPANY, and FIDELITY AND DEPOSIT COMPANY OF MARYLAND, this 5th day of June, A.D. 2025.



ATTEST:
ZURICH AMERICAN INSURANCE COMPANY
COLONIAL AMERICAN CASUALTY AND SURETY COMPANY
FIDELITY AND DEPOSIT COMPANY OF MARYLAND

By: Christopher Nolan
Vice President

By: Dawn E. Brown
Secretary

**State of Maryland
County of Baltimore**

On this 5th day of June, A.D. 2025, before the subscriber, a Notary Public of the State of Maryland, duly commissioned and qualified, **Christopher Nolan, Vice President and Dawn E. Brown, Secretary** of the Companies, to me personally known to be the individuals and officers described in and who executed the preceding instrument, and acknowledged the execution of same, and being by me duly sworn, depose and saith, that he/she is the said officer of the Company aforesaid, and that the seals affixed to the preceding instrument are the Corporate Seals of said Companies, and that the said Corporate Seals and the signature as such officer were duly affixed and subscribed to the said instrument by the authority and direction of the said Corporations.

IN TESTIMONY WHEREOF, I have hereunto set my hand and affixed my Official Seal the day and year first above written.

Genevieve M. Maison
Notary Public
My Commission Expires January 27, 2029



EXTRACT FROM BY-LAWS OF THE COMPANIES

"Article V, Section 8, Attorneys-in-Fact. The Chief Executive Officer, the President, or any Executive Vice President or Vice President may, by written instrument under the attested corporate seal, appoint attorneys-in-fact with authority to execute bonds, policies, recognizances, stipulations, undertakings, or other like instruments on behalf of the Company, and may authorize any officer or any such attorney-in-fact to affix the corporate seal thereto; and may with or without cause modify or revoke any such appointment or authority at any time."

CERTIFICATE

I, the undersigned, Vice President of the ZURICH AMERICAN INSURANCE COMPANY, the COLONIAL AMERICAN CASUALTY AND SURETY COMPANY, and the FIDELITY AND DEPOSIT COMPANY OF MARYLAND, do hereby certify that the foregoing Power of Attorney is still in full force and effect on the date of this certificate; and I do further certify that Article V, Section 8, of the By-Laws of the Companies is still in force.

This Power of Attorney and Certificate may be signed by facsimile under and by authority of the following resolution of the Board of Directors of the ZURICH AMERICAN INSURANCE COMPANY at a meeting duly called and held on the 15th day of December 1998.

RESOLVED: "That the signature of the President or a Vice President and the attesting signature of a Secretary or an Assistant Secretary and the Seal of the Company may be affixed by facsimile on any Power of Attorney...Any such Power or any certificate thereof bearing such facsimile signature and seal shall be valid and binding on the Company."

This Power of Attorney and Certificate may be signed by facsimile under and by authority of the following resolution of the Board of Directors of the COLONIAL AMERICAN CASUALTY AND SURETY COMPANY at a meeting duly called and held on the 5th day of May, 1994, and the following resolution of the Board of Directors of the FIDELITY AND DEPOSIT COMPANY OF MARYLAND at a meeting duly called and held on the 10th day of May, 1990.

RESOLVED: "That the facsimile or mechanically reproduced seal of the company and facsimile or mechanically reproduced signature of any Vice-President, Secretary, or Assistant Secretary of the Company, whether made heretofore or hereafter, wherever appearing upon a certified copy of any power of attorney issued by the Company, shall be valid and binding upon the Company with the same force and effect as though manually affixed.

IN TESTIMONY WHEREOF, I have hereunto subscribed my name and affixed the corporate seals of the said Companies, this 6th day of August, 2025.



MJ Pethick

Mary Jean Pethick
Vice President

TO REPORT A CLAIM WITH REGARD TO A SURETY BOND, PLEASE SUBMIT A COMPLETE DESCRIPTION OF THE CLAIM INCLUDING THE PRINCIPAL ON THE BOND, THE BOND NUMBER, AND YOUR CONTACT INFORMATION TO:

Zurich Surety Claims
1299 Zurich Way
Schaumburg, IL 60196-1056
reportsfclaims@zurichna.com
800-626-4577

Authenticity of this bond can be confirmed at bondvalidator.zurichna.com or 410-559-8790

d) Proposer's Acknowledgment Form

Tetra Tech has completed and provided the Proposer's Acknowledgment Form on the following page.

CITY OF CORAL GABLES, FL

2800 SW 72nd Avenue, Miami, FL 33155
Finance Department / Procurement Division
Tel: 305-460-5102 / Fax: 305-261-1601

PROPOSER'S ACKNOWLEDGEMENT

RFP No.: 2025-022 RFP Title: Disaster Debris Monitoring Services A cone of silence is in effect with respect to this RFP. The Cone of Silence prohibits certain communication between potential vendors and the City. For further information, please refer to the City Code Section 2-1027 of the City of Coral Gables Procurement Code.	Electronic submittals must be received prior to 2:00 p.m., August 7, 2025, via INFOR and will remain valid for 120 calendar days. Submittals received after the specified date and time will not be accepted. Name: Neivy Garcia Title: Procurement Specialist Telephone: 305-460-5121 Email: ngarcia2@coralgables.com contracts@coralgables.com
Proposer Name: Tetra Tech, Inc.	FEIN or SS Number: 95-4148514
Complete Mailing Address: 2301 Lucien Way Suite 120 Maitland, FL 32751	Telephone No.: 407-803-2551 Cellular No.: N/A
Indicate type of organization below: Corporation: ☒ Partnership: ☐ Individual: ☐ Other: ☐	Fax No.: 321-441-8501
Bid Bond/Security Bond (if applicable) 5 %	Email: TDR.contracts@tetrattech.com

ATTENTION: THIS FORM ALONG WITH ALL REQUIRED RFP FORMS MUST BE COMPLETED, SIGNED (PREFERABLY IN BLUE INK), AND SUBMITTED WITH THE RESPONSE PRIOR TO THE SUBMITTAL DEADLINE. FAILURE TO DO SO MAY DEEM PROPOSER NON-RESPONSIVE.

THE PROPOSER CERTIFIES THAT THIS SUBMITTAL IS BASED UPON ALL CONDITIONS AS LISTED IN THE RFP DOCUMENTS AND THAT THE PROPOSER HAS MADE NO CHANGES IN THE RFP DOCUMENT AS RECEIVED. THE PROPOSER FURTHER AGREES IF THE RFP IS ACCEPTED, THE PROPOSER WILL EXECUTE AN APPROPRIATE AGREEMENT FOR THE PURPOSE OF ESTABLISHING A FORMAL CONTRACTUAL RELATIONSHIP BETWEEN THE PROPOSER AND THE CITY OF CORAL GABLES FOR THE PERFORMANCE OF ALL REQUIREMENTS TO WHICH THIS RFP PERTAINS. FURTHER, BY SIGNING BELOW PREFERABLY IN **BLUE INK**, ALL RFP PAGES ARE ACKNOWLEDGED AND ACCEPTED AS WELL AS ANY SPECIAL INSTRUCTION SHEET(S) IF APPLICABLE. THE UNDERSIGNED HEREBY DECLARES (OR CERTIFIES) ACKNOWLEDGEMENT OF THESE REQUIREMENTS AND THAT HE/SHE IS AUTHORIZED TO BIND PERFORMANCE OF THIS RFP FOR THE ABOVE PROPOSER.



Authorized Name and Signature

[Business Unit President](#)

Title

[August 5, 2025](#)

Date

e) Solicitation Submission Check List

Tetra Tech has completed and provided the Solicitation Submission Check List on the following pages.

SOLICITATION SUBMISSION CHECKLIST

Request for Proposals (RFP) No. 2025-022

COMPANY NAME: (Please Print): Tetra Tech, Inc.

Phone: 407-803-2551

Email: TDR.Contracts@tetrattech.com

A response package numbered by page must be submitted ELECTRONICALLY via INFOR. Please provide the PAGE NUMBER of your solicitation response in the blanks provided as to where compliance information is located in your Submittal for each of the required submittal items listed below:

SUBMITTAL - SECTION I: TITLE PAGE, TABLE OF CONTENTS, REQUIRED FORMS, AND MINIMUM QUALIFICATION REQUIREMENTS.

- 1) Title Page: Show the RFP number and title, the name of your firm, address, telephone number, name of contact person, e-mail address, and date. **PAGE # PDF Pg. 5**
- 2) Provide a Table of Contents in accordance with and in the same order as the respective "Sections" listed below. Clearly identify the material by section and page number. **PAGE # PDF Pg. 6**
- 3) Fill out, sign, and submit the Proposer's Acknowledgement Form. **PAGE # PDF Pg. 15**
- 4) Fill out and submit the Solicitation Submission Check List. **PAGE # PDF Pg. 17**
- 5) Fill out, sign, notarize (as applicable), and submit the Proposer's Affidavit and Schedules A through O. **PAGE # PDF Pg. 55**
- 6) Fill out, E-Verify Affidavit **PAGE # PDF Pg. 56**
- 7) Minimum Qualification Requirements: submit detailed verifiable information affirmatively documenting compliance with the Minimum Qualifications Requirements shown in Section 3. **PAGE # PDF Pg. 62**
- 8) Fill out, Lobbyist Registration & Oral Presentation Forms **PAGE # PDF Pg. 8**
- 9) A Bid Bond, a certified check, cashier's check, Treasurer's check, or bank draft of any State or National Bank, in accordance with Sections 1.14 - 1.16. AN ORIGINAL COPY OF THE BOND MUST BE RECEIVED PRIOR THE DEADLINE/CLOSING DATE & TIME OF THE SOLICITATION IN ORDER FOR YOUR SUBMITTAL TO BE CONSIDERED RESPONSIVE. The original bond must be delivered DIRECTLY to the Procurement Office located at 2800 SW 72nd Avenue, Miami, FL 33155. The office is open during normal business hours M-F, 8am-5pm (excluding City recognized Holidays). **PAGE # PDF Pg. 22**

SUBMITTAL - SECTION II: EXPERIENCE AND PROPOSER(S)'S QUALIFICATIONS

(i) FOR PROPOSER:

- 1) Provide a complete history and description of your company, including, but not limited to, the number of years in business, size, number of employees, office location, copy of applicable licenses/certifications, credentials,

capabilities, and capacity to meet the City's needs.

PAGE # [PDF Pg. 67](#)

- 2) Describe the Proposer's relevant knowledge and experience in providing the services described in the "Scope of Services" to public sector agencies similar in size to the City of Coral Gables.

PAGE # [PDF Pg. 70](#)

- 3) Describe the Proposer's professional development program, including policy/procedures/measures in place ensuring all key personnel assigned to the City have continuing education and receive specialized training in the services solicited herein

PAGE # [PDF Pg. 84](#)

- 4) Describe the Proposer's knowledge and experience with programs, procedures, reimbursement guidelines of FEMA, FHWA, NRCS, including but not limited to any experience with FEMA reimbursable disaster debris monitoring projects related to declared disasters, and any other applicable Federal or State agencies associated with funding of debris removal and recovery efforts.

PAGE # [PDF Pg. 77](#)

- 5) Describe the Proposer's knowledge and experience with all aspects of emergency management including but not limited to, procurement, deployment and management of field staff operations, planning, contract management and accounting/reporting systems.

PAGE # [PDF Pg. 80](#)

- 6) Describe the Proposer's professional development program, including policy/procedures/measures in place ensuring all key personnel assigned to the City have continuing education and receive specialized training in the services solicited herein.

PAGE # [PDF Pg. 70](#)

- 7) Provide financial statements, in a sealed envelope, for the last two (2) complete fiscal years. Such statements should include, at a minimum, balance sheets (statements of financial position) and statements of profit and loss (statement of net income). Statements shall be certified by an independent Certified Public Accountant.

PAGE # [PDF Pg. 85](#)

(ii) FOR KEY PERSONNEL:

- 1) Provide a summary of the qualifications, copy of applicable licenses/certifications, and experience of all proposed key personnel (i.e., Project Management Team, including sub-consultants). Include resumes (listing experience, education, licenses/certifications) for your proposed key personnel and specify the role and responsibilities of each team member in providing the services outlined in the RFP.

PAGE # [PDF Pg. 86](#)

- 2) Provide an organizational chart of all key personnel that will be used.

PAGE # [PDF Pg. 117](#)

- 3) For each key team member, please describe the experience in providing the services solicited herein, including but not limited to any experience with Federal, State and local emergency management agencies, programs, funding sources and reimbursement processes.

PAGE # [PDF Pg. 118](#)

SUBMITTAL - SECTION III: PROJECT APPROACH AND METHODOLOGY

- 1) Describe in detail, your approach to perform the services and tasks solicited herein, namely Disaster Debris Monitoring, Emergency Management Planning and Training, and Public Assistance Consulting Services. Include detailed information, as applicable, which addresses, but need not be limited to: understanding of the RFP scope and requirements, implementation plan, strategies for assuring assigned work is completed on time and communication with City staff. Indicate how the Proposer intends to positively and innovatively work with the City in providing the services outlined in this RFP.

PAGE # [PDF Pg. 120](#)

- 2) Describe Proposer's database reporting system and capabilities, including but not limited to:
 - a. the ability to capture data and provide electronic reports.
 - b. integrate with the City's GIS system (ESRI or equivalent) and tree management software system (Cartegraph Tree Management Software or equivalent).

PAGE # [PDF Pg. 150](#)

- 3) Provide current and projected workload for the Proposer and key personnel assigned to the City's account. Explain how this potential contract will fit into the Proposer's workload and how it plans to distribute resources and personnel, amongst its various clients, during a disaster event. For each current and projected engagement, please indicate the following:
- a. Client name
 - b. Current and/or projected workload
 - c. Estimated dollar amount and cubic yards of engagement
 - d. Key personnel assigned

PAGE # [PDF Pg. 156](#)

SUBMITTAL – SECTION IV: PAST PERFORMANCE AND REFERENCES

- 1) Using the required Attachment A - Reference Form, provide a minimum of three (3) references (but no more than five (5) for which Proposer has performed same (or similar) scope of services in the last five (5) years. *This information must be provided utilizing the City of Coral Gables Reference Form (Attachment A) ONLY. References submitted in any other format will not be accepted. DO NOT include work/services performed for the City of Coral Gables or City employees as reference (City related experience will be outlined in the request below).*
- PAGE # [PDF Pg. 163](#)

This information must be provided utilizing the City of Coral Gables Reference Form (Attachment A) ONLY. References submitted in any other format will not be accepted.

- 2) List all contracts for which the Proposer as performed (past and present) as a PRIME for the City of Coral Gables. The City will review all contracts the Proposer has performed for the City. Any and all Proposer's performance records (satisfactory and unsatisfactory) will be utilized in the evaluation process regardless of the type of work performed for the city.
- PAGE # [PDF Pg. 170](#)
- 3) Provide a list with contact information (Name of Agency, contact person, telephone number, email address) of all public sector clients in the last ten (10) years, and include if any, that have discontinued use of Proposer's services within the last two (2) years and indicate the reasons for the same. Additionally, please provide any documentation related to performance issues of the current or past contracts to include any non-performance reports or notices to cure. The list of projects shall include the name of the project, the value, date(s) of project, etc. The City reserves the right to contact any reference or current customer identified as part of the evaluation process.
- PAGE # [PDF Pg. 170](#)
- 4) Please identify each incident within the last five (5) years where a civil, criminal, administrative, other similar proceeding was filed or is pending, if such proceeding arises from or is a dispute concerning the Proposer's rights, remedies or duties under a contract for the same (or similar) type services to be provided under this RFP (See *Schedule D of Attachment B*).
- PAGE # [PDF Pg. 177](#)
- 5) Provide specific instances in the last three (3) years whereby a client's documentation/reimbursed amounts were challenged by a funding agency and the Proposer assisted in resolving said disputes to the advantage of the client.
- PAGE # [PDF Pg. 177](#)

SUBMITTAL – SECTION V: PROPOSAL PRICE PROPOSAL

- 1) Provide pricing in INFOR

PAGE # [PDF Pg. 179](#)

SUBMITTAL – SECTION VI: AGREEMENT COMMENTS/EXCEPTIONS

- 1) Please follow the instructions as outlined in Section 1.6 Agreement Execution. The acceptance of or any exceptions taken to the terms and conditions of the City's Agreement shall be considered a part of a Proposer's submittal and will be considered by the Evaluation Committee.
- PAGE # [PDF Pg. 181](#)

-- NOTICE --

BEFORE SUBMITTING YOUR RFP RESPONSE MAKE SURE YOU:

- ☒ 1. Carefully read and have a clear understanding of the RFP, including the Scope of Services and enclosed Professional Services Agreement (*draft*).
- ☒ 2. Carefully follow the Submission Requirements outlined in Section 6 of the RFP and ensure you have submitted all of the required information. **DO NOT INCLUDE A COPY OF THE ORIGINAL SOLICITATION.**
- ☒ 3. **Prepare and submit ONE (1) electronic copy via INFOR.**
- ☒ 4. Make sure your Response is submitted prior to the submittal deadline. **Late responses will not be accepted.**

FAILURE TO SUBMIT THIS CHECKLIST AND THE REQUESTED DOCUMENTATION MAY RENDER YOUR RESPONSE SUBMITTAL NON-RESPONSIVE AND CONSTITUTE GROUNDS FOR REJECTION. THIS PAGE IS TO BE RETURNED WITH YOUR RESPONSE PACKAGE.

f) Proposer's Affidavit and Schedules A through R

Tetra Tech has completed and provided the Proposer's Affidavit and Schedules A through R on the following pages.

RESPONDENT'S AFFIDAVIT

SOLICITATION: **RFP 2025-022 - Disaster Debris Monitoring Services**

SUBMITTED TO: City of Coral Gables
Procurement Division
2800 SW 72 Avenue
Miami, Florida 33155

The undersigned acknowledges and understands the information contained in response to this solicitation and the referenced Schedules A through R shall be relied upon by Owner awarding the contract and such information is warranted by Respondent to be true and correct. The discovery of any omission or misstatements that materially affects the Respondent's ability to perform under the contract shall be cause for the City to reject the solicitation submittal, and if necessary, terminate the award and/or contract. I further certify that the undersigned name(s) and official signatures of those persons are authorized as *(Owner, Partner, Officer, Representative or Agent of the Respondent that has submitted the attached solicitation response)*. Schedules A through R are subject to Local, State and Federal laws (as applicable); both criminal and civil.

- SCHEDULE A – STATEMENT OF CERTIFICATION
- SCHEDULE B – NON-COLLUSION AND CONTINGENT FEE AFFIDAVIT
- SCHEDULE C – DRUG-FREE STATEMENT
- SCHEDULE D – RESPONDENT'S QUALIFICATION STATEMENT
- SCHEDULE E – CODE OF ETHICS, CONFLICT OF INTEREST, AND CODE OF SILENCE
- SCHEDULE F – AMERICANS WITH DISABILITIES ACT (ADA)
- SCHEDULE G – PUBLIC ENTITY CRIMES
- SCHEDULE H – ACKNOWLEDGEMENT OF ADDENDA
- SCHEDULE I - UNITED STATES PRODUCED IRON AND STEEL IN PUBLIC WORKS PROJECTS
- SCHEDULE J – APPENDIX A, 44 C.F.R. PART 18-CERTIFICATION REGARDING LOBBYING - BYRD ANTI-LOBBYING AMENDMENT
- SCHEDULE K –CERTIFICATION REGARDING DEBARMENT, SUSPENSION, INELIGIBILITY AND VOLUNTARY EXCLUSION
- SCHEDULE L – FEDERAL GRANT FUNDING SPECIAL PROPOSAL CONDITIONS
- SCHEDULE M – WORK HOURS & SAFETY CERTIFICATION
- SCHEDULE N – SAFETY ACCIDENT PREVENTION
- SCHEDULE O – PROHIBITION ON TELECOMMUNICATIONS EQUIPMENT OR SERVICES
- SCHEDULE P – BUILD AMERICA, BUY AMERICA ACT (BABAA)
- SCHEDULE Q – EQUAL EMPLOYMENT OPPORTUNITY
- SCHEDULE R – BREACH OF CONTRACT DURING EMERGENCY RECOVERY PERIODS FOR NATURAL DISASTERS

This affidavit is to be furnished to the City of Coral Gables with the solicitation response. It is to be filled in, executed by the Respondent and notarized. If the response is made by a Corporation, then it should be executed by its Chief Officer. This document MUST be submitted with the solicitation response.

Jonathan Burgiel Jonathan Burgiel Business Unit President August 5, 2025
Authorized Name and Signature Title Date

STATE OF Florida

COUNTY OF Orange

On this 5 day of August, 2025, before me the undersigned Notary Public of
the State of Florida, personally appeared Jonathan Burgiel
(Name(s) of individual(s) who appeared before Notary)

And whose name(s) is/are subscribes to within the instrument(s), and acknowledges it's
execution.

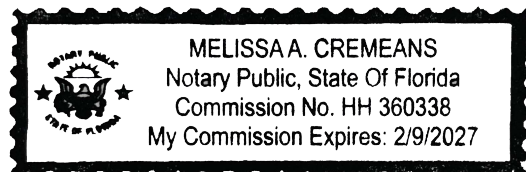
Melissa Cremeans Florida
NOTARY PUBLIC, STATE OF

Melissa Cremeans
(Name of notary Public; Print, Stamp or
Type as Commissioned.)

Personally know to me, or Produced
Identification:

Personally Known
(Type of Identification Produced)

NOTARY PUBLIC
SEAL OF OFFICE:



SCHEDULE "A" - CITY OF CORAL GABLES – STATEMENT OF CERTIFICATION

Neither I, nor the company, hereby represent has:

- a. employed or retained for a commission, percentage brokerage, contingent fee, or other consideration, any company or person (other than a bona fide employee working solely for me or the Respondent) to solicit or secure this contract.
- b. agreed, as an express or implied condition for obtaining this contract, to employ or retain the services of any company or person in connection with carrying out the contract, or
- c. paid, or agreed to pay, to any company, organization or person (other than a bona fide employee working solely for me or the Respondent) any fee, contribution, donation or consideration of any kind for, or in connection with, procuring or carrying out the contract except as here expressly stated (if any):

SCHEDULE "B" - CITY OF CORAL GABLES - NON-COLLUSION AND CONTINGENT FEE AFFIDAVIT

1. He/she is the Business Unit President
(Owner, Partner, Officer, Representative or Agent)

of the Respondent that has submitted the attached response.

2. He/she is fully informed with respect to the preparation and contents of the attached response and of all pertinent circumstances respecting such response;
3. Said response is made without any connection or common interest in the profits with any other persons making any response to this solicitation. Said response is on our part in all respects fair and without collusion or fraud. No head of any department, any employee or any officer of the City of Coral Gables is directly or indirectly interested therein. If any relatives of Respondent's officers or employees are employed by the City, indicate name and relationship below.

Not Applicable

Name: _____ Relationship: _____

Name: _____ Relationship: _____

4. No lobbyist or other Respondent is to be paid on a contingent or percentage fee basis in connection with the award of this Contract.

SCHEDULE "C" CITY OF CORAL GABLES - VENDOR DRUG-FREE STATEMENT

Vendors must submit a certification with their bid/proposal certifying they have a drug-free workplace in as follows:

1. Publish a statement notifying employees that the unlawful manufacture, distribution, dispensing, possession, or use of a controlled substance is prohibited in the workplace and specifying the actions that will be taken against employees for violations of such prohibition.
2. Inform employees about the dangers of drug abuse in the workplace, the business's policy of maintaining a drug-free workplace, any available drug counseling, rehabilitation, and employee assistance programs, and the penalties that may be imposed upon employees for drug abuse violations.
3. Give each employee engaged in providing the commodities or contractual services that are under solicitation a copy of the statement specified in subsection (1).
4. In the statement specified in subsection (1), notify the employees that, as a condition of working on the commodities or contractual services that are under solicitation, the employee will abide by the terms of the statement and will notify the employer of any conviction of, or plea of guilty or nolo contendere to, any violation of chapter 893 or of any controlled substance law of the United States or any state, for a violation occurring in the workplace no later than five (5) days after such conviction.
5. Impose a sanction on, or require 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.
6. Make a good faith effort to continue to maintain a drug-free workplace through implementation of this section. As the person authorized to sign the statement, I certify that this form complies fully with the above requirements.

SCHEDULE "D" CITY OF CORAL GABLES – RESPONDENT'S QUALIFICATION STATEMENT

The undersigned declares the truth and correctness of all statements and all answers to questions made hereinafter:

GENERAL COMPANY INFORMATION:

Company Name: Tetra Tech, Inc.

Address: 2301 Lucien Way Suite 120 Maitland, FL 32751
Street City State Zip Code

Telephone No: (407) 803-2551 Fax No: (321) 441-8501 Email: TDR.contracts@tetrattech.com

How many years has your company been in business under its present name? 59 Years

If Respondent is operating under Fictitious Name, submit evidence of compliance with Florida Fictitious Name Statue:

Under what former names has your company operated? : _____

At what address was that company located? 2301 Lucien Way Suite 120 Maitland, FL 32751

Is your company certified? Yes X No _____ If Yes, **ATTACH COPY** of Certification.
Is your company licensed? Yes X No _____ If Yes, **ATTACH COPY** of License

Has your company or its senior officers ever declared bankruptcy?

Yes _____ No X If yes, explain: _____

LEGAL INFORMATION:

Please identify each incident ***within the last five (5) years*** where (a) a civil, criminal, administrative, other similar proceeding was filed or is pending, if such proceeding arises from or is a dispute concerning the Respondent's rights, remedies or duties under a contract for the same or similar type services to be provided under this solicitation ***(A response is required. If applicable please indicate "none" or list specific information related to this question. Please be mindful that responses provided for this question will be independently verified)***:

None

Has your company ever been debarred or suspended from doing business with any government entity?

Yes _____ No X If Yes, explain _____

**SCHEDULE "E" CITY OF CORAL GABLES – CODE OF ETHICS, CONFLICT OF INTEREST, AND
CONE OF SILENCE**

THESE SECTIONS OF THE CITY CODE CAN BE FOUND ON THE CITY'S WEBSITE, UNDER GOVERNMENT, CITY DEPARTMENT, PROCUREMENT, PROCUREMENT CODE (CITY CODE CHAPTER 2 ARTICLE VIII); SEC 2-1023; SEC 2-606; AND SEC 2-1027, RESPECTIVELY.

IT IS HEREBY ACKNOWLEDGED THAT THE ABOVE NOTED SECTIONS OF THE CITY OF CORAL GABLES CITY CODE ARE TO BE ADHERED TO PURSUANT TO THIS SOLICITATION.

**SCHEDULE "F" CITY OF CORAL GABLES - AMERICANS WITH DISABILITIES ACT (ADA)
DISABILITY NONDISCRIMINATION STATEMENT**

I understand that the above named firm, corporation or organization is in compliance with and agreed to continue to comply with, and assure that any sub-contractor, or third party contractor under this project complies with all applicable requirements of the laws listed below including, but not limited to, those provisions pertaining to employment, provision of programs and service, transportation, communications, access to facilities, renovations, and new construction.

The American with Disabilities Act of 1990 (ADA), Pub. L. 101-336, 104 Stat 327, 42 U.S.C. 12101,12213 and 47 U.S.C. Sections 225 and 661 including Title I, Employment; Title 11, Public Services; Title III, Public Accommodations and Services Operated by Private Entities; Title IV, Telecommunications; and Title V, Miscellaneous Provisions.

The Florida Americans with Disabilities Accessibility Implementation Act of 1993, Sections 5553.501-553.513, Florida Statutes

The Rehabilitation Act of 1973, 229 U.S.C. Section 794

The Federal Transit Act, as amended, 49 U.S.C. Section 1612

The Fair Housing Act as amended, 42 U.S.C. Section 3601-3631

**SCHEDULE "G" CITY OF CORAL GABLES - STATEMENT PURSUANT TO SECTION 287.133 (3) (a),
FLORIDA STATUTES, ON PUBLIC ENTITY CRIMES**

1. I understand that a "public entity crime" as define in Paragraph 287.133(1)(g), **Florida Statutes**, means 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 or with an agency or political subdivision of any other state or of the United States, including, but not limited to, any Proposal or contract for goods or services to be provided to any public entity or an agency or political subdivision of any other state or of the United States and involving antitrust, fraud, theft, bribery, collusion, racketeering, conspiracy, or material misrepresentation.
2. I understand that "convicted" or "conviction" as defined in Paragraph 287.133(1)(b), **Florida Statutes**, means 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 guilty or nolo contendere.
3. I understand that an "affiliate" as defined in Paragraph 287.133(1)(a), **Florida Statutes**, means:

A predecessor or successor of a person 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. The term "affiliate" includes those officers, directors, executives, partners, shareholders, employees, members, and agents who are active in the management of an

affiliate. The ownership by one person of shares constituting a controlling interest in another person, or a pooling of equipment or income among persons when not for fair market value under an arm's length agreement, shall be a prima facie case that one person controls another person. A person who knowingly enters into a joint venture with a person who has been convicted of a public entity crime in Florida during the preceding 36 months shall be considered an affiliate.

4. I understand that a "person" as defined in Paragraph 287.133(1)(e), **Florida Statutes**, means any natural person or entity organized under the laws of any state or of the United States with the legal power to enter into a binding contract and which Proposals or applies to Proposal on contracts for the provision of goods or services let by a public entity, or which otherwise transacts or applies to transact business with a public entity. The term "person" includes those officers, directors, executives, partners, shareholders, employees, members, and agents who are active in management of an entity.
5. Based on information and belief, the statement which I have marked below is true in relation to the entity submitting this sworn statement. **[Please indicate which statement below applies.]**

X Neither the entity submitting this sworn statement, nor any of its officers, directors, executives, partners, shareholders, employees, members, or agents who are active in the management of the entity, nor any affiliate of the entity has been charged with and convicted of a public entity crime subsequent to July 1, 1989.

____ The entity submitting this sworn statement, or one or more of its officers, directors, executives, partners, shareholders, employees, members, or agents who are active in the management of the entity, or an affiliate of the entity has been charged with and convicted of a public entity crime subsequent to July 1, 1989.

____ The entity submitting this sworn statement, or one or more of its officers, directors, executives, partners, shareholders, employees, members, or agents who are active in the management of the entity, or an affiliate of the entity has been charged with and convicted of a public entity crime subsequent to July 1, 1989. However, there has been subsequent proceeding before a Hearing Officer of the State of Florida, Division of Administrative Hearings and the Final Order entered by the Hearing Officer determined that it was not in the public interest to place the entity submitting this sworn statement on the convicted vendor list.

[Attach a copy of the final order]

I UNDERSTAND THAT THE SUBMISSION OF THIS FORM TO THE CONTRACTING OFFICER FOR THE PUBLIC ENTITY IS FOR THAT PUBLIC ENTITY ONLY AND, THAT THIS FORM IS VALID THROUGH DECEMBER 31 OF THE CALENDAR YEAR IN WHICH IT IS FILED. I ALSO UNDERSTAND THAT I AM REQUIRED TO INFORM THE PUBLIC ENTITY PRIOR TO ENTERING INTO A CONTRACT IN EXCESS OF THE THRESHOLD AMOUNT PROVIDED IN SECTION 287.017, FLORIDA STATUTES FOR CATEGORY TWO OF ANY CHANGE IN THE INFORMATION CONTAINED IN THIS FORM.

SCHEDULE "H" CITY OF CORAL GABLES - ACKNOWLEDGEMENT OF ADDENDA

1. The undersigned agrees, if this RFP is accepted, to enter in a Contract with the CITY to perform and furnish all work as specified or indicated in the RFP and Contract Documents within the Contract time indicated in the RFP and in accordance with the other terms and conditions of the solicitation and contract documents.
2. Acknowledgement is hereby made of the following Addenda, if any (identified by number) received since issuance of the Request for Proposal.

Addendum No. 1 Date July 24, 2025

Addendum No. _____ Date _____

Addendum No. _____ Date _____

Addendum No. _____ Date _____

Addendum No. _____ Date _____

Addendum No. _____ Date _____

Failure to adhere to changes communicated via any addendum may render your response non-responsive.

SCHEDULE "I" CITY OF CORAL GABLES - FLORIDA STATUTES SECTION 255.0993 USE OF US PRODUCED IRON AND STEEL IN PUBLIC WORKS PROJECTS.

1. The US Produced Iron and Steel Products legislation requires that iron and steel products permanently incorporated in the product be produced in the United States. This requirement shall not apply if:
 - (a) The project is federal funded;
 - (b) Iron and steel products are not produced in the United States in sufficient and reasonably available quantities or of a satisfactory quality;
 - (c) The use of US produced Iron or Steel products will raise the total project cost by more than 20 percent;
 - (d) Complying with the requirements of the legislation is inconsistent with the public interest.
2. For projects that use iron and steel, minimal use of foreign iron and steel is permitted if:
 - (a) the materials are incidental or ancillary to the primary product and are not separately identified in the project specifications;
 - (b) The cost of the foreign materials does not exceed 0.1% of the total contract cost, or \$2,500, whichever is greater. The cost of the materials considered is the value of the materials when they are delivered to the project.
3. The following items are not considered iron or steel products and are exempt from the requirements of paragraph (a): Electrical components, equipment, systems and appurtenances, including supports, covers, shielding, and other appurtenances related to an electrical system, necessary for operation or concealment, **except transmission and distribution poles** (these are not exempt).

The City reserves the right to request any and all supporting documentation for proof of compliance with the requirements of the statutes.



***Request for Proposal
RFP 2024-022
Disaster Debris Monitoring Services***

ADDENDUM NO. 1

Issued Date: July 24, 2025

The following answers, changes, additions, and attachment (s) amend the (ITB/RFP/RFPQ) document of the above captioned solicitation and shall become a part of the contract documents.

I. Questions and Answers:

- 1. Who is the incumbent, and how long has the incumbent been providing the requested services?**

Answer: The incumbents are Tetra Tech, Inc. (Primary Vendor), Goodwyn Mills Cawood, LLC (Secondary Vendor). The contract term is 05/23/2018-11/30/2025.

- 2. To what extent will the location of the bidder's proposed location or headquarters have a bearing on any award?**

Answer: The proposer's location or headquarters is not a minimum qualification requirement for award, but the awarded proposer must be able to respond to events as per Section 2.2.4.

- 3. Are any specific professional credentials required to qualify for the contract?**

Answer: Refer to Section 3 Minimum Qualification Requirements.

- 4. Are there any superseding prior agreements that may impact this contract?**

Answer: No, there are no superseding agreements that may impact this contract.

- 5. When/what was the most recent event that precipitated the activation of the existing or previous contract?**

Answer: Hurricane Irma in 2017 was the most recent event that precipitated activation of a previous contract.

- 6. Approximately how many cubic yards of debris were collected from the most recent event?**

Answer: Approx. 153,000 cubic yards of reduced debris were disposed.

7. **What estimated or actual dollars were paid to the incumbent(s) after the most recent event?**

Answer: Approximately \$1,700,000.00 was paid for the most recent event.

8. **How many times have the incumbent's services been utilized in the previous five years?**

Answer: Services have not been utilized in the past five (5) years.

9. **If there was a previous solicitation for these services, what was its title, number, release date, and due date?**

Answer: The previous solicitation was RFP 2018-001 Disaster Debris Monitoring Services, released on January 9, 2018, and due date was March 8, 2018.

10. **Please reconfirm the due date for this procurement by providing it in response to answers to questions.**

Answer: This current due date for the RFP is Thursday, August 7, 2025, at 2:00 pm.

11. **When is the anticipated contract start date?**

Answer: The anticipated start date for this contract is December 1, 2025.

12. **When is the anticipated award date?**

Answer: To be determined.

13. **Are bidders permitted to deviate in any way from any manner of quoting fees you may be expecting? For example, if there is a pricing page in the RFP, can bidders submit an alternate fee structure? If there is no pricing page in the RFP, do you have any preference for how bidders should quote fees or can bidders create their own pricing categories?**

Answer: No, Proposers shall provide the Proposal Pricing as outlined in INFOR's Line Items Tab, and as described in the Scope of Work of this RFP. Pricing submitted in any other format will not be accepted or considered. Refer to Section 8 of the RFP.

14. **Please describe your level of satisfaction with your current or recent vendor(s) for the same purchasing activity, if applicable.**

Answer: This is not applicable, as no services have been utilized during the current contract term.

15. **We respectfully request your consideration in waiving the 5% bid bond requirement for the Disaster Debris Monitoring RFP based on the following:**

As this solicitation pertains to a standby contract for on-call or as-needed services, there is no guaranteed scope, volume, deliverables, or defined project cost at this stage. Since the bid bond is calculated as a percentage of the contract amount, it is not possible to calculate or substantiate a definitive bid amount upon which a bid bond could be accurately based.

In addition, please note that under 2 CFR 200.325, bid bonds are only mandated for construction or facility improvement contracts. This RFP does not fall under that category, and therefore, the bid bond requirement appears to exceed federal guidance for non-construction projects.

Given the nature of the contract and the applicable regulations, we believe the 5% bid bond requirement is not appropriate.

Answer: In accordance with updated FEMA guidelines, bonding requirements stated in 2 CFR Part 200(§200.325) are now required for these types of contracts. As such, bonding requirements will not be removed from this RFP.

16. We are kindly requesting that the City waives all of the Bonding requirements as the Federal procurement regulations in 2 CFR §200.325 only recommends bonding requirements for construction or facility improvements contracts. 2 CFR 200.325 states the following:

§ 200.325 Bonding requirements. For construction or facility improvement contracts or subcontracts exceeding the Simplified Acquisition Threshold, the Federal awarding agency or pass-through entity may accept the bonding policy and requirements of the non-Federal entity provided that the Federal awarding agency or passthrough entity has made a determination that the Federal interest is adequately protected. If such a determination has not been made, the minimum requirements must be as follows:

- a. A bid guarantee from each bidder equivalent to five (5%) percent of the bid price. The “bid guarantee” must consist of a firm commitment such as a bid bond, certified check, or other negotiable instrument accompanying a bid as assurance that the bidder will, upon acceptance of the bid, execute such contractual documents as may be required within the time specified.
- b. A performance bond on the part of the contractor for 100 percent of the contract price. A “performance bond” is one executed in connection with a contract to secure fulfillment of all the contractor’s obligations under such contract.
- c. A payment bond on the part of the contractor for 100 percent of the contract price. A “payment bond” is one executed in connection with a contract to assure payment as required by law of all persons supplying labor and material in the execution of the work provided for in the contract.

Answer: In accordance with updated FEMA guidelines, bonding requirements stated in 2 CFR Part 200(§200.325) are now required for these types of contracts. As such, bonding requirements will not be removed from this RFP.

17. Submittal III letter F states that offerors are to provide financial statements in a sealed enveloped for the last two (2) complete fiscal years, however section 1.12 states that proposers “may be required to submit financial statements for each of their last two (2) complete fiscal years within five (5) calendar days, upon written request.”. Can the city please confirm if offerors are to submit financial statements with proposal response or will they only be required upon written request post award from the City?

Answer: Proposers are to submit financial statements for the last two (2) complete fiscal years with their proposal submittal.

18. **If financial statements are required with proposal responses, can offerors include them as part of the electronic submission to be uploaded to the INFOR portal as opposed to mailing them in a sealed envelope?**

Answer: Yes, financial statements can be submitted as part of the electronic submission that is uploaded in Infor.

19. **Can the city confirm that the list of public sector clients for the past 10 years should be limited to those for which the proposer has provided services similar to those in this Solicitation, or should proposers provide a list of all public sector clients regardless of the services provided to such clients?**

Answer: Yes, Proposers are to provide a list of all public sector clients whom the offerors have performed services SIMILAR to those in this solicitation.

20. **Can the City confirm that offerors are to provide a list of all public sector clients for whom offerors have performed services similar to those in this solicitation that have discontinued use of proposer's services within the last 2 years if applicable?**

Answer: Yes, proposers must submit a list of all public sector clients for whom offerors have performed services similar to those in this solicitation and that have discontinued use of proposer's services within the last 2 years, if applicable.

21. **The RFP states we are responsible for safety equipment to include traffic cones, barricades, etc. Is the contractor expected to provide traffic management / traffic control as part of this contract?**

Answer: No, traffic management/traffic control is not part of this contract.

22. **Could you please clarify the expectations for activation and start of work as stated in Section 2 – Scope of Services.**

Answer: Refer to Section 2 for the City's expectations.

23. **Section 2.1.5 states we should mobilize in 24 hours of a declaration of emergency.**

Answer: Correct. Refer to the section cited in your statement.

24. **2.2.4 states we should report 24 hours prior to a predicted event (hurricane) and 6 hours following an unpredicted event and be fully operational in 48 hours of a mobilization notice.**

Answer: Correct. Refer to the section cited in your statement.

25. **Section 2.2.11 states personnel should be on site and ready for monitoring within 12 hours of notice to proceed, 72 hours prior to a hurricane, and 6 hours after a disaster with no warning.**

Answer: Correct. Refer to the section cited in your statement.

26. **In the key personnel section, it states monitors are expected to have 2 years of documented debris management experience. Our monitors are just in time, local hires, which reduces cost, helps the local economy, and is a standard hiring practice in the industry. Monitors typically do not have experience unless there has been a recent disaster the area. Are all monitors expected to meet the requirements in Key Personnel? Providing monitors that meet these requirements will increase the cost to the city to account for a regional or national recruitment and travel needs.**

Answer: Refer to the REVISED RFP 2025-022 document, which eliminates the Key Personnel requirement for Monitors as outlined in Section 3.

27. **Can the city please confirm if offerors should provide rates that are burdened with travel?**

Answer: Yes, the quoted price shall be all-inclusive and must account for all costs associated with the scope of work, including but not limited to labor, materials, equipment, travel, permits, overhead, and any other expenses necessary to complete the services as specified in the RFP.

28. **Can you please confirm that the hours listed by labor category in the Event 124 pdf document are to be used for pricing purposes only and may change based on the resource needs due to the nature/severity of the disaster?**

Answer: This is a nonexclusive contract and does not guarantee a minimum number of tasks, hours or work. Any estimated quantities are not guaranteed but estimates only provided to assist the City. Refer to Sections 1.4 and 4.21 of the RFP.

29. **For the requirements outlined on the Solicitation Submission Checklist, Submittal – Sections II, and IV (2-5) are these only required for the Prime Contractor, or for all teaming partners (subcontractors)?**

Answer: Yes, requirements are for the Prime and all teaming partners (subcontractors).

30. **Can past performances and references be included for subcontractors, or only for the Prime Contractor?**

Answer: Past performances and references shall be only for the Prime Contractor.

31. **Will the City consider requiring a list of public sector clients for the past five years (instead of ten) and for only those contracts related to disasters (see Solicitation Submission Checklist, Submittal – Section IV, 3).**

Answer: No, this requirement will not be changed.

32. **Does the City have an anticipated award date for this opportunity?**

Answer: To be determined.

33. **The manual process of filling out load tickets can jeopardize proper FEMA reimbursement if human error occurs. Utilizing electronic load tickets, computer tablets, and systems employing electronic contractor IDs with an Automated Debris Management System (ADMS) has become the industry standard and is critical for any successful debris operation. Because of the factors listed, we would like to confirm that any charges**

for the use of an ADMS are to be fully burdened in the proposed debris monitoring positions hourly rates provided and not as a separate hourly rate or separate position, separate flat rate, or substitutional charge for any listed position.

Answer: Yes, hourly rates must be fully burdened. No separate charges or rates.

34. **May vendors price certain positions as \$0 if said position(s) will not be utilized by the vendor when completing a successful debris operation defined in the scope of services?**

Answer: Pricing is determined by the proposer.

35. **We respectfully request your consideration in waiving the 5% bid bond requirement for the Disaster Debris Monitoring RFP based on the following:**

- **As this solicitation pertains to a standby contract for on-call or as-needed services, there is no guaranteed scope, volume, deliverables, or defined project cost at this stage. Since the bid bond is calculated as a percentage of the contract amount, it is not possible to calculate or substantiate a definitive bid amount upon which a bid bond could be accurately based.**
- **In addition, please note that under 2 CFR 200.325, bid bonds are only mandated for construction or facility improvement contracts. This RFP does not fall under that category, and therefore, the bid bond requirement appears to exceed federal guidance for non-construction projects.**
- **Given the nature of the contract and the applicable regulations, we believe the 5% bid bond requirement is not appropriate.**

Answer: Refer to question 15 response.

36. **We are kindly requesting that the City waives all of the Bonding requirements as the Federal procurement regulations in 2 CFR §200.325 only recommends bonding requirements for construction or facility improvements contracts. 2 CFR 200.325 states the following:**

- **§ 200.325 Bonding requirements. For construction or facility improvement contracts or subcontracts exceeding the Simplified Acquisition Threshold, the Federal awarding agency or pass-through entity may accept the bonding policy and requirements of the non-Federal entity provided that the Federal awarding agency or passthrough entity has made a determination that the Federal interest is adequately protected. If such a determination has not been made, the minimum requirements must be as follows:**
 - **a. A bid guarantee from each bidder equivalent to five (5%) percent of the bid price. The “bid guarantee” must consist of a firm commitment such as a bid bond, certified check, or other negotiable instrument accompanying a bid as assurance that the bidder will, upon acceptance of the bid, execute such contractual documents as may be required within the time specified.**
 - **b. A performance bond on the part of the contractor for 100 percent of the contract price. A “performance bond” is one executed in connection with a contract to secure fulfillment of all the contractor’s obligations under such contract.**
 - **c. A payment bond on the part of the contractor for 100 percent of the contract price. A “payment bond” is one executed in connection with a contract to assure payment as required by law of all persons supplying labor and material in the execution of the work provided for in the contract.**

Answer: Refer to question 16 response.

37. **Section 3(B)(3) of the RFP states that "Monitors must have a High School Diploma or GED, must have a valid driver's license, two (2) years of documented debris management experience..., and that resumes and driver's licenses must be provided with the proposal. The requirements as currently stated may limit the potential to hire locally. Can the City please confirm that driver licenses is not required at the time of the proposal and can be provided upon activation of the contract.**

Answer: Refer to question 26 response.

II. Changes:

1. Section 3 of the RFP 2025-022 document has been revised, eliminating the Key Personnel requirement for Monitors in its entirety. Refer to REVISED RFP 2025-022.
2. Attachment F - Agreement has been revised to include language specifying the contract term.

III. Attachments:

1. REVISED RFP 2025-022 – Disaster Debris Monitoring Services
2. REVISED Attachment B Proposer's Affidavit – Schedules A - R
3. REVISED Attachment F – Draft Agreement

This addendum shall be acknowledged in Section 8 of the RFP document (Schedule "H" - Acknowledgement of Addenda) form. All other terms and conditions of this RFP shall remain the same, and in full force and effect.

Please be advised that the responses contained in this document were provided by Public Works and are meant to address any necessary change or inquiry in its' entirety.

Sincerely,


Celeste S. Walker-Harmon
Chief Procurement Officer

SCHEDULE "J" - APPENDIX A, 44 C.F.R. PART 18-CERTIFICATION REGARDING LOBBYING

BYRD ANTI-LOBBYING AMENDMENT - 31 U.S.C. 1352, as amended

Contractors who apply or bid for an award of \$100,000 or more shall file the required certification. Each tier certifies to the tier above that it will not and has not used Federal appropriated funds to pay any person or organization for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, officer or employee of Congress, or an employee of a Member of Congress in connection with obtaining any Federal contract, grant, or any other award covered by 31 U.S.C. § 1352. Each tier shall also disclose any lobbying with non-Federal funds that takes place in connection with obtaining any Federal award. Such disclosures are forwarded from tier to tier up to the recipient who in turn will forward the certification(s) to the awarding agency.

APPENDIX A, 44 CFR PART 18--CERTIFICATION REGARDING LOBBYING

Certification for Contracts, Grants, Loans, and Cooperative Agreements
(To be submitted with each bid or offer exceeding \$100,000)

The undersigned [Company] certifies, to the best of his or her knowledge and belief, that:

1. No Federal appropriated funds have been paid or will be paid, by or on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of an agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of any Federal contract, the making of any Federal grant, the making of any Federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment, or modification of any Federal contract, grant, loan, or cooperative agreement.
2. If any funds other than Federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this Federal contract, grant, loan, or cooperative agreement, the undersigned shall complete and submit Standard Form-LLL, "Disclosure Form to Report Lobbying," in accordance with its instructions.
3. The undersigned shall require that the language of this certification be included in the award documents for all subawards at all tiers (including subcontracts, subgrants, and contracts under grants, loans, and cooperative agreements) and that all subrecipients shall certify and disclose accordingly.

This certification is a material representation of fact upon which reliance was placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by section 1352, title 31, U.S. Code. Any person who fails to file the required certification shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.

The Contractor, Tetra Tech, Inc., certifies or affirms the truthfulness and accuracy of each statement of its certification and disclosure, if any. In addition, the Contractor understands and agrees that the provisions of 31 U.S.C. Chap. 38, Administrative Remedies for False Claims and Statements, apply to this certification and disclosure, if any.


Jonathan Burgiel,
Business Unit President

Signature of Company's Authorized Official

Name and Title of Company's Authorized Official

August 5, 2025

Date

SCHEDULE "K" – CERTIFICATION REGARDING DEBARMENT, SUSPENSION, INELIGIBILITY AND VOLUNTARY EXCLUSION

Government Debarment & Suspension Instructions

1. By signing and submitting this form, the prospective lower tier participant is providing the certification set out in accordance with these instructions.
2. The certification in this clause is a material representation of fact upon which reliance was placed when this transaction was entered into. If it is later determined that the prospective lower tier participant knowingly rendered an erroneous certification, in addition to other remedies available to the Federal Government, the department or agency with which this transaction originated may pursue available remedies, including suspension or debarment.
3. The prospective lower tier participant shall provide immediate written notice to the person(s) to which this proposal is submitted if at any time the prospective lower tier participant learns that its certification was erroneous when submitted or has become erroneous by reason of changed circumstances.
4. The terms "covered transaction," "debarred," "suspended," "ineligible," "lower tier covered transaction," "participant," "person," "primary covered transaction," "principal," "proposal," and "voluntarily excluded," as used in this clause, have the meanings set out in the Definitions and Coverage sections of the rules implementing Executive Order 12549, at 2 C.F.R. Parts 180 and 417. You may contact the department or agency to which this proposal is being submitted for assistance in obtaining a copy of those regulations.
5. The prospective lower tier participant agrees by submitting this form that, should the proposed covered transaction be entered into, it shall not knowingly enter into any lower tier covered transaction with a person who is debarred, suspended, declared ineligible, or voluntarily excluded from participation in this covered transaction, unless authorized by the department or agency with which this transaction originated.
6. The prospective lower tier participant further agrees by submitting this form that it will include this clause titled "Certification Regarding Debarment, Suspension, Ineligibility and Voluntary Exclusion - Lower Tier Covered Transactions," without modification, in all lower tier covered transactions and in all solicitations for lower tier covered transactions.
7. A participant in a covered transaction may rely upon a certification of a prospective participant in a lower tier covered transaction that is not debarred, suspended, ineligible, or voluntarily excluded from the covered transaction, unless it knows that the certification is erroneous. A participant may decide the method and frequency by which it determines the eligibility of its principals. Each participant may, but is not required to, check the System for Award Management (SAM) database.
8. Nothing contained in the foregoing shall be construed to require establishment of a system of records in order to render in good faith the certification required by this clause. The knowledge and information of a participant is not required to exceed that which is normally possessed by a prudent person in the ordinary course of business dealings.
9. Except for transactions authorized under paragraph (5) of these instructions, if a participant in a covered transaction knowingly enters into a lower tier covered transaction with a person who is suspended, debarred, ineligible, or voluntarily excluded from participation in this transaction, in addition to other remedies available to the Federal Government, the department or agency with which this transaction originated may pursue available remedies, including suspension and/or debarment.

**Certification Regarding Debarment, Suspension,
Ineligibility and Voluntary Exclusion
Lower Tier Covered Transactions**

The following provides a debarment and suspension clause. It incorporates an optional method of verifying that contractors are not excluded or disqualified.

Suspension and Debarment

- (1) This contract is a covered transaction for purposes of 2 C.F.R. pt. 180 and 2 C.F.R. pt. 3000. As such, the contractor is required to verify that none of the contractor's principals (defined at 2 C.F.R. § 180.995) or its affiliates (defined at 2 C.F.R. § 180.905) are excluded (defined at 2 C.F.R. § 180.940) or disqualified (defined at 2 C.F.R. § 180.935).
- (2) The contractor must comply with 2 C.F.R. pt. 180, subpart C and 2 C.F.R. pt. 3000, subpart C, and must include a requirement to comply with these regulations in any lower tier covered transaction it enters into.
- (3) This certification is a material representation of fact relied upon by the City. If it is later determined that the contractor did not comply with 2 C.F.R. pt. 180, subpart C and 2 C.F.R. pt. 3000, subpart C, in addition to remedies available to the City, the Federal Government may pursue available remedies, including but not limited to suspension and/or debarment.
- (4) The bidder or proposer agrees to comply with the requirements of 2 C.F.R. pt. 180, subpart C and 2 C.F.R. pt. 3000, subpart C while this offer is valid and throughout the period of any contract that may arise from this offer. The bidder or proposer further agrees to include a provision requiring such compliance in its lower tier covered transactions.

[READ INSTRUCTIONS ON PREVIOUS PAGE BEFORE COMPLETING CERTIFICATION]

1. The prospective lower tier participant certifies, by submission of this proposal, that neither it nor its principals is presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from participation in this transaction by any Federal department or agency;
2. Where the prospective lower tier participant is unable to certify to any of the statements in this certification, such prospective participant shall attach an explanation to this solicitation

Jonathan Burgiel, Business Unit President

Printed Name and Title of Authorized Representative


Signature

August 5, 2025

Date

SCHEDULE "L" FEDERAL GRANT FUNDING SPECIAL PROPOSAL CONDITIONS

This procurement is fully or partially Federally Grant funded. Respondent certifies that it shall comply with the applicable clauses as enumerated below.

1. **Drug Free Workplace Requirements:** Drug-free workplace requirements in accordance with Drug Free Workplace Act of 1988 (Pub L 100-690, Title V, Subtitle D) All proposers entering into Federal funded contracts over \$100,000 must comply with Federal Drug Free workplace requirements as Drug Free Workplace Act of 1988.
2. **Respondent's Compliance:** The Respondent shall comply with all uniform administrative requirements, cost principles, and audit requirements for federal awards.
3. **Conflict of Interest:** The Respondent must disclose in writing any potential conflict of interest to the city or pass-through entity in accordance with applicable Federal policy.
4. **Program Fraud and False or Fraudulent Statements or Related Acts:** The Respondent acknowledges that 31 U.S.C. Chap. 38 (Administrative Remedies for False Claims and Statements) applies to the contractor's actions pertaining to this contract.
5. **Mandatory Disclosure:** The Respondent must disclose in writing all violations of Federal criminal law involving fraud, bribery, or gratuity violations potentially affecting the Federal award.
6. **Socioeconomic Contracting:** The Respondent must take all necessary affirmative steps identified in 2 C.F.R. § 200.321(b)(1)-(5) to ensure small businesses, minority businesses, women's business enterprises, veteran-owned businesses, and labor surplus area firms are considered when possible. If subcontracts are to be let, prime proposer will require compliance by all sub-contractor. Prior to contract award, the Respondent shall document efforts to utilize business from the aforementioned socioeconomic business groups including what firms were solicited as suppliers and/or subcontractor as applicable and submit this information with their bid submittal. Information regarding certified M/WBE firms can be obtained from:
 - Florida Department of Management Services (Office of Supplier Diversity)
 - Florida Department of Transportation
 - Minority Business Development Center in most large cities and
 - Local Government M/DBE programs in many large counties and cities
7. **Davis-Bacon Act:** If applicable to this contract, the Respondent agrees to comply with all provisions of the Davis Bacon Act as amended (40 U.S.C. 3141-3148) and the requirements of 29 C.F.R. pt. 5 as may be applicable. Respondents are required to pay wages to laborers and mechanics at a rate not less than the prevailing wages specified in a wage determination made by the Secretary of Labor. In addition, Respondents are required to pay wages not less than once per week. If the grant award contains Davis Bacon provisions, the decision to award a contract shall be conditioned upon the acceptance of the prevailing wage determination issued by the Department of Labor as included as a part of this solicitation.
8. **Copeland Anti-Kickback Act:** If applicable to this contract, the Contractor shall comply with 18 U.S.C. § 874, 40 U.S.C. § 3145, and the requirements of 29 C.F.R. Part 3 as may be applicable, which are incorporated by reference into this contract. The Contractor or Subcontractor shall insert in any subcontracts the clause above and such other clauses as FEMA may by appropriate instructions require, and a clause requiring the subcontractors to include these clauses in any lower tier subcontracts. The Prime Contractor shall be responsible for the compliance by any subcontractor or lower tier subcontractor with all these contract clauses. A breach of the contract clauses above may be grounds for termination of the contract, and for debarment as a contractor and subcontractor as provided in 29 C.F.R. § 5.12.
9. **Contract Work Hours and Safety Standards Act: (40 U.S.C. 3701-3708):** Where applicable, all contracts awarded in excess of \$100,000 that involve the employment of mechanics or laborers must be in compliance with 40 U.S.C. 3702 and 3704, as supplemented by Department of Labor regulations

(29 CFR Part 5). Under 40 U.S.C. 3702 of the Act, each Respondent is required to compute the wages of every mechanic and laborer on the basis of a standard work week of 40 hours. Work in excess of the standard work week is permissible provided that the worker is compensated at a rate of not less than one and a half times the basic rate of pay for all hours worked in excess of 40 hours in the work week. The requirements of 40 U.S.C. 3704 are applicable to construction work and provide that no laborer or mechanic must be required to work in surroundings or under working conditions which are unsanitary, hazardous or dangerous. These requirements do not apply to the purchases of supplies or materials or articles ordinarily available on the open market, or contracts for transportation or transmission of intelligence.

10. Clean Air Act (42 U.S.C. 7401–7671q.) and the Federal Water Pollution Control Act (33 U.S.C. 1251–1387): Where applicable, contractors must comply with all applicable standards, orders, or regulations issued pursuant to the Clean Air Act (42 U.S.C. §§ 7401-7671q.) and the Federal Water Pollution Control Act as amended (33 U.S.C. §§ 1251-1387). Violations will be reported to FEMA and the Regional Office of the Environmental Protection Agency (EPA).

a) Clean Air Act

- i. The contractor agrees to comply with all applicable standards, orders or regulations issued pursuant to the Clean Air Act, as amended, 42 U.S.C. § 7401 et seq.
- ii. The contractor agrees to report each violation to the City and understands and agrees that the City will, in turn, report each violation as required to assure notification to FEMA and the appropriate EPA Regional Office.
- iii. The contractor agrees to include these requirements in each subcontract exceeding \$150,000 financed in whole or in part with Federal assistance provided by FEMA.

b) Federal Water Pollution Control Act

- i. The contractor agrees to comply with all applicable standards, orders, or regulations issued pursuant to the Federal Water Pollution Control Act, as amended, 33 U.S.C. 1251 et seq.
- ii. The contractor agrees to report each violation to the City and understands and agrees that the City will, in turn, report each violation as required to assure notification to the FEMA and the appropriate EPA Regional Office.
- iii. The contractor agrees to include these requirements in each subcontract exceeding \$150,000 financed in whole or in part with Federal assistance provided by FEMA.

11. Suspension and Debarment: This contract is a covered transaction for purposes of 2 C.F.R. Part 180 and 2 C.F.R. Part 3000. As such, the contractor is required to verify that none of the contractor's principals (defined at 2 C.F.R. § 180.995) or its affiliates (defined at 2 C.F.R. § 180.905) are excluded (defined at 2C.F.R. § 180.940) or disqualified (defined at 2 C.F.R. § 180.935).

The contractor must comply with 2 C.F.R. Part 180, subpart C and 2 C.F.R. Part 3000, subpart C, and must include a requirement to comply with these regulations in any lower tier covered transaction it enters.

This certification is a material representation of fact relied upon by the City. If it is later determined that the contractor did not comply with 2 C.F.R. Part 180, subpart C and 2 C.F.R. Part 3000, subpart C, in addition to remedies available to the City, the Federal Government may pursue available remedies, including but not limited to suspension and/or debarment.

The bidder or proposer agrees to comply with the requirements of 2 C.F.R. Part 180, subpart C and 2 C.F.R. Part 3000, subpart C while this offer is valid and throughout the period of any contract that may arise from this offer. The bidder or proposer further agrees to include a provision requiring such compliance in its lower tier covered transactions.

12. Rights to Inventions Made Under a Contract or Agreement: If the Federal award meets the definition of “funding agreement” under 37 CFR § 401.2 (a) and the recipient or sub-recipient wishes to enter into a contract with a small business firm or nonprofit organization regarding the substitution of parties, assignment or performance of experimental, developmental, or research work under that

“funding agreement,” the recipient or sub-recipient must comply with the requirements of 37 CFR Part 401, “Rights to Inventions Made by Nonprofit Organizations and Small Business Firms Under Government Grants, Contracts and Cooperative Agreements,” and any implementing regulations issued by the awarding agency.

- 13. Procurement of Recovered Materials:** In the performance of this contract, the Contractor shall make maximum use of products containing recovered materials that are EPA-designated items unless the product cannot be acquired —

- a) Competitively within a timeframe providing for compliance with the contract performance schedule;
- b) Meeting contract performance requirements; or
- c) At a reasonable price.

Information about this requirement, along with the list of EPA-designated items, is available at [Comprehensive Procurement Guideline \(CPG\) Program | US EPA](#). The Contractor also agrees to comply with all other applicable requirements of Section 6002 of the Solid Waste Disposal Act and in guidelines of the EPA at 40 C.F.R. Part 247.

The Contractor should, to the greatest extent practicable and consistent with the law, purchase, acquire, or use products and services that can be reused, refurbished, or recycled; contain recycled content, are biobased, or are energy and water efficient; and are sustainable.

- 14. Record Retention:** Respondent will retain of all required records pertinent to this contract for a period of three years, beginning on a date as described in 2 C.F.R. §200.333 and retained in compliance with 2 C.F.R. §200.333.

- 15. Federal Changes:** Respondent shall comply with all applicable Federal agency regulations, policies, procedures and directives, including without limitation those listed directly or by reference, as they may be amended or promulgated from time to time during the term of the contract.

- 16. DHS Seal, Logo, and Flags:** The City of Coral Gables must obtain written permission from DHS prior to using the DHS seals, logos, crests, or reproductions of flags, or likenesses of DHS agency officials. This includes use of DHS component (e.g., FEMA, CISA, etc.) seals, logos, crests, or reproductions of flags, or likenesses of component officials.

- 17. Compliance with Federal Law, Regulations, and Executive Orders and Acknowledgement of Federal Funding:** This is an acknowledgement that FEMA financial assistance may be used to fund all or a portion of the contract. The Respondent will comply with all applicable federal law, regulations, executive orders, FEMA policies, procedures, and directives.

- 18. No Obligation by Federal Government:** The Federal Government is not a party to this contract and is not subject to any obligations or liabilities to the recipient or subrecipient, Respondent, or any other party pertaining to any matter resulting from the contract.

- 19. Providing Good, Safe Jobs to Workers**

- a) Creating Good Jobs

Pursuant to FEMA Information Bulletin No. 520, the contractor will comply with all applicable federal labor and employment laws. To maximize cost efficiency and quality of work, the contractor commits to strong labor standards and protections for the project workforce by creating an effective plan for ensuring high-quality jobs and complying with federal labor and employment laws. The contractor acknowledges applicable minimum wage, overtime, prevailing wage, and health and safety requirements, and will incorporate Good Jobs Principles wherever appropriate and to the greatest extent practicable.

- 20. Buy Clean:** The City of Coral Gables encourages the use of environmentally friendly construction practices in the performance of this Agreement. In particular, the City encourages that the performance of this agreement includes considering the use of low-carbon materials which have substantially lower levels of embodied greenhouse-gas emissions associated with all relevant stages of production, use,

and disposal, as compared to estimated industry averages of similar materials or products as demonstrated by their environmental product declaration.

21. **Termination for Default (Breach or Cause):** If a contract is entered into, the Respondent acknowledges that if it fails to perform in the manner called for in the contract, or if the Respondent fails to comply with any other provisions of the contract, the City may terminate the contract for default. Termination shall be effected by serving a notice of termination to the Respondent setting forth the manner in which the Respondent is in default. The Respondent will only be paid the contract price for supplies delivered and accepted, or services performed in accordance with the manner of performance set forth in the contract.
22. **Safeguarding Personal Identifiable Information:** Respondent will take reasonable measures to safeguard protected personally identifiable information and other information designated as sensitive by the awarding agency or is considered sensitive consistent with applicable Federal, state and/or local laws regarding privacy and obligations of confidentiality.
23. **Prohibition on Utilization of Cost Plus a Percentage of Cost Contracts:** The City will not award contracts containing Federal funding on a cost-plus percentage of cost basis.
24. **Energy Policy and Conservation Act (43 U.S.C.§6201):** All contracts except micro-purchases (\$3,000 or less, except for construction contracts over \$2,000). Contracts shall comply with mandatory standards and policies relating to energy efficiency, stating in the state energy conservation plan issued in compliance with the Energy Policy and Conservation act. (Pub. L. 94-163, 89 Stat. 871) [53 FR 8078, 8087, Mar. 11, 1988, as amended at 60 FR 19639, 19645, Apr. 19, 1995].
25. **Build America, Buy America Act (BABAA) for Architectural and/or Engineering Contracts:** Contractors and subcontractors agree to incorporate the Buy America Preference into planning and design when providing architectural and/or engineering professional services for infrastructure projects. Consistent with the Build America, Buy America Act (BABAA) Pub. L. 117-58 §§ 70901-52, no federal financial assistance funding for infrastructure projects will be used unless all the iron, steel, manufactured projects, and construction materials used in the project are produced in the United States.
26. **Domestic Preferences for Procurement:** As appropriate and to the extent consistent with law, the Respondent should, in accordance with Section 2-699 of the City Code and 2 C.F.R. § 200.322 under Title 2 of the Code of Federal Regulations, to the greatest extent practicable under a Federal award, provide a preference for the purchase, acquisition, or use of goods, products, or materials produced in the United States (including but not limited to iron, aluminum, steel, cement, and other manufactured products). For purposes of this clause:
 - a. "Produced in the United States" means, for iron and steel products, that all manufacturing processes, from the initial melting stage through the application of coatings, occurred in the United States.
 - b. "Manufactured products" means, items and construction materials composed in whole or in part of non-ferrous metals such as aluminum; plastics and polymer-based products such as polyvinyl chloride pipe; aggregates such as concrete; glass, including optical fiber; and lumber.
27. **Contract with the Enemy:** In accordance with 2 C.F.R. 200.215, it is acknowledged that no services under this contract are to be performed outside the United states and its territories nor in support of a contingency operation in which members of the Armed Forces are actively engaged in hostilities. As the person authorized to sign this statement, I certify that this company complies/will comply fully with the above applicable requirements and all applicable Federal law, regulations, executive orders, FEMA policies, procedures, and directives.

I further acknowledgement that FEMA financial assistance will be used to fund all or a portion of the contract and that any subcontractor utilized will also be required to comply with the requirements above.

DATE: August 5, 2025

COMPANY: Tetra Tech, Inc.

ADDRESS: 2301 Lucien Way Suite 120
Maitland, FL 32751

E-MAIL: TDR.contracts@tetrattech.com

PHONE NO.: 407-803-2551

SIGNATURE: _____

NAME: Jonathan Burgiel

TITLE: Business Unit President

**SCHEDULE "M" - CONTRACTOR CERTIFICATION WORK HOURS AND SAFETY STANDARDS
ADDENDUM**

This certification is incorporated as part of the contract for Tetra Tech, Inc..

The Contractor acknowledges and certifies that in accordance with the mandatory requirement that this provision be set forth in all FEMA related contracts, that it shall comply with 40 U.S.C. 3702 and 3704, as supplemented by Department of Labor regulations (29 CFR Part 5).

Under 40 U.S.C. s. 3702, each contractor must be required to compute the wages of every mechanic and laborer on the basis of a standard work week of 40 hours. Work in excess of the standard work week is permissible provided that the worker is compensated at a rate of not less than one and a half times the basic rate of pay for all hours worked in excess of 40 hours in the work week.

The requirements of 40 U.S.C. s. 3704 are applicable to construction work and provide that no laborer or mechanic must be required to work in surroundings or under working conditions which are unsanitary, hazardous or dangerous. These requirements do not apply to the purchase of supplies or materials or articles ordinarily available on the open market, or contracts for transportation or transmission of intelligence.

More particularly, as set forth in 29 CFR §.5.5(b) which provides the required contract clauses:

(1) *Overtime requirements.* No contractor or subcontractor contracting for any part of the contract work which may require or involve the employment of laborers or mechanics shall require or permit any such laborer or mechanic in any workweek in which he or she is employed on such work to work in excess of forty hours in such workweek unless such laborer or mechanic receives compensation at a rate not less than one and one-half times the basic rate of pay for all hours worked in excess of forty hours in such workweek.

(2) *Violation; liability for unpaid wages; liquidated damages.* In the event of any violation of the clause set forth in paragraph (b)(1) of this section the contractor and any subcontractor responsible therefor shall be liable for the unpaid wages and interest from the date of the underpayment. In addition, such contractor and subcontractor shall be liable to the United States (in the case of work done under contract for the District of Columbia or a territory, to such District or to such territory), for liquidated damages. Such liquidated damages shall be computed with respect to each individual laborer or mechanic, including watchpersons and guards, employed in violation of the clause set forth in paragraph (b)(1) of this section, in the sum of \$32 for each calendar day on which such individual was required or permitted to work in excess of the standard workweek of forty hours without payment of the overtime wages required by the clause set forth in paragraph (b)(1).

(3) *Withholding for unpaid wages and liquidated damages.*

- i. Withholding Process. The City may, upon its own action, or must, upon written request of an authorized representative of the Department of Labor, withhold or cause to be withheld from the contractor so much of the accrued payments or advances as may be considered necessary to satisfy the liabilities of the prime contractor or any subcontractor for any unpaid wages; monetary relief, including interest; and liquidated damages required by the clauses set forth in this paragraph (b) on this contract, any other federal contract with the same prime contractor, or any other federally assisted contract subject to the Contract Work Hours and Safety Standards Act that is held by the same prime contractor (as defined in § 5.2). The necessary funds may be withheld from the contractor under this contract, any other federal contract with the same prime contractor, or any other federally assisted contract that is subject to the Contract Work Hours and Safety Standards Act and is held by the same prime contractor, regardless of whether the other contract was awarded or assisted by the same agency, and such funds may be used to satisfy the contractor liability for which the funds were withheld.
- ii. Priority to withheld funds. The Department has priority to funds withheld or to be withheld in accordance with paragraph (a)(2)(i) or (b)(3)(i) of this section, or both, over claims to those funds by:

(A) A contractor's surety(ies), including without limitation performance bond sureties and

- payment bond sureties;
- (B) A contracting agency for its reprocurement costs;
 - (C) A trustee(s) (either a court-appointed trustee or a U.S. trustee, or both) in bankruptcy of a contractor, or a contractor's bankruptcy estate;
 - (D) A contractor's assignee(s);
 - (E) A contractor's successor(s); or
 - (F) A claim asserted under the Prompt Payment Act, 31 U.S.C. 3901-3907.

(4) *Subcontracts.* The contractor or subcontractor must insert in any subcontracts the clauses set forth in paragraphs (b)(1) through (5) of this section and a clause requiring the subcontractors to include these clauses in any lower tier subcontracts. The prime contractor is responsible for compliance by any subcontractor or lower tier subcontractor with the clauses set forth in paragraphs (b)(1) through (5). In the event of any violations of these clauses, the prime contractor, and any subcontractor(s) responsible will be liable for any unpaid wages and monetary relief, including interest from the date of the underpayment or loss, due to any workers of lower-tier subcontractors, and associated liquidated damages and may be subject to debarment, as appropriate.

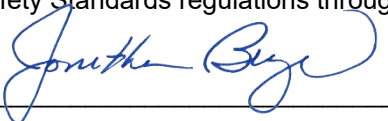
(5) *Anti-retaliation.* It is unlawful for any person to discharge, demote, intimidate, threaten, restrain, coerce, blacklist, harass, or in any other manner discriminate against, or to cause any person to discharge, demote, intimidate, threaten, restrain, coerce, blacklist, harass, or in any other manner discriminate against, any worker or job applicant for:

- i. Notifying any contractor of any conduct which the worker reasonably believes constitutes a violation of the Contract Work Hours and Safety Standards Act (CWHSSA) or its implementing regulations in this part;
- ii. Filing any complaint, initiating, or causing to be initiated any proceeding, or otherwise asserting or seeking to assert on behalf of themselves or others any right or protection under CWHSSA or this part;
- iii. Cooperating in any investigation or other compliance action, or testifying in any proceeding under CWHSSA or this part; or
- iv. Informing any other person about their rights under CWHSSA or this part.

Further Compliance with the Contract Work Hours and Safety Standards Act

- (1) The contractor or subcontractor must maintain regular payrolls and other basic records during the course of the work and must preserve them for a period of three years after all the work on the prime contract is completed for all laborers and mechanics, including guards and watchpersons, working on the contract. Such records must contain the name; last known address, telephone number, and email address; and social security number of each such worker; each worker's correct classification(s) of work performed; hourly rates of wages paid; daily and weekly number of hours actually worked; deductions made; and actual wages paid.
- (2) Records to be maintained under this provision must be made available by the contractor or subcontractor for inspection, copying, or transcription by authorized representatives of the Department of Homeland Security, the Federal Emergency Management Agency, and the Department of Labor, and the contractor or subcontractor will permit such representatives to interview workers during working hours on the job.

Tetra Tech, Inc., hereby certifies that it shall adhere to the Work Hours and Safety Standards regulations throughout the duration of this Contract as set forth above.


Contractor Signature

August 5, 2025

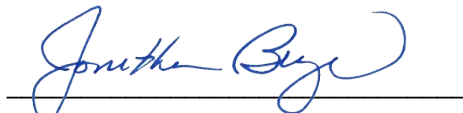
Date

SCHEDULE "N" – SAFETY ACCIDENT PREVENTION

This provision is applicable to all Federal-aid construction contracts and to all related subcontracts.

1. In the performance of this contract the contractor shall comply with all applicable Federal, State and local laws governing safety, health, and sanitation (23 CFR 635). The contractor shall provide all safeguards, safety devices and protective equipment and take any other needed actions as it determines, or as the contracting officer may determine, to be reasonably necessary to protect the life and health of employees on the job and the safety of the public and to protect property in connection with the performance of the work covered by the contract.
2. It is a condition of this contract, and shall be made a condition of each subcontract, which the contractor enters into pursuant to this contract, that the contractor and any subcontractor shall not permit any employee, in performance of the contract, to work in surroundings or under which are unsanitary, hazardous or dangerous to his/her health or safety, as determined under construction safety and health standards (29 CFR 1926) promulgated by the Secretary of Labor, in accordance with Section 107 of the Construction Work Hours and Safety Standards Act (40 U.S.C. 3704).
3. Pursuant to 29 CFR 1926.3, it is a condition of this contract that the Secretary of Labor or authorized representative thereof, shall have right of entry to any site of contract performance to inspect or investigate the matter of compliance with the construction safety and health standards and to carryout the duties of the Secretary under Section 107 of the Contract Work Hours and Safety Standard Act (40 U.S.C. 3704).

Tetra Tech, Inc., hereby certifies that it shall adhere to the Safety Accident Prevention regulations throughout the duration of this Contract as set forth above.


Contractor Signature

August 5, 2025
Date

SCHEDULE "O" – PROHIBITION ON CONTRACTING FOR COVERED TELECOMMUNICATIONS EQUIPMENT OR SERVICES

(a) *Definitions.* As used in this clause, the terms backhaul; covered foreign country; covered telecommunications equipment or services; interconnection arrangements; roaming; substantial or essential component; and telecommunications equipment or services have the meaning as defined in FEMA Policy 405-143-1, Prohibitions on Expending FEMA Award Funds for Covered Telecommunications Equipment or Services, as used in this clause—

(b) *Prohibitions.*

- 1) Section 889(b) of the John S. McCain National Defense Authorization Act for Fiscal Year 2019, Pub. L. No. 115-232, and 2 C.F.R. § 200.216 prohibit the head of an executive agency on or after Aug. 13, 2020, from obligating or expending grant, cooperative agreement, loan, or loan guarantee funds on certain telecommunications products or from certain entities for national security reasons.
- 2) Unless an exception in paragraph (c) of this clause applies, the contractor and its subcontractors may not use grant, cooperative agreement, loan, or loan guarantee funds from the Federal Emergency Management Agency to:
 - i. Procure or obtain any equipment, system, or service that uses covered telecommunications equipment or services as a substantial or essential component of any system, or as critical technology of any system;
 - ii. Enter, extend, or renew a contract to procure or obtain any equipment, system, or service that uses covered telecommunications equipment or services as a substantial or essential component of any system, or as critical technology of any system;
 - iii. Enter, extend, or renew contracts with entities that use covered telecommunications equipment or services as a substantial or essential component of any system, or as critical technology as part of any system; or
 - iv. Provide, as part of its performance of this contract, subcontract, or other contractual instrument, any equipment, system, or service that uses covered telecommunications equipment or services as a substantial or essential component of any system, or as critical technology as part of any system.

(c) *Exceptions.*

- 1) This clause does not prohibit contractors from providing—
 - i. A service that connects to the facilities of a third-party, such as backhaul, roaming, or interconnection arrangements; or
 - ii. Telecommunications equipment that cannot route or redirect user data traffic or permit visibility into any user data or packets that such equipment transmits or otherwise handles.
- 2) By necessary implication and regulation, the prohibitions also do not apply to:
 - i. Covered telecommunications equipment or services that:
 - a. Are not used as a substantial or essential component of any system; and
 - b. Are not used as critical technology of any system.
 - ii. Other telecommunications equipment or services that are not considered covered telecommunications equipment or services.

(d) *Reporting requirement.*

- 1) In the event the contractor identifies covered telecommunications equipment or services used as a substantial or essential component of any system, or as critical technology as part of any system, during contract performance, or the contractor is notified of such by a subcontractor at any tier or by any other source, the contractor shall report the information in paragraph (d)(2) of this clause to the recipient or subrecipient, unless elsewhere in this contract are established procedures for reporting the information.
- 2) The Contractor shall report the following information pursuant to paragraph (d)(1) of this clause:

- i. Within one business day from the date of such identification or notification: The contract number; the order number(s), if applicable; supplier name; supplier unique entity identifier (if known); supplier Commercial and Government Entity (CAGE) code (if known); brand; model number (original equipment manufacturer number, manufacturer part number, or wholesaler number); item description; and any readily available information about mitigation actions undertaken or recommended.
 - ii. Within 10 business days of submitting the information in paragraph (d)(2)(i) of this clause: Any further available information about mitigation actions undertaken or recommended. In addition, the contractor shall describe the efforts it undertook to prevent use or submission of covered telecommunications equipment or services, and any additional efforts that will be incorporated to prevent future use or submission of covered telecommunications equipment or services.
- (e) *Subcontracts*. The Contractor shall insert the substance of this clause, including this paragraph (e), in all subcontracts and other contractual instruments.

SCHEDULE "P" – BUILD AMERICA, BUY AMERICA ACT (BABAA)

Contractors and their subcontractors who apply or bid for an award for an infrastructure project subject to the domestic preference requirement in the Build America, Buy America Act shall file the required certification to the City with each bid or offer for an infrastructure project, unless a domestic preference requirement is waived by FEMA. Contractors and subcontractors certify that no federal financial assistance funding for infrastructure projects will be provided unless all the iron, steel, manufactured products, and construction materials used in the project are produced in the United States. BABAA, Pub. L. No. 117-58, §§ 70901-52. Contractors and subcontractors shall also disclose any use of federal financial assistance for infrastructure projects that does not ensure compliance with BABAA domestic preference requirements. Such disclosures shall be forwarded to the recipient who, in turn, will forward the disclosures to FEMA, the federal agency; subrecipients will forward disclosures to the pass-through entity, who will, in turn, forward the disclosures to FEMA.

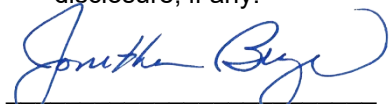
For FEMA financial assistance programs subject to BABAA, contractors and subcontractors must sign and submit the following certification to the next tier (e.g., subcontractors submit to the contractor; contractors submit to the recipient or subrecipient) each bid or offer for an infrastructure project that has not been waived by a BABAA waiver:

"The undersigned certifies, to the best of their knowledge and belief, that:

The Build America, Buy America Act (BABAA) requires that no federal financial assistance for "infrastructure" projects is provided "unless all of the iron, steel, manufactured products, and construction materials used in the project are produced in the United States." Section 70914 of Public Law No. 117-58, §§ 70901-52.

The undersigned certifies that for the Disaster Debris Monitoring Services (insert name of project) that the iron, steel, manufactured products, and construction materials used in this contract are in full compliance with the BABAA requirements including:

1. All iron and steel used in the project are produced in the United States. This means all manufacturing processes, from the initial melting stage through the application of coatings, occurred in the United States.
2. All manufactured products purchased with FEMA financial assistance must be produced in the United States. For a manufactured product to be considered produced in the United States, the cost of the components of the manufactured product that are mined, produced, or manufactured in the United States is greater than 55% of the total cost of all components of the manufactured product, unless another standard for determining the minimum amount of domestic content of the manufactured product has been established under applicable law or regulation.
3. All construction materials are manufactured in the United States. This means that all manufacturing processes for the construction material occurred in the United States.
4. The Tetra Tech, Inc. (insert name of contractor or subcontractor), certifies or affirms the truthfulness and accuracy of each statement of its certification and disclosure, if any. In addition, the Tetra Tech, Inc. (insert name of contractor or subcontractor) understands and agrees that the provisions of 31U.S.C. Chap. 38, Administrative Remedies for False Claims and Statements, apply to this certification and disclosure, if any.


Signature of Authorized Official

Jonathan Burgiel, Business Unit President August 5, 2025
Name and Title of Authorized Official Date

SCHEDULE "Q" – EQUAL EMPLOYMENT OPPORTUNITY - (2 CFR Part 200, Appendix II(C); 41 CFR § 61-1.4; 41 CFR § 61-4.3)

Applicability: except as otherwise provided under 41 CFR Part 60, applies to all contracts that meet the definition of "federally assisted construction contract" in 41 CFR Part 60-1.3.

During the performance of this contract, the contractor agrees as follows:

- (1) The contractor will not discriminate against any employee or applicant for employment because of race, color, religion, sex, sexual orientation, gender identity, or national origin. The contractor will take affirmative action to ensure that applicants are employed, and that employees are treated during employment without regard to their race, color, religion, sex, sexual orientation, gender identity, or national origin. Such action shall include, but not be limited to the following.

Employment, upgrading, demotion, or transfer; recruitment or recruitment advertising; layoff or termination; rates of pay or other forms of compensation; and selection for training, including apprenticeship. The contractor agrees to post in conspicuous places, available to employees and applicants for employment, notices to be provided setting forth the provisions of this nondiscrimination clause.

- (2) The contractor will, in all solicitations or advertisements for employees placed by or on behalf of the contractor, state that all qualified applicants will receive consideration for employment without regard to race, color, religion, sex, sexual orientation, gender identity, or national origin.
- (3) The contractor will not discharge or in any other manner discriminate against any employee or applicant for employment because such employee or applicant has inquired about, discussed, or disclosed the compensation of the employee or applicant or another employee or applicant. This provision shall not apply to instances in which an employee who has access to the compensation information of other employees or applicants as a part of such employee's essential job functions discloses the compensation of such other employees or applicants to individuals who do not otherwise have access to such information, unless such disclosure is in response to a formal complaint or charge, in furtherance of an investigation, proceeding, hearing, or action, including an investigation conducted by the employer, or is consistent with the contractor's legal duty to furnish information.
- (4) The contractor will send to each labor union or representative of workers with which he has a collective bargaining agreement or other contract or understanding, a notice to be provided advising the said labor union or workers' representatives of the contractor's commitments under this section, and shall post copies of the notice in conspicuous places available to employees and applicants for employment.
- (5) The contractor will comply with all provisions of Executive Order 11246 of September 24, 1965, to the extent not revoked, and of the rules, regulations, and relevant orders of the Secretary of Labor.
- (6) The contractor will furnish all information and reports required by Executive Order 11246 of September 24, 1965, to the extent not revoked, and by rules, regulations, and orders of the Secretary of Labor, or pursuant thereto, and will permit access to his books, records, and accounts by the administering agency and the Secretary of Labor for purposes of investigation to ascertain compliance with such rules, regulations, and orders.
- (7) In the event of the contractor's noncompliance with the nondiscrimination clauses of this contract or with any of the said rules, regulations, or orders, this contract may be canceled, terminated, or suspended in whole or in part and the contractor may be declared ineligible for further Government contracts or federally assisted construction contracts in accordance with procedures authorized in Executive Order 11246 of September 24, 1965, to the extent not revoked, and such other sanctions

may be imposed and remedies invoked as provided in Executive Order 11246 of September 24, 1965, or by rule, regulation, or order of the Secretary of Labor, or as otherwise provided by law.

- (8) The contractor will include the portion of the sentence immediately preceding paragraph (1) and the provisions of paragraphs (1) through (8) in every subcontract or purchase order unless exempted by rules, regulations, or orders of the Secretary of Labor issued pursuant to section 204 of Executive Order 11246 of September 24, 1965, to the extent not revoked, so that such provisions will be binding upon each subcontractor or vendor. The contractor will take such action with respect to any subcontract or purchase order as the administering agency may direct as a means of enforcing such provisions, including sanctions for noncompliance:

Provided, however, that in the event a contractor becomes involved in, or is threatened with, litigation with a subcontractor or vendor as a result of such direction by the administering agency, the contractor may request the United States to enter into such litigation to protect the interests of the United States.

The applicant further agrees that it will be bound by the above equal opportunity clause with respect to its own employment practices when it participates in federally assisted construction work: Provided, That if the applicant so participating is a State or local government, the above equal opportunity clause is not applicable to any agency, instrumentality or subdivision of such government which does not participate in work on or under the contract.

The applicant agrees that it will assist and cooperate actively with the administering agency and the Secretary of Labor in obtaining the compliance of contractors and subcontractors with the equal opportunity clause and the rules, regulations, and relevant orders of the Secretary of Labor, that it will furnish the administering agency and the Secretary of Labor such information as they may require for the supervision of such compliance, and that it will otherwise assist the administering agency in the discharge of the agency's primary responsibility for securing compliance.

The applicant further agrees that it will refrain from entering into any contract or contract modification subject to Executive Order 11246 of September 24, 1965, to the extent not revoked, with a contractor debarred from, or who has not demonstrated eligibility for, Government contracts and federally assisted construction contracts pursuant to the Executive Order and will carry out such sanctions and penalties for violation of the equal opportunity clause as may be imposed upon contractors and subcontractors by the administering agency or the Secretary of Labor pursuant to Part II, Subpart D of the Executive Order. In addition, the applicant agrees that if it fails or refuses to comply with these undertakings, the administering agency may take any or all of the following actions: Cancel, terminate, or suspend in whole or in part this grant (contract, loan, insurance, guarantee); refrain from extending any further assistance to the applicant under the program with respect to which the failure or refund occurred until satisfactory assurance of future compliance has been received from such applicant; and refer the case to the Department of Justice for appropriate legal proceedings.


Jonathan Burgiel,
Business Unit President

Signature of Company's Authorized Official

Name and Title of Company's Authorized Official

August 5, 2025

Date

SCHEDULE "R" – FLA. STAT. 252.505 - BREACH OF CONTRACT DURING EMERGENCY RECOVERY PERIODS FOR NATURAL DISASTERS

Pursuant to FLA Stat. 252.505 Sec. 19: Effective January 1, 2026

Should a Contractor fail to adhere to their contractual obligations for goods or services related to emergency response for a natural emergency entered into, renewed, or amended on or after July 1, 2025, a penalty will be accessed in accordance with the aforementioned statute.

A Contractor that breaches such contract during an emergency recovery period shall pay a \$5,000 penalty and damages, which may be either actual and consequential damages or liquidated damages.



Signature of Company's Authorized Official

Jonathan Burgiel,
Business Unit President

Name and Title of Company's Authorized Official

August 5, 2025

Date

g) Employer E-Verify Affidavit

Tetra Tech has completed and provided the Employer E-Verify Affidavit on the following pages.



**City of Coral Gables
Finance Department/Procurement Division**

Employer E-Verify Affidavit

By executing this affidavit, the undersigned employer verifies its compliance with F.S. 448.095, stating affirmatively that the individual, firm or corporation has registered with and utilizes the federal work authorization program commonly known as E-Verify, or any subsequent replacement program, in accordance with the applicable provisions and deadlines established in F.S. 448.095 which prohibits the employment, contracting or sub-contracting with an unauthorized alien. The undersigned employer further confirms that it has obtained all necessary affidavits from its subcontractors, if applicable, in compliance with F.S. 448.095, and that such affidavits shall be provided to the City upon request. Failure to comply with the requirements of F.S. 448.095 may result in termination of the employer's contract with the City of Coral Gables. Finally, the undersigned employer hereby attests that its federal work authorization user identification number and date of authorization are as follows:

95-4148514

Federal Work Authorization User Identification Number

August 5, 2025

Date of Authorization

I hereby declare under penalty of perjury that the foregoing is true and correct.

Executed on August 5, 2025 in Maitland (city), FL (state).


Signature of Authorized Officer or Agent

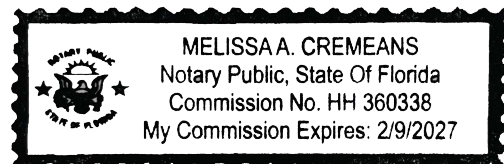
Jonathan Burgiel, Business Unit President
Printed Name and Title of Authorized Officer or Agent

SUBSCRIBED AND SWORN BEFORE ME
ON THIS THE 5 DAY OF August, 2025.

Melissa Cremeans

NOTARY PUBLIC

My Commission Expires:
2/9/2027



h) Minimum Qualification Requirements

Tetra Tech has provided the documentation demonstrating our fulfillment of the City's minimum and general qualifications below.

Minimum Qualifications

A. Firm Qualifications

Tetra Tech has provided Attachment A – Reference Form to demonstrate items 1 and 2 on the following page.

Requirement	 Tetra Tech Exceeds Requirements
(1) Be regularly engaged in the business of providing goods and/or services similar in scope and size as described in the "Scope of Services" for a minimum of five (5) years. Bidder's ability to demonstrate the minimum of five (5) years shall be verified through bidder's references provided.	Tetra Tech has been actively engaged in disaster debris monitoring and related emergency response services for 25 years, including large-scale FEMA-reimbursable projects across multiple jurisdictions. Additional information is located in Section II: Experience & Qualifications .
(2) Provide a minimum of three (3) same (or similar) engagements satisfactorily performed in the last five (5) years. All references must outline the specific dates when the service(s) were provided and cover the full minimum number of years of experience as stated above. At least one (1) of the references' start date must cover the (5) year period from the issuance date of this solicitation.	Tetra Tech has included projects that represent a sample of Tetra Tech's extensive experience and proven performance in providing disaster debris monitoring services of similar scope, complexity, and magnitude to those requested by the City. Additional information is included in Section IV: Past Performance and References .

B. Key Personnel Qualifications

Tetra Tech has provided resumes for Key Personnel in Section II. Experience and Qualifications Key Personnel.

Requirement	Tetra Tech Response
(1) Project Manager: The Project Manager must have a minimum of seven (7) years of documented experience in disaster debris management. The Project Manager must also be a permanent staff employee of the Proposer(s). A copy of the resume must be provided with proposal.	Our proposed Project Manager, Charles Cabrera, has over 9 years of disaster debris management experience. Additional information is located in Section II: Experience and Qualifications Key Personnel .
(2) Operations Manager: The Operations Manager must have a minimum of three (3) years of documented experience in disaster debris management. A copy of the resume must be provided with proposal.	Our proposed Operations Manager, Fanta Thitsaphaophandouang, has over 7 years of documented experience managing disaster debris operations. Additional information is located in Section II: Experience and Qualifications Key Personnel .
(3) Clerical/Data Entry Supervisor (Data Manager): The Data Manager must have two (2) years of documented experience working with a relational database management system. GIS mapping knowledge is preferred. The Data Manager will work under the supervision of the Project Manager. A copy of the resume must be provided with proposal.	Our proposed Data Manager, Ricardo Bosques, has more than 9 years of experience working with relational database systems and supporting GIS-based reporting. Additional information is located in Section II: Experience and Qualifications Key Personnel .

General Qualifications

Tetra Tech has provided proof of active status with the Florida Department of State, Division of Corporation at the end of this section.



CITY OF CORAL GABLES REFERENCE FORM

RFP No. 2025-022 Disaster Debris Monitoring Services

Complete the form as indicated below, to provide the required information as outlined in Section 3 of the solicitation. The City shall contact the companies listed below to verify the work performed on behalf of your company. All fields must be completed.

Reference # 1 must cover the minimum five 5 year period from the issuance date of this solicitation.

1. Project Name/Location City of St. Petersburg, Florida
- Owner Name City of St. Petersburg
- Contact Person Barbara Stalbird
- Contact Telephone No. 727-893-786
- Email Address: 9 barbara.stalbird@stpete.org
- Yearly Budget/Cost Hurricane Irma: 164,631 CYs | Hurricane Ian: 75,090 CYs
- Dates of Contract From: 04/27/2022 To: 04/26/2027
- Project Description During Hurricane Irma, Tetra Tech monitored and documented the removal, reduction, and disposal of over 164,000 CYs of eligible debris. During Hurricane Ian our team documented and collected over 75,000 CYs of debris. For additional information, see Past Performance Samples within the proposal.

Additional References must cover similar engagements satisfactorily performed in the last five 5 years.

2. Project Name/Location City of West Palm Beach, Florida
- Owner Name City of West Palm Beach
- Contact Person Matt Hejazi
- Contact Telephone No. Office: 561-822-2045; Cell: 561-306-5222
- Email Address: mhejazi@wpb.org
- Yearly Budget/Cost \$1,318,256
- Dates of Contract From: 06/01/2021 To: 06/01/2026
- Project Description Tetra Tech documented nearly 4,000 loads, totaling over 76,000 CYs of disaster-generated debris. In addition, our team monitored the removal of over 3,000 hazardous leaning trees and hanging limbs throughout the City, following Hurricane Irma. For additional information, see Past Performance Samples within the proposal.



3. Project Name/Location Miami-Dade County, Florida
- Owner Name Miami-Dade County, Florida
- Contact Person Stacey McDuffie-Brewster
- Contact Telephone No. 305-514-6040
- Email Address: stacey.mcduffie-brewster@miamidade.gov
- Yearly Budget/Cost Surfside Condo: \$15,148,685 | Hurricane Irma: \$162,530,271
- Dates of Contract From: 02/11/2016 To: 12/31/2025
- Project Description Tetra Tech's history with Miami-Dade County goes back to 2005 when our team supported the County in the response following Hurricanes Katrina and Wilma.
- For additional information, see Past Performance Samples within the proposal.
4. Project Name/Location _____
- Owner Name _____
- Contact Person _____
- Contact Telephone No. _____
- Email Address: _____
- Yearly Budget/Cost _____
- Dates of Contract From: _____ To: _____
- Project Description _____
- _____
- _____
5. Project Name/Location _____
- Owner Name _____
- Contact Person _____
- Contact Telephone No. _____
- Email Address: _____



The City of Coral Gables

Procurement Division

2800 S.W. 72ND AVENUE

MIAMI, FLORIDA 33155

Yearly Budget/Cost _____

Dates of Contract From: _____ To: _____

Project Description _____

6. Project Name/Location _____

Owner Name _____

Contact Person _____

Contact Telephone No. _____

Email Address: _____

Yearly Budget/Cost _____

Dates of Contract From: _____ To: _____

Project Description _____

BIDDER INFORMATION:

Company Name: Tetra Tech, Inc.

Representative: Jonathan Burgiel

Address: 2301 Lucien Way Maitland, FL 32751

Telephone No.: 407-803-2551

Fax No.: (321) 441-8501

Email Address: tdr.ontracts@tetrattech.com

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, 2025, that its most recent annual report/uniform business report was filed on February 25, 2025, 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 Twenty-fifth day of February,
2025*




Secretary of State

Tracking Number: 5880753893CC

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

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

i) Lobbyist Registration & Oral Presentation Forms

Tetra Tech has completed and provided the Lobbyist Registration & Oral Presentation Forms on the following pages.

CITY OF CORAL GABLES
FINANCE DEPARTMENT/PROCUREMENT DIVISION
LOBBYIST REGISTRATION FORM

SOLICITATION NAME/NUMBER: Disaster Debris Monitoring Services

The Bidder/Proposer certifies that it understands if it has retained a lobbyist(s) to lobby in connection with this specific competitive solicitation that each lobbyist retained has timely filed the registration or amended registration required under the City of Coral Gables Lobbyist Registration requirement pursuant to Ordinance 2021-24 as outlined below:

Lobbyist means an individual, firm, corporation, partnership, or other legal entity employed or retained, whether paid or not, by a principal, or that contracts with a third-party for economic consideration to perform lobbying activities on behalf of a principal.

Lobbying activity means any attempt to influence or encourage the passage or defeat of, or modification to, governmental actions, including, but not limited to, ordinances, resolutions, rules, regulations, executive orders, and procurement actions or decisions of the city commission, the mayor, any city board or committee, or any city personnel. The term "lobbying activity" encompasses all forms of communication, whether oral, written, or electronic, during the entire decision-making process on actions, decisions, or recommendations which foreseeably will be heard or reviewed by city personnel. This definition shall be subject to the exceptions stated below.

Procurement matter means the city's processes for the purchase of goods and services, including, but not limited to, processes related to the acquisition of: technology; public works; design services; construction, professional architecture, engineering, landscape architecture, land surveying, and mapping services; the purchase, lease or sale of real property; and the acquisition, granting, or other interest in real property.

City personnel means those city officials, officers and employees who are entrusted with the day-to-day policy setting, operation, and management of certain defined city functions or areas of responsibility, even though ultimate responsibility for such functions or areas rests with the city commission, with the exception of the City Attorney, Deputy City Attorney, and Assistant City Attorneys, advisory personnel (members of city advisory boards and agencies whose sole or primary responsibility is to recommend legislation or give advice to the city commission); and any employee of a city department or division with the authority to participate in procurement matters, when the communication involves such procurement.

Affidavit requirement. The following provisions shall apply to certain individuals who, in procurement matters participate in oral presentations or recorded negotiation meetings and sessions:

- a. The principal shall list on an affidavit form, provided by the City, all technical experts or employees of the principal whose normal scope of employment does not include lobbying activities and whose sole participation in the city procurement matter involves an appearance and participation in a city procurement matter involves an appearance and participation in an oral presentation before a city certification, evaluation, selection, technical review or similar committee, or recorded negotiation meetings or sessions.
- b. No person shall appear before any procurement committee or at any procurement negotiation meeting or session on behalf of a principal unless he/she has been listed as part of the principal's presentation or negotiation team or has registered as a lobbyist. For purposes of this subsection only, the listed members of the oral presentation or negotiation team shall not be required to separately register as lobbyists or pay any registration fees. The affidavit will be filed by the city procurement staff with the city clerk at the after the proposal is submitted or prior to the recorded negotiation meeting or session. Notwithstanding the foregoing, any person who engages in lobbying activities in addition to appearing before a procurement committee to make an oral presentation, or at a recorded procurement negotiation meeting or session, shall comply with all lobbyist registration requirements.

The Bidder/Proposer hereby certifies that: (select one)

X It has not retained a lobbyist(s) to lobby in connection with this competitive solicitation; however, if one is retained anytime during the competitive process and prior to contract execution for this project, the lobbyist will properly register with the City Clerk's Office within two (2) business days of being retained with copy to the city procurement staff.

_____ It has retained a lobbyist(s) to lobby in connection with this competitive solicitation and certified that each lobbyist retained has timely filed the registration or amended registration required under the City of Coral Gables

CITY OF CORAL GABLES
FINANCE DEPARTMENT/PROCUREMENT DIVISION
LOBBYIST REGISTRATION FORM

Lobbyist Registration requirement pursuant to Ordinance 2021-24 Section and that the required affidavit has been properly filed

It is a requirement of this solicitation that the following information be provided for all lobbyists retained to lobby in connection with this solicitation be listed below:

Name of Lobbyist: _____
Lobbyist's Firm (if applicable): _____
Phone: _____
E-mail: _____

Name of Lobbyist: _____
Lobbyist's Firm (if applicable): _____
Phone: _____
E-mail: _____

Name of Lobbyist: _____
Lobbyist's Firm (if applicable): _____
Phone: _____
E-mail: _____

Name of Lobbyist: _____
Lobbyist's Firm (if applicable): _____
Phone: _____
E-mail: _____

Authorized Signature:  _____

Printed Name: Jonathan Burgiel

Date: August 5, 2025

Title: Business Unit President

Bidder/Proposer Name: Tetra Tech, Inc.

CITY OF CORAL GABLES
FINANCE DEPARTMENT/PROCUREMENT DIVISION

LOBBYIST AFFIDAVIT

Solicitation Name/Number: Disaster Debris Monitoring Services - 2024-022

The following provisions shall apply to certain individuals who, in procurement matters participate in oral presentations or recorded responsiveness, responsibility or negotiation meetings and sessions:

- a. The principal shall list below all technical experts or employees of the principal whose normal scope of employment does not include lobbying activities and whose sole participation in the city procurement matter involves an appearance and participation in an oral presentation before an evaluation, selection, technical review or similar committee, or recorded responsiveness, responsibility or negotiation meetings or sessions.
- b. No person shall appear before any procurement committee or at any procurement responsiveness, responsibility or negotiation meeting or session on behalf of a principal unless he/she has been listed as part of the principal's team pursuant to this affidavit or has registered as a lobbyist. For purposes affidavit only, the listed members of the oral presentation or negotiation team shall not be required to separately register as lobbyists or pay any registration fees.

This affidavit will be provided by the city procurement staff to the city clerk after the proposal is submitted or prior to the oral presentation. Any changes after the original affidavit is submitted by the proposer and prior to the oral presentations, an updated copy shall be presented to the Procurement Division and the City Clerk at least twenty-four (24) hours prior scheduled time for the oral presentation session. Notwithstanding the foregoing, any person who engages in lobbying activities in addition to appearing before a procurement committee to make an oral presentation, or at a recorded procurement negotiation meeting or session, shall comply with all lobbyist registration requirements.

List of employees & technical experts:

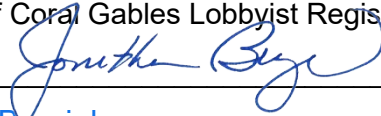
NAME	TITLE	ROLE	COMPANY/FIRM
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Jonathan Burgiel	Business Unit President	Senior Management Team	Tetra Tech, Inc.
Chuck McLendon	Deputy Business Unit Leader	Senior Management Team	Tetra Tech, Inc.
Tommy Webster	Regional Project Manager	Regional Project Manager	Tetra Tech, Inc.
Ralph Natale	Director, Post-Disaster Programs	Senior Management Team	Tetra Tech, Inc.
Jeff Dickerson	Director of Information Technology	ADMS Specialist	Tetra Tech, Inc.
Jon Diamond	Disaster Response Specialist	Client Liaison	Tetra Tech, Inc.

CITY OF CORAL GABLES
FINANCE DEPARTMENT/PROCUREMENT DIVISION

LOBBYIST AFFIDAVIT

I do solemnly swear that all of the foregoing information is true and correct and I will fully comply with requirements of this affidavit and the associated City of Coral Gables Lobbyist Registration requirement pursuant to Ordinance 2021-24 Section.

Authorized Signature: 

Printed Name: Jonathan Burgiel Title: Business Unit President

Date: August 5, 2025

Bidder/Proposer's Name: Tetra Tech, Inc.

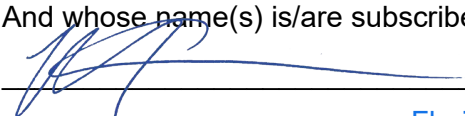
NOTARY PUBLIC

STATE OF Florida

COUNTY OF Orange

On this 5 day of August, 2025, before me the undersigned Notary Public of the State of Florida, personally appeared Jonathan Burgiel (Name(s) of individual(s) who appeared before Notary

And whose name(s) is/are subscribes to within the instrument(s), and acknowledges it's execution.


NOTARY PUBLIC, STATE OF Florida

Melissa Cremeans (Name of notary Public; Print, Stamp or Type as Commissioned.)

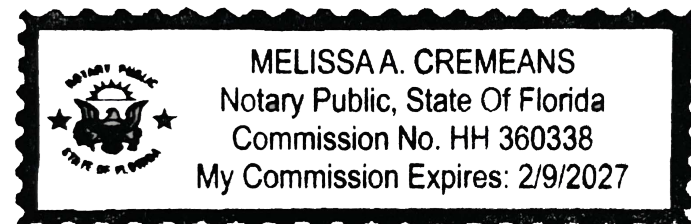
SEAL OF OFFICE:

Personally know to me, or Produced

Identification:

Personally Known

(Type of Identification Produced)



SUBMITTAL

II

Experience and Qualifications of the Company and Key Personnel

i. Experience and Qualifications of the Company

Tetra Tech is the leader in water, environment, and sustainable infrastructure, providing high-end consulting and engineering services for projects worldwide. Founded in 1966, Tetra Tech is one of the leading firms in the nation in the field of disaster management and homeland security, 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; environmental services, and grant management.

a) Firm History

Tetra Tech supports government and commercial clients by providing innovative solutions to complex problems focused on water, environment, energy, infrastructure, and natural resources. We are a global company with over 30,000 employees that is *Leading with Science®* to provide innovative solutions to complex problems for our public and private clients.



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 \$81 billion in reimbursement funds for our clients from federal agencies such as FEMA, HUD, FHWA, and the Natural Resources Conservation Service (NRCS).** In total, our team has successfully managed the removal of and reimbursement for over **256 million cubic yards (CYs) of debris, as well as the demolition of over 22,000 uninhabitable residential and commercial structures.**

Knowledge and Expertise

59 Years in Business	25 Years in Disaster Recovery	256M CYs of Debris Monitored	\$81B Reimbursed to Clients	450+ Clients Nationwide
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Tetra Tech Disaster Recovery is a national leader in the field of disaster management, headquartered at 2301 Lucien Way, Ste. 120, Maitland, FL 32751. Our contracts with federal agencies and state and local governments are in diverse areas such as disaster recovery consulting and technical assistance; staff augmentation; community resilience; grant management; and disaster debris planning and preparedness. Our team offers deep understanding of the FEMA, FHWA, FDEP, and other regulatory agencies' policies and procedures. We have worked closely with these agencies, recipients, and subrecipients on billions of dollars' worth of projects to determine project eligibility and to provide technical assistance, detailed damage inspection reports, cost estimates, validation and testing, audit documentation, and process reimbursements. Our team also maintains strong relationships with many of the lead federal officers, state agency leadership, local governments, and other staff.

Applicable Licenses/Certifications

Tetra Tech has included our licenses and certifications to do business in Florida in Section h) Minimum Qualification Requirements.

Capabilities and Capacity to Meet the City's Needs

Clients count on us to respond in their time of need, and we have never failed to deliver. Our ability to respond rapidly is accelerated by utilizing the following:

- Incident Command System (ICS) Structure:** Our projects are operated under the ICS structure and have a proven track record of meeting even the most challenging staffing level requirements. ICS allows the Tetra Tech project team to scale as needed, coordinate response, establish common processes for planning and managing resources, and adapt organizational structure to match the needs and complexities of projects. Tetra Tech's emergency management professionals, many of whom are certified ICS instructors, provide guidance to our disaster recovery staff on how to effectively organize and respond to disasters. Our debris project managers have spent many hours in emergency operations centers across the country and understand how ICS works at the local and state level. Our debris project managers know how to apply IC-100, 200, 700, and 800 training in the field. We understand the value ICS has in organizing for disaster activations and strive to implement these principles into our business processes. Per ICS, during disaster response operations, our structure includes an incident commander and section chiefs for operations, logistics, action planning, and finance and administration. We establish twice daily calls using Microsoft Teams with the incident command team and section chiefs to establish our incident action plan, identify resources needs, and plan for any deficiencies. We have a dedicated health and safety officer who oversees the operation and coordinates with health and safety personnel at each project location. The proposed organization structure below is



based on industry best practices and an understanding of geography and the distinct management responsibilities of each position.

- **Ability to Hire Rapidly:** Tetra Tech's immediate response staffing plan utilizes our vast network of disaster recovery professionals, including full-time employees, reserve staff from the Tetra Tech Disaster Recovery Unit, and local hires. 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 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.
- **Depth of Resources:** Tetra Tech maintains a fully stocked warehouse located in Orlando, Florida with over 120 fully stocked bays of debris monitoring supplies capable of supporting over 50 simultaneous recovery operations for over 90 days. We also have dedicated logistics staff that manages resources and supplies and can have a fully functioning field office in a matter of days, and often several simultaneous offices at once. 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.

We Set the Standard.

No firm has responded to more disaster events with more personnel in a shorter amount of time than Tetra Tech.

Managing and Prioritizing Client Needs

To effectively manage and prioritize competing client needs, Tetra Tech has established an incident command structure that includes distribution centers, resource networks, and warehouses established and managed on a regional basis. This structure facilitates efficient decision-making and coordination of resources, allowing us to allocate resources based on the severity and urgency of each situation.

Throughout the response process, we continually prioritize client needs, ensuring prompt and effective response to each client's specific requirements. This involves closely monitoring the evolving situation and adjusting our resource allocation accordingly.

While Tetra Tech is an organization of over 30,000 employees with the capability to mobilize for numerous communities, we are very careful not to overextend our staff and resource capability to ensure that we can successfully meet our clients' expectations. Upon careful consideration of these contractual obligations and the capacity of our logistics, equipment, staffing, and ability to mobilize across the State of Florida, **we certify that the City will receive our full commitment to always ensure this contract's success. Moreover, we are intentionally assessing future engagements in the area to ensure that we can successfully respond and deliver with dedicated attention once awarded the work.** As elaborated throughout this proposal, we have the existing staff, systems, and policies needed to respond to the City's needs rapidly and effectively.

Tetra Tech has never failed to respond to our clients' deployment and mobilization needs, regardless of location or disaster.

In 2024, Tetra Tech successfully deployed **more than 4,000 field staff** throughout the country to respond to clients affected by Hurricanes Helene and Milton in Florida, South Carolina, and Georgia.

b) Relevant Experience

Our team has provided disaster management, recovery, and consulting services to hundreds of state and local government agencies since 2001. These services have included environmental permitting; monitoring of debris collection, hazardous tree programs, debris management sites (DMS), and specialized debris missions; fire damage restoration; contractor invoice reconciliation; and federal grant reimbursement support. **Profiles and references from specific projects are featured later in this section. Tetra Tech can provide additional projects and information upon request.**

Exhibit 1. Experience Matrix (2001 - Present)



Large-Scale Debris Monitoring Experience

Clients count on us to respond in their time of need, and we have never failed to deliver. Our team of debris experts and vast resources allow us to respond to our clients' deployment and mobilization needs, regardless of size, location, or type of disaster. **More than 6,000 Tetra Tech field staff were deployed in concurrent responses to Hurricanes Harvey, Irma, Maria, and the California wildfires in 2017–2018.** Tetra Tech understands the unique aspects and special considerations related to large-scale operations.

Exhibit 2. Large Project Experience

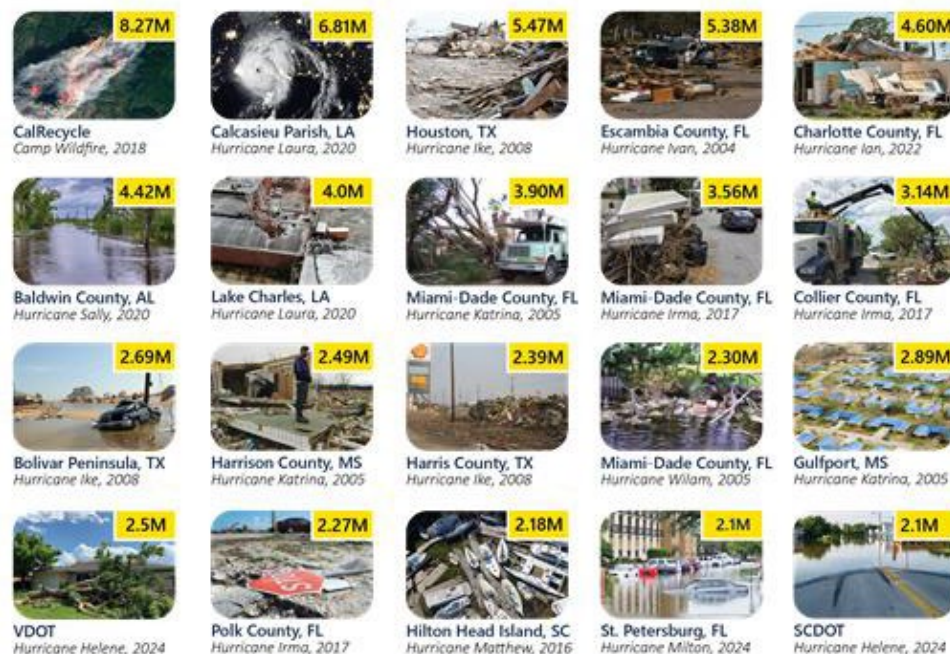
Large Debris-Producing Events

From hurricanes to wildfires, these events represent some of the highest debris volumes our teams have supported to date.



Top 20 Debris Monitoring Projects by Cubic Yard

These communities experienced some of the highest debris volumes, and Tetra Tech stood alongside them to ensure a safe and efficient recovery.

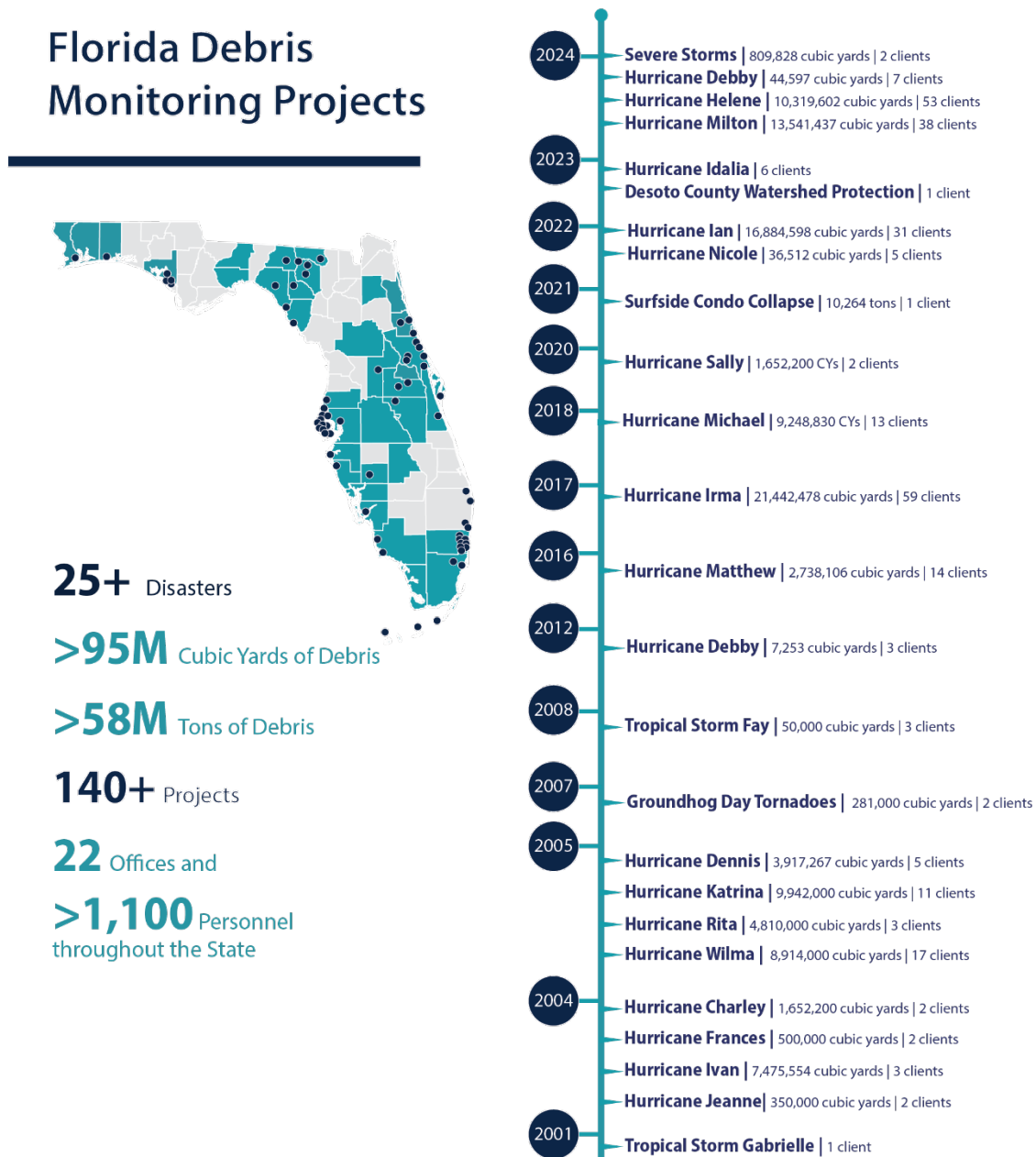


Florida Debris Monitoring Experience

Tetra Tech has performed more debris monitoring services in the state of Florida than any other firm. Our team has responded to every major disaster in Florida since 2001. In response to these events, our team has overseen more than 150 projects that amount to over 95 million CYs of debris across the State. Due to our vast experience, we have become experts in Florida's unique needs disaster recovery needs, including PPDR, waterways, 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 22 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 our clients throughout the state.

Exhibit 3. Florida Debris Monitoring Experience



FDEM’s Florida Recovery Obligation Calculation (F-ROC) System

The Florida Division of Emergency Management (FDEM) developed a program to standardize the forms and documentation associated with the FEMA PA reimbursement process. As a state managed and federally funded program, the program aims to make the recovery process simpler and more streamlined, evaluating and reducing risk for applicants. The Florida Recovery Obligation Calculation (F-ROC) system has an applicant-first approach, in which the F-ROC team assists applicants in identifying risk and develops a clear action plan that will abate those risks. This program is designed to build equal access to PA funds and make the recovery process more proactive.

Tetra Tech’s Disaster Recovery unit has been involved in F-ROC since day one of the trial period. Our team regularly provided feedback and participated in the development of these forms, both with our clients and as a representative of the disaster response and recovery industry. Recently, Tetra Tech worked with Sarasota County, an F-ROC Pilot Community, to participate in the F-ROC program following Hurricane Ian. It is key to the success of F-ROC that the program is supported locally, and Tetra Tech is prepared to make this adjustment alongside our clients.

Ultimately, the F-ROC program’s four pillars of standardization, procurement, procedures, and assessment mean that the Tetra Tech team has seen the new methods of completing these FEMA PA reimbursement requests and is ready to replicate these efforts for City of Coral Gables. We look forward to helping City of Coral Gables navigate the F-ROC system for reimbursement.

The Tetra Tech team collaborated with St. Johns County Public Works to create their Debris Plan. Upon review of the submittal, the State of Florida remarked that it was one of the best plans they had received and approved the Debris Plan to be included in the County’s FROC documentation.

Tetra Tech’s Understanding of the City-Specific Needs

Tetra Tech understands that the City requires a firm who is not only experienced in disaster debris removal and recovery, but also deeply familiar with the federal, state, and local regulatory landscape governing such efforts. The City’s history of hurricanes, tornadoes, and severe storms demand a partner that can respond quickly, manage complex debris streams, and support the County’s eligibility for maximum FEMA and FHWA reimbursement. **Our team, including Regional Project Manager Tommy Webster, with nearly two decades of debris recovery experience and experience working**, brings knowledge of the City’s unique logistical and jurisdictional challenges. Tetra Tech has extensive experience coordinating disaster recovery operations across multiple jurisdictions. We are well-versed in aligning with both county and municipal priorities and will bring that same integrated approach to the City, working closely with each participating municipality to ensure FEMA compliance and efficient execution across all jurisdictions.

COMPREHENSIVE DEBRIS MANAGEMENT EXPERTISE	Tetra Tech is experienced in delivering full-spectrum debris monitoring services across county and municipal boundaries. We understand the City’s need for coordinated services covering the City and eight municipalities. Our staffing plan includes field, tower, and citizen drop-off site monitors trained in managing complex operational environments with multiple reporting structures, all while maintaining centralized control and consistency.
FEMA AND FHWA REGULATORY COMPLIANCE	Tetra Tech has extensive experience with FEMA’s Public Assistance Program and FHWA Emergency Relief requirements. Our documentation protocols are designed to ensure that load tickets, monitoring logs, vehicle certifications, and financial records are audit-ready and meet federal reimbursement standards.
ACCURATE DAMAGE ASSESSMENT AND REPORTING	Tetra Tech recognizes the need for rapid yet accurate damage assessment post-event to inform resource deployment and begin reimbursement documentation early. Tetra Tech will integrate GIS mapping, photographic records, and inspector field notes to support the City’s recovery efforts.
PROFICIENCY IN REGULATORY FRAMEWORKS	Our team is up to date on all relevant FEMA guidance, the Robert T. Stafford Act, FDOT protocols, FDEP regulations, and local ordinances. We continually monitor changes in policies and integrate them into our operational SOPs.

Recent Debris Monitoring Experience

The exhibit below provides an abbreviated experience matrix for projects conducted in the past five years. Tetra Tech can provide specific references and additional information upon request.

Exhibit 4. Debris Monitoring Experience

Disaster	Representative Client(s) <i>*Works in Progress</i>	Project Size <i>(in CY unless noted)</i>	Collection/Disposal Monitoring	Hazardous Tree Programs	Private Property Debris Removal	Waterways/Drainage Debris Removal	Environmental Sampling and Monitoring	FEMA PA Support
Projects Started in 2025								
Texas Flooding Clients Served: 3	City of Georgetown, TX*	Ongoing	■	■	■			■
Hurricane Beryl (NRCS Waterways) Clients Served: 1	Burnet County, TX*	Ongoing	■	■	■			■
Hurricane Helene (NRCS Waterways) Clients Served: 1	Brazoria County, TX	Ongoing	■			■		
LA County Wildfires Clients Served: 1	Aiken County, SC	Ongoing	■			■		
	USACE/ECC*	53,591 (plus 1.4 tons)	■	■			■	
Projects Started in 2024								
Hurricane Milton Clients Served: 37	Charlotte County, FL	345,635	■	■				
	City of St. Petersburg, FL	320,430	■	■				
	Polk County, FL	914,598	■	■	■			
	Orange County, FL	166,409	■	■				■
	Volusia County, FL	351,367	■	■	■			
	City of Palm Coast, FL	22,200	■	■				
Hurricane Helene Clients Served: 54	Aiken County, SC	261,386	■	■				
	Greenville County, SC	1,180,211	■	■				
	Jefferson County, GA	1,374,842	■	■		■		■
	South Carolina DOT	2,170,549	■	■				
	City of Greenville, SC	413,348	■		■			■
	USACE/AshBritt, NC	3,449,741	■	■		■		
	Buncombe County, NC	1,328,044			■	■		■
	Virginia DOT	2,581,625	■	■				
Hurricane Francine Clients Served: 5	Lafourche Parish, LA	34,125	■	■				
	City of Mandeville, LA	347	■	■				
Tropical Storm Ernesto Clients Served: 1	U.S. Virgin Islands	7,711	■	■				
Wildfire Clients Served: 1	State of New Mexico	31,933 tons	■	■	■		■	
Hurricane Debby Clients Served: 8	Sarasota County, FL	11,271	■	■				
	Manatee County, FL	9,820	■	■				
	City of Bradenton, FL	6,014	■	■				
	Leon County, FL	14,996	■	■				
Severe Flooding Clients Served: 1	State of Vermont	34 tons	■					
Hurricane Beryl Clients Served: 14	City of Angleton, TX	128,612	■					
	City of Dickinson, TX	52,001	■					
	Harris County, TX	434,613	■	■				■
	Brazoria County, TX	494,041	■					
	Fort Bend County, TX	557,508	■					■
	City of Kemah, TX	4,179	■					
	City of Alvin, TX	76,563	■					

Disaster	Representative Client(s) <i>*Works in Progress</i>	Project Size (in CY unless noted)	Collection/Disposal Monitoring	Hazardous Tree Programs	Private Property Debris Removal	Waterways/Drainage Debris Removal	Environmental Sampling and Monitoring	FEMA PA Support
	City of Katy, TX	6,407	■					
Texas Severe Storms (June) Clients Served: 2	Harris County, TX	394,607	■	■				■
Florida Severe Storms Clients Served: 2	City of Tallahassee, FL	456,013	■	■				
	Leon County, FL	353,815	■	■				
Texas Derecho (May) Clients Served: 4	Liberty County, TX	2,031	■					
	City of Dallas, TX	375,955	■					
Kentucky Tornado Clients Served: 1	City of Louisville, KY	8,179	■					
Fork Fire Clients Served: 1	Madera County, CA	3,360 tons	■		■		■	
Projects Started in 2023								
Maui Wildfires Clients Served: 1	USACE/ECC	407,542 tons	■		■		■	
Hurricane Idalia Clients Served: 7	City of Dunedin, FL	802	■					
	City of St. Petersburg, FL	12,652	■					
	Leon County, FL	22,807	■					
	Pasco County, FL	5,487 (plus 285 tons)	■					
	Florida Department of Environmental Protection (FDEP) – Waterways	92,916	■	■		■		
	Florida Department of Environmental Protection (FDEP) – Parks	81,084	■	■				
Guam Typhoon Mawar Clients Served: 1	USACE	125,591 (plus 14,422 tons)	■	■				
Oklahoma Tornado Clients Served: 1	Tulsa, City of	498,942	■	■				
Vermont Floods Clients Served: 1	Vermont, State of	1,855 (plus 6,230 tons)	■					
Arkansas Tornadoes Clients Served: 4	Cammack Village	9,874	■					
	City of Little Rock	470,661	■	■				
	City of North Little Rock	599,676	■	■				■
	City of Sherwood	50,805	■	■				■
Mississippi Tornadoes Clients Served: 2	Sharkey County	355,388 (plus 832,665 tons)	■	■				
California Floods Clients Served: 2	Merced County, CA	55,430 (plus 2,824 tons)	■					■
	Santa Barbara County, CA	53,074	■					■
2023 Texas Ice Storm Clients Served: 4	City of Austin, TX	1,349,026	■	■				■
	Travis County, TX	343,768	■	■				
	City of Georgetown, TX	149,347	■					
	Williamson County	95,550	■	■				
Mosquito Fire Clients Served: 2	El Dorado County, CA	2,700 tons	■	■				
	Placer County, CA	4,932 tons		■	■		■	■
Projects Started in 2022								
Hurricane Ian Clients Served: 31	Florida Department of Environmental Protection, FL	188,073 (plus 6,059 tons)	■					■
	Brevard County, FL	172,181	■					■
	City of Cape Coral, FL	2,717,941	■			■		■
	Charlotte County, FL	4,674,284	■			■		■
	Collier County, FL	1,384,073	■			■		■
	Osceola County, FL	10,143	■					■
	Polk County, FL	1,107,864	■					■
	St. Johns County, FL	46,368	■					■
McKinney Fire	Siskiyou County, CA	47,561 tons		■	■		■	■

Disaster	Representative Client(s) <i>*Works in Progress</i>	Project Size (in CY unless noted)	Collection/Disposal Monitoring	Hazardous Tree Programs	Private Property Debris Removal	Waterways/Drainage Debris Removal	Environmental Sampling and Monitoring	FEMA PA Support
Clients Served: 1								
New Mexico Wildfires Clients Served: 1	New Mexico USACE	31,933 tons	■	■	■		■	■
Oak Fire Clients Served: 1	Mariposa County, CA	39,948 tons		■	■		■	■
Virginia Winter Storms Clients Served: 1	Virginia Department of Transportation	4,349,978		■	■			■
Severe Storms & Tornadoes Clients Served: 2	City of Bowling Green, KY	174,346	■	■				■
	Warren County, KY	47,402	■	■				■
Dixie Fire Clients Served: 1	CalRecycle (State Contract)*	552,821 tons	■	■	■	■	■	■
Projects Started in 2021								
Hurricane Ida Clients Served: 11	City of Central, LA	62,878	■	■	■	■		■
	Iberville Parish, LA	10,846	■	■	■	■		■
	Tangipahoa Parish, LA*	3,092,064	■	■	■	■		■
Surfside Condominium Collapse Clients Served: 1	Miami-Dade County, FL	10,265 tons	■	■	■	■		■
Tennessee Severe Storms and Floods Clients Served: 1	Metro Nashville and Davidson County, TN	804 tons	■	■	■	■		■
Virginia Winter Storms Clients Served: 1	Virginia Department of Transportation	462,192	■	■	■	■		■
Projects Started in 2020								
California Wildfires Clients Served: 1	CalRecycle Northern Branch*	501,097 tons	■	■	■	■	■	■
Hurricane Zeta Clients Served: 7	Audubon Society of LA	9,668	■					■
	City of Diamondhead, MS	200,556	■					■
	City of Gulfport, MS	483,147	■					■
	City of Waveland, MS	216,681	■					■
	Dallas County, AL	222,732	■					■
Hurricane Delta Clients Served: 3	City of Youngsville, LA	7,646	■					■
	St. Martin Parish, LA	30,600	■					■
Hurricane Sally Clients Served: 4	Baldwin County, AL	4,449,278	■					■
	City of Pensacola, FL	574,580	■					■
	Okaloosa County, FL	30,802	■					■
Hurricane Laura Clients Served: 17	Acadia Parish, LA	105,716	■					■
	Calcasieu Parish, LA	9,309,837	■					■
	City of Lake Charles, LA	4,335,400	■					■
	City of Sulphur, LA	838,412	■					■
	Jefferson Davis Parish, LA	140,874	■					■
	Orange County, TX	723,064	■					■
Hurricane Isaiahs Clients Served: 6	Town of Holden Beach, NC	2,150	■					■
	Town of Ocean Isle Beach, NC	6,967	■					■
	Town of Oak Island, NC	62,394	■					■
Hurricane Hanna Clients Served: 4	Hidalgo County, TX	187,135	■					■
S.C. Severe Storms and Tornadoes Clients Served: 1	Barnwell County, SC	783	■					■
Tennessee Severe Storms and Tornadoes Clients Served: 3	City of Chattanooga, TN	322,200	■					■
	Hamilton County, TN	408,305	■					■
	Metro Nashville and Davidson County, TN	308,949	■					■

c) Programs, Procedures, and Reimbursement Experience

Over the course of working with hundreds of local and state governments on disaster debris management projects, our team has developed a deep understanding of FEMA, FHWA, NRCS, and other reimbursement and regulatory agencies' policies and procedures. Our efforts allow clients to maintain their focus on continuing daily operations while relying on us to oversee the management of debris removal operations in compliance with programmatic guidelines and procedures. Additionally, we have supported clients across the state and have successfully helping our clients navigate the Florida Division of Emergency Management reimbursement and closeout process. Our understanding of requirements for eligibility, documentation, and reimbursement has helped our clients obtain **over \$81 billion in reimbursed costs**.

REGION 4

The nuances presented in each Region's administration of the FEMA PA program provide their own challenges. We know Region 4 approach to administering FEMA PA and have helped clients successfully navigate it for years.

Our team has direct experience with federal grant programs, including:

- FEMA PA Program (including Section 406 mitigation and Section 428 alternative procedures program)
- FEMA Hazard Mitigation Grant Program (HMGP, Section 404 mitigation)
- FEMA Hazard Mitigation Assistance (HMA)
- FEMA Individual Assistance (IA) Program
- FHWA-Emergency Relief (FHWA-ER) Program
- FHWA Transportation Investment Generating Economic Recovery Grant
- Natural Resources Conservation Service (NRCS) Emergency Watershed Protection
- U.S. Department of Housing and Urban Development (HUD) Community Development Block Grant Program (CDBG)
- U.S. Treasury Coronavirus Aid, Relief, and Economic Security (CARES) Act and COVID-related funds

For this engagement, Tetra Tech anticipates that majority of reimbursement will be pursued through the FEMA PA Program. Our team holds comprehensive qualifications in working both for and with FEMA. Tetra Tech maintains six current contracts directly supporting FEMA, in addition to our routine work with FEMA as part of state and local projects seeking FEMA reimbursement.



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

"As a **former State of Florida Recovery Director**, I advise our team, and yours, on the best approach to documentation and presentation of costs in order to maximize your utilization of PA funding."

- Allison McLeary, Esq.
Senior Management Team

Tetra Tech is able to maximize FEMA PA disaster debris reimbursement funding for the City of Coral Gables based on the following:

- **Procedures Tailored to FEMA:** Our data management and document storage procedures are tailored to facilitate FEMA review and the generation of project worksheet versions throughout the entire project. We incorporate changes or updates to the FEMA PA Program and Policy Guide (PAPPG) into our procedures for field documentation and data management as they occur. Our software systems, *RecoveryTrac™* and *RecoveryTrac™* Grants Management were designed with FEMA programs in mind and were built to interface with FEMA Grants Portal/Grants Manager.
- **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.
- **Direct Relationships with FEMA Regional Representatives:** Our team maintains strong relationships with many of the lead federal coordinating officers, debris specialists, Public Assistance (PA) coordinators and officers, and other staff. Regular interface and communication with FEMA at the headquarters, regional, and local levels allow our team to obtain quick responses on disaster-specific guidance and issues. Having been former State and Federal officials, our employees know how to successfully navigate FEMA PA and should issues arise, who to call upon to get quick remedies.
- **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. While the best course of action is to avoid audits or appeals, there are sometimes unavoidable disagreements with program administrators. We have a bench of accountants, attorneys and program experts to draw upon to try and come to a resolution outside of the audit or appeals process, or when all else fails, appeal or arbitrate certain unacceptable decisions.

Federal Highway Administration Experience

Tetra Tech possesses extensive knowledge and experience in complying with the requirements of the Federal Highway Administration (FHWA). Our team has consistently demonstrated the ability to navigate the guidelines and regulations set forth by FHWA throughout our work.



Adherence to FHWA Regulations

Tetra Tech is highly knowledgeable about FHWA regulations related to debris removal and monitoring. This includes understanding the eligibility criteria for federal reimbursement, documentation requirements, and the necessity for ensuring that debris removal activities are conducted in a manner that protects public health and safety.



Extensive FHWA Project Experience

Our team has managed numerous projects that involved compliance with FHWA requirements. For instance, Tetra Tech was a key player in the debris removal efforts following Hurricane Katrina, where we worked closely with FHWA to ensure all activities met federal standards and secured maximum reimbursement for our clients.



Documentation and Reporting

Tetra Tech excels in the meticulous documentation and reporting required by FHWA. We use our proprietary *RecoveryTrac™* system to collect real-time data and generate comprehensive reports that meet FHWA's standards, facilitating smooth reimbursement processes and ensuring transparency.



Environmental Compliance

We understand the environmental regulations that FHWA mandates for debris removal projects. Tetra Tech ensures that all debris is handled and disposed of in a manner that complies with federal environmental laws, preventing any adverse impacts on the environment.

Focus On

FEMA Programs

\$70 billion+ Managed

Experience Summary

Our team holds comprehensive qualifications in working both for and with State/Recipient agencies and FEMA. Tetra Tech maintains six current contracts directly supporting FEMA, in addition to our routine work with FEMA Recipients and Subrecipients as part of state and local projects seeking reimbursement.

Our experience supporting clients with FEMA programs includes:

- FEMA PA Program
- Section 406 mitigation and Section 428 alternative procedures program
- FEMA Hazard Mitigation Grant Program (HMGP)
- Section 404 mitigation
- FEMA Individual Assistance (IA) Program
- FEMA Flood Mitigation Assistance Program (FMA)

Recent Sample Projects

Year	Client	Program	Site Visits/Inspections	Grant/Program Management	Data Management & Reconciliation	Quality Control & Monitoring	Client Recipient	Subrecipient Support & Monitoring	Closeout/Audit Support	Operational Planning & Support	Damage Intake Support	Project Formulation	Alternate/Improved/Pilot Program Projects
2025	Maui County, HI – Consulting	PA		■									
2024	City of Clearwater, FL	PA		■	■	■	■		■	■	■	■	■
2024	Hillsborough County, FL	PA		■	■	■		■	■		■	■	
2024	Augusta-Richmond County, GA	PA		■	■	■		■		■	■	■	
2024	State of Connecticut	PA		■	■	■			■				
2024	Maui County, HI	PA	■	■	■	■	■		■	■	■	■	■
2024	GEMA – Montgomery County, GA	PA		■	■	■		■		■	■	■	
2024	Greenville County, SC	PA	■	■	■	■		■	■				■
2023	Sarasota County, FL	PA	■	■	■	■		■	■	■	■	■	■
2023	City of Clearwater, FL	PA		■	■	■	■		■	■	■	■	■
2022	City of Hew Haven, CT	ARPA		■	■	■			■	■		■	
2021	LA GOHSEP Vernon Parish, LA	PA		■	■	■		■		■		■	
2021	City of Philadelphia, PA	PA	■	■	■	■			■	■	■	■	
2020	Commonwealth of Massachusetts	PA	■	■	■	■			■	■	■	■	■
2020	Harris County, TX	PA	■	■	■	■			■	■	■	■	■
2020	City of Houston, TX	PA	■	■	■	■			■	■	■	■	■
2020	State of Connecticut	PA		■	■	■			■	■			
2019	State of Missouri	PA		■	■	■			■	■			

FEMA Focus Areas



Tailored Procedures

Our procedures are tailored to facilitate FEMA review and generation of Project Worksheet versions. Tetra Tech incorporates changes and/or updates to the PAPPG, IAPPG, FEMA IHP Unified Guidance, and Hazard Mitigation Assistance Guidance into our procedures.



Understanding of FEMA Regulations

Our management team and field staff fully understand rules and regulations across FEMA programs. This allows us to monitor contracts in detail while managing and documenting the operation using proven methodologies to allow the maximum reimbursement.



Relationships Regional Reps

Our team maintains strong relationships with many of the lead federal coordinating officers, PA/IA officers, and other staff. Regular interface and communication with FEMA at the headquarters, regional, and local levels allow our team to obtain quick responses on guidance and issues.



Audits and Appeals

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.

d) Emergency Management Experience

Tetra Tech is a leading national provider of emergency management and community resilience consulting services. We are the largest emergency management consultancy, having served more state, local, and private sector clients than any other single company. We have the largest number of full-time emergency management professionals in the industry. Our service portfolio includes the full spectrum of emergency management services, including mitigation, prevention, preparedness, response, and recovery services. Specific areas of focus include infrastructure hardening and protection, security planning, major incident and disaster operations planning, training and exercises, community mitigation and resilience, incident policy and procedure development, and comprehensive disaster recovery.

Our emergency management footprint provides exposure to best practices and lessons learned from the largest metro areas and urban centers, translating into innovative plans and preparedness and mitigation activities tailored to our client's needs. Representative examples include:

- Hurricane Ian After Action Report - City of Ft. Myers, FL
- Annual Testing, Training and Exercise Program – LYNX
- Tornado Victim Non-Congregate Sheltering Program - Mississippi Emergency Management Agency
- Migrant Sheltering Program - State of Colorado

The exhibit below provides an abbreviated matrix of Tetra Tech's experience working with municipalities or other governmental organizations to provide operational consulting services. **This matrix is not reflective of all Tetra Tech projects; rather, it reflects projects we believe may be of interest to the City.**

Operational Consulting Services Experience Matrix

Project	Plan Development	Community & Stakeholder Outreach	Operational & Environmental	Exercise Training & Development	Emergency Response	Disaster Recovery Services	Hazard Mitigation	Implementation Strategies	Stakeholder Engagement	Disability, Access, & Functional Needs	Language Access
New York City Housing Authority Comprehensive Emergency Management Plan	■		■		■				■	■	
Harris County, TX Unified and Uniform Approach to Preparedness, Response, and Recovery	■	■			■	■		■	■	■	■
City of Chicago Mass Care Standard Operating Procedures and Field Operations Guide	■			■	■	■		■	■	■	
MARTA Continuity, Emergency Operations, and Security and Emergency Preparedness Planning	■		■	■	■			■	■	■	
Lendlease Business Continuity and Recovery Framework Planning for Military Base Housing–	■		■		■	■		■	■		
City of Philadelphia Evacuation Plan	■	■			■			■	■	■	■
City of Boston Critical Transportation Needs Evacuation Plan	■	■			■	■		■	■	■	■
City of Miami UASI Complex Coordinated Terrorist Attack (CCTA) Gap Analysis	■				■			■	■		
Amtrak Facility Emergency and Business Continuity Planning	■				■	■			■		
EPA Emergency Response Training Program		■	■	■	■	■	■		■		■
FAA Active Shooter Program		■		■							■

Project	Plan Development	Community & Stakeholder Outreach	Operational & Environmental	Exercise Training & Development	Emergency Response	Disaster Recovery Services	Hazard Mitigation	Implementation Strategies	Stakeholder Engagement	Disability, Access, & Functional Needs	Language Access
Chicago Mass Care Planning, Training, and Exercises,		■		■	■	■		■	■	■	■
Amtrak Station Incident Preparedness Program		■		■	■	■			■	■	■
Chicago Health and Safety Training		■		■	■		■		■		■
WMATA Metro System Safety and Emergency Response for National Capital Region Fire Departments and Responders CBT		■		■	■	■	■		■		■
WMATA Leadership Emergency Operations and ICS Computer-Based Training		■		■	■			■	■		■
DOHMH Medical Countermeasure Distribution and Dispensing Full-Scale Exercise		■	■	■	■			■	■	■	■
NYU Langone Health Enterprise/Enterprise-wide Exercises				■	■	■				■	■
Orlando, FL LYNX Exercise Program		■		■	■	■			■		
Delaware Emergency Management Agency All-Hazards Exercise Program		■		■	■	■	■		■	■	
Cook County, IL Department of Homeland Security & Emergency Management (DHSEM) Training and Exercise Program		■		■	■	■	■	■	■	■	■

Procurement

Tetra Tech has proven experience assisting communities with developing the procurement process and contract documents to retain debris and construction contractors and negotiating terms and conditions to put enforceable agreements in place. Since Tetra Tech has managed and reviewed hundreds of contracts throughout the United States, we can assist in the procurement of contracts that are comprehensive in nature, maximize reimbursement opportunities and ensure satisfactory project completion. Our team's experience with disaster contracting ensures comprehensive scopes, strict adherence to grant funding requirements and satisfactory project completion allows us to assist grant recipients with developing procurement processes and contract documents that put enforceable agreements in place. Tetra Tech has most recently supported Osceola County, FL and Seminole County, FL with disaster debris removal procurement efforts that included full scopes of work and were federally (2CFR) compliant.

Operations

As one of the largest emergency response contractors in the United States, Tetra Tech can provide post-disaster planning and operational support to the City in a number of critical operational areas including:

- EOC Staff Augmentation Support
- Mass Care and Emergency Shelter Operations Support
- Field Operations Support (generator refueling, etc.)
- Environmental / Geo Technical Testing and Support
- GIS Support
- Public Information Officer (PIO) Support
- Critical Lifeline Operations Support (utilities, energy, telecommunications, etc.)
- Logistics Operations Support (procurement and distribution of critical supplies)

Spotlight On: Operational Capabilities

As an example of our operational support capabilities, Tetra Tech was retained by the Florida Division of Emergency Management under an emergency task order immediately following Hurricane Ian to restore critical water and wastewater utility operations in Lee County, Florida. We worked with local utility providers to assess damages, design temporary repairs, and procure supplies and contractors (on an emergency basis) to restore utility function.

Extensive Disaster Debris Management Planning Experience

The Tetra Tech team has developed Disaster Debris Management Plans (DDMPs) for over 100 jurisdictions across the United States. In addition, Tetra Tech staff have performed analysis of temporary debris storage and reduction sites and assisted jurisdictions in training for debris management operations, so staff understand their roles in disaster debris operations and understand strategies for clearing, removing, and disposing of debris. Tetra Tech has also assisted jurisdictions in development of request for proposals for debris hauler services to assist them in procuring qualified contractors while adhering to 2 CFR 200 procurement requirements.

Our history in developing industry-leading disaster debris management plans began with Escambia County, FL following Hurricane Ivan. The 2005 Escambia County Disaster Debris Management Plan was the **first plan in the nation approved under new FEMA 325 Guidance and became a model for other jurisdictions across the country.**

Our plans have shaped the industry and become templates used by other jurisdictions developing their own plans. **Tetra Tech has also developed and facilitated training programs and exercises to help communities become familiar with their DDMP and successfully implement the DDMP when needed.**

Our team brings a unique understanding gained from experience providing disaster debris monitoring services, DDMP guidance, and training for government officials. Tetra Tech experts will work closely with County officials and stakeholders to develop a customized DDMP based on the communities' hazards, risks, goals, and objectives. Along the way, Tetra Tech will provide guidance to County regarding policies, procedures, and best practices. Upon completion of the final plan, Tetra Tech will exercise the plan with County officials and stakeholders and revise as necessary. **Tetra Tech's debris planning process includes the following six steps:**



The goal of a DDMP is to better prepare state and local governments to respond to and recover from a debris-generating event. DDMPs help communities restore public services and streamline public health and safety efforts in the aftermath of a disaster by outlining the coordination and debris removal management operations and integrating with the overall emergency management plan. DDMPs also provide the organizational structure, guidance, and standardized procedures for the clearance, removal, and disposal of debris caused by a major debris-generating event. Additionally, DDMPs outline pre-event preparations during times of normalcy, operations immediately prior to a known disaster threat, operations following the disaster event, and demobilization and closeout following completion of debris removal efforts.

As a leading provider of emergency management services, Tetra Tech knows what it takes to respond effectively and initiate recovery activities almost simultaneously while maintaining transparency for the public and elected officials. Our active involvement in response and recovery efforts enables us to develop realistic plans that can be effectively implemented during a response.

Tetra Tech has assisted communities with all phases of debris management planning and development, including:

- Vulnerability assessment
- Identification of management team organizational structure
- Working with leadership and stakeholders to establish and define roles and responsibilities
- Development of pre-event, immediate threat, response, and recovery checklists
- Development of public information programs for the various stages of response and recovery
- Debris estimation
- Analysis and identification of temporary debris storage and reduction sites (TDSRS)
- Development and evaluation of debris removal and disposal contracts

Tetra Tech can also accommodate communities with other customized solutions to help meet their disaster debris management goals. In Los Angeles County, California, Tetra Tech coordinated with the County to develop an unincorporated area mass debris management plan, an Operational Area mass debris management plan, standard operating guidelines on how the County will collaborate with local jurisdictions in debris operations, conducted a multijurisdictional exercise, and lastly, Tetra Tech developed a separate detailed plan for private property debris removal following wildfires. In the Metro Boston Homeland Security Region, Tetra Tech coordinated with each of the nine municipalities to develop plans, identify potential TDSRS, conduct a training for executive staff in Boston, and conducted training and exercises for each of the municipalities.

A representative sample of other jurisdictions that Tetra Tech staff have developed DDMPs for include those bulleted below.

- Norman, OK
- Collier County, FL
- Polk County, FL
- Miami, FL
- Escambia County, FL
- Seminole County, FL
- Key Biscayne, FL
- Sarasota County, FL
- St. Johns County, FL
- Okaloosa County, FL
- Montgomery County, MD
- Contra Costa County, CA
- Los Angeles County, CA
- Marin County, CA

Contract Management

As one of the leading program management contractors in the United States, Tetra Tech is routinely task with assisting our state and local government clients in managing large, complex contracts. Our work in the area of contracts management can include such elements as ensuring that: (1) project management plans are put in place prior to project commencement, (2) routine reporting schedules and meetings are maintained, (3) project cost are known and controlled, (4) projects are implemented (in the field) according to plans and specifications, (5) data and reporting requirements are maintained to support federal reimbursement, permitting compliance, etc., and (6) contractors are held accountable for project variances via enforcement of liquidated damages.

Technology and Accounting Systems

Given the broad scope and size of our firm, Tetra Tech is required to have robust technology and administrative systems in order to support our broad base on clients, contracts, and projects. Tetra Tech is committed to be on the forefront of technology advancements in emergency management and disaster debris operations. We maintain proprietary data management and GIS-based systems such as our *RecoveryTrac*™ debris management system that is specifically designed for debris operations and managing data in accordance with requirements included in the FEMA Public Assistance (PA) program. We continuously update and enhance the system as technology evolves and advances.

Tetra Tech also utilizes electronic timekeeping software to track the activities of our field employees. This service is provided through Tetra Tech's proprietary *RecoveryTrac*™ Timekeeper desktop and mobile application. Timekeeper electronically tracks

an employee's time, function, location, and load tickets issued. The key benefits of using Tetra Tech's electronic system over a paper system to track employee hours include the increased accuracy of the data collected and the ability to generate real-time reports. Improved reporting allows for rapid assessment of budget management and evaluation of costs by task on demand. The *RecoveryTrac*™ Timekeeper system reduces the opportunity for human error when recording projects, tasks, and labor by virtually eliminating the need for staff to hand-write records. Our wizard-based step-by-step process automates many of the elements that traditionally are entered by staff.

Tetra Tech can also implement our *RecoveryTrac*™ Grant Management software solution which tracks and maintains FEMA eligible cost incurred by an eligible applicant and at what phase of the FEMA reimbursement process those expenses currently reside. The *RecoveryTrac*™ Grant Management solution provides our clients with complete transparency and visibility into their disaster cost and anticipated reimbursements. Tetra Tech utilizes an Oracle-based system for project accounting, which drives automation and efficiency. Each of our practices is assigned one or more financial managers (FM's) that support the project manager to ensure that time and expenses are charged correctly and invoiced correctly and timely.

e) Professional Development Program

Tetra Tech is committed to maintaining a highly trained, knowledgeable disaster response workforce. Our professional development program is built around continuous education, experience, and leadership cultivation, ensuring that all personnel assigned to the City are fully equipped to deliver exceptional service throughout the duration of the project.

A recent highlight of this commitment is our Debris Operations Career Advancement Training, designed specifically for current and rising Project Managers in the debris management field. Participants were hand-selected by leadership based on exceptional field performance and leadership potential. The intensive training covered the entire lifecycle of a debris project, from site stand-up to final closeout, and included specialized instruction in:

- Use of the Tetra Tech Resources Toolkit
- Compliance with Red Book protocols and FEMA guidance
- Client-facing communication and issue resolution strategies
- Regional coordination with local, state, and federal agencies
- Leadership and personnel development
- Project financial management, including invoicing and budget tracking

This immersive experience sharpened the technical skills of each attendee while aligning them with Tetra Tech's standards for excellence, accountability, and responsiveness. Importantly, it also prepared them to mentor junior staff and serve as force multipliers within our teams—expanding our capacity to scale up rapidly and consistently deliver quality services in high-demand environments.

Our commitment to professional development is more than a policy, it's a strategic investment in our team, our clients, and the communities we serve. Tetra Tech continues to develop internal pipelines of leadership talent, ensuring that our teams serving the City are not only experienced but also evolving with the latest tools, practices, and standards in disaster debris monitoring.

f) Financial Statements

Tetra Tech is a stable company with annual operating revenue of \$5 billion. Our size, diversity, and financial stability give us the capacity to undertake and successfully complete projects of all sizes and complexities with no financial risk to our clients.

Our size, diversity, and financial stability give us the capacity to undertake and successfully complete projects of all sizes and complexities with no financial risk to our clients. Tetra Tech has nearly \$1 billion of liquidity available, allowing us to meet contractual obligations for disaster response operations regardless of funding flows or payment processing during large disasters. We have proven this in management of more than \$81 billion in federal funding across our more than 650 activations in response to over 100 declared disasters.

Our record of performance reflects a well-managed, growing, successful, and financially strong and stable company. In an era marked by significant economic upheaval, Tetra Tech has been able to sustain fiscal discipline, maintain a stable and diverse contract and client base, and provide high-quality, cost-effective services.

Tetra Tech currently boasts annual revenues of \$5.2 billion and employs 30,000 personnel in 550 offices worldwide. We ended the year with an all-time-high backlog of \$5.38 billion, up 12% from last year. While it was an exceptional year for orders, we finished the year with \$25 billion in contract capacity and more than 25,000 clients. Our strong, broad-based backlog provides us with extraordinary visibility and momentum. Tetra Tech's Annual Report detailing all our services and financial disclosures is available electronically at our website. With a Dun & Bradstreet rating of 5A2, our success is attributed to a strong work ethic combined with exceptional project management and in-house expertise.

The City gains the **stability and resources** of a \$5.2 billion company.

\$232.7 million

Available Cash

\$800 million

Borrowings at our
disposal

\$1.03 billion

Total liquidity available

"Tetra Tech is grateful for the opportunity to renew our partnership with the City. We are supportive of this proposal from the highest levels of our organization. With over \$1 billion of liquidity available, we are confident that **Tetra Tech's financial capacity and stability exceed the potential financial demands of this contract.**"



– Steven Burdick,
Chief Financial Officer

Tetra Tech has provided the requested financial statements in a separate envelope per the City's request.

ii. Experience and Qualifications of Key Personnel

Tetra Tech has assembled a team of debris removal monitoring experts with direct experience responding to recent disasters. **Our dedicated project management team is deeply familiar with the policies, procedures, and requirements associated with delivering successful disaster debris monitoring services.**

Our staff members have **managed the removal of and reimbursement for over 256 million cubic yards (CYs) of debris as well as the demolition of over 22,000 uninhabitable residential and commercial structures.** Our team has monitored and obtained FEMA, FHWA, and NRCS reimbursement on over 30 debris removal projects in excess of 1 million CYs of debris and understands the significant resource commitment and effort that is necessary to manage and monitor large-scale debris removal operations for local governments.

Our record of success includes serving over 450 state and local government clients in response to over 100 presidential disaster declarations over the last decade. Our team has obtained **over \$81 billion in reimbursement funds** for our clients from federal agencies.

Tetra Tech is committed to providing City of Coral Gables an experienced project manager and consistent project management team that will expedite recovery efforts by establishing a coordinated and organized approach to debris removal. Our dedicated team is available to City of Coral Gables 365 days per year.

a) Staff Qualifications

Tetra Tech has assembled a project team with the qualifications and expertise necessary to support the City following a disaster. The individuals selected for this project not only have national expertise from having worked on every major disaster in the past decade but also have hands-on experience working on prior (or current) Florida-based projects. As a result, our senior management team and proposed team staff have an in-depth understanding of how disaster response and recovery works in Florida and have in-depth experience with the City's requirements.

Senior Management and Advisory Team

Our senior management and advisory team will provide expert oversight and assistance at critical junctures. This team is prepared to provide both tactical and strategic guidance for the duration of any disaster recovery operation. These individuals bring decades of disaster debris monitoring and reimbursement expertise. **Résumés for project management and advisory staff have been provided at the end of this section.**



Florida
Resident

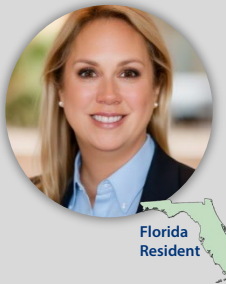
Mr. Jonathan Burgiel, President and Senior Advisor. As business unit president of Tetra Tech Disaster Recovery, Jonathan provides executive-level oversight to help our team meet City of Coral Gables's needs and expectations and serves as an executive sponsor to overcome challenges faced in operation. Jonathan's disaster-related work has included serving as principal in charge of over 100 projects and helping clients throughout the country prepare for, respond to, and recover from natural and human-caused disasters. Jonathan has overseen operations for teams in communities in Puerto Rico (Hurricane Maria); Miami-Dade County and the City of Miami (Hurricane Irma); Richland County, South Carolina (Historic 1,000 Flooding Event); the New Jersey Department of Environmental Protection (NJDEP) (Hurricane Sandy); State of Connecticut (Hurricane Sandy); State of Louisiana (Hurricane Isaac); City of New Orleans, LA (Hurricane Katrina Residential Demolition Program); and Harris County, Texas (Hurricane Ike), to name a few.



Mr. Chuck McLendon, Deputy Business Unit Leader, has provided consulting engineering services to federal, state, and local governments across the U.S. for more than 30 years. His extensive experience in solid and hazardous waste management has propelled him to the forefront of national expertise in executing extensive post-disaster debris removal initiatives. He leads large teams to support major infrastructure and emergency response efforts, including to Miami-Dade County's response to the Surfside condo collapse in 2021 and the devastation that struck the Southeast following Hurricanes Helene and Milton in 2024. Chuck has served as principal in charge for upwards of 30 major disaster activations, including projects totaling more than 150 million CYs of debris and approximately \$3 billion in FEMA PA reimbursement. He lends this expert-level insight to help overcome any obstacles City of Coral Gables may encounter in recovery.



Mr. Ralph Natale is the Director of Post-Disaster Programs for Tetra Tech. He leads the practice by developing programs, providing daily project support, and providing oversight and guidance to his team of project managers and projects. An expert in FEMA-PA Grant Program reimbursement policies, Ralph has served as a principal in charge, project manager, data manager, and operations manager in response to some of the country's largest debris-generating disasters, including Hurricanes Milton, Helene, Matthew, Katrina, Ike, and Sandy. Ralph has led operations that resulted in the removal of over 66 million CYs of debris and over 1.7 million hazardous trees, the program management of over 35,000 demolitions, and over \$4.5 billion of reimbursed invoices.



Ms. Allison McLeary, Esq., Senior Policy Advisor, will leverage her program administration and policy expertise to ensure procedural and data compliance with FEMA requirements. As an attorney and experienced emergency response and recovery executive, Allison has a proven track record of building meaningful relationships across all levels of government. As the former Recovery Bureau Chief of the Florida Division of Emergency Management and Recovery Legal Counsel for GOHSEP, she offers direct, senior-level experience administering grant programming in coordination with federal agencies.

Project Field Operations Team

Tetra Tech has identified a team of field staff to support the City. We have selected team members who have previous experience in similar operations. Brief summaries of each team member's experience are provided below. **Résumés for project field operations staff have been provided at the end of this section.**

Proposed Staff	Summary of Qualifications
Tommy Webster, Regional Project Manager	Mr. Tommy Webster has more than 20 years of consulting and operational experience with major field environmental and civil works projects. Tommy brings a unique perspective, having spent many years of his career on the consulting side at Tetra Tech and its preceding organizations, as well as at a major national civil construction and debris contractor (Phillips and Jordan). He brings a strong understanding of Federal Emergency Management Agency (FEMA) Public Assistance (PA) Program policy and how the policy applies to post disaster recovery. Through his experience, Tommy has managed planning, response, and recovery/reconstruction for a wide variety of projects and disasters including hurricanes, floods, ice storms, fires, oil spills, and other disaster incidents. He has worked projects large and small for clientele across the United States including the Army Corps of Engineers (USACE), state government and agencies, counties, cities, water management/flood control districts, and more. Tommy is a pragmatic, results oriented professional with a proven history of leadership on highly successful projects.

Proposed Staff	Summary of Qualifications
Charles Cabrera, Project Manager	Mr. Charles Cabrera is a 40-hour Hazardous Waste Operations and Emergency Response (HAZWOPER)-trained operations and project manager for Tetra Tech who serves on various projects throughout the country. Charles is responsible for the implementation of Tetra Tech's work plans, dispatching field personnel, staffing, safety, field logistics, and training. Charles will verify eligibility and compliance; oversee collection and disposal operations; and coordinate directly with debris contractors, data managers, and project managers to facilitate the success of fast-moving debris operations projects. Charles provides the City with a highly experienced HAZWOPER-trained project manager who ensures every load, site, and monitor is FEMA-compliant, safe, and properly documented for reimbursement.
Fanta Thitsaphaophandouang, Operations Manager	Mr. Fanta Thitsaphaophandouang is an experienced field and operations manager supporting numerous projects for Tetra Tech. Fanta has been a key member of some of Tetra Tech's largest Fire Response Missions in recent history. In addition to his extensive fire work, Fanta has also worked for Tetra Tech as a public liaison and site inspector during our Rebuild Florida engagement, a staff recruiter and operations manager. Fanta delivers operational excellence in debris monitoring, QA/QC, and ADMS data tracking, which will help the City of Coral Gables to minimize risk, avoid audit findings, and maintain real-time control over field operations.
Katrina Rivera, Field Supervisor	Ms. Katrina Rivera is an experienced professional in disaster response and management. With a focus on hazardous tree and debris removal, she has served in various roles such as task force leader, field supervisor, operations manager, and project manager. Her experience spans across multiple disasters such as hurricanes and wildfires in different states including Louisiana, California, and Florida. She has trained and overseen teams of field monitors, provided quality assurance, and ensured compliance with health and safety guidelines. Katrina's experience and expertise in disaster response and management make her a valuable asset to any disaster response team.
Ricardo Bosques, Data Manager	Mr. Ricardo Bosques is a data and automated debris management system technology specialist for Tetra Tech, where his understanding of Federal Emergency Management Agency eligibility and documentation requirements for public assistance debris removal programs have aided him in quality control and oversight of multiple projects. Ricardo is responsible for the implementation of Tetra Tech's <i>RecoveryTrac</i> ™ ADMS technology as well as oversight and management of field data managers and invoice analysts. He supports the implementation of ADMS in the field, as well as establishing quality assurance and project reporting standards for disaster debris monitoring operations. Ricardo has focused on providing complete auditable datasets that maximize reimbursement and are project worksheet ready.
Macy Moore, Project Coordinator	Ms. Macy Moore is an accomplished Regional Project Coordinator with five years of experience in the disaster recovery industry. Since joining Tetra Tech in 2017, she has supported projects in California, as well as multiple states along the Gulf and East coasts following hurricanes, tornadoes, and wildfires. Macy is responsible for onboarding, training, and assisting with the oversight of PC teams to ensure that projects run smoothly and efficiently. Macy ensures Coral Gables' project administration runs smoothly, bringing valuable experience in coordinating staffing, payroll, compliance, and final documentation across large-scale FEMA debris missions.
Jeff Dickerson, GIS Analyst	Mr. Jeff Dickerson is responsible for the planning, development, and deployment of technical applications supporting emergency response operations. He has led the development and support of Tetra Tech's <i>RecoveryTrac</i> ™ ADMS, one of only three systems validated by the USACE. This system is the preferred choice for USACE debris contractors, providing ADMS services to six of eight USACE districts globally. Jeff has managed numerous large-scale disaster activities, overseeing over 1,000 field monitors, coordinating 24/7 data processing centers, and providing technical support for a debris management database that tracks over 1,000 trucks and documents more than 5 million CYs of debris delivered to the client's DMS locations.

Subcontracting Affirmative Steps

As firm policy, Tetra Tech conscientiously looks for opportunities to work with small, women-, minority-owned and disadvantaged business enterprises where specific and individual capabilities complement our own for the benefit of the successful completion of a project. Most recently, Tetra Tech received the 2022 Dwight D. Eisenhower Award for Excellence in the Services Category for our effective small business subcontracting programs. The award recognizes large U.S. prime contractors that have excelled with their small business subcontracting programs by creating optimal opportunities for use of small businesses in all socioeconomic categories.

Tetra Tech does not discriminate on the basis of social and economic disadvantage, race, color, sex, gender, disability, or national origin. **While Tetra Tech would certainly be open and willing to discuss with the City any local or minority firms that they would like to see involved in a project or recovery effort, given the anticipated scope of work and Tetra Tech’s capabilities, Tetra Tech does not anticipate the solicitation of subcontractors for this project.** A copy of our Good Faith Efforts has been provided at the end of this section.

Scalability and Additional Resources

Our scalable disaster recovery operations are staffed by a deep bench of experienced disaster recovery professionals that includes:

9	88	82	155	35
Project Principals	Project Managers	Operations Managers	Field Supervisors	Project Coordinators

This core team provides management and oversight to our disaster response and recovery operations. They are seasoned experts in their field, with experience managing disaster recovery projects in response to hurricanes, floods, tornadoes, fires, ice storms, and straight-line wind events in 20 states and simultaneous activations in nine states.

While the Tetra Tech senior management team has worked together for more than 15 years, the firm also frequently welcomes new talent to meet client needs. Positions will be filled using Tetra Tech’s vast network of disaster recovery professionals, including full-time employees and local hires.

Professional Certifications, Training, and Licensing

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 key certifications that help them provide quality technical services and have attended numerous training courses related to debris operations and emergency management.**

Some of these include:

- 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-120: Introduction to Exercises
- IS 191: ICS/EOC Interface
- IS-200: Basic Incident Command
- IS 242: Effective Communication
- IS-230: Fundamentals of Emergency Management
- IS-547: Introduction to Continuity of Operations (COOP)
- 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
- ICS 300: Intermediate ICS for Expanding Incidents
- Intermediate Workzone Traffic Control (FDOT)

Additionally, all collection and disposal monitors and field supervisors must attend a debris monitoring training session prior to working. In addition, our environmental health and safety training 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. Our field teams attend daily safety sessions with field employees to discuss potential hazards and review safe work practices.

Resumes

Tetra Tech has provided resumes for key personnel on the following pages.



30+ YEARS OF
EXPERIENCE

100+ PROJECTS

\$8B GRANT
FUNDING

Areas of Expertise

Disaster Recovery Program Design and Management

Federal Grant Management

Solid and Hazardous Waste Management

Grant Experience

FEMA PA

CDBG-DR

HMGP

Disasters

4796 Iowa Severe Storms
4781 Texas Severe Storms, Wind Event, and Floods
4724 Maui Wildfires
4734 Hurricane Idalia
4673 Hurricane Ian
4337 FL Hurricane Irma
4332 TX Hurricane Harvey
4286 SC Hurricane Matthew
4344 CA Wildfires
4084 Hurricane Isaac
4029 TX Wildfires
4024 Hurricane Irene
4106 CT Winter Storm
1791 Hurricane Ike
1679 FL Tornadoes
1602 Hurricane Katrina
1539 Hurricane Charley
& Several More

Education

University of Central Florida, Master of Business Administration, 1989

Tufts University, Bachelor of Arts, Economics, 1984

EXPERIENCE SUMMARY

As President of Tetra Tech's Disaster Recovery Business Unit, Mr. Jonathan 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. Jonathan 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.

Jonathan 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.

Jonathan 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

Jonathan has provided senior management oversight to the following projects:

- Iowa Non-Congregate Sheltering – Iowa Severe Storms, 2024
- 30 communities and over 1,500 staff in Florida – Hurricane Ian, 2022-2023
- Rental and Mortgage Assistance - rental assistance to 120,000 homeowners across 5 states, and mortgage assistance in Florida and Maryland resulting from COVID pandemic
- Hurricane Maria debris mission supporting the Commonwealth of Puerto Rico Department of Transportation, comprehensive support including environmental; grant management; homeowner and infrastructure support w/HUD funding
- City of Cedar Rapids, Iowa – Severe Flooding, 2020
- 67 communities and over 2,400 staff in Florida – Hurricane Irma
- 38 communities and over 1,400 staff in Texas – Hurricane Harvey
- CalRecycle/CalOES – State of California Camp Fire Response
- 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

Principal in Charge (2018-2019)

Camp Fire Response

Jonathan is responsible for oversight of debris and environmental work related to the hazardous material removal of over 12,000 parcels located in the County of Butte. This is possibly the largest debris operation in history.

Principal in Charge (2017)

Numerous Florida Jurisdictions | Hurricane Irma

Following Hurricane Irma in September of 2017, Jonathan oversaw debris monitoring operations for over 67 communities and 2,400 personnel across Florida. This included Miami Dade County, where at peak Tetra Tech had nearly 900 monitors working in the field. Documentation was created for almost 110,000 load tickets and over 78,000 unit rate tickets. In total, Tetra Tech monitored over 4,000,000 cubic yards of debris for the County.

Principal in Charge (October 2019-2021)

St. Johns County, Florida | HUD CDBG-DR Housing Rehabilitation Program Management

Jonathan was engaged with the County immediately following contract execution to assist with managing the CDBG-DR funds for St. John's Housing Rehabilitation and Reconstruction Program. To support the long-term recovery and restoration of the impacted areas, Jonathan managed the grant allocated to the recovery activities for over 300 properties including repair and elevation; reconstruction of properties, repair/replacement of damaged manufactured homes or mobile home units (MHUs), relocation of homeowners, and mortgage payment assistance.

Principal in Charge (October 2018-2021)

North Carolina Department of Public Safety | Hurricane Matthew HUD CDBG-DR Program Management

Serving as Principal-in-Charge for all environmental services for this \$400 million CDBG-DR program addressing 3,400 homes for rehabilitation. Tetra Tech will be performing an estimated 3,400 Tier 2 Reviews, 25 Tier 1 Reviews, 1,700 lead and asbestos risk assessments, and other required specialized environmental services (e.g., CESTs, EAs, etc.) as subcontractor to IEM Inc.

Principal in Charge (November 2018-2020)

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

Jonathan 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

Principal in Charge (October 2018-2024)

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

Jonathan 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.

Senior Project Manager (June 2017-December 2017)

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.



33+ YEARS OF EXPERIENCE

125M CYS OF DEBRIS

\$3B FEMA PA REIMBURSEMENT

Areas of Expertise

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

Disasters

DR-4796-IA, Iowa Severe Storms
DR-4794-FL, Florida Severe Storms
DR 4734-FL, Hurricane Idalia
DR4673-FL, Hurricane Ian
DR-4559-LA, Hurricane Laura
DR-4393-NC, Hurricane Florence
DR 4337-FL, Hurricane Irma
DR-4283-FL, Hurricane Matthew
DR-4241-SC, Severe Flooding
DR-1971-AL, Tornado Outbreak
DR-4024-VA, Hurricane Irene
DR-1603-LA, Hurricane Katrina
BP Deepwater Horizon Oil Spill

Education

Florida State University, Bachelor of Science, Business Marketing

EXPERIENCE SUMMARY

Mr. Chuck McLendon serves as the Deputy Business Unit Leader for Tetra Tech's Emergency Management practice area and has been providing consulting engineering services to federal, state, and local governments across the U.S. for more than 30 years. He provides overarching management support for Tetra Tech activations across the globe. 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 33 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 125 million cubic yards of debris and upwards of \$3 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 Helene (2024)

Multiple Clients, including City of Greenville, SC

Prior to Hurricane Helene's landfall, Chuck was stationed in the path of the storm, ready to support our clients as soon as possible. He served as one of the first responders on-site post-disaster, assessing the situation, identifying logistical needs, and deploying initial resources. Chuck was the primary point of contact for clients during these early phases, establishing rapport and setting operational expectations.

Severe Storms (2024)

Leon County and City of Tallahassee, FL

Chuck provided supervisory support and client management following the severe storms that occurred in North Florida in May 2024. He coordinated with the on-site project managers and supervisors to ensure both clients were supported throughout the recovery process.

Hurricane Idalia (2023)

Florida Department of Environmental Protection

Chuck provided supervisory support to Tetra Tech's activation by the FDEP following Hurricane Idalia's impact on the Big Bend area of Florida. Chuck ensured that Tetra Tech deployed all required resources to support the FDEP in removing debris from numerous state maintained waterways including the Suwannee River as well as several State parks.

Hurricanes Ian and Nicole (2022)

Numerous Florida Jurisdictions

Following Hurricanes Ian and Nicole, Chuck served as regional program manager supporting over 15 Tetra Tech clients – including Orange County, Volusia County, Seminole County, and the Florida Park Service - in standing up and operating debris removal programs. Chuck served as a senior subject matter expert and assisted Tetra Tech's clients and project managers in maintaining FEMA-compliant programs and resolving various challenging issues.

Surfside Condominium Collapse (2021)

Miami-Dade County, Florida

The collapse of the twelve story Champlain Towers South condominium was a high-profile, catastrophic event. Chuck served as Principal in Charge for Tetra Tech to Miami-Dade County following the collapse on June 24, 2021. Chuck was on the ground at the collapse site within hours of the building collapse and County activation in order to assess the resources needed to assist the County with emergency debris removal. Over the next several days, he assisted the County with contractor procurement efforts in addition to developing and executing a plan to monitor debris removal both from a FEMA reimbursement and evidentiary debris removal perspective.

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 Chuck. Following the impact of Hurricane Sally, Chuck 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 Laura (2020)

Calcasieu Parish, LA

Chuck mobilized immediately to the Lake Charles, LA area in the aftermath of Category 4 Hurricane Laura. He facilitated the initial kick-off meeting with the Parish and debris contractor and developed an immediate staffing and logistics plan for the Parish. He worked closely with our on-site project manager and senior staff from the debris contractor to ensure that emergency roadway clearance (push) crews were dispatched with their work times and locations tracked. Chuck worked throughout the project with Tetra Tech project management staff to ensure that all of the parish's needs met.

Hurricane Florence (2018)

Boiling Spring Lakes, NC and Briarcliff Acres, SC

Following Hurricane Florence, Chuck 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, Chuck provided senior oversight of debris monitoring operations across seven counties – 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

Chuck 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. Chuck oversaw a team of Project Specialists in drafting and versioning project worksheets.



15+ YEARS OF EXPERIENCE

250+ PROJECTS

\$4.5B+ REIMBURSED INVOICES

Areas of Expertise

Program Development
Documentation Management
Private Property Debris Removal
Debris Removal Planning
Debris Removal Monitoring
Packet Management
Geospatial Reporting

Grant Experience

FEMA-PA
NRCS-EWP
FHWA-ER
CDBG-DR

Disasters

4781 Texas Severe Storms, Wind Event, and Floods
4724 Maui Wildfires
4734 Hurricane Idalia
4673 Hurricane Ian
4240 Valley and Butte Fires
4084 Hurricane Isaac
1971 Alabama Tornadoes
1609 Hurricane Wilma
1602 Hurricane Katrina
& Several More

Certifications

OSHA 40-Hour Asbestos Training
IS-632: Debris Operations
HSEEP-Certified
OSHA Asbestos Health and Safety
IS-30: Mitigation Grants System
IS-100, 200, and 700: ICS and NIMS
IS-630: Intro to the PA Process

EXPERIENCE SUMMARY

Mr. Ralph Natale is the director of post-disaster programs for Tetra Tech, encompassing HUD and Case Management operations, FEMA funding operations, and debris monitoring operations. He leads the practices by developing programs, providing daily project support, and providing oversight and guidance to his team of project managers and projects. Ralph is an expert in Federal Emergency Management Agency-Public Assistance (FEMA-PA) Grant Program reimbursement policies and has administered over 250 projects in his 15-year-plus career.

Ralph specializes in large scale responses and has served as a principal in charge or project manager in response to some of the country's largest disasters, including 19 state-level responses after major hurricanes, floods, and fire events. This includes managing and documenting the removal of over 66 million cubic yards (CYs) of debris, 1.7M hazardous trees, and the program management of debris collection and demolition of over 35,000 parcels on fire removal projects and over 200,000 environmental samples. The HUD projects that Ralph has overseen have encompassed 5,000 parcels, and the Department of the Treasury ERAP projects he has overseen have benefited 100,000 residents.

RELEVANT EXPERIENCE

Senior Management Team | Grant Management, Case Management, and Debris Monitoring

As the Operations oversight for all Grant Management, Case Management, and Debris Monitoring projects, Ralph is responsible for developing and implementing strategic plans to help Tetra Tech's clients receive as much grant funding as possible in the wake of disasters. He works with the leaders in each of these practices to ensure the teams are compliant in funding requests and that they optimize resource allocation. He plays a pivotal role in administering FEMA Public Assistance and HUD CDBG programs, liaising with government agencies, and ensuring eligibility criteria are met. He oversees operational functions, streamlines processes to help the staff spend more of their time focused on their projects, and fosters a cohesive work environment. Overall, Ralph oversees a broad spectrum of responsibilities and tasks that makes Tetra Tech effective at being a full-spectrum recovery provider.

Several recent key projects include the following:

- Buncombe County, North Carolina | Comprehensive Disaster Recovery Services following Hurricane Helene (2024 – Present)
- Private Property Puerto Rico Department of Housing | Environmental Reviews (2021 – 2023)
- Texas Emergency Rental Assistance Program (2022 – 2023)
- State of Connecticut Public Assistance Services (2019 – present)
- Harris County, Texas | Environmental Review (2020 – 2022)

Subject Matter Expert | Public Assistance, Case Management, Program Management, and Debris Monitoring Services

Ralph has served as a program manager and grant consultant for state and local governments during his extensive career in disaster debris industry. This includes the largest debris projects since Hurricane Katrina for federal, State, and local government work. Ralph also supports missions as a senior consultant serving as a member of the State of Connecticut Emergency Operations Debris Task Force, where he was activated during the recovery operations following Hurricane Irene and Winter Storm Alfred.

Ralph has also served on the following projects:

- Cal OES | LA County Fires (January 2025 – Present)
- Multiple jurisdictions across the State of Florida | Hurricane Milton (2024 – 2025)
- Multiple jurisdictions across the States of Florida, Georgia, South Carolina, and Virginia | Hurricane Helene (2024 – 2025)
- Hurricane Beryl (2024 – Current)
- Texas Severe Storms, Wind Event, and Floods (2024 – Current)
- Desoto County Emergency Watershed Project (2024 – Current)
- Maui Wildfires (2023 – Current)
- Hurricane Idalia (2023 – Current)
- State of Vermont Floods (2023 – 2024)
- Hurricane Ian (2022 – 2023)
- State of California Dixie Fire Response (2021)
- Hurricane Laura (2021 – 2024)
- State of California Camp Fire Response (2018 – 2020)
- Hurricane Michael local and USACE response (2018 – 2019)
- NorCal Wildfires | USACE (2017 – 2018)
- Hurricane Harvey (2017 – 2018)
- Hurricane Ike, Severe Droughts, Floods | City of Houston, Texas (June 2009 – Present)
- Winter Storms | State of Connecticut, Interagency Debris Management Task Force (August 2010 – Present)
- Katrina New Orleans Demolitions Phase 3 (2010 – 2018)

Principal in Charge/Senior Program Manager

As director of post-disaster programs for Tetra Tech, Ralph has focused on developing and improving program management processes. These processes ensure the most efficient methods of managing debris removal programs to maximize federal reimbursement via the FEMA 325 and 327 guidelines. As a senior program manager, Ralph ensures quality control and quality assurance of project managers' deliverables on all Tetra Tech projects. A representative list of projects he has worked on is included below.

Hurricane Ian

Following Hurricane Laura in September of 2022, Ralph oversaw debris monitoring operations for many of Tetra Tech's Gulf Coast clients, including Collier County and associated cities with over 3,000 damaged homes and \$2 billion in damage. Documentation required simultaneous tracking of right-of-way (ROW), leaner/hanger/stumps (LHS), parks, and private road debris streams from multiple applicants, with the County alone generating over 1.3 billion cubic yards of storm debris.

Hurricane Laura

Following Hurricane Laura in August of 2020, Ralph oversaw debris monitoring operations for over 11 communities and 1,000 personnel across Louisiana. This included the Calcasieu Parish/Lake Charles area, where at peak Tetra Tech had nearly 600 monitors working in conditions typical of a category 4 hurricane. Without power or infrastructure, the operational response plan was implemented, and our team had to mobilize and establish power and infrastructure for all the projects. This was completed successfully without any debris haulers having to wait on monitoring resources.

Hurricane Michael

Following Hurricane Michael in September of 2018, Ralph oversaw debris monitoring operations for several communities in the Florida Panhandle and a USACE response in Georgia that covered 12 counties. The devastation was 250 miles wide for this category 5 storm, which included working in areas that had no power or electricity for well over a month. At peak, Tetra Tech

had nearly 600 monitors working in the field. Documentation was created for almost 10 million cubic yards of debris. Work also included NRCS funding of nearly 25 miles of waterways through Bay County, FL.

Camp Fire Response

Ralph serves as project manager and is responsible for oversight of debris and environmental work related to the hazardous material removal of over 12,000 parcels located in the County of Butte. This is possibly the largest debris operation in history with over 2 billion dollars in costs.

Northern California (NORCAL) Wildfire Response (November 2017 – Present)

Ralph serves as principal in charge for USACE ADMS services for all the work completed after the Northern California wildfires in 2015. This included debris and environmental services of over 8,000 homes and over 1 billion dollars in costs. Ralph oversees the overall project management team and assists with staffing and logistics for this four-county response.

Florida Department of Environmental Protection (2016 – 2018)

Ralph serves as principal in charge for FDEP waterways debris removal programs (wet debris). Unlike conventional debris removal programs that are well established, every waterway program needs a level of customization. Ralph has provided this oversight working with the State of Florida, FEMA, and the local counties that recovery was being conducted. Counties worked post Matthew and Irma include Nassau, St. Johns, Ventura, Brevard, Monroe, Collier, and Lee.

California | Valley and Butte Fire (October 2015 – 2016)

Ralph helped create and implement programs for several projects after the Valley and Butte fires of 2015, which burned over 150,000 acres of forests and destroyed over 2,000 homes, with recovery costs of over \$300 million. Each program developed was unique but necessary for the community as a whole to recover. Programs included geospatial live tracking of work completed and equipment deployed; mitigation of hazardous trees from rights of ways and private property that was fully funded by CalOES and FEMA; private property debris removal packet management and database support; and management of a unique mix of environmental scientists and debris specialists to provide documentation for remediation of asbestos and other contaminants left behind, including debris quantities. These clients included Lake County Public Works, CalRecycle (AJ Diani), CalRecycle (Sukut), and PG&E.



21 YEARS OF
EXPERIENCE

Areas 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
ARPA

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

EXPERIENCE SUMMARY

Ms. Allison McLeary is a **seasoned emergency management executive** with a strong track record of implementing and managing complex grant programs. As former Recovery Bureau Chief of the Florida Division of Emergency Management, she offers more than three years of direct experience administering grant programming throughout the State of Florida. In her role, she excelled at building meaningful relationships across all levels of government to drive impactful outcomes for applicants. Allison also served as Recovery Counsel for the Louisiana Governor's Office of Homeland Security and Emergency Preparedness (GOHSEP), where she contributed to the development and management of statewide programs aimed at enhancing public safety and infrastructure resilience. Allison is a **recognized expert in the realm of grant management** and is frequently invited to present at national conferences, where she shares her **insights on effective strategies for grant administration and implementation**. With Tetra Tech, Allison is currently a **program management advisor for state-level contracts for 29 states and 2 territories**.

RELEVANT EXPERIENCE

Director, Federal Grant Programs (March 2021 – Present)

Tetra Tech, Inc.

Allison serves as Director, Federal Grant Programs, providing policy guidance and program support. Allison is an expert in FEMA policies, building and maintaining relationships with State and 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 management operations throughout the nation. Additionally, Allison coordinates relationships with funding agencies and local partners to streamline project operations.

During Allison's tenure at Tetra Tech, she has worked on several high-profile projects, inclusive of the following:

State of Iowa

Most recently, Allison has supported the State's Non-Congregate Sheltering operations for survivors following several severe storms in the spring of 2024. She is actively involved in supporting Iowa's Department of Homeland Security and Emergency Management (HSEMD) with arbitrations and appeals of FEMA Public Assistance determinations. Additionally, she has been involved in Iowa's Mitigation and Building Resilient Infrastructure and Communities (BRIC) programs as a subject matter expert. Iowa HSEMD has also contracted with Tetra Tech to facilitate an assessment of Iowa's equity and diversity in disaster management plans, policies, and procedures. The multi-phase effort is designed to improve how Iowa prepares for, responds to, and assists underserved communities and historically marginalized populations with recovering from all types of disasters. The project focuses on identifying activities to improve Iowa's emergency management process and accessibility. Tetra Tech's "Equity Assessment in Emergency Management Tool" was utilized to provide consistent assessment of the State's programs and plans.

Florida Department of Emergency Management – Water and Infrastructure Response and Recovery

In response to the devastation from Hurricane Ian in Lee County, FDEM took an active approach and utilized Tetra Tech to directly support the water utilities throughout the County. In less than four days, the whole of Tetra Tech's leadership had committed to supporting the recovery efforts in Florida, including Tetra Tech President Jill M. Hudkins. Allison served as Senior Project Manager for this project, as well as the liaison to the FDEM Director and senior leadership at the State's Emergency Operations Center. The initial scope covered the assessment of 13 County water plants and wastewater plants. Once the County witnessed the value that Tetra Tech brought to the project, the scope expanded to 48 plants throughout the County, not just the original ones that were County-owned. These 48 water and wastewater facilities were assessed for safety and operability, and service was restored within the first week to all facilities capable of receiving and pumping water. An additional 323 wastewater lift stations were assessed through these efforts.

Maui County

Tetra Tech is supporting Maui County's long-term recovery following the Maui Wildfires in 2023. Allison is serving as the program lead, overseeing operations that occur in the recovery efforts. Tetra Tech is aiding individuals throughout the County as they engage with FEMA's full suite of response and recovery programs. These efforts from Tetra Tech include repairing critical infrastructure, rebuilding housing, restoring natural resources, and supporting local businesses. Additionally, efforts encompass community services such as mental health support and emergency preparedness initiatives. Allison is also active in the collaborative planning and advocacy for policy reforms, which will be essential to enhance resilience and mitigate future wildfire risks in the State of Hawaii.

State of Connecticut

Allison supports the Tetra Tech team that is supporting the State of Connecticut's FEMA PA program. This state-level contract involves comprehensive coordination from initial assessment to closeout at the Recipient level. This includes meticulous documentation of disaster-related damages, efficient processing of grant applications, and transparent allocation of funds to eligible projects. Throughout the process, effective communication between the State, FEMA representatives, and applicants ensures smooth implementation and compliance with federal guidelines, ultimately leading to successful project completion and grant closeout.

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 Florida Division of Emergency Management (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, covering programs such as 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, perform 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 U.S. 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

- Counseled to State Police on matters of policy, operations, public records law, personnel management, emergency management/crisis response, and investigations
- 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, and the role of volunteers in emergency response
- 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.



20+ YEARS OF
EXPERIENCE

Areas of Expertise

Project Management

Debris Monitoring/Removal

FEMA PA

Construction Management

Private Property Debris Removal

Cost of Service Evaluations

Emergency Management

Damage Assessment

Utility Engineering/Consulting

Public Outreach/

Communications

Procurement (2CFR)

Grant Management

Key Training/Certifications

DHS/FEMA/PIA-017 Federal
Emergency Response Official.
Effective date 9/4/2018 –
9/02/2024

North Carolina General
Contractor's License

USACE Construction Quality
Management for Contractors-
Certified

FEMA 325 Public Assistance
Debris Management Guide

FEMA E0202 Debris Management
Planning Certified

FEMA ICS-100 Incident Command
System Certified

FEMA ICS-200 Initial Action
Incident Certified

EXPERIENCE SUMMARY

Mr. Tommy Webster has more than 20 years of consulting and operational experience with major field environmental and civil works projects. Tommy brings a unique perspective, having spent many years of his career on the consulting side at Tetra Tech and its preceding organizations, as well as at a major national civil construction and debris contractor (Phillips and Jordan). He brings a strong understanding of Federal Emergency Management Agency (FEMA) Public Assistance (PA) Program policy and how the policy applies to post disaster recovery. Through his experience, Tommy has managed planning, response, and recovery/reconstruction for a wide variety of projects and disasters including hurricanes, floods, ice storms, fires, oil spills, and other disaster incidents. He has worked projects large and small for clientele across the United States including the Army Corps of Engineers (USACE), state government and agencies, counties, cities, water management/flood control districts, and more. Tommy is a pragmatic, results oriented professional with a proven history of leadership on highly successful projects.

Tommy was chosen for this project due to his ability to interact with clients, governmental agencies, employees, and contractors and his leadership skills to negotiate contracts, train clients and employees, submit realistic schedules, motivate staff, and track results.

RELEVANT EXPERIENCE

Program Manager (May 2022 – Present)

Tetra Tech, Inc.

Tommy is responsible for the day-to-day operations of the engagement including field operations and contractual/business aspects. He is tasked with providing assistance to the Principal-in-Charge in the administration of contracts; enforcement of the provisions of the client's contract with collection contractors; serving as the primary point of contact for client staff, Contractors and FEMA representatives; maintaining appropriate staffing levels; implementing quality assurance and control measures; review of daily contractor activity; review/submittal of contractor invoices.

Program Manager (July 2014 – May 2022)

Phillips & Jordan

Tommy was responsible for the following tasks:

- Initial deployment and operational project setup for natural and man-made disasters across the CONUS
- Subcontractor negotiation and claims management
- Line-item project reviews and approvals with Project Managers and third-party representatives
- Liaison between operations and overhead departments, as well as municipalities and governmental agencies

Operations Manager (January 2012 – June 2014)

ATKINS Global

Daily responsibilities included:

- Initial deployment and operational project setup for natural and man-made disasters across the CONUS
- Managed & monitored debris removal operations
- Employee/Client training
- Contractor invoice reviews and approvals
- Liaison between operations and overhead departments, as well as municipalities and governmental agencies
- Customer maintenance and satisfaction

Project Manager (August 2010 – January 2012)

Andrew Consulting

Daily responsibilities included:

- Received and reviewed construction documents and contractor/vendor submittals
- Responsible for creating and implementing construction schedules
- Quality control management for all construction activity
- Oversight of over \$285 Million in public and private commercial construction projects
- Periodic construction inspections

Project Manager (September 2008 – July 2010)

Beck Disaster Recovery

Daily responsibilities included:

- Initial deployment and operational project setup for natural and man-made disasters across the CONUS
- Manage ongoing project and employee activity
- Liaison between operations personnel and overhead departments, as well as municipalities and governmental agencies
- Employee/Client training
- Execute company policy and procedures

Project Manager (December 2002 – September 2008)

Beck Disaster Recovery

Daily responsibilities included:

- Initial deployment and operational project setup for natural and man-made disasters across the CONUS
- Manage ongoing project and employee activity
- Responsible for employee financial reimbursement and contractor invoice reviews and approvals
- Liaison between operations and overhead departments, as well as municipalities and governmental agencies

9 YEARS OF
EXPERIENCE

10 DISASTERS

Areas of Expertise

Disaster Debris Management

Right-of-Way Debris Removal

Health & Safety

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

Key Training/Certifications

40- Hour HAZWOPER

Education

University of South Florida,

Associate Degree, In Progress

EXPERIENCE SUMMARY

Mr. Charles Cabrera is a 40-hour Hazardous Waste Operations and Emergency Response (HAZWOPER)-trained operations manager for Tetra Tech who serves on various projects throughout the country. Charles is responsible for the implementation of Tetra Tech's work plans, dispatching field personnel, staffing, safety, field logistics, and training. Charles will verify eligibility and compliance; oversee collection and disposal operations; and coordinate directly with debris contractors, data managers, and project managers to facilitate the success of fast-moving debris operations projects.

Charles has developed an extensive understanding of federal, state, and local regulations, protocols, processes, and guidance with respect to homeland security, disaster preparedness, response, recovery, and mitigation.

RELEVANT EXPERIENCE

Project Manager

In this role, Charles coordinates with officials, engineers, and multiple debris removal contractors to ensure that the project is completed within the identified timeline, scope of services, and within reimbursement guidelines. He also liaises between debris removal contractors and engineers, who provide project work zones. In addition to managing field operations, scheduling, and quality assurance, Charles also assists with data and invoice reconciliation.

- USACE in Los Angeles County, CA – Wildfires, January 2025 – April 2025
- City of St. Petersburg, FL – Hurricane Milton, October 2024 – December 2024
- VDOT Fredericksburg, VA – Winter Storm, January 2022 – September 2022
- City of New Bern, NC – Hurricane Florence Draining District Project, January 2021 – April 2022
- Port of Corpus Christi Authority, TX – Hurricane Harvey, August 2018 – March 2019
- Florida Department of Environmental Protection – Hurricane Matthew, February 2017 – June 2017
- Collier County, Florida – Straight-Line Wind Event Disaster Debris Program Management, January 2016 – February 2016

Operations Section Chief – Inside Paradise West (2019)

Charles has served as the Operations Section Chief in California, where he is responsible for the debris removal operations of structures following fires. He was responsible for the implementation of Tetra Tech's work plans, dispatching field personnel, staffing, safety, field logistics, and training. He verified eligibility, compliance, and collection and disposal operations oversight.

- CalRecycle – Camp Fire, CA – 2019
- CalRecycle – Mendocino Complex Fire, October 2018 – January 2019

Operations Manager

Charles served as the operations manager and was responsible for assigning monitors to crews, health and safety, supervisor training, and overall field oversight.

- City of Miami, FL – Hurricane Irma, May 2018 – June 2018

- Lake County, CA – Wildfires, November 2015 – February 2016
- City of Houston, TX – Severe Storms and Flooding, May 2015 – August 2015
- City of Augusta and Richmond County, Georgia – Winter Storm Pax, February 2014 – April 2014

Lead Field Manager

Charles served as a Lead Field Manager and was responsible for the management and implementation of *RecoveryTrac™* Automated Debris Management System (ADMS) to document debris removal efforts.

- Sonoma County, CA – NORCAL Fires, November 2017 – February 2018

Deputy Project Manager

Charles was mobilized as a Deputy Project Manager to initiate operations, manage staffing levels, and implement quality assurance and control measures. In this role, Charles was responsible for implementing all task orders from the client, and he provided project oversight, project scheduling, training of personnel, and dispatching of staff.

- City of Houston, Texas – Hurricane Harvey, August 2017 – October 2017
- Brevard County, FL – Hurricane Matthew, October 2018 – January 2017

Division Supervisor

Charles served as a division supervisor responsible for coordinating staff, directing health and safety operations, and overseeing and documenting debris removal contractor's field activities. He was responsible for dispatching field personnel, staffing, safety, field logistics, task force dispatching, training, and other daily activities. Charles was responsible for verifying eligibility, compliance, and collection and disposal operations oversight and coordinated directly with the project manager daily with progress reports and on specific issues.

- CalRecycle – Detwiler Fire Response, August 2017
- CalRecycle – Erskine Fire, July 2016 – October 2016

Disaster Debris Specialist

The Valley Fire affected 76,000 acres of land and destroyed a total of 1,958 structures, including 1,280 homes, 27 multi-family structures, 66 commercial properties, and 585 other minor structures such as outbuildings and sheds. Tetra Tech was tasked with performing environmental surveys of commercial properties, which included a site debris sketch and debris assessment of quantities and materials. Only 40-hour HAZWOPER personnel were dispatched to this event. Charles was selected to perform these assessments on over 100 commercial structures within the fire-damaged area.

- Valley Fire, California – Catastrophic Fires | Debris Sketches and Assessment of Commercial Properties, October 2015

7 YEARS OF
EXPERIENCE

Areas of Expertise

Disaster Debris Management

Right-of-Entry

Hazard Tree Eligibility

Monitor Training

Monitor Dispatch

Right-of-Way Debris Removal

Disposal Operations

Field Operations

Quality Assurance/Quality Control

Demolition Operations

Key Training/Certifications

40-Hour HAZWOPER

Flood Cleanup Awareness Training

Lead Risk Assessor

EXPERIENCE SUMMARY

Fanta Thitsaphaophandouang (Fanta) is an experienced field and operations manager supporting numerous projects for Tetra Tech. Fanta has been a key member of some of Tetra Tech's largest Fire Response Missions in recent history. In addition to his extensive fire work, Fanta has also worked for Tetra Tech as a public liaison and site inspector during our Rebuild Florida engagement, a staff recruiter and operations manager.

RELEVANT EXPERIENCE

Operations Manager

Fanta worked closely with data managers and ADMS specialists to document and track operations and deliver expeditious and accurate reporting to key stakeholders. His duties included overseeing the day-to-day operations of debris monitoring, training and scheduling of monitors, tracking of debris, and project QC. Additionally, he monitors site safety and maintains safety awareness to ensure a safe working environment for all personnel.

- Orange County, FL – Hurricane Milton, 2024
- LaFourche Parish, LA – Hurricane Francine, 2024
- Fort Bend County, TX – Hurricane Beryl, 2024
- Florida Department of Environmental Protection – Hurricane Idalia, 2023
- Charlotte County, FL – Hurricane Ian, 2022
- Miami Dade, FL – Surfside Building Collapse, 2021
- Pinellas County, FL – Hurricane Irma, 2017

Quality Control

As QA/QC manager, Fanta is planning a role in the QA/QC of the Maui Fires – Lahaina PPDR program. Fanta is managing all real-time reporting collected by *RecoveryTrac™* and overseeing our virtual command center to audit project information as it is collected. This will prevent ticket errors, reduce invoice reconciliation timeframes, prevent fraud, and establish a sound dataset for future audits.

- ECC – Lahaina PPDR Phase 2, 2024 (Present)

Area Leader

As an Area Leader for numerous fire response activations, Fanta was responsible for supervising debris and tree operations, ensuring truck certifications, scheduling and training staff, and overseeing Quality Assurance and Quality Control of field documentation for multiple counties.

- CalRecycle – Northern Branch Complex Fire, 2020
- CalRecycle – Caldor Fire, 2021

Division Supervisor

As a Division Supervisor, Fanta's responsibilities included oversight scheduling and management of Task Force Leaders that were assigned to monitor and document debris removal efforts. Fanta was responsible for direct field oversight, upward reporting, Quality Assurance and Quality Control (QA/QC), health and safety, and field documentation.

- CalRecycle – Camp Fire, 2019

Site Inspector

Fanta completed home inspections to assist Damage Claims Adjusters with cost of repair estimations. Inspections included interior and exterior structural documentation and measurement as well as an environmental inspection of the surrounding property.

- ReBuild Florida – Hurricane Irma, 2019

Task Force Leader – Disposal Site

As a Task Force Leader at the disposal site, Fanta was responsible for completing a record of contract haulers' cubic yardage and other necessary recordkeeping on the load ticket, documenting each load ticket before permitting trucks to proceed from the check-in area to the tipping area, performing DOT vehicle certification of qualified participants, and documenting truck hauling compartment condition using digital photographs. In addition, the job requires documentation of QC 214's, disposal tower logs, debris/tree ticket logs, and any additional documentation received from the jobsite.

- Sonoma County, CA – NORCAL Fire, 2017
- CalRecycle – Thomas Fire, 2018
- CalRecycle – Carr Fire, 2018

6 YEARS OF
EXPERIENCE

Areas of Expertise

Operations Management

Disaster Recovery

Dispatching

Field Supervision

Debris Removal

Hazard Tree Removal

Truck Certifications

Key Training/Certifications

OSHA HAZWOPER 40 Hour

FEMA ICS 100 & 200

FEMA IS-37.22 – Managerial Safety and Health

FEMA IS-42.A – Social Media in Emergency Management

FEMA IS-240.C – Leadership and Influence

FEMA IS-241.C – Decision Making and Problem Solving

FEMA IS-242.C – Effective Communication

FEMA IS-253.A – Environmental and Historical Preservation Review

Education

Valencia Community College,
Business Administration, 1999

Saint Petersburg College,
Healthcare Informatics/HIM,
Currently Enrolled

EXPERIENCE SUMMARY

Ms. Katrina Rivera is an experienced professional in disaster response and management. With a focus on hazardous tree and debris removal, she has served in various roles such as task force leader, field supervisor, operations manager, and project manager. Her experience spans across multiple disasters such as hurricanes and wildfires in different states including Louisiana, California, and Florida. She has trained and overseen teams of field monitors, provided quality assurance, and ensured compliance with health and safety guidelines. Katrina's experience and expertise in disaster response and management make her a valuable asset to any disaster response team.

RELEVANT EXPERIENCE

Operations Manager

In this role, Katrina is responsible for overseeing day-to-day operations of debris monitoring, which include the training and scheduling of monitors, tracking of debris, and project QA/QC. As an operations manager, her oversight involves field issue resolution, and the design and implementation of processes for monitoring. Specifically on waterway projects, Katrina has been tasked with handling the marine boat division where she coordinates with maintenance teams to ensure that all boat engines are operational for client/contractor needs.

- City of Sarasota, FL – Hurricane Ian, 2022
- City of Lake Charles, LA – Waterways Project, 2021
- Audubon Nature Institute – Hurricane Ida, 2021
- Tangipahoa Parish – Hurricane Ida, 2021
- City of Vinton, LA – Hurricane Laura, 2020
- City of Dequincy, LA – Hurricane Laura, 2020
- City of Lake Charles, LA – Hurricane Laura (ROW & PPDR), 2020

Field Supervisor

As a field supervisor, Katrina is responsible for overseeing and supervising debris monitoring activities at both loading and disposal sites. She is in charge of coordinating daily activities and, identifying and addressing any safety concerns, and troubleshooting any issues that may affect the work area. It is also a supervisor's responsibility to ensure accurate measurement of load hauling compartments and that all truck certifications are complete and available to all parties involved.

- ECC and Maui County, HI – Lahaina-Kula Fire (PPDR), 2023 – Present
- Mississippi Emergency Management Agency Emergency Shelter Camp – Tornadoes, 2023
- City of St. Petersburg, FL – Hurricane Idalia, 2023
- City of Lake Charles, LA – Hurricane Laura (PPDR), 2022
- St. Helena Parish, LA – Hurricane Ida, 2021-2022
- City of Vinton, LA – Hurricane Laura (PPDR), 2021
- Calcasieu Parish, LA – ROW & Lateral Drainage DMS, 2020-2021
- City of Alexandria, LA – Hurricane Laura, 2020
- City of Vinton, LA – Hurricane Laura, 2020
- City of Dequincy, LA – Hurricane Laura, 2020

Division Supervisor

Katrina served as division supervisor following wildfires that impacted multiple counties in Northern California. She assisted with project oversight, including private property debris removal, and the hiring and training of local field monitors. She communicated directives and interacted among the client, FEMA, and contractor representatives.

- CalRecycle – Dixie Fire Northern Division, 2021
- CalRecycle – Camp Fire, 2019

Task Force Leader

Katrina served as Task Force Leader for multiple fire response projects in the State of California. This includes hazardous tree assessment and hazardous tree removal. She supervised a team of Crew Leaders in the removal of both debris and hazardous trees across multiple counties. As a Task Force Leader, she also assisted with logistical responsibilities such as tracking and collecting inventory.

- CalRecycle Northern Branch – California Wildfires, 2020-2022
- City of Ukiah, CA – Mendocino Complex Fire, 2018-2020
- City of Redding, CA – Carr Fire, 2018-2019
- CalRecycle and Ventura County, CA – Edison Fire, 2018

Field Debris Monitor

As a Field Debris Monitor, Katrina was responsible for ensuring safe and efficient debris removal operations. This includes monitoring collection activity of trucks, issuing load tickets, checking the work area for safety concerns, and reporting any issues to supervisors. Katrina also documented any damage that occurred, ensured the work area was clear of debris, monitored crew performance and productivity, and ensured that loads were properly contained, and only eligible debris was collected.

- Pinellas County, FL – Hurricane Irma, 2021

9+YEARS OF
EXPERIENCE**20+**

DISASTERS

\$8.2M+GRANT
FUNDING**Areas of Expertise**

Disaster Debris Management

Data Collection, Utilization, and
Validation

Data Management

Report designs

Reimbursement Policies and
Procedures

Public Relations

Invoice Reconciliation

EducationUniversity of Texas at San Antonio,
Bachelor of Science in Biology with
a Concentration in Microbiology/
Immunology**EXPERIENCE SUMMARY**

Mr. Ricardo Bosques is a data and automated debris management system (ADMS) technology specialist for Tetra Tech, where his understanding of Federal Emergency Management Agency (FEMA) eligibility and documentation requirements for public assistance debris removal programs have aided him in quality control and oversight of multiple projects. Ricardo is responsible for the implementation of Tetra Tech's *RecoveryTrac*™ ADMS technology as well as oversight and management of field data managers and invoice analysts. He supports the implementation of ADMS in the field, as well as establishing quality assurance and project reporting standards for disaster debris monitoring operations. Ricardo has focused on providing complete auditable datasets that maximize reimbursement and are project worksheet ready.

RELEVANT EXPERIENCE**Senior Data Manager (2020-Present)****Various Clients and Projects**

Ricardo handles overall project setup for various Tetra Tech disaster response monitoring operations through *RecoveryTrac*™ ADMS. He also creates and oversees specialized reporting requested by the clients, handles debris contractor invoicing data and documentation, provides client demonstrations of the geoportal GIS tracking system, abiding and following FEMA compliance pertaining to the debris removal operations, and data tracking.

Ricardo has supported the following projects as the Senior Data Manager:

- Hurricane Helene – Multiple Clients in Florida, Georgia, South Carolina, and North Carolina, 2024
- Hurricane Milton – Multiple Clients in Florida, 2024
- Hurricane Idalia – Florida Department of Environmental Protection: Parks and Waterways, Leon County, Pasco County, and City of St. Petersburg, Florida, 2023
- New Mexico Wildfires – United States Army Corps of Engineers, 2023
- Severe Storms and Floods – State of Vermont, 2023
- Severe Storms and Tornadoes – City of Tulsa, Oklahoma, 2023
- Severe Storms and Tornadoes – City of Rolling Fork, Mississippi, 2023
- Severe Storms and Tornadoes – City of Sherwood and City of North Little Rock, Arkansas, 2023
- Hurricane Ian – Sarasota County, Charlotte County, Collier County, Polk County, Manatee County, Volusia County, Highlands County, Seminole County, Orange County, and the City of Cape Coral, Florida, 2022
- Severe Winter Storms – Warren County and City of Bowling Green, Kentucky
- Lake Houston Silt Removal | 2022 – City of Houston, Texas, 2022
- Hurricane Ida – Audubon Nature Institute, City of Central, City of Covington, Iberville Parish, St. John the Baptist Parish, St. Helena Parish, St. James Parish, Tangipahoa Parish, Town of Gramercy, and Town of Litcher, Louisiana, 2021
- Hurricane Zeta – Dallas County, Marengo County, and Wilcox County, Alabama; City of Diamondhead, City of Gulfport, and Hancock County, Mississippi, 2020
- Hurricane Laura – Orange County, Texas; Jefferson Davis Parish, City of Lake Charles, Calcasieu Parish, Acadia Parish, Rapides Parish, City of Dequincy, City of Crowley, City of Sulphur, City of Vinton, City of Westlake, and Town of Iowa, Louisiana, 2020

Invoice Reconciliation Manager (January 2019-December 2019)

CalRecycle | Camp Fire

Ricardo served as the invoice reconciliation manager for the prime debris contractor Ceres Environmental, Inc. following the Camp Fire incident.

- Provided oversight, quality control, and guidance during the invoice reconciliation process for over 6.6 million cubic yards of debris removed across 2,800 parcels

Regional ADMS/Data Manager (August 2017-2018)

City of Houston, Texas | Hurricane Harvey

While Hurricane Harvey made landfill near Rockport, Texas, the slow moving tropical system brought bands of heavy rain. An average of 40 inches of total rainfall, the equivalent of 1.2 trillion gallons of water, dropped onto Harris County and the City of Houston. As a result, the City experienced widespread flooding and activated program management and monitoring services from Tetra Tech.

- Ricardo, a local resident of the City, was designated as the lead data manager and has overseen the documentation of over 1.4 million cubic yards of debris removed.
- He oversaw the reconciliation with the multiple prime contractors the City tasked with debris removal following Hurricane Harvey.

Data Manager

As part of the selected contractor's team, Tetra Tech provided data management and administrative functions to support debris removal efforts of fire related debris and hazards from private property in the impacted areas. Ricardo oversaw data management efforts and validated the documentation. He managed a variety of projects related to Post-Event recovery and monitoring services, and also interacted with clients, consultants, staff members and strategic partners to accurately document and efficiently recover disaster debris. He produced reports, documents, graphs, and other management tools for tracking project process, and provided ongoing communication and project management tasks for both client and company use, utilizing a variety of technology to ensure both client satisfaction and project success. Ricardo was responsible for monitoring site safety and maintaining safety awareness to ensure safe working environment. He can also prepare daily status reports to provide the client with visibility into debris removal operations and worked with the client and FEMA to meet supporting documentation requests needed for the development of PWs.

- Town of Hilton Head, South Carolina – Hurricane Matthew, October 2016-May 2017
- CalRecycle, CA – Erskine Fire Remediation, August-October 2016
- Calaveras County, CA – Wildfires (PPDR Program), January-August 2016
- City of San Marcos, TX – Severe Storms and Flooding, October 2015-January 2016
- Hays County, TX – Memorial Day Flooding, October 2015-March 2016

30+ YEARS OF
EXPERIENCE

13+ APPLICATIONS
MANAGED

6K+ APPLICATION
USERS

Areas of Expertise

Recovery Technology Solutions / ADMS

Resource Deployment and Tracking

Readiness Training and Exercises

Disaster Operations Support

20+ Years Military Experience

Grant Experience

CDBG-DR

Key Training/Certifications

FEMA IS-632, IS-700, IS-922

Disasters

4798 Hurricane Beryl

4781 Texas Severe Storms, Wind Event, And Floods

4724 Maui Wildfires

4734 Hurricane Idalia

4673 Hurricane Ian

4337 Hurricane Irma

4340 Hurricane Maria

4240 CA Wildfires

4223 TX Flooding

4087 Hurricane Sandy

4106 CT Winter Storm

1609 Hurricane Wilma

Education

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

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 Director of Information Technology, Jeff is responsible for the planning, development, deployment of *RecoveryTrac™* applications supporting the delivery of professional services for our clients.

Jeff has extensive experience in process improvement and application of advanced technology to boost efficiency in delivery of services. He has presented at the National Hurricane Conference on the use and application of technology to improve disaster response cost efficiency as well as supporting Client technology seminars.

Jeff has led the development and support of Tetra Tech's *RecoveryTrac™* suite of applications most notably the Automated Debris Management System (ADMS). Validated by the USACE on both 2015 and 2023, it is the preferred provider by the USACE debris contractors, providing ADMS services to 7 of 8 USACE districts globally. *RecoveryTrac™* ADMS flexibility and GIS capabilities provide best-in-class reporting and analysis tools. Additionally, *RecoveryTrac™* ADMS technology web-based data feeds enable direct integration into client GIS and emergency management systems.

RELEVANT EXPERIENCE

Senior Management Team | Technology Solutions for Debris Removal Monitoring, Grant Management, Case Management and Logistics

Responsible for the technology solutions used to deliver professional services projects to Tetra Tech's Clients, Jeff is responsible for the planning, development, and customization of the *RecoveryTrac™* software suite of applications. The *RecoveryTrac™* suite includes Grant Management, Case Management, Debris Removal ADMS, Time Tracking, Logistics/Sheltering and Fleet Management/Tracking. He works closely with delivery teams and management to ensure the software meets and exceeds regulatory and statutory requirements for disaster related reimbursement programs. He has directly managed projects and/or software solutions under the FEMA Public Assistance, HUD CDBG-DR, Department of the Treasury ERAP, and several State and Local Logistics and Sheltering programs.

Notable recent key projects include the following:

- Tetra Tech's *RecoveryTrac™* suite's SOC2 Certification (2023-2024)
- State and Local Sheltering and Logistic Tracking Programs (2022-2024)
- State and Local Emergency Rental Assistance Program (2022 – 2023)
- Puerto Rico Department of Housing | Environmental Reviews (2019 – 2022)

Subject Matter Expert | *RecoveryTrac™* ADMS Software Services (July 2012 – Present)

Jeff designed and oversaw the development testing and continuous improvement of the *RecoveryTrac™* ADMS software application over the last 12 years of ADMS deployments. It can operate in the harshest environments, simple and straight forward to use, proven in the field and is the most widely used ADMS solution in the market.

Placed in service in 2012 and used exclusively since, *RecoveryTrac™* Debris celebrates the following achievements:

- Only USACE validated ADMS system in both 2015 and 2023, ADMS provider for 7 of 8 USACE districts.
- Activated on 5 separate ADMS missions from 2017-2024.
- Used on just over 400 FEMA debris removal projects from 2012-Present.
- During simultaneous activations for Hurricanes Harvey (TX) and Irma (FL) over 6,000 ADMS devices in use

The ADMS application and related services continue to adapt to the changing industry and regulatory changes. For example, integration with *RecoveryTrac™* Time continue to improve the end-to-end documentation with ADMS records to support reimbursement and reduce the time to address any questions arising from submissions or subsequent audits.

Subject Matter Expert | *RecoveryTrac™* Geospatial (GIS) Software Services (August 2013 – Present)

Beginning shortly after the introduction of *RecoveryTrac™* ADMS, Jeff introduced the industry first geospatial integration and extension of debris removal data generated by ADMS. Referred to as a “Geoportal”, the ADMS data was automatically converted to GIS objects and visualized in an easy-to-use Web-based application allowing Clients direct access to debris data and photos allowing online review and interaction. The Geoportal offered several other “firsts” including near-real time Truck, Crew and Monitor locations and an incident tool to document operational issues like damage to property, surveys, and safety related reports. All these features were available to every Tetra Tech Client along with the *RecoveryTrac™* ADMS software. Several other GIS features have also been made available including:

- GIS based road condition and debris surveys with integrated video
- Transportation modeling to determine debris disposal site coverage for distance and time
- Debris removal truck route determination using Fleet tracking data and pre-set route gateways
- Automated GIS hazard analysis of potential debris disposal sites (Flood plain, Wetland, and Archaeology)
- 3D Drone capture and AI analysis of Wildfire burn scar including determination of damaged buildings

Subject Matter Expert | *RecoveryTrac™* Environmental Case Management Software Services (August 2017 – Present)

Jeff managed development of the software solution, Client deliverables and staffing for the HUD-CDBG-DR 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 for several State level programs for a total of nearly 68,000 hurricane and flood damaged properties, these CDBG-DR programs included:

- Puerto Rico Department of Housing (2019-Present)
- State of Florida Department of Economic Opportunity (2018-Present)
- State of Texas General Land Office (2018-2022)
- State of North Carolina Office of Recovery and Resiliency (2018-2019)
- State of Louisiana Office of Community Development (2017-2020)

RecoveryTrac™ Case Management of Environmental reviews, was build and configured to streamline the HUD environmental review process by creating automation to evaluate applicant properties quickly and accurately. In larger programs, the cost to perform a standard Tier 2 review was reduced by nearly 75% and capacity was dramatically increased. For example, in the Louisiana program average weekly review capacity approached 1,000 reviews per week and peaked at over 1,500 reviews for the week. Mobile Inspections tools were combined with report automation to reduce the on-site time and increase productivity by not having to manually create reports. The tracking tools provided exceptional pipeline management and ensured applicant properties requiring specialized reviews were processed within contract requirements but more importantly minimized the delays in the applicants receiving the needed program assistance dollars.

7 YEARS OF
EXPERIENCE

Areas of Expertise

Project Coordination

Project Setup

Staff Training

Organization

QA/QC

Scheduling and Dispatch

Adherence to State Labor Laws

Key Training/Certifications

HAZWOPER 40

FEMA ICS-100 and ICS-200

Education

Hilton Head High, HS Diploma,
2014

Charleston Southern University

EXPERIENCE SUMMARY

Ms. Macy Moore is an accomplished Regional Project Coordinator with five years of experience in the disaster recovery industry. Since joining Tetra Tech in 2017, she has supported projects in California, as well as multiple states along the Gulf and East coasts following hurricanes, tornadoes, and wildfires. Macy is responsible for onboarding, training, and assisting with the oversight of PC teams to ensure that projects run smoothly and efficiently.

RELEVANT EXPERIENCE

Regional Project Coordinator

Macy's responsibilities include the hiring and oversight of local project coordinators, coordination between project management and field staff, HR and payroll liaison, and QA/QC of project documentation and time records. She was responsible for conducting interviews for potential administrative staff. Macy provided day-to-day support for operations and was responsible for the organization and tracking of licenses used for Tetra Tech's Tetraforms system. Macy is also responsible for ensuring that employees are in compliance with state policies and labor laws.

- Multiple Clients in Texas (City of Alvin, City of Pearland, City of Angleton, and Brazoria County) – Hurricane Beryl, July 2024-Present
- Leon County and City of Tallahassee, FL – Severe Storms, 2024-Present
- City of Louisville, KY – Tornado, 2024-Present
- DeSoto County, FL – Emergency Watershed Project, 2024-Present
- Maui County, HI – Wildfires, 2023-2024
- Southwest Florida (Collier County, Charlotte County, and Lee County) – Hurricane Ian, September 2022-Present
- CalRecycle, CA – Dixie-Caldor Fire, October 2021-September 2022
- CalRecycle, CA – Northern Branch Complex Fire, November 2020-October 2021
- Various Clients in Alabama, Florida, and Louisiana – Hurricane Laura and Hurricane Sally, September-November 2020

Project Coordinator

As a project coordinator, Macy was responsible for the onboarding of field monitors, I9 processing, and payroll assistance. Macy also oversaw onboarding and training field monitors, hiring local project coordinators, and monitoring Tetra Tech's time keeping system. She was responsible for processing payroll and Health and Safety documentation and served as a liaison between field and office staff. Macy also assisted with debris monitoring and disposal sites, and documentation of the haul out process. At the end of some projects, Macy has also been responsible for assisting with QA/QC of right-of-way documentation and other final reporting tasks.

- Multiple Clients in Florida (Brevard County, St Johns County, Seminole County, City of Vero Beach, and City of Cape Coral) – Hurricane Milton, October 2024-Ongoing
- Alachua County and City of Gainesville, FL – Hurricane Helene, October 2024-Ongoing
- Buncombe County, McDowell County, and Polk County, NC – Hurricane Helene, October-November 2024
- U.S. Virgin Islands – Tropical Storm Ernesto, August-October 2024

- Hernando County, Leon County, and Sarasota County, FL – Hurricane Debby, August-October 2024
- City of Edinburgh, TX (Remote Support) – Hurricane Hanna, July-August 2020
- Hamilton County and City of Chattanooga, TN – Tornado, April-May 2020
- Various Clients in South Carolina – Hurricane Dorian, September-October 2019
- CalRecycle, CA – Camp Fire, January 2019-September 2020
- Various Clients in North Carolina – Hurricane Florence, September-Dec. 2018
- Town of Brookfield and Town of New Fairfield, Connecticut – Severe Storms, June-August 2018
- Miami-Dade County, Miami-Dade County Parks, and City of Miami – Hurricane Irma, September 2017-April 2018

EXPEDITED Request for Bid re: City of Coral Gables, FL RFP No. 2025-022 for Disaster Debris Monitoring Services

From Menendez, Victoria <VICTORIA.MENENDEZ@tetrattech.com>

Date Mon 8/4/2025 2:39 PM

To TDR Contracts <tdr.contracts@tetrattech.com>

Bcc PMENDEZ@1STSOS.COM <PMENDEZ@1STSOS.COM>; CERTS@AASERVICES.CO <CERTS@AASERVICES.CO>; VIREN@ACESTAFFING.COM <VIREN@ACESTAFFING.COM>; Garrie Harris <gharris@alpha1staffing.com>; RSIMMONS@AUTHENUS.COM <RSIMMONS@AUTHENUS.COM>; TSOUTHERN@BERYLLUS.NET <TSOUTHERN@BERYLLUS.NET>; KALBRIGHT@THEBESTLLC.COM <KALBRIGHT@THEBESTLLC.COM>; EMPLOYMENT@BRICKELLPERSONNEL.COM <EMPLOYMENT@BRICKELLPERSONNEL.COM>; DRODRIGUEZ@COMPEDGELL.COM <DRODRIGUEZ@COMPEDGELL.COM>; DTHOMAS@DANDRINNOVATIVESOLUTIONS.COM <DTHOMAS@DANDRINNOVATIVESOLUTIONS.COM>; ELJENNINC@OUTLOOK.COM <ELJENNINC@OUTLOOK.COM>; EDDIE@EMPIRECOACHLINE.COM <EDDIE@EMPIRECOACHLINE.COM>; AVARGAS@LABORONSITE.COM <AVARGAS@LABORONSITE.COM>; INFO@ERSC.PRO <INFO@ERSC.PRO>; LILLIAN.SANTIAGO@FINTRUSTCONNECT.COM <LILLIAN.SANTIAGO@FINTRUSTCONNECT.COM>; MICHELLESMALLS@FUSTECHCONSULTING.COM <MICHELLESMALLS@FUSTECHCONSULTING.COM>; GABE.HAMDA@ICATT.NET <GABE.HAMDA@ICATT.NET>; BCLIFTON@IMAGESTAFFINGK.COM <BCLIFTON@IMAGESTAFFINGK.COM>; TBRYAN@ISGF.COM <TBRYAN@ISGF.COM>; KSMITH@OPSSTAFF.COM <KSMITH@OPSSTAFF.COM>

 2 attachments (474 KB)

SCOPE_City of Coral Gables, FL RFP No. 2025-022 - Disaster Debris Monitoring Services.pdf; Standard Subcontract Ts&Cs.pdf;

Good Afternoon:

Tetra Tech, Inc. (Tetra Tech) is currently working on preparing a proposal in response to the City of Coral Gables, Florida RFP No. 2025-022 for Disaster Debris Monitoring Services. Tetra Tech officially invites you to provide a Statement of Qualifications for services relevant to your organization, as described in the attached RFP scope.

The specific requirements for these services can be found in the attached file.

This solicitation does not commit Tetra Tech or the City of Coral Gables, Florida to pay any costs incurred in the preparation and submission of an offer in any form, or to subcontract for said services or supplies. This is not a commitment to team or subcontract with any firms for said services at this time. The purpose of this request is to pre-qualify potential firms and assess our approach moving forward. It is also brought to each offeror's attention that the Tetra Tech procurement representative or designee is the only individual who can commit Tetra Tech into expenditure of funds in connection with any subcontract resulting from this solicitation.

If you intend to respond to this invitation to bid, the following instructions are required:

1. Please submit a brief company overview and any past history/experience with the City of Coral Gables, Florida.
2. Please submit resumes for the key positions that apply to your company's service capabilities -- see the RFP's scope for Staffing Requirements and the description of the key personnel and required qualifications.
3. If your company is DBE, WBE, MBE, etc. please provide relevant vendor identification number(s) and certificates.

4. CAREFULLY review the Terms and Conditions contained in the entirety of the RFP's scope and Tetra Tech's General Conditions (Example attached) which would be incorporated into any subcontract/master agreement or purchase order awarded as a result of the solicitation. Tetra Tech will require you to adhere to the terms and conditions described therein, in addition to entering into a standard Teaming Agreement during the submission of proposal and award period.

If you are interested in submitting a proposal, it would be helpful for you to please provide your Key Personnel References and Statement of Qualifications as soon as possible!

All bids must be received as soon as possible!

Offeror must e-mail its proposal submission to:

TDR.Contracts@tetrattech.com

For your bid to be considered, please send it ONLY to the above email address and include the following subject line in your email submission

"YOUR COMPANY NAME – Bid Submission re: City of Coral Gables, FL RFP No. 2025-022 for Disaster Debris Monitoring Services"

Award of a Subcontractor/Master Agreement as a result of this solicitation is governed by the terms and conditions of an executed teaming agreement with Tetra Tech and is contingent upon Tetra Tech award of a contract by the City of Coral Gables, Florida. Tetra Tech may or may not issue Subcontracts/Master Agreements as a result of this solicitation.

Offeror agrees and acknowledges that any subcontract awarded shall contain Tetra Tech terms, insurance requirements, health and safety requirements, and any applicable flow-down provision of Tetra Tech's prime contract with the City of Coral Gables, Florida.

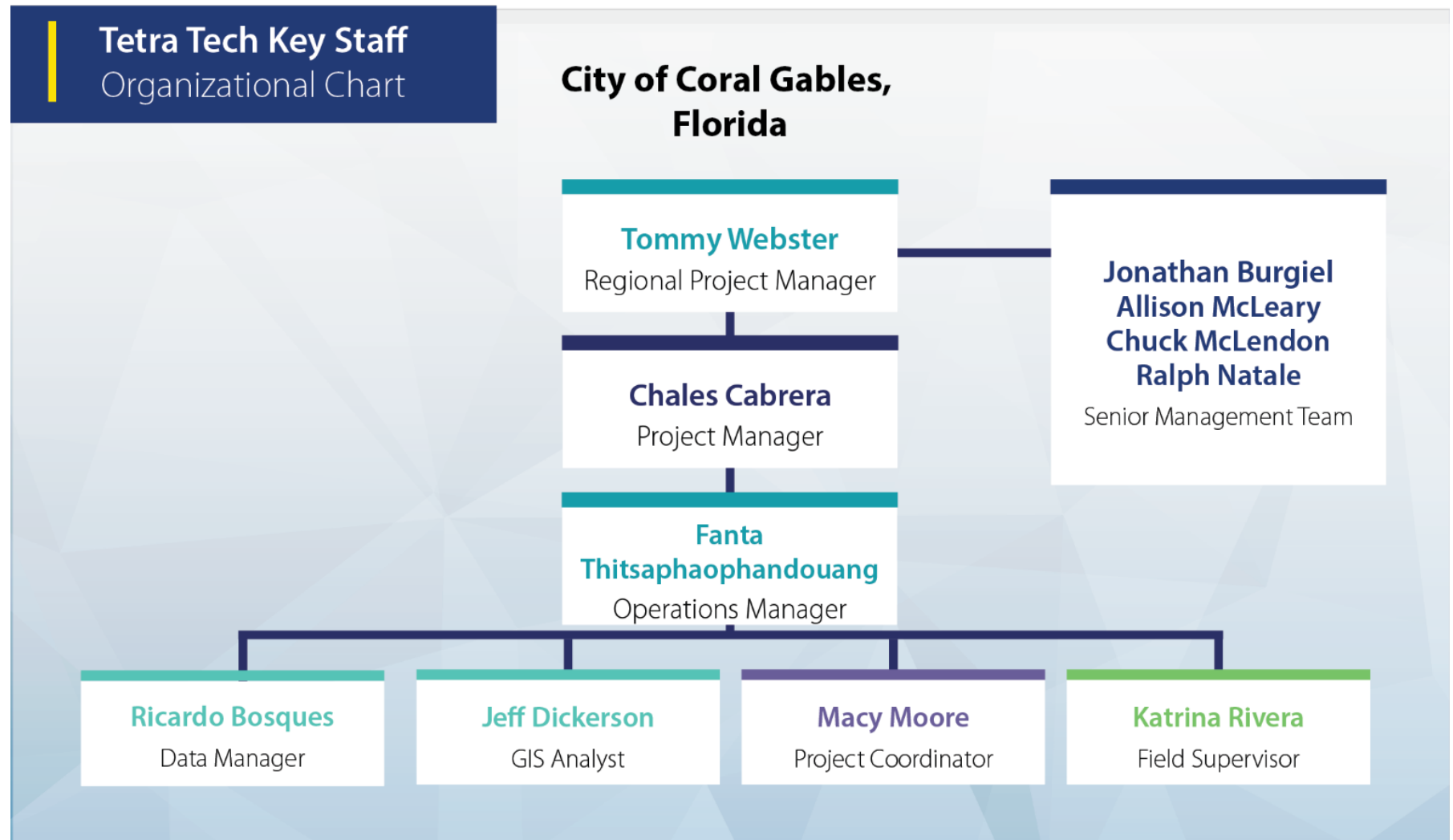
Questions regarding this solicitation shall be directed to (TDR.Contracts@tetrattech.com).

Tetra Tech, Inc. | [Leading with Science®](#) | Tetra Tech Disaster Recovery



b) Organizational Chart

The proposed organization structure is based on industry best practices and an understanding of geography and the distinct management responsibilities of each position. Our proposed organizational structure ensures orderly communication, distribution of information, effective coordination of activities, and accountability. Tetra Tech's project team can scale as needed, coordinate response, establish common processes for planning and managing resources, and adapt organizational structure to match the needs and complexities of projects.



c) Experience of Federal, State and Local Emergency Agencies

Tetra Tech has summarized each key team members' experience in providing similar services below. Additional information will be provided upon request.

Proposed Staff	
	Mr. Jonathan Burgiel has provided senior oversight for over 100 federally reimbursed disaster recovery programs, including FEMA, FHWA, and HUD-funded projects, and has worked extensively with agencies such as CalRecycle, the Texas GLO, and state/local municipalities in Texas, Louisiana, Florida, and California.
	Mr. Chuck McLendon has more than 30 federally declared activations under his leadership. He has coordinated directly with FEMA PA, USACE, and state emergency management divisions in Florida, Louisiana, and South Carolina, supporting over \$3 billion in federal reimbursements.
	Mr. Ralph Natale has overseen 250+ projects with extensive coordination with FEMA, HUD, NRCS, and state/local governments, delivering services in alignment with federal reimbursement processes for debris monitoring, environmental review, and grant management across 19 states.
	Ms. Allison McLeary has firsthand experience with FEMA PA, CARES, and HUD CDBG programs, including administering over \$9.8 billion in disaster relief funding during her tenure with FDEM and GOHSEP, and has advised more than 30 state and local governments on compliance and appeals.
	Mr. Tommy Webster has managed FEMA PA debris recovery programs in collaboration with USACE, TXDOT, and state/local governments nationwide, ensuring compliance with reimbursement policies and FEMA 325/327 guidelines.
	Mr. Charles Cabrera has coordinated debris operations involving FEMA PA Category A documentation and collaborated with local and federal stakeholders in states like Florida, California, Virginia, and Texas, including during USACE wildfire missions and Hurricane Harvey recovery.
	Mr. Fanta Thitsaphaophandouang has participated in multiple federally declared events, working with CalRecycle, FEMA PA, and local agencies in Texas, California, and Florida to implement debris monitoring, PPDR programs, and QA/QC standards.
	Ms. Katrina Rivera has performed critical field roles on FEMA-eligible debris missions in Louisiana, Florida, and California, supporting PPDR programs, hazardous tree removal, and debris documentation in line with federal compliance.
	Mr. Ricardo Bosques has supported over 20 FEMA-funded disaster responses, managing ADMS systems and data documentation in direct coordination with FEMA, USACE, and state/local agencies to ensure auditable reimbursement datasets.
	Mr. Jeff Dickerson's leadership in developing <i>RecoveryTrac™</i> , the only USACE-validated ADMS system (2015 & 2023), has supported over 400 FEMA debris monitoring missions nationwide, with integrated reporting for federal and state reimbursement compliance.
	Ms. Macy Moore has supported debris monitoring operations for numerous federally declared events, including Hurricane Beryl, working closely with FEMA PA documentation, staffing logistics, and local agencies in Texas, Florida, and the U.S. Virgin Islands.

SUBMITTAL



Project Understanding, Proposed Approach, and
Methodology

a) Project Understanding and Methodology

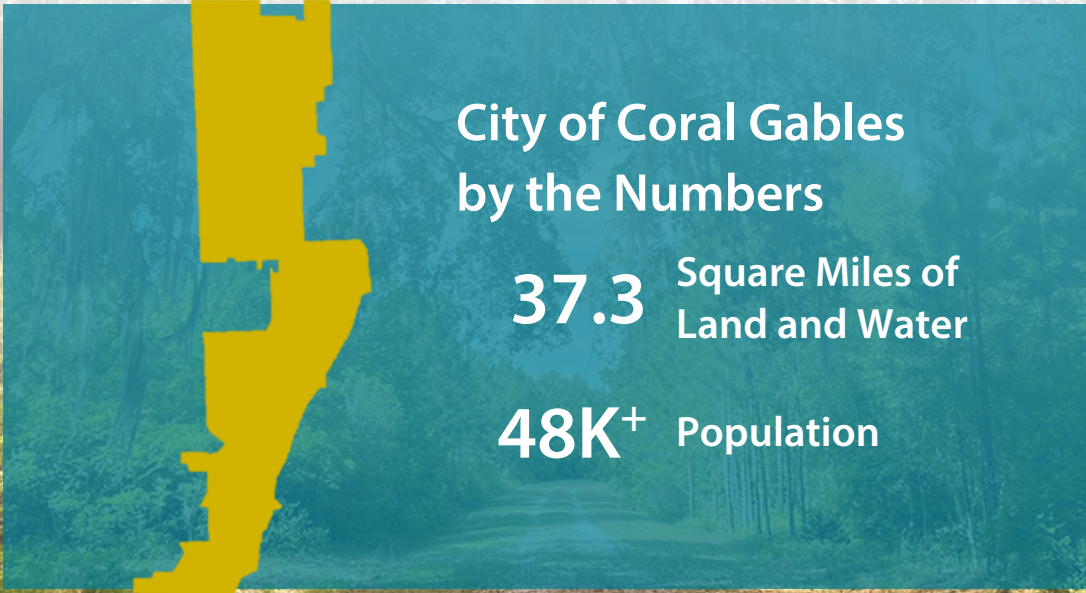
The City of Coral Gables is located in Miami-Dade County. The City's well-known events such as Carnival on the Mile, the Coral Gables Festival of the Arts, bring together locals and tourists alike, contributing to the City's unique appeal. However, like much of South Florida, the City has faced its share of challenges from severe weather events. Over the years, the City has experienced damaging winds, flooding, and debris impacts from storms such as Hurricane Irma, Tropical Storm Eta, and Hurricane Ian, just to name a few.

Tetra Tech understands the vital importance of restoring safety, clearing debris quickly and efficiently, and protecting FEMA eligibility for recovery funding. **As a trusted partner of the City, we are proud of our ongoing relationship and deeply value the opportunity to continue supporting the City through future recovery operations.** Our team is not only experienced but also invested in the City's long-term resilience and emergency preparedness. Tetra Tech is prepared to fulfill these needs with Florida-based resources, proven field systems, and a collaborative, can-do approach. We look forward to continuing our partnership and helping the City recover efficiently.

Tetra Tech has carefully reviewed the scope of work requested in the request for proposal (RFP) and can assure the [Client Name] that we have the experience, understanding, and knowledge to successfully perform all aspects of the scope of work including execution of the following tasks:

- 2.2.1 Disaster Debris Monitoring Services (pg. 48)
- 2.2.2 Emergency Management Planning and Training (pg. 64)
- 2.2.3 Public Assistance Consulting Services (pg. 66)
- 2.2.4 Response Time and Mobilization (pg. 42)
- 2.2.5 Public and Private Property Damage Assessments Associated with Debris Removal (pg. 49)
- 2.2.6 Substitution of Personnel (pg. 48)
- 2.2.7 Emergency Response and Administrative Documentation (pg. 54, 62)
- 2.2.8 Field Monitoring (pg. 54)
- 2.2.9 Meetings with City Personnel (pg. 64/62)
- 2.2.10 Personnel Requirements (pg. 48)
- 2.2.11 Notice to Proceed and Deployment (pg. 42)
- 2.2.12 Right of Entry Work (pg. 54)
- 2.2.13 Deliverables (pg. 62)

Tetra Tech is prepared to provide the services defined in the City's RFP. With 59 years of experience behind the company, Tetra Tech has the expertise, resources, and proven skills to support the City of Coral Gables.



City of Coral Gables by the Numbers

37.3 Square Miles of
Land and Water

48K⁺ Population

Implementation Plan

For clarity, we have elected to divide the key services to be performed by Tetra Tech into four critical phases: **Preparedness, Response, Recovery, and Reimbursement/Closeout.**

This deliberate approach benefits our clients in several key ways. First, by breaking down complex technical concepts into manageable phases, we ensure clarity and minimize how overwhelming the debris management lifecycle can be; it's not just about being prepared or ensuring a thorough and FEMA-compliant response. There are key tasks in each phase that we need to achieve, and this approach outlines a clear path through them.

Second, this phased approach promotes transparency and accountability, as clients can track progress and provide feedback at each stage, fostering a collaborative partnership. At Tetra Tech, we understand that transparency is key in creating long-term partnerships for the better of our communities. We will always be up front with City of Coral Gables. Finally, by presenting the information in this manner, we empower our clients to understand the full lifecycle and how Tetra Tech can serve as a valued partner throughout the year.



	 Preparedness 1	 Response 2	 Recovery 3	 Reimbursement/Closeout 4
Key Tasks	• Debris Management Plan Development • Contractor Procurement • Debris Site Pre-Approval • ROE Gathering (PPDR) • Staff Training and Exercises	• Damage Assessment (Debris Estimation) • Public Information and Call Center • Emergency Roadway Push • Debris Site Permitting • Truck Certification	• Right of Way Monitoring • Hazardous Tree/Stump Monitoring • DMS Operations • Specialty Program (PPDR, Waterways, Drainage, etc.) • Data Management/ Invoice Reconciliation • Grant Management/PW Development	• Final Closeout • PW Completion • Responding to FEMA Request for Information (RFIs) • Audit Support
On-going Tasks				
Reporting Technology Health and Safety				

Based on Tetra Tech's understanding of the City and its needs, we have developed a draft mobilization schedule with key project management tasks in chronological order. The timeline is based on a typical activation; however, Tetra Tech is prepared to work with the City to adjust the timing of the specific elements below to meet the City's needs.

Prior to an event with warning (such as a hurricane), our team will begin monitoring the landfall of any tropical system at Hour-96 and will coordinate via conference call with the City.

Following an event without warning (such as tornadoes or flooding), Tetra Tech will begin response at Hour-0.

Exhibit 5. Operational Response Timeline for Debris-Generating Events

Time	Task	Deliverables/Milestones
Pre-Event Planning		
Pre-event (normal conditions)	Meet with the City to review plans and documents	• Conduct annual pre-event meeting with the City and debris contractor • Review the City's disaster recovery contracts for FEMA compliance • Update critical documents and files, including any GIS files
H-96	Review capabilities and resources	• Contact the City and initiate daily conference call • Determine resource requirements from debris model • Review the City's emergency policies and contracts • Establish contact with the City's debris hauler and ensure Tetra Tech has the most up to date copy of the debris hauler contract
Incident Planning		
H-72	Execute responsibilities and activate contracts	• Review possible critical areas of concern, hospitals, major transit systems, historic districts, environmental issues, and critical infrastructure • Review protocols for private property, gated communities, and public drop-off sites • Review debris management site (DMS) locations and follow up with the State on permitting procedures • Estimate equipment requirements and DMS capacity to haul and stage debris • Prepare ADMS technology for mobilization
H-48	Monitor storm track and continue preparations	• Conduct regular meetings with City staff as requested • Confirm staging location and begin mobilization of resources • Mobilize project assets and begin base camp coordination and logistics (food, water, housing, etc.) with the City and Tetra Tech headquarters (if necessary) • Review list of priority roads and the operational plan • Obtain GIS files for municipalities that the City will assist with debris removal • Continue to update and gather updates from the City's debris hauler
H-24	Prepare final reports	• Save all critical documents and files to the network drive, USB drive, and laptop hard drive • Certify emergency road clearance equipment (in coordination with the City's debris hauler) • Determine emergency road clearance priorities

2

Response



H-0 ARRIVAL OF NOTICE EVENT/INITIATE RESPONSE TO NO-NOTICE EVENT

Execution

H +24	Emergency push	• Receive notice to proceed with not to exceed and begin emergency push • Maintain time and materials (T&M) logs for push equipment • Coordinate with the City to conduct preliminary damage assessments and road closures (if requested) • Supervisors report to pre-designated locations and prep staff on project • Begin establishing ADMS infrastructure • Begin recruiting and training monitors, project coordinators, and data staff • Initiate opening of DMS locations • Follow up with State-level environmental regulations on debris permits (if required) • Work with the City to establish public information protocols to respond to concerns and comments
H +48	Emergency push/damage assessment	• Continue emergency push • Continue preliminary damage assessment • Develop debris cost estimate required for presidential disaster declaration • Develop operational plan for disaster-specific issues • Refine health and safety plan for disaster-specific issues
H +72	Disaster debris vehicle certification/site preparation	• Begin hauling truck certification • Install ADMS tower monitor infrastructure • Train monitors on policies, ADMS, and safety • Open public drop-off sites as requested

Recovery/Disaster Debris Collection Monitoring

H +96	Begin debris collection monitoring	• Assign monitors to trucks • Assign supervisors to monitors • Hold morning and afternoon meeting with City staff and debris hauler • Implement Quality Assurance/Quality Control (QA/QC) procedures
Week 1+	Right-of-way (ROW) debris collection monitoring	• Continue ROW collection • Address household hazardous waste (HHW) issues (if critical) • Issue daily reports/GIS maps • Hold daily meetings with the City, hauler, and/or State/FEMA as required • Staff citizens debris management hotline (if requested) • Define supplemental programs required (private roads, HHW) and prepare eligibility request

3

Recovery



Week 1+	Data management and invoice reconciliation	• Provide ADMS reports and real-time monitoring access • Establish client GeoPortal to provide insight into project progress • Review truck metrics provided by <i>RecoveryTrac™</i> • Initiate weekly reconciliation • Initial payment recommendations with retainage
Week 2+	Special projects (if required)	• Waterway debris removal; private property debris removal (PPDR) • Public drop-off sites • HHW • Mud/silt/sand removal (from storm drains, ditches, etc.) • Identify areas of operational concern and make disaster-specific recommendations to FEMA to improve efficiency
Reimbursement and Project Closeout		
Week 1+	Reimbursement support/grant administration (FEMA, NRCS)	• Prepare damage/cost estimates • Compile supporting documentation (debris permits, debris contracts, etc.) • Liaise with local FEMA region officers, state-level emergency management representatives, U.S. Army Corps of Engineers (USACE), etc.
Week 3+	Financial recovery assistance staff engaged (if requested)	• Facilitate kickoff meetings with primary stakeholders • Draft a PA work plan • Conclude/review preliminary damage assessments • Gather documentation for project worksheet (PW) development • Identify opportunities for mitigation • Conduct site visits
Project completion	Document turnover/ closeout	• Final reconciliation • Retainage release • Release hard copy files • Provide electronic database • Assist with PW development • Assist the City with long-term reimbursement • Audit assistance • Appeal support if necessary

Ongoing Tasks

Throughout the duration of our project, various task areas such as technology, health and safety, and reporting are integrated seamlessly into Tetra Tech’s workflow. Our daily efforts are supported by *RecoveryTrac™* automated debris management system (ADMS) software and other technology that evolves continuously, requiring constant updates and adaptations to meet project needs. Similarly, health and safety protocols are consistently monitored and adjusted to ensure the well-being of all involved. Ongoing reporting entails regular documentation to track progress and address any emerging challenges, ensuring transparency and accountability at every stage of the project. These processes occur concurrently, reflecting the dynamic nature of our project environment.

Health and Safety

As part of our on-site operations, Tetra Tech puts the health and safety of our staff first. 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 ensure that safety measures are implemented. 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 Tetra Tech’s 2024 Health and Safety Performance		
0.47 US Experience Modification Rate (EMR) - average industry workers’ compensation claims	0.37 2023 Enterprise-Wide Total Recordable Injury Rate (TRIR)	0.12 2023 Enterprise-Wide Lost Workday Incident Rate (LWDIR)

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 are well-trained and have completed courses such as OSHA HAZWOPER 40-Hour course and several FEMA independent study certifications.



Commitment to Safety

As a company that is committed to providing and maintaining a healthy and safe work environment for our employees, Tetra Tech’s Health & Safety program is designed to address the hazards associated with our business and prevent injury and illness in the workplace. Tetra Tech intends to meet its responsibilities for health and safety by committing to the following:

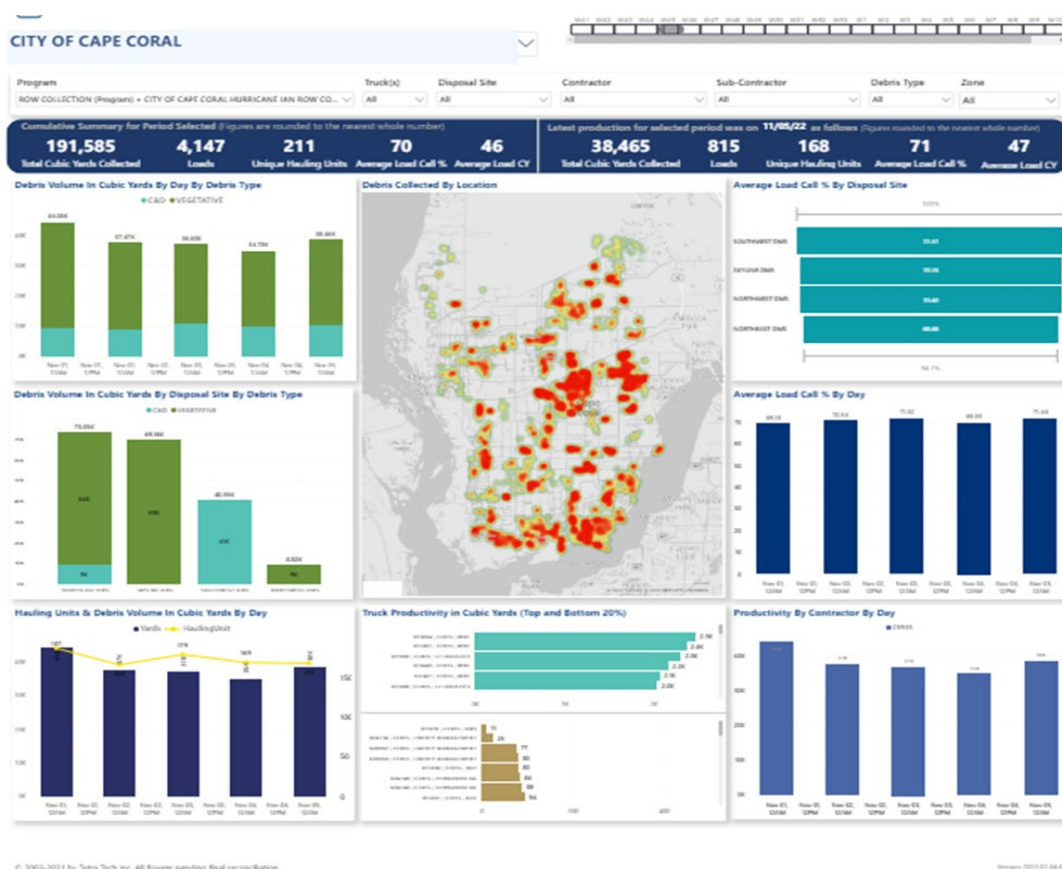
- Complying with applicable standards, laws, and regulations
- Designating personnel accountable for implementing health and safety programs
- Communicating health and safety programs and practices throughout the organization
- Mitigating potential risks through hazard identification and assessment, employee training, and safe work practices
- Allocating sufficient resources to the program
- Implementing enforcement and accountability measures
- Establishing health and safety performance standards
- Management is responsible for ensuring that Tetra Tech workplaces are safe and that risks, hazards, and safety violations brought to their attention are investigated and promptly corrected.

Tetra Tech employees are responsible for complying with Tetra Tech’s health and safety policy, programs and standards, and conducting their work safely and without detriment to themselves, other employees, or property. Compliance with health and safety program requirements are mandatory.

Reporting

Tetra Tech has a suite of reports that are automated from *RecoveryTrac™* ADMS and available in real-time via PC, tablet, or smart phone. Although the reports are available at any time to the City, 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 is a sample of this report created for a recent project. 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.

Figure 1. Daily Report Sample



Preparedness

Debris Management Plan Development and Review

The goal of a disaster debris management plan (DDMP) is to better prepare state and local governments to respond to and recover from a debris-generating event. DDMPs help communities restore public services and streamline public health and safety efforts in the aftermath of a disaster by outlining the coordination and debris removal management operations and integrating with the overall emergency management plan. DDMPs also provide the organizational structure, guidance, and standardized procedures for the clearance, removal, and disposal of debris caused by a major debris-generating event and outline pre-event preparations during times of normalcy, operations immediately prior to a known disaster threat, operations following the disaster event, and demobilization and closeout following completion of debris removal efforts.

As a leading provider of emergency management services, Tetra Tech knows what it takes to respond effectively and initiate recovery activities almost simultaneously while maintaining transparency for the public and elected officials. Our active involvement in response and recovery efforts enables us to develop realistic plans that can be effectively implemented during a response.

Tetra Tech offers the City support with the various phases of debris management planning, development, and review, including:

- Vulnerability assessment
- Identification of management team organizational structure
- Working with leadership and stakeholders to establish and define roles and responsibilities
- Development of pre-event, immediate threat, response, and recovery checklists
- Development of public information programs for the various stages of response and recovery
- Debris estimation
- Analysis and identification of debris management sites (DMS)
- Development and evaluation of debris removal and disposal contracts

Contractor Procurement

Tetra Tech is well-versed in collaborating with other contractors to support our clients' needs. Should City of Coral Gables require assistance from other contractors and vendors to achieve the full scope of work or for additional services, we can help the City procure those services. If the initial scope grows and the City requires support in procuring the right vendors, Tetra Tech is also prepared to help develop language and review additional scope of works for inclusion in Request for Proposals; our team reviews for compliance and that all the City's needs are covered.

Debris Management Site Identification/Pre-Approval

Tetra Tech has industry-leading experience assisting local and state governments with locating and permitting DMS before a disaster event as well as post-disaster. Based on State environmental agency guidelines, DMS typically require baseline soil testing before use. We work with municipalities to pre-approve potential debris sites with environmental agencies.

Right of Entry Gathering for Private/Gated Road Debris Removal

Our team has administered many of the largest private property debris removal (PPDR) programs in U.S. history. We work with each City to follow their process, should they already have one in place, when managing debris generated from private property and gated communities. 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 right-of-entry (ROE) program with homeowners' associations and residents, and ensuring the program is properly documented.

Staff Training and Exercises

Tetra Tech will schedule annual training with City staff. The purpose of the training will be to ensure that Tetra Tech and the City are operating on a common operational platform and that the City is well prepared for the upcoming season. We will explain the documentation requirements of the FEMA Public Assistance Program and review the City's permitted debris management sites for appropriate use and capacity.

In planning for each year's training, Tetra Tech and City staff will work out an agenda to include any pertinent topics that the City feels should be addressed. Tetra Tech will maintain a project management team that aligns with the City's RFP.

Substitution of Personnel

We acknowledge and agree to comply with the City's requirement that any substitution of trained, qualified personnel proposed for this contract will be subject to prior notification and review by the City. We further understand and accept that the City reserves the right to review, test, and approve such substitutions, if deemed necessary.

Additionally, we acknowledge the City's right to request resolution if it has reasonable evidence that a contractor employee is incompetent or has performed in an objectionable manner. We will work in good faith to resolve any such situation to the City's satisfaction, provided that doing so does not conflict with applicable statutes, City ordinances, contract employment terms, or union agreements.

Response

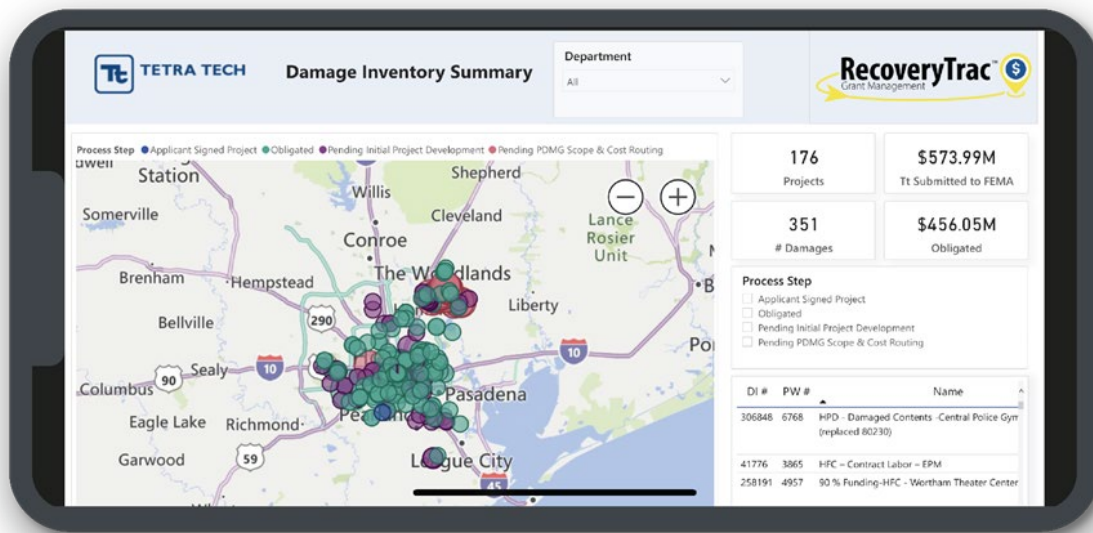
In the aftermath of a natural disaster or other event, swift action is imperative, with the first few days playing a pivotal role in the response. Upon receiving the Notice to Proceed, Tetra Tech's staff will swiftly deploy to the affected City. Their primary objective will be to set up the debris monitoring operations for success by rapidly mobilizing and training a local team, conducting damage assessments, securing the necessary permits, and more to aid in the recovery process.

Damage Assessment (Debris Estimation)

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's *RecoveryTrac*™ ADMS technology would be used to conduct damage assessments and collect supporting data, including photo documentation of damages.

The collected information would be reported real-time through web-based maps that depict damage assessment progress. Tetra Tech has recently supported damage assessment efforts for local governments following Hurricane Harvey in Texas and Hurricane Maria in Puerto Rico. A sample image of Tetra Tech's web-based damage assessment report is provided below.

Figure 2. Damage Assessment Report



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.

Tetra Tech has utilized several methods to complete and document damage estimates and will work with the City to identify and deploy the preferred solution. In addition to the assessment conducted on the ground by both City of Coral Gables and Tetra Tech personnel, potential tactics include:

- Public-accessible QR codes to report damage
- GIS mapping
- Social media mining to geotag photos of damages
- UAS/drone documentation to identify most heavily impacted areas

Training During an Event Response

In disaster response and recovery, training is not one-size-fits-all. Tetra Tech customizes formal trainings to the duties of each new employee, and hosts trainings in the Hiring Center with a Tetra Tech certified trainer. These trainings include modules specific to each client's needs and requirements, complete with information to ensure accurate field monitoring and ADMS implementation. By using interactive qualifying tools throughout training modules, Tetra Tech helps trainees better retain information while also screening and selecting the most qualified personnel as field monitors.

To properly instruct newly hired employees, Tetra Tech has developed a training program that includes modules specific to the City. These modules are complete with the information required to facilitate accurate field monitoring and ADMS implementation. 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.

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.

EOC Staff Augmentation

Tetra Tech stands ready to serve as a force multiplier for City of Coral Gables's staff in the event of an emergency, disaster, or preplanned special event by providing appropriate staff augmentation services as well as administrative support to the EOC. Tetra Tech's cadre of trained, credentialed, and experienced emergency management professionals have real-world experience in almost every EOC position from executive leadership to administrative support. Many of our team members have served on Incident Management Teams (IMT) or are former state and federal executive leaders who can provide proven expertise gained via real-world disaster response and recovery experience to serve in operational, advisory, liaison, and advocacy roles. All emergency management staff proposed to support SEOC operations have direct EOC management and operations experience.

Having served over 300 state and local government clients in response to over 90 declared presidential disasters, our staff has the experience to begin operations in multiple EOC roles on day 1 of this contract. Our work includes rapidly deploying professionals to support EOCs, logistic staging areas (LSA), FEMA's Joint Operations Centers (JOC), or Forward Operating Bases (FOB). During response operations, Tetra Tech fulfills command and general staff positions or direct support to the mission. We routinely support the following activities:

- Incident Action Plan (IAP) and Situation Report (SitRep) development
- Emergency and Recovery Support Function coordination
- Geographic Information System (GIS) Dashboard preparation
- Resource management and disaster logistics
- Preliminary damage assessment
- Finance/Administration Section support
- Joint information system/center support

Tetra Tech understands that running an EOC requires ample resources coupled with established relationships and an understanding of local, regional, and state nuances. Tetra Tech is prepared to be flexible in the support provided in an EOC environment. While Tetra Tech team members are fully capable of staffing executive leadership positions, we understand that contractors are sometimes best used in roles supporting existing agency/department staff to help build internal capacity. The table on the following page provides examples of the types of assistance Tetra Tech could provide for each of the EOC positions/sections listed. This is not an exhaustive list.

The Tetra Tech Advantage

In an EOC environment, where teamwork and established relationships are critical, Tetra Tech can offer our clients a cadre of existing team members who have experience working together as a cohesive unit to support our clients. Additionally, we prioritize providing staff who already have established relationships with clients and their stakeholders in times of crisis to allow for maximum integration into the client's EOC structure and process.

EOC Support Capabilities	
EOC Position/Section	Tetra Tech Support Capabilities
Support Advisory Staff	
Incident Support Manager (or Deputy)	Experienced and qualified incident commanders and EOC managers who can either directly run an operation or provide support and mentorship
External Affairs/Public Information	- Public Information Officers (PIOs), technical writers, media monitors - JIC/JIS management support
Legal Advisor	Advise on key decisions and assist with legal analysis
Lessons Learned Advisor	Establish and implement a data collection process to inform future development of an AAR/IP
Disability Integration Advisor	Advise on issues specific to access and functional needs specific to the incident/event
Legislative Liaison	Serve as a liaison with elected officials
Incident Specific Liaison	Subject matter experts specific to the incident/event
EOC Sections	
Planning Section	- Credentialed section chiefs, unit leaders and support staff - IAP and SitRep development - GIS analysis dashboarding - Social media monitoring - Subject matter experts specific to the incident/event - Demobilization planning - Recovery transition planning and future planning
Operations Section	- Operational coordination as section chief, branch director, group supervisory, unit leaders, or liaisons - Data collection, analysis, and reporting - EMAC and resource management support
Logistics Section / Finance and Administration Section	- Credentialed section chiefs, unit leaders, or support staff - Staging area management - Cost tracking; travel/logistical support

Public Information

Tetra Tech is prepared to assist with developing a means for the City 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 can help the City 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 City 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.

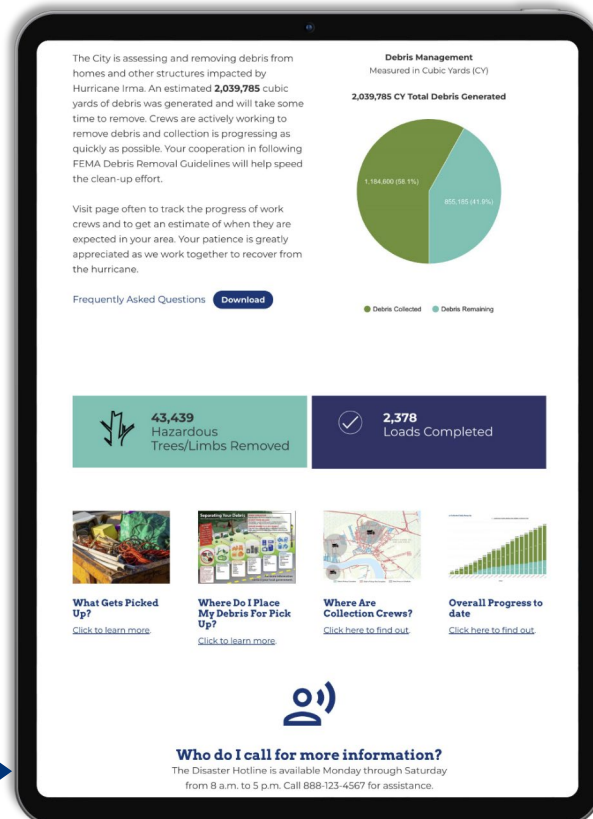
Public messages must meet the needs of the community to ensure all populations receive and understand critical information in a culturally appropriate and effective manner. Tetra Tech will coordinate with the City public information officer to ensure the correct information regarding debris operations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

Figure 3. Public Information Campaign



Flyer detailing debris separation and placement guidance for residents.

Public-facing website detailing collection information, debris removal status, and more.



Call Center Operations

Emergency events place tremendous stress on public information centers. Tetra Tech routinely provides call center operations to our clients following natural disaster events. We can deploy a remote call center with trained staff if needed by the City. With our experienced team and advanced technical infrastructure, Tetra Tech can quickly assess needs and provide an end-to-end solution that includes a communications plan, toll-free numbers, operator staffing, call documentation, and reporting. Providing this service allows our clients to focus on the problems at hand, while staying connected and responsive to the community's need for information. Tetra Tech has provided these services to communities impacted by some of the worst disasters of our time.

Tetra Tech successfully operated a call center for Harris County OHSEM following Hurricane Harvey in 2017 and stood it up within 24 hours of a Notice to Proceed. We have also provided this service to Osceola and Polk County, FL following Hurricane Irma; and the City of Houston, City of Galveston, Galveston County, and Montgomery County, Texas, following Hurricane Ike.

Emergency Roadway Push

During the emergency push period, debris removal contractors coordinate with City of Coral Gables crews to clear blocked roadways for emergency vehicle passage. Tetra Tech can support the City with emergency push efforts. Tetra Tech services may include the following:

- Document blocked roads that require immediate clearance
- Help staff maintain maps or databases to track road clearance progress and other essential tasks, as requested

- Administer the sign-in and sign-out of labor and equipment to track time and materials (T&M) charges
- Maintain reimbursement documentation of emergency push work
- Coordination with the City to conduct preliminary damage assessments and road closures
- Establish public information protocols to respond to concerns and comments

Debris Management Site Permitting

Once the activation has started, we work with the City to ensure we have the proper permits in place. We can assist the City in reaching out to environmental agencies to ask them to validate the pre-approval, as well as ensure a historical review is conducted. Once permits are issued, the hauling contractor can begin setting up the debris monitoring sites. We will work in conjunction with the haulers to ensure that our own operations are ready to go.

Truck Certification

Tetra Tech uses the *RecoveryTrac™* system 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

Figure 4. Truck Certification Report

Project: CITY OF TULSA - OK SEV...
Certification Date: 02/13/2024

Truck: *All
Show Photos? ☒ True ☐ False

CITY OF TULSA - OK SEVERE STORMS AND TORNADOES - ROW COLLECTION - Truck Certification Details

Contractor: GREENBELT TURF
Sub-Contractor 1: CAMO FARMS

Sub-Contractor 2	Truck No.	Capacity	Cert Date	Status	Vehicle Tag	Vehicle Type	Vehicle Features
☐ N/A	820040	56	02/13/2024 7:02 AM	ACTIVE	CR196 (OK)	HYDRAULIC DUMP TRAILER	CURVED/ANGLED SIDE/FLOORS;

Driver-Placard View

Side View

Back-Interior View

Front View

Primary Box (L x W x H): 498x98x44 = 2147376.0 (+)

Type: Other (L x W x H): 498x49x20 = 122010.0 (+ /2)

Type: Other (L x W x H): 498x49x20 = 122010.0 (+ /2)

Total Volume: 2635416.0 Cu Inches (/46656)= 56.49 CuYds

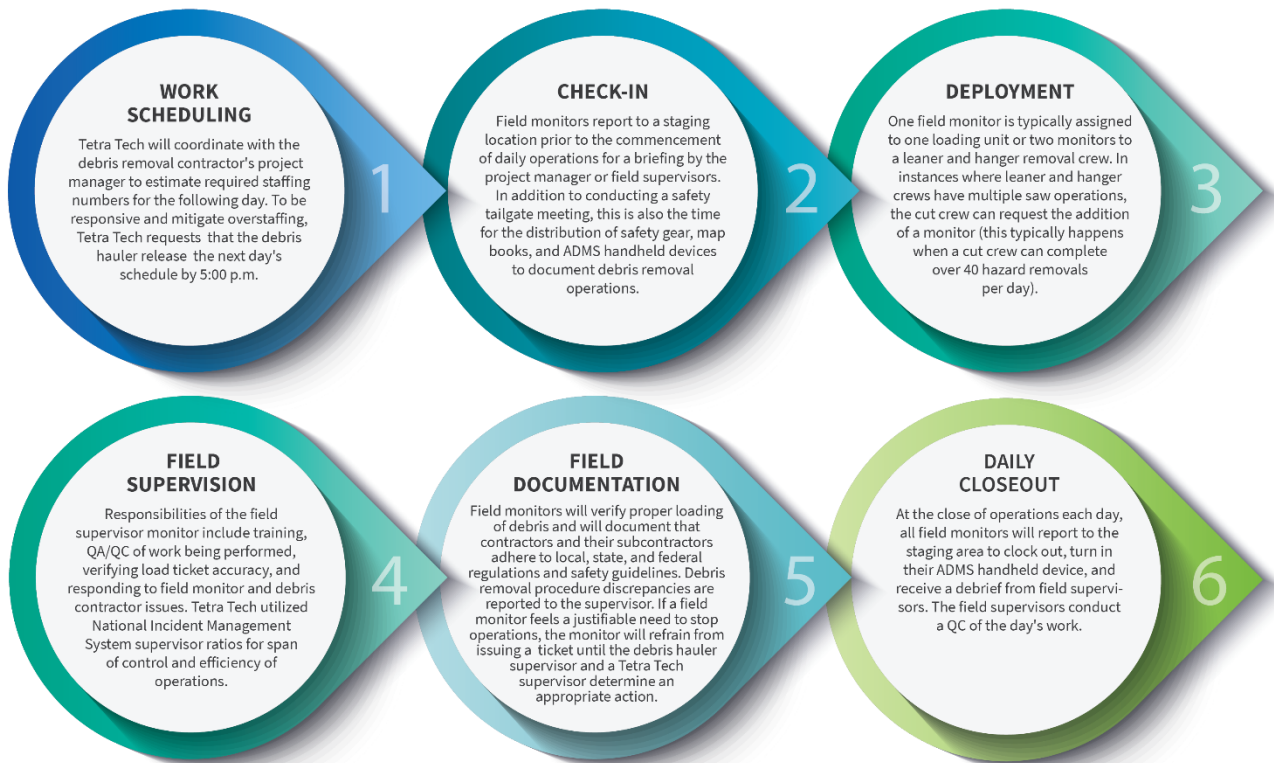
☐ N/A	836649	56	02/13/2024 7:24 AM	ACTIVE	BW 4019 (OK)	HYDRAULIC DUMP TRAILER	CURVED/ANGLED SIDE/FLOORS;
☐ N/A	820041	66	02/13/2024 7:56 AM	ACTIVE	PG 6097 (OK)	HYDRAULIC DUMP TRAILER	
☐ N/A	820042	66	02/13/2024 11:13 AM	ACTIVE	CW 6905 (OK)	HYDRAULIC DUMP TRAILER	DOG BOX;

Page 1 of 1

Recovery

Throughout the Recovery phase, the Tetra Tech team follows a systematic approach to ensure the daily operations run smoothly. By receiving the debris hauler's schedule by 5:00 p.m. on the previous day, Tetra Tech is able to staff adequately and inform monitors if they are needed for work. A thorough check-in and assignment process gets the day started on the right foot. As the teams complete the work that is detailed on the following pages, both field monitors and field supervisors have checklists and documentation to complete throughout the day to keep compliant records. The teams return to the staging area at the end of the day to return equipment and report out before the field supervisors conduct a quality check of the work.

Figure 5. Daily Field Operations



Right of Way Monitoring

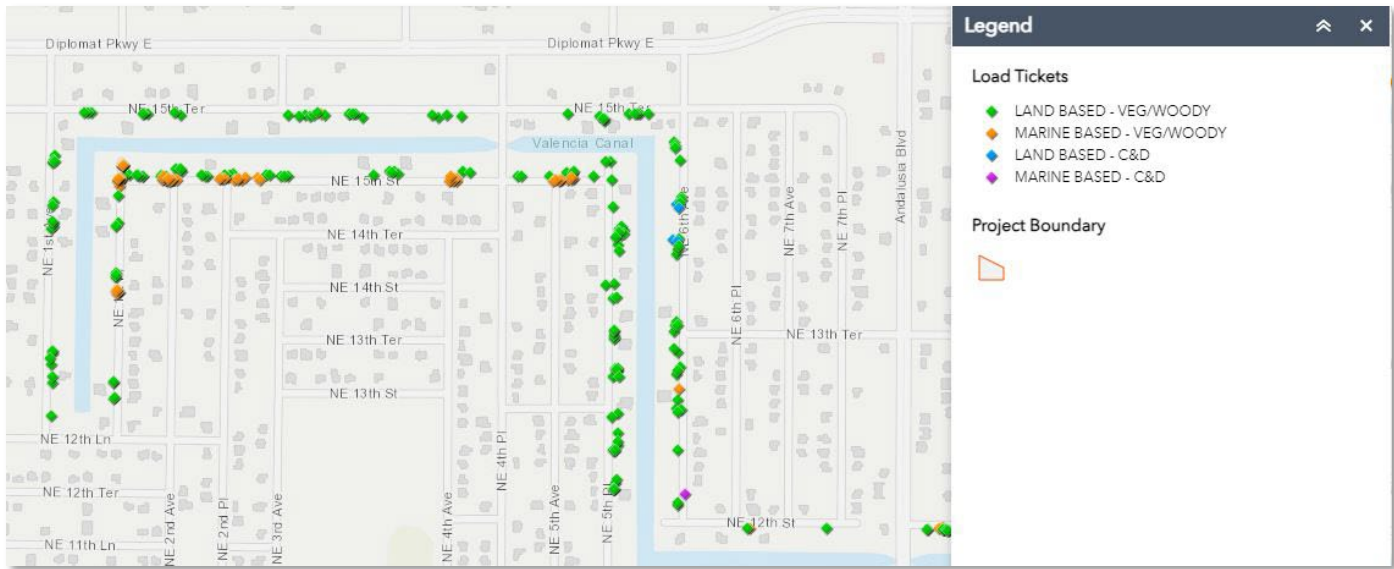
Our *RecoveryTrac™* ADMS technology allows the City to view debris collection points, truck locations, monitor locations, damage, incidents, and daily metrics at any given time. The additional geospatial reporting capabilities are made possible through the Tetra Tech approach to field monitoring. For the City's private/gated communities, we return to the ROEs that were collected in the Preparedness phase; for any communities that did not have the pre-work completed, we then work with them to get the paperwork completed.

Figure 6. ROW Monitoring following Hurricane Sally, Baldwin County, Alabama



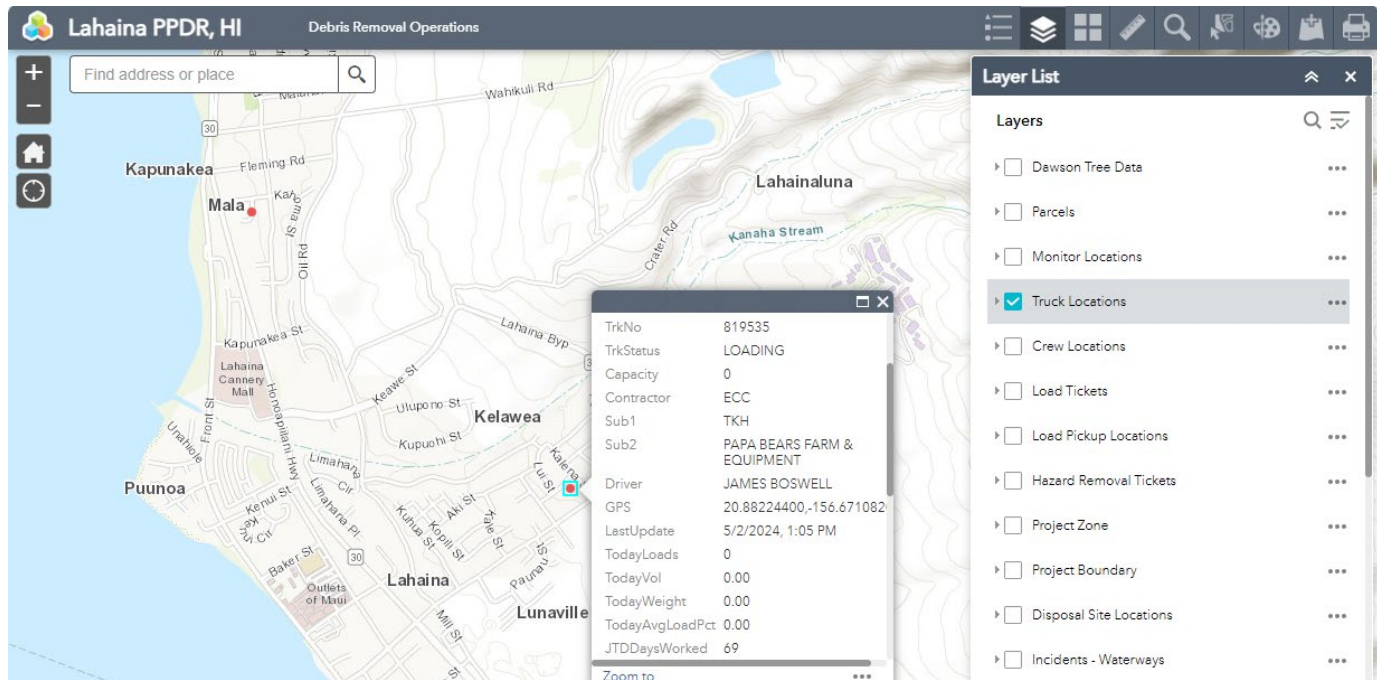
At each debris collection point, the field collection monitor marks the waypoint or location of the debris pile to collect GPS coordinates. The map below displays the waypoints associated with each collection ticket issued in the field. The waypoint collection report is updated in real time and can be filtered by date. Through *RecoveryTrac™* ADMS, we have the ability to overlay road layers on the map to track pickup collections on City-maintained roads, as well as State roads once the Department of Transportation has completed their pass through.

Figure 7. Waypoint Collection



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 below.

Figure 8. Truck Locations



Hazardous Tree/Stump Monitoring

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 utilizes 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 City's contractual agreement with the contractor.

Figure 9. Hazardous Tree Removal

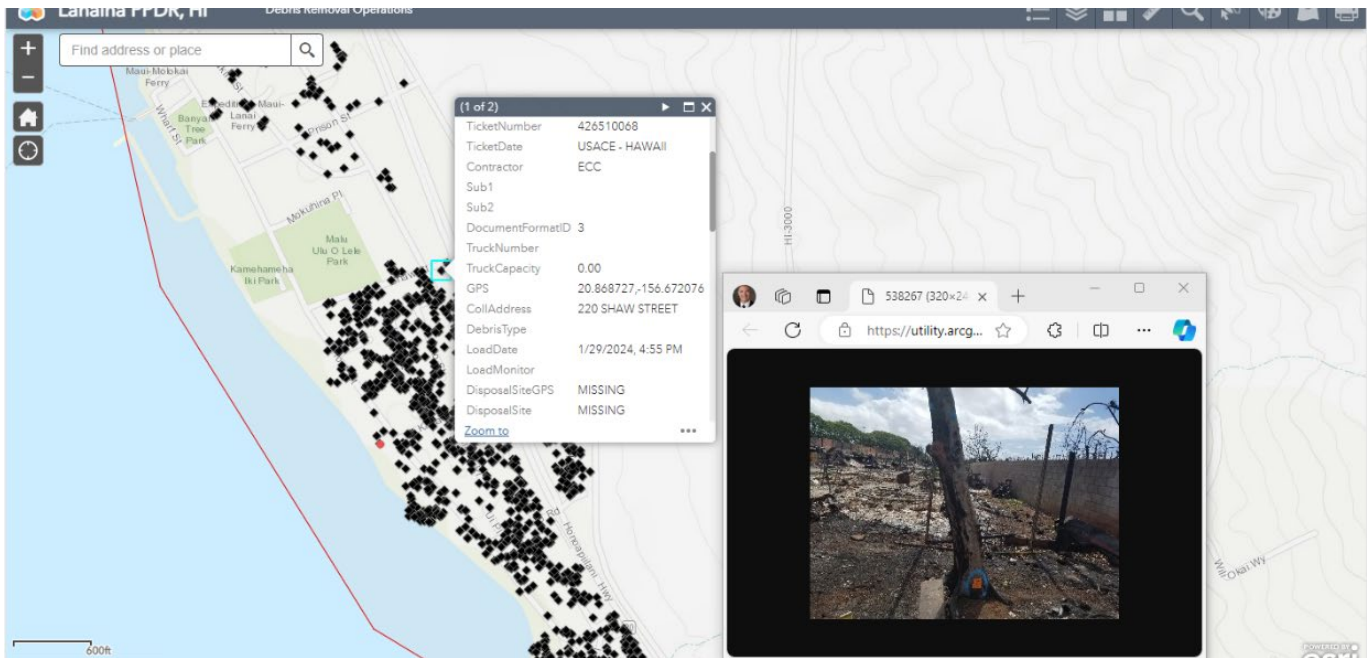


Figure 10. Real-Time Ticket Report

Project:

USACE LAHAINA WILDFI...

Ticket Type:

LOAD TICKET

View report

Show Tickets Starting:

05/01/2024

and Ending:

05/01/2024

RecoveryTrac Reconciled Ticket Data Export

Date	Ticket No.	Trans No.	Quan.	UOM	Service Description	Service Code	Rate	Amount	Trk/Crw No.	Truck Cap.	Load Call
5/1/2024 12:00:00 AM	9493633	1	7.66	TON	NON-ASB CONCRETE HAULING TO RECYCLING FACILITY	1229	1.00	7.6600	819536	0.00	0
5/1/2024 12:00:00 AM	9493633	2	7.66	TON	RECYCLING - NON-ACM CONCRETE	1239	1.00	7.6600	819536	0.00	0
5/1/2024 12:00:00 AM	9493633	3	7.66	TON	ADMS TRACKING	1242	1.00	7.6600	819536	0.00	0
5/1/2024 12:00:00 AM	9654408	1	11.11	TON	NON-ASB CONCRETE HAULING TO RECYCLING FACILITY	1229	1.00	11.1100	825589	0.00	0
5/1/2024 12:00:00 AM	9654408	2	11.11	TON	RECYCLING - NON-ACM CONCRETE	1239	1.00	11.1100	825589	0.00	0
5/1/2024 12:00:00 AM	9654408	3	11.11	TON	ADMS TRACKING	1242	1.00	11.1100	825589	0.00	0
5/1/2024 12:00:00 AM	9492719	1	4.14	TON	HAULING ASH/DEBRIS/SOIL ROLLOFF TO WEST MAUI LF	1225	1.00	4.1400	836699	0.00	0
5/1/2024 12:00:00 AM	9492719	2	4.14	TON	DISPOSAL - ASH/DEBRIS/SOIL/ACM CONCRETE/VEGETATIVE	1237	1.00	4.1400	836699	0.00	0

Spotlight On: ANSI A300 Tree Care Standards

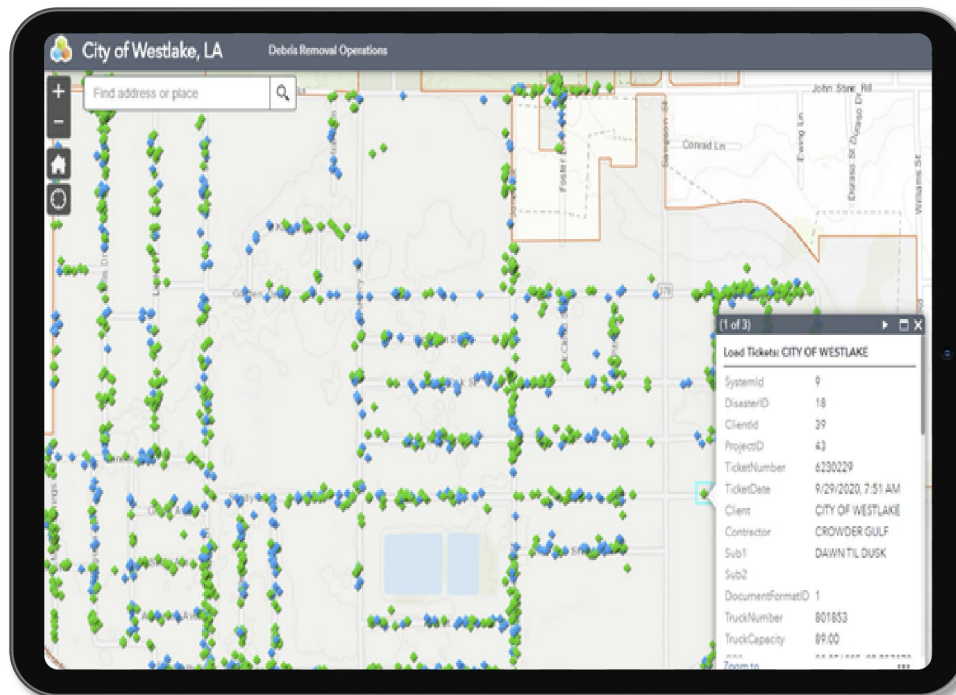
Tetra Tech recognizes the importance of complying with the ANSI 300 standards to ensure the health of the trees and the surrounding environment. Tetra Tech supports many local, state, and provincial governments and federal regulators, completing projects on their behalf that require an understanding of the latest agency policies and guidance. Our work includes field compliance oversight; permit development, review, and deficiency notifications; document review; and litigation support.



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.

Figure 11. Unit Rate Ticket Map



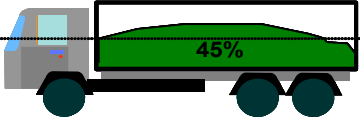
Debris Management Site (DMS) Operations

As DMS are activated, Tetra Tech will provide a minimum of two (2) disposal monitors per site, which may scale depending on site layout and operational needs. The disposal monitors will verify that the debris contractor passes through the DMS, analyze the drive time of the contractor, and verify accurate and complete documentation. Several daily audits will be performed by project managers and supervisors to verify that load call data is consistent and accurate. Documentation kept by Tetra Tech DMS disposal monitors includes:

- **Load Ticket.** Documents that debris removal complies with all FEMA requirements.
- **Disposal Monitor Log.** Used as backup documentation as required by FEMA.
- **Scale Manifest Tickets.** For weight-based debris hauling contracts, Tetra Tech will digitize and catalog scale tickets.
- **Incident Report.** Tetra Tech will document property damage, arguments, unsafe practices, and injuries.
- **Photographic Documentation.** Tetra Tech disposal supervisors will photograph a DMS 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.

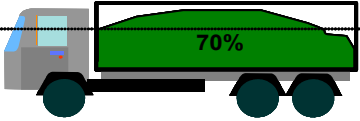
Load Call Estimate Examples

A



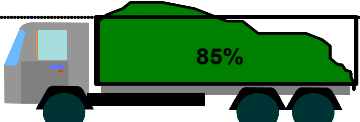
Example A. The mounded portion of the load offsets the areas where the load drops below the fill line. Because the load includes light and medium debris, the load percentage estimate is 45 percent.

B



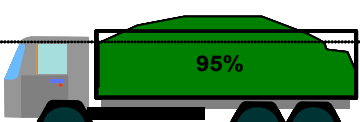
Example B. The mounded portion of the load offsets the areas where the load drops below the fill line. Because the load includes light and medium debris, the load percentage estimate is 70 percent.

C



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.

D



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.

Following the completion of work at the DMS, the baseline soil testing is used to verify site remediation is complete.

Residential Drop-Off Sites

Residential drop-off sites offer a valuable opportunity for residents to manage disaster debris onsite. To meet FEMA eligibility criteria, the City must ensure that only its residents utilize these sites, while also preventing commercial debris contractors from misusing them. Tetra Tech stands ready to support the City in monitoring these residential drop-off locations, confirming City of Coral Gables residency before residents unload their debris, thereby ensuring compliance with FEMA regulations.

Specialty Program (PPDR, Waterways, Drainage, etc.)

Specialty Programs	
Commercial	For commercial properties, Tetra Tech plays a crucial role in swiftly clearing debris post-disaster, minimizing disruptions to business operations. We supervise the thorough removal of debris, safeguarding the property from potential structural damage and allowing for businesses to then schedule any necessary repairs. Tetra Tech helps commercial properties resume normal business operations quickly, mitigating financial losses and maintaining the trust of their tenants, customers, and stakeholders.

Specialty Programs	
Private Parcel PPDR	Tetra Tech works with homeowners to ensure we have the proper right-of-entry (ROE) paperwork necessary to perform services on private parcels. Whether it's debris collection, reconstruction, demolition, or hazardous tree surveillance, we work with homeowners and ensure the projects are properly documented.
Demolition	Tetra Tech has successfully managed the demolition of over 22,000 uninhabitable residential and commercial structures. We leverage Unmanned Aircraft Systems (UAS) technology to enhance visibility during demolition operations, enabling comprehensive documentation of parcels to effectively track project progress over time.
Waterways and Drainage	Tetra Tech offers extensive services for waterway and drainage system debris removal programs. This includes support in documenting maintenance programs, assessing legal responsibilities and scope eligibility, conducting post-disaster damage assessments (including drone surveys), overseeing right of entry/access programs, and managing field monitoring and storage site operations.
Parks	Tetra Tech is often called upon by local governments to monitor the collection of debris from public parks. The collection and supervision of debris monitoring in City parks results in swift restoration, allowing these public spaces to reopen for community use. Prompt removal of debris mitigates safety hazards, preserving the integrity of park facilities and protecting visitors from potential harm. Additionally, efficient debris management enhances the overall aesthetics of the parks, fostering a sense of normalcy and well-being in the community following sometimes devastating events.
Beaches	Beaches frequently serve as the main attraction for tourists visiting communities; therefore, expeditiously reopening beaches after disasters is crucial. Eliminating hazards such as pressure-treated wood from beach walkovers is essential for public beach access restoration. Tetra Tech has a proven track record of aiding coastal communities in overseeing debris removal and sand screening/replacement operations eligible for reimbursement through the FEMA Public Assistance program.
Vehicles and Vessels	Tetra Tech can support the City in documenting the whereabouts and quantities of vessel and vehicle debris within its jurisdiction, facilitating the presentation of a compelling case to FEMA for program approval and funding. Prior to submission, the City must demonstrate its legal obligation to clear the debris and confirm that it is not the responsibility of other state or federal agencies like the USACE or the NRCS.

Data Management/Invoice Reconciliation

The *RecoveryTrac*™ system 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. Prior to the start of debris removal operations, Tetra Tech will meet with the debris contractor(s) to review:

- The invoicing processes
- Contract services established in our database
- Tetra Tech data tools available for their use
- Any other accounting needs as tasked by the City

If *RecoveryTrac*™ ADMS will be used to document the debris contractor's work, Tetra Tech will review the automated reports generated by the system to verify that the dataset is sufficient to reconcile with that contractor's subcontractors, and to generate invoices for payment by the City. If another cost tracking system will be used to document the debris contractor's work, Tetra Tech will review

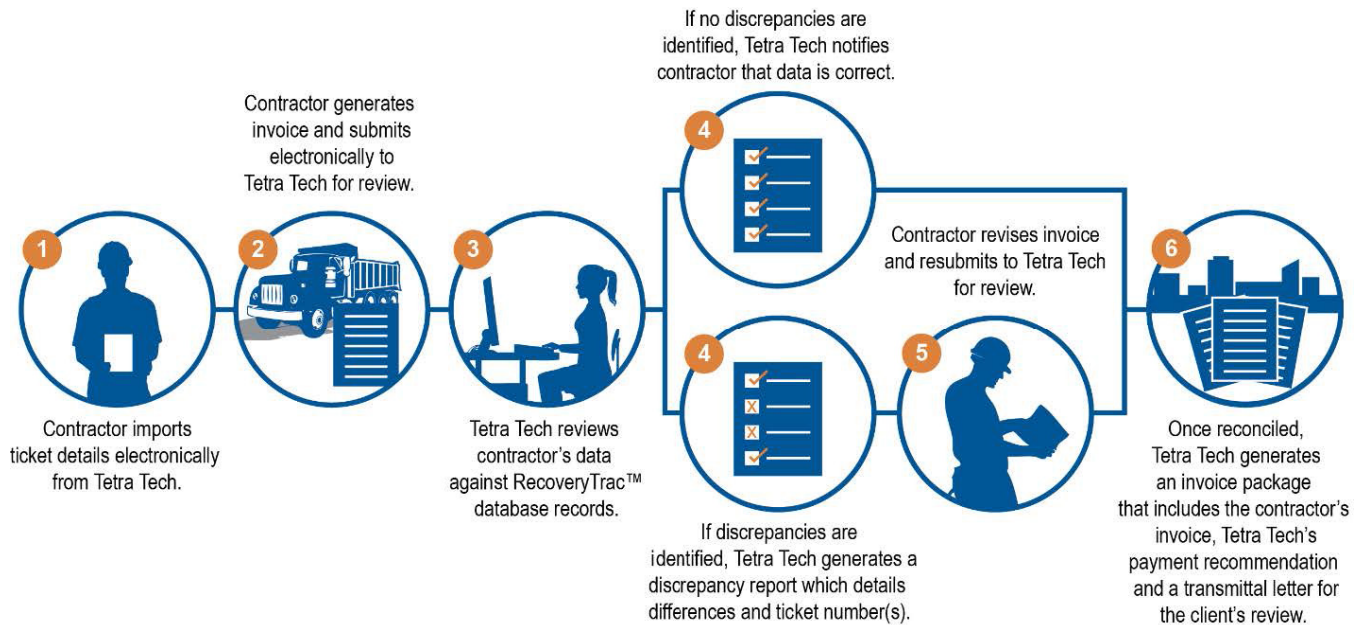
Our invoicing process includes several real-time QA/QC checks throughout the day, and a final daily comprehensive data analysis is performed at the close of operations. A final QA/QC check is completed when the debris contractor sends the invoice dataset to Tetra Tech for reconciliation. Incongruencies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

the work that has to be documented to verify that our staff will be able to capture the information needed for accounting and invoice review.

Whether using *RecoveryTrac™* ADMS or paper logs, Tetra Tech will use our *RecoveryTrac™* database to store and review data generated in the field documenting debris contractor work. Several QA and QC checks of data will occur before the dataset is ready for reconciliation with the contractor. Services related to debris contractor work order or change order charges are also tracked within the system.

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

Figure 12. Summary of Contractor Invoice Reconciliation Process



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

Payment Recommendation Report

Tuesday, April 23, 2024

Invoice Cover Information

Applicant: CITY OF TULSA
Contractor: CTC DISASTER
Disaster: OK- SEVERE STORMS AND TORNADOES
Invoiced Date Range: FROM 10/29/2023 TO 11/04/2023

Invoice Number: 21624

Date Of Invoice: 11/07/2023

Gross Amount per Invoice: \$169,522.00

Amount Held in Retainage: \$0.00

Net Amount Invoiced for Payment: \$169,522.00

Supporting Electronic Backup Summary

Code	Matching Service Description	Invoiced Qty	Invoiced Rate	Invoiced Total
2C	REMOVAL OF HAZARDOUS TREES 25-36.99 IN	8.00	\$175.00	\$1,400.00
2B	REMOVAL OF HAZARDOUS TREES 13-24.99 IN	15.00	\$95.00	\$1,425.00
1A	REMOVAL OF HAZARDOUS LIMBS > 2 IN	2,476.00	\$67.00	\$165,892.00
2A	REMOVAL OF HAZARDOUS TREES 6.01-12.99 IN	18.00	\$30.00	\$540.00
2D	REMOVAL OF HAZARDOUS TREES GREATER THAN 37 IN	1.00	\$265.00	\$265.00
Total Amount of Supporting Electronic Backup Data (This amount pending reconciliation):				\$169,522.00
Amount Adjusted (Deducted) from Gross Invoice Total (Backup Difference):				\$0.00

100% Payable Transactions:

Ticket Item	Invoiced Qty	Invoiced Rate	Invoiced	Tetra Tech Match	Resolved Date	Resolved Qty	Rate	Resolved Value	Adjustment	Reason
110361028-1	1.00	\$67.00	\$67.00	110361028	10/30/2023	1.00	\$67.00	\$67.00	\$0.00	Verified and Approved
110361029-1	1.00	\$67.00	\$67.00	110361029	10/30/2023	1.00	\$67.00	\$67.00	\$0.00	Verified and Approved
110361030-1	1.00	\$67.00	\$67.00	110361030	10/30/2023	1.00	\$67.00	\$67.00	\$0.00	Verified and Approved
110361031-1	1.00	\$67.00	\$67.00	110361031	10/30/2023	1.00	\$67.00	\$67.00	\$0.00	Verified and Approved

Grant Management/PW Development

The flowchart below illustrates Tetra Tech's approach to the FEMA PA Program lifecycle. Our team has developed documentation processes to capture the data at each step along the way.

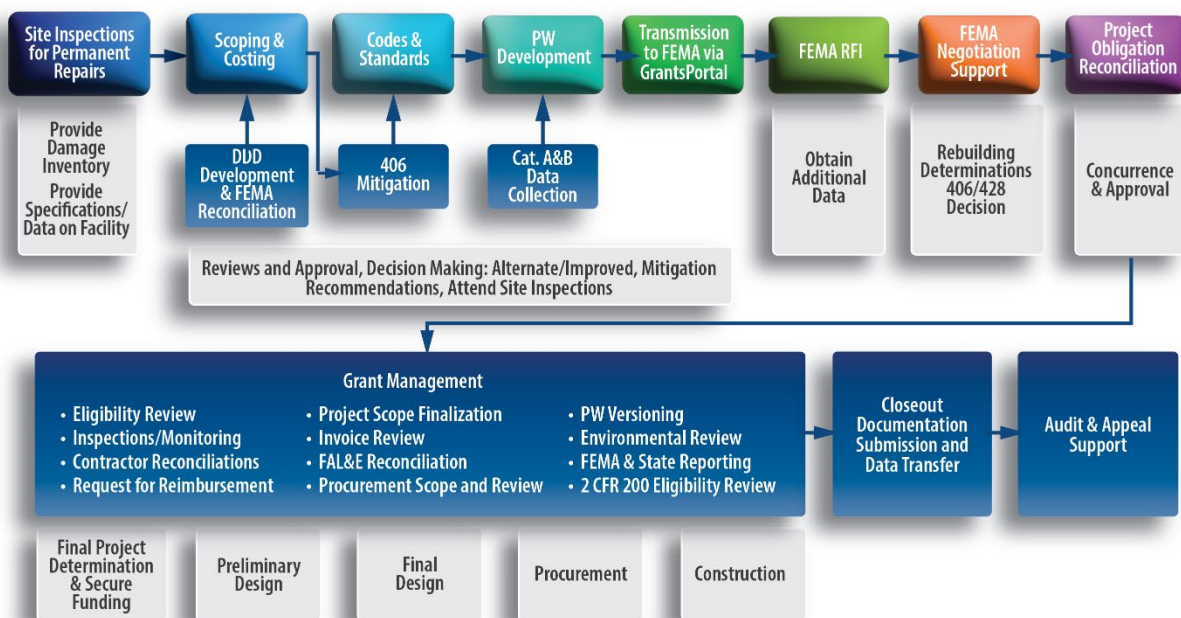
Initial Damage Estimates

Tetra Tech will assist the City in a systematic approach of cataloging, reporting, and documenting disaster-generated debris. We will develop a work plan with the City, ahead of storm season to maximize the efficient use of City and Tetra Tech resources to quickly and accurately find and report debris.

A critical part of painting the picture of the disaster event for FEMA is documentation regarding damage location using mapping and the nature of the damage using photo and descriptive evidence. To support the City in conducting initial damage estimates, Tetra Tech maintains a critical focus on compliance from the outset. Tetra Tech will coordinate with the City and its departments to integrate into the incident response framework by mobilizing staff to designated locations, leveraging local partners in specific jurisdictions, and working with citizen response teams.

Immediate Needs Funding (INF)

The City is supported by Deputy Business Unit Leader and debris management consultant Chuck McLendon, who has served as principal in charge for 30+ major disaster activations, managing more than 100 million CYs of debris removed and **upwards of \$3 billion in FEMA PA reimbursement**. Mr. McLendon maintains in-depth knowledge of the FEMA PA program, including an expert understanding of Federal Register 2 CFR Part 200 ("the Super Circular").



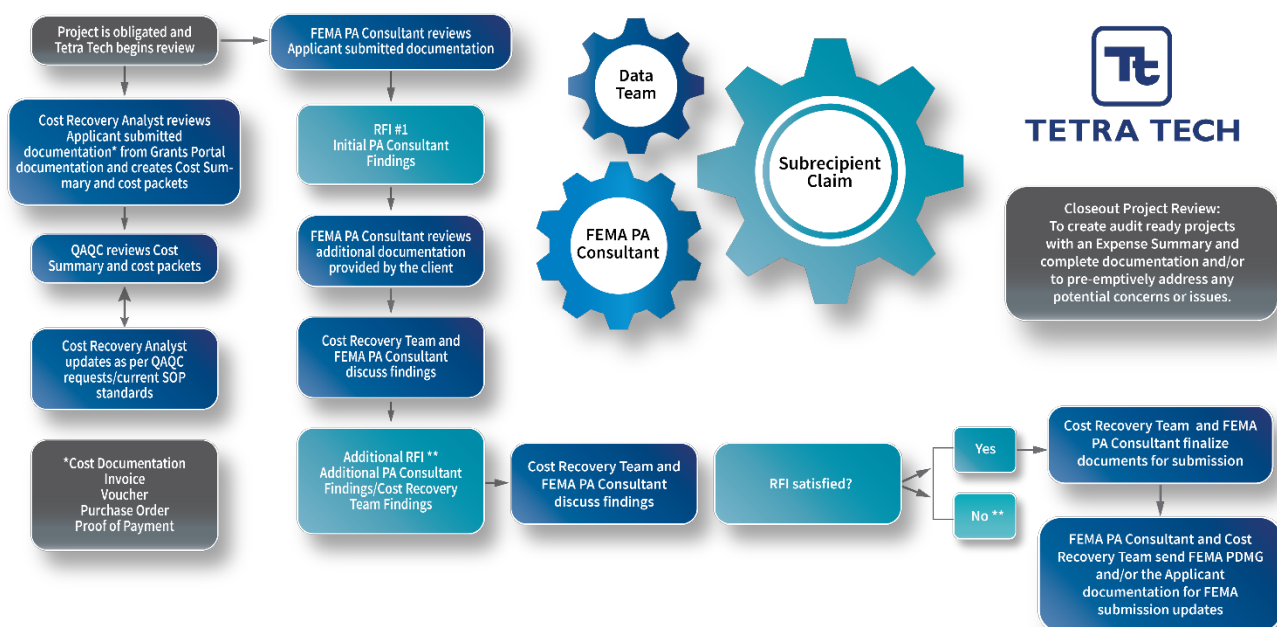
Immediate Needs Funding (INF), also referred to as Expedited Funding, is intended to meet an applicant's urgent needs in the initial aftermath of a disaster and is often a critical part of the initial disaster response and short-term recovery. In utilizing Expedited Projects for Emergency Work, FEMA provides expedited funding for Emergency Work Projects. Eligible activities typically include debris removal and emergency protective measures; as such, the funding may be used to cover such costs as overtime payroll, equipment costs, materials purchases, and debris removal and monitoring contracts when these costs are incurred for emergency work.

FEMA and the State normally require PA applicants to provide all supporting documentation for reimbursement for completed work, but they can relax this document requirement and provide initial funding to applicants for emergency work required in response to a declared event. Throughout the Expedited Project development process, Tetra Tech will assist the City in gathering and documenting work undertaken as well as providing a summary of the costs for emergency work not yet completed. Tetra Tech will assist the City with gathering the necessary inputs for completed work and developing and applying a sound methodology to present any projections of costs that are to be used to develop Expedited Projects.

After the receipt of the initial funding, Tetra Tech will assist the City in documenting the use of the expediting funding for eligible activities and work to develop the next version/amendment of the project, accounting for those funds and presenting any others that may have been incurred.

Reimbursement/Closeout

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. A sample of the variety of reports we are able to issue are summarized on the following pages.



Final Report

Tetra Tech has extensive experience completing final reports for disaster debris removal projects. If requested, 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 the *RecoveryTrac*™ system 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.

Project Worksheet Development and Completion

Tetra Tech's experienced grant managers are poised to help the City submit its initial Request for Public Assistance and attend or provide support for State-led applicant briefings, FEMA recovery scoping meetings (formerly known as kickoff meetings), or any other meetings with FEMA or the State in the development of projects. With the changes FEMA has made to their PA Delivery Model, eligibility determinations are no longer made "in the field" and the projects are written at the Consolidated Resource Centers. Close and consistent interaction with FEMA staff is still crucial, so the City needs an experienced team to augment efforts in presenting any and all eligible costs and activities to FEMA for inclusion in projects.

Submitting a complete damage inventory is key to presenting disaster-caused damage and costs to FEMA. Experienced Tetra Tech project support staff will help gather all necessary inputs for the best possible outcomes. By timely addressing requests for information and uploading related information and documentation, Tetra Tech facilitates timely obligation of project funding and access to federal dollars for recovery.

One of the most often experienced barriers to timely obligation of projects and reimbursement of funds is lack of proper documentation. We work hand in hand with our clients to identify, gather, organize, and submit records reflecting any and all eligible activities undertaken. These records are audit-ready for our clients and paint the picture of well documented eligible work and costs to FEMA, the Department of Homeland Security's Office of Inspector General, City Inspector General, State Legislative Auditor, or others.

Responding to FEMA Request for Information (RFIs)

We serve as a force multiplier for your staff and recognize the importance of timely responding to any Requests for Information (RFIs) received from federal or state officials. We coordinate with all involved to minimize any "back and forth" on such requests that often result in the loss of precious time. Our team of experts can also be on site with FEMA's site inspectors to adequately capture, measure, and quantify damages. Time equals money, and our goal is to minimize the length of time the City spends waiting for return of eligible program dollars.

Audit 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. Throughout our FEMA-funded disaster response operations, we have only been involved with a handful of disputed projects over documentation.

We believe in remaining proactive in preventing further appeals requires frequent meetings with state partners and FEMA regions to avoid situations 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 direct of FEMA to perform audits earlier in the disaster so that corrective actions can be made for the subrecipient or recipient. The three most common types of audits that we have supported within the first two years of the disaster include:

Tetra Tech is a nationwide leader in the administration of federal funding for disaster response and recovery. Our dedicated staff includes former federal and state level executives with decades of experience working with FEMA Region 4.

Tetra Tech **uploads documentation and project support with consistent file naming conventions.** This organized, systematic approach enables timely and thorough review of documentation presented to FEMA and State of Florida



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

1. Conducting pre-meeting with stakeholders
2. Preparing compliance checklists
3. Developing documentation notebooks
4. Attending meetings and providing subject matter expertise support
5. Responding to for Requests for Information

Elements of our audit support strategy include:

- **Maintain Data Quality:** Consistent quality checks are integrated throughout project operations to maintain data integrity from the beginning.
- **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 into City activities.
- **Stay Positive:** Maintaining a positive spirit between the parties to foster a solution quickly.

This Technical Approach serves as a comprehensive testament to Tetra Tech's proficiency in managing the entire disaster life cycle with finesse and expertise. From meticulous planning and rigorous preparedness measures to swift and effective response strategies, from dedicated recovery efforts to the final closeout phase – our organization showcases a robust capability in addressing every aspect of disaster management and recovery. With a wealth of experience, cutting-edge technology, and a highly skilled team, Tetra Tech is uniquely positioned to support all our clients' needs across every stage of the disaster life cycle, ensuring resilience, efficiency, and successful outcomes in even the most challenging circumstances.

Emergency Management Planning and Training

In addition to response and recovery services, our team is one of the nation's premier emergency preparedness firms, with a staff of industry experts located throughout the United States. Our team members are recognized leaders in preparedness, having performed hundreds of planning, training, and exercise projects for local, state, and federal agencies, quasi-governmental organizations, institutions of higher education, private-sector businesses, and non-profit organizations. Many of our team members have previously served as state and local emergency managers and are acutely aware of how important planning and training are to maintaining an optimal level of readiness. Since 2001, our team has conducted over 400 emergency preparedness projects while ensuring compliance with current local, state, federal, and industry standards. Listed below are the preparedness programs Tetra Tech can offer.

- **Continuity of Operation's, Continuity of Government and Business Continuity Planning.** Tetra Tech understands residents expect their government to protect the safety and security of the community. A continuity plan effectively facilitates the performance of mission essential functions during an emergency and supports effort to provide critical services in a timely manner. Tetra Tech has developed continuity of operations, continuity of government, and business continuity plans for state agencies, local jurisdictions, and private sector businesses across the country that align with the standards in the Department of Homeland Security's Federal Continuity Directive and Continuity Guidance Circulars. Continuity planning provides the interim process and alternate methods for continuing critical government services during disruptive incidents.
- **Cybersecurity Planning.** Cybersecurity and related services are a focus area for Tetra Tech. Tetra Tech provides cybersecurity services for a number of U.S. Federal clients, including contracts that require cleared personnel at the Secret and Top Secret level. Tetra Tech has deep understanding of the application of U.S. Federal information assurance and cybersecurity standards, including Defense Information Systems Agency (DISA) Security Technical Implementation Guides (STIGs), National Institute of Standards and Technology (NIST) Special Publication (SP) 800-53 Recommended Security Controls for Federal Information Systems and Organizations, and NIST SP 800-37 Guide for Applying the Risk Management Framework to Federal Information Systems. Our blended team of cybersecurity experts and emergency management

planners can provide support to develop plans, policies and procedures that address vulnerabilities and provide solutions to detect, prevent and mitigate impacts.

- **Disaster Debris Management Planning.** Tetra Tech uses a field-tested approach to develop DDMPs. Our staff develops and implements DDMPs alongside our local government clients prior to and following a disaster. Our experience has demonstrated that pairing client personnel with Tetra Tech emergency management experts provides significant benefits, such as facilitating an understanding and acceptance of work products and deliverables and providing exposure to key concepts described in the plan. Increased understanding of disaster debris management planning strengthens a client's ability to maintain and implement their plan.
- **Emergency Operations Planning/Comprehensive Emergency Management Planning.** Understanding and managing the risks of operating in an area that is vulnerable to natural and human-caused hazards is a complex challenge. Tetra Tech develops resilient and robust all-hazard emergency operations plans and comprehensive emergency management plans that will help guide response effectively and efficiently to emergencies. The plans comply with applicable local, state, and federal guidelines, and industry standards applicable to emergency planning.
- **Incident-Specific and Function-Specific Planning.** In addition to an all-hazards emergency operations plan, communities often need more detailed operational level plans for specific types of incidents and emergency functions. These types of plans provide more detailed instructions for operational and tactical level procedures and often include checklists, flow charts, and job aids. Tetra Tech has the expertise to develop a range of incident and function specific plans including:
 - Active Assailant
 - Chemical, Biological, Radiological, Nuclear, and Explosives
 - Communication
 - Earthquake
 - Evacuation
 - Finance and Administration
 - Family Reunification and Assistance
 - Flood and Riverine
 - Hazardous Materials
 - Hurricane Operations
 - Infectious Disease
 - Information Technology Disaster Recovery
 - Mass Care and Sheltering
 - Mass Casualty and Fatality
 - Public Information
 - Severe Weather
 - Recovery
 - Terrorism
 - Tornado
 - Volunteer and Donation Management
 - Wildland Fire
- **Hazard Mitigation Planning.** As a leader in mitigation, disaster readiness, and emergency response and recovery planning for state and local governments, Tetra Tech supports clients in all phases of hazard mitigation planning, including organizing and coordinating vital resources, performing risk and vulnerability assessments, developing mitigation plans and strategies, implementing those plans and strategies, and monitoring their progress. A well-developed hazard mitigation action plan (HMAP) provides a framework for streamlining the disaster recovery process and prioritizing mitigation interventions. It makes communities less vulnerable to the effects of an event and ensures a more secure, sustainable future. Tetra Tech can assist with assessing local and regional hazards and risks, establishing mitigation goals and objectives, and identifying projects that enable the jurisdiction to prepare for and reduce the impacts of a natural or human-caused disaster by developing a comprehensive mitigation strategy.
- **Public Health Preparedness.** While state and local public health agencies have made strides in developing capacity to prepare for and respond to public health incidents, COVID-19 demonstrated our nation's continued vulnerability to widespread public health emergencies. Tetra Tech can assess and provide assistance to address broad public health preparedness and response measures, including bio-surveillance, community resiliency, countermeasures and mitigation, incident management, information management, and surge management. Our staff of public health subject matter experts, emergency preparedness, and response professionals can help build or enhance the ability to achieve each of the public health preparedness capabilities.
- **Threat, Vulnerability, and Risk Assessment.** Conducting an assessment of potential threats, risks, and vulnerabilities is one of the first steps in developing a viable emergency preparedness plan. The community needs to have a deep understanding of their risks in order to properly prepare for an incident. Tetra Tech uses several approaches to developing a broad range of assessments from basic community risk profile to a more in-depth Threat and Hazard Identification and Risk Assessment (THIRA) depending on the needs of the community. Tetra Tech can provide assistance with the following:

- Desktop analysis of risks and vulnerabilities based on data collection, demographics, and survey analysis
- Hazard and threat analysis using HAZUS-MH building stock and other modeling techniques
- Community economic assessment using use census data and ESRI Business Analyst
- Scenario study using outputs from hazard and threat analyses
- Risk comparison by overlaying the risk assessment and the scenario study

Training and Exercises. Tetra Tech can provide comprehensive training and exercises for our debris monitoring clients. Our training and exercises include realistic scenarios based on our experience responding to many of our nation's most challenging disasters. We provide detailed case studies of local government responses to disasters and the challenges they had to overcome. Tetra Tech develops and conducts in accordance with the Homeland Security Exercise and Evaluation Program (HSEEP) and exercise facilitators are HSEEP-trained. Exercises include an after-action report and improvement plan to document lessons learned and establish corrective actions.

Public Assistance and Grant Management Consulting

As one of the nation's premier providers of hazard mitigation, emergency preparedness, and response and recovery services, Tetra Tech is dedicated to helping our clients plan for, respond to, and recover from natural and human-caused disasters. Tetra Tech maintains a multidisciplinary staff with experience in disaster response and recovery, grant administration, and emergency management. Many are first responders, former state and local emergency management directors, and consultants who have been at the forefront nationally in developing strategies and plans in support of the U.S. Department of Homeland Security's (DHS) National Recovery Goals. Tetra Tech offers a complete, end-to-end solution that empowers our clients to protect their most precious assets in times of chaos.

Over the past 20 years, our grant management experts have assisted clients with applying for and retaining grant funds, even after closeout and audit processes. Our team has extensive experience assisting local and state governments with managing and documenting projects that are eligible for federal funding through the FEMA Public Assistance (PA) Program, including multiple, large PA programs for the States of Vermont, South Dakota, and Connecticut. Our team also has significant experience with FHWA Emergency Relief (FHWA-ER) federal reimbursement, having assisted over 60 clients with FHWA application, project management, and reimbursement. Our team's record of success spans over 400 state and local government clients in response to over 100 declared presidential disasters, representing the recovery of more than \$81 billion in disaster grant funds. **These activations have yielded grant program management engagements resulting in clients not only garnering grant funds but in retaining 99.8 percent of the funds received.**

Having a national firm with broad capabilities allows the City to bring in the right skills and background for the required scope of work and funding source. From engineers with technical capabilities (i.e., transit, road/bridge, water/wastewater, cost estimating) to former federal and state emergency management officials included on our project team, our team has direct experience with the following grant programs:

- FEMA Hazard Mitigation Grant Program (HMGP)
- FEMA Flood Mitigation Assistance Program (FMA)
- FEMA PA Program
- Pre-Disaster Mitigation (PDM)
- Federal Highway Administration-Emergency Relief (FHWA-ER) Program
- FHWA Transportation Investment Generating Economic Recovery Grant
- Natural Resources Conservation Service (NRCS) Emergency Watershed Protection
- U.S. Department of Housing and Urban Development (HUD) Community Development Block Grant (CDBG) Program

Tetra Tech has comprehensive experience working with the CDBG and CDBG-DR programs and has a successful record of helping communities across the region bolster recovery efforts and long-term resilience. Tetra Tech has applied our expertise in the CDBG-DR program to help numerous communities navigate complex program requirements, including the development of action plans, consolidated plans, grant management, application procedures, and compliance review among other services.

Communication With City Staff

Tetra Tech employs a multi-faceted approach to ensure effective communication and coordination with local authorities and other stakeholders during disaster recovery operations. Our strategies are grounded in established protocols, robust training, and leveraging advanced technology to facilitate seamless interactions across federal, state, and local stakeholders.



Local Coordination

Effective communication and coordination at the local level are critical for the successful execution of debris monitoring operations. Tetra Tech's approach seamlessly integrates with local emergency management structures and fosters strong relationships with local stakeholders.

Tetra Tech has a deep understanding of NIMS and ICS protocols, which are crucial for effective emergency preparedness and response. Our staff is trained and experienced in implementing these systems, ensuring that we can integrate seamlessly into the existing incident management structures. This includes training many of our staff to ICS levels 100, 200, 700, and 800, and some to level 300 certification.

Tetra Tech conducts regular multi-agency consultation meetings, such as those for large cleanup projects involving local agencies. These meetings build trusting relationships and ensure coordinated efforts during disaster response.



State Coordination

State-level coordination is essential for aligning our operations with State regulations and ensuring comprehensive coverage across the impacted areas. Tetra Tech would collaborate closely with the State and its agencies to facilitate effective disaster response and recovery efforts.

We begin by developing plans and procedures that comply with state and local regulations, aiding in communication and coordination among all levels of government. This includes specialized data collection processes, GIS interfacing software, and customized applications to document nontraditional debris removal.

In Florida, we would work closely with several key state agencies to ensure comprehensive and compliant operations. These include the Florida Division of Emergency Management. By maintaining constant communication with these agencies, Tetra Tech would ensure that all activities are compliant with the latest regulations and are effectively coordinated with State efforts.



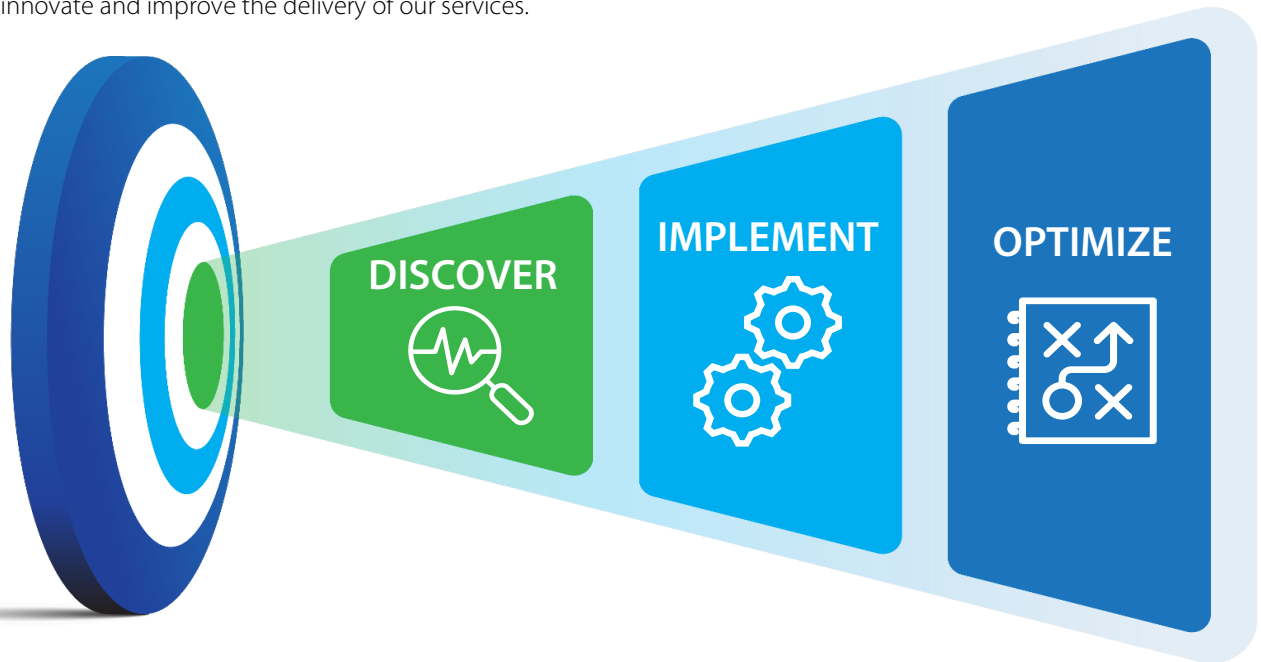
Federal Coordination:

Collaboration with federal agencies ensures that our operations are in line with national standards and benefit from federal resources and support. Tetra Tech's federal coordination efforts are designed to facilitate compliance with federal regulations and optimize disaster recovery operations.

Tetra Tech ensures that all plans and procedures align with federal regulations, including those set by FEMA and the U.S. Environmental Protection Agency (EPA). This alignment aids in seamless communication and coordination across all levels of government. For large cleanup projects, Tetra Tech engages in regular consultation meetings with federal agencies such as the U.S. EPA. These consultations help build trusting relationships and ensure coordinated efforts during disaster response and recovery.

Innovatively Working with the City

Tetra Tech's approach to disaster debris operations is firmly rooted in our ability to consistently adding value for the customers we serve prior to disasters, during a deployment, and long after we are needed on the ground. We achieve this through our ability to innovate and improve the delivery of our services.



DISCOVER: Navigating the Path of Innovation

Explore the forefront of disaster debris monitoring, uncovering new insights and breakthrough technologies to enhance services – leveraging knowledge across the entire disaster lifecycle, from pre-disaster planning to response, recovery, and mitigation.

IMPLEMENT: Turning Ideas into Action

Seamlessly translate innovative concepts into tangible solutions, putting plans into motion with precision and efficiency to ensure effective disaster debris monitoring. Tetra Tech is a \$5 billion company that moves at the speed of a 20-person office.

OPTIMIZE: Maximizing Impact and Efficiency

Continuously refine and optimize strategies and methodologies based on real-world experience supporting clients across the country in responding to a variety of natural and man-made disasters. Leverage data-driven insights and lessons learned to maximize the accuracy, efficiency, and effectiveness of debris monitoring services.

Tetra Tech has been integrating innovative solutions into our disaster recovery practices for decades, leveraging technologies like ArcGIS and our proprietary *RecoveryTrac*® to support clients efficiently. While these proven tools remain essential, we are continually advancing our approach by incorporating emerging technologies that further enhance recovery efforts. The latest innovations designed to help our clients rebuild stronger and more resilient communities are highlighted on the following pages.

Drone Technology

Tetra Tech leverages advanced drone technology to enhance emergency management, providing clients with improved documentation, situational awareness, and operational efficiency. Our FAA-licensed remote pilots utilize Unmanned Aircraft Systems (UAS) for critical tasks such as damage assessments, debris estimation, and monitoring debris management site (DMS) operations. Drones capture high-resolution imagery and real-time data, enabling our teams to evaluate hard-to-reach areas, accelerate ground surveys, and enhance project tracking with precision.



Beyond traditional applications, we deploy drones for traffic analysis, specialized debris assessments, and waterway monitoring, optimizing logistics in complex environments. For example, during California debris removal operations, drones helped identify traffic bottlenecks at DMS sites, leading to more efficient truck routing and reduced downtime. In waterway debris projects, UAS technology enhances visibility in areas not easily accessible from land, improving assessment accuracy and progress documentation. By integrating drone technology into various disaster response efforts, Tetra Tech continues to drive smarter and more efficient recovery solutions.

FusionMap™ Technology

When planning for and responding to disasters, knowledge is one of our most powerful tools. The amount of damage that is caused by major disasters often means that in heavily impacted areas, response crews and the City emergency personnel may face significant barriers to assessing post-disaster impacts and may need to enter hazardous areas to survey damage.

To allow our clients to have the whole story at their fingertips, Tetra Tech has developed a unique FusionMap™ tool, which can be utilized if needed **within six hours of an event** to provide updated satellite imagery of an area post-disaster so that we can analyze and assess the situation.

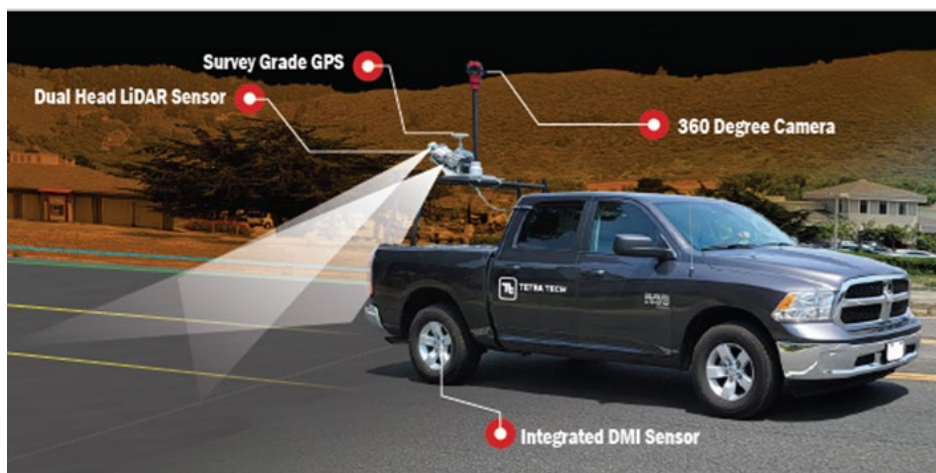
FusionMap™ is a leading-edge technology for AI-powered geospatial data visualization, asset extraction, and management with seamless GIS integration. FusionMap is scalable, modular, and easy to use. From roadway surveys to satellite image captures to AI capability of automatically detecting changes between scans, FusionMap is a forward-thinking instrument for the 21st century disaster response toolbox.

Figure 13. Before and After Satellite Images of Lahaina in Maui County, Hawaii



Video/LiDAR Roadside Survey

Tetra Tech utilizes video and LiDAR roadside surveys to assess disaster-related damage, providing a real-time, ground-level perspective on debris and hazards. Our equipped vehicles can be deployed within 24 hours of notification, capturing data at key intervals – before an event, immediately after, during operations, and at closeout. This information is seamlessly integrated into a centralized GIS viewer, allowing for side-by-side comparisons over time to track progress, identify remaining



hazards, and optimize resource deployment for efficient recovery. This “single viewer” approach benefits the City whether to show progress, identification of hazards that need to be removed (e.g. hazardous hanging limbs in the right-of-way) deployment/assignment of resources to aid in expediting recovery.

Artificial Intelligence and Machine Learning (AI/ML)

Tetra Tech has been a leader in the industry through our integration of AI/ML into our clients’ debris programs including field operations, public engagement and financial management.

- **Identification of Data Anomalies:** Data captured in our *RecoveryTrac™* ADMS system is run through our AI engine to identify irregularities and variances within the dataset as one of many methods of fraud detection we employ for our clients. Our debris management Subject Matter Experts (SMEs) established training algorithms based on many years of experience with traditional and specialized debris programs as the backbone of this analysis.
- **Field Operations Alert Tools:** One of the most important “value adds” to our clients team is the integration of our GIS capabilities with our AI engines our field staff and managers during field operations. Examples of this include locational notifications for in and out of boundaries, truck route improvements and damage assessments. For example our GIS tools coupled with AI can identify types of damage and quantities of debris for integration into the State’s preliminary damage assessment reports submitted to FEMA.
- **Debris Management Chatbot:** First deployed in 2020 for the COVID-pandemic, we are able to provide the State and local governments a debris management focused chatbot for integration into the public information systems. This includes online and voice that provide answers to many of the most commonly asked questions about the debris program. In 2022, Tetra Tech worked with Collier County, Florida, following Hurricane Ian to successfully establish a debris Chatbot for resident questions following that devastating event.
- **Invoice Reconciliation:** As part of the invoice processing phase our team of reconcilers have integrated AI/ML into debris hauler reconciliation thus increasing speed and efficiency of reviews. The timeliness of our invoice processing team has been lauded throughout the industry for our ability to quickly and thoroughly review invoices to speed up payment and submission to FEMA.

Inspections Powered by Matterport

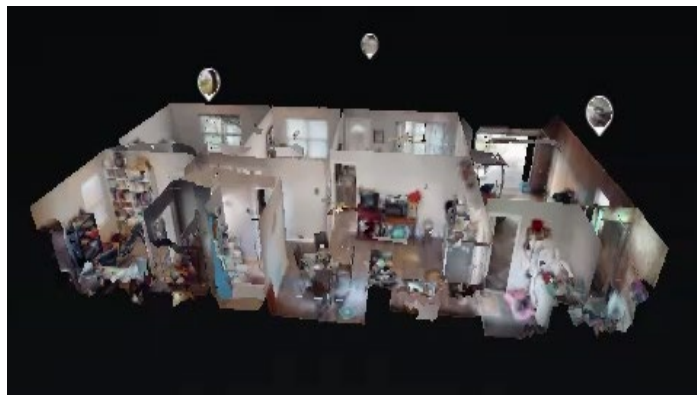
Our approach is supported and enhanced with technologies specifically designed for damage assessments. Tetra Tech proposes Matterport as an integral part of our solution for the State. Matterport is a powerful 3D platform that transforms spaces into digital footprints for analysis, recordkeeping, and compliance monitoring. Tetra Tech will utilize Matterport for 3D asset leveraging, including live interactive digital scans of existing spaces to capture site footprints at the time of the inspection. The inspections will be identified by geographic location or by facility type to ensure that the right team is deployed



at the right time. At the site inspection, our *RecoveryTrac™* platform will tag each location, obtain site specific photographs. The Matterport system:

- **Reduces time on-site** – drives field quality and efficiency through automation
- **Reducing need for travel costs** -Allows cost estimate of repairs to be performed remotely
- **Increases productivity** of field inspectors and cost estimators
- **Produces high quality visual data** - can be used for quality control reviews

Figure 14. Dollhouse View and In-Person Viewer



b) Database Reporting System and Capabilities

In the realm of a response following a disaster, our effectiveness is intricately linked to the technological resources at our disposal. The quality and capabilities of our response are directly proportional to the advanced tools and systems we employ, enabling us to mitigate the aftermath of any disaster scenario swiftly and efficiently. For Tetra Tech, that technology is *RecoveryTrac™* – the industry-leading software that powers our response activities.

RecoveryTrac™ Automated Debris Management System

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

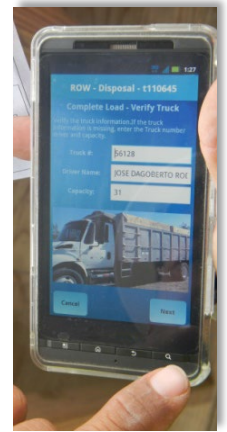
Our proprietary *RecoveryTrac™* ADMS technology was validated by the U.S. Army Corps of Engineers (USACE) in 2015 and again in 2023. The system provides real-time collection of data and offers multiple solutions to data management, reporting, invoice reconciliation, and project controls that cannot be 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 Broadly Tested ADMS in the Industry** – *RecoveryTrac™* ADMS 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™*.**
- **Stable and Secure ADMS System** – *RecoveryTrac™* ADMS 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 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.
- **Unrestricted by Hardware** – Because *RecoveryTrac™* ADMS utilizes readily available hardware, there are no restrictions to the amount of ADMS units our team can provide. Our team stocks thousands of units and can expand to fit any client's needs, including multiple simultaneous activations.



Benefits of *RecoveryTrac™* ADMS

Ability to Respond. Combined with the on-hand inventory of thousands of handheld devices and the ability to rapidly procure additional equipment through preferred vendor relationships, City of Coral Gables 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.

Cost Effective. *RecoveryTrac™* ADMS 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.

Reliable and Stable. Based on the Android operating system, *RecoveryTrac™* ADMS is secure and reliable. This minimizes the interruptions in field operations due to technical difficulties and reduces the number of support personnel required to maintain the system.

Technical Support. *RecoveryTrac™* ADMS is designed to be self-repairing when possible; most support needs are resolved by field supervisors who are able to reach field monitors within

RecoveryTrac™ ADMS Key Facts

- Owned and operated by Tetra Tech
- Thousands of 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 the City's 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

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.

Truck Tracking. Our system is capable of providing 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.

Real-Time, Customized 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.

RecoveryTrac™ Flex: Kiosk Mode Feature

The latest addition to *RecoveryTrac™* suite is a kiosk mode called Flex. This function allows the completion of forms that repeat operation of the same form in a loop, increasing the monitor's efficiency. The demo at the QR code to the right walks you through the new *RecoveryTrac™* mobile data collection tool called Flex. The demo highlights the Form Builder, Mobile Data Collection App, Completed Form Processing, and final Email Delivery. Another intuitive side of *RecoveryTrac™* suite, users can easily push the required forms out to end users in the field. Once the field worker completes the form, the form is automatically uploaded when Internet connection is available.



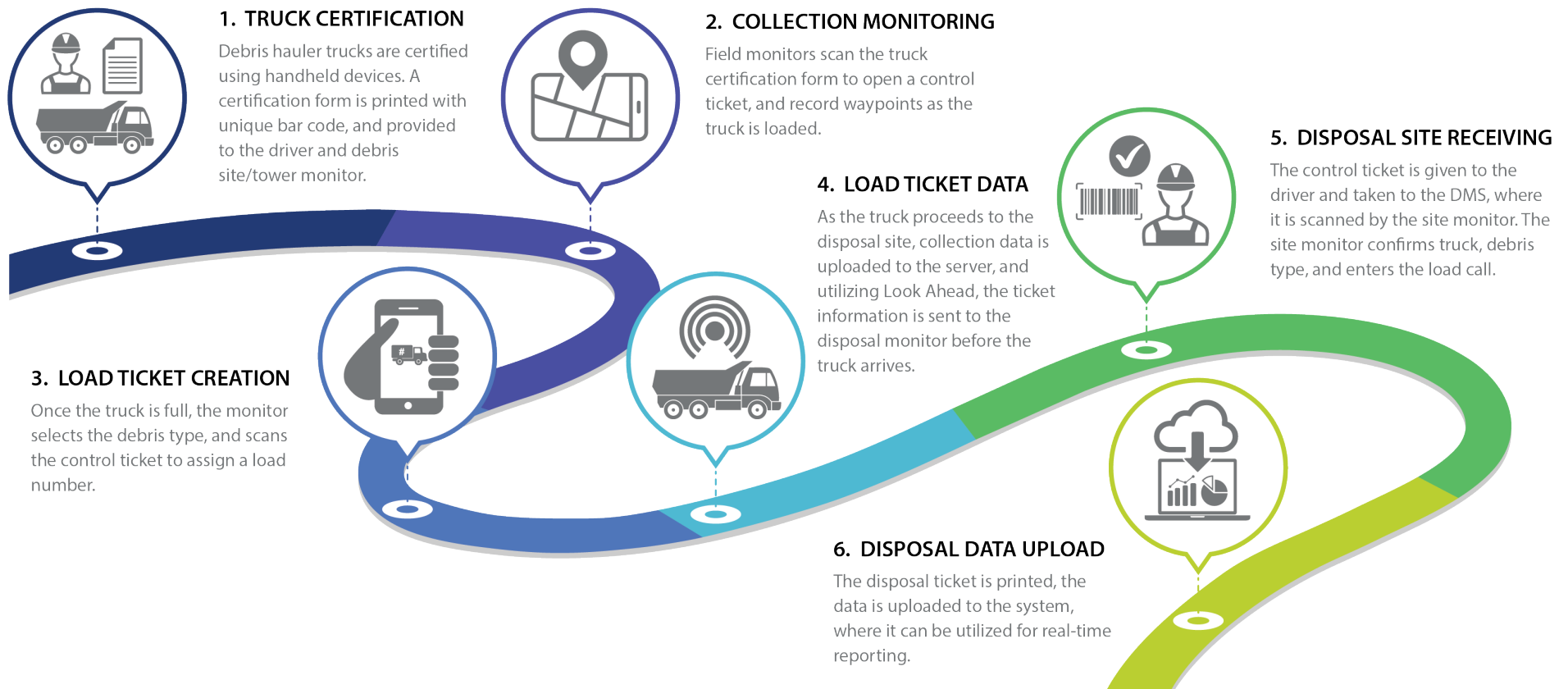
Several *RecoveryTrac™* applications have received SOC 2 certification. The purpose of Service Organization Control Type 1 (SOC 2) is to ensure that third-party service providers store and process client data in a secure manner. The framework SOC 2 utilizes is based on five trust service principles: security, privacy, availability, confidentiality, and processing integrity.



www.aicpa.org/soc4so

The *RecoveryTrac*™ Process

The steps of the *RecoveryTrac*™ ADMS process are as follows:



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.

RecoveryTrac™ ADMS Features

Tetra Tech brings significant experience and understanding in the design and build of disaster debris removal data management systems that offer data collection, storage, sharing, analysis, and reporting.

Because of our previous experience, we have several ready-to-use components already built and ready to deploy. These components can be quickly repurposed saving time and cost while ensuring field work starts quickly. Some examples of these existing capabilities and tools include:

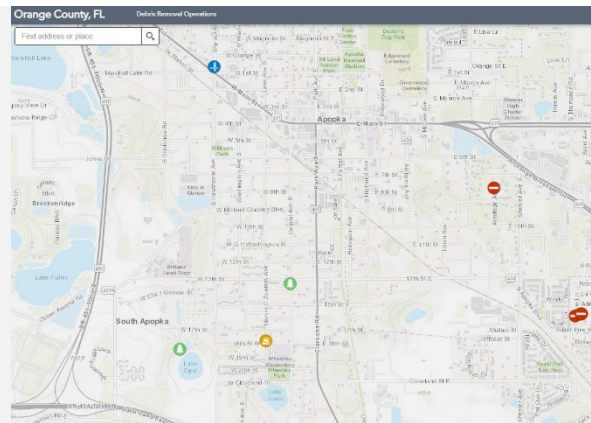
Our operational and data experience with disaster debris monitoring, combined with the best GIS and data professionals in the industry, results in **top-shelf solutions to the most complicated data and tracking needs.**

Industry-standard ArcGIS Feature Services allows us to transmit *RecoveryTrac*™ ADMS data as GIS layers by way of internet and serves as a foundational building block for client applications.

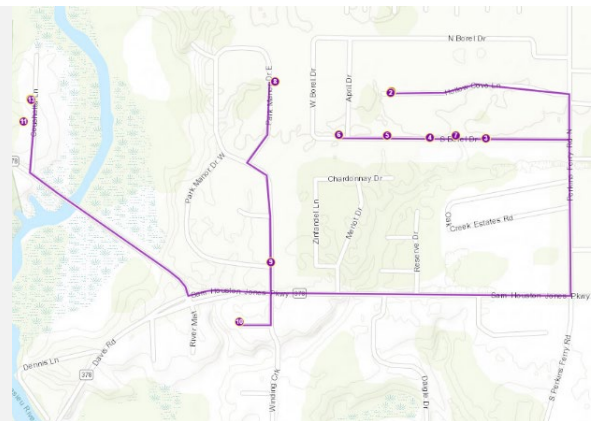
Services:

- [RT/RecoveryTrac_DebrisAuditData_RT2020](#) (FeatureServer)
- [RT/RecoveryTrac_DebrisAuditData_RT2020](#) (MapServer)
- [RT/RecoveryTrac_DebrisRemovalData_RT2020](#) (FeatureServer)
- [RT/RecoveryTrac_DebrisRemovalData_RT2020](#) (MapServer)
- [RT/RecoveryTrac_MonitorLocations_v1](#) (MapServer)
- [RT/RT2018_ProjectBoundaryData_v1](#) (FeatureServer)
- [RT/RT2018_ProjectBoundaryData_v1](#) (MapServer)
- [RT/RT2018_ProjectZoneData_v1](#) (FeatureServer)
- [RT/RT2018_ProjectZoneData_v1](#) (MapServer)
- [RT/RT2018_SiteObservationsIncidentData_v1](#) (FeatureServer)
- [RT/RT2018_SiteObservationsIncidentData_v1](#) (MapServer)
- [RT/RT2020_ProjectZoneData_v1](#) (FeatureServer)
- [RT/RT2020_ProjectZoneData_v1](#) (MapServer)

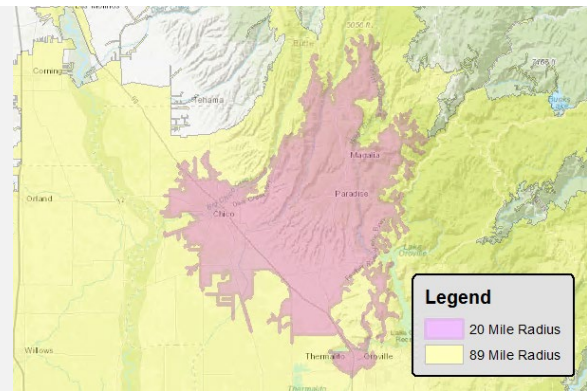
Initial Work Surveys document results of initial surveys to quickly collect, display, and summarize data into actionable operations planning. This data, including photographs, can be used to organize and deploy resources to improve speed and efficiency of the operation.



Work lists and **optimized routes** can be generated by the *RecoveryTrac*™ system. As the routes are completed, the locations are marked complete.

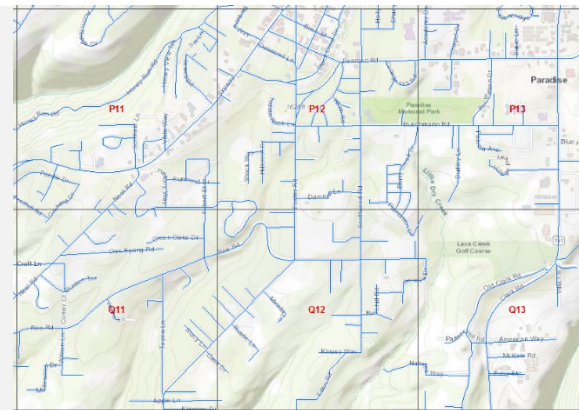


The **Driving Distance Analysis** tool is used to calculate estimated distance and drive time based on the existing road network. This planning tool is used as a parameter to design the shortest route, work list planning, and other operational factors.

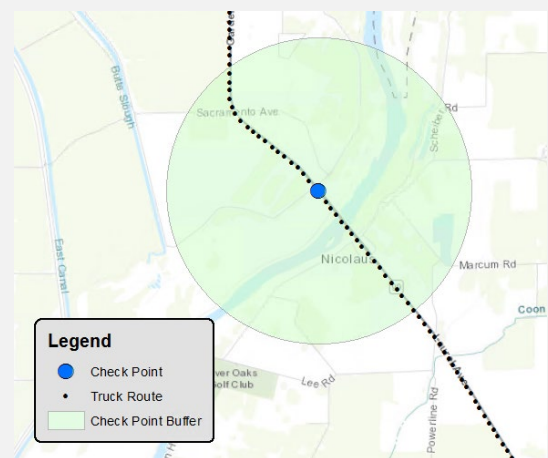


The **Standardized ROW Grid Index** layout is available in several formats, including GIS Mapping applications, mobile data collection apps, and hard copy maps.

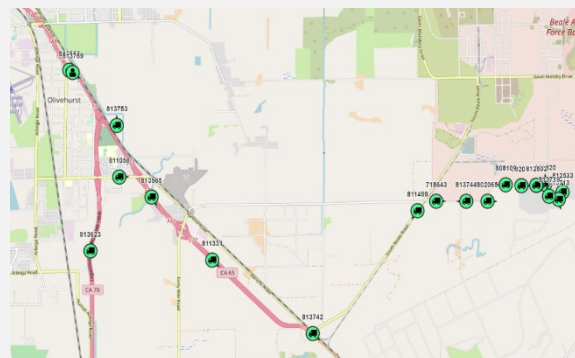
Map segment areas are configurable for size and allow attribute modification for tasks, including contractor, quality, and safety review tasks.



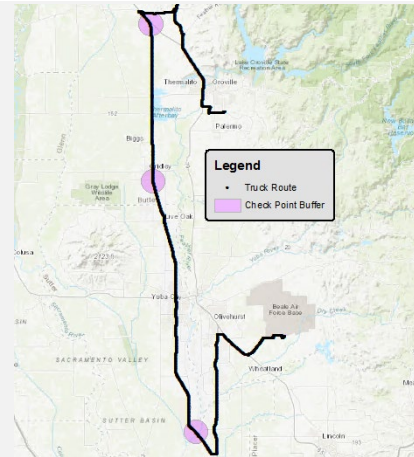
An **automation tool** built to validate routes taken to TDSRS/DMS. When a vehicle enters a checkpoint buffer area, the position record is annotated as passing the checkpoint. Route maps can be created, along with custom reporting as specified by operational requirements.



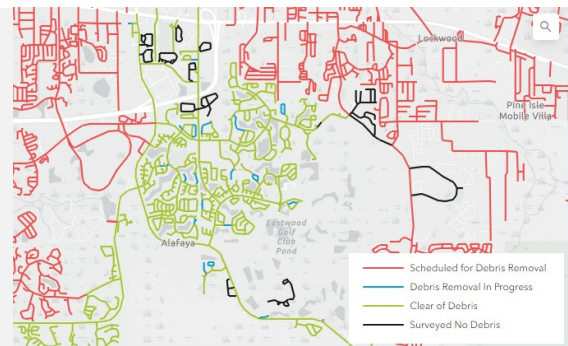
Fleet tracking is a powerful platform to manage mission resources, monitor and report on compliance. A key benefit of the *RecoveryTrac™* solution is the ability to start tracking simply and quickly without the need for expensive equipment installations, service contracts and other expenses of commercial tracking systems.



Fleet tracking data provides **complete route information**. The data can be made available to show live tracking or view route history. Transportation analysis services are available, or data exports can be provided for City of Coral Gables' requests.



An automated method of assigning **road pass status** to roadways. When a pick-up location is logged into the system, spatial analysis is performed to determine which roadways have been visited and which ones have yet to be cleared of debris.



Road Surveys are performed to determine if there is any remaining debris along the roadways. The extent and exact location of the frame is extracted and shown on the map as the video plays from the starting point until end point.



c) Current and Projected Workload

To successfully manage multiple contracts, Tetra Tech reviews its projected workload and assesses the firm's staffing requirements on a continuous basis to make sure we can provide responsive services to all our clients. The firm does not have a history of requesting change orders for work or extensions of time other than for unforeseen conditions or change requests from clients. Tetra Tech understands it is critical that City of Coral Gables partner with a trusted contractor who will respond immediately and provide high-quality services throughout the engagement. Tetra Tech staff members have experience in large-scale rapid deployments. Following Hurricanes Harvey and Irma, Tetra Tech simultaneously deployed over 4,000 staff on behalf of 105 clients.

Although we maintain clients in Florida, our experience successfully managing numerous response and recovery operations in the state is proof that we have the staff, resources, and expertise to execute a safe and quick response and restore the City's normal operations as quickly as possible. Our staff of industry experts has applied the necessary project controls to efficiently document and complete fieldwork and has provided follow-up support, including appeal development and closeout audit support months and, in some cases, years following the completion of fieldwork.

Standby Contracts in Florida

Tetra Tech has provided a list of standby contracts in Florida with no projected workload or guaranteed assignments below.

Standby Contracts in Florida

Client Name	
Boca Raton, City of	Miami-Dade County
Clewiston, City of	Miramar, City of
Collier County	Monroe County
Cooper City, City of	North Miami, City of
Coral Gables, City of	Oakland Park, City of
Coral Springs, City of	Ocean Reef Community Assoc.
Deerfield Beach, City of	Parkland, City of
Doral, City of	Pembroke Pines, City of
Islamorada, Village of	Southwest Ranches, Town of
Key West, City of	Sunrise, City of
Lake Worth Beach, City of	Tamarac, City of
Marathon, City of	West Palm Beach, City of
Miami Beach, City of	Wilton Manors, City of
Miami, City of	

Current and Projected Workload

As requested in the City's request for proposal, the table below summarizes the firm's current and projected workload for debris monitoring projects, including key personnel assigned.

Workload Summary

Client Name	Current or Projected	Est. Dollar Amount Est. CYs	Key Personnel
Texas Flooding 2025			
Burnet County, TX	Current	\$8,645.06 TBD	Ralph Natale
Texas Department of Emergency Management	Current	\$15,544.89 TBD	Ralph Natale
City of Georgetown, TX	Current	\$52,370.02 TBD	Ralph Natale
Hurricanes Helene and Milton			
Florida Department of Environmental Protection	Current	\$1,363,541.94 TBD	Ralph Natale
Pinellas County, FL	Current	\$4,532,877.32 TBD	Ralph Natale
City of Venice, FL	Current	\$202,100.93 TBD	Ralph Natale
City of Gulfport, FL	Current	\$425,624.13 TBD	Ralph Natale
Aiken County, SC	Current	\$1,319,994.94 261,386 CYs	Ralph Natale
City of North Augusta, SC	Current	\$636,840.00 TBD	Ralph Natale
USACE	Current	\$19,083,092.85 3,449,741 CYs	Jonathan Burgiel
Hurricane Laura			
City of Vinton, LA	Current	\$141,982.82 TBD	Ralph Natale
Airport Fire			

Client Name	Current or Projected	Est. Dollar Amount Est. CYs	Key Personnel
Orange County, CA	Current	\$617,322.01 TBD	Ralph Natale
Riverside County, CA	Current	\$357,639.92 TBD	Ralph Natale
LA County Wildfires			
LA County, CA (Environmental Chemical Corporation)	Current	\$61,112,446.21 TBD	Ralph Natale
Maui Wildfires			
Maui (Environmental Chemical Corporation)	Current	\$155,210.71 407,542 tons	Jonathan Burgiel
Hurricane Ida			
Tangipahoa Parish, LA	Current	\$8,230,363.94 3,092,064 CYs	Jonathan Burgiel
Silt Removal			
City of Houston, TX	Current	\$2,002.87 TBD	Ralph Natale
East Palestine Spill			
East Palestine, OH	Current	\$61,959.35 TBD	Jonathan Burgiel
Borel Fire			
CalRecycle	Current	\$5,962,103.87 TBD	Jonathan Burgiel
Park Fire			
CalRecycle	Current	\$16,977,534.93 TBD	Jonathan Burgiel

Proven Ability to Respond to Multiple Simultaneous Contract Commitments

While Tetra Tech is an organization of over 30,000 employees with the capability to mobilize for numerous communities, we are very careful not to overextend our staff and resource capability to ensure that we can successfully meet our clients' expectations.

Upon careful consideration of these contractual obligations and the capacity of our logistics, equipment, staffing, and ability to mobilize across Florida, we certify that City of Coral Gables will receive our full commitment to always ensure this contract's success. Moreover, we are intentionally assessing future engagements in the area to ensure that we can successfully respond and deliver with dedicated attention once awarded the work. As elaborated throughout this proposal, we have the existing staff, systems, and policies needed to respond to the City's needs rapidly and effectively.

Due to the nature and deep pool of resources of our firm, we can scale to meet the City's need regardless of size or scope of work. As demonstrated by our prior success in multiple simultaneous activations across the country, Tetra Tech's size, depth, and breadth of resources have consistently proven to be an asset for our clients.

Tetra Tech has never failed to respond to our clients' deployment and mobilization needs, regardless of location or disaster. In 2024, Tetra Tech successfully deployed **more than 4,000 field staff** throughout Florida, Georgia, South Carolina, Tennessee, and Virginia in response to Hurricanes Helene and Milton.

Tetra Tech is recognized for its ability to respond to large-scale projects quickly and effectively. Since 1990, Tetra Tech has been providing comprehensive emergency response services to both governmental and private clients. Most notably, we have continuously supported the U.S. Environmental Protection Agency's (EPA) Emergency Response and Removal program since 1995, serving as prime contractor or subcontractor in eight of the ten regions across the country. Over this time, we provided technical consulting expertise on nearly 2,000 emergency response efforts nationwide. We have responded to all types of incidents, including industrial plant explosions, chemical fires, train derailments, oil spills, and pipeline ruptures impacting environmentally sensitive areas, clandestine drug laboratory operations, mercury spills in residences and schools, releases of unknown hazardous substances, chemical and biological agent incidents, and natural disasters, such as floods, tornadoes, and hurricanes.

Rapid Response Methodology

In many cases, we respond rapidly within 24 hours of receiving notice-to-proceed and fully staff projects within 7 days. Our staffing process has rapidly mobilized project teams for major disaster recovery projects nationwide, leveraging both our in-house and on-call staff with demonstrated disaster response training and experience. We prioritize deploying local staff to the maximum extent practical, which not only benefits the local economy but also reduces mobilization and transportation costs.

Our team has successfully 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.

Ultimately, the strategy, structure, and staffing requirements for the project organization are based on client expectations and the desired outcome. Tetra Tech's project team can scale as needed, coordinate response, establish common processes for planning and managing resources, and adapt organizational structure to match the needs and complexities of projects. A sample of rapid deployments and timeframes is provided below.

Exhibit 6. Representative Tetra Tech Response Deployment

Event and Year	Staff Mobilized	Mobilization Periods
LA County Fires (2025)*	350	14 days
Hurricanes Helene and Milton (2024)	4,000	21 days
Hurricane Beryl (2024)	884	15 days
Severe Storms in Florida (Leon County and City of Tallahassee) (2024)	157	10 days
Severe Winter Storms (2023)	530	10 days
Severe Storms and Tornadoes (2023)	340	7 days
Hurricane Ian (2022)	1,300	5 days
Hurricane Laura (2020)	600	4 days
Tornadoes (2020)	120	3 days
Hurricane Michael (2018)	665	4 days
California Wildfires (2018)	1,000	7 days
Hurricane Florence (2018)	450	3 days
Hurricane Harvey (2017)	1,417	10 days
Hurricane Irma (2017)	2,452	10 days
Hurricane Matthew (2016)	800	5 days
Texas Flooding – (October 2015)	50	2 days
Texas Flooding – (May 2015)	150	3 days
California Wildfires (2015)	100	2 days
Hurricane Isaac (2012)	400	3 days
State of Connecticut Snowstorm (2011)	450	7 days
Hurricane Irene (2011)	500	5 days
Hurricane Ike (2008)	3,200	10 days
Hurricane Gustav (2008)	250	5 days
Hurricane Dolly (2007)	150	5 days
Midwest Severe Winter Storms (2008)	150	7 days
Midwest Severe Winter Storms (2007)	200	7 days
Buffalo Snowstorms (2006)	250	5 days
Hurricane Wilma (2005)	1,500	14 days

**At peak, the response team to the LA County Fires reached 596 staff: 392 field staff and 204 in case management.*

Rapid Recruiting

During program ramp-up, we focus on hiring locally. We deploy several methods for outreach and recruitment for local staff, including targeted outreach in community hubs, extensive networking with potential candidates, and coordination with local support groups. **We will work closely with our local business partners and project success sponsors to recruit and retain locally based staff.**

 Advertising Job Postings	 Connecting with Labor Networks	 Engaging in the Digital Space
Local newspapers Job boards of local colleges and universities Supermarkets Employment and job training websites All project locations All satellite offices	Community organizations Vocational training organizations Faith-based organizations Semi-annual career fairs Labor unions Apprentice programs Job Corps Unemployment Department Chambers of Commerce	Facebook LinkedIn Twitter Glassdoor Indeed Career Builder

Field Hiring Center

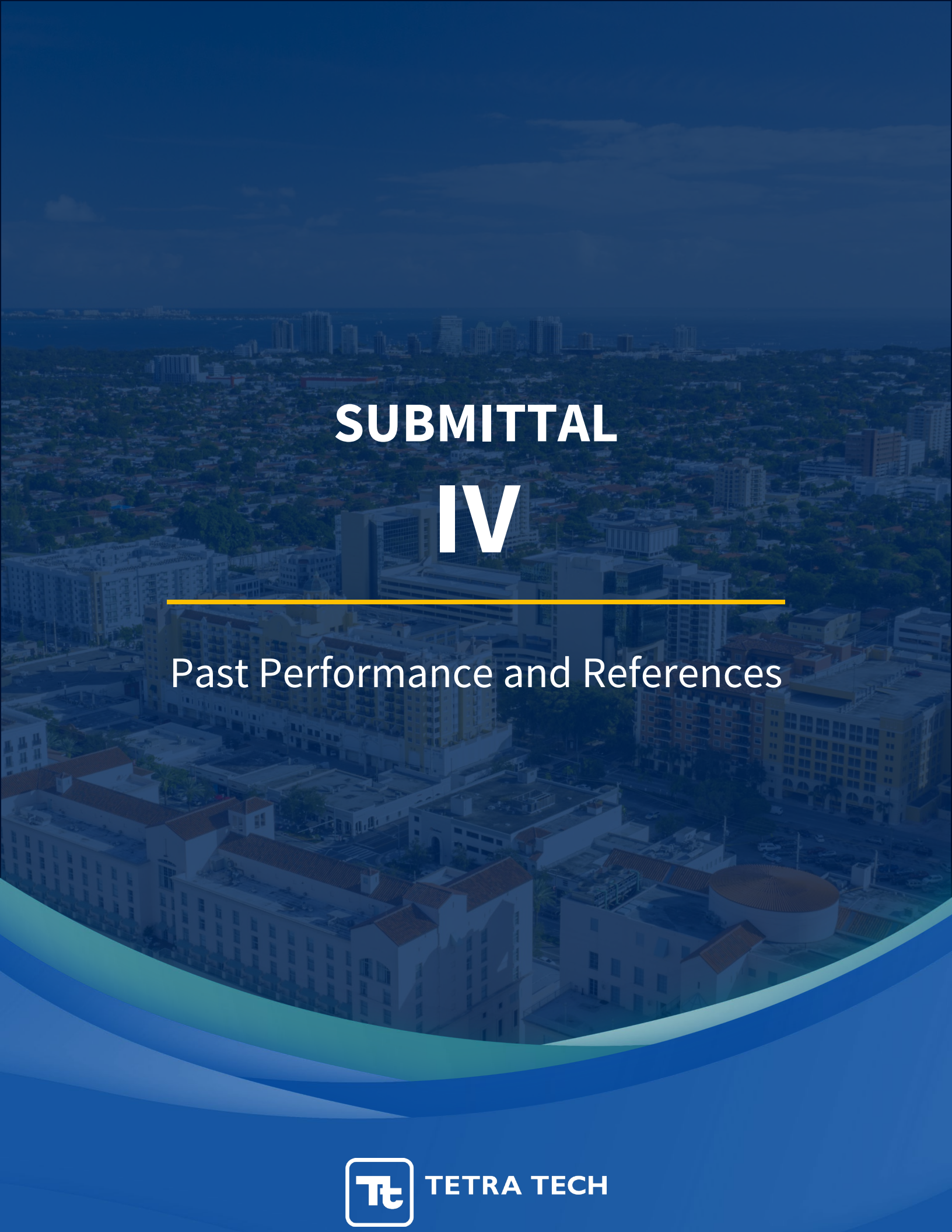
In addition to maintaining an extensive case management and community outreach staff database, Tetra Tech can deploy our Field Human Resources (HR) Hiring Center which is designed to be quickly mobilized to allow near immediate response for staffing needs. In fact, in most cases, Hiring Centers are ready in less than 72 hours from the notice to proceed. The number of trained HR representatives can scale up to 20 at a moment's notice, allowing Tetra Tech to **hire 200+ staff per day**. Under this process, local teams can be hired, trained, and deployed quickly.

Tetra Tech monitors the project work plan to meet the needs of the project throughout the engagement, including fluctuations in staffing needs. As the work volume decreases after the initial surge upon program launch, we typically reduce staffing levels accordingly. Our utmost priority is to balance workload and customer service – providing the proper amount of field staff to maintain pace with activity in the workflow.

Typically, during the program demobilization process, Tetra Tech works with each employee to determine the next step in their professional journey – very frequently another project with our team. Many of our current project management staff members began their career with Tetra Tech as locally hired staff and have grown with us into national senior leadership positions.

Local hires in 24 hours.

Tetra Tech can hire, train, and deploy local teams within 24 hours. Our onboarding procedures are designed for rapid mobilization, thorough training, and near-immediate execution of work.

An aerial photograph of a city skyline, likely Miami, with a blue overlay. The text "SUBMITTAL IV" is centered in white, bold, sans-serif font. A thin yellow horizontal line is positioned below the text.

SUBMITTAL IV

Past Performance and References

a) Attachment A: Reference Form

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. Tetra Tech has included the completed Attachment A: Reference Form at the end of this section and provided project descriptions for each.

What do our clients say?

Commitment from Blue Skies through Reimbursement

"Tetra Tech proved itself to be a reliable partner for the city and executed all its obligations under our continuing services agreement. On top of that they provided excellent communication throughout the whole process and efficiently assisted in the cleanup of the city on both occasions. Their diligence and precision in detail ensured proper reimbursement from FEMA on all occasions. In our experience working with Tetra Tech, they have always come to the City of St. Petersburg's assistance when they are needed most for our residents and greater community. We would happily recommend their services to other communities and plan to continue our relationship with them into the future."

-Mr. Bryan M. Eichler, Assistant Director, City of St. Petersburg, FL

Unmatched Professionalism

"Tetra Tech has been responsible for the monitoring, consulting, and the supervision of debris removal, PPDR progress, and the NCR's grant program throughout the City of Lynn Haven. Their advice, professionalism, and response time has been superb. I can confirm that the work completed under their leadership and oversight has been done so in accordance with the appropriate technical standards and legal regulations... [Following Hurricane Michael,] the team always fulfilled their duties with complete satisfaction, and I firmly believe the expertise, professionalism, and community engagement to add tremendous value to any project or organization."

-Vickie L. Gainer, City Manager, City of Lynn Haven, FL

Professionalism Matched by None

"Tetra Tech was quickly onsite and ready to move into action with a professionalism matched by none. Tetra Tech's management team worked hand in hand with our contractors, county crews and county staff to ensure that all FEMA compliance requirements were held to exemplary status, paying special attention to details, and the unique needs of our county and our citizens. Your entire team demonstrated outstanding skills for disaster recovery management, and I will attest to their superior management skills and team work. Tetra Tech's diligence, initiative, and assertiveness with all contractors, FEMA, and our own staff contributed to the success of our hazardous tree removal program."

-Clara Beckett, Bastrop County, TX



CITY OF CORAL GABLES REFERENCE FORM

RFP No. 2025-022 Disaster Debris Monitoring Services

Complete the form as indicated below, to provide the required information as outlined in Section 3 of the solicitation. The City shall contact the companies listed below to verify the work performed on behalf of your company. All fields must be completed.

Reference # 1 must cover the minimum five 5 year period from the issuance date of this solicitation.

1. Project Name/Location City of St. Petersburg, Florida
- Owner Name City of St. Petersburg
- Contact Person Barbara Stalbird
- Contact Telephone No. 727-893-786
- Email Address: 9 barbara.stalbird@stpete.org
- Yearly Budget/Cost Hurricane Irma: 164,631 CYs | Hurricane Ian: 75,090 CYs
- Dates of Contract From: 04/27/2022 To: 04/26/2027
- Project Description During Hurricane Irma, Tetra Tech monitored and documented the removal, reduction, and disposal of over 164,000 CYs of eligible debris. During Hurricane Ian our team documented and collected over 75,000 CYs of debris. For additional information, see Past Performance Samples within the proposal.

Additional References must cover similar engagements satisfactorily performed in the last five 5 years.

2. Project Name/Location City of West Palm Beach, Florida
- Owner Name City of West Palm Beach
- Contact Person Matt Hejazi
- Contact Telephone No. Office: 561-822-2045; Cell: 561-306-5222
- Email Address: mhejazi@wpb.org
- Yearly Budget/Cost \$1,318,256
- Dates of Contract From: 06/01/2021 To: 06/01/2026
- Project Description Tetra Tech documented nearly 4,000 loads, totaling over 76,000 CYs of disaster-generated debris. In addition, our team monitored the removal of over 3,000 hazardous leaning trees and hanging limbs throughout the City, following Hurricane Irma. For additional information, see Past Performance Samples within the proposal.



3. Project Name/Location Miami-Dade County, Florida
- Owner Name Miami-Dade County, Florida
- Contact Person Stacey McDuffie-Brewster
- Contact Telephone No. 305-514-6040
- Email Address: stacey.mcduffie-brewster@miamidade.gov
- Yearly Budget/Cost Surfside Condo: \$15,148,685 | Hurricane Irma: \$162,530,271
- Dates of Contract From: 02/11/2016 To: 12/31/2025
- Project Description Tetra Tech's history with Miami-Dade County goes back to 2005 when our team supported the County in the response following Hurricanes Katrina and Wilma.
- For additional information, see Past Performance Samples within the proposal.
4. Project Name/Location _____
- Owner Name _____
- Contact Person _____
- Contact Telephone No. _____
- Email Address: _____
- Yearly Budget/Cost _____
- Dates of Contract From: _____ To: _____
- Project Description _____
- _____
- _____
5. Project Name/Location _____
- Owner Name _____
- Contact Person _____
- Contact Telephone No. _____
- Email Address: _____



The City of Coral Gables

Procurement Division

2800 S.W. 72ND AVENUE

MIAMI, FLORIDA 33155

Yearly Budget/Cost _____

Dates of Contract From: _____ To: _____

Project Description _____

6. Project Name/Location _____

Owner Name _____

Contact Person _____

Contact Telephone No. _____

Email Address: _____

Yearly Budget/Cost _____

Dates of Contract From: _____ To: _____

Project Description _____

BIDDER INFORMATION:

Company Name: Tetra Tech, Inc.

Representative: Jonathan Burgiel

Address: 2301 Lucien Way Maitland, FL 32751

Telephone No.: 407-803-2551

Fax No.: (321) 441-8501

Email Address: tdr.ontracts@tetrattech.com

Past Performance Samples

Tetra Tech has provided relevant Past Performance Samples on the following pages. Additional information will be provided upon request.



Disaster Debris Program Management

The City of West Palm Beach is located immediately to the west of adjacent Palm Beach, which is situated on a barrier island across the Lake Worth Lagoon. West Palm Beach's estimated population is 117,000, and it is the 18th largest city in Florida. Given its position close to the Atlantic Ocean, the City understands the need to be ready for potential storms and disaster events.

The City of West Palm Beach has a long-term, standby contract with Tetra Tech to provide post-disaster services in the event of a hurricane or other disaster. In 2016, the City retained Tetra Tech's services to update its Disaster Debris Management Plan (DDMP). This planning process involved Tetra Tech working closely with multiple City departments to preemptively plan for action items such as equipment staging and disposal of collected debris. When Hurricane Irma impacted the City less than six months after the plan was completed, Tetra Tech was able to respond immediately with no need for a learning curve due to its understanding of the City's DDMP.

Tetra Tech mobilized over 100 field monitors to monitor the City's debris removal process. Ultimately, Tetra Tech documented **nearly 4,000 loads, totaling over 76,000 CYs of disaster-generated debris. In addition, our team monitored the removal of over 3,000 hazardous leaning trees and hanging limbs** throughout the City. Tetra Tech also provided contractor invoice reconciliation and data management support for the City and assisted with FEMA reimbursement documentation. Tetra Tech completed an after-action meeting with the City to discuss lessons learned and initiated the planning efforts for the next hurricane season.

Client

City of West Palm Beach, FL

Period of Performance

September 2017 – March 2018

Project Size

76,678 CYs

Project Cost

\$1,318,256

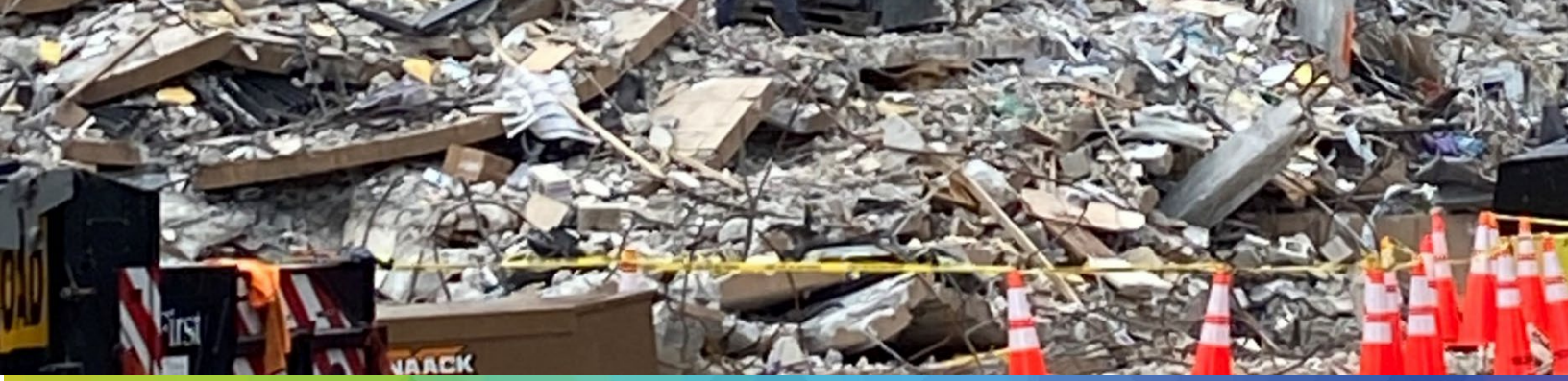
Reference Contact

Matt Hejazi, Engineer for
Public Works

Office: 561-822-2045;

Cell: 561-306-5222

mhejazi@wpb.org



Disaster Debris Monitoring

Tetra Tech's history with Miami-Dade County goes back to 2005 when our team supported the County in the response following Hurricanes Katrina and Wilma.

Champlain Towers Condominium (Surfside Condo) Collapse (2021)

Following the tragic collapse of the 12-story Champlain Towers South condominium on June 24, 2021, Miami-Dade County immediately called on Tetra Tech to support emergency response efforts. We quickly mobilized to assist the County in procuring a heavy civil and hauling contractor and identifying the specialized equipment needed to support ongoing search, rescue, and recovery operations. As the response transitioned, Tetra Tech provided debris monitoring and maintained a rigorous evidentiary chain-of-custody process to support ongoing investigations.

While the initial phase involved approximately 90 days of intensive work to clear the building collapse site, Tetra Tech's support extended well beyond the first three months. We continued to manage non-evidentiary debris operations at a separate site for nearly a year and supported the evidentiary debris analysis process at federally operated warehouses for a similar duration. These facilities, procured by Miami-Dade County and operated by the National Institute of Standards and Technology (NIST), were central to the federal investigation of the collapse.

Hurricane Irma (2017)

In the aftermath of Hurricane Irma, Tetra Tech rapidly deployed to provide large-scale debris monitoring services across Miami-Dade County. Our team oversaw all aspects of debris management operations, including truck certification, field and tower monitoring, automated debris management system (ADMS) ticketing, and contractor invoice reconciliation. At peak operations, nearly 900 Tetra Tech monitors were active in the field. Our documentation efforts produced nearly 110,000 right-of-way (ROW) load tickets and more than 150,000 hazardous tree and hanging limb tickets.

Hurricanes Katrina and Wilma (2005)

Following the widespread impacts of Hurricanes Katrina and Wilma, Tetra Tech scaled up to meet the County's recovery needs, hiring over 1,400 residents at the peak of operations. The project required a robust team of industry experts to navigate through the intricacies of the FEMA and FHWA funding programs due to the complexities of the roadway systems and the multitude of jurisdictions within Miami-Dade County. We also managed a countywide leaner and hanger removal program, including targeted efforts for Miami-Dade County Public Schools and the Parks Department. In total, our team orchestrated the removal of over 4 million cubic yards of debris in Miami Dade County after the 2005 storms.

Client

Miami-Dade County, FL

Period of Performance

Surfside Condo Collapse: June 2021 – June 2022

Hurricane Irma: September 2017–July 2018

Hurricanes Wilma & Katrina: August 2005–October 2006

Project Size

Surfside Condo: 10,632 CYs and 10,264 Tons

Hurricane Irma: 4,041,977 CYs

Hurricane Wilma: 2,300,000 CYs

Hurricane Katrina: 3,900,000 CYs

Project Cost

Surfside Condo: \$15,148,685

Hurricane Irma: \$162,530,271

Hurricane Wilma: \$14,572,485

Hurricane Katrina: \$3,326,023

Reference Contact

Stacey McDuffie-Brewster,
Intergovernmental & External Affairs,
Division Chief - Department of Solid Waste
Management

305-514-6040

Stacey.McDuffie-Brewster@miamidade.gov



Disaster Debris Monitoring

The City of St. Petersburg is the fifth most populated city in Florida and is part of the second largest metropolitan area in the state (Tampa-St. Petersburg-Clearwater). With a population of 258,000 residents on Florida's Gulf Coast, the City is vulnerable to large-scale tropical weather events. Because of its proximity to other highly susceptible, largely populated areas, the possibility of competing for post-disaster resources is a constant concern.

Hurricanes Helene and Milton

In late September 2024, Hurricane Helene approached Florida's Big Bend as a Category 4 hurricane, pushing unprecedented storm surge into Tampa Bay and Pinellas County, including the City of St. Petersburg. Although Helene's center did not directly cross the City, coastal neighborhoods and barrier islands faced record flooding and wind damage. Wind gusts in St. Petersburg reached the low 80 mph range, and the surge inundated areas that had never flooded before. Recovery from Helene was already underway when, less than two weeks later, Hurricane Milton made landfall near Siesta Key as a Category 3 storm, bringing 100+ mph gusts, torrential rainfall (nearly 19 inches recorded in St. Petersburg), structural damage—such as a crane collapsing into the Tampa Bay Times building and the roof of Tropicana Field shredding due to the wind and debris—and further system failures across infrastructure.

The two storms caused widespread power outages and boil-water notices throughout the City, disrupted sewer and wastewater systems, displaced residents, and created the largest debris volume the city has ever handled. Together, the events led to an unprecedented cleanup and recovery response from City crews and contractors, including informational meetings, resource coordination, and zone inspections: in total, **2.1 million cubic yards of storm-related debris were collected**—the largest volume ever processed in City history—and nearly 1.2 million cubic yards were removed in the first 40 days (about 22,000 truckloads). More than **600,000 tons** of debris were collected as well. More than **200 local staff members** were hired to support the monitoring of the debris removal.

Client

City of St. Petersburg, Florida

Period of Performance

Hurricanes Helene and Milton:

November 2024 – January 2025

Hurricane Idalia: September 2023

Hurricane Ian: October-November 2022

Hurricane Irma: September-December 2017

Project Size

Hurricanes Helene and Milton:

2,161,480 CYs and 639,600 Tons

Hurricane Idalia: 12,652 CYs

Hurricane Ian: 75,090 CYs

Hurricane Irma: 164,631 CYs

Project Cost

Hurricanes Helene and Milton:

\$78,293,200

Hurricane Idalia: \$93,681

Hurricane Ian: \$1,920,110

Hurricane Irma: \$2,312,830

Reference Contact

Barbara Stalbird, Assistant Director

Parks & Rec

727-893-7869

barbara.stalbird@stpete.org

Hurricane Idalia

Hurricane Idalia made landfall on August 30, 2023, near Keaton Beach in Florida's Big Bend as a Category 3 storm with sustained winds near 125 mph and significant storm surge along the Gulf Coast. While the City of St. Petersburg was north and west of the storm's direct path, it still experienced a storm surge of 4-6 feet in low-lying neighborhoods. City crews rescued over 75 residents from rising waters and more than 1,466 homes city-wide sustained damage. Tetra Tech deployed 13 staff to the City to support the debris monitoring efforts. Crews spent two weeks in the City, collecting over **12,000 cubic yards** of disaster debris.

Hurricane Ian

On September 28, 2022, Hurricane Ian made landfall in Florida as a Category 4 hurricane with sustained winds of 140 mph. It left a devastating path of damage and debris from Southwest Florida through the state on a northeasterly route. St. Petersburg was just on the outskirts of the most heavily impacted areas. Tetra Tech assisted the City with the preliminary damage assessment, only to discover that while they certainly had damage from the storm, the overall damage amount was not enough to reach the FEMA minimum damage threshold for a Presidential declaration in Pinellas County. The City was left with no real option other than to disrupt the daily workload of their regular staff for this cleanup effort. When FEMA removed the threshold requirement for this particular storm, through a pre-event contract, St. Petersburg tasked Tetra Tech with monitoring and documenting the removal, reduction, and disposal of all storm-related vegetative debris. Tetra Tech utilized local monitors and management staff to certify hauling vehicles from the City and the City's contracted debris hauler. Tetra Tech was also responsible for determining eligibility of the debris collected and then quantifying the amount collected at the City's debris management site (DMS). These DMS tower monitors oversaw the reduction and haul out of all the organic material collected from Hurricane Ian. Overall, Tetra Tech was responsible for monitoring and documenting well **over 16 million CYs of debris from Hurricane Ian throughout the state of Florida**. Although St. Petersburg's debris amount was just over 75,000 CYs, Tetra Tech maintained a full-time staff until the project was 100% complete, all the while responding quickly and diligently.

Hurricane Irma

Having nearly a decade of experience working with the City, Tetra Tech was able to anticipate the challenges the City might face following a debris-generating event. Tetra Tech positioned senior staff in the City's emergency operations center prior to Hurricane Irma making landfall and maintained constant communication with our senior management staff throughout the storm. Immediately following the storm, Tetra Tech used locally sourced staff to begin certifying, tracking, and quantifying debris collected by contracted debris hauling trucks and City-owned vehicles to maximize available resources and minimize recovery time. In total, Tetra Tech **monitored and documented the removal, reduction, and disposal of over 164,000 CYs of eligible debris**.

b) Contracts with City of Coral Gables

Tetra Tech has provided a list of contracts with the City of Coral Gables below.

Contracts with the City of Coral Gables

Services	Contract Term
COVID-19 FEMA PA Technical Assistance	10/01/2020-03/31/2021
Disaster Debris Monitoring Services	05/23/2018-11/30/2025

c) Public Sector Clients

Tetra Tech has provided a list of public sector clients in the last 10 years below.

Debris Monitoring Experience

Disaster	Representative Client(s) <i>*Works in Progress</i>	Client Contact Information	Project Costs**	Project Size (in CY unless noted)	Collection/Disposal Monitoring	Hazardous Tree Programs	Private Property Debris Removal	Waterways/Drainage Debris Removal	Environmental Sampling and Monitoring	FEMA PA Support
Projects Started in 2025										
Texas Flooding Clients Served: 3	City of Georgetown, TX*	Donna Cantwell, donna.cantwell@georgetowntexas.gov	Ongoing	Ongoing	■	■	■			■
	Burnet County, TX*	Megan Schumann, mschumann@burnetcountytexas.org	Ongoing	Ongoing	■	■	■			■
Hurricane Beryl (NRCS Waterways) Clients Served: 1	Brazoria County, TX	Wael Tabara, WaelT@brazoriacountytx.gov	Ongoing	Ongoing	■			■		
Hurricane Helene (NRCS Waterways) Clients Served: 1	Aiken County, SC	Brian Sanders, BSanders@aikencountysc.gov	Ongoing	Ongoing	■			■		
LA County Wildfires Clients Served: 1	USACE/ECC*	Matt Long, mlong@ecc.net	Ongoing	53,591 (plus 1.4 tons)	■	■			■	
Projects Started in 2024										
Hurricane Milton Clients Served: 37	Charlotte County, FL	John Elias, (941) 628-2662, john.elias@charlottecountyfl.gov	\$11,816,721	345,635	■	■				
	City of St. Petersburg, FL	Barbara Stalbird, (727) 893-7869, Barbara.stalbird@stpete.org	\$2,698,872	320,430	■	■				
	Polk County, FL	Michael Teate, (863) 535-2200, michaelteate@polk-county.net	\$11,821,453	914,598	■	■	■			
	Orange County, FL	Ralphetta Aker, (407) 836-8011, ralphetta.aker@ocfl.net	\$3,146,141	166,409	■	■				■
	Volusia County, FL	Arden Fontaine, 386-717-9224 afontaine@volusia.org	Ongoing	351,367	■	■	■			
	City of Palm Coast, FL	Marvin Calderon, (386) 986-4781, mscalderon@palmcoastgov.com	\$228,147	22,200	■	■				
Hurricane Helene Clients Served: 54	Aiken County, SC	Brian Sanders, (803) 642-2012, bsanders@aikencountysc.gov	\$1,041,651	261,386	■	■				
	Greenville County, SC	Hesha Gamble, (864) 467-7010, hgamble@greenvillecounty.org	\$13,662,511	1,180,211	■	■				
	Jefferson County, GA	Jerry Coalson, (706) 833-1923 jcoalson@jeffersoncountygga.gov	\$28,780,566	1,374,842	■	■		■		■
	South Carolina DOT	Cruz Wheeler, (803) 977-9373, wheelerjc@scdot.org	\$35,124,530	2,170,549	■	■				
	City of Greenville, SC	David Derrick, (864) 467-4335, dderrick@greenvillesc.gov	\$6,807,910	413,348	■		■			■
	USACE/AshBritt, NC	Dow Knight, dow@ashbritt.com	Ongoing	3,449,741	■	■		■		

Disaster	Representative Client(s) <i>*Works in Progress</i>	Client Contact Information	Project Costs**	Project Size (in CY unless noted)	Collection/Disposal Monitoring	Hazardous Tree Programs	Private Property Debris Removal	Waterways/Drainage Debris Removal	Environmental Sampling and Monitoring	FEMA PA Support
	Buncombe County, NC	Kristy Smith, (828) 250-5473 kristy.smith@buncombecounty.org	Ongoing	1,328,044			■	■		■
	Virginia DOT	John Watson, (276) 202-1240, jrwatson@vdot.virginia.gov	\$97,545,340	2,581,625	■	■				
Hurricane Francine Clients Served: 5	Lafourche Parish, LA	Dillon Baronne, (985) 532-8235	\$287,762	34,125	■	■				
	City of Mandeville, LA	Melissa O'Neil, moneil@cityofmandeville.com	\$28,625	347	■	■				
Tropical Storm Ernesto Clients Served: 1	U.S. Virgin Islands	Rueben Jennings, (240) 776-4844	\$354,733	7,711	■	■				
Wildfire Clients Served: 1	State of New Mexico	Erin Larivee, ACO, (505) 231-0052, erin.m.larivee@usace.army.mil	Ongoing	31,933 tons	■	■	■		■	
	Sarasota County, FL	Lois E Rose, (941) 861-1532, lerose@scgov.net	\$163,111	11,271	■	■				
Hurricane Debby Clients Served: 8	Manatee County, FL	Chris Collins, (941) 792-8811 ext. 5275, chris.collins@mymanatee.org	\$155,723	9,820	■	■				
	City of Bradenton, FL	Irvin Lee, (941) 290-9398, irvin.lee@bradentonfl.gov	Ongoing	6,014	■	■				
	Leon County, FL	Brent Pell, (850) 354-2252, pellb@leoncountyfl.gov	\$338,075	14,996	■	■				
Severe Flooding Clients Served: 1	State of Vermont	Steven Young, (802) 261-5823, steven.young@vermont.gov	\$3,575	34 tons	■					
	City of Angleton, TX	Harold Vandergrift, (979) 900-5370, hvandergrift@angletonpd.net	\$519,088	128,612	■					
	City of Dickinson, TX	Derek Hunt, (281) 534-3065 ex. 401, dhunt@dickinsontx.gov	\$867,602	52,001	■					
	Harris County, TX	Danielle Cioce, (713) 274-3762, danielle.cioce@harriscountytexas.gov	\$10,002,577	434,613	■	■				■
	Brazoria County, TX	Wael Tabara, (979) 583-7657, waelt@brazoriacountytexas.gov	\$7,748,305	494,041	■					
	Fort Bend County, TX	Scott Wiegat, (832) 473-2961, scott.wiegat@fortbendcountytexas.gov	\$10,487,381	557,508	■					■
	City of Kemah, TX	Aaron Smith, (409) 941-9651, asmith@kemahtx.gov	\$59,252	4,179	■					
	City of Alvin, TX	Brandon Moody, (832) 398-0180, bmoody@psf.cityofalvin.com	\$1,043,981	76,563	■					
	City of Katy, TX	Jason Rivera, (281) 391-4796, jrivera@cityofkaty.com	\$98,293	6,407	■					
Texas Severe Storms (June) Clients Served: 2	Harris County, TX	Austin Appleton, (832) 248-1654, austin.appleton@harriscountytexas.gov	\$5,805,604	394,607	■	■				■
	City of Tallahassee, FL	Reginald C. Ofuani, (850) 891-5252, reginald.ofuani@talgov.com	\$7,422,530	456,013	■	■				
Florida Severe Storms Clients Served: 2	Leon County, FL	Brent Pell, (850) 606-1537, pellb@leoncountyfl.gov	\$6,505,098	353,815	■	■				
	Liberty County, TX	Madison Gonzales, 936-334-3219, madison.gonzales@co.liberty.tx.us	\$18,067	2,031	■					
Texas Derecho (May) Clients Served: 4	City of Dallas, TX	Clifton Gillespie, (214) 671-5345	\$1,841,608	375,955	■					
Kentucky Tornado Clients Served: 1	City of Louisville, KY	Jennifer Kern, 502-574-3925, jennifer.kern@louisvilleky.gov	\$80,351	8,179	■					
Fork Fire Clients Served: 1	Madera County, CA	Joseph Wilder, (559) 675-7770, jwilder@maderacounty.com	\$844,570	3,360 tons	■		■		■	
Projects Started in 2023										
Maui Wildfires Clients Served: 1	USACE/ECC	Matt Long, Mlong@ecc.net	n/a	407,542 tons	■		■		■	

Disaster	Representative Client(s) <i>*Works in Progress</i>	Client Contact Information	Project Costs**	Project Size (in CY unless noted)	Collection/Disposal Monitoring	Hazardous Tree Programs	Private Property Debris Removal	Waterways/Drainage Debris Removal	Environmental Sampling and Monitoring	FEMA PA Support
Hurricane Idalia Clients Served: 7	City of Dunedin, FL	William Puckrum, (727) 298-3215 ext. 1322, wpickrum@dunedinfl.net	\$12,679	802	■					
	City of St. Petersburg, FL	Barbara Stalbird, (727) 893-7869, Barbara.stalbird@stpete.org	\$93,681	12,652	■					
	Leon County, FL	Brant Pell, (850) 606-1537, pellb@leoncountyfl.gov	\$373,956	22,807	■					
	Pasco County, FL	John Battisata, (727) 857-2780, jbbattisata@pascocountyfl.net	\$81,481	5,487 (plus 285 tons)	■					
	Florida Department of Environmental Protection (FDEP) – Waterways	Byron Ward, (850) 245-2597, Byron.ward@FloridaDEP.gov	\$11,140,357	92,916	■	■		■		
	Florida Department of Environmental Protection (FDEP) – Parks	Wes Howell, (850) 245-3112, wes.howell@FloridaDEP.gov	\$5,811,107	81,084	■	■				
Guam Typhoon Mawar Clients Served: 1	USACE	Eric Haliburton, (601) 862-0140, eric.t.haliburton@usace.army.mil	Ongoing	125,591 (plus 14,422 tons)	■	■				
Oklahoma Tornado Clients Served: 1	Tulsa, City of	Brett Wallgren, (918) 908-4518, bwallgren@cityoftulsa.org	\$8,743,778	498,942	■	■				
Vermont Floods Clients Served: 1	Vermont, State of	Steven Young, (802) 261-5823, steven.young@vermont.gov	\$1,609,100	1,855 (plus 6,230 tons)	■					
Arkansas Tornadoes Clients Served: 4	Cammack Village	Shalada Toles, (501) 663-4593, stoles@cammackvillage.org	\$360,158	9,874	■					
	City of Little Rock	Jon Honeywell, JHoneywell@littlerock.gov	\$7,268,424	470,661	■	■				
	City of North Little Rock	Kim Francisco, (501) 425-8197, kim.francisco@nlrpolice.org	\$18,103,404	599,676	■	■				■
	City of Sherwood	Brian Galloway, (501) 416-0135, briang@cityofsherwood.net	\$1,062,520	50,805	■	■				■
Mississippi Tornadoes Clients Served: 2	Sharkey County	Bill Newsom, (662) 907-1498, bill@newsomconsulting.com	\$6,921,744	355,388 (plus 832,665 tons)	■	■				
California Floods Clients Served: 2	Merced County, CA	Bryan D. Behn, (209) 385-7602	\$2,627,871	55,430 (plus 2,824 tons)	■					■
	Santa Barbara County, CA	Matthew Griffin, (805) 568-3444, mgriffin@countyofsb.org	\$5,306,326	53,074	■					■
2023 Texas Ice Storm Clients Served: 4	City of Austin, TX	Amy Slagle, (512) 974-4302, Amy.Slagle@austintexas.gov	\$20,325,801	1,349,026	■	■				■
	Travis County, TX	Dan Pacatte, (512) 854-7678, Daniel.pacatte@traviscountytexas.gov	\$6,660,555	343,768	■	■				
	City of Georgetown, TX	Jackson Daly, (512) 819-3115, jackson.daly@georgetown.org	\$1,974,680	149,347	■					
	Williamson County	J. Terror Evertson, (512) 943-3330, tevertson@wilco.org	\$4,308,390	95,550	■	■				
Mosquito Fire Clients Served: 2	El Dorado County, CA	Jon DeVille, (530) 681-0283, devillej@edso.org	\$699,326	2,700 tons	■	■				
	Placer County, CA	Cheyenne Toney, (916) 626-2987, ctoney@placer.ca.gov	\$1,027,072	4,932 tons		■	■		■	■
Projects Started in 2022										

Disaster	Representative Client(s) <i>*Works in Progress</i>	Client Contact Information	Project Costs**	Project Size (in CY unless noted)	Collection/Disposal Monitoring	Hazardous Tree Programs	Private Property Debris Removal	Waterways/Drainage Debris Removal	Environmental Sampling and Monitoring	FEMA PA Support
Hurricane Ian Clients Served: 31	Florida Department of Environmental Protection, FL	Cheri Albin, (850) 245-3105, cheri.albin@FloridaDEP.gov	\$12,875,202	188,073 (plus 6,059 tons)	■					■
	Brevard County, FL	Jill Hayes, (321) 350-9240 Jill.Hayes@brevardfl.gov	\$4,041,518	172,181	■					■
	City of Cape Coral, FL	Gina Lanzilotta, (239) 574-0471, glanzilo@capecoral.gov	\$63,380,733	2,717,941	■			■		■
	Charlotte County, FL	John Elias, (941) 628-2662, john.elias@charlottecountyfl.gov	\$82,305,920	4,674,284	■			■		■
	Collier County, FL	Dan Rodriguez, (239) 252-8330, dan.rodriguez@colliercountyfl.gov	\$29,350,728	1,384,073	■			■		■
	Osceola County, FL	Danny Sheaffer, (407) 742-7752, danny.sheaffer@osceola.org	\$240,445	10,143	■					■
	Polk County, FL	Michael Teate, (863) 535-2200, michaelteate@polk-county.net	\$21,823,900	1,107,864	■					■
	St. Johns County, FL	Greg Caldwell, (904) 669-5221, gcaldwell@sjcfl.us	\$1,001,286	46,368	■					■
McKinney Fire Clients Served: 1	Siskiyou County, CA	Rick Dean, (530) 841-2100, rdean@co.siskiyou.ca.us	\$22,286,200	47,561 tons		■	■		■	■
New Mexico Wildfires Clients Served: 1	New Mexico USACE	Paul Dries (with North Wind Group) pdries@northwindgrp.com	TBD	31,933 tons	■	■	■		■	■
Oak Fire Clients Served: 1	Mariposa County, CA	Eric Sergienko, (209) 966-2000, esergienko@mariposacounty.org	\$10,928,329	39,948 tons		■	■		■	■
Virginia Winter Storms Clients Served: 1	Virginia Department of Transportation	Stephen Fritton, (804) 609-5399 Stephen.fritton@vdot.virginia.gov	\$100,272,651	4,349,978		■	■			■
Severe Storms & Tornadoes Clients Served: 2	City of Bowling Green, KY	Matt Powell, (270) 784-7796, Matt.powell@bgky.org	\$3,434,347	174,346	■	■				■
	Warren County, KY	Matt Powell, (270) 784-7796, Matt.powell@bgky.org	\$1,014,664	47,402	■	■				■
Dixie Fire Clients Served: 1	CalRecycle (State Contract)*	Alan Zamboanga, (916) 341-6450	266,354,481	552,821 tons	■	■	■	■	■	■
Projects Started in 2021										
Hurricane Ida Clients Served: 11	City of Central, LA	David Barrow, (225) 246-2306, david.barrow@central-la.gov	\$717,530	62,878	■	■	■	■		■
	Iberville Parish, LA	Randall Dunn, (225) 776-1109, dunn@ibervilleparish.com	\$260,972	10,846	■	■	■	■		■
	Tangipahoa Parish, LA*	Vicki Travis, vtravis@tangipahoa.org	\$49,921,126	3,092,064	■	■	■	■		■
Surfside Condominium Collapse Clients Served: 1	Miami-Dade County, FL	Michael Fernandez, (786) 473-7314, michael.fernandez@miamidade.gov	\$15,148,685	10,265 tons	■	■	■	■		■
Tennessee Severe Storms and Floods Clients Served: 1	Metro Nashville and Davidson County, TN	Phillips Jones, (615) 533-2377, phillip.jones@nashville.gov	\$368,467	804 tons	■	■	■	■		■
Virginia Winter Storms Clients Served: 1	Virginia Department of Transportation	Stephen Fritton (804) 609-5399, stephen.fritton@vdot.virginia.gov	\$23,239,722	462,192	■	■	■	■		■
Projects Started in 2020										
California Wildfires Clients Served: 1	CalRecycle Northern Branch*	Stephen Eto, (916) 693-7429 Stephen.eto@calrecycle.ca.gov	\$164,567,136	501,097 tons	■	■	■	■	■	■

Disaster	Representative Client(s) <i>*Works in Progress</i>	Client Contact Information	Project Costs**	Project Size (in CY unless noted)	Collection/Disposal Monitoring	Hazardous Tree Programs	Private Property Debris Removal	Waterways/Drainage Debris Removal	Environmental Sampling and Monitoring	FEMA PA Support
Hurricane Zeta Clients Served: 7	Audubon Society of LA	Cecilie Halliwill, (504) 212-5325 challiwill@auduboninstitute.org	\$674,796	9,668	■					■
	City of Diamondhead, MS	Mike Reso, (228) 222-4626 Ext. 1802 mreso@diamondhead.ms.gov	\$2,334,018	200,556	■					■
	City of Gulfport, MS	Wayne Miller, (288) 868-5740 wmiller@gulfport-ms.gov	\$7,204,267	483,147	■					■
	City of Waveland, MS	Mickey Lagasse, (228) 467-4143 mlagasse@waveland-ms.gov	\$2,207,937	216,681	■					■
	Dallas County, AL	Heath Sexton, (334) 375-1587 hsexton@dallscounty_al.org	\$4,341,570	222,732	■					■
Hurricane Delta Clients Served: 3	City of Youngsville, LA	Sally Angers, (337) 857-6925 SallyAngers@youngsvilleLA.gov	\$129,739	7,646	■					■
	St. Martin Parish, LA	Heath Babineaux, (337) 394-4798 Hbabineaux@stmartinparish.net	\$783,473	30,600	■					■
Hurricane Sally Clients Served: 4	Baldwin County, AL	Terri Graham, (251) 331-4158 TGraham@baldwincountyal.gov	\$69,210,200	4,449,278	■					■
	City of Pensacola, FL	John Pittman, (850) 435-1894 jpittman@cityofpensacola.com	\$7,702,960	574,580	■					■
	Okaloosa County, FL	Jim Reece, (850) 978-1063 jreece@co.okaloosa.fl.us	\$583,009	30,802	■					■
Hurricane Laura Clients Served: 17	Acadia Parish, LA	Chance Henry, (337) 824-7720 electchancehenry@gmail.com	\$1,525,138	105,716	■					■
	Calcasieu Parish, LA	Theresa Champeaux, (337) 540-8094 tchampeaux@calcasieuparish.gov	\$304,540,335	9,309,837	■					■
	City of Lake Charles, LA	Jeff Jones, (337) 540-1707 jjones@cityoflc.us	\$88,638,870	4,335,400	■					■
	City of Sulphur, LA	Stacy Dowden, (337) 764-8044 sdowden@sulphur.org	\$16,816,536	838,412	■					■
	Jefferson Davis Parish, LA	Renee Hicks, (337) 824-4792 renee@jdppj.net	\$3,742,033	140,874	■					■
	Orange County, TX	Leon George, (409) 238-9169, lgeorge@co.orange.tx.us	\$13,165,049	723,064	■					■
Hurricane Isaias Clients Served: 6	Town of Holden Beach, NC	Heather Finnell, (910) 842-6488 heather@hbtownhall.com	\$86,650	2,150	■					■
	Town of Ocean Isle Beach, NC	Justin Whiteside, (910) 579-3469 justin@oibgov.com	\$263,910	6,967	■					■
	Town of Oak Island, NC	Rose Braam, (910) 201-8015 rbraam@ci.oak-island.nc.us	\$1,348,395	62,394	■					■
Hurricane Hanna Clients Served: 4 S.C. Severe Storms and Tornadoes Clients Served: 1	Hidalgo County, TX	Mr. Judge "J.D." Salinas, (956) 318-2600 jd.salinas@gsa.gov	\$2,215,302	187,135	■					■
	Barnwell County, SC	Mr. Roger Riley, (803) 541-2013 rriley@barnwellsc.com	\$12,938	783	■					■
Tennessee Severe Storms and Tornadoes Clients Served: 3	City of Chattanooga, TN	Elizabeth Goss, (229) 894-4591 egoss@chattanooga.gov	\$6,672,646	322,200	■					■
	Hamilton County, TN	John Agan, (423) 315-3840 johna@HamiltonTN.gov	\$5,864,778	408,305	■					■
	Metro Nashville and Davidson County, TN	Phillips Jones, (615) 533-2377 phillip.jones@nashville.gov	\$5,918,322	308,949	■					■
Projects Started in 2019										
Tropical Storm Imelda Clients Served: 3	Harris County, TX	Ms. Danielle Cioce, MS, (551) 427-6581 danielle.cioce@hcpid.org	\$482,301	15,907	■	■				■
	Jefferson County, TX	Patrick Swain, (409) 835-8500 pswain@co.jefferson.tx.us	\$1,104,714	57,429	■	■				■
Hurricane Dorian	Colleton County, SC	Carla W. Harvey, PE, (843) 782.3104, cell – (843) 909-4653 charvey@colletoncounty.org	\$70,562	4,272	■	■				■

Disaster	Representative Client(s) <i>*Works in Progress</i>	Client Contact Information	Project Costs**	Project Size (in CY unless noted)	Collection/Disposal Monitoring	Hazardous Tree Programs	Private Property Debris Removal	Waterways/Drainage Debris Removal	Environmental Sampling and Monitoring	FEMA PA Support
Clients Served: 5	Dorchester County, SC	Mr. Mario Formisano, (843) 832-0341 MFormisano@dorchestercounty.net	\$504,575	31,294	■	■				■
Louisiana Severe Storms and Tornadoes Client Served: 5	City of Ruston, LA	John Freeman, (318) 245-2398 jfreeman@ruston.org	\$423,677	30,516	■	■				■
Alabama Severe Storms and Tornadoes Client Served: 1	Lee County, FL	Patrick Harvill, (334) 737-7011 Pharvill@leeco.us	\$2,274,424	176,780 (and 7,262 tons)	■	■				■
Projects Started in 2018										
Hurricane Michael Clients Served: 13	City of Lynn Haven, FL	Vickie Gainer, (850) 265-2121 ext 112 vgainer@cityoflynnhaven.com	\$19,628,351	1,297,022	■	■				■
	City of Callaway, FL	Ed Cook, (850) 215-6691 Citymanager@cityofcallaway.com	\$20,912,490	1,160,901	■	■				■
	City of Parker, FL	Rich Musgrave, (850) 871-4104 richmusgrave@cityofparker.com	\$7,972,786	548,766	■	■				■
	Wakulla County, FL	Brandy Raye King, (850) 745-7711 bking@mywakulla.com	\$1,242,836	38,085	■	■				■
	Franklin County, FL	Pamela Brownell, (850) 653-8977, ext. 10 Em3frank@fairpoint.net	\$2,765,839	126,087 (and 5,155 tons)	■	■				■
	Dougherty County, GA	Michael McCoy, (229) 431-2193 MMcCoy@dougherty.ga.us	\$3,281,397	257,113	■	■				■
Hurricane Florence Clients Served: 15	City of New Bern, NC	Matt Montanye, (252) 646-3984 MontanyeM@newbern-nc.org	\$4,524,526	165,226 (and 19,806 tons)	■	■				■
	Craven County, NC	Steven Aster, (252) 658-7179 saster@cravencountync.gov	\$1,285,166	59,801	■	■				■
	Lenoir County, NC	Samuel Kornegay, (252) 361-1788 skornegay@co.lenoir.nc.us	\$937,786	34,662	■	■				■
	City of Fayetteville, NC	Jackie Tuckey, (910) 433-1854 jtuckey@ci.fay.nc.us	\$2,466,568	134,274	■	■				■
Connecticut Tornadoes Clients Served: 4	Town of Brookfield	Ralph Tedesco, (203) 775-7318 rtedesco@brookfieldct.gov	\$1,097,512	47,396	■	■				■
	Town of New Fairfield	Russ Loudon, (203) 312-5628 rloudon@newfairfield.gov	\$2,240,948	86,692	■	■				■
Projects Started in 2017										
California Wildfires Clients Served: 4	CalRecycle	Alan Zamboanga, (916) 341-6450 alan.zamboanga@calrecycle.ca.gov	\$1,495,210,925	4,553,068 tons	■	■			■	■
Hurricane Irma Clients Served: 17	City of Holly Hill, FL	Antoine Khoury, (386) 248-9493 akhoury@hollyhillfl.org	\$671,792	46,876	■	■				■
	City of Miami, FL	Mario Nunez, (786) 479-4097 MFNunez@miamigov.com	\$21,671,570	547,503	■	■				■
	Collier County, FL	Dan Rodriguez, (239) 252-2504 danrodriguez@colliergov.net	\$70,273,249	3,195,533	■	■				■
	Lake County, FL	Mary Hamilton, (352) 253-6006 mhamilton@lakecountyfl.gov	\$8,040,756	355,221	■	■				■
	Miami-Dade County, FL	Michael Fernandez, (786) 473-7314 michael.fernandez@miamidade.gov	\$162,530,271	4,041,978	■	■				■

Disaster	Representative Client(s) <i>*Works in Progress</i>	Client Contact Information	Project Costs**	Project Size (in CY unless noted)	Collection/Disposal Monitoring	Hazardous Tree Programs	Private Property Debris Removal	Waterways/Drainage Debris Removal	Environmental Sampling and Monitoring	FEMA PA Support
	Pinellas County, FL	Sean Tipton, (727) 464-8809 stipton@co.pinellas.fl.us	\$9,599,762	382,167	■	■				■
	Polk County, FL	Jay M. Jarvis, P.E. (863) 581-0163 JayJarvis@polk-county.net	\$30,983,251	2,270,031	■	■				■
	Seminole County, FL	Jeff Waters, (407) 665-2253 jwaters02@seminolecountyfl.gov	\$14,463,524	824,534	■	■				■
Hurricane Harvey Clients Served: 31	City of Corpus Christi, TX	Gabriel Maldonado, (361) 826-3165 gabrielm@cctexas.com	\$8,565,829	536,451	■	■				■
	City of Dickinson, TX	Connie Nicholson, (281) 337-2489 ext. 224 cnicholson@ci.dickinson.tx.us	\$8,001,809	198,791	■	■				■
	Fort Bend County, TX	Marc Grant, (832) 473-2730 grantmar@co.fort-bend.tx.us	\$10,137,139	615,498	■	■		■		■
	Harris County, TX	Danielle Cioce, (551) 427-6581 danielle.cioce@hccpid.org	\$20,468,870	1,211,023	■	■		■		■
	City of Houston, TX	Joanne Song Yu, (832) 393-0484 Joanne.Song@houstontx.gov	\$99,324,293	2,780,123	■	■		■		■
	City of Katy, TX	Jason Rivera, (281) 391-4796 jrivera@cityofkaty.com	\$581,209	24,137	■	■				■
	Montgomery County, TX	Darren Hess, (936) 523-3910 Darren.Hess@mctx.org	\$3,193,069	131,932	■	■				■
	City of Pasadena, TX	Robin S. Green, Jr., P.E., (713) 475-7836 rgreen@pasadenatx.gov	\$521,715	30,164	■	■				■
Georgia Tornadoes Clients Served: 2	Dougherty County, GA	Michael McCoy, (229) 431-2193 MMcCoy@dougherty.ga.us	\$9,718,625	613,868 (and 14,751 tons)	■	■				■
Projects Started in 2016										
Hurricane Matthew Clients Served: 34	Brevard County, FL	Tom Mulligan, (321) 633-2042, tom.mulligan@brevardfl.gov	\$10,194,070	820,779	■	■				■
	City of New Smyrna, FL	David Ray, (386) 424-2202, dray@cityofnsb.com	\$5,658,954	204,096	■	■				■
	St. Johns County, FL	Greg Caldwell, (904) 669-5221, gcaldwell@sjcf.us	\$13,795,685	722,127	■	■				■
	Volusia County, FL	Ben Bartlett, (386) 736-5965, bbartlett@volusia.org	\$13,579,397	1,058,962	■	■				■
	Beaufort County, SC	Pamela Cobb, (843) 941-3583, pcobb@bcgov.net	\$32,872,047	1,648,571	■	■		■		■
	Tom of Hilton Head Island, SC	Tom Dunn, (843) 247-3744, thomasd@hiltonheadislandsc.gov	\$40,698,031	2,206,340	■	■		■		■
Severe Storms and Flooding Clients Served: 2	Iberville Parish, LA	Randall Dunn, (225) 776-5921, rdunn@ibervilleparish.com	\$117,964	3,736	■	■				■
Severe Storms Client Served: 1	City of Friendswood, TX	Brian Mansfield, (281) 651-3335, bmansfield@ffriendswood.com	\$45,341	1,671	■	■				■
Ice Storm Clients Served: 7	Barnwell County, SC	Roger Riley, (803) 541-1001, rriley@barnwellsc.com	\$12,938	783	■	■				■

Tetra Tech has never had any contracts terminated for cause by a governmental agency related to disaster recovery services. We confirm that there are no known performance issues or associated documentation related to our current or past contracts. We also understand and acknowledge the City's right to contact any references or current clients included in our proposal as part of the evaluation process.

d) Disputes

This is not applicable to Tetra Tech.

e) Documentation/Reimbursement Challenges

Tetra Tech, Inc. does not have any closed, active, or pending FEMA disputes, audits, or lawsuits related to the Debris Monitoring and Management Services to be provided under this RFP.

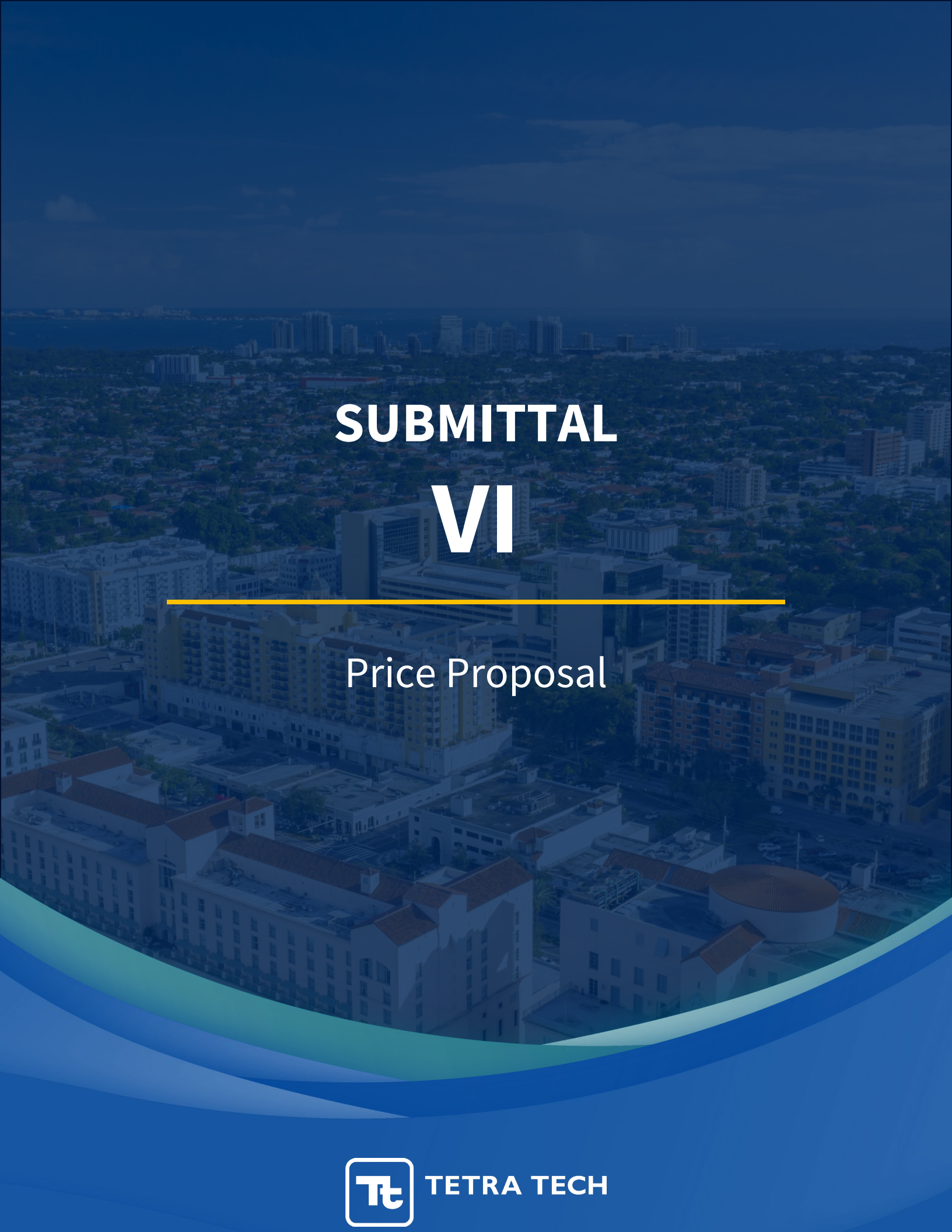
The Tetra Tech team will work with FEMA and the County to proactively resolve funding challenges through our collaborative approach. If disputes arise, Tetra Tech has the experience and expertise to support the County through the resolution process. Tetra Tech will be your trusted partner and advocate through any funding conflicts. In addition to our experienced staff and partners, have built a documentation retention system that ensures all project-related information and communication are captured, cataloged, and audit-ready. Tetra Tech, Inc. does not have any unrecovered FEMA reimbursements to report for debris monitoring and recovery projects for which Tetra Tech served as the primary contractor during the last five (5) years.

An aerial photograph of a city skyline, likely Miami, with various high-rise buildings and a dense urban landscape. The image is overlaid with a dark blue gradient. The word "SUBMITTAL" is written in large, white, sans-serif capital letters. Below it, a large white letter "V" is centered. A thin yellow horizontal line is positioned below the "V".

SUBMITTAL V

Agreement Comments/Exceptions

Tetra Tech does not have any agreement comments or exceptions to provide.



SUBMITTAL VI

Price Proposal

Tetra Tech has provided pricing in INFOR via the Line Items tab.