



RFP No. 26-009

Monitoring of Debris Removal and Related Services

City of Key West, Florida

Electronic | May 12, 2026

Tab 1: Company Profile

Tetra Tech, Inc. (Tetra Tech) submits the enclosed proposal in response to the City of Key West's (City) request for proposals for Monitoring of Debris Removal and Related 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 Coupled with Florida Expertise.** 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.

In Florida, our team has **monitored the collection and removal of over 95 million CY of debris since 2004** and has assisted numerous communities in Florida with response and recovery efforts after numerous hurricanes, including most recently Helene and Milton. Tetra Tech is proud of our experience in Florida and it is our home state, where many of our principal and senior staff reside. **We have over 1,000 staff across 20 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 Key West 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 the City. *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 communities with unmatched expertise and reasonably priced hourly rates thanks to advancements in our proprietary ADMS technological capabilities.**



Tetra Tech has identified a potential subcontractor, Diaz-Murphy & Associates (DMA), to work with us. We have a history with a number of firms located in Florida and have chosen DMA to support this engagement in support of Key West's requirements.

Requested Information	Tetra Tech Response
Firm Name	Tetra Tech, Inc.
Business Address	2301 Lucien Way, Suite 120, Maitland, FL 32751-7024
Telephone Number	(407) 735-6580
Year Established and Type of Ownership	1966 Corporation
Parent Company	N/A
Authorized Negotiator	Kayla Lemaire

Technical Representative: *Mr. Ralph Natale*

Phone: (407) 735-6580 | Email: ralph.natale@tetratech.com

Contractual Representative: *Ms. Kayla Lemaire*

Phone: (407) 735-6580 | Email: TDR.contracts@tetratech.com

Minimum Requirements	Response
A minimum of five (5) years of experience providing disaster recovery services, including debris removal operations and/or debris removal monitoring, for municipal, county, or state governmental entities.	Page 3
Demonstrated knowledge and experience with FEMA and State Public Assistance eligibility, documentation, and reimbursement procedures	Page 7
Experience providing services similar in scope to those required under this solicitation for a minimum of five (5) jurisdictions.	Page 3
Demonstrated experience supporting multiple jurisdictions and/or large-scale debris operations.	Page 3
Capacity to mobilize qualified personnel within 24–72 hours of a Notice to Proceed and to provide the requested services while managing any pre-event or concurrent commitments within 150 miles of Key West	Page 8
Experience providing debris-related services in coastal or environmentally sensitive	Page 11

Minimum Requirements	Response
communities is preferred.	
Be able to provide monitoring of the clean-up, removal, separation, reduction and disposal of Debris as defined in the Scope of Services.	Page 7
Be willing and capable of performing the Services, including, but not limited to, proper documentation preparation, management, and event closure services.	Page 7
Be knowledgeable and have experience in the provision of the Services for reimbursement through the FEMA Public Assistance and FHWA ER program	Page 4
Be able to perform the Services and any other agreed to services in a timely manner, recognizing that the City desires to have this project completed within 30 days following completion of debris hauling and removal.	Page 7

Tab 2. Experience

Tetra Tech is a 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. 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 25,000 employees that is *Leading with Science®* to provide innovative solutions to complex problems for our public and private clients.

Exhibit 1: Tetra Tech Disaster Recovery by the Numbers



As a team of Floridians, we are proud of our work supporting communities as they recover from disaster events in the Sunshine State. With 20 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 2. Florida Debris Monitoring Experience

Florida Debris Monitoring Projects

25+ Disasters

>95M Cubic Yards of Debris

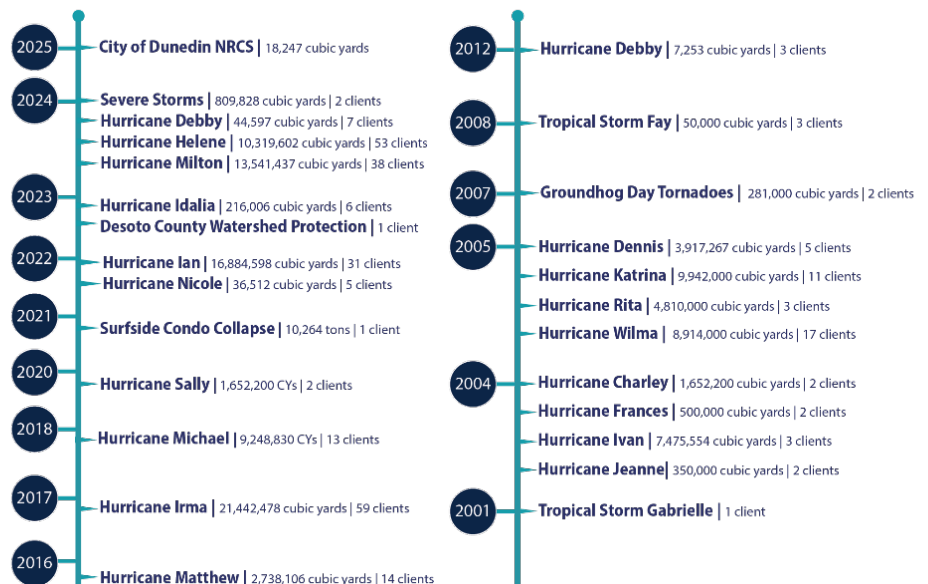
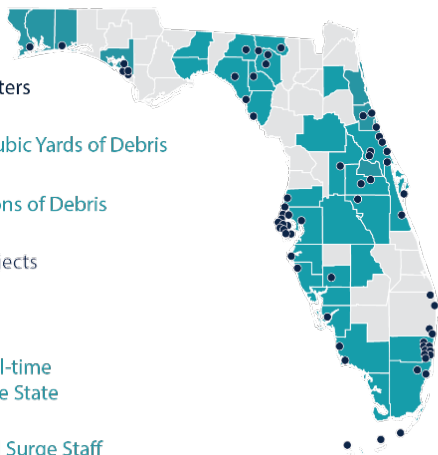
>58M Tons of Debris

140+ Projects

20 Offices

1,095 Full-time Personnel in the State

10K Trained Surge Staff



Recent Debris Monitoring Experience

The exhibit below provides an abbreviated experience matrix for projects conducted in the past seven years. Tetra Tech can provide a complete list upon request; references have been provided in Tab 5. References.

Exhibit 3. Debris Monitoring Experience

Disaster	Representative Client(s) <i>*Works in Progress</i>	Client Contact Information	Project Costs**	Collection/Disposal Monitoring	Hazardous Tree Programs	Private Property Debris Removal	Waterways/Drainage Debris Removal	Environmental Sampling and Monitoring	FEMA PA Support
Winter Storm Fern Clients Served: 12	Metropolitan Gov. of Nashville-Davidson County, TN*	Philip Jones, Phillip.jones@nashville.gov	Ongoing	■	■				■
	Louisiana Dept. of Transportation & Development*	Kyle Huffstickler, 225-379-1165, kyle.huffstickler@la.gov	Ongoing	■	■				■
	Sharkey County, MS*	Marvin Edwards, 662-836-4503, edwardsmarvin88@yahoo.com.my	Ongoing	■	■				■
Hurricane Helene Clients Served: 1	South Carolina Department of Parks & Recreation*	Sarah Pardue, 803-734-0162, spardue@scpr.com	Ongoing	■	■				■
Hurricane Helene (NRCS Waterways) Clients Served: 1	Aiken County, SC*	Brian Sanders, BSanders@aikencountysc.gov	Ongoing	■			■		
Hurricane Milton (Waterways) Clients Served: 1	City of Dunedin, FL*	William Puckrum, (727) 298-3215 ext. 1322, wpickrum@dunedinfl.net	Ongoing	■			■		
Hurricane Milton Clients Served: 37	Charlotte County, FL	John Elias, (941) 628-2662, john.elias@charlottecountyfl.gov	\$11,816,721	■	■				
	City of St. Petersburg, FL	Barbara Stalbird, (727) 893-7869, Barbara.stalbird@stpete.org	\$2,698,872	■	■				
	Polk County, FL	Michael Teate, (863) 535-2200, michaelteate@polk-county.net	\$11,821,453	■	■	■			
	Orange County, FL	Ralphetta Aker, (407) 836-8011, ralphetta.aker@ocfl.net	\$3,146,141	■	■				■
	City of Palm Coast, FL	Marvin Calderon, (386) 986-4781, mscalderon@palmcoastgov.com	\$228,147	■	■				
Hurricane Helene Clients Served: 54	Aiken County, SC	Brian Sanders, (803) 642-2012, bsanders@aikencountysc.gov	\$1,041,651	■	■				
	Greenville County, SC	Hesha Gamble, (864) 467-7010, hgamble@greenvillecounty.org	\$13,662,511	■	■				
	Jefferson County, GA	Jerry Coalsen, (706)833-1923 jcoalsen@jeffersoncountyga.gov	\$28,780,566	■	■		■		■
	South Carolina DOT	Cruz Wheeler, (803) 977-9373, wheelerjc@scdot.org	\$35,124,530	■	■				
	City of Greenville, SC	David Derrick, (864) 467-4335, dderrick@greenvillesc.gov	\$6,807,910	■		■			■
	USACE/AshBritt, NC	Dow Knight, dow@ashbritt.com	Ongoing	■	■		■		
	Buncombe County, NC	Kristy Smith, (828) 250-5473, Kristy.smith@buncombecounty.org	Ongoing			■	■		■
	Virginia DOT	John Watson, (276) 202-1240, jwatson@vdot.virginia.gov	\$97,545,340	■	■				
Hurricane Idalia Clients Served: 7	City of Dunedin, FL	William Puckrum, (727) 298-3215 ext. 1322, wpickrum@dunedinfl.net	\$12,679	■					
	City of St. Petersburg, FL	Barbara Stalbird, (727) 893-7869, Barbara.stalbird@stpete.org	\$93,681	■					
	Leon County, FL	Brant Pell, (850) 606-1537, pellb@leoncounty.fl.gov	\$373,956	■					
	Pasco County, FL	John Battisata, (727) 857-2780, jbattisata@pasccountyfl.net	\$81,481	■					
	Florida Department of Environmental Protection (FDEP) – Waterways	Byron Ward, (850) 245-2597, Byron.ward@FloridaDEP.gov	\$11,140,357	■	■		■		

Disaster	Representative Client(s) <i>*Works in Progress</i>	Client Contact Information	Project Costs**	Collection/Disposal Monitoring	Hazardous Tree Programs	Private Property Debris Removal	Waterways/Drainage Debris Removal	Environmental Sampling and Monitoring	FEMA PA Support
	Florida Department of Environmental Protection (FDEP) – Parks	Wes Howell, (850) 245-3112, wes.howell@FloridaDEP.gov	\$5,811,107	■	■				
Hurricane Ian Clients Served: 31	Florida Department of Environmental Protection, FL	Cheri Albin, (850) 245-3105, cheri.albin@FloridaDEP.gov	\$12,875,202	■					■
	Brevard County, FL	Jill Hayes, (321) 350-9240 Jill.Hayes@brevardfl.gov	\$4,041,518	■					■
	City of Cape Coral, FL	Gina Lanzilotta, (239) 574-0471, glanzilo@capecoral.gov	\$63,380,733	■			■		■
	Charlotte County, FL	John Elias, (941) 628-2662, john.elias@charlottecountyfl.gov	\$82,305,920	■			■		■
	Collier County, FL	Dan Rodriguez, (239) 252-8330, dan.rodriguez@colliercountyfl.gov	\$29,350,728	■			■		■
	Osceola County, FL	Danny Sheaffer, (407) 742-7752, danny.sheaffer@osceola.org	\$240,445	■					■
	Polk County, FL	Michael Teate, (863) 535-2200, michaelteate@polk-county.net	\$21,823,900	■					■
	St. Johns County, FL	Greg Caldwell, (904) 669-5221, gcaldwell@sjcf.us	\$1,001,286	■					■
Surfside Condominium Collapse Clients Served: 1	Miami-Dade County, FL	Michael Fernandez, (786) 473-7314, michael.fernandez@miamidade.gov	\$15,148,685	■	■	■	■		■
Hurricane Laura Clients Served: 17	Acadia Parish, LA	Chance Henry, (337) 824-7720 electchancehenry@gmail.com	\$1,525,138	■					■
	Calcasieu Parish, LA	Theresa Champeaux, (337) 540-8094 tchampeaux@calcasieuparish.gov	\$304,540,335	■					■
	City of Lake Charles, LA	Jeff Jones, (337) 540-1707 jjones@cityoflc.us	\$88,638,870	■					■
	City of Sulphur, LA	Stacy Dowden, (337) 764-8044 sdowden@sulphur.org	\$16,816,536	■					■
	Jefferson Davis Parish, LA	Renee Hicks, (337) 824-4792 renee@dppj.net	\$3,742,033	■					■
	Orange County, TX	Leon George, (409) 238-9169, lgeorge@co.orange.tx.us	\$13,165,049	■					■
Alabama Severe Storms and Tornadoes Client Served: 1	Lee County, FL	Patrick Harvill, (334) 737-7011 Pharvill@eeco.us	\$2,274,424	■	■				■

**The total project costs for projects prior to March 2024 include both debris removal and monitoring costs.

Disaster Recovery Program Management Services

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

Exhibit 4. Disaster Recovery and Special Program Management Capabilities

Disaster Recovery Program Management	
Emergency road clearance	Final debris disposal at a landfill or other end use

Disaster Recovery Program Management

Curbside debris collection	Conflict and damage resolution
Operation of citizen drop-off sites	Truck certification
Data management and invoice reconciliation	Right-of-entry administration
Oversight of debris management sites	

Special Programs Management

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

Tab 3. Personnel

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 record of success includes serving over 450 state and local government clients in response to over 120 presidential disaster declarations over the last decade. Our team has obtained **over \$81 billion in reimbursement funds** for our clients from federal agencies. Our dedicated team is available to the City of Key West 365 days per year.

Proposed Team

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 staff has an in-depth understanding of how disaster response and recovery works in Florida.

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 in Appendix A.**



Jonathan Burgiel, Corporate Resourcing

- 25 Years of experience
- Principal-in-Charge for 100+ projects across the country
- Executive-level oversight and sponsorship to resolve complex issues



Ralph Natale, Operations Management

- 20+ Years of experience
- Oversaw removal of 66M+ CYs of debris and 1.7M hazardous trees
- Expert in high-volume debris and demolition management



John Buri, Recovery Strategy

- 24 Years of experience
- Trusted advisor on FEMA PA, mitigation, and long-term recovery for 100+ clients
- Known for exceptional interagency coordination



Allison McLeary, Esq., FEMA Reimbursement

- 21 Years of experience
- Former GOHSEP & FDEM Executive with FEMA and HUD program management
- Deep expertise in compliance, program policy, and advocacy for recovery priorities

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 in Appendix A.**

Proposed Staff	Summary of Qualifications
Tommy Webster , Regional Operations Director	Tommy Webster has over 20 years of experience in environmental and civil projects, with expertise spanning consulting and contractor roles, including work with Tetra Tech and Phillips & Jordan. He brings deep knowledge of FEMA Public Assistance programs and has led planning, response, and recovery efforts for a wide range of disaster events across the U.S.
Bob Gresenz , Project Manager	Bob Gresenz has extensive experience managing complex debris monitoring operations, including major FEMA Public Assistance projects following Hurricanes Harvey, Irma, Maria, and Ida. He is an expert in FEMA debris guidelines and Tetra Tech's ADMS system, having trained over 1,000 field staff in monitoring and reporting procedures.
Dina Herrera , Operations Manager	Dina Herrera is an experienced disaster response professional who has supported multiple hurricane and wildfire recovery efforts nationwide, serving in leadership roles focused on operations, QA/QC, and field coordination. She brings strong expertise in debris monitoring, including hazardous tree and private property removal, along with implementation of Tetra Tech's ADMS technology.
Cai Benoit , Field Supervisor	Cai Benoit is an experienced disaster response professional with strong expertise in field supervision, operational management, and team leadership. He has a proven ability to coordinate large-scale recovery efforts while ensuring regulatory compliance and efficient project execution.
Ricardo Bosques , Data Manager	Ricardo Bosques is a data and ADMS specialist with expertise in FEMA eligibility and documentation requirements, supporting quality control and oversight on multiple debris monitoring projects. He leads implementation of Tetra Tech's <i>RecoveryTrac</i> ™ system and ensures accurate, audit-ready data to maximize reimbursement.
Macy Moore , Project Coordinator	Macy Moore is a Program Coordinator with 9 years of disaster recovery experience, supporting multi-jurisdictional efforts across the U.S. and territories. She specializes in staffing coordination, QA/QC of documentation, and administrative oversight to ensure compliance and audit-ready project delivery.
Jeff Dickerson , GIS Analyst	Jeffrey Dickerson has over 30 years of program management experience, specializing in technology-driven disaster response solutions, training, and organizational leadership. As Director of IT, he leads development and deployment of Tetra Tech's <i>RecoveryTrac</i> ™ ADMS, delivering advanced, integrated tools that enhance efficiency, reporting, and cost-effective recovery operations.

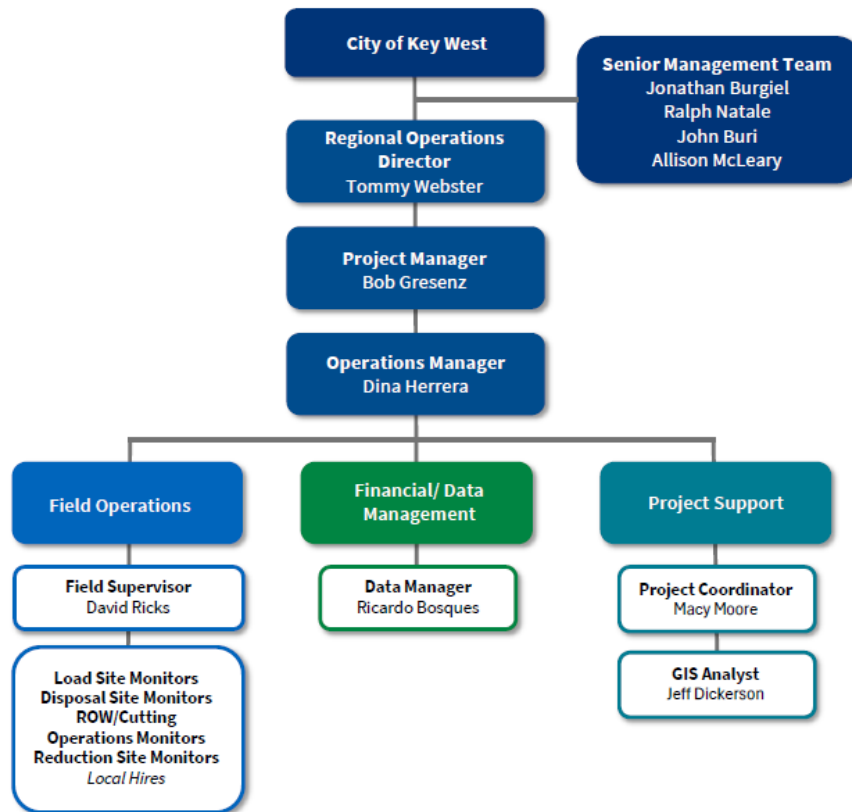
Professional Certifications, Training, and Licensing

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-288: Local Volunteer and Donations Management
- 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)

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. **Résumés have been included in Appendix A.**



Tab 4. Technical Approach/General Operations Plan

Tetra Tech implements a best-practices approach to disaster debris monitoring when planning for and responding to debris-generating events. We are aware of the magnitude and importance of organizing and directing the necessary resources to define and carry out the tasks associated with the scope of work, and we are committed to providing a consistent and coordinated team to perform these services upon activation.

Our typical project approach includes four critical phases: Preparedness, Response, Recovery, and Reimbursement/Closeout. **Given the page restrictions, below we have provided an overview of some of the key tasks associated with each phase.** Our approach promotes transparency and accountability, as clients can track progress and provide feedback at each stage, fostering a collaborative partnership. Additionally, 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	<ul style="list-style-type: none"> Debris Management Plan Development 	<ul style="list-style-type: none"> Damage Assessment (Debris Estimation) 	<ul style="list-style-type: none"> Right of Way Monitoring 	<ul style="list-style-type: none"> Final Closeout PW Completion

<ul style="list-style-type: none"> • Contractor Procurement • Debris Site Pre-Approval • ROE Gathering (PPDR) • Staff Training and Exercises 	<ul style="list-style-type: none"> • Public Information and Call Center • Emergency Roadway Push • Debris Site Permitting • Truck Certification 	<ul style="list-style-type: none"> • Hazardous Tree/Stump Monitoring • DMS Operations • Specialty Program (PPDR, Waterways, Drainage, etc.) • Data Management/ Invoice Reconciliation • Grant Management/PW Development 	<ul style="list-style-type: none"> • Responding to FEMA Request for Information (RFIs) • Audit Support
On-going Tasks: Reporting Technology Health and Safety			

RecoveryTrac™ ADMS

Our proprietary **RecoveryTrac™ ADMS** technology was validated by the **U.S. Army Corps of Engineers (USACE)** twice, once 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 350 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. Additionally, **RecoveryTrac™** was trusted for ADMS needs during recent responses to Tropical Storm/Hurricane Helene across Western North Carolina starting in October 2024 and the wildfires that impacted Los Angeles County in 2025. **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.

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, the County can rely on our mobilization strategy for zero-day activations in disasters covering large areas with little or no-notice. **The on-hand inventory can be on-site and ready to use within 24 hours of a notice to proceed,** and additional needs can be met quickly (in most cases, 72 hours or less).
- **Simple and Intuitive.** A key foundation of our mobilization strategy is the ability to quickly hire and train local residents and begin debris removal operations. The mobile application is simple to understand and intuitive, allowing most users to begin using the device once the standard monitor training is completed.
- **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 15–30 minutes in most cases. In addition, we have dedicated technicians at disposal sites and provide a field service center to maintain and repair equipment.
- **Real-Time, 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.

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.**

Emergency Push

During the emergency push period, debris removal contractors coordinate with City 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:

- Coordination with the City to conduct preliminary damage assessments and road closures
- 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
- Establish public information protocols to respond to concerns and comments

Training

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. Training module topics include health and safety, 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.

Truck Certification

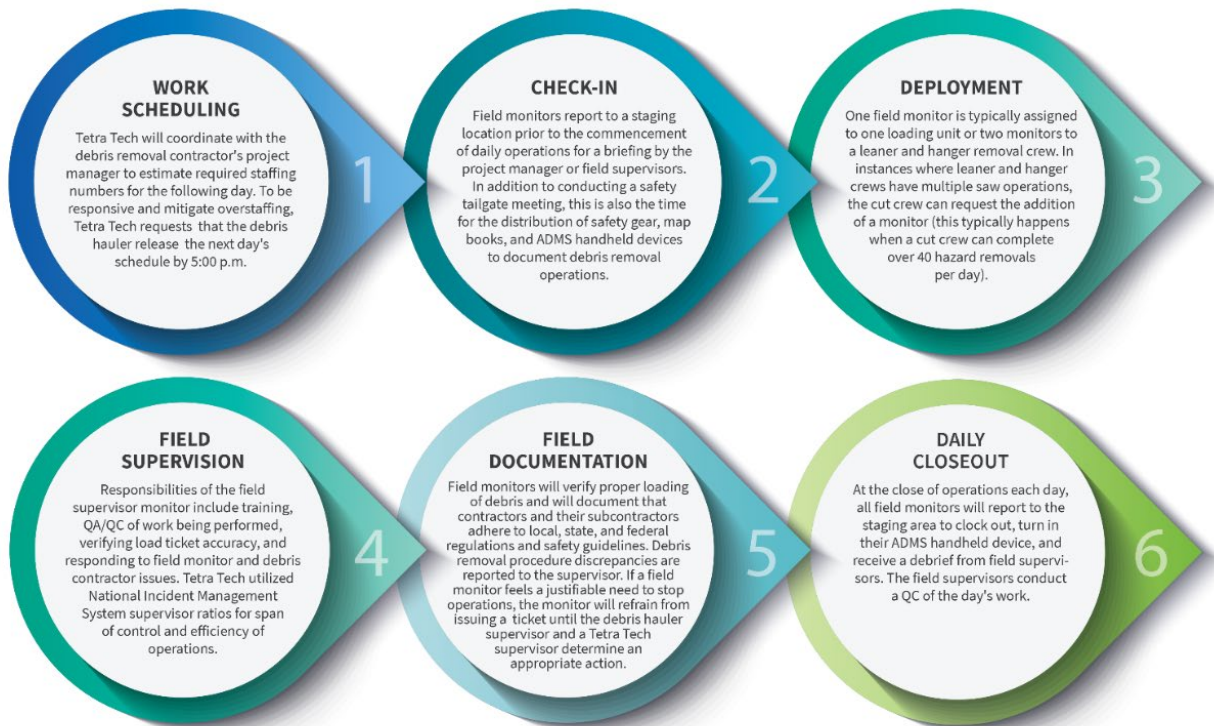
Tetra Tech uses the *RecoveryTrac™* system to electronically certify all trucks used in an activation. Our team follows a proven vehicle certification procedure that complies with FEMA guidelines and results in maximum reimbursement. Our certification includes:

- 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.

Debris Removal Operations

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.

Exhibit 5. Daily Field Operations



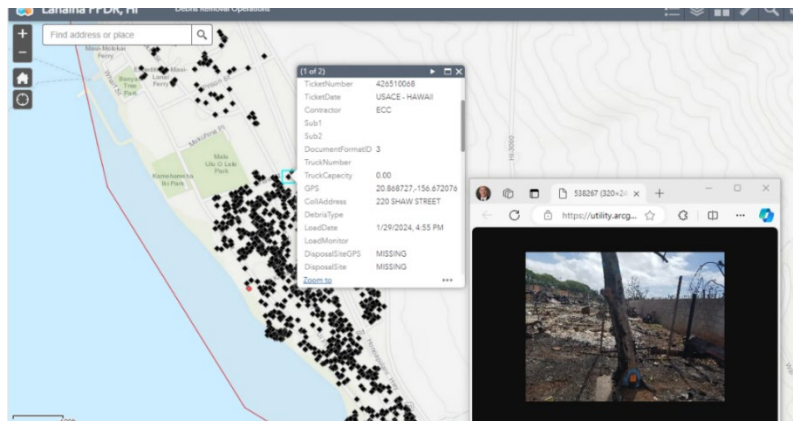
Right of Way Monitoring

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.

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.

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.



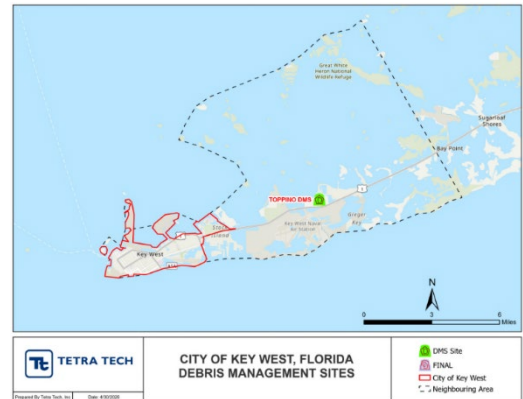
Additionally, our ADMS technology and software is designed to manage photo documentation by compressing and securely storing photos for field validations and audits in real time. The ability to associate photo documentation to unit rate tickets is critical for FEMA reimbursement, QA/QC, and fraud deterrence.

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. As monitors complete unit rate tickets for hazardous trees or hangers, their locations are logged and collected.

Debris Management Site Monitoring

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

As DMS are activated, Tetra Tech will provide a minimum of two 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 and will 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.

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

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.
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.

Specialty Programs	
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.
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.
Seaweed Removal	Tetra Tech recognizes that seaweed removal operations differ from traditional ROW debris collection and may not require a one-to-one monitor-to-equipment ratio. To support efficient operations while maintaining FEMA-compliant documentation, Tetra Tech will implement a scalable monitoring approach utilizing roving monitors, GPS-enabled documentation, photographic records, spot checks, and periodic quantity validation. Our team will coordinate closely with the City to establish eligible collection areas, reporting protocols, and environmental requirements, while maintaining daily logs, load documentation, and supervisor oversight to ensure accurate, audit-ready records. This flexible monitoring model supports efficient seaweed removal operations while preserving compliance, accountability, and reimbursement eligibility.
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.

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 to respond to public inquires and concerns, if requested.

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 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.

Reporting

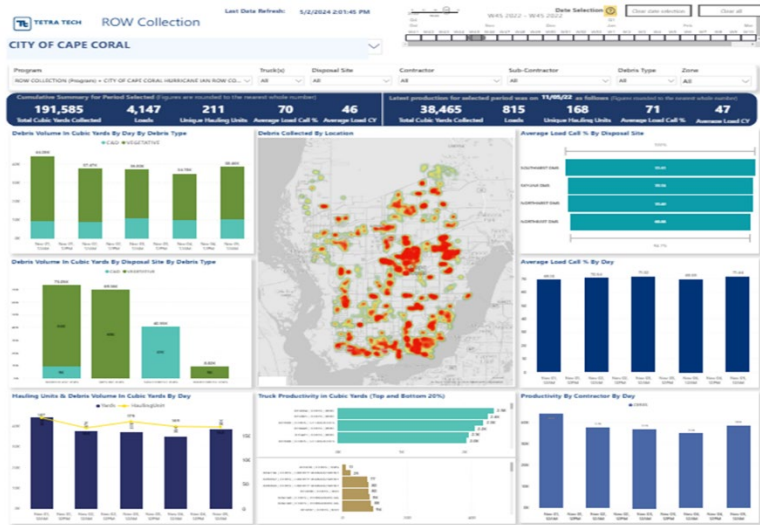
Tetra Tech has extensive experience in collecting, managing, and tracking financial and project data. Our firm has a full suite of existing reports to allow for custom reporting on all metrics requested from our clients. Tetra Tech has years of experience tracking invoice amounts and payments, budget forecasting, change order and work order attributable costs, etc. We understand the importance of accurate data and cost tracking and have developed several reports over the years to enhance visibility into essential project aspects.

Daily Report

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 hazardous removals.

Additionally, Tetra Tech takes pride in the customization of reports to meet our client's specific needs and provided reports tailored to any metrics not captured in the generic reports.

Exhibit 6. Daily Report Sample



Contractor 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

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.

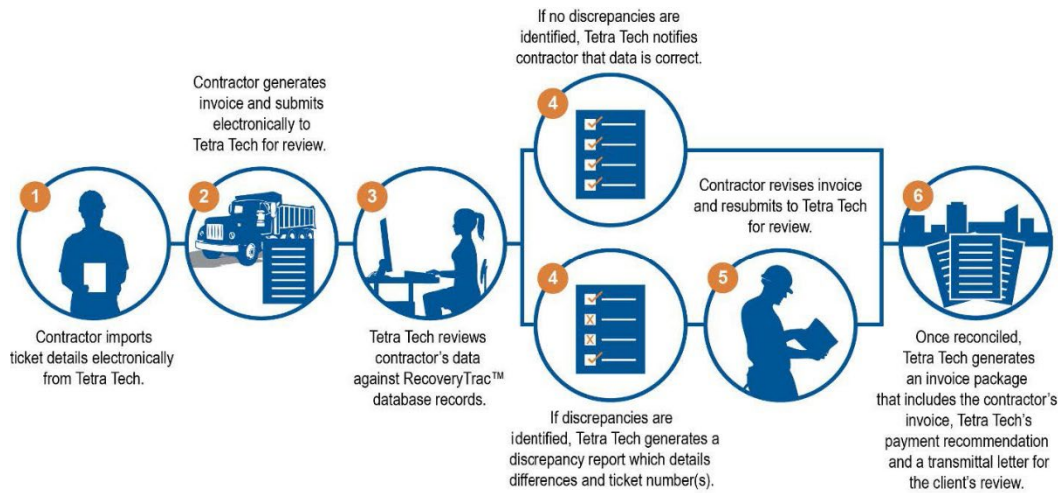
During this meeting, the typical components of the Tetra Tech payment recommendation will be reviewed, the process for adjustment reconciliation will be explained, and the debris contractor(s) will be trained on how to access Tetra Tech's suite of debris hauler reconciliation data reports (including reconciled transactional and live ticket data).

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 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 depicted below.

Exhibit 7. Summary of Contractor Invoice Reconciliation Process



Final Report/Closeout

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

In addition, data can be downloaded directly from 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.

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

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 through frequent meetings with state partners and FEMA regions to avoid situations whenever possible.

Quality Control, Quality Assurance, and Supervisory Oversight

Tetra Tech utilizes a proven, disaster-tested QA/QC program refined through more than 120 disaster recovery activations nationwide. Our approach combines experienced leadership, standardized operating procedures, real-time communication, and advanced technology to ensure efficient, compliant, and audit-ready debris monitoring operations. We implement robust fraud prevention measures, including random truck recertifications, anomaly reporting, GPS tracking, geofencing, debris-type validation, and real-time data monitoring through our *RecoveryTrac™* ADMS platform. These tools significantly reduce errors, improve operational visibility, and support rapid issue identification and resolution. Tetra Tech's QA/QC processes meet FEMA, FHWA, NRCS, and USACE standards and are designed to maximize reimbursement, streamline invoice reconciliation, and maintain accurate documentation throughout all phases of debris operations. Our team works closely with the City to ensure transparent communication, proactive coordination, and successful project delivery.

Project Mapping and Public Coordination

Tetra Tech provides advanced geospatial and mapping solutions using industry-leading software, airborne and mobile sensors, and robust information technology systems. Our disaster response teams utilize Unmanned Aircraft Systems (UAS/drones) to support damage

assessments, debris operations, parcel demolition documentation, site remediation, and waterway debris monitoring by providing high-resolution imagery, real-time data capture, and enhanced visibility into project progress and inaccessible areas.

Tetra Tech supports public coordination efforts by assisting clients with debris hotlines, call center operations, public messaging, and resident outreach during disaster recovery operations. Our team helps develop clear, accessible communications related to debris safety, set-out procedures, debris separation, and collection operations, while coordinating closely with local public information staff to ensure timely and effective communication with residents. Tetra Tech has successfully supported large-scale call center and public information operations for communities impacted by major disasters nationwide.

Recovery and Related Services

RecoveryTrac™ ADMS provides the City with real-time visibility into debris collection locations, truck and monitor activity, incidents, and daily operational metrics through integrated GIS mapping tools. Using GPS-enabled field monitoring, Tetra Tech can track debris collection points, roadway progress, and private property operations, allowing the City to monitor debris removal activities and collection status in real time. For information about demolition and beach operations please review page 11.

Pre-Storm Coordination and Readiness

Tetra Tech supports pre-storm preparedness and disaster readiness through development and implementation of Disaster Debris Management Plans (DDMPs) that integrate with local emergency management operations. Our team assists with vulnerability assessments, debris estimating, debris management site planning, organizational coordination, public information planning, and development of pre-event and immediate response procedures to help communities rapidly mobilize and efficiently manage debris operations following a disaster. Tetra Tech will coordinate the following during pre-event planning:

- 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

Meetings and Coordination

Tetra Tech emphasizes proactive pre-storm coordination and continuous communication throughout all phases of debris operations. Our team conducts annual planning meetings with the City and debris contractors, reviews contracts and GIS data, coordinates operational priorities, and maintains regular conference calls and status meetings before, during, and after disaster events. Throughout recovery operations, Tetra Tech works closely with local staff, debris haulers, FEMA, and state agencies to support operational coordination, public information efforts, debris site planning, reimbursement activities, and efficient project closeout.

Management Plan

Per the RFP, the City has presented the below debris scenario and asked proposers to include a management plan to describe the actions taken in response to the scenario.

Debris Type	Scenario Volume (CY)
Vegetative	146,000
Construction & Demolition	48,000
Mixed	6,000
White Goods	1,000
Hazardous Waste	1,000
Total	202,000

The statistics described in the debris scenario present a Category 2 Hurricane impacting the City of Key West and generating the amounts of debris listed in Attachment Q. Below are the assumptions used by Tetra Tech to develop the estimated debris monitoring labor needs and timeline for completion.

Mobilization Requirements – 202,000 CY Event

- **Debris Management Sites Required:** One
- **Contractor Equipment Required for Clean-Up:** 15 self-loading trucks with trailers based on the assumptions below
- **Debris Monitoring Personnel Required:** 15 Collection Monitors, 3 Debris Site / Tower Monitors, and 2 Field Supervisors
- **White Goods Processing:** Likely through existing City White Goods/Metal Vendor
- **Hazardous Waste Processing:** Existing City Contract or Debris Hauler Management
- **Estimated Timeline for Completion:** 28 working days

Assumptions to Estimate:

- Average Truck Capacity: 65 CY
- Average Ratio of Trucks to Trailers: 1:2
- Average Load Call: 70%
- Average Loads Per Day Per Loading Unit: 6
- Estimated Debris Collection Trucks: 3
- Days to Complete: 14 Working Days

Safety Plan

Safety is built into daily operations. Tetra Tech assigns a dedicated Health and Safety Manager and implements site-specific safety protocols at the start of each activation. Our safety approach includes:

- Daily safety briefings for all field staff to review site conditions, hazards, and work expectations
- Enforcement of OSHA-compliant procedures, including HAZWOPER requirements where applicable
- Real-time documentation of incidents, near misses, and unsafe conditions
- Coordination with debris contractors to ensure consistent safety practices across all operations

Field supervisors are responsible for monitoring compliance and addressing issues immediately. Safety performance is tracked and reported alongside operational metrics to maintain accountability.

Tab 5. References

1. Collier County, FL | Disaster Debris Monitoring

Tetra Tech has partnered with Collier County, FL for nearly two decades, delivering disaster debris monitoring, recovery, and grant management services across multiple major events, including Hurricanes Wilma (2005), Irma (2017), Ian (2022), and Milton (2024), as well as NRCS-funded waterways debris removal projects. This long-standing relationship extends beyond response into preparedness, including annual disaster “War Games” training and updates to the County’s Disaster Debris Management Plan. Following Hurricane Milton, Tetra Tech deployed field monitors to oversee operations, validate load data, and ensure FEMA compliance, supporting the removal of over 34,000 cubic yards of debris. During Hurricane Ian, Tetra Tech monitored over 1.3 million cubic yards across a wide range of debris types and locations, and for Hurricane Irma, managed a large-scale program involving nearly 200 staff and over 3 million cubic yards of debris. The team has also supported environmentally sensitive waterways debris removal under NRCS programs, receiving strong feedback for quality and attention to detail. Across all engagements,

Period of Performance

Hurricane Milton: October-November 2024, NRCS Waterways: October 2023-Ongoing, Hurricane Ian: September 2022-January 2023, Hurricane Irma: September 2017-December 2018

Debris Quantity

Hurricane Milton: 34,027 CYs, NRCS Waterways: Estimated 25,600 CYs, Hurricane Ian: 1,371,750 CYs, Hurricane Irma: 3,137,315 CYs

Reference Contact

Kari Hodgson, 239.398.9621
kari.hodgson@colliercountyfl.gov, 3299 Tamiami Trail E, Naples, FL 34112

Tetra Tech has consistently provided scalable staffing, accurate documentation, and audit-ready reporting to support efficient recovery and maximize reimbursement.

2. Pasco County | Disaster Debris Monitoring Services

Tetra Tech has supported Pasco County, FL with disaster debris monitoring services across multiple events, including Hurricanes Helene and Milton (2024), Idalia (2023), Irma (2017), Hermine (2016), and Tropical Storm Debby (2012). This long-standing relationship demonstrates Tetra Tech's ability to provide consistent, scalable support across both large-scale catastrophic events and smaller localized disasters. Following the back-to-back impacts of Helene and Milton, Tetra Tech rapidly scaled operations to more than 200 personnel to monitor and document over 1.1 million cubic yards of debris, ensuring safe, efficient recovery while maintaining close coordination with County systems, contractors, and public-facing communication tools. During Hurricane Irma, Tetra Tech deployed 82 field monitors to oversee removal of over 139,000 CYs of debris, including hazardous trees and hanging limbs, supporting complex operations across diverse debris streams and conditions. For smaller events such as Idalia and Hermine, Tetra Tech provided rapid mobilization, effective field coordination, and compliant documentation to support timely recovery. Across all activations, Tetra Tech has consistently delivered scalable staffing, strong field oversight, and accurate, FEMA-compliant, audit-ready reporting to help Pasco County expedite recovery operations, maintain regulatory compliance, and maximize eligible reimbursement.

Period of Performance

Hurricanes Helene and Milton: November 2024-January 2025, Hurricane Idalia: September 2023-January 2024, Hurricane Irma: September-October 2017, Hurricane Hermine: September 12-26, 2016

Debris Quantity

Hurricanes Helene and Milton: 1,130,647 Cys, Hurricane Idalia: 5,487 CYs and 284 Tons, Hurricane Irma: 139,862 Cys, Hurricane Hermine: 2,674 CYs
Hurricanes Helene and Milton: 1,130,647 CYs, Hurricane Idalia: 5,487 CYs and 284 Tons, Hurricane Irma: 139,862 CYs, Hurricane Hermine: 2,674 CYs

Reference Contact

Tim Treshler, 727.847.0032, ttreshler@pascocountyfl.net, 8731 Citizens Dr, New Port Richey, FL 34654

3. City of Cape Coral | Disaster Debris Program Management

Tetra Tech has supported the City of Cape Coral, FL with disaster debris monitoring and program management services across multiple major events, including Hurricanes Milton (2024), Ian (2022), and Irma (2017). Following Hurricane Milton, Tetra Tech deployed 44 field monitors to oversee operations and document over 30,000 cubic yards of debris, ensuring contractor compliance and FEMA eligibility while supporting efficient recovery within four months. During Hurricane Ian, one of the strongest storms to impact Florida, Tetra Tech supported large-scale operations involving over 2.7 million cubic yards of debris across multiple disposal sites and debris streams. For Hurricane Irma, Tetra Tech managed debris monitoring using its RecoveryTrac™ ADMS system, overseeing more than 500,000 cubic yards of debris, including right-of-way and waterway materials, while providing data management and FEMA closeout support. Across all activations, Tetra Tech has delivered scalable staffing, strong operational oversight, and accurate, audit-ready documentation to support efficient recovery and maximize reimbursement.

Period of Performance

Hurricane Milton: October 2024 – February 2025, Hurricane Ian: September 2022 – May 2023, Hurricane Irma: September 2017 – February 2018

Debris Quantity

Hurricane Milton: 30,230 Cys, Hurricane Ian: 2,717,941 CYs
Hurricane Milton: 30,230 CYs, Hurricane Ian: 2,717,941 CYs
Hurricane Irma: 533,412 CYs

Reference Contact

Terry Schweitzer, 518.415.9718, tschweitzer@capecoral.gov, 1015 Cultural Park Blvd S, Cape Coral, FL 33990

4. Sarasota County, Florida | Disaster Debris Monitoring Services

Tetra Tech has partnered with Sarasota County, FL to provide disaster debris monitoring and recovery support services across multiple major storm events, including Hurricanes Helene and Milton (2024), Ian (2022), and Irma (2017). Following the back-to-back impacts of Hurricanes Helene and Milton, Tetra Tech deployed more than 600 field monitors to support right-of-way, parks, and waterways debris operations, documenting the removal of over 2.27 million cubic yards of debris, hazardous trees, and waterway materials. During Hurricane Ian, Tetra Tech supported complex countywide operations involving multiple debris contractors and temporary debris management sites, monitoring over 3.28 million cubic yards of debris across right-of-way, parks, schools, private roads, and waterways, including NRCS-funded cleanup activities. Tetra Tech also supported Sarasota County following Hurricane Irma with debris monitoring, data management, invoice reconciliation, and FEMA reimbursement documentation. Across all activations, Tetra Tech has consistently demonstrated the ability to rapidly scale staffing, coordinate large and complex debris operations, and deliver accurate, FEMA-compliant, audit-ready reporting to support efficient recovery and maximize reimbursement.

Period of Performance

Hurricanes Helene and Milton: November 2024-February 2025, Hurricane Ian: September 2022-February 2023
Hurricane Irma: July 2017-April 2018

Debris Quantity

Hurricanes Helene and Milton: 2,381,978 Cys, Hurricane Ian: 3,324,870 Cys, Hurricane Irma: 288,982 CYs

Reference Contact

Lois Rose, 941.861.1532, leros@scgov.net, 1660 Ringling Blvd, Sarasota, FL 34236

5. Manatee County, Florida | Debris Monitoring Services

Tetra Tech has supported Manatee County, FL with large-scale disaster debris monitoring services following Hurricanes Debby, Helene, and Milton (2024), as well as Hurricane Ian (2022). Following the cumulative impacts of the 2024 storms, Tetra Tech deployed 346 field monitors to support continuous debris operations and document more than 2.6 million cubic yards of debris during an extended recovery effort. During Hurricane Ian, Tetra Tech mobilized rapidly to support right-of-way debris, hazardous trees, parks, and private roads, recruiting 238 local monitors and overseeing removal of more than 743,000 cubic yards of debris across multiple contractors and disposal sites. Across all activations, Tetra Tech has demonstrated the ability to scale quickly, manage complex debris operations, and deliver accurate, FEMA-compliant documentation to support efficient recovery and maximize reimbursement.

Period of Performance

2024 Hurricanes: September 2024 – October 2025
Hurricane Ian: September 2022 – February 2023

Debris Quantity

2024 Hurricanes: 2,671,252
Hurricane Ian: 743,966 CYs

Reference Contact

Chris Collins, 941.792.8811, chris.collins@mymanatee.org, 1112 Manatee Ave W, Bradenton, FL 34205

Tab 6. Capacity

As a United States Army Corps of Engineers (USACE) contractor for large-scale debris removal missions and a firm with multiple statewide contracts, Tetra Tech prepares and responds to multiple contractual obligations routinely by planning, implementing, and updating a concept of operations (CONOPS) plan. The Tetra Tech CONOPS provides the project team with established common processes for managing resources, timelines, schedules, problem resolution, and tasks.

Our internal structure mirrors the Incident Command System (ICS) structure, which allows the project team to scale as needed, coordinate responses, and adapt to match the needs and complexities of our response. Some positions within the Tetra Tech organization structure are responsible for field-level responsibilities and some are an over-arching support function for the project's needs. The Tetra Tech organizational structure also includes subcommittees or task forces who are assigned specific tasks or support the resolution of problems identified. We prepare our team and assess our resource reserves regularly by conducting firm-wide exercises. The firm-wide exercises test our readiness while also identifying areas for improvement. Topics that are continually addressed and refined are managing logistical deployment resources, recruiting, automated debris management system (ADMS) implementation, and changes necessary to comply with current federal guidance.

Representative Disasters with Simultaneous Activations

Hurricanes Helene and Milton: 91
Hurricane Ian: 31
Hurricane Laura: 18
Hurricane Irma: 58
Hurricane Harvey: 31
Hurricane Matthew: 35
Winter Storm Alfred: 19
Hurricane Irene: 22

Staff Availability

The Tetra Tech disaster recovery team consists of experienced emergency managers, disaster preparedness specialists, engineers, surveyors, and hazardous waste technicians with hands-on management experience in recent disasters and emergencies. Tetra Tech maintains a full-time staff of project principals, project managers, operations managers, field supervisors, and project coordinators. Our disaster recovery division is supported by **more than 250 full-time employees**, including:

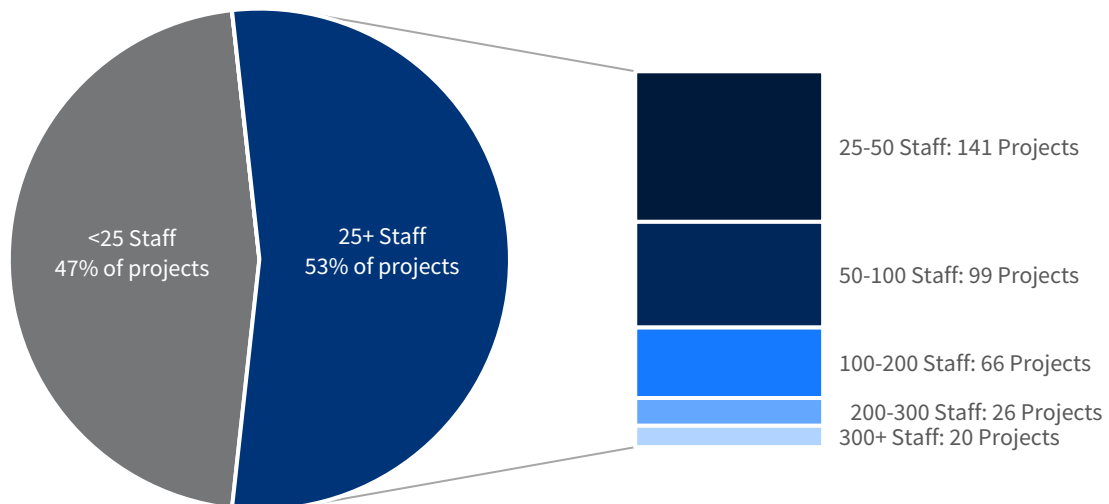


This core team provides management and oversight to our disaster response and recovery operations. They are seasoned experts in their field, with experience managing disaster recovery projects in response to hurricanes, floods, tornadoes, fires, ice storms, and straight-line wind events in 20 states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

Disaster Debris Staffing Models

The vast majority of Tetra Tech disaster debris operations utilize at least 25 personnel. As detailed below, Tetra Tech has experience mobilizing teams at every scale, from 300+ small-scale operations with less than 25 field personnel, to immense operations managing more than 500 field monitors. In fact, *we have led more than 350 disaster debris mobilizations that activated more than 25 personnel.*

Tetra Tech Field Staff Mobilization



We have used this experience to inform the staffing and operations model detailed in this proposal. Tetra Tech has carefully considered the needs of the City and has hand-picked the staff best suited for providing services to the City, and planned a project organization that provides clear reporting and communication structures to support disaster recovery operations across our field and back-of-house areas of work.

Surge and Permanent Employees

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.

Tetra Tech's typical debris monitoring operations include *10 – 20% permanent and part time staff depending on the scope and scale of the operation.* Tetra Tech utilizes multiple types of employment structures to staff debris monitoring operations, including full and part-time staff,

as well as surge hires from the local community. As detailed below, the percentage of permanent staff deployed to the City may change based on the blend of staffing and scale of the event.

Type of Employment by Position

Position	Type of Hire		
	Permanent	Part-Time	Surge
Project Manager	x	x	
Senior Supervisor/Operations Manager	x	x	
Load Site Monitor			x
Debris Management Site Monitor			x
Field Supervisor/Roving Debris Monitor	x	x	x
Debris Management Consultant	x		
Tower Monitor			x
Clerical / Administrative Support	x		x

Pre Event Contracts within 200 Miles of the City of Key West

Tetra Tech has provided a list of our standby/prepositioned contracts within 200 miles of the City of Key West. Additional information can be provided upon request.

City of Boca Raton, FL	City of Coral Gables, FL	City of Coral Springs, FL	City of Doral, FL
Village of Islamorada, FL	City of Marathon, FL	City of Miami Beach, FL	Village of Miami Shores, FL
City of Miami, FL	Miami-Dade County, FL	City of Miramar, FL	Monroe County, FL
City of Oakland Park, FL	Ocean Reef Community Association	City of Parkland, FL	City of Pembroke Pines, FL
Town of Southwest Ranches, FL	City of Sunrise, FL	City of Tamarac, FL	City of Wilton Manors, FL

The above-mentioned contracts are primarily standby or pre-event agreements that are activated only following a declared disaster event and therefore do not require dedicated full-time staffing during normal operations. Because activation timing, storm impacts, and client needs are unpredictable, staffing requirements may vary; however, Tetra Tech maintains a large national pool of trained personnel and carefully manages resource allocation to support concurrent operations without overextending resources. Our team continuously evaluates surge capacity and existing commitments to ensure rapid mobilization of qualified staff and uninterrupted support to the City of Key West.

Staffing Commitment

Our commitment to our client’s needs begins before or immediately following the impact of a disaster debris-generating event and continues through the state and federal closeout processes. Tetra Tech has been involved in every major response effort in the past 20 years, including Hurricanes Katrina, Irma, Maria, Harvey, Michael, Matthew, and many others. Tetra Tech takes great pride in the reliability and high quality of our services. To successfully manage multiple contracts, Tetra Tech reviews its projected workload and assesses the firm’s staffing requirements on a continuous basis to provide responsive services to all our clients. Tetra Tech is careful not to over commit our staff. Key West will have a dedicated operations leadership team that does not duplicate with contracts within 200 miles that may be activated

Tab 7. Fee Schedule

Tetra Tech has provided our fee schedule in the required cost proposal form.

Tab 9. City Forms

Tetra Tech has included the requested forms on the following pages.


ATTACHMENT A - ANTI-KICKBACK AFFIDAVIT

STATE OF Florida)

: SS

COUNTY OF Orange)

I, the undersigned hereby duly sworn, depose and say that no portion of the sum herein bid will be paid to any employees of the City of Key West as a commission, kickback, reward or gift, directly or indirectly by me or any member of my firm or by an officer of the corporation.

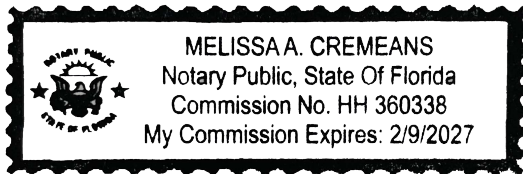
By: Jonathan Burgiel, Business Unit President 

Sworn and subscribed before me this 5 day of May 2026.

NOTARY PUBLIC, State of Florida at Large Melissa Cremeans



My Commission Expires: 2/9/2027



**ATTACHMENT B - SWORN STATEMENT UNDER SECTION
287.133(3)(A)
FLORIDA STATUTES, ON PUBLIC ENTITY CRIMES**

THIS FORM MUST BE SIGNED IN THE PRESENCE OF A NOTARY PUBLIC OR OTHER OFFICER AUTHORIZED TO ADMINISTER OATHS.

1. This sworn statement is submitted with Bid or Proposal for _____
Monitoring of Debris Removal and Related Services (RFP #26-009)

2. This sworn statement is submitted by Tetra Tech, Inc.
(name of entity submitting sworn statement)
whose business address is _____
2301 Lucien Way, Suite 120, Maitland, FL 32751
and (if applicable) its Federal Employer Identification Number (FEIN) is _____
95-4148514

(If the entity has no FEIN, include the Social Security Number of the individual signing this sworn statement N/A

3. My name is Jonathan Burgiel
(please print name of individual signing)
and my relationship to the entity named above is Business Unit President

4. I understand that a “public entity crime” as defined 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 with the United States, including but not limited to, any bid or contract for goods or services to be provided to any public or an agency or political subdivision of any other state or of the United States and involving antitrust, fraud, theft, bribery, collusion, racketeering, conspiracy, material misrepresentation.

5. 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 guilt, in any federal or state trial court of record relating to charges brought by indictment information after July 1, 1989, as a result of a jury verdict, nonjury trial, or entry of a plea of guilty or nolo contendere.

6. I understand that an "affiliate" as defined in Paragraph 287.133(1)(a), Florida Statutes, means

1. 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 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.

7. I understand that a "person" as defined in Paragraph 287.133(1)(8), 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 bids or applies to bid on contracts for the provision of goods or services let by a public entity, or which otherwise transacts or applies to transact business with public entity. The term "person" includes those officers, directors, executives, partners, shareholders, employees, members, and agents who are active in management of an entity.

8. 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 applies).

X Neither the entity submitting this sworn statement, nor any officers, directors, executives, partners, shareholders, employees, members, or agents who are active in management of the entity, nor any affiliate of the entity have been charged with and convicted of a public entity crime subsequent to July 1, 1989, AND (Please indicate which additional statement applies.)

_____ There has been a proceeding concerning the conviction before a hearing of the State of Florida, Division of Administrative Hearings. The final order entered by the hearing officer did not place the person or affiliate on the convicted vendor list. (Please attach a copy of the final order.)

_____ The person or affiliate was placed on the convicted vendor list. There has been a subsequent proceeding before a hearing officer of the State of Florida, Division of Administrative Hearings. The final order entered by the hearing officer determined

that it was in the public interest to remove the person or affiliate from the convicted vendor list. (Please attach a copy of the final order.)

_____The person or affiliate has not been put on the convicted vendor list. (Please describe any action taken by or pending with the Department of General Services.)

Jonathan Burgiel
(signature)

5/5/2026
(date)

STATE OF Florida

COUNTY OF Orange

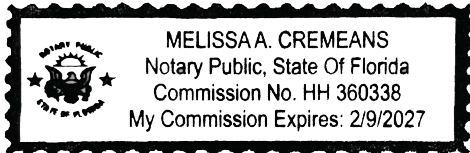
PERSONALLY APPEARED BEFORE ME, the undersigned authority,

Jonathan Burgiel who, after first being sworn by me, affixed his/her
(name of individual signing)

signature in the space provided above on this 5 day of May, 2026.

My commission expires: 2/9/2027

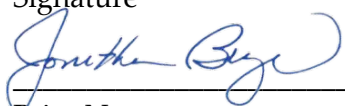
Melissa Cremeans
NOTARY PUBLIC



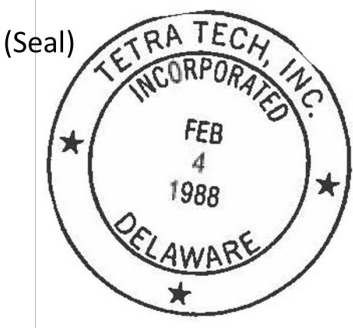
ATTACHMENT C - CITY OF KEY WEST INDEMNIFICATION FORM

To the fullest extent permitted by law, the Consultant expressly agrees to indemnify and hold harmless the City of Key West, their officers, directors, agents and employees *(herein called the "indemnitees") from liabilities, damages, losses and costs, including but not limited to, reasonable attorney's fees and court costs, such legal expenses to include costs incurred in establishing the indemnification and other rights agreed to in this Paragraph, to persons or property, to the extent caused by the negligence, recklessness, or intentional wrongful misconduct of the Consultant, its Subconsultants or persons employed or utilized by them in the performance of the Contract. Claims by indemnitees for indemnification shall be limited to the amount of Consultant's insurance or \$1 million per occurrence, whichever is greater. The parties acknowledge that the amount of the indemnity required hereunder bears a reasonable commercial relationship to the Contract and it is part of the project specifications or the bid documents, if any.

The indemnification obligations under the Contract shall not be restricted in any way by any limitation on the amount or type of damages, compensation, or benefits payable by or for the Consultant under Workers' Compensation acts, disability benefits acts, or other employee benefits acts, and shall extend to and include any actions brought by or in the name of any employee of the Consultant or of any third party to whom Consultant may subcontract a part or all of the Work. This indemnification shall continue beyond the date of completion of the work.

CONSULTANT: Tetra Tech, Inc.
Address
2301 Lucien Way, Suite 120, Maitland, FL 32751
Signature

Print Name
Jonathan Burgiel
Title
Business Unit President

SEAL:



DATE: 5/5/2026

**ATTACHMENT D - EQUAL BENEFITS FOR DOMESTIC PARTNERS
AFFIDAVIT**


STATE OF Florida)

: SS

COUNTY OF Orange)

I, the undersigned hereby duly sworn, depose and say that the firm of Tetra Tech, Inc.

provides benefits to domestic partners of its employees on the same basis as it provides benefits to employees' spouses, per City of Key West Code of Ordinances Sec. 2-799.

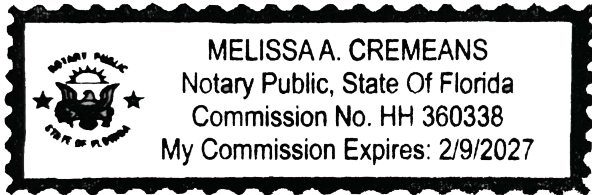
By: Jonathan Burgiel, Business Unit President 

Sworn and subscribed before me this 5 day of May 20 26.

NOTARY PUBLIC, State of Florida at Large Melissa Cremeans



My Commission Expires: 2/9/2027



ATTACHMENT E - CONE OF SILENCE AFFIDAVIT

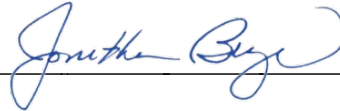
STATE OF Florida)

: SS

COUNTY OF Orange)

I, the undersigned hereby duly sworn, depose and say that all owner(s), partners, officers, directors, employees and agents representing the firm of Tetra Tech, Inc. have read and understand the limitations and procedures regarding communications concerning City of Key West Code of Ordinances Sec. 2-773 Cone of Silence.

By: Jonathan Burgiel, Business Unit President



Sworn and subscribed before me this

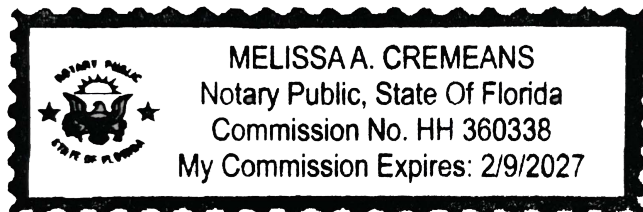
5 day of May 2026.

Melissa Cremeans



NOTARY PUBLIC, State of Florida at Large

My Commission Expires: 2/9/2027



ATTACHMENT G - THE CITY OF KEY WEST E-VERIFY AFFIDAVIT

Beginning January 1, 2021, Florida law requires all Consultants doing business with The City of Key West to register with and use the E-Verify System in order to verify the work authorization status of all newly hired employees. The City of Key West requires all vendors who are awarded contracts with the City to verify employee eligibility using the E-Verify System. As before, vendors are also required to maintain all I-9 Forms of their employees for the duration of the contract term. To enroll in the E-Verify System, vendors should visit the E-Verify Website located at www.e-verify.gov.

In accordance with Florida Statute § 448.095, **it is the responsibility of the Awarded Vendor to ensure compliance with all applicable E-Verify requirements.**

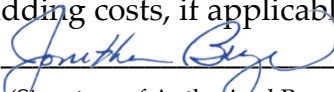
By executing this affidavit, the undersigned Consultant verifies its compliance with Florida Statute § 448.095, stating affirmatively that the individual, firm, or corporation which is engaged in the performance of services on behalf of the City of Key West, has registered with, is authorized to use, and uses the U.S. Department of Homeland Security's E-Verify system.

Furthermore, the undersigned Consultant agrees that it will continue to use E-Verify throughout the contract period, and should it employ or contract with any Subconsultant(s) in connection with the performance of services pursuant to this Agreement with The City of Key West, Consultant will secure from such Subconsultant(s) similar verification of compliance with Florida Statute § 448.095, by requiring the Subconsultant(s) to provide an affidavit attesting that the Subconsultant does not employ, or subcontract with, an unauthorized alien. Consultant further agrees to maintain records of such compliance during the duration of the Agreement and provide a copy of each such verification to The City of Key West within five (5) business days of receipt.

Failure to comply with this provision is a material breach of the Agreement and shall result in immediate termination of the Agreement without penalty to the City of Key West. Consultant shall be liable for all costs incurred by the City of Key West to secure replacement Agreement, including but not limited to, any increased costs for the same services, and costs due to delay, and rebidding costs, if applicable.

5/5/2026

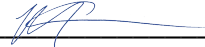
Date


(Signature of Authorized Representative)

State of Florida

County of Orange

Personally Appeared Before Me, the undersigned authority, Jonathan Burgiel who, being personally known or having produced his/her signature in the space provided above on this 5 day of May, 20 26.



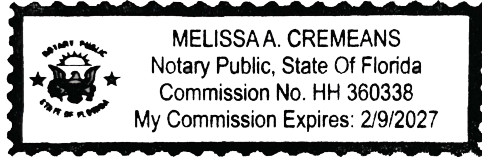
Signature, Notary Public

2/9/2027

Commission Expires

Melissa Cremans

Stamp/Seal:



ATTACHMENT H - AFFIDAVIT ATTESTING TO NONCOERCIVE CONDUCT

FOR LABOR OR SERVICES

Entity/Vendor Name: Tetra Tech, Inc.

Vendor FEIN: 95-4148514

Vendor's Authorized Representative: Jonathan Burgiel, Business Unit President

(Name and Title)

Address: 2301 Lucien Way, Suite 120

City: Maitland State: Florida Zip: 32751

Phone Number: 407.735.6580

Email Address: tdr.contracts@tetrattech.com

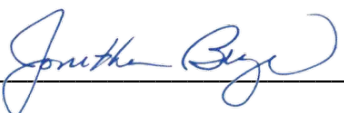
As a nongovernmental entity executing, renewing, or extending a contract with a government entity, Vendor is required to provide an affidavit under penalty of perjury attesting that Vendor does not use coercion for labor or services in accordance with Section 787.06, Florida Statutes.

As defined in Section 787.06(2)(a), coercion means:

1. Using or threatening to use physical force against any person;
2. Restraining, isolating, or confining or threatening to restrain, isolate, or confine any person without lawful authority and against her or his will;
3. Using lending or other credit methods to establish a debt by any person when labor or services are pledged as a security for the debt, if the value of the labor or services as reasonably assessed is not applied toward the liquidation of the debt, the length and nature of the labor or service are not respectively limited and defined;
4. Destroying, concealing, removing, confiscating, withholding, or possessing any actual or purported passport, visa, or other immigration document, or any other actual or purported government identification document, of any person;
5. Causing or threatening to cause financial harm to any person;
6. Enticing or luring any person by fraud or deceit; or
7. Providing a controlled substance as outlined in Schedule I or Schedule II of Section 893.03 to any person for the purpose of exploitation of that person.

As a person authorized to sign on behalf of Vendor, I certify under penalties of perjury that Vendor does not use coercion for labor or services in accordance with Section 787.06. Additionally, Vendor has reviewed Section 787.06, Florida Statutes, and agrees to abide by same.

Certified By: Jonathan Burgiel, who is authorized to sign on behalf of the above referenced company.

Authorized Signature: 

Print Name: Jonathan Burgiel

Title: Business Unit President

**ATTACHMENT I - VENDOR CERTIFICATION REGARDING
SCRUTINIZED COMPANIES LISTS**

Respondent Vendor Name: Tetra Tech, Inc.
Vendor FEIN: 95-4148514
Vendor's Authorized Representative Name and Title: Jonathan Burgiel, Business Unit President
Address: 2301 Lucien Way, Suite 120
City: Maitland State: Florida Zip: 32751
Phone Number: 407.735.6580
Email Address: tdr.contracts@tetrattech.com

Section 287.135(2)(a), Florida Statutes, prohibits a company from bidding on, submitting a proposal for, or entering into or renewing a contract for goods or services of any amount if, at the time of contracting or renewal, the company is on the Scrutinized Companies that Boycott Israel List, created pursuant to section 215.4725, Florida Statutes, or is engaged in a boycott of Israel. Section 287.135(2)(b), Florida Statutes, further prohibits a company from bidding on, submitting a proposal for, or entering into or renewing a contract for goods or services over one million dollars (\$1,000,000) if, at the time of contracting or renewal, the company is on either the Scrutinized Companies with Activities in Sudan List or the Scrutinized Companies with Activities in the Iran Petroleum Energy Sector List, both created pursuant to section 215.473, Florida Statutes, or the company is engaged in business operations in Cuba or Syria.

As the person authorized to sign on behalf of Respondent, I hereby certify that the company identified above in the section entitled "Respondent Vendor Name" is not listed on either the Scrutinized Companies that Boycott Israel List, Scrutinized Companies with Activities in Sudan List or the Scrutinized Companies with Activities in the Iran Petroleum Energy Sector List I understand that pursuant to section 287.135, Florida Statutes, the submission of a false certification may subject such company to civil penalties, attorney's fees, and/or costs and termination of the contract at the option of the awarding governmental entity.

Certified By: Jonathan Burgiel Business Unit President
Print Name *Print Title*

who is authorized to sign on behalf of the above referenced company.

Authorized Signature: 

ATTACHMENT J - CONFLICT OF INTREST STATEMENT

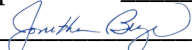
Respondent shall disclose any actual or potential conflict of interest known to Respondent under Chapter 112, Part III, Florida Statutes, and any material relationship between Respondent and any current City officer, employee, elected official, appointed official, or evaluation committee member that could reasonably be perceived as affecting impartiality. If none, state "None."

Disclosure:

None

The undersigned certifies under penalty of perjury that the foregoing disclosure is true, complete, and current as of the date signed and that Respondent will supplement this disclosure promptly if circumstances change.

Respondent: Tetra Tech, Inc.

By: 

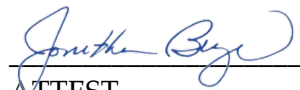
Printed Name / Title: Jonathan Burgiel, Business Unit President

Date: 5/5/2026

ATTACHMENT K - ACKNOWLEDGEMENT OF CONFORMANCE WITH O.S.H.A. STANDARDS

TO: City of Key West

Consultant's Name: Tetra Tech, Inc., Hereby acknowledges and agrees that they have the sole responsibility for compliance with all requirements of the Federal Occupational Safety and Health Act of 1970, and all State and Local Safety and Health regulations, and agree to indemnify and hold harmless the City, its officers, employees, and consultants against any and all legal liability or loss the City, its officers, Agents, employees, and consultants may incur due to failure to comply with such act.


ATTEST


ATTEST

Tetra Tech, Inc.
Consultant's Name

By: Jonathan Burgiel

Title: Business Unit President

Date: 5/5/2026

**ATTACHMENT L –
COPY OF STATE OF FLORIDA CORPORATE FILINGS;
OR
ARTICLES OF INCORPORATION
AS REQUIRED;
THE SECRETARY OF STATE, FLORIDA
CITY OF KEY WEST BUSINESS TAX RECEIPT**

Attached following this page is Tetra Tech's Florida Certificate of Good Standing and our Articles of Incorporation for the State of Delaware

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, 2026, that its most recent annual report/uniform business report was filed on January 5, 2026, 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 Fifth day of January, 2026*




Secretary of State

Tracking Number: 4528800983CC

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

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

RESTATED CERTIFICATE OF INCORPORATION

OF

TETRA TECH, INC.

Tetra Tech, Inc., a corporation organized and existing under the laws of the State of Delaware, hereby certifies as follows:

1. The name of the corporation is Tetra Tech, Inc. Tetra Tech, Inc. was originally incorporated under the name Li-San Acquisition Corp., and the original Certificate of Incorporation of the corporation was filed with the Secretary of State of the State of Delaware on February 4, 1988.

2. Pursuant to Section 242 and 245 of the Delaware General Corporation Law ("DGCL"), this Restated Certificate of Incorporation restates and integrates and further amends the provisions of the Certificate of Incorporation of this corporation.

3. This Restated Certificate of Incorporation has been duly adopted by the Board of Directors of the corporation in accordance with Section 245 of the DGCL, and in accordance with the Board's direction was submitted to the stockholders of the corporation.

4. Thereafter, pursuant to the resolution of the Board of Directors of the corporation, the vote of the stockholders of the corporation was solicited wherein a majority of the outstanding shares of capital stock of the corporation entitled to vote thereon approved this Restated Certificate of Incorporation.

5. The text of the Restated Certificate of Incorporation as heretofore amended or supplemented is hereby restated and further amended to read in its entirety as follows:

ARTICLE I

The name of the corporation is Tetra Tech, Inc.

ARTICLE II

The registered office of the corporation in the State of Delaware is Corporation Trust Center, 1209 Orange Street, Wilmington, Delaware 19801, County of New Castle. The name of the corporation's registered agent at such address is The Corporation Trust Company.

ARTICLE III

The purpose of the corporation is to engage in any lawful act or activity for which corporations may be organized under the DGCL.

ARTICLE IV

The total number of shares of stock that the corporation shall have authority to issue is one hundred fifty-two million (152,000,000), consisting of one hundred fifty million (150,000,000) shares of common stock, par value \$0.01, and two million (2,000,000) shares of preferred stock, par value \$0.01.

The designation and the powers, preferences and rights, and the qualifications, limitations or restrictions thereof are as follows:

(a) The board of directors is expressly authorized, at any time and from time to time, to provide for the issuance of shares of preferred stock in one or more series, with such voting powers, full or limited, or no voting powers, and such designations, preferences and relative, participating, optional or other special rights, and such qualifications, limitations or restrictions thereof, as shall be stated and expressed in the resolution or resolutions providing for the issue of such stock adopted by the board of directors; and

(b) Each holder of common stock of the corporation shall be entitled to one vote for each share of common stock registered in such holder's name on the books of the corporation.

ARTICLE V

Unless and except to the extent that the bylaws of the corporation shall so require, the election of the directors of the corporation need not be by written ballot. Meeting of the stockholders may be held within or without the State of Delaware, as the bylaws then provide. The books of the corporation may be kept (subject to any provision contained in the statutes) outside the State of Delaware at such place or places as may be designated from time to time by the board of directors or in the bylaws of the corporation.

ARTICLE VI

In furtherance and not in limitation of the powers conferred by the laws of the State of Delaware, the board of directors is expressly authorized and empowered:

(a) to make, alter and repeal the bylaws of the corporation, subject to the power of the stockholders of the corporation to alter or repeal any bylaw made by the board of directors;

(b) from time to time to set apart out of any funds or assets of the corporation available for dividends an amount or amounts to be reserved as working capital for any other lawful purpose and to abolish any reserve so created and to determine whether any, and, if any, what part, of the surplus of the corporation or its net profits applicable to dividends shall be declared in dividends and paid to its stockholders, and all rights of the holders of stock of the corporation in respect of dividends shall be subject to the power of the board of directors so to do;

(c) subject to the laws of the State of Delaware, from time to time to sell, lease or otherwise dispose of any part or parts of the properties of the corporation and to cease to conduct the business connection therewith or again to resume the same, as it may deem best; and

(d) in addition to the powers and authorities hereinbefore and by the laws of the State of Delaware conferred upon the board of directors, to execute all such powers and to do all acts and things as may be exercised or done by the corporation; subject, however, to the express provisions of said laws, of the certificate of incorporation of the corporation and its bylaws.

ARTICLE VII

Any director or any officer of the corporation elected or appointed by the stockholders of the corporation or by its board of directors may be removed at any time in the manner prescribed by the bylaws of the corporation.

ARTICLE VIII

A director of the corporation shall not be personally liable to the corporation or its stockholders for monetary damages for breach of fiduciary duty as a director, except for liability (i) for any breach of the director's duty of loyalty to the corporation or its stockholders, (ii) for acts or omissions not in good faith or which involve intentional misconduct or a knowing violation of law, (iii) under Section 174 of the DGCL, or (iv) for any transaction from which the director derived an improper personal benefit. If the DGCL hereafter is amended to authorize the further elimination or limitation of the liability of directors, then the liability of a director of the corporation, in addition to the limitation on personal liability provided herein, shall be limited to the fullest extent permitted by the amended DGCL. Any repeal or modification of this paragraph by the stockholders of the corporation shall be prospective only, and shall not adversely affect any limitation on the personal liability of a director of the corporation existing at the time of such repeal or modification.

ARTICLE IX

(a) Each person who was or is made a party or is threatened to be made a party to or is involved in any action, suit or proceeding, whether civil, criminal, administrative or investigative (hereinafter a "proceeding"), by reason of the fact that he or she, or a person of whom he or she is the legal representative, is or was a director or officer, of the corporation or is or was serving at the request of the corporation as a director, officer, employee or agent of another corporation or of a partnership, joint venture, trust or other enterprise, including service with respect to employee benefit plans, whether the basis of such proceeding is alleged action in an official capacity as a director, officer, employee or agent or in any other capacity while serving as a director, officer, employee or agent, shall be indemnified and held harmless by the corporation to the fullest extent authorized by the DGCL, as the same exists or may hereafter be amended, against all expense, liability and loss (including attorneys' fees, judgments, fines, ERISA excise taxes or penalties and amounts paid or to be paid in settlement) reasonably incurred or suffered by such person in connection therewith, and such indemnification shall continue as to a person who has ceased to be a director, officer, employee or agent and shall inure to the benefit of his or her heirs, executors and administrators; provided, however, that, except as provided in paragraph (b) of this Article IX, the corporation shall indemnify any such person seeking indemnification in connection with a proceeding (or part thereof) initiated by such person only if such proceeding (or part thereof) was authorized by the board of directors of the corporation. The right to indemnification conferred in this Article IX shall be contract right and shall include the right to be paid by the corporation the expenses incurred in defending any such proceeding in advance of its final disposition; provided, however, that, the payment of such expenses incurred by a director or officer in his or her capacity as a director or officer (and not in any other capacity in which service was or is rendered by such person while a director or officer, including, without limitation, service to an employee benefit plan) in advance of the final disposition of a proceeding, shall be made upon delivery to the corporation of an undertaking, by or on behalf of such director or officer, to repay all amounts so advanced if it shall ultimately be determined that such director or officer is not entitled to be indemnified under this Article IX or otherwise. The corporation may, by action of its board of directors, provide indemnification to employees and agents of the corporation with the same scope and effect as the foregoing indemnification of directors and officers.

(b) The right to indemnification and the payment of expenses incurred in defending a proceeding in advance of its final disposition conferred in this Article IX shall not be exclusive of any right which any person may have or hereafter acquire under any statute, provision of the certificate of incorporation, bylaw, agreement, vote of stockholders or disinterested directors or otherwise.

(c) The corporation may maintain insurance, at its expense, to protect itself and any director, officer, employee or agent of the corporation or another corporation, partnership, joint venture, trust or

other enterprise against any such expense, liability or loss, whether or not the corporation would have the power to indemnify such person against such expense, liability or loss under the DGCL.

ARTICLE X


The corporation reserves the right at any time, and from time to time, to amend, alter, change or repeal any provision contained in this certificate of incorporation, and other provisions authorized by the laws of the State of Delaware at the time in force may be added or inserted, in the manner now or hereafter prescribed by law; and all rights, preferences and privileges of whatsoever nature conferred upon stockholders, directors or any other persons whomsoever by and pursuant to this certificate of incorporation in its present form or as hereafter amended are granted subject to the rights reserved in this article.

IN WITNEESE WHEREOF, the undersigned have executed this Restated Certificate of Incorporation as of the 26th day of February, 2009.

TETRA TECH, INC.

By: 
Dan L. Batrack, Chairman,
Chief Executive Officer and President

Attest:

By: 
James B. Salin, Vice President,
General Counsel and Secretary

ATTACHMENT M – COPY OF DRAFT CONTRACT DOCUMENTS

Tetra Tech has provided a copy of draft contract documents on the following pages.

DRAFT MASTER SERVICES AGREEMENT
FOR MONITORING OF DEBRIS REMOVAL AND RELATED SERVICES

THIS AGREEMENT is made this _____ day of _____, 2026, by and between the **City of Key West, Florida**, located at 1300 White Street, Key West, FL 33040 (hereinafter referred to as ("CLIENT")) and **Tetra Tech, Inc.** (hereinafter referred to as ("CONTRACTOR")), located at 2301 Lucien Way, Suite 120, Maitland, FL 32751.

WHEREAS, Client has issued RFP No. 26-009 for Monitoring of Debris Removal and Related Services which is attached hereto as **Exhibit A**.

WHEREAS, Client has reviewed Contractor's response to RFP No. 26-009 and wishes to enter into a contractual agreement with Contractor to provide professional consulting services for monitoring of debris removal and related services which the Technical Approach and Rate Schedule are attached hereto as **Exhibit B and C**.

NOW, THEREFORE in consideration of the promises herein and for other good and valuable consideration, the parties agree as follows:

1. **Scope of Services:** Contractor and Client agree Contractor will perform monitoring of debris removal and related services as described in **Exhibit A and B** (Client's RFP and Contractor's Technical Approach), attached hereto. Task Orders shall be issued for specific deliverables under this Agreement. Such deliverables to be provided by Contractor will be determined by Client and specified in writing on each Task Order.
2. **Term:** The term of this Agreement shall begin on the date written above and be in effect for three (3) years with the option to renew for up to one (1) additional period of two (2) years each by mutual consent.
3. **Independent Contractor:** Contractor is an independent contractor and is not an employee of Client. Services performed by Contractor under this Agreement are solely for the benefit of the Client. Nothing contained in this Agreement creates any duties on the part of Contractor toward any person not a party to this Agreement.
4. **Standard of Care:** Contractor will perform services under this Agreement with the degree of skill and diligence normally practiced by professional engineers or contractors performing the same or similar services. No other warranty or guarantee, expressed or implied, is made with respect to the services furnished under this Agreement and all implied warranties are disclaimed.
5. **Federal Requirements:** Contractor must comply with all applicable federal regulations from 2 C.F.R. § 200.326 and 2 C.F.R. Part 200, Appendix II which are attached hereto as **Exhibit D**.
6. **Uncontrollable Forces:** Neither the Client nor Contractor shall be considered to be in default of this Agreement if delays in or failure of performance shall be due to Uncontrollable Forces, the effect of which, by the exercise of reasonable diligence, the non-performing party could not avoid. The term "Uncontrollable Forces" shall mean any event which results in the prevention or delay of performance by a party of its obligations under this Agreement and which is beyond the reasonable control of the nonperforming party. It includes, but is not limited to fire, flood, earthquakes, explosion, strike, transportation, or equipment delays, act of war, Act of God, lightning, epidemic, war, riot, civil disturbance, sabotage, acts of terrorism and governmental actions outside the control of the Client. The schedule or payment under the Agreement shall be equitably adjusted, if necessary, to compensate Contractor for any additional costs due to the delay.

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Neither party shall, however, be excused from performance if nonperformance is due to forces which are foreseeable, preventable, removable, or remediable, and which the nonperforming party could have, with the exercise of reasonable diligence, prevented, removed or remedied with reasonable dispatch. The nonperforming party shall, within a reasonable time of being prevented or delayed from performance by an uncontrollable force, give written notice to the other party describing the circumstances and uncontrollable forces preventing continued performance of the obligations of this Agreement.

7. **Fee for Services:** The fee for the services under this Agreement will be based on the actual hours of services furnished multiplied by Contractor's Billing Rates plus special costs such as boat rental and marine expenses billed at cost without mark-up as set forth in **Exhibit C**.

Upon written request from Contractor prior to each anniversary date of the agreement and at the discretion of the Client, an annual price increase may be negotiated. Any rate adjustment approved by the Client will be based on the latest yearly percentage increase of the Consumer Price Index for All Urban Consumers (CPI-U)(All Items) as published by the Bureau of Labor Statistics, U.S. Department of Labor.

8. **Compensation:** Payment terms are net thirty (30) days. Client will review invoices for acceptance within ten (10) calendar days of the date of the invoice to which Client and shall promptly notify Contractor of any invoice discrepancies. Contractor and Client will work in good faith to resolve any such discrepancies within ten (10) days after notification. Should a discrepancy result in a partial rejection of any item(s) invoiced, Client shall proceed with partial payment within Net 30 days of the date of the invoice. Under no circumstances shall payment of Contractor's invoices be contingent on reimbursement of Client by any third-party authority or funding source. Any interest charges due from Client on past due invoices are in addition to amounts otherwise due under this Agreement.

All invoices shall be delivered to:

*City of Key West, Florida
1300 White Street
Key West, FL 33040*

Payment shall be made to and delivered to:

*Tetra Tech, Inc.
PO Box 200191
Dallas, TX 75320-0191*

9. **Indemnity:** Contractor shall save harmless the Client from all claims and liability due to activities of itself, its agents, or employees, performed under this Agreement to the extent caused by the negligent act, error or omission of the Contractor or of any person employed by the Contractor. Contractor shall also save harmless the Client from reasonable attorney fees which might be incurred by the Client in litigation or otherwise resisting said claims or liabilities which might be imposed on the Client as result of such activities by the Contractor, its agents, or employees.
10. **Insurance:** During the course of performance of the services under this agreement, Contractor will maintain the following insurance coverages:

Worker's Compensation	Statutory
Employer's Liability	U.S. \$1,000,000
Commercial General Liability	U.S. \$1,000,000 per occurrence

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	U.S. \$1,000,000 aggregate
Comprehensive General Automobile	U.S. \$1,000,000 combined single limit
Professional Liability	U.S. \$1,000,000 per claim and in the aggregate

Before beginning any work, Contractor shall deliver to Client, a Certificate of Insurance evidencing that the above coverages are in effect as well as naming Client as an Additional Insured. An Additional Insured Endorsement must accompany the Certificate of Insurance. Such coverage will not be canceled or materially changed without thirty (30) days written notice.

11. **Work Product:** Client shall have the unrestricted right to use the documents, analyses and other data prepared by Contractor under this Agreement ('Work Products'); provided, however Client shall not rely on or use the Work Products for any purpose other than the purposes under this Agreement and the Work Products shall not be changed without the prior written approval of Contractor. If Client releases the Work Products to a third party, other than Client's auditors, without Contractor's prior written consent, or changes or uses the Work Products other than as intended hereunder, (a) Client does so at its sole risk and discretion, and (b) Contractor shall not be liable for any claims or damages resulting from the change or use or connected with the release or any third party's use of the Work Products.
12. **Limitation of Liability:** No employee of Contractor shall have individual liability to Client. To the extent permitted by law, the total liability of Contractor, its officers, directors, shareholders, employees and Subcontractors for any and all claims arising out of this Agreement, including attorneys' fees, and whether caused by negligence, errors, omissions, strict liability, breach of contract or contribution, or indemnity claims based on third party claims, shall not exceed the greater of one million dollars (U.S. \$1,000,000) or the amount actually paid to Contractor under this Agreement.
13. **No Consequential Damages:** In no event and under no circumstances shall Contractor be liable to Client for any principal, interest, loss of anticipated revenues, earnings, profits, increased expense of operation or construction, loss by reason of shutdown or non-operation due to late completion, or for any other economic, consequential, indirect or special damages.
14. **Information Provided by Others:** Client shall provide to Contractor in a timely manner any information Contractor indicates is needed to perform the services hereunder. Contractor may reasonably rely on the accuracy of information provided by Client and its representatives.
15. **Safety and Security:** Contractor has established and maintains programs and procedures for the safety of its employees. Unless specially included as a service to be provided under this Agreement, Contractor specially disclaims any authority or responsibility for job site safety and safety of persons other than Contractor's or Subcontractor's employees.
16. **Cooperative Purchasing:** Client does not object to other government entities taking advantage of the terms, conditions, and pricing offered under this Agreement, but such other government entities must use their own contractual agreement.
17. **Termination:** Either party may terminate this Agreement upon thirty (30) days prior written notice to the other party. Client shall pay Contractor for all services rendered to the date of termination plus reasonable expenses for winding down the services. If either party defaults in its obligations under this Agreement, the non-defaulting party, after giving ten (10) days written notice of its intention to terminate or suspend performance under this Agreement, may, if cure of the default is not

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commenced and diligently continued by the defaulting party, terminate this Agreement or suspend performance under this Agreement.

18. **Dispute Resolution:** Contractor and Client shall attempt to resolve conflicts or disputes under this Agreement in a fair and reasonable manner, and that if resolution cannot be made, the parties agree to attempt to mediate the conflict by a professional mediator. If mediation does not settle any dispute or action which arises under this Agreement, either party may pursue litigation after notifying the other party of its intentions.
19. **Successors and Assigns:** This Agreement is binding upon and will inure to the benefit of Client and Contractor and their respective successors and assigns. Neither party may assign its rights or obligations hereunder without the prior written consent of the other party.
20. **Notices:** Any notice required or permitted by this Agreement to be given shall be deemed to have been duly given if in writing and delivered personally or five (5) days after mailing by first-class, registered, or certified mail, return receipt requested, postage prepaid and addressed as follows:

Client:

[Insert Name and Title]
City of Key West, Florida
1300 White Street
Key West, FL 33040
[Insert Phone Number]
[Insert Email Address]

Contractor:

Contracts Department
Tetra Tech, Inc.
2301 Lucien Way, Suite 120
Maitland, FL 32751
(407) 803-2551 (Betty Kamara)
TDR.Contracts@tetrattech.com

21. **Severability:** The invalidity, illegality, or unenforceability of any provision of this Agreement, or the occurrence of any event rendering any portion or provision of this Agreement void, shall in no way affect the validity or enforceability of any other portion or provision of the Agreement. Any void provision shall be deemed severed from the Agreement and the remainder of the Agreement shall be construed and enforced as if the Agreement did not contain the particular portion or provision held to be void. The parties further agree to reform the Agreement to replace any stricken provision with a valid provision that comes as close as possible to the intent of the stricken provision. The provisions of this section shall not prevent the entire Agreement from being void should a provision which is of the essence of the Agreement be determined to be void.
22. **Governing Law and Venue:** This Agreement shall be construed under and governed by the laws of the State of Florida without giving effect to its principles on conflicts of law and applicable federal laws and regulations. Any disputes arising thereunder may only be brought in the appropriate state court in Monroe County, Florida.
23. **Access and Audits:** Contractor shall maintain adequate financial and program records to justify all charges, expenses, and costs incurred in estimating and performing the work under this Agreement for at least three (3) years following final payment to the Client as Federal Emergency Management Agency sub-grantee. The Client shall have access to all records, documents and information collected and/or maintained by others in the course of the administration of the Agreement. This information shall be made accessible at the Contractor's place of business to the Client, FEMA Administrator, Comptroller General of the United States and their respective designees and authorized agents, for purposes of inspection, reproduction, and audit without restriction.
24. **Non-Discrimination:** The Contractor warrants and represents that all of its employees will be treated equally during employment without regard to race, color, religion, gender, age or national

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origin.

25. **Waiver:** A waiver by either the Client or Contractor of any breach of this Agreement shall not be binding upon the waiving party unless such waiver is in writing. In the event of a written waiver, such a waiver shall not affect the waiving party's rights with respect to any other or further breach. The making or acceptance of a payment by either party with knowledge of the existence of a default or breach shall not operate or be construed to operate as a waiver of any subsequent default or breach.
26. **Modification:** The Agreement may not be modified unless such modifications are evidenced in writing and signed by both the Client and Contractor. Such modifications shall be in the form of a written Amendment executed by both parties.
27. **Contingent Fees:** The Contractor warrants that it has not employed or retained any company or person, other than a bona fide employee working solely for the Contractor to solicit or secure this Agreement and that it has not paid or agreed to pay any person, company, corporation, individual or firm, other than a bona fide employee working solely for the Contractor, any fee, commission, percentage, gift or any other consideration contingent upon or resulting from the award or making of this Agreement.
28. **Confidentiality:** No reports, information, computer programs, documentation, and/or data given to, or prepared or assembled by the Contractor under this Agreement shall be made available to any individual or organization by the Contractor without prior written approval of the Client unless such disclosure is required by a federal or Florida law or regulation.
29. **Data Protection:** Each party shall comply with all applicable laws and regulations relating to the processing, protection, or privacy of personal data, including where applicable, the guidance and codes of practice issued by regulatory bodies in any relevant jurisdiction. Each party agrees that it shall keep such personal data in a secure technological environment.
30. **Miscellaneous:** Client expressly agrees that all provisions of the Agreement, including the clause limiting the liability of Contractor, were mutually negotiated. In any action to enforce or interpret this Agreement, the prevailing party shall be entitled to recover, as part of its judgment, reasonable attorneys' fees and costs from the other party.
31. **Counterparts:** This Agreement may be executed in multiple counterparts, each of which shall be deemed to be an original instrument, but all of which taken together shall constitute one instrument.

INTENTIONALLY LEFT BLANK

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IN WITNESS WHEREOF, the Contractor has caused this Agreement to be signed in its corporate name by its authorized representative, and the Client has caused this Agreement to be signed in its legal name by persons authorized to execute this Agreement as of the day and year first written above.

**CONTRACTOR:
TETRA TECH, INC.**

**CLIENT:
CITY OF KEY WEST, FLORIDA**

By: Jonathan Burgiel
Title: Business Unit President

By:
Title:

ATTEST:

ATTEST:

Kayla Lemaire, Contracts Administrator

ATTACHMENTS:

- Exhibit A: City of Key West, Florida RFP #26-009 for Monitoring of Debris Removal and Related Services
- Exhibit B: Tetra Tech Technical Approach
- Exhibit C: Tetra Tech Fee Schedule
- Exhibit D: Federal Provisions (2CFR200)

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EXHIBIT A

City of Key West, Florida RFP #26-009 for Monitoring of Debris Removal and Related Services

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EXHIBIT B

Tetra Tech Technical Approach

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EXHIBIT C

Tetra Tech Fee Schedule

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**EXHIBIT D
FEDERAL PROVISIONS**

**FEMA CONTRACT PROVISIONS FOR NON-FEDERAL ENTITY UNDER FEDERAL AWARDS REQUIRED
BY 2 C.F.R. §200.326 APPENDIX II TO 2 CFR §200**

REMEDIES

(For all awarded contracts with a value greater than \$150,000.00)

Any violation or breach of terms of this contract on the part of the Contractor or the Contractor's subcontractors may result in the suspension or termination of this contract or such other action that may be necessary to enforce the rights of the parties of this contract. The duties and obligations imposed by the contract documents and the rights and remedies available thereunder shall be in addition to and not a limitation of any duties, obligations, rights and remedies otherwise imposed or available by law. Any violation or breach of terms of this contract of the Contractor or the Contractor's sub-contractors will be subject to the remedies, including liquidated damages, described in the bid specifications or Request for Proposal and the Client rules and regulations and special conditions which are incorporated herein by reference in their entirety.

TERMINATION FOR CAUSE AND CONVENIENCE

(For all awarded contracts with a value greater than \$10,000.00)

The Client reserves the right to terminate this contract for cause or convenience pursuant to the rules and regulations and special conditions which are incorporated herein by reference in their entirety.

EQUAL EMPLOYMENT OPPORTUNITY

(For all awarded contracts that meet the definition of "federally assisted construction contract" provided in 41 CFR Part 60-1.3) **Contractor must complete enclosed certification**

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

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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, 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, 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, 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, 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, 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.

DAVIS-BACON ACT AND COPELAND "ANTI-KICKBACK" ACT

(The Davis-Bacon Act only applies to the Emergency Management Preparedness Grant Program, Homeland Security Grant Program, Nonprofit Security Grant Program, Tribal Homeland Security Grant Program, Port Security Grant Program, and Transit Security Grant Program. It DOES NOT apply to other FEMA grant and cooperative agreement programs, including the Public Assistance Program.

1. *Minimum wages.*

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- i. All laborers and mechanics employed or working upon the site of the work (or under the United States Housing Act of 1937 or under the Housing Act of 1949 in the construction or development of the project), will be paid unconditionally and not less often than once a week, and without subsequent deduction or rebate on any account (except such payroll deductions as are permitted by regulations issued by the Secretary of Labor under the Copeland Act (29 CFR part 3)), the full amount of wages and bona fide fringe benefits (or cash equivalents thereof) due at time of payment computed at rates not less than those contained in the wage determination of the Secretary of Labor which is attached hereto and made a part hereof, regardless of any contractual relationship which may be alleged to exist between the contractor and such laborers and mechanics.
- Contributions made or costs reasonably anticipated for bona fide fringe benefits under section 1(b)(2) of the Davis-Bacon Act on behalf of laborers or mechanics are considered wages paid to such laborers or mechanics, subject to the provisions of paragraph (a)(1)(iv) of this section; also, regular contributions made or costs incurred for more than a weekly period (but not less often than quarterly) under plans, funds, or programs which cover the particular weekly period, are deemed to be constructively made or incurred during such weekly period. Such laborers and mechanics shall be paid the appropriate wage rate and fringe benefits on the wage determination for the classification of work actually performed, without regard to skill, except as provided in §5.5(a)(4). Laborers or mechanics performing work in more than one classification may be compensated at the rate specified for each classification for the time actually worked therein: *Provided*, that the employer's payroll records accurately set forth the time spent in each classification in which work is performed. The wage determination (including any additional classification and wage rates conformed under paragraph (a)(1)(ii) of this section) and the Davis Bacon poster (WH-1321) shall be posted at all times by the contractor and its subcontractors at the site of the work in a prominent and accessible place where it can be easily seen by the workers.
- ii. (A) The contracting officer shall require that any class of laborers or mechanics, including helpers, which is not listed in the wage determination, and which is to be employed under the contract shall be classified in conformance with the wage determination. The contracting officer shall approve an additional classification and wage rate and fringe benefits therefore only when the following criteria have been met:
- 1) The work to be performed by the classification requested is not performed by a classification in the wage determination; and
 - 2) The classification is utilized in the area by the construction industry; and
 - 3) The proposed wage rate, including any bona fide fringe benefits, bears a reasonable relationship to the wage rates contained in the wage determination.
- (B) If the contractor and the laborers and mechanics to be employed in the classification (if known), or their representatives, and the contracting officer agree on the classification and wage rate (including the amount designated for fringe benefits where appropriate), a report of the action taken shall be sent by the contracting officer to the Administrator of the Wage and Hour Division, Employment Standards Administration, U.S. Department of Labor, Washington, DC 20210. The Administrator, or an authorized representative, will approve, modify, or disapprove every additional classification action within 30 days of receipt and so advise the contracting officer or will notify the contracting officer within the 30-day period that additional time is necessary.
- (C) In the event the contractor, the laborers or mechanics to be employed in the classification or their representatives, and the contracting officer do not agree on the proposed classification and wage rate (including the amount designated for fringe benefits, where appropriate), the contracting officer shall refer the questions, including the views of all interested parties and the recommendation of the contracting officer, to the Administrator for determination. The Administrator, or an authorized representative, will issue a determination within 30 days of receipt and so advise the contracting officer or will notify the contracting officer within the 30-day period that additional time is necessary.

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(D) The wage rate (including fringe benefits where appropriate) determined pursuant to paragraphs (a)(1)(ii) (B) or (C) of this section, shall be paid to all workers performing work in the classification under this contract from the first day on which work is performed in the classification.

- i. Whenever the minimum wage rate prescribed in the contract for a class of laborers or mechanics includes a fringe benefit which is not expressed as an hourly rate, the contractor shall either pay the benefit as stated in the wage determination or shall pay another bona fide fringe benefit or an hourly cash equivalent thereof.
- ii. If the contractor does not make payments to a trustee or other third person, the contractor may consider as part of the wages of any laborer or mechanic the amount of any costs reasonably anticipated in providing bona fide fringe benefits under a plan or program, *Provided*, That the Secretary of Labor has found, upon the written request of the contractor, that the applicable standards of the Davis-Bacon Act have been met. The Secretary of Labor may require the contractor to set aside in a separate account assets for the meeting of obligations under the plan or program.

2. *Withholding.*

The Federal Agency and/or Client shall upon its own action or upon written request of an authorized representative of the Department of Labor withhold or cause to be withheld from the contractor under this contract or any other Federal contract with the same prime contractor, or any other federally-assisted contract subject to Davis-Bacon prevailing wage requirements, which is held by the same prime contractor, so much of the accrued payments or advances as may be considered necessary to pay laborers and mechanics, including apprentices, trainees, and helpers, employed by the contractor or any subcontractor the full amount of wages required by the contract. In the event of failure to pay any laborer or mechanic, including any apprentice, trainee, or helper, employed or working on the site of the work (or under the United States Housing Act of 1937 or under the Housing Act of 1949 in the construction or development of the project), all or part of the wages required by the contract, the (Agency) may, after written notice to the contractor, sponsor, applicant, or owner, take such action as may be necessary to cause the suspension of any further payment, advance, or guarantee of funds until such violations have ceased.

3. *Payrolls and basic records.*

- i. Payrolls and basic records relating thereto shall be maintained by the contractor during the course of the work and preserved for a period of three years thereafter for all laborers and mechanics working at the site of the work (or under the United States Housing Act of 1937, or under the Housing Act of 1949, in the construction or development of the project). Such records shall contain the name, address, and social security number of each such worker, his or her correct classification, hourly rates of wages paid (including rates of contributions or costs anticipated for bona fide fringe benefits or cash equivalents thereof of the types described in section 1 (b) (2) (B) of the Davis-Bacon Act), daily and weekly number of hours worked, deductions made and actual wages paid. Whenever the Secretary of Labor has found under 29 CFR 5.5(a)(1)(iv) that the wages of any laborer or mechanic include the amount of any costs reasonably anticipated in providing benefits under a plan or program described in section 1(b)(2)(B) of the Davis-Bacon Act, the contractor shall maintain records which show that the commitment to provide such benefits is enforceable, that the plan or program is financially responsible, and that the plan or program has been communicated in writing to the laborers or mechanics affected, and records which show the costs anticipated or the actual cost incurred in providing such benefits. Contractors employing apprentices or trainees under approved programs shall of trainee programs, the registration of the apprentices and trainees, and the ratios and wage rates prescribed in the applicable programs.
- ii. (A) The contractor shall submit weekly for each week in which any contract work is performed a copy of all payrolls to the federal agency if the agency is a party to the contract, but if the agency is not such a party, the contractor will submit the payrolls to the applicant, sponsor, or owner, as the case may be, for transmission to the federal agency. The payrolls submitted shall set out

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accurately and completely all of the information required to be maintained under 29 CFR 5.5(a)(3)(i), except that full social security numbers and home addresses shall not be included on weekly transmittals. Instead the payrolls shall only need to include an individually identifying number for each employee (*e.g.*, the last four digits of the employee's social security number). The required weekly payroll information may be submitted in any form desired. Optional Form WH-347 is available for this purpose from the Wage and Hour Division Web site at <http://www.dol.gov/esa/whd/forms/wh347instr.htm> or its successor site. The prime contractor is responsible for the submission of copies of payrolls by all subcontractors. Contractors and subcontractors shall maintain the full social security number and current address of each covered worker, and shall provide them upon request to the federal agency if the agency is a party to the contract, but if the agency is not such a party, the contractor will submit them to the applicant, sponsor, or owner, as the case may be, for transmission to the federal agency, the contractor, or the Wage and Hour Division of the Department of Labor for purposes of an investigation or audit of compliance with prevailing wage requirements. It is not a violation of this section for a prime contractor to require a subcontractor to provide addresses and social security numbers to the prime contractor for its own records, without weekly submission to the sponsoring government agency (or the applicant, sponsor, or owner).

(B) Each payroll submitted shall be accompanied by a "Statement of Compliance," signed by the contractor or subcontractor or his or her agent who pays or supervises the payment of the persons employed under the contract and shall certify the following:

- 1) That the payroll for the payroll period contains the information required to be provided under §5.5 (a) (3) (ii) of Regulations, 29 CFR part 5, the appropriate information is being maintained under §5.5 (a) (3) (i) of Regulations, 29 CFR part 5, and that such information is correct and complete;
- 2) That each laborer or mechanic (including each helper, apprentice, and trainee) employed on the contract during the payroll period has been paid the full weekly wages earned, without rebate, either directly or indirectly, and that no deductions have been made either directly or indirectly from the full wages earned, other than permissible deductions as set forth in Regulations, 29 CFR part 3;
- 3) That each laborer or mechanic has been paid not less than the applicable wage rates and fringe benefits or cash equivalents for the classification of work performed, as specified in the applicable wage determination incorporated into the contract.

(C) The weekly submission of a properly executed certification set forth on the reverse side of Optional Form WH-347 shall satisfy the requirement for submission of the "Statement of Compliance" required by paragraph (a)(3)(ii)(B) of this section.

(D) The falsification of any of the above certifications may subject the contractor or subcontractor to civil or criminal prosecution under section 1001 of title 18 and section 231 of title 31 of the United States Code.

- i. The contractor or subcontractor shall make the records required under paragraph (a)(3)(i) of this section available for inspection, copying, or transcription by authorized representatives of the federal agency or the Department of Labor, and shall permit such representatives to interview employees during working hours on the job. If the contractor or subcontractor fails to submit the required records or to make them available, the Federal agency may, after written notice to the contractor, sponsor, applicant, or owner, take such action as may be necessary to cause the suspension of any further payment, advance, or guarantee of funds. Furthermore, failure to submit the required records upon request or to make such records available may be grounds for debarment action pursuant to 29 CFR 5.12.

4. *Apprentices and trainees-*

- i. *Apprentices.* Apprentices will be permitted to work at less than the predetermined rate for the work they performed when they are employed pursuant to and individually registered in a bona fide

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- apprenticeship program registered with the U.S. Department of Labor, Employment and Training Administration, Office of Apprenticeship Training, Employer and Labor Services, or with a State Apprenticeship Agency recognized by the Office, or if a person is employed in his or her first 90 days of probationary employment as an apprentice in such an apprenticeship program, who is not individually registered in the program, but who has been certified by the Office of Apprenticeship Training, Employer and Labor Services or a State Apprenticeship Agency (where appropriate) to be eligible for probationary employment as an apprentice. The allowable ratio of apprentices to journeymen on the job site in any craft classification shall not be greater than the ratio permitted to the contractor as to the entire work force under the registered program. Any worker listed on a payroll at an apprentice wage rate, who is not registered or otherwise employed as stated above, shall be paid not less than the applicable wage rate on the wage determination for the classification of work actually performed. In addition, any apprentice performing work on the job site in excess of the ratio permitted under the registered program shall be paid not less than the applicable wage rate on the wage determination for the work actually performed. Where a contractor is performing construction on a project in a locality other than that in which its program is registered, the ratios and wage rates (expressed in percentages of the journeyman's hourly rate) specified in the contractor's or subcontractors registered program shall be observed. Every apprentice must be paid at not less than the rate specified in the registered program for the apprentice's level of progress, expressed as a percentage of the journeymen hourly rate specified in the applicable wage determination. Apprentices shall be paid fringe benefits in accordance with the provisions of the apprenticeship program. If the apprenticeship program does not specify fringe benefits, apprentices must be paid the full amount of fringe benefits listed on the wage determination for the applicable classification. If the Administrator determines that a different practice prevails for the applicable apprentice classification, fringes shall be paid in accordance with that determination. In the event the Office of Apprenticeship Training, Employer and Labor Services, or a State Apprenticeship Agency recognized by the Office, withdraws approval of an apprenticeship program, the contractor will no longer be permitted to utilize apprentices at less than the applicable predetermined rate for the work performed until an acceptable program is approved.
- ii. *Trainees.* Except as provided in 29 CFR 5.16, trainees will not be permitted to work at less than the predetermined rate for the work performed unless they are employed pursuant to and individually registered in a program which has received prior approval, evidenced by formal certification by the U.S. Department of Labor, Employment and Training Administration. The ratio of trainees to journeymen on the job site shall not be greater than permitted under the plan approved by the Employment and Training Administration. Every trainee must be paid at not less than the rate specified in the approved program for the trainee's level of progress, expressed as a percentage of the journeyman hourly rate specified in the applicable wage determination. Trainees shall be paid fringe benefits in accordance with the provisions of the trainee program. If the trainee program does not mention fringe benefits, trainees shall be paid the full amount of fringe benefits listed on the wage determination unless the Administrator of the Wage and Hour Division determines that there is an apprenticeship program associated with the corresponding journeyman wage rate on the wage determination which provides for less than full fringe benefits for apprentices. Any employee listed on the payroll at a trainee rate who is not registered and participating in a training plan approved by the Employment and Training Administration shall be paid not less than the applicable wage rate on the wage determination for the classification of work actually performed. In addition, any trainee performing work on the job site in excess of the ratio permitted under the registered program shall be paid not less than the applicable wage rate on the wage determination for the work actually performed. In the event the Employment and Training Administration withdraws approval of a training program, the contractor will no longer be permitted to utilize trainees at less than the applicable predetermined rate for the work performed until an acceptable program is approved.
- iii. *Equal employment opportunity.* The utilization of apprentices, trainees and journeymen under this part shall be in conformity with the equal employment opportunity requirements of Executive Order 11246, as amended, and 29 CFR part 30.

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5. *Compliance with Copeland Act requirements.*

The contractor shall comply with the requirements of 29 CFR part 3, which are incorporated by reference in this contract.

6. *Subcontracts.*

The contractor or subcontractor shall insert in any subcontracts the clauses contained in 29 CFR 5.5(a) (l) through (10) and such other clauses as FEMA may by appropriate instructions require, and also 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 the contract clauses in 29 CFR 5.5.

7. *Contract termination: debarment.*

A breach of the contract clauses in 29 CFR 5.5 may be grounds for termination of the contract, and for debarment as a contractor and a subcontractor as provided in 29 CFR 5.12.

8. *Compliance with Davis-Bacon and Related Act requirements.*

All rulings and interpretations of the Davis-Bacon and Related Acts contained in 29 CFR parts 1, 3, and 5 are herein incorporated by reference in this contract.

9. *Breach.*

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.

10. *Disputes concerning labor standards.*

Disputes arising out of the labor standards provisions of this contract shall not be subject to the general disputes clause of this contract. Such disputes shall be resolved in accordance with the procedures of the Department of Labor set forth in 29 CFR parts 5, 6, and 7. Disputes within the meaning of this clause include disputes between the contractor (or any of its subcontractors) and the contracting agency, the U.S. Department of Labor, or the employees or their representatives.

11. *Certification of eligibility.*

- 1) By entering into this contract, the contractor certifies that neither it (nor he or she) nor any person or firm who has an interest in the contractor's firm is a person or firm ineligible to be awarded Government contracts by virtue of section 3(a) of the Davis Bacon Act or 29 CFR 5.12(a)(l).
- 2) No part of this contract shall be subcontracted to any person or firm ineligible for award of a Government contract by virtue of section 3(a) of the Davis-Bacon Act or 29 CFR 5.12(a)(l).
- 3) The penalty for making false statements is prescribed in the U.S. Criminal Code, 18 U.S.C. 1001.

CONTRACT WORK HOURS AND SAFETY STANDARDS ACT

(For all awarded contracts related to "mechanics and laborers" with a value greater than \$100,000.00)

- 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. 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 watchmen and guards, employed in violation of the clause

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set forth in paragraph (b)(1) of this section, in the sum of \$27 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) of this section.

- 3) Withholding for unpaid wages and liquidated damages. The (write in the name of the Federal agency or the loan or grant recipient) shall upon its own action or upon written request of an authorized representative of the Department of Labor withhold or cause to be withheld, from any moneys payable on account of work performed by the contractor or subcontractor under any such contract or 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, which is held by the same prime contractor, such sums as may be determined to be necessary to satisfy any liabilities of such contractor or subcontractor for unpaid wages and liquidated damages as provided in the clause set forth in paragraph (b)(2) of this section.
- 4) Subcontracts. The contractor or subcontractor shall insert in any subcontracts the clauses set forth in paragraph (b)(1) through (4) of this section and also a clause requiring the subcontractors to include these clauses in any lower tier subcontracts. The prime contractor shall be responsible for compliance by any subcontractor or lower tier subcontractor with the clauses set forth in paragraphs (b)(1) through (4) of this section.

RIGHTS TO INVENTIONS MADE UNDER A CONTRACT OR AGREEMENT

(This requirement **does not apply** to the Public Assistance, Hazard Mitigation Grant Program, Fire Management Assistance Grant Program, Crisis Counseling Assistance and Training Grant Program, Disaster Case Management Grant Program, and Federal Assistance to Individuals and Households - Other Needs Assistance Grant Program, as FEMA awards under these programs do not meet the definition of "funding agreement." If FEMA federal award meets definition of "funding agreement" under 37 CFR §401.2(a), for all awarded contracts related to experimental, developmental, or research work type contracts)

(a) Definitions

- (1) *Invention* means any invention or discovery which is or may be patentable or otherwise protectable under Title 35 of the United States Code, or any novel variety of *et seq.*
- (2) *Subject invention* means any invention of the *contractor* conceived or first actually reduced to practice in the performance of work under this *contract*, provided that in the case of a variety of plant, the date of determination (as defined in section 41(d) of the Plant Variety Protection Act, 7 U.S.C. 2401 (d)) must also occur during the period of *contract* performance.
- (3) *Practical Application* means to manufacture in the case of a composition or product, to practice in the case of a process or method, or to operate in the case of a machine or system; and, in each case, under such conditions as to establish that the invention is being utilized and that its benefits are, to the extent permitted by law or government regulations, available to the public on reasonable terms.
- (4) *Made* when used in relation to any invention means the conception or first actual reduction to practice of such invention.
- (5) *Small Business Firm* means a small business concern as defined at section 2 of Pub. L. 85-536 (15 U.S.C. 632) and implementing regulations of the Administrator of the Small Business Administration. For the purpose of this clause, the size standards for small business concerns involved in government procurement and subcontracting at 13 CFR 121.3-8 and 13 CFR 121.3- 12, respectively, will be used.
- (6) *Nonprofit Organization* means a university or other institution of higher education or an organization of the type described in section 501 (c) {3} of the Internal Revenue Code of 1954 (26 U.S.C. 501(c) and exempt from taxation under section 501(a) of the Internal Revenue Code (26 U.S.C. 501(a)) or any nonprofit scientific or educational organization qualified under a state nonprofit organization statute.

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(b) Allocation of Principal Rights

The *Contractor* may retain the entire right, title, and interest throughout the world to each subject invention subject to the provisions of this clause and 35 U.S.C. 203. With respect to any subject invention in which the *Contractor* retains title, the Federal government shall have a nonexclusive, nontransferable, irrevocable, paid-up license to practice or have practiced for or on behalf of the United States the subject invention throughout the world.

(c) Invention Disclosure, Election of Title and Filing of Patent Application by *Contractor*

- (1) The *contractor* will disclose each subject invention to the *Federal Agency* within two months after the inventor discloses it in writing to *contractor* personnel responsible for patent matters. The disclosure to the agency shall be in the form of a written report and shall identify the *contract* under which the invention was made and the inventor(s). It shall be sufficiently complete in technical detail to convey a clear understanding to the extent known at the time of the disclosure, of the nature, purpose, operation, and the physical, chemical, biological or electrical characteristics of the invention. The disclosure shall also identify any publication, on sale or public use of the invention and whether a manuscript describing the invention has been submitted for publication and, if so, whether it has been accepted for publication at the time of disclosure. In addition, after disclosure to the *agency*, the *Contractor* will promptly notify the *agency* of the acceptance of any manuscript describing the invention for publication or of any on sale or public use planned by the *contractor*.
- (2) The *Contractor* will elect in writing whether or not to retain title to any such invention by notifying the *Federal agency* within two years of disclosure to the *Federal agency*. However, in any case where publication, on sale or public use has initiated the one-year statutory period wherein valid patent protection can still be obtained in the United States, the period for election of title may be shortened by the *agency* to a date that is no more than 60 days prior to the end of the statutory period.
- (3) The *contractor* will file its initial patent application on a subject invention to which it elects to retain title within one year after election of title or, if earlier, prior to the end of any statutory period wherein valid patent protection can be obtained in the United States after a publication, on sale, or public use. The *contractor* will file patent applications in additional countries or international patent offices within either ten months of the corresponding initial patent application or six months from the date permission is granted by the Commissioner of Patents and Trademarks to file foreign patent applications where such filing has been prohibited by a Secrecy Order.
- (4) Requests for extension of the time for disclosure, election, and filing under subparagraphs (1), (2), and (3) may, at the discretion of the *agency*, be granted.

(d) Conditions When the Government May Obtain Title

The *contractor* will convey to the *Federal agency*, upon written request, title to any subject invention-

- (1) If the *contractor* fails to disclose or elect title to the subject invention within the times specified in (c), above, or elects not to retain title; provided that the *agency* may only request title within 60 days after learning of the failure of the *contractor* to disclose or elect within the specified times.
- (2) In those countries in which the *contractor* fails to file patent applications within the times specified in (c) above; provided, however, that if the *contractor* has filed a patent application in a country after the times specified in (c) above, but prior to its receipt of the written request of the *Federal agency*, the *contractor* shall continue to retain title in that country.
- (3) In any country in which the *contractor* decides not to continue the prosecution of any application for, to pay the maintenance fees on, or defend in reexamination or opposition proceeding on, a patent on a subject invention.

(e) Minimum Rights to *Contractor* and Protection of the *Contractor* Right to File

- (1) The *contractor* will retain a nonexclusive royalty-free license throughout the world in each subject invention to which the Government obtains title, except if the *contractor* fails to disclose the invention within the times specified in (c), above. The *contractor's* license extends to its domestic

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subsidiary and affiliates, if any, within the corporate structure of which the *contractor* is a party and includes the right to grant sublicenses of the same scope to the extent the *contractor* was legally obligated to do so at the time the *contract* was awarded. The license is transferable only with the approval of the *Federal* to which the invention pertains.

- (2) The *contractor's* domestic license may be revoked or modified by the *funding Federal agency* to the extent necessary to achieve expeditious practical application of the subject invention pursuant to an application for an exclusive license submitted in accordance with applicable provisions at 37 CFR part 404 and *agency* licensing regulations (if any). This license will not be revoked in that field of use or the geographical areas in which the *contractor* has achieved practical application and continues to make the benefits of the invention reasonably accessible to the public. The license in any foreign country may be revoked or modified at the discretion of the *funding Federal agency* to the extent the *contractor*, its licensees, or the domestic subsidiaries or affiliates have failed to achieve practical application in that foreign country.
- (3) Before revocation or modification of the license, the *funding Federal agency* will furnish the *contractor* a written notice of its intention to revoke or modify the license, and the *contractor* will be allowed thirty days (or such other time as may be authorized by the *funding Federal agency* for good cause shown by the *contractor*) after the notice to show cause why the license should not be revoked or modified. The *contractor* has the right to appeal, in accordance with applicable regulations in 37 CFR part 404 and *agency* regulations (if any) concerning the licensing of Government-owned inventions, any decision concerning the revocation or modification of the license.

(f) *Contractor* Action to Protect the Government's Interest

- (1) The *contractor* agrees to execute or to have executed and promptly deliver to the *Federal agency* all instruments necessary to
 - (i) establish or confirm the rights the Government has throughout the world in those subject inventions to which the *contractor* elects to retain title, and
 - (ii) convey title to the *Federal agency* when requested under paragraph (d) above and to enable the government to obtain patent protection throughout the world in that subject invention.
- (2) The *contractor* agrees to require, by written agreement, its employees, other than clerical and nontechnical employees, to disclose promptly in writing to personnel identified as responsible for the administration of patent matters and in a format suggested by the *contractor* each subject invention made under *contract* in order that the *contractor* can comply with the disclosure provisions of paragraph (c), above, and to execute all papers necessary to file patent applications on subject inventions and to establish the government's rights in the subject inventions. This disclosure format should require, as a minimum, the information required by (c) (i), above. The *contractor* shall instruct such employees through employee agreements or other suitable educational programs on the importance of reporting inventions in sufficient time to permit the filing of patent applications prior to U.S. or foreign statutory bars.
- (3) The *contractor* will notify the *Federal agency* of any decisions not to continue the prosecution of a patent application, pay maintenance fees, or defend in a reexamination or opposition proceeding on a patent, in any country, not less than thirty days before the expiration of the response period required by the relevant patent office.
- (4) The *contractor* agrees to include, within the specification of any United States patent applications and any patent issuing thereon covering a subject invention, the following statement, "This invention was made with government support under (identify the *contract*) awarded by (identify the Federal agency). The government has certain rights in the invention."

(g) Subcontracts

- (1) The *contractor* will include this clause, suitably modified to identify the parties, in all subcontracts, regardless of tier, for experimental, developmental or research work. The subcontractor will retain all rights provided for the *contractor* in this clause, and the *contractor* will not, as part of the

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consideration for awarding the subcontract, obtain rights in the subcontractor's subject inventions.

- (2) In the case of subcontracts, at any tier, when the prime award with the Federal agency was a contract (but not a grant or cooperative agreement), the *agency*, subcontractor, and the contractor agree that the mutual obligations of the parties created by this clause constitute a contract between the subcontractor and the Federal agency with respect to the matters covered by the clause; provided, however, that nothing in this paragraph is intended to confer any jurisdiction under the Contract Disputes Act in connection with proceedings under paragraph (i) of this clause.

(h) Reporting on Utilization of Subject Inventions

The *Contractor* agrees to submit on request periodic reports no more frequently than annually on the utilization of a subject invention or on efforts at obtaining such utilization that are being made by the *contractor* or its licensees or assignees. Such reports shall include information regarding the status of development, date of first commercial sale or use, gross royalties received by the contractor, and such other data and information as the *agency* may reasonably specify. The *contractor* also agrees to provide additional reports as may be requested by the *agency* in connection with any march-in proceeding undertaken by the *agency* in accordance with paragraph (i) of this clause. As required by 35 U.S.C. 202(c) (5), the *agency* agrees it will not disclose such information to persons outside the government without permission of the *contractor*.

(i) Preference for United States Industry

Notwithstanding any other provision of this clause, the *contractor* agrees that neither it nor any assignee will grant to any person the exclusive right to use or sell any subject inventions in the United States unless such person agrees that any products embodying the subject invention or produced through the use of the subject invention will be manufactured substantially in the United States. However, in individual cases, the requirement for such an agreement may be waived by the *Federal agency* upon a showing by the *contractor* or its assignee that reasonable but unsuccessful efforts have been made to grant licenses on similar terms to potential licensees that would be likely to manufacture substantially in the United States or that under the circumstances domestic manufacture is not commercially feasible.

(j) March-in Rights

The *contractor* agrees that with respect to any subject invention in which it has acquired title, the *Federal agency* has the right in accordance with the procedures in 37 CFR 401.6 and any supplemental regulations of the *agency* to require the *contractor*, an assignee or exclusive licensee of a subject invention to grant a nonexclusive, partially exclusive, or exclusive license in any field of use to a responsible applicant or applicants, upon terms that are reasonable under the circumstances, and if the *contractor*, assignee, or exclusive licensee refuses such a request the *Federal agency* has the right to grant such a license itself if the *Federal agency* determines that:

- (1) Such action is necessary because the *contractor* or assignee has not taken or is not expected to take within a reasonable time, effective steps to achieve practical application of the subject invention in such field of use.
- (2) Such action is necessary to alleviate health or safety needs which are not reasonably satisfied by the *contractor*, assignee or their licensees;
- (3) Such action is necessary to meet requirements for public use specified by Federal regulations and such requirements are not reasonably satisfied by the *contractor*, assignee or licensees; or
- (4) Such action is necessary because the agreement required by paragraph (i) of this clause has not been obtained or waived or because a licensee of the exclusive right to use or sell any subject invention in the United States is in breach of such agreement.

(k) Special Provisions for *Contracts* with Nonprofit Organizations If the *contractor* is a nonprofit organization, it agrees that:

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- (1) Rights to a subject invention in the United States may not be assigned without the approval of the *Federal agency*, except where such assignment is made to an organization which has as one of its primary functions the management of inventions, provided that such assignee will be subject to the same provisions as the *contractor*;
- (2) The *contractor* will share royalties collected on a subject invention with the inventor, including Federal employee co-inventors (when the agency deems it appropriate) when the subject invention is assigned in accordance with 35 U.S.C. 202(e) and 37 CFR 401.10;
- (3) The balance of any royalties or income earned by the *contractor* with respect to subject inventions, after payment of expenses (including payments to inventors) incidental to the administration of subject inventions, will be utilized for the support of scientific research or education; and
- (4) It will make efforts that are reasonable under the circumstances to attract licensees of subject invention that are small business firms and that it will give a preference to a small business firm when licensing a subject invention if the *contractor* determines that the small business firm has a plan or proposal for marketing the invention which, if executed, is equally as likely to bring the invention to practical application as any plans or proposals from applicants that are not small business firms; provided, that the *contractor* is also satisfied that the small business firm has the capability and resources to carry out its plan or proposal. The decision whether to give a preference in any specific case will be at the discretion of the *contractor*. However, the *contractor* agrees that the Secretary applicants, and the *contractor* will negotiate changes to its licensing policies, procedures, or practices with the Secretary when the Secretary's review discloses that the *contractor* could take reasonable steps to implement more effectively the requirements of this paragraph (k)(4).

(l) Communication

Any communications to be given hereunder by either party to the other shall be deemed to be duly given if set forth in writing and personally delivered or sent by mail, registered or certified, postage prepaid with return receipt requested, as follows:

CONTRACTOR

Tetra Tech, Inc.

2301 Lucien Way, Suite 120

Maitland, FL 32751

CLIENT

City of Key West, Florida

1300 White Street

Key West, FL 33040

Written notices hereunder delivered personally shall be deemed communicated as of actual receipt; mailed notices shall be deemed communicated five (5) days after deposit in the mail, post prepaid, certified, in accordance with this Paragraph.

CLEAN AIR ACT

(For all awarded contracts with a value greater than \$150,000.00)

- (m) 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.
- (n) The contractor agrees to report each violation to the (name of applicant entering into the contract) and understands and agrees that the (name of the applicant entering into the contract) will, in turn, report each violation as required to assure notification to the Federal Emergency Management Agency, and the appropriate Environmental Protection Agency Regional Office.
- (o) 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.

FEDERAL WATER POLLUTION CONTROL ACT

(For all awarded contracts with a value greater than \$150,000.00)

- (1) 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 etseq.
- (2) The contractor agrees to report each violation to the (name of the applicant entering into the

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contract) and understands and agrees that the (name of the applicant entering into the contract) will, in turn, report each violation as required to assure notification to the Federal Emergency Management Agency, and the appropriate Environmental Protection Agency Regional Office.

- (3) 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.

DEBARMENT AND SUSPENSION

Contractor must complete enclosed certification

- (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 Client. 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 (insert name of recipient/subrecipient/applicant), 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.

BYRD ANTI-LOBBYING AMENDMENT

(For all awarded contracts with a value greater than \$100,000.00. **Contractor must complete enclosed certification**)

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.

The Contractor 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 any 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 federally 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 contractor shall complete and submit Standard Form-LLL, "Disclosure Form to Report Lobbying," in accordance with its instructions.
- (3) Contractor will include language of this certification in all subcontract awards at any tier and require that all recipients of subcontract awards in excess of \$150,000.00 shall certify and disclose

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accordingly.

PROCUREMENT OF RECOVERED MATERIALS

(The requirements of Section 6002 include procuring only items designated in guidelines of the EPA at 40 C.F.R. Part 247 that contain the highest percentage of recovered materials practicable, consistent with maintaining a satisfactory level of competition, where the purchase price of the item exceeds \$10,000 or the value of the quantity acquired by the preceding fiscal year exceeded \$10,000; procuring solid waste management services in a manner that maximizes energy and resource recovery; and establishing an affirmative procurement program for procurement of recovered materials identified in the EPA guidelines.)

- (1) 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.
- (2) Information about this requirement is available at EPA's Comprehensive Procurement Guidelines web site, <http://www.epa.gov/cpg/>. The list of EPA-designate items is available at <http://www.epa.gov/cpg/products.htm>.
- (3) The Contractor also agrees to comply with all other applicable requirements of Section 6002 of the Solid Waste Disposal Act."

ACCESS TO RECORDS

The following access to records requirements apply to this contract:

- (1) The Contractor agrees to provide the Client, the FEMA Administrator, the Comptroller General of the United States, or any of their authorized representatives access to any books, documents, papers, and records of the Contractor which are directly pertinent to this contract for the purposes of making audits, examinations, excerpts, and transcriptions.
- (2) The Contractor agrees to permit any of the foregoing parties to reproduce by any means whatsoever or to copy excerpts and transcriptions as reasonably needed.
- (3) The Contractor agrees to provide the FEMA Administrator or his authorized representatives access to construction or other work sites pertaining to the work being completed under the contract.
- (4) In compliance with the Disaster Recovery Act of 2018, the Client and the Contractor acknowledge and agree that no language in this contract is intended to prohibit audits or internal reviews by the FEMA Administrator or the Comptroller General of the United States.

CHANGES

To be eligible for FEMA assistance under the non-Federal entity's FEMA grant or cooperative agreement, the cost of the change, modification, change order, or constructive change must be allowable, allocable, within the scope of its grant or cooperative agreement, and reasonable for the completion of project scope.

FEMA recommends, therefore, that a non-Federal entity include a changes clause in its contract that describes how, if at all, changes can be made by either party to alter the method, price, or schedule of the work without breaching the contract. The language of the clause may differ depending on the nature of the contract and the end-item procured.

DHS SEAL, LOGO, AND FLAGS

The contractor shall not use the DHS seal(s), logos, crests, or reproductions of flags or likenesses of DHS agency officials without specific FEMA pre-approval.

COMPLIANCE WITH FEDERAL LAW, REGULATIONS, AND EXECUTIVE ORDERS

DRAFT MASTER SERVICES AGREEMENT FOR MONITORING OF DEBRIS REMOVAL AND RELATED SERVICES

This is an acknowledgement that FEMA financial assistance will be used to fund all or a portion of the contract. The contractor will comply with all applicable Federal law, regulations, executive orders, FEMA policies, procedures, and directives.

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 non-Federal entity, contractor, or any other party pertaining to any matter resulting from the contract.

PROGRAM FRAUD AND FALSE OR FRAUDULENT STATEMENTS OR RELATED ACTS

The Contractor 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.

PROHIBITION ON CONTRACTING FOR COVERED TELECOMMUNICATIONS EQUIPMENT OR SERVICES

2 C.F.R. § 200.216, as implemented by FEMA Policy 405-143-1, prohibits the Contractor from using equipment, services, or systems 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.

DOMESTIC PREFERENCES FOR PROCUREMENTS

As appropriate and to the extent consistent with law, the Contractor agrees, to the greatest extent practicable, prefer 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).

AFFIRMATIVE SOCIOECONOMIC STEPS

If subcontracts are to be let, the prime contractor is required to take all necessary steps identified in 2 C.F.R. § 200.321(b)(1)-(5) to ensure that small and minority businesses, women's business enterprises, and labor surplus area firms are used when possible.

COPYRIGHT AND DATA RIGHTS

"License and Delivery of Works Subject to Copyright and Data Rights"

The Contractor grants to the Client a paid-up, royalty-free, nonexclusive, irrevocable, worldwide license in data first produced in the performance of this contract to reproduce, publish, or otherwise use, including prepare derivative works, distribute copies to the public, and perform publicly and display publicly such data. For data required by the contract but not first produced in the performance of this contract, the Contractor will identify such data and grant to the Client or acquires on its behalf a license of the same scope as for data first produced in the performance of this contract. Data, as used herein, shall include any work subject to copyright under 17 U.S.C. § 102, for example, any written reports or literary works, software and/or source code, music, choreography, pictures or images, graphics, sculptures, videos, motion pictures or other audiovisual works, sound and/or video recordings, and architectural works. Upon or before the completion of this contract, the Contractor will deliver to the Client data first produced in the performance of this contract and data required by the contract but not first produced in the performance of this contract in formats acceptable by the Client."

BUILD AMERICA, BUY AMERICA ACT

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 ("BABAA") shall file the required certification to the non-federal entity 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 projects, 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 requirement. Such disclosures shall be forwarded to the recipient who, in turn, will forward the disclosures to FEMA, the federal awarding agency; subrecipients will forward disclosures to the pass-through entity, who will, in turn, forward the disclosures to FEMA.

DRAFT MASTER SERVICES AGREEMENT
FOR MONITORING OF DEBRIS REMOVAL AND RELATED SERVICES

BYRD ANTI-LOBBYING CERTIFICATION

Certification for Contracts, Grants, Loans, and Cooperative Agreements-The undersigned 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.

Signature of Contractor's Authorized Official

Jonathan Burgiel, Business Unit President
Name and Title of Contractor's Authorized Official

Date

DRAFT MASTER SERVICES AGREEMENT
FOR MONITORING OF DEBRIS REMOVAL AND RELATED SERVICES

DEBARMENT/SUSPENSION CERTIFICATION

Non-Federal entities and contractors are subject to the debarment and suspension regulations implementing Executive Order 12549, Debarment and Suspension (1986) and Executive Order 12689, Debarment and Suspension (1989) at 2 C.F.R. Part 180 and the Department of Homeland Security's regulations at 2 C.F.R. Part 3000 (No procurement Debarment and Suspension).

This requirement applies to all FEMA grant and cooperative agreement programs.

Federal Executive Order (E .O.) 12549 "Debarment" requires that all contractors receiving individual awards, using federal funds, and all sub recipients certify that the organization and its principals are not debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded by any Federal department or agency from doing business with the Federal Government. By signing this document, you certify that your organization and its principals are not debarred. Failure to comply or attempts to edit this language may disqualify your bid. Information on debarment is available at the following websites: www.sam.gov and <https://acquisition.gov/far/index.html> see section 52.209-6.

The Contractor, Tetra Tech, Inc., certifies or affirms by your signature that neither you nor your principal is presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from participation in this transaction by any federal department or agency.

Signature of Contractor's Authorized Official

Jonathan Burgiel, Business Unit President
Name and Title of Contractor's Authorized Official

Date

DRAFT MASTER SERVICES AGREEMENT
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CIVIL RIGHTS COMPLIANCE PROVISIONS

1. EQUAL EMPLOYMENT OPPORTUNITY (Equal Opportunity Clause)

(For all awarded contracts that meet the definition of "federally assisted construction contract" provided 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, 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, 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 order 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, 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

**DRAFT MASTER SERVICES AGREEMENT
FOR MONITORING OF DEBRIS REMOVAL AND RELATED SERVICES**

rules, regulations, or orders of the Secretary of Labor issued pursuant to section 204 of Executive Order 11246 of September 24, 1965, 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, 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.

Signature of Contractor's Authorized Official

Jonathan Burgiel, Business Unit President

Name and Title of Contractor's Authorized Official

Date

DRAFT MASTER SERVICES AGREEMENT
FOR MONITORING OF DEBRIS REMOVAL AND RELATED SERVICES

BUILD AMERICA BUY AMERICA ACT SELF-CERTIFICATION

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 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.

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.

Signature of Contractor's Authorized Official

Jonathan Burgiel, Business Unit President
Name and Title of Contractor's Authorized Official

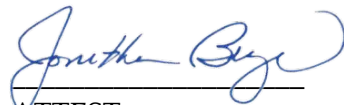
Date

ATTACHMENT N – ACKNOWLEDGEMENT OF CONFORMANCE WITH FEMA/NIMS STANDARDS

TO: City of Key West



Consultant's Name: Tetra Tech, Inc., Hereby acknowledges and agrees that We/I have the sole responsibility for compliance with all requirements of the Federal Emergency Management Agency and the National Incident Management System and all State regulations, and agree to indemnify and hold harmless the City, its officers, agents, employees, and consultants against any and all legal liability or loss the City, its officers, agents, employees, and consultants may incur due to the failure to comply with such Act.



ATTEST



ATTEST

Tetra Tech, Inc.

Consultant's Name

By: Jonathan Burgiel

Title: Business Unit President

Date: 5/5/2026

ATTACHMENT O – UNIT PRICE PROPOSAL FORM

Proposal costs are inclusive of all related expenses including, but not limited to, contract administration, technical assistance to the CITY, personnel training and certification, TOMS management, services for security, safety, and associated actions necessary for implementation of debris management monitoring operations by the Consultant as defined in the Contract.

PROPOSAL FROM: Tetra Tech, Inc.

COMPANY: Tetra Tech, Inc.

ADDRESS: 2301 Lucien Way, Suite 120
Maitland, FL 32751

PHONE/FAX: 407.735.6580

To furnish all materials, equipment and labor and to perform all work in accordance with the Contract Documents for construction of: Monitoring of Debris Removal and Related Services, located at various locations within City of Key West, Florida.

To: City of Key West
ATTN: City Clerk
1300 White Street.
Key West, FL 33040

- 1.0 The undersigned Consultant proposes and agrees, if this Proposal is accepted, to enter into a Contract with City in substantially the form as the Contract included in the Proposal Documents to perform all Work and any Additional Services as specified or indicated in the Proposal Documents at the unit prices and within the times indicated in this Proposal and in accordance with the other terms and conditions of the Proposal Documents.
- 2.0 Consultant accepts all of the terms and conditions of the Invitation to Proposal and Instructions to Consultants, including without limitation those dealing with the disposition of Proposal security. The Proposal will remain subject to acceptance for 90 days after the Proposal opening, or for such longer period of time that Consultant may agree to in writing upon request of CITY.
- 3.0 In submitting this Proposal, Consultant represents, as set forth in the Contract, that:
 - 3.1 Consultant has examined and carefully studied the Proposal Documents, the other related data identified in the Proposal Documents. and the following Addenda, receipt of all, which is hereby acknowledged.

Addendum No.
1
2

Addendum Date:
4/24/2026
5/1/2026

-
-
- 3.2 Consultant has visited the Site and become familiar with and is satisfied as to the general, local and Site conditions that may affect cost, progress, and performance of the Work;
- 3.3 Consultant is familiar with and is satisfied as to all federal, state and local Laws and Regulations that may affect cost, progress and performance of the Work;
- 3.4 Consultant has correlated the information known to Consultant, including location of the CITY in relation to any proposed final disposal sites, information and observations for CITY's Debris Separation/Reduction and Temporary Debris Management Sites obtained from visits to the Site, any reports and drawings identified in the Proposal Documents, and all additional examinations, investigations, and data provided with the Proposal Documents:
- 3.5 Consultant has given the CITY written notice of all conflicts, errors, ambiguities, or discrepancies that Consultant has discovered in the Proposal Documents, and the written resolution thereof by the CITY is acceptable to Consultant;
- 3.6 The Proposal Documents are generally sufficient to indicate and convey understanding of all terms and conditions for the performance of the Work for which this Proposal is submitted.
- 4.0 Consultant further represents that this Proposal is genuine and not made in the interest of or on behalf of any undisclosed individual or entity and is not submitted in conformity with any agreement or rules of any group, association, organization or corporation; Consultant has not directly or indirectly induced or solicited any other Consultant to submit a false Proposal; Consultant has not solicited or induced any individual or entity to refrain from Proposal; and Consultant has not sought by collusion to obtain for itself any advantage over any other Consultant or over CITY.
- 5.0 Consultant acknowledges that there are no quantities guaranteed, and Unit Cost information is solely for the purpose of comparison of Proposals, and final payment for all Unit Price Proposal items will be based on actual services provided, determined as provided in the Contract Documents.
- 6.0 Consultant acknowledges that all unit costs include any necessary insurance and bonds.

Table A – Unit Price Form Provided Below

Table A – Unit Price

Positions	Staffing Ratio	Hourly Rates	Estimated Hours	Extended Cost
Principal in Charge	0.00	\$100.00	0.00	\$ 0.00
Project Manager	1.00	\$ 90.00	8.00	\$720.00
Deputy / Operations Manager	0.00	\$ 80.00	0.00	\$ 0.00
IT Specialist	0.00	\$ 50.00	0.00	\$ 0.00
Project Coordinator	1.00	\$ 50.00	2.00	\$100.00
Data Manager	1.00	\$ 75.00	8.00	\$600.00
GIS Manager	1.00	\$ 75.00	1.00	\$ 75.00
Field Supervisor	1.00	\$ 80.00	8.00	\$640.00
Debris Site / Tower Monitors	2.00	\$ 59.00	8.00	\$994.00
Collection Monitor	7.00	\$ 59.00	8.00	\$3,304.00
Citizen Drop Off Monitor	0.00	\$ 59.00	0.00	\$ 0.00
Data Entry Clerk/ Clerical	0.00	\$ 0.00	0.00	\$ 0.00
Billing / Invoice Analysts	1.00	\$ 55.00	2.00	\$110.00
Billing / Invoice Manager	0.00	\$ 0.00	0.00	\$ 0.00
FEMA Coordinator / Specialist	0.00	\$125.00	0.00	\$ 0.00
Public Information Support Manager	0.00	\$ 0.00	0.00	\$ 0.00
Call Center Staff	0.00	\$ 38.00	0.00	\$ 0.00
Total Estimated Cost				\$6,493.00

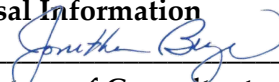
Confirmation of Signature of Unit Price Proposal Information

Jonathan Burgiel

Name of Consultant

Business Unit President

Title



Signature of Consultant

7.0 Consultant's Information:

The Consultant states that they are an experienced Consultant, providing Debris Monitoring Service® and has completed similar Work within the last five years. This information has been provided on Contractor's Qualifications Statement Attachment P.

ATTACHMENT P – QUALIFICATIONS STATEMENTS FORM

THIS FORM MUST BE SUBMITTED WITH PROPOSAL TO BE DEEMED RESPONSIVE.
The undersigned guarantees the truth and accuracy of all statements and answers contained herein.

1. Please describe your company in detail:

Founded in 1966, Tetra Tech Disaster Recovery is a national leader in the field of disaster

management. We have responded to more than 120 federally declared disasters over the

past years. Please see Tab 2: Experience, for more details.

2. The address of the principal place of business is:

2301 Lucien Way, Suite 120, Maitland, FL 32751

3. Company telephone number, FAX number, and Email addresses:

Phone Number: 407.735.6580

Fax Number: 321.441.8501

Email: tdr.contracts@tetratech.com

4. Number of employees:

25,000

5. Number of employees or Subcontractors to be assigned to this project (per event) and what capacity:

Diaz-Murphy & Associates is expected to be assigned as a subcontractor on this proposal in

addition to Tetra Tech's team. The number of employees will depend on the magnitude of

the storm, determined upon activation. Tetra Tech's management team will be 100% committed

to the City's project.

6. Company Identification numbers for the Internal Revenue Services:

[FEIN: 95-4148514](#)

7. Provide Occupational License Number (and County), if applicable, and expiration date:

[Not applicable to this project.](#)

8. How many years has your organization been in business? Does your organization have a specialty?

[Tetra Tech has been in business for 60 years. We are a leading provider of consulting, engineering, and technical services worldwide.](#)

9. What is the last project of this nature or magnitude that you have completed? Please provide project description, references, and cost of work completed:

[Tetra Tech has responded to every hurricane that has affected the continental U.S. in the last two decades. Please see Tab 2: Experience for detailed descriptions of our response efforts.](#)

10. Have you ever failed to complete any work awarded to you? If so, where and why?

[No](#)

11. Please provide name, addresses and telephone numbers of three individuals, corporations, agencies, or institutions for which you have previously performed work. List of all disaster response contracts performed in the last five (5) years, including customer name, total contract value and weight (yards) removed. Use a separate tab is

Please review Tab 2: Experience, and Tab 5: References

necessary:

11.1:

Name: Collier County, FL; Kari Hodgson

Address: 3299 Tamiami Trail E, Naples, FL 34112

Telephone Number: 239.398.9621

11.2:

Name: Pasco County, Florida; Tim Treshler

Address: 8731 Citizens Dr, New Port Richey, FL 34654

Telephone Number: 727.847.0032

11.3:

Name: City of Cape Coral, Florida; Terry Schweitzer

Address: 1015 Cultural Park Blvd S, Cape Coral, FL 33990

Telephone Number: 518.415.9718

12. List the following information concerning all contracts in progress as of the date of submission of this Proposal. (In event of co-venture, list the information for all co-ventures).

Please review Tab 6: Capacity

Name of Project	Owner	Value	Contract Completion Date	% of Completion to Date

13. Has the Contractor inspected the proposed project site and does the Contractors have a complete plan for performance of disaster response services?

No, a site inspection has not been conducted at this time. However, Tetra Tech has an established and field-tested approach for delivering disaster debris monitoring services and will quickly validate site conditions and tailor operations upon mobilization.

14. Provide a list of all Subcontractor(s), the work to be performed and also a list of major materials suppliers for this project: *The forgoing list of Subcontractor(s) may not be amended after award of the contract without the prior written approval of the City Manager.*

Diaz-Murphy & Associates is the anticipated subcontractor on this project. Tetra Tech does not anticipate any major materials suppliers for this project.

15. What equipment do you own that is available for work, provided list in ATTACHMENT C.

Attached at the end of this form.

16. What equipment will you purchase for the project/work?

We do not anticipate needing to purchase equipment, given our fully stocked warehouse,

17. What equipment will you rent for the proposed work?

Not applicable at this time - pre-positioned contract.

outlined at the end of this attachment.

18. State the name of your proposed Project Manager and give details of their qualifications and experience in managing similar work? (Separate sheet can be attached, if needed).

Please review Tab 3: Personnel

19. State the true, exact, correct and complete name of the partnership, corporation or trade name under which you will conduct business and the address of the place of business. (If a corporation, state the name of the president and secretary. If a partnership, state the names of all partners. If a trade name, state the names of the individuals who conduct business under the trade name).

Tetra Tech, Inc.; Corporate Office: 3475 East Foothill Blvd., Pasadena, CA 91107;

Florida Headquarters: 2301 Lucien Way, Suite 120, Maitland, FL 32751-7024

Roger Argus (President); Preston Hopson (Secretary)

19.1 The correct name of the Contractor is:

Tetra Tech, Inc.

19.2 The business is a (Sole Proprietorship) (Partnership) (Corporation):

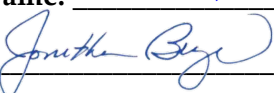
Corporation

19.3 The name of the corporate officers, or partners, or individuals doing business under a trade name, are as follows:

See attached list of corporate officers.

SUBMITTED BY:

Contractor/Company Name: Tetra Tech, Inc.

Authorized Signature: 

Printed Name and Title: Jonathan Burgiel, Business Unit President

Date: 5/5/2026

ATTACHMENT Q – TECHBICAL APPROACH / GENERAL OPERATIONS PLAN

A detailed description of how the Consultant would respond to a Hurricane or other event. In

the Plan, assume that A Category 2 Hurricane has made landfall on the City of Key West generating the amount of debris described below.

Vegetative Debris	146,000	Cubic Yards
Construction and Demolition Debris	48,000	Cubic Yards
Mixed Debris	6,000	Cubic Yards
White Goods	1,000	Units
Household Hazardous Waste	1,000	Pounds
Total Yards	20,000	

Consultant's Operations Plan should be very detailed describing:

- Meetings
- Timeline
- Equipment to be mobilized
- Manpower needed
- Monitoring of collections
- TMDS operations
- Demobilization
- Monitoring site remediation, if needed
- Close out

Consultant shall include a detailed Safety Plan. Documentation of training for each crewmember, must be submitted with Consultant's proposal and updated annually.

[Please review Tab 4: Technical Approach/General Operations Plan for Attachment Q information.](#)

Equipment List

Tetra Tech’s internal structure includes a Logistics Section responsible for acquisition, management, and distribution of all resources required to support our operations. Our warehouse stores over **120 fully stocked bays of supplies capable of supporting over 50 simultaneous recovery operations for over 90 days**, including supplies that may be necessary to support our staff in the field (for example, generators, lighting devices, tent structures, bottled water, nonperishable food, etc.). 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.

Field Equipment

Tetra Tech ensures that all monitors have access to **vehicles**, typically using their own personal operating vehicles (POVs), which are appropriately equipped and reimbursed. In addition, rental vehicles are typically provided for field supervisors, operations managers, and project managers to facilitate their mobility and oversight responsibilities. We utilize **specialized monitoring equipment**, including our proprietary *RecoveryTrac™* ADMS for real-time data capture and reporting. Advanced GIS tools support mapping and data integration, while safety and communication gear ensure the safety and efficiency of our field personnel. Our resource inventory also includes thousands of ADMS handheld units, time and materials forms, truck certification forms, and ticket stubs.

Equipment for Project Sustainment

Tetra Tech maintains an inventory of placards, project manager kits, project coordinator kits, human resources kits, collection monitor kits, disposal monitor kits, leaner/hanger/stump kits, and IT kits. Additionally, we have laptops, sets of PPE, mobile wireless (Mifi) units, high-speed scanners, printers, mobile command offices, and emergency response trailers available for deployment. These resources ensure that our teams are well-equipped to handle any debris monitoring operation efficiently and effectively.

Equipment

Resource List	
Resource	Quantity Available
ADMS Handheld Units	6,000
Time and Materials Forms	5,000
Truck Certification Forms	70,000
ADMS Ticket Stubs	3,600,000
Haul Out Ticket Stubs	600,000
Placards	11,000
Kits	
Project Manager Kits (1 Per 100 Monitors)	200
Project Coordinator Kits (1 Per 100 Monitors)	200
Human Resources Kits (1 Per 100 Monitors)	120

Collection Monitor Kits (1 Per 25 Monitors)	550
Disposal Monitor Kits (1 Kit Per Disposal Site)	330
Leaner/Hanger/Stump Kits (1 Per 50 Monitors)	280
Equipment**	
Laptops	700
Mifi (Mobile Wireless)	90
High Speed Scanners	70
Printers	145
Mobile Command Office	2
Fuel Trucks	To Be Obtained from Pre-Contracted Vendor
Modular Work Locations	To Be Obtained from Pre-Contracted Vendor
Generators	To Be Obtained from Pre-Contracted Vendor
Portable Facilities	To Be Obtained from Pre-Contracted Vendor

**All field documents are replenished as they are needed. Tetra Tech has several emergency vendors with the ability to supplement as required.*

*** ADMS units are readily available and can be ordered as needed on a 24-hour turnaround.*

Company Officers

Name	Role
Corporate Leadership	
Roger R. Argus	Chief Executive Officer, President
Steven M. Burdick	Executive Vice President, Chief Financial Officer
Leslie L. Shoemaker, PhD	Executive Vice President, Chief Innovation and Sustainability Officer
Preston Hopson	Executive Vice President, Chief Legal and Human Capital Officer
William R. Brownlie	Senior Vice President, Chief Engineer
Brian N. Carter	Senior Vice President, Corporate Controller and Chief Accounting Officer
Craig L. Christensen	Senior Vice President, Chief Information Officer
Richard A. Lemmon	Senior Vice President, Corporate Administration
Brendan O'Rourke	Senior Vice President, Enterprise Risk Management
Operational Leadership	
Jeremy B. Travis	President, Government Services Group and U.S. Government Division
Craig Hatch	President, Europe and UK Division
Olivier H. Jeannot	President, Federal Information Technology Division
Lauren Springer	President, U.S. Infrastructure Division
Meegan Sullivan	President, Asia Pacific Division
David Bohmann	President, Environment/Geotech Division
Jonathan S. Weiss	President, Commercial/International Group and President, Energy Engineering Division
Directors	
Dan L. Batrack	Executive Chairman
Roger R. Argus	Director
Gary R. Birkenbeuel	Director
Jeffrey R. Feeler	Director
Prashant Gandhi	Director
M. Susan Hardwick	Director
Kirsten M. Volpi	Director
Li-San Hwang	Chairman Emeritus

ATTACHMENT R – CONSULTANT’S MOST CURRENT FINANCIAL STATEMENT

Tetra Tech, Inc. has included our most recent financial statement on the following page.

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

FORM 10-K

(Mark One)

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

For the Fiscal Year Ended September 28, 2025

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

For the Transition Period from to

Commission File Number 0-19655

TETRA TECH, INC.

(Exact name of registrant as specified in its charter)

Delaware

(State or other jurisdiction of incorporation or organization)

95-4148514

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

3475 East Foothill Boulevard, Pasadena, California 91107

(Address of principal executive offices) (Zip Code)

(626) 351-4664

(Registrant's telephone number, including area code)

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

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

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

None

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

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

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

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

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

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

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

If securities are registered pursuant to Section 12(b) of the Act, indicate by check mark whether the financial statements of the registrant included in the filing reflect the correction of an error to previously issued financial statements.

Indicate by check mark whether any of those error corrections are restatements that required a recovery analysis of incentive-based compensation received by any of the registrant's executive officers during the relevant recovery period pursuant to §240.10D-1(b).

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

The aggregate market value of the registrant's common stock held by non-affiliates on March 30, 2025, was \$7.6 billion (based upon the closing price of a share of registrant's common stock as reported by the Nasdaq National Market on that date).

On November 7, 2025, 260,828,236 shares of the registrant's common stock were outstanding.

DOCUMENT INCORPORATED BY REFERENCE

Portions of registrant's Proxy Statement for its 2026 Annual Meeting of Stockholders are incorporated by reference in Part III of this report where indicated.

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Report of Independent Registered Public Accounting Firm

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

Opinions on the Financial Statements and Internal Control over Financial Reporting

We have audited the accompanying consolidated balance sheets of Tetra Tech, Inc. and its subsidiaries (the "Company") as of September 28, 2025 and September 29, 2024, and the related consolidated statements of income, of comprehensive income, of equity and of cash flows for each of the three years in the period ended September 28, 2025, including the related notes and financial statement schedule listed in the accompanying index (collectively referred to as the "consolidated financial statements"). We also have audited the Company's internal control over financial reporting as of September 28, 2025, based on criteria established in *Internal Control - Integrated Framework* (2013) issued by the Committee of Sponsoring Organizations of the Treadway Commission (COSO).

In our opinion, the consolidated financial statements referred to above present fairly, in all material respects, the financial position of the Company as of September 28, 2025 and September 29, 2024, and the results of its operations and its cash flows for each of the three years in the period ended September 28, 2025 in conformity with accounting principles generally accepted in the United States of America. Also in our opinion, the Company maintained, in all material respects, effective internal control over financial reporting as of September 28, 2025, based on criteria established in *Internal Control - Integrated Framework* (2013) issued by the COSO.

Basis for Opinions

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

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

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

As described in Management's Report on Internal Control over Financial Reporting, management has excluded SAGE Group Holdings ("SAGE") from its assessment of internal control over financial reporting as of September 28, 2025 because it was acquired by the Company in a purchase business combination during 2025. We have also excluded SAGE from our audit of internal control over financial reporting. SAGE is a wholly-owned subsidiary whose total assets and total revenues excluded from management's assessment and our audit of internal control over financial reporting represent 1.2% and 0.8%, respectively, of the related consolidated financial statement amounts as of and for the year ended September 28, 2025.

Definition and Limitations of Internal Control over Financial Reporting

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

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

Critical Audit Matters

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

Revenue Recognition – Certain fixed-price, time-and-materials and cost-plus contracts

As described in Note 3 to the consolidated financial statements, the Company recognized revenue of \$5,443 million for the year ended September 28, 2025, of which a majority relates to revenue recognized for certain fixed-price, time-and-materials and cost-plus contracts. The Company recognizes revenue over time as the related performance obligation is satisfied by transferring control of a promised good or service to the Company's customers. Progress toward complete satisfaction of the performance obligation is primarily measured using a cost-to-cost measure of progress method. The cost input is based primarily on contract cost incurred to date compared to total estimated contract cost. This measure includes forecasts based on the best information available and reflects management's judgment to depict the value of the services transferred to the customer. For those performance obligations for which revenue is recognized using a cost-to-cost measure of progress method, changes in total estimated costs, and related progress towards complete satisfaction of the performance obligation, are recognized on a cumulative catch-up basis in the period in which the revisions to the estimates are made. For certain on-call engineering or consulting and similar contracts, the Company recognizes revenue in the amount which they have the right to invoice the customer if that amount corresponds directly with the value of the performance completed to date. Due to uncertainties inherent in the estimation process, it is possible that estimates of costs to complete a performance obligation will be revised in the near-term.

The principal consideration for our determination that performing procedures relating to revenue recognition for certain fixed-price, time-and-materials and cost-plus contracts is a critical audit matter is a high degree of audit effort in performing procedures related to the Company's revenue recognition.

Addressing the matter involved performing procedures and evaluating audit evidence in connection with forming our overall opinion on the consolidated financial statements. These procedures included testing the effectiveness of controls relating to the revenue recognition process. These procedures also included, among others, (i) evaluating management's significant accounting policies related to revenue recognition; (ii) for certain fixed-price contracts, testing management's process for developing the estimate of total contract cost for a sample of contracts with cumulative catch-up adjustments and anticipated losses or claims, and evaluating the contract terms and other documents that support the changes in total estimated contract costs; (iii) assessing, for a sample of fixed-price contracts, estimated total contract costs by performing a comparison of the total estimated contract cost as compared with prior period estimates and evaluating the timely identification of circumstances that may warrant a modification to the total estimated contract cost; (iv) evaluating, for certain contracts, management's methodologies and assessing the consistency of management's methodology over the life of the contract; (v) re-calculating revenue recognized based on the contract value, year-to-date costs, and total estimated costs to complete; (vi) testing the existence and accuracy of total contract revenue recorded, on a sample basis, by obtaining and inspecting source documents such as contracts and purchase orders; (vii) for certain on-call engineering or consulting contracts where revenue is recognized using the practical expedient right to invoice, testing the accuracy of revenue recognized, on a sample basis by obtaining and inspecting source documents, such as contracts and purchase orders; and (viii) for certain contracts, testing the completeness and accuracy of costs incurred to date, on a sample basis, by obtaining and inspecting source documents, such as invoices and timecards.

/s/ PricewaterhouseCoopers LLP

Los Angeles, California
November 20, 2025

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

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

	Fiscal Year Ended	
	September 28, 2025	September 29, 2024
ASSETS		
Current assets:		
Cash and cash equivalents	\$ 167,459	\$ 232,689
Accounts receivable, net	1,158,928	1,051,461
Contract assets	138,232	129,678
Prepaid expenses and other current assets	83,434	91,585
Assets held-for-sale	57,502	—
Income taxes receivable	15,334	21,970
Total current assets	<u>1,620,889</u>	<u>1,527,383</u>
Property and equipment, net	66,148	73,065
Right-of-use assets, operating leases	197,618	177,950
Goodwill	2,049,874	2,046,569
Intangible assets, net	121,160	160,585
Deferred tax assets	106,238	105,529
Other non-current assets	120,247	101,595
Total assets	<u>\$ 4,282,174</u>	<u>\$ 4,192,676</u>
LIABILITIES AND EQUITY		
Current liabilities:		
Accounts payable	\$ 204,725	\$ 197,440
Accrued compensation	346,912	332,096
Contract liabilities	420,254	351,738
Short-term lease liabilities, operating leases	69,099	63,419
Current contingent earn-out liabilities	24,826	26,934
Liabilities held-for-sale	25,115	—
Other current liabilities	288,113	247,900
Total current liabilities	<u>1,379,044</u>	<u>1,219,527</u>
Deferred tax liabilities	21,333	30,162
Long-term debt	763,363	812,634
Long-term lease liabilities, operating leases	154,695	140,095
Non-current contingent earn-out liabilities	32,135	21,812
Other non-current liabilities	151,440	138,033
Commitments and contingencies (Note 18)		
Equity:		
Preferred stock – Authorized, 2,000 shares of \$0.01 par value; no shares issued and outstanding at September 28, 2025 and September 29, 2024	—	—
Common stock – Authorized, 750,000 shares of \$0.01 par value; issued and outstanding, 261,418 and 267,717 shares at September 28, 2025 and September 29, 2024, respectively	2,614	2,677
Additional paid-in capital	—	35,900
Accumulated other comprehensive loss	(95,777)	(78,875)
Retained earnings	1,872,948	1,870,620
Tetra Tech stockholders' equity	<u>1,779,785</u>	<u>1,830,322</u>
Noncontrolling interests	379	91
Total stockholders' equity	<u>1,780,164</u>	<u>1,830,413</u>
Total liabilities and stockholders' equity	<u>\$ 4,282,174</u>	<u>\$ 4,192,676</u>

See accompanying Notes to Consolidated Financial Statements.

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

	Fiscal Year Ended		
	September 28, 2025	September 29, 2024	October 1, 2023
Revenue	\$ 5,442,590	\$ 5,198,679	\$ 4,522,550
Subcontractor costs	(825,230)	(876,817)	(771,461)
Other costs of revenue	(3,656,016)	(3,455,422)	(3,026,060)
Gross profit	961,344	866,440	725,029
Selling, general and administrative expenses	(357,737)	(356,024)	(305,107)
Legal contingency costs	(115,000)	—	—
Impairment of goodwill	(92,416)	—	—
Acquisition and integration expenses	—	(7,138)	(33,169)
Right-of-use operating lease asset impairment	—	—	(16,385)
Contingent consideration – fair value adjustments	12,228	(2,541)	(12,255)
Income from operations	408,419	500,737	358,113
Interest income	9,837	7,288	5,898
Interest expense	(40,639)	(44,559)	(52,435)
Other non-operating income	—	—	89,402
Income before income tax expense	377,617	463,466	400,978
Income tax expense	(129,668)	(130,023)	(127,526)
Net income	247,949	333,443	273,452
Net income attributable to noncontrolling interests	(225)	(61)	(32)
Net income attributable to Tetra Tech	<u>\$ 247,724</u>	<u>\$ 333,382</u>	<u>\$ 273,420</u>
Earnings per share attributable to Tetra Tech:			
Basic	<u>\$ 0.94</u>	<u>\$ 1.25</u>	<u>\$ 1.03</u>
Diluted	<u>\$ 0.93</u>	<u>\$ 1.23</u>	<u>\$ 1.02</u>
Weighted-average common shares outstanding:			
Basic	<u>264,713</u>	<u>267,364</u>	<u>266,015</u>
Diluted	<u>267,123</u>	<u>270,042</u>	<u>268,185</u>

See accompanying Notes to Consolidated Financial Statements.

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

	Fiscal Year Ended		
	September 28, 2025	September 29, 2024	October 1, 2023
Net income	\$ 247,949	\$ 333,443	\$ 273,452
Other comprehensive income (loss), net of tax			
Foreign currency translation adjustments, net of tax	(17,165)	115,120	12,622
Loss on cash flow hedge valuations, net of tax	—	—	(2,412)
Net pension adjustments	263	1,300	2,638
Other comprehensive income (loss), net of tax	(16,902)	116,420	12,848
Comprehensive income, net of tax	\$ 231,047	\$ 449,863	\$ 286,300
Less: comprehensive income attributable to noncontrolling interests, net of tax	225	61	31
Comprehensive income attributable to Tetra Tech, net of tax	\$ 230,822	\$ 449,802	\$ 286,269

See accompanying Notes to Consolidated Financial Statements.

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

	Fiscal Year Ended		
	September 28, 2025	September 29, 2024	October 1, 2023
Cash flows from operating activities:			
Net income	\$ 247,949	\$ 333,443	\$ 273,452
Adjustments to reconcile net income to net cash provided by operating activities:			
Depreciation and amortization	58,276	73,677	61,206
Amortization of stock-based awards	33,946	31,155	28,607
Deferred income taxes	(11,297)	(19,980)	(21,204)
Provision for losses on accounts receivables	3,150	—	—
Impairment of goodwill	92,416	—	—
Fair value adjustments to contingent consideration	(12,228)	2,541	12,255
Right-of-use operating lease asset impairment	—	—	16,385
Fair value adjustment to foreign currency forward contract	—	—	(89,402)
Acquisition and integration expenses	—	7,138	—
Other non-cash items	9,024	5,369	975
Changes in operating assets and liabilities, net of effects of business acquisitions and divestitures:			
Accounts receivable and contract assets	(112,755)	(40,188)	(19,783)
Prepaid expenses and other assets	(30,563)	(20,894)	78,686
Accounts payable	2,398	18,091	(19,214)
Accrued compensation	18,879	6,657	37,094
Contract liabilities	73,489	4,704	44,152
Cash settled contingent earn-out liability	(11,170)	(7,943)	—
Income taxes receivable/payable	23,227	(35,530)	40,527
Other liabilities	72,944	468	(75,273)
Net cash provided by operating activities	457,685	358,708	368,463
Cash flows from investing activities:			
Payments for business acquisitions, net of cash acquired	(97,263)	(93,650)	(854,319)
Settlement of foreign currency forward contract	—	—	109,306
Capital expenditures	(18,633)	(18,135)	(26,901)
Proceeds from sales of assets	919	742	715
Proceeds from company-owned life insurance policies	1,934	—	—
Proceeds from divested business, net	2,406	—	—
Proceeds from loan repayment from divested business	3,883	—	—
Net cash used in investing activities	(106,754)	(111,043)	(771,199)
Cash flows from financing activities:			
Proceeds from borrowings	715,000	217,000	994,859
Repayments on long-term debt	(771,027)	(287,000)	(1,026,051)
Proceeds from issuance of convertible notes	—	—	575,000
Payments of debt issuance costs	(2,738)	—	(14,451)
Capped call transactions	—	—	(51,750)
Repurchases of common stock	(249,984)	—	—
Shares repurchased for tax withholdings on share-based awards	(14,047)	(12,982)	(16,833)
Payments of contingent earn-out liabilities	(15,055)	(46,107)	(21,328)
Stock options exercised	469	3,067	626
Dividends paid	(65,039)	(58,828)	(52,113)
Principal payments on finance leases	(7,823)	(6,530)	(5,579)
Net cash (used in) provided by financing activities	(410,244)	(191,380)	382,380
Effect of exchange rate changes on cash and cash equivalents	(5,004)	7,573	4,093
Net increase (decrease) in cash and cash equivalents	(64,317)	63,858	(16,263)
Cash and cash equivalents at beginning of year	232,689	168,831	185,094
Cash and cash equivalents at end of year	\$ 168,372	\$ 232,689	\$ 168,831
Supplemental information:			
Cash paid during the year for:			
Interest	\$ 34,956	\$ 36,855	\$ 47,367
Income taxes, net of refunds received of \$17.2 million, \$4.2 million and \$2.2 million	\$ 110,830	\$ 180,707	\$ 93,176
Non-cash financing activities:			
Excise taxes accrued but not paid	\$ 2,010	\$ —	\$ —
Reconciliation of cash and cash equivalents:			
Cash and cash equivalents	\$ 167,459	\$ 232,689	\$ 168,831

Cash and cash equivalents included in assets held-for-sale

913

—

—

Total	<u>\$ 168,372</u>	<u>\$ 232,689</u>	<u>\$ 168,831</u>
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See accompanying Notes to Consolidated Financial Statements.

Tetra Tech, Inc.
Consolidated Statements of Equity
Fiscal Years Ended October 1, 2023, September 29, 2024, and September 28, 2025
(in thousands)

	Common Stock		Additional Paid-in Capital	Accumulated Other Comprehensive (Loss) Income	Retained Earnings	Total Tetra Tech Equity	Non-Controlling Interests	Total Equity
	Shares	Amount						
BALANCE AT OCTOBER 2, 2022	264,903	\$ 2,650	\$ —	(208,144)	\$ 1,388,581	\$ 1,183,087	\$ 50	\$ 1,183,137
Comprehensive income, net of tax:								
Net income	—	—	—	—	273,420	273,420	32	273,452
Foreign currency translation adjustments	—	—	—	12,623	—	12,623	(1)	12,622
Pension	—	—	—	2,638	—	2,638	—	2,638
Gain on cash flow hedge valuations	—	—	—	(2,412)	—	(2,412)	—	(2,412)
Comprehensive income, net of tax						286,269	31	286,300
Distributions paid to noncontrolling interests	—	—	—	—	—	—	(8)	(8)
Cash dividends of \$0.196 per common share	—	—	—	—	(52,113)	(52,113)	—	(52,113)
Stock-based compensation	—	—	28,607	—	—	28,607	—	28,607
Restricted & performance shares released	746	7	(16,840)	—	—	(16,833)	—	(16,833)
Stock options exercised	97	—	626	—	—	626	—	626
Shares issued for Employee Stock Purchase Plan	492	5	12,623	—	—	12,628	—	12,628
Reclassification of APIC	—	—	26,734	—	\$ (26,734)	—	—	—
Capped call transactions	—	—	(51,750)	—	12,912	(38,838)	—	(38,838)
BALANCE AT OCTOBER 1, 2023	266,238	2,662	—	(195,295)	1,596,066	1,403,433	73	1,403,506
Comprehensive income, net of tax:								
Net income	—	—	—	—	333,382	333,382	61	333,443
Foreign currency translation adjustments	—	—	—	115,120	—	115,120	—	115,120
Pension	—	—	—	1,300	—	1,300	—	1,300
Comprehensive income, net of tax						449,802	61	449,863
Distributions paid to noncontrolling interests	—	—	—	—	—	—	(43)	(43)
Cash dividends of \$0.220 per common share	—	—	—	—	(58,828)	(58,828)	—	(58,828)
Stock-based compensation	—	—	31,155	—	—	31,155	—	31,155
Restricted & performance shares released	547	5	(12,987)	—	—	(12,982)	—	(12,982)
Stock options exercised	410	4	3,063	—	—	3,067	—	3,067
Shares issued for Employee Stock Purchase Plan	522	6	14,669	—	—	14,675	—	14,675
BALANCE AT SEPTEMBER 29, 2024	267,717	2,677	35,900	(78,875)	1,870,620	1,830,322	91	1,830,413
Comprehensive income, net of tax:								
Net income	—	—	—	—	247,724	247,724	225	247,949

	Common Stock		Additional Paid-in Capital	Accumulated Other Comprehensive (Loss) Income	Retained Earnings	Total Tetra Tech Equity	Non-Controlling Interests	Total Equity
	Shares	Amount						
Foreign currency translation adjustments	—	—	—	(17,165)	—	(17,165)	—	(17,165)
Pension	—	—	—	263	—	263	—	263
Comprehensive income, net of tax						230,822	225	231,047
Distributions paid to noncontrolling interests	—	—	—	—	—	—	(120)	(120)
Acquisition	—	—	—	—	—	—	183	183
Cash dividends of \$0.246 per common share	—	—	—	—	(65,039)	(65,039)	—	(65,039)
Stock-based compensation	—	—	33,946	—	—	33,946	—	33,946
Restricted & performance shares released	481	5	(14,052)	—	—	(14,047)	—	(14,047)
Stock options exercised	66	1	468	—	—	469	—	469
Shares issued for Employee Stock Purchase Plan	459	4	15,302	—	—	15,306	—	15,306
Stock repurchase	(7,305)	(73)	(71,564)	—	(180,357)	(251,994)	—	(251,994)
BALANCE AT SEPTEMBER 28, 2025	261,418	\$ 2,614	\$ —	\$ (95,777)	\$ 1,872,948	\$ 1,779,785	\$ 379	\$ 1,780,164

See accompanying Notes to Consolidated Financial Statements.

**ATTACHMENT S – STATEMENT THAT CONSULTANT IS FAMILIAR WITH CITY'S
TDMS SITES**

SUMMARY OF LOCATIONS FOR TEMPORARY DEBRIS STORAGE AND REDUCTION
SITES

All Sites are +/- a acre.

Primary Sites (debris storage and reduction):

1. Truman Waterfront Property – Approximately 5 acres
2. 5701 College Road – Approximately 4 acres
3. Rockland Operations LLC. Rockland Key – 10 acres

Secondary Sites (debris storage only):


1. Trumbo Road Property – Approximately 2 acres
2. 918 Fort Street Parking Lot – Approximately .25 acres
3. 631 Green Street Parking Lot – Approximately .50 acres
4. 800 Caroline Street Parking Lot – Approximately 1 acres
5. Fire Station #2 – Approximately .75 acres
6. Indigenous Park – Approximately 1 acre
7. South Roosevelt Boulevard Bridle Path – Approximately 4 acres
8. 1809 Bertha Street – Approximately .50 acres
9. 1903 South Roosevelt Boulevard Parking Lot – Approximately 1 acres
10. Boog Powell Court Parking Lot – Approximately .50 acres
11. Wickers Fields Parking Lot – Approximately 1 acres

NOTE: Additional sites may be added or removed as necessary. The Contractor will receive no additional charges for any site within 15 miles of the City of Key West.

[Tetra Tech confirms its familiarity with the TDMS sites identified above.](#)

- **Sample Load ticket**
- **Sample Truck Capacity Certification Form**
- **Sample Force Labor Ticket**
- **Description and Print Screens of Consultants Ticket Tracking Data Base**

[Attached following this page.](#)

 TETRA TECH		LOAD TICKET	
		#	
Applicant:		Disaster #	
Program:		Contractor:	
Truck # :		Truck Capacity:	
Driver's Name:		ROE/WO#:	
House # :	Street / Load Origin:		Zone #:
Debris Classification:			
<input type="checkbox"/> Vegetative/Woody		<input type="checkbox"/> Mixed	
<input type="checkbox"/> Construction & Demolition		<input type="checkbox"/> White Goods	
<input type="checkbox"/> Household Hazardous Waste		<input type="checkbox"/> Animal Carcasses	
<input type="checkbox"/> Hazardous Materials / Toxic		<input type="checkbox"/> Other: _____	
Loading Time:		Loading Date:	
Monitor Name (print):		I.D. #	
TDSRS / Disposal Site Location:		Scale Ticket #	
Load Call (%):		Weight (tons):	
Disposal Time:		Disposal Date:	
Monitor Name (print):		I.D. #	
Contractor Name (print):		I.D. #	
Notes:			
<i>White - Applicant Green and Yellow - Contractor Pink - Driver Gold - Site Copy</i>			
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TRUCK CERTIFICATION

CAPACITY	VEHICLE I.D.

GENERAL INFORMATION

Applicant:		Disaster #		Contractor:	
1st Tier Sub:		2nd Tier Sub:		Date:	Time: A P
Driver Name:		License #		State:	Expiration:
Driver Phone:		Tag #		State:	Expiration:
Vehicle Type: <input type="checkbox"/> Dump Truck <input type="checkbox"/> Hydraulic Dump Trailer <input type="checkbox"/> Non-hydraulic Dump Trailer <input type="checkbox"/> Semi-Trailer <input type="checkbox"/> Self-Loading Truck <input type="checkbox"/> Other: _____					
Features: <input type="checkbox"/> Sideboards <input type="checkbox"/> Dog Box <input type="checkbox"/> Curved/Angled Sides/Floor <input type="checkbox"/> Tail Gate Extension <input type="checkbox"/> Wheel Wells <input type="checkbox"/> Other: _____					

MEASUREMENT INFORMATION

Primary Interior Dimensions₁:	L ₁	x W ₁	x H ₁	= V ₁	Inches (whole number)	
Modifications to Overall Interior Dimensions						
Circle "+" for Addition or "-" for deduction						
Type Code: A = Box Shape; B = Sideboards; C = Tail Gate Extension; D = Dog Box; E = Wheel Wells; F = Other _____						
Type Code ₂ :	L ₂	x W ₂	x H ₂	= V ₂	<input type="checkbox"/> ÷ 2 + / -	
Type Code ₃ :	L ₃	x W ₃	x H ₃	= V ₃	<input type="checkbox"/> ÷ 2 + / -	
Type Code ₄ :	L ₄	x W ₄	x H ₄	= V ₄	<input type="checkbox"/> ÷ 2 + / -	
Round Bottom Truck:	[π x (D ÷ 2) ² x L] ÷ 2		[3.14 x (_____ ÷ 2) ² x _____] ÷ 2		= V ₅	+ / -
V _{total} = Primary Interior Cubic Inches +/- Modification Cubic Inches				= V _{total}		CYD
CYD = V _{total} / 46,656 (rounded to the nearest whole number)						

VEHICLE SKETCH

Primary
(Side View)

Primary
(End View)

Type Code₂:
(if applicable)

Type Code₃:
(if applicable)

Type Code₄:
(if applicable)

Round Bottom:
(if applicable)

Measured by:	I.D. #	Calculated by:	I.D. #	Checked by:	I.D. #
Applicant Representative (print):		I.D. #	Contractor Representative (print)		I.D. #
Signature:			Signature:		



TIME AND MATERIALS

GENERAL INFORMATION			
Applicant:	Disaster	Program:	Contractor:
DATE AND WORK SITE INFORMATION			
Date:	House #	Street / Work Site:	Zone #
			Parcel #
LINE ITEM DETAIL*			

*Note: each line item must relate to an uninterrupted work period (end for lunch/down-time). Total Hours not figured here--to calculate, round Start to End Time to the nearest 1/2 (0.5) hour

STAFF NAME	EQUIP. TYPE	ADDRESS	DESCRIPTION	START TIME	END TIME	GPS COORDINATES
1				A P	A P	N W
2				A P	A P	N W
3				A P	A P	N W
4				A P	A P	N W
5				A P	A P	N W
6				A P	A P	N W
7				A P	A P	N W
8				A P	A P	N W
9				A P	A P	N W
10				A P	A P	N W
11				A P	A P	N W
12				A P	A P	N W
13				A P	A P	N W
14				A P	A P	N W

VALIDATION DETAIL	
Applicant Representative (print):	I.D. #
Contractor Representative (print):	I.D. #
Signature:	Signature:
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Tetra Tech has provided a sample of our Ticket Tracking Data Base below. More information can be provided upon request.

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	F
10/7/2024 12:00:00 AM	8673631	1	32.40	CUBIC YARD (CY)	DEBRIS REMOVAL FROM ROW TO TDSRS	51A	8.00	259.2000	828710	72.00	45	AS
10/7/2024 12:00:00 AM	8673631	2	32.40	CUBIC YARD (CY)	MANAGEMENT OF TDSRS	70A	2.00	64.8000	828710	72.00	45	AS
10/7/2024 12:00:00 AM	8673631	3	32.40	CUBIC YARD (CY)	REDUCTION OF C&D DEBRIS VIA COMPACTION	61A	1.95	63.1800	828710	72.00	45	AS
10/7/2024 12:00:00 AM	8673632	1	37.00	CUBIC YARD (CY)	DEBRIS REMOVAL FROM ROW TO TDSRS	51A	8.00	296.0000	828711	74.00	50	AS
10/7/2024 12:00:00 AM	8673632	2	37.00	CUBIC YARD (CY)	MANAGEMENT OF TDSRS	70A	2.00	74.0000	828711	74.00	50	AS
10/7/2024 12:00:00 AM	8673632	3	37.00	CUBIC YARD (CY)	REDUCTION OF C&D DEBRIS VIA COMPACTION	61A	1.95	72.1500	828711	74.00	50	AS
10/7/2024 12:00:00 AM	8673502	1	46.80	CUBIC YARD (CY)	DEBRIS REMOVAL FROM ROW TO TDSRS	51A	8.00	374.4000	828708	72.00	65	AS
10/7/2024 12:00:00 AM	8673502	2	46.80	CUBIC YARD (CY)	MANAGEMENT OF TDSRS	70A	2.00	93.6000	828708	72.00	65	AS
10/7/2024 12:00:00 AM	8673502	3	46.80	CUBIC YARD (CY)	REDUCTION OF C&D DEBRIS VIA COMPACTION	61A	1.95	91.2600	828708	72.00	65	AS
10/7/2024 12:00:00 AM	8673501	1	57.60	CUBIC YARD (CY)	DEBRIS REMOVAL FROM ROW TO TDSRS	51A	8.00	460.8000	828709	72.00	80	AS
10/7/2024 12:00:00 AM	8673501	2	57.60	CUBIC YARD (CY)	MANAGEMENT OF TDSRS	70A	2.00	115.2000	828709	72.00	80	AS
10/7/2024 12:00:00 AM	8673501	3	57.60	CUBIC YARD (CY)	REDUCTION OF C&D DEBRIS VIA COMPACTION	61A	1.95	112.3200	828709	72.00	80	AS
10/7/2024 12:00:00 AM	8673531	1	63.75	CUBIC YARD (CY)	DEBRIS REMOVAL FROM ROW TO TDSRS	51A	8.00	510.0000	828714	75.00	85	AS
10/7/2024 12:00:00 AM	8673531	2	63.75	CUBIC YARD (CY)	MANAGEMENT OF TDSRS	70A	2.00	127.5000	828714	75.00	85	AS

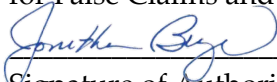
ATTACHMENT U – CERTIFICATION REGARDING LOBBYING

Certification for Contracts, Grants, Loans, and Cooperative Agreements

The undersigned 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.
4. 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, United States 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 Respondent, Tetra Tech, Inc., certifies or affirms the truthfulness and accuracy of each statement of its certification and disclosure, if any. In addition, the Respondent understands and agrees that the provisions of 31 U.S.C. Chapter 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

Name and Title

5/5/2026

Date

END OF SECTION 4

CERTIFICATE OF CORPORATE RESOLUTION
TETRA TECH, INC.

To: City of Key West

I hereby certify to you that I am a duly elected and qualified Senior Vice President, General Counsel and Secretary of Tetra Tech, Inc., a Delaware corporation (the "Company"), and that, as such, I am authorized to execute this Certificate on behalf of the Company. I further certify to you on behalf of the Company that:

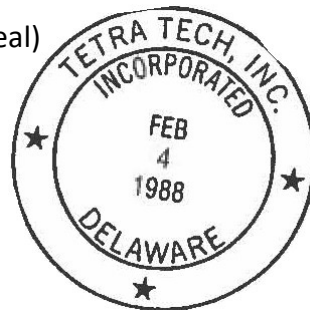
Jonathan Burgiel, Business Unit President within the Company's United States Infrastructure Division of the Government Services Group, is authorized and empowered, in accordance with the Company's Signature Approval Authority Matrix, as approved by the Company's Board of Directors, for and on behalf of the Company, to sign a proposal in response to the City RFP for Monitoring of Debris Removal and Related Services. Further, Mr. Burgiel is authorized and empowered to sign any resulting contract and is authorized to bind the Company.

IN WITNESS WHEREOF, I have hereunto set my hand as of this 5 day of May 2026.



Preston Hopson
Senior Vice President, General Counsel and
Secretary

(Seal)



Corporate Address: 3475 East Foothill Blvd., Pasadena, CA 91107
State of Incorporation: Delaware



ADDENDUM NO. 1
Monitoring of Debris Removal and Related Services
RFP 26-009

This addendum is issued as supplemental information to the Request for Proposal package for clarification of certain matters of both a general and a technical nature. The referenced Request for Proposal package is hereby amended in accordance with the following items:

1. **Clarification:** [No Changes]
2. **Changes to Submission Requirements:**
 - 1) Proposal packages are to be enclosed in sealed envelopes, clearly marked on the outside "Sealed Proposals for RFP No. 26-009 Services for Monitoring of Debris Removal and Related Services" addressed and delivered to the City Clerk Office at 1300 White Street, Key West, Florida 33040.
3. **Updates to Project Timeline:** [No Changes]
4. **Responses to Questions:** [No Changes]
5. **Additional Resources:** [No Changes]


Jonathan Burgiel, Business Unit President
Signature

Tetra Tech, Inc.
Name of Business



ADDENDUM NO. 2
Monitoring of Debris Removal and Related Services
RFP 26-009

This addendum is issued as supplemental information to the Request for Proposal package for clarification of certain matters of both a general and a technical nature. The referenced Request for Proposal package is hereby amended in accordance with the following items:

1. **Clarification:** [No Changes]
2. **Changes to Submission Requirements:** [No Changes]
3. **Updates to Project Timeline:** [No Changes]
4. **Responses to Questions:**
 - 1) Given the variability and unpredictability of lodging costs in Key West, particularly during disaster response conditions, would the City consider allowing certain expenses, such as lodging, to be billed separately rather than requiring them to be included in submitted rates?
 1. **No. Proposers shall include all costs necessary to perform the required services within their submitted pricing, including but not limited to labor, supervision, equipment, materials, transportation, mobilization, demobilization, travel, lodging, meals, administration, overhead, profit, and incidentals.**
 - 2) For clarification during proposal evaluation, are all costs associated with an Automated Debris Management System, including electronic load tickets, tablets, software, hardware, staffing, and electronic contractor identification, required to be included within the proposer's submitted pricing, with no separate rates, fees, or charges for ADMS?
 1. **The Consultant shall include within its proposed hourly rates all costs necessary to provide the required debris monitoring, documentation, data management, electronic load ticketing, field data collection, hardware, software, tablets, electronic**

contractor/vehicle identification, staffing, training, reporting, and related ADMS functionality necessary to perform the Scope of Services. The City will not pay separate ADMS fees, licensing fees, equipment charges, technology surcharges, or other separate charges for these services unless expressly authorized by written addendum prior to proposal submission or included in the final contract approved by the City Commission. Proposals should be structured to allow the City to evaluate pricing on a consistent basis.

- 3) RFP Section 2.5 states that the entire proposal must be resubmitted, including all executed forms, with each section signed. Please clarify whether proposers must submit the entire RFP document or only the completed proposal response sections and required forms.
1. Proposers are not required to reproduce and submit the entire RFP document with their proposal.

Proposers shall submit a complete proposal package that includes all required narrative responses, pricing forms, executed affidavits, certifications, acknowledgements, attachments, and supporting documentation

- 4) Can the City clarify whether the Safety Plan is included in the proposal page limit?
1. Yes. The Safety Plan is considered part of the proposer's narrative or technical proposal and shall be included within the applicable proposal page limit.
- 5) Can the City confirm whether the required project experience from the last seven years, including project descriptions and details under Tab 2, is included in the proposal page limit?
1. Yes. Project experience narratives, project descriptions, and related details submitted under Tab 2 are considered part of the proposer's narrative or technical proposal and shall be included within the applicable proposal page limit.

5. Additional Resources: [No Changes]



Jonathan Burriel, Business Unit President

Tetra Tech, Inc.

Signature

Name of Business

Appendix A: Resumes

Tetra Tech has included 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

Notable Disasters

4856 CA Los Angeles County

Wildfires

4834 FL Hurricane Milton

4827 NC Tropical Storm/Hurricane Helene

4796 IA Iowa Severe Storms

4734 Hurricane Idalia

4724 Maui Wildfires

4673 Hurricane Ian

4337 FL Hurricane Irma

4332 TX Hurricane Harvey

4344 CA Wildfires

4024 Hurricane Irene

1602 Hurricane Katrina

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:

- Buncombe County, NC, Disaster Recovery Services – Hurricane Helene, 2024-2025
- 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.

Principal in Charge (October 2015-2018)

Richland County, South Carolina | Comprehensive Post-Disaster Flood Support Services

Following the State of South Carolina's 1,000-year flooding event that took place from October 1-5, 2015, Jonathan led a team of Tetra Tech staff to provide comprehensive disaster recovery services to Richland County immediately following the historic flooding event. Services included but were not limited to FEMA PA reimbursement support, procurement package development for over 270 road and bridge repairs, well testing and disinfection program management, a post-disaster outstanding needs assessment, flood mitigation planning support, grant funding strategic plan development, and coordination and technical support activities among the County, State and FEMA agencies.

Principal-in-Charge (October 2015-October 2016)

Lexington County, South Carolina | HUD CDBG-DR Residential Buyout Programs

Jonathan served as principal-in-charge of Lexington County's residential buyout programs funded by HUD CDBG-DR grant funds. As part of this effort, Tetra Tech is providing comprehensive housing buyout activity services including applicant outreach, buy-out packet preparation and demolition cost estimating, oversight of demolition contractor activities, payment recommendation and project close out on over 100 homes. The work involves management of over \$16 million of HUD CDBG-DR grants.

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

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

Following the historic flooding event along the Blanco River where over 20 people perished, Jonathan provided technical support in the Hays County, Texas Emergency Operations Center (EOC) during and immediately following the flooding disaster. As part of these services, Jonathan supported the County and City of Wimberley in providing expert technical advice associated with providing the County/City appropriate measure for responding to the event and methods for best tracking the County's disaster-related costs to maximize the County's/City's FEMA reimbursement post-disaster.



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
& 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.



24 YEARS OF EXPERIENCE

\$5B+ DISASTER RELATED GRANTS

Areas of Expertise

- Damage Assessment
- Policy and Procurement
- Debris Management
- Disaster Housing
- Grant Application Development
- Grant Accounting Systems
- Audit Process
- Closeout Procedures

Key Disasters

- 4827 Tropical Storm Helene (NC)
- 4798 Hurricane Beryl
- 4781 Texas Severe Storms, Wind Event, and Floods
- 4724 Maui Wildfires
- 4240 CA Wildfire
- & Several More

Grant Experience

- FHWA-ER Program
- HUD CDBG-DR
- FEMA PA , 404 HMGP, and HMA

Education

- Texas State University
Master of Arts, Public Administration
- The University of Texas
Bachelor of Arts, Government

EXPERIENCE SUMMARY

Mr. John Buri is a recognized leader in post-disaster recovery programs, bringing 24 years of expertise in helping communities navigate the complexities of disaster recovery funding with federal grants. His work includes guiding clients through recovery from devastating wildfires and managing projects in large cities and counties with complex governmental structures. With a deep understanding of FEMA, HUD, and other federal recovery programs, John ensures his clients maximize funding opportunities while adhering to strict compliance requirements.

John has managed recovery operations for over 40 disaster declarations, contributing to the successful administration of more than \$5 billion in disaster-related grants. He is trusted for his ability to simplify bureaucratic processes, foster collaboration between federal, state, and local agencies, and deliver strategies that enable clients to recover faster and build long-term resilience. From wildfire recovery in unique places such as Maui, Hawaii, to managing disaster programs in major metropolitan areas like Houston, Texas, John’s leadership has consistently driven success in complex recovery efforts.

SELECT RELEVANT EXPERIENCE

Director, Post-Disaster Programs

Tetra Tech, Inc. (August 2014 – Present)

- Leads oversight and execution of disaster recovery and emergency management programs, providing strategic leadership to local and state governments in disaster-impacted areas
- Oversees multi-million dollar grant programs, ensuring proper compliance with FEMA and HUD guidelines, while maximizing recovery funding for clients
- Manages high-level coordination across agencies, including FEMA, state emergency management, and local leadership to ensure seamless recovery operations
- Mentors and coaches emerging leaders within Tetra Tech, fostering professional growth through hands-on guidance in disaster recovery operations, grant management, and strategic client engagement

Program Manager (2008, 2015, 2017)

City of Houston, Texas | Multi-Year Emergency Management and Disaster Recovery Services

- Managed emergency responses to major disasters including Hurricane Ike in 2008 (DR-1791), Memorial Day flood in 2015 (DR-4223), Tax Day flood in 2016 (DR-4269); and Hurricane Harvey 2017
- Following each disaster, coordinated with FEMA, Texas Division of Emergency Management (TDEM), USACE, Texas Commission on Environmental Quality (TCEQ), city departments, elected officials, congressional offices and volunteer groups to coordinate field activities, damage site inspections, eligibility reviews, and audits
- Managed planning team for 5 task orders under the DHS' Regional Catastrophic Planning Initiative Grant and Urban Area Security Initiative grant allocated to the City of Houston Office of Homeland Security
- Program manager for the City's flood resilience initiative in supporting the City's Flood Czar conducting damage analysis, mitigation project identification and identification of grant opportunities.

Performance and Task Manager

Various Clients – US | Hazard Mitigation Grant Program

- Overall responsibility for the management and performance of task orders supporting \$90+ in HMGP Grant applications across Texas, Georgia, Florida, South Carolina and North Carolina.
- Developed processes and implementation strategies for outreach, intake and verification for 100 elevations and 200 acquisition/demolitions.

Program Manager (2008 – 2016)

Montgomery County, Texas | Multi-Year Emergency Management and Disaster Recovery Services

John managed emergency responses to multiple major disasters including Hurricane Ike in 2008 (DR-1791) and two floods in 2016 (DR-4269 and DR-4272). He directed various task orders following disasters including project formulation, technical assistance on the PA grant program, conducting substantial damage estimation of 250 flooded properties, data collection for PA grant program and grant application for FEMA FMA grant program. He served as the client point of contact, prepared cost and technical task order proposals, assigned resources, reviewed deliverables, and tracked costs and schedules to ensure compliance with statements of work and approved budgets

Subject Matter Expert/Senior Management Oversight (October 2015 – Ongoing)

Richland County, South Carolina | Public Assistance Consulting

John has been an integral part of Tetra Tech's Richland County disaster recovery team assisting the Project Manager and consultants with obtain data, policy interpretation and general grant consulting. John has focused his time assisting with navigating the on-going challenges associated with dam reconstruction, road damage restoration and long term recovery.

Program Manager (May 2015 – 2016)

Hays County, Texas | Full Services Disaster Grant Management Consulting and Debris Management | May 2015 (DR 4223) and October 2015 Floods (DR-4245)

John is currently leading the Tetra Tech team supporting Hays County following two (2) major disaster declarations in 2015 including the May Memorial Day Flood and October All-Saints Day Flood that . This includes providing technical assistance to County leadership regarding FEMA PA, HMGP and CDBG-DR grant programs.

Subject Matter Expert/Senior Management Oversight (May 2015 – Ongoing)

City of Houston, Texas | Disaster Debris Monitoring and Public Assistance Consulting

Following the May 2015 Memorial Day Flood in Houston, John worked closely with the City of Houston's Disaster Recovery team on debris and FEMA reimbursement related issues. John developed operational plans, press releases, USACE/FEMA coordination, and daily progress reports along with contractor and force account labor documentation for submission to FEMA.

Senior Management Oversight (February 2014 – May 2014)

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

Following the destructive effects of Winter Storm Pax in February 2014, our team was tasked with providing disaster debris program management to numerous communities in the States of South Carolina and Georgia. John was instrumental in the immediate deployment of our team and is currently overseeing all disaster recovery operations, including leaner and hanger removal. In addition, John is currently working with each community to ensure that all eligible reimbursement is captured and documented.

Program Manager (2013)

Boulder County, Colorado | Disaster Grant Management Consulting

- Overall responsibility for the management and performance of our task order for \$8M in consulting services associated with the administration and documentation to support disaster grants
- Managed the grant administration of \$300M in FEMA PA, FEMA HMGP, FHWA-ER, NRCS-EWP and HUD CDGB-DR recovery grants following the front-range floods.
- Coordinated recovery efforts between the County, USACE, NRCS, FEMA, Colorado Department of Local Affairs (DOLA), Colorado Division of Homeland Security and Emergency Management (DHSEM), Colorado Department of Transportation, Town of Lyons and Jamestown, internal county departments and elected officials.
- Facilitated strategic planning meetings with community stakeholders to identify long term recovery initiatives.

Subject Matter Expert/Senior Management Oversight (February 2013 – January 2014)

New Jersey Department of Environmental Protection | Hurricane Sandy Waterway Debris Removal Project

John provided subject matter expertise in the development and implementation of numerous protocols and procedures to effectively manage the New Jersey Department of Environmental Protection's (NJDEP) waterways debris removal program. John oversaw the implementation of our automated debris management system (ADMS) technology, which increased NJDEP's visibility to the day-to-day operations and provided real-time reporting of debris quantities. Due to the excellent senior and project management provided by our team, NJDEP then tasked our team with monitoring the sediment removal process in the northern and southern region.

Senior Management Oversight (March 2013 – January 2014)

New Jersey Department of Environmental Protection – Liberty State Park | Hurricane Sandy FEMA PA Program Management

Hurricane Sandy's effect on the NJDEP's Liberty State Park was epic, covering the entire park in several feet of seawater and affected nearly all of the park's facilities and infrastructure, which included the Central Railroad of New Jersey Terminal Building. John managed a team of senior consultants that were immediately deployed to assist with the park's federal grant management. John oversaw all catalogued eligible damage, established relationships with FEMA and state officials, and oversaw the submission of project worksheets (PWs).



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 32 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 and 200

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. Notable projects Tommy has supported include:

2026 | Winter Storm Fern – *Multiple Municipalities throughout Mississippi and Tennessee*

2024 | Hurricanes Helene and Milton – *Multiple Municipalities throughout Florida, Georgia, South Carolina, North Carolina, and Tennessee*

2023 | Vermont Statewide Flooding – *Multiple Municipalities throughout the State of VT*

2022 | Hurricane Ian – *Charlotte County, FL and City of Cape Coral, FL*

2021 | Virginia Winter Ice Storm – *VDOT Richmond District, VA*

2018 | Hurricane Florence Debris Management – *Craven County, Cities of Boiling Spring Lakes and New Bern, Towns of River Bend and Trent Woods, North Carolina and City of Briarcliff Acres, South Carolina*

2017 | Hurricane Irma Debris Management – *Highlands, Hillsborough, Palm Beach and Volusia Counties; Cities of Coral Springs, Kenneth City, and Pinellas Park; and Town of Belleair, Florida*

2017 | Hurricane Harvey Land and Waterway Debris Management – *Harris County Flood Control District, Texas*

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 2002 – 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

10+ YEARS OF EXPERIENCE

Areas of Expertise

Disaster Debris Management
Right-of-Way Debris Removal
Disposal Operations
FEMA Compliance Monitoring
Supervision of Field Operations
Operational Scheduling and Dispatch
Private Property Programs
Hazardous Tree Removal
FEMA PA Category A
Documentation and Eligibility
Project Staffing

Key Training/Certifications

OSHA HAZWOPER
FEMA ICS 100, 200, 700, & 800

EXPERIENCE SUMMARY

Bob Gresenz has been involved in all aspects of debris removal monitoring operations, including some of the largest and technically challenging projects in the history of the Federal Emergency Management Agency (FEMA) Public Assistance (PA) program. This includes multiple simultaneous recovery projects in Texas following Hurricane Harvey; Florida following Hurricane Irma; Puerto Rico in response to Hurricane Maria; and most recently, recovery efforts from Hurricane Ida across the State of Louisiana. He has extensive knowledge of FEMA 325 and 327 guidelines, including implementation of right-of-way (ROW) debris monitoring, debris site and tower monitoring, and hazardous tree removal. Bob is also one of Tetra Tech's designated staff trainers and is an expert in the operations of our automated debris management system (ADMS), where he has trained over 1,000 field staff on the features of the system and its reporting capabilities.

RELEVANT EXPERIENCE

Project Manager

In the role of project manager, Bob is crucial in coordinating debris removal efforts. Along with the primary responsibilities of project scheduling, hiring, training, staffing, quality control, reporting, and coordinating with haulers, Bob is also the key point of contact for the client.

- Texas Department of Emergency Management – Floods, 2025-2026
- Florida Dept. of Environmental Protection, Charlotte County, City of Dunedin, and City of Madeira Beach, FL – Hurricane Milton, 2024-2025
- Pinellas County, City of Indian Rocks, City of South Pasadena, City of Dunedin, City of Treasure Island, City of Belleair Beach, City of Tarpon Springs, and City of Largo, FL – Hurricane Helene, 2024
- Brazoria County, TX – Hurricane Beryl, 2024
- City of St. Petersburg, FL – Hurricane Idalia, September 2023-January 2024
- Louisiana Department of Transportation and Development (LaDOTD) – Hazardous Tree Removal, 2024
- Florida Dept. of Environmental Protection – Hurricane Idalia Waterways, 2023
- Charlotte County, FL – Hurricane Ian, 2022-2024
- St. John the Baptist Parish, LA – Hurricane Ida, 2021-2023
- City of Alexandria, LA – Hurricane Laura, 2020
- City of Ruston, LA – Tornado, 2020
- Dallas County, AL – Hurricane Zeta, 2020
- City of Lynn Haven, FL – Hurricane Michael, 2018

- Econfina Creek, FL – Hurricane Zeta, 2018
- Lenoir County, NC – Hurricane Florence, 2018
- City of Friendswood, TX – Hurricane Harvey, 2017
- Pinellas County, FL – Hurricane Irma, 2017
- Dougherty County, GA – Severe Storms and Tornadoes, 2017

Regional Management Support

Bob provided senior level regional management in support of Tetra Tech's response to Hurricane Ida in Louisiana. Bob was instrumental in training and scheduling staff, leading debris hauler truck certification teams, and establishing project infrastructure.

- Various Clients in Louisiana – Hurricane Ida, 2021

Operations Manager

As an operations manager, Bob was responsible for overseeing and documenting the final processing of all debris. He coordinated with the debris haulers to ensure the appropriate crew numbers were allotted to meet timelines. In addition to training debris monitors, Bob oversaw truck certifications, field activities, and disposal operations; oversaw truck certifications; established staffing schedules, logistics, and asset management; and provided project oversight across multiple projects.

Of note, following the devastating 2021 Surfside Building collapse, Tetra Tech was on the ground in Miami-Dade County to provide debris monitoring and evidentiary chain of custody tracking. The building collapse required calculated operations to remove debris as building investigation and search for missing persons was still underway. Mr. Gresenz deployed immediately to support documentation of debris removal and transport to staging areas for evidentiary review.

- Davidson County, TN – Winter Storm Fern, 2026
- City of Miami, FL – Surfside Building Collapse, 2021
- Department of Transportation of Puerto Rico – Hurricane Maria, 2018
- Miami-Dade County, FL – Hurricane Irma, 2017
- Town of Hilton Head Island, SC – Hurricane Matthew, 2016
- Beaufort County, SC – Hurricane Matthew, 2016
- Hampton County, SC – Hurricane Matthew, 2016
- Hampton County, SC – Winter Storm Pax, 2014
- Barnwell County, SC – Winter Storm Pax, 2014

8 YEARS OF EXPERIENCE

Areas of Expertise

Project Oversight

Training

Health & Safety

FEMA Guidelines

Hazardous Tree Removal

Private Property Debris Removal

Truck Certification

Key Training/Certifications

OSHA 40 HR HAZWOPER

FEMA ICS-100 and 200b

IS-240.b Leadership and Influence

IS-241.b Decision Making and Problem Solving

IS-230.d Fundamentals of Emergency Management

IS-235.c – Emergency Planning

IS-242.C Effective Communication

EXPERIENCE SUMMARY

Ms. Dina Herrera is an experienced post-disaster response professional, having responded to multiple hurricanes and two California wildfires. She has served as operations manager and area leader for various projects across the nation, where her responsibilities have included hiring and training of local debris monitors, coordination with debris haulers, quality assurance/quality control (QA/QC), project oversight, and implementation of Tetra Tech's *RecoveryTrac*™ ADMS technology. Dina brings knowledge of debris removal programs, including hazardous tree removal and private property debris removal. She has a successful leadership background with hands-on experience in post-disaster response, incident management, and disaster recovery.

RELEVANT EXPERIENCE

Project Manager

Dina leads the implementation of programs to support the client in recovering from disaster events. Her responsibilities include overseeing program activities, preparing task orders, managing forecasts, and ensuring quality assurance to meet project goals and standards. In addition, Dina coordinates cross-functional teams, tracks project milestones, and provides regular updates to key stakeholders to ensure seamless execution and alignment with the client's objectives.

- Sarasota County, FL – Hurricane Milton, 2024 – 2025
- City of Venice, FL – Hurricane Helene, 2024

Task Force Leader

Dina works closely with field monitors, supervisors, and contactors, coordinating with program management to ensure hazardous debris and tree inspection needs are met. In this role, Dina is responsible for tasks such as supervising a team of disposal monitors, completing hazardous tree assessments, and training monitors on FEMA guidelines.

- US Army Corps of Engineers/ECC (Hawaii) – Lahaina-Kula Wildfires, 2023 – 2024

Operations Section Chief

The Deputy Operating Section Chief supports the team responding to California wildfire projects by overseeing either the disaster debris removal operation or the hazard tree removal operation. In this role, Dina assists in overseeing the collection, evaluation, and dissemination of operational information related to the operation. Dina prepares and assists in implementing the disaster debris and hazard tree removal operations

planning, as well as tracks the status of all operation resources and all the preparations for, data management from, and the final dispositions of each property that has been entered into the tree removal program.

- Tuolumne County, CA – Fire, 2025 – Present
- US Army Corps of Engineers – Los Angeles Wildfires, 2025

Operations Manager

Dina is responsible for overseeing day-to-day operations of debris monitoring, which include the training and scheduling of monitors, tracking of debris, and project QC. As the operations manager, her oversight involves field issue resolution, and the design and implementation of processes for monitoring.

- Manatee County, FL – Hurricane Helene, 2024
- US Army Corps of Engineers/ECC (Guam) – Typhoon Mawar, 2023
- City of Sarasota, FL – Hurricane Ian, 2022 – 2023
- Calcasieu Parish, LA – Hurricane Laura and Calcasieu Waterways Program, 2021 – 2022
- St. Martin Parish, LA – Hurricane Laura, 2020
- Calcasieu Parish, LA – Hurricane Laura, 2020
- City of Albany, GA – Hurricane Michael, 2018

Branch Director

As the Branch Director, Dina is responsible for supervising and supporting all Division Supervisors, including overseeing their work, supporting their tasks, and coordinating with contractors to address any field concerns or issues. She reports any issues back to the Operations Section Chief. She ensures that the Division Supervisors are properly trained, provides the necessary health and safety equipment and materials for the Division Supervisors to perform their work safely, and ensures her team has the equipment needed to be in contact at all times.

- Ventura County, CA – Mountain Fire, 2025

Debris Group Supervisor/Area Leader/Division Supervisor

Dina served as a debris group supervisor, where she acted as a liaison between the property owner and the prime contractor. She was also responsible for the QA/QC for work performed on 850+ parcels and parcel close out surveys.

- CalRecycle – Northern Branch Project, 2020 and 2021
- CalRecycle – Camp Fire, 2019

Field Supervisor

Dina served as a field supervisor, where she assisted with initial project setup and truck certifications. For the Surfside Condo Collapse project, she also worked alongside the Miami-Dade County police investigating and documenting evidence removed from the building collapse.

- Miami-Dade County, FL – Surfside, 2021
- City of Miami, FL – Hurricane Irma, 2017

5+ YEARS OF EXPERIENCE

Areas of Expertise

Right of Way Debris Removal

Private Property Debris Removal

Disaster Response and Recovery Operations

Team Leadership and Supervision

Resource Coordination and Logistics

Regulatory Compliance and Safety Protocols

Effective Communication and Problem-Solving

EXPERIENCE SUMMARY

Cai Benoit is a dynamic and experienced professional with a proven track record in disaster response and recovery operations. He is an expert in field supervision, operational management, and team leadership in high-pressure environments. Cai is adept at coordinating large-scale recovery efforts, ensuring compliance with regulatory guidelines, and delivering efficient, effective solutions during natural disaster events.

RELEVANT EXPERIENCE

Operations Manager

As Operations Manager, Cai provides strategic leadership and logistical oversight across all disaster recovery operations. With a proven track record in directing large-scale recovery efforts, he is responsible for executing Tetra Tech's work plans, including field personnel dispatch, field logistics, safety compliance, and training coordination. He manages resource allocation to maximize operational efficiency and ensure the timely completion of recovery milestones. Cai plays a critical role in supervising collection and disposal operations, verifying eligibility, maintaining compliance, and delivering daily updates to the project manager, swiftly addressing issues as they arise to keep recovery operations on track.

- Pinellas County, FL – Hurricane Helene/Milton, 2024
- Multiple Counties in Texas – Floods, Various Counties, 2025

Task Force Leader (TFL)

As Task Force Leader, Cai plays a pivotal role in coordinating wildfire response and fire recovery field operations, bringing direct experience overseeing response teams in wildfire mitigation and post-disaster efforts. Cai leads field teams through complex recovery environments, ensuring that safety protocols and operational strategies are implemented effectively. In this role, he focuses on maintaining compliance with project goals while navigating the unique challenges of fire recovery, including debris management, environmental hazards, and support for community rebuilding. His leadership ensures disciplined execution in the field and alignment with broader recovery objectives.

- State of New Mexico – New Mexico Fires, 2022
- CalRecycle – Dixie Fire, 2022

Quality Control Manager

As QA/QC Manager, Cai oversees all quality assurance and quality control functions for the project. Responsibilities include managing real-time data reporting collected through *RecoveryTrac*™ and supervising the virtual

command center to audit project information as it is gathered. Cai implements processes to eliminate ticket errors, reduce invoice reconciliation timeframes, prevent fraud, and establish a comprehensive, audit-ready dataset. Additionally, Cai provides leadership in developing and refining QA/QC protocols to ensure project success.

- US Army Corps of Engineers – Los Angeles Wildfires, February – August 2025

Field Supervisor

Cai ensures the quality control of debris site monitors, field coordinators, and project inspectors, with a focus on FEMA-compliant documentation during debris removal operations. Cai ensures regulatory compliance and safety measures were strictly adhered to during debris removal. He oversees the training and performance of monitors, manages locally hired supervisors and field staff, and responds to field issues. Additionally, he handles project timelines and task assignments.

- Calcasieu Parish, LA – Hurricane Laura (Waterways Project), 2022
- Calcasieu Parish, LA – Hurricane Laura (PPDR and ROW Project), 2019

Field Monitor

In this role, Cal tracks and documents debris removal metrics, including missed or ineligible piles, contractor activities, safety concerns, and damages. Cal reports to the Field Supervisor and ensures all documentation meets project standards.

- Various Clients in the State of New Jersey – Hurricane Ida, 2021

11YEARS OF
EXPERIENCE

Areas of Expertise

Disaster Debris Management

Data Collection, Utilization, and Validation

Data Management

Report designs

Reimbursement Policies and Procedures

Public Relations

Invoice Reconciliation

Education

University 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:

- Winter Storm Fern – Nashville Department of Transportation, 2026
- Texas Division of Emergency Management – Texas Floods, 2025
- U.S. Army Corps of Engineers/ECC – Los Angeles Wildfires, 2025
- 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 Lutcher, 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 landfall 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 (2015 – 2017)

Tetra Tech, Inc.

As part of the selected contractor's team, Ricardo 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 also prepared 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

9 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 serves as a Program Coordinator with 9 years of disaster recovery and program administration experience, supporting Federal, State, County, and City clients nationwide. Since joining Tetra Tech in 2017, Macy has provided coordination and administrative leadership across wildfire, hurricane, tornado, and severe storm recovery efforts throughout California, the Gulf Coast, the Southeast, Hawaii, and the U.S. Virgin Islands.

Macy specializes in multi-jurisdictional program coordination, staffing and onboarding management, and QA/QC of project documentation and payroll systems. She oversees hiring and supervision of local project coordinators, facilitates communication between project management and field teams, and ensures compliance with state labor laws and client-specific requirements. Her responsibilities include payroll processing oversight, timekeeping system administration, license tracking for Tetra Tech's Tetraforms system, and structured review of documentation to support audit readiness.

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 compliant with state policies and labor laws.

- CalRecycle/Tuolumne and Calaveras Unit (TCU) – Tuolumne County Fire, 2025 – 2026
- U.S. Army Corps of Engineers – Hurricane Helene (Private Property Debris Removal), 2024 – 2025
- Multiple Clients in Florida (Brevard County, St. Johns County, Alachua County, Seminole County, City of Gainesville, City of Vero Beach, and City of Cape Coral) – Hurricanes Helene and Milton, 2024 – 2025
- Buncombe County, McDowell County, and Polk County, NC – Hurricane Helene, 2024 – 2025
- Multiple Clients in Texas (City of Alvin, City of Pearland, City of Angleton, and Brazoria County) – Hurricane Beryl, 2024
- Leon County and City of Tallahassee, FL – Severe Storms, 2024
- City of Louisville, KY – Tornado, 2024

- DeSoto County, FL – Emergency Watershed Project, 2024
- Maui County, HI – Wildfires, 2023 – 2024
- Southwest Florida (Collier County, Charlotte County, and Lee County) – Hurricane Ian, 2022 – 2023
- CalRecycle, CA – Dixie-Caldor Fire, 2021 – 2022
- CalRecycle, CA – Northern Branch Complex Fire, 2020 – 2021
- Various Clients in Alabama, Florida, and Louisiana – Hurricane Laura and Hurricane Sally, 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.

- 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 Edinburg, 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, 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

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)

The *RecoveryTrac*™ Case Management of Environmental Reviews software was built 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 Inspection 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.