TETRA TECH

Proposal for RFP No. 2026-06

Disaster Debris Monitoring Services

City of Doral, Florida

March 2026

Leading with Science®

Letter of Transmittal

City of Doral, Florida
Submitted Electronically

March 26, 2026

Subject: Disaster Debris Monitoring Services RFP No. 2026-06

Dear Members of the Evaluation Committee

Tetra Tech, Inc. (Tetra Tech) is pleased to submit this proposal in response to the City of Doral RFP No. 2026-06 for Disaster Debris Monitoring Services. We propose a Doral-focused monitoring program that pairs proven ADMS-driven documentation with experienced field supervision to protect critical corridors, minimize disruption to high-traffic commercial zones and events, and produce defensible, audit-ready records to maximize federal and state reimbursement.

- **National Leadership in Debris Monitoring.** Our team has successfully assisted **over 450 local and state government clients** with planning for and recovering from disasters. With extensive experience successfully managing multiple disaster response and recovery operations across the U.S. simultaneously, we have overseen and managed the removal of **over 256 million cubic yards (CYs) of debris**, resulting in more than **$81 billion in reimbursable costs** to our clients. We have served as the ground-zero debris monitoring consultant for hundreds of clients affected by our nation's most catastrophic natural disasters, including Hurricanes Milton, Helene, Ian, Laura, Sally, Michael, Irma, Matthew, Florence, and Harvey; over a dozen wildfires; and numerous severe storm, tornado, and flooding events.
- **Extensive Experience Throughout the State of Florida.** Since 2004, our team has **monitored the collection and removal of over 95 million CY of debris in Florida** and has assisted numerous communities in Florida with response and recovery efforts after Hurricanes Charley, Frances, Jeanne, Ivan, Dennis, Katrina, Wilma, Matthew, Irma, Michael, Sally, Ian, Nicole, Idalia, and most recently, Helene and Milton. In addition, our team has assisted communities after a variety of other disasters, including tropical storms, tornadoes, fires, and floods. Tetra Tech is proud of our experience in Florida and is committed to successfully managing all phases of debris monitoring for our clients after a debris-generating event. Florida is also our home state, where many of our principal and senior staff reside. **We have over 1,000 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 the City of Doral before, during, and after a disaster.

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

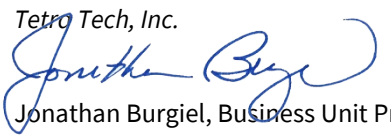
- **Proven Leadership With Direct City Experience:** Senior team members Ralph Natale, and Jeff Dickerson have worked directly for the City, including on debris monitoring missions for Hurricanes Irma. They will lead our zone-specific team of supervisors, environmental and safety specialists, and FEMA PA experts to provide precise, responsive coverage across the City.

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

Technical Representative: Mr. Ralph Natale
ralph.natale@tetratech.com

Contractual Representative: Ms. Betty Kamara
TDR.contracts@tetratech.com

Sincerely,
Tetra Tech, Inc.



Jonathan Burgiel, Business Unit President – Tetra Tech Disaster Recovery

Table of Contents

Required Forms and Documents

- Business Entity Affidavit
- Certificate of Authority
- Proposer Qualification Statement
- Sworn Statement Pursuant to Section 287.133(3)
- Affidavit Regarding Unauthorized Aliens Under 448.085, Florida Statutes
- Bidder Affirmation
- Conflict of Interest Disclosure Form
- Required Affidavit Regarding the Use of Coercion for Labor and Services
- List of Proposed Subcontractors
- FEMA Provisions Affidavit

BUSINESS ENTITY AFFIDAVIT

(VENDOR / BIDDER DISCLOSURE)

I, Jonathan Burgiel, being first duly sworn state:

The full legal name and business address of the person(s) or entity contracting or transacting business with the City of Doral ("City") are (Post Office addresses are not acceptable), as follows:

95-4148514

FEDERAL EMPLOYER IDENTIFICATION NUMBER (IF NONE, SOCIAL SECURITY NUMBER)

Tetra Tech, Inc.

Name of Entity, Individual, Partners, or Corporation

Doing business as, if same as above, leave blank

2301 Lucien Way Suite 120 Maitland, FL 32751

STREET ADDRESS SUITE CITY STATE ZIP CODE

OWNERSHIP DISCLOSURE AFFIDAVIT

1. If the contact or business transaction is with a corporation, the full legal name and business address shall be provided for each officer and director and each stockholder who holds directly or indirectly five percent (5%) or more of the corporation's stock. If the contract or business transaction is with a trust, the full legal name and address shall be provided for each trustee and each beneficiary. All such names and addresses are (Post Office addresses are not acceptable), as follows:

Full Legal Name	Address	Ownership
None		%
		%
		%

2. The full legal names and business address of any other individual (other than subcontractors, material men, suppliers, laborers, or lenders) who have, or will have, any

interest (legal, equitable, beneficial or otherwise) in the contract or business transaction with the City are (Post Office addresses are not acceptable), as follows:

None

Signature of Affiant

March 25, 2026
Date

Jonathan Burgiel
Printed Name of Affiant

Sworn to and subscribed before me this 25 day of March, 2026.

Personally known X
OR
Produced identification

Notary Public-State of Florida

Type of Identification

My commission expires: 2/9/2027

Melissa Cremeans
Printed, typed, or stamped commissioned name of Notary Public

MELISSA A. CREMEANS
Notary Public, State Of Florida
Commission No. HH 360338
My Commission Expires: 2/9/2027

CERTIFICATE OF AUTHORITY

STATE OF Florida **SS: COUNTY OF** Orange

☒ **(IF CORPORATION):** I HEREBY CERTIFY that at a meeting of the Board of Directors of Tetra Tech, Inc., a corporation existing under the laws of the State of Delaware, held on March 25, ~~2025~~ 2026, the following resolution was duly passed and adopted:

RESOLVED, that Jonathan Burgiel, ~~as President~~ Business Unit President of the Corporation, be and is hereby authorized to execute the bid dated March 25, ~~2025~~ 2026, to the City of Doral on behalf of this Corporation, and that such execution, attested by the Secretary of the Corporation and with the corporate seal affixed, shall be the official act and deed of this Corporation.

☐ **(IF PARTNERSHIP):** I HEREBY CERTIFY that at a meeting of the Partners of _____, a partnership existing under the laws of the State of _____, held on _____, 2025, the following resolution was duly passed and adopted:

RESOLVED, that _____, as _____ of the Partnership, be and is hereby authorized to execute the bid dated _____, 2025, to the City of Doral on behalf of this Partnership, and that such execution, attested by _____, shall be the official act and deed of this Partnership.

☐ **(IF JOINT VENTURE):** I HEREBY CERTIFY that at a meeting of the principals of _____ , a corporation existing under the laws of the State of _____, held on _____, 2025, the following resolution was duly passed and adopted:

RESOLVED, that _____is hereby authorized to execute the proposal of the Joint Venture, dated _____, 2025, to the City of Doral, and to do all acts and deeds necessary on behalf of this Joint Venture in connection therewith.

I further certify that said resolution is now in full force and effect.

IN WITNESS WHEREOF, I have hereunto set my hand this 25 **day of** March **, 2025.** 2026

Secretary: Preston Hopson _____ **(SEAL)**

TETRA TECH, INC. INCORPORATED FEB 4 1988 DELAWARE

PROPOSER QUALIFICATION STATEMENT

The Proposer's response to this questionnaire will be utilized as part of the City's evaluation to ensure that the Proposer meets, to the satisfaction of the City, the minimum requirements for participating in this Solicitation. **PROPOSER MUST PROVIDE DETAILS FULFILLING THE SOLICITATION'S MINIMUM QUALIFICATIONS.**

Proposer	Tetra Tech, Inc.
Years in Business	60 Years
Manager*	Tommy Webster

** attach certification**

Identify past and current contracts to support compliance with required years of experience. Additional tables may be added by completing additional copies of this form, as needed.

Contract No. 1			
Name:	Hurricane Milton - Disaster Debris Program Management		
Description:	Tetra Tech supported the City three times in response to major hurricanes, providing debris monitoring program management services that helped ensure timely and compliant recovery. Provided within the Bid Submission Packet Tetra Tech has included additional information regarding working with the City of Bradenton.		
Budget/Cost:	Hurricane Milton: $2.8 M	Contract Dates:	Hurricane Milton October 2024 - January 2025
Owner/Client Name:	City of Bradenton, Florida	Reference Name:	Irvin Lee, Public Works Director
Reference Phone No.:	(941) 290-9398	Reference Email:	Irvin.Lee@bradentonFl.gov
Contract No. 2			
Name:	Hurricane Milton - Disaster Debris Program Management		
Description:	Following Hurricane Milton, Tetra Tech deployed 44 field monitors to oversee debris removal operations. The team supported the City's rapid recovery by monitoring more than 30,000 cubic yards of storm-generated debris, including vegetative and mixed materials resulting from high winds and localized flooding. Provided within the Bid Submission Packet Tetra Tech has included additional information regarding working with the City of Cape Coral.		
Budget/Cost:	Hurricane Milton: $444 K	Budget/Cost:	Hurricane Milton: October 2024 – February 2025
Owner/Client Name:	City of Cape Coral, Florida	Owner/Client Name:	Terry Schweitzer Solid Waste Manager
Reference Phone No.:	(518) 415-9718	Reference Phone No.:	tschweitzer@capecoral.gov
Contract No. 3			
Name:	Hurricane Milton - Disaster Debris Monitoring Services		
Description:	Tetra Tech supported the City's right of way debris removal program, providing 40 field monitors and overseeing the removal of approximately 60,000 cubic yards of debris.Provided within the Bid Submission Packet Tetra Tech has included additional information regarding working with the City of New Smyrna.		
Budget/Cost:	HUrricane Milton: $950 K	Budget/Cost:	Hurricane Milton: October - December 2024
Owner/Client Name:	City of New Smyrna, Florida	Owner/Client Name:	David Ray, Maintenance Operations Director
Reference Phone No.:	386-527-6657	Reference Phone No.:	dray@cityofnsb.com

Emergency Management Institute

FEMA

This Certificate of Achievement is to acknowledge that

JOHN T WEBSTER

has reaffirmed a dedication to serve in times of crisis through continued professional development and completion of the independent study course:

IS-00100.b
Introduction to Incident Command System
ICS-100

Issued this 23rd Day of May, 2017

0.3 IACET CEU

Tony Russell
Superintendent
Emergency Management Institute

Emergency Management Institute

FEMA

This Certificate of Achievement is to acknowledge that

JOHN T WEBSTER

has reaffirmed a dedication to serve in times of crisis through continued professional development and completion of the independent study course:

IS-00200.b
ICS for Single Resources and
Initial Action Incident, ICS-200

Issued this 27th Day of June, 2017

0.3 IACET CEU

Tony Russell
Superintendent
Emergency Management Institute

Emergency Management Institute

FEMA

This Certificate of Achievement is to acknowledge that

JOHN T WEBSTER

has reaffirmed a dedication to serve in times of crisis through continued professional development and completion of the independent study course:

IS-00700.a
National Incident Management System (NIMS)
An Introduction

Issued this 23rd Day of May, 2017

0.3 IACET CEU

Tony Russell
Superintendent
Emergency Management Institute

Emergency Management Institute

FEMA

This Certificate of Achievement is to acknowledge that

JOHN T WEBSTER

has reaffirmed a dedication to serve in times of crisis through continued professional development and completion of the independent study course:

IS-00800.b
National Response Framework, An Introduction

Issued this 19th Day of June, 2017

0.3 IACET CEU

Tony Russell
Superintendent
Emergency Management Institute

JKO

JOINT KNOWLEDGE ONLINE

Tommy Webster

has successfully completed

Level I Antiterrorism Awareness Training

07/05/2018

H.W. Thorp, Jr., GS-15
Chief, Joint Knowledge Online Division
Deputy Director Joint Training
Joint Staff, J7

This is an official course completion certificate from a JKO Standalone course.
Standalone course completions are not tracked or recorded with Joint Knowledge Online.

SWORN STATEMENT PURSUANT TO SECTION 287.133(3)(A),FLORIDA STATUTES, ON PUBLIC ENTITY CRIMES

THIS FORM MUST BE SIGNED AND SWORN TO IN THE PRESENSE OF A NOTARY PUBLIC OR OTHER OFFICIAL AUTHORIZED TO ADMINISTER OATHS.

1. This sworn statement is submitted to the City of Doral
by Jonathan Burgiel, Business Unit President
[Print individual's name and title]
for Tetra Tech, Inc.
[Print name of 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: _____.
[Social Security Number]

2. I understand that a "public entity crime" as defined in Paragraph Section 287.133 (1)(g), Florida Statutes, means

   a violation of any state or federal law by a person with respect to and directly related to the transaction of business with any public entity or with an agency or political subdivision of any other state or of the United States, including, but not limited to, any bid or contract for goods or services to be provided to any public entity or an agency or political subdivision of any other state or of the United States and involving antitrust, fraud, theft, bribery, collusion, racketeering, conspiracy, or material misrepresentation.

3. I understand that "convicted" or "conviction" as defined in Paragraph 287.133 (1)(b), Florida Statutes, means a finding of guilt or conviction of a public entity crime, with or without an adjudication of guilt, in any federal or state trial court of record relating to charges brought by indictment or information after July 1, 1989, as a result of a jury verdict, non jury trial, or entry of a plea of guilty or nolo contendere.

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

   A predecessor or successor of a person convicted of a public entity crime; or

   An entity under the control of any natural person who is active in the management of the entity and who has been convicted of a public entity crime. The term "affiliate" includes those officers, directors, executives, partners, shareholders, employees, members, and agents who are active in the management of an affiliate. The ownership by one person of shares constituting a controlling interest in another person, or a pooling of equipment or

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

5. I understand that a "person" as defined in Paragraph 287.133 (1)(e), Florida Statutes, means any natural person or entity organized under the laws of any state or of the United States with the legal power to enter into a binding contract and which 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 a public entity. The term "person" includes those officers, directors, executives, partners, shareholders, employees, members, and agents who are active in the management of an entity.

6. Based on information and belief, the statement, which I have marked below, is true in relation to the entity submitting this sworn statement. [Initial next to statement which applies.]

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

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

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

I UNDERSTAND THAT THE SUBMISSION OF THIS FORM TO THE CONTRACTING OFFICER FOR THE PUBLIC ENTITY IDENTIFIED IN PARAGRAPH 1 (ONE) ABOVE IS FOR THAT PUBLIC ENTITY ONLY AND, THAT THIS FORM IS VALID THROUGH DECEMBER 31 OF THE CALENDAR YEAR IN WHICH IT IS FILED. I ALSO UNDERSTAND THAT I AM REQUIRED TO INFORM THE PUBLIC ENTITY PRIOR TO ENTERING INTO A CONTRACT IN EXCESS OF THE THRESHOLD AMOUNT PROVIDED IN SECTION 287.017, FLORIDA STATUTES FOR CATEGORY TWO OF ANY CHANGE IN THE INFORMATION CONTAINED IN THIS FORM.

[Signature]

Sworn to and subscribed before me this 25 day of March, 2026 personally known X OR produced identification _____.

Notary Public – State of Florida

My commission expires 2/9/2027

(Type of Identification)

_____

(Printed typed or stamped commission name of notary public.)

Melissa Cremeans

MELISSA A. CREMEANS
Notary Public, State Of Florida
Commission No. HH 360338
My Commission Expires: 2/9/2027

AFFIDAVIT REGARDING UNAUTHORIZED ALIENS UNDER 448.095, FLORIDA STATUTES

In compliance with section 2(b)(1) of 448.095, Florida Statutes,

Name of Entity Tetra Tech, Inc.

hereby affirms that it does not employ, contract with, or subcontract with an unauthorized alien.

Jonathan Burgiel	Business Unit President	
Printed Name of Affiant	Printed Title of Affiant	Signature of Affiant
Tetra Tech, Inc.	March 25, 2026	
Name of Entity	Date	
2301 Lucien Way Suite 120	Florida	32751
Address of Entity	State	Zip Code

Notary Public Information

Notary Public State of Florida County of Orange

Subscribed and sworn to (or affirmed) before me this March 25 day of 2026

By Jonathan Burgiel

He or she is personally known to me X or has produced identification □

Type of identification produced

	HH 360338	
Signature of Notary Public	Serial Number	
Melissa Cremeans	2/9/2027	MELISSA A. CREMEANS Notary Public, State Of Florida Commission No. HH 360338 My Commission Expires: 2/9/2027
Print or Stamp of Notary Public	Expiration Date	Notary Public Seal

BIDDER AFFIRMATION

I, the undersigned affiant, being first duly sworn as an authorized agent of the below-named Bidder, does hereby affirm and attest under penalty of perjury as the proposed Bidder for City of Doral that the certifications and statements provided above on behalf of Bidder are true to the best of affiant's knowledge and belief and that Bidder is compliant with all requirements outlined in these City of Doral Affidavits. Bidder acknowledges it is required to comply with and keep current all statements sworn to in the above affidavits and will notify the City of Doral immediately if any of the statements attested hereto are no longer valid.

Tetra Tech, Inc.
Bidder Name

March 25, 2026
Date Signed

Affiant Signature

Jonathan Burgiel, Business Unit President
Affiant Name & Title (Printed)

STATE OF Florida
COUNTY OF Orange

The foregoing instrument was affirmed, subscribed, and sworn to before me this 25 day of March 2026 by means of ☑ physical presence or ☐ online notarization, by _____ who is personally known to me or who produced the following identification: _____.

[Notary Seal]

MELISSA A. CREMEANS
Notary Public, State Of Florida
Commission No. HH 360338
My Commission Expires: 2/9/2027

Notary Public for the State of Florida
My commission expires: 2/9/2027

CONFLICT OF INTEREST DISCLOSURE

Business Name: Tetra Tech, Inc.

D.B.A.: _____ Federal I.D. No.: 95-4148514

Business Address: 2301 Lucien Way Suite 120

City: Maitland State: Florida Zip: 32751

Please note that all business entities interested in or conducting business with the City are subject to comply with the City of Doral's conflict of interest policies as stated within the certification section below. If a vendor has a relationship with a City of Doral official or employee, an immediate family member of a City of Doral official or employee, the vendor shall disclose the information required below.

1. No City official or employee or City employee's immediate family member has an ownership interest in vendor's company or is deriving personal financial gain from this contract.
2. No retired or separated City official or employee who has been retired or separated from the City for less than one (1) year has an ownership interest in vendor's Company.
3. No City employee is contemporaneously employed or prospectively to be employed with the vendor.
4. Vendor hereby declares it has not and will not provide gifts or hospitality of any dollar value or any other gratuities to any City employee or elected official to obtain or maintain a contract.

Conflict of Interest Disclosure*	
Name of City of Doral employees, elected officials, or immediate family members with whom there may be a potential conflict of interest: _____ _____ _____	( ) Relationship to employee ( ) Interest in vendor's company ( ) Other (please describe below) _____ _____ (X) No Conflict of Interest

**Disclosing a potential conflict of interest does not automatically disqualify vendors. In the event vendors do not disclose potential conflicts of interest and they are detected by the City, vendor will be exempt from doing business with the City.*

I certify that this Conflict-of-Interest Disclosure has been examined by me and that its contents are true and correct to my knowledge and belief and I have the authority to so certify on behalf of the Vendor by my signature below:		
_____	March 25, 2026	Jonathan Burgiel
Signature of Authorized Representative	Date	Printed Name of Authorized Representative

Required Affidavit Regarding the Use of Coercion for Labor and Services

Contractor Name: Tetra Tech, Inc.

Contractor FEIN: 95-4148514

Contractor'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: 407-803-2551

Email Address: TDR.contracts@tetratech.com

Section 787.06(13), Florida Statutes requires all nongovernmental entities executing, renewing, or extending a contract with a governmental entity to provide an affidavit signed by an officer or representative of the nongovernmental entity under penalty of perjury that the nongovernmental entity does not use coercion for labor or services as defined in that statute. The District Board of Trustees of Miami Dade College, Florida, is a governmental entity for purposes of this statute.

As the person authorized to sign on behalf of the Contractor, I certify that the Contractor identified does not:

- Use or threaten to use physical force against any person;
- Restrain, isolate, or confine or threaten to restrain, isolate, or confine any person without lawful authority and against her or his will;
- Use 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 services are not respectively limited and defined;
- Destroy, conceal, remove, confiscate, withhold, or possess any actual or purported passport, visa, or other immigration document, or any other actual or purported government identification document, of any person;
- Cause or threaten to cause financial harm to any person;
- Entice or lure any person by fraud or deceit; or
- Provide a controlled substance as outlined in Schedule I or Schedule II of s. 893.03 to any person for the purpose

Under penalties of perjury, I declare that I have read the foregoing document and the facts stated in it are true.

By: _____
Authorized Signature

Print Name and Title: Jonathan Burgiel, Business Unit President

Date: March 25, 2026

LIST OF PROPOSED SUBCONTRACTORS

☐ BIDDER confirms no Subcontractors will used on this project if they are awarded the contract.

☑ BIDDER shall list all Proposed Subcontractors to be used on this project if they are awarded the contract.

SCOPE	SUBCONTRACTOR NAME, ADDRESS AND LICENSE #
Debris Monitoring Staffing (Surge Support)	TBD – Local qualified subcontractors may be utilized as needed to support emergency response operations.

If, prior to Notice of the Award, the City or the Contractor has reasonable objection to and refuses to accept any Subcontractor, Supplier, person or organization listed, the Contractor may, prior to Notice of Award, submit an acceptable substitute without an increase in their bid price.

FEMA PROVISIONS
AFFIDAVIT

Either this solicitation is fully or partially Grant funded. The City will seek reimbursement from FEMA. Contractor shall comply with the clauses as enumerated below.

1. **Contractor Compliance**: This is an acknowledgement that FEMA financial assistance will be used to fund the agreement. The Contractor will comply with all applicable federal laws, regulations, and Executive Orders, including FEMA policies, procedures, and directives. The Contractor shall comply with all uniform administrative requirements, cost principles, and audit requirements for federal awards. Contractor shall ensure that all subcontracts comply with FEMA.

2. **Drug Free Workplace Requirements:** Drug-free workplace requirements in accordance with Drug Free Workplace Act of 1988 (Pub l 100-690, Title V, Subtitle D). All contractors entering into Federal funded contracts over $100,000 must comply with the Federal Drug Free workplace requirements as Drug Free Workplace Act of 1988.

3. **Conflict of Interest**: Contractor must disclose with their proposals whether any officer, director, employee or agent is also an officer or an employee of the City. All firms must disclose the name of any City officer or employee who owns, directly or indirectly, an interest in the Contractor's firm or any of its branches or affiliates. All Contractor must also disclose the name of any employee, agent, lobbyist, previous employee, or other person, who has received or will receive compensation of any kind, or who has registered or is required to register under Section 112.3215, Florida Statutes, in seeking to influence the actions of the Council in connection with this procurement.

4. **Mandatory Disclosures**: The Contractor must disclose in writing all violations of Federal criminal law involving fraud, bribery, or gratuity violations potentially affecting the Federal award. (***See Sworn Statement on Public Entity Crimes***)

5. **Utilization of Minority and Women Firms (M/WBE):** The Contractor must take all necessary affirmative steps to assure that small, minority, and women-owned businesses are utilized when possible, in accordance with 2 CFR 200.321. If subcontracts are to be let, prime contractor will require compliance of this provision by all sub-contractors. Prior to contract award, the Contractor shall document efforts to assure that such businesses are solicited when there are potential sources; that the Contractor made an effort to divide total requirement, when economically feasible, into smaller tasks or quantities to permit maximum participation by such businesses; and, that the Contractor has established delivery schedules, where permitted, to encourage such businesses to respond. Contractor and sub-contractor shall utilize service and assistance from such organizations as SBA, Minority Business Development Agency of the Department of Commerce, the Florida Department of Management Services (Office of Supplier Diversity), the Florida Department of Transportation, Minority Business Development Center, and Local Government M/DBE programs, available in many large counties and cities. Documentation, including what firms were solicited as suppliers and/or sub-contractors, as applicable, shall be included with the bid proposal.
6. **Equal Employment Opportunity**:

a. 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.

b. 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.

c. 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.

d. 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.

e. 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.

f. 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.

g. In the event of the Contractor's noncompliance with the nondiscrimination clauses of the contract or with any of the said rules, regulations, or orders, the 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.

h. The Contractor will include the portion of the sentence immediately preceding paragraph (a) and the provisions of paragraphs (a) through (g) 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 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 Contractor 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 Contractor 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 Contractor 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 Contractor 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 Contractor 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 Contractor under the program with respect to which the failure or refund occurred until satisfactory assurance of future compliance has been received from such contractor; and refer the case to the Department of Justice for appropriate legal proceedings.

7. **Davis-Bacon Act:** If applicable to the contract, the Contractor agrees to comply with all provisions of the Davis Bacon Act as amended (40 U.S.C. 3141- 3144, and 3146- 3148) and the requirements of 29 C.F.R. pt. 5 as may be applicable. Contractor is required to pay wages to laborers and mechanics at a rate not less than the prevailing wages specified in a wage determination made by the Secretary of Labor. In addition, Contractor must be required to pay wages not less than once a week. If the grant award contains Davis Bacon provisions, the City will place a copy of the current prevailing wage determination issued by the Department of Labor in the solicitation document. The decision to award a contract shall be conditioned upon the acceptance of the wage determination. **(See Prevailing Wage Determination by the Department of Labor)**

8. **Copeland Anti Kick Back Act:**
   a. Contractor. The Contractor shall comply with 18 U.S.C. § 874, 40 U.S.C. § 3145, and the requirements of 29 C.F.R. pt. 3, if applicable, which are incorporated by reference into the contract.
   b. Subcontracts. The Contractor or subcontractor shall insert in any subcontracts the clause above 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 of these contract clauses.
   c. 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."

9. **Contract Work Hours and Safety Standards Act**
   a. *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.
   b. *Violation; liability for unpaid wages; liquidated damages*. In the event of any violation of the clause set forth in paragraph (a) 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 set forth in paragraph a. 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 a. of this section.
   c. *Withholding for unpaid wages and liquidated damages.* The City 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. of this section.

d. *Subcontracts.* The Contractor or subcontractor shall insert in any subcontracts the clauses set forth in paragraph a. through d. 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 a. through d. of this section.

10. **Clean Air Act (42 U.S.C. 7401–7671q.) and the Federal Water Pollution Control Act (33 U.S.C. 1251– 1387): as amended—**The Contractor agrees to comply with all applicable standards, orders or regulations issued pursuant to the Clean Air Act (42 U.S.C. 7401–7671q) and the Federal Water Pollution Control Act as amended (33 U.S.C. 1251–1387). Violations must be reported to the Federal awarding agency and the Regional Office of the Environmental Protection Agency (EPA).

11. **Debarment and Suspension:** (Executive Orders 12549 and 12689): A contract award (see 2 CFR 180.220) must not be made to parties listed on the government wide exclusions in the System for Award Management (SAM), in accordance with the OMB guidelines at 2 CFR 180 that implement Executive Orders 12549 (3 CFR part 1986 Comp., p. 189) and 12689 (3 CFR part 1989 Comp., p. 235), ''Debarment and Suspension. SAM Exclusions contains the names of parties debarred, suspended, or otherwise excluded by agencies, as well as parties declared ineligible under statutory or regulatory authority other than Executive Order 12549. The Contractor shall certify compliance. The Contractor further agrees to include a provision requiring such compliance in its lower tier covered transactions and subcontracts. (**See Appendix Certification Regarding Debarment, Suspension, and Other Responsibility Matters**)

12. **Byrd Anti-Lobbying Amendment:** (31 U.S.C. 1352): 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. Contractor agrees to comply with this provision. Contractor shall file the required certification. **(See Appendix Ethics Clause and Certification Regarding Lobbying for Contracts, Grants, Loans and Cooperative Agreements).**

13. **Rights to Inventions Made Under a Contract or Agreement**: If the Federal award meets the definition of ''funding agreement'' under 37 CFR § 401.2 (a) and the Contractor wishes to enter into a contract with a small business firm or nonprofit organization regarding the substitution of parties, assignment or performance of experimental, developmental, or research work under that ''funding agreement,'' the Contractor must comply with the requirements of 37 CFR Part 401,''Rights to Inventions Made by Nonprofit Organizations and Small Business Firms Under Government Grants, Contracts and Cooperative Agreements,'' and any implementing regulations issued by the awarding agency.

14. **Procurement of Recovered Materials**: Contractors must comply with section 6002 of the Solid Waste Disposal Act, as amended by the Resource Conservation and Recovery Act. The requirements of Section 6002 include procuring only items designated in guidelines of the Environmental Protection Agency (EPA) at 40 CFR 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 during 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.

    In the performance of the contract, the Contractor shall make maximum use of products containing recovered materials that are EPA-designated items unless the product cannot be acquired—

    1. Competitively within a timeframe providing for compliance with the contract performance schedule;
    2. Meeting contract performance requirements; or
    3. At a reasonable price.

    Information about this requirement, along with the list of EPA - designated items, is available at EPA's Comprehensive Procurement Guidelines web site, https://www.epa.gov/smm/comprehensive- procurement-guideline-cpg-program.

    The Contractor also agrees to comply with all other applicable requirements of Section 6002 of the Solid Waste Disposal Act.

15. **Access to Records and Reports:**
    The Contractor agrees to provide City, Recipient (if applicable), 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 the contract for the purposes of making audits, examinations, excerpts, and transcriptions.

    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. 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.

    In compliance with the Disaster Recovery Act of 2018, the City and the Contractor acknowledge and agree that no language in the contract is intended to prohibit audits or internal reviews by the FEMA Administrator or the Comptroller General of the United States.

16. **Record Retention:** Contractor will retain all required records pertinent to this contract for a period of five years after closeout of the FEMA grant, beginning on a date as described in 2 C.F.R. §200.333 and retained in compliance with 2 C.F.R. §200.333. This provision is supplemental to other provisions in the agreement.

17. **Federal Changes:** Contractor shall comply with all applicable Federal agency regulations, policies, procedures and directives, including without limitation those listed directly or by

reference, as they may be amended or promulgated from time to time during the term of the contract.

18. Termination for Default or Convenience: Please see the contract attached to this solicitation.

19. Safeguarding Personal Identifiable Information: Contractor will take reasonable measures to safeguard protected personally identifiable information and other information designated as sensitive by the awarding agency or is considered sensitive consistent with applicable Federal, State and/or local laws regarding privacy and obligations of confidentiality.

20. Prohibition on utilization of cost plus a percentage of cost contracts: The City will not award contracts containing Federal funding on a cost-plus percentage of cost basis.

21. Prohibition on utilization of time and material type contracts: The City will not award contracts based on a time and material basis unless the strict federal requirements regarding time and material contract are met.

22. **DHS Seal, LOGO, and Flags:** The Contractor shall not use the Department of Homeland Security (DHS) seal(s), logos, crests, or reproductions of flags or likenesses of DHS agency officials without specific FEMA preapproval.

[Remainder of this page intentionally left blank]

As the person authorized to sign this statement, I certify that this contractor complies/ will comply fully with the above requirements.

STATE OF Florida

COUNTY OF Orange

Date: March 25, 2026

Contractor/Firm: Tetra Tech, Inc.

By: _____

Printed Name/Title: Jonathan Burgiel, Business Unit President

The foregoing instrument was acknowledged before me by means of X physical presence or online notarization, this 25 day of March, 20 26, by Jonathan Burgiel, as Business Unit President of Tetra Tech, Inc., a Corporation. He or she is personally known or produced _____ as identification.

Notary Public, State of Florida

Printed, typed or stamped name, commission and expiration:

MELISSA A. CREMEANS
Notary Public, State Of Florida
Commission No. HH 360338
My Commission Expires: 2/9/2027

4.2 Technical Response Requirements

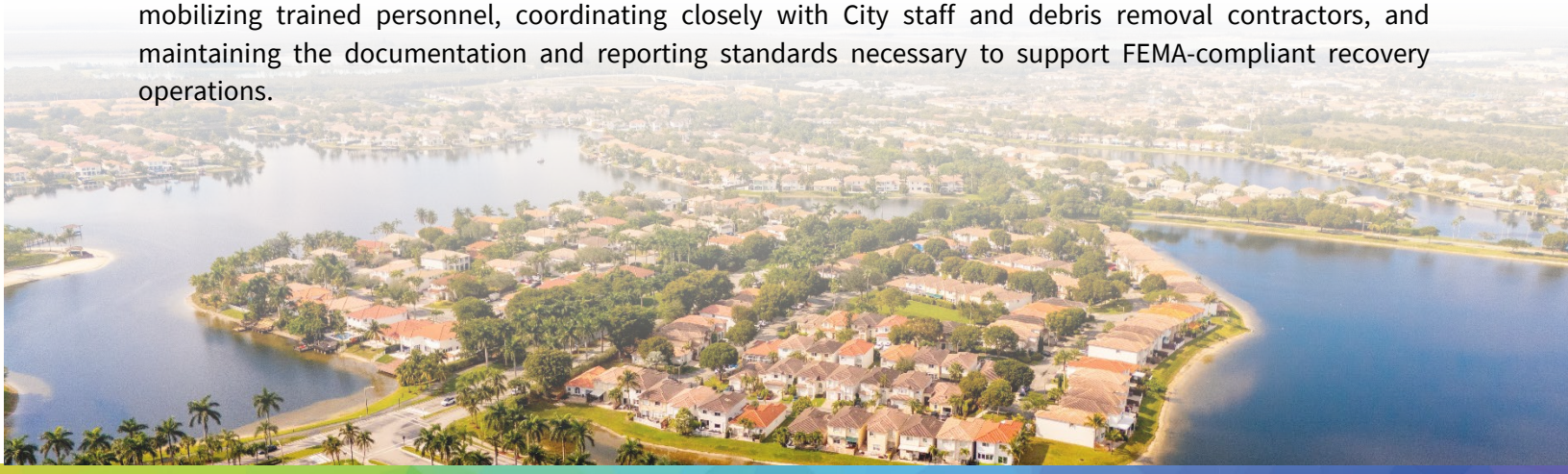
4.2.1. Understanding of the Project

The City of Doral is a rapidly growing municipality with dense commercial corridors and frequent public events that require rapid, precise debris clearance to restore mobility and economic activity. Tetra Tech understands that speed and defensible documentation are equally important: our approach balances rapid field operations with ADMS-driven ticketing, photographic evidence, and centralized reconciliation so the City receives timely operational intelligence and an audit-ready reimbursement package designed to secure maximum reimbursement. Due to its location in South Florida, the City is vulnerable to hurricanes, tropical storms, and severe weather events that can generate significant volumes of storm debris.

Tetra Tech has a long-standing relationship with the City of Doral and has supported the City on an annual basis with preparedness activities for potential disaster debris operations. Immediately following Hurricane Irma, Tetra Tech received a notice to proceed (NTP) from the City to provide disaster debris monitoring services. Despite the unprecedented size and complexity of Hurricane Irma, which overwhelmed the capacity and response capabilities for many firms, Tetra Tech prioritized the City of Doral's needs and ensured adequate staffing and timely delivery of services. Within hours of the storm's passing, our team mobilized a full support staff to assist with staging operations, project staffing, and scheduling of monitoring personnel. Our responsibilities included certification of debris hauling trucks, monitoring right-of-way debris removal activities, providing tower monitors at temporary debris management sites, surveying and monitoring stump and leaner/hanger removal operations, managing debris removal efforts in City parks, and performing data management, quality assurance/quality control, and contractor invoice reconciliation and approval.

Following completion of the debris operations, Tetra Tech continued working closely with the City and participated in a Miami-Dade County, City Managers event hosted by the City of Doral, where lessons learned from Hurricane Irma were reviewed and discussed. This collaboration helped refine the City's preparedness plans and strengthen its readiness for future disaster events. Through this prior activation and ongoing coordination, Tetra Tech has developed valuable familiarity with the City's operational environment, response priorities, and the importance of maintaining accurate documentation and monitoring practices that support efficient debris operations and FEMA Public Assistance reimbursement.

Building on this experience, Tetra Tech understands the City's need for a monitoring partner capable of rapidly mobilizing trained personnel, coordinating closely with City staff and debris removal contractors, and maintaining the documentation and reporting standards necessary to support FEMA-compliant recovery operations.



Our Understanding of the Services Required by the City of Doral

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

- Reporting and Data Management (pg. 10)
- Pre-Event Planning and Training (pg. 12)
- Emergency Push Documentation (pg. 15)
- Debris Site Permitting (pg. 16)
- ROW Debris Monitoring (pg. 19)
- Closeout and Appeals Support (pg. 29)

Tetra Tech is prepared to provide the services defined in the City's RFP. With 60 years of experience behind the company, Tetra Tech has the expertise, resources, and proven skills to support the City of Doral.

The City has a responsibility to protect its residents and businesses by being ready to respond to disasters. This includes:

- ✓ Maintaining preparedness plans and policies
- ✓ Training staff through emergency exercises
- ✓ Identifying additional resource needs
- ✓ Partnering to maximize State and Federal funding
- ✓ Strengthening infrastructure for long-term resilience

With Tetra Tech, the City gains a trusted partner with the expertise and resources to deliver in all these areas.

4.2.2. Proposed Approach and Methodology

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

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

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

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

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

Prior to an event with warning (such as a hurricane), our team will begin monitoring the landfall of any tropical system at Hour-96 and will coordinate via conference call with the City. Following an event without warning (such as tornadoes or flooding), Tetra Tech will begin response at Hour-0.

1 Preparedness

2 Response

Exhibit 1. Operational Response Timeline for Debris-Generating Events

Time	Task	Deliverables/Milestones
		Pre-Event Planning
Pre-event (normal conditions)	Meet with the City to review plans and documents	• Conduct annual pre-event meeting with the City and debris contractor • Review the City's disaster recovery contracts for FEMA compliance • Update critical documents and files, including any GIS files
H-96	Review capabilities and resources	• Contact the City and initiate daily conference call • Determine resource requirements from debris model • Review the City's emergency policies and contracts • Establish contact with the City's debris hauler and ensure Tetra Tech has the most up to date copy of the debris hauler contract
		Incident Planning
H-72	Execute responsibilities and activate contracts	• Review possible critical areas of concern, hospitals, major transit systems, historic districts, environmental issues, and critical infrastructure • Review protocols for private property, gated communities, and public drop-off sites • Review debris management site (DMS) locations and follow up with the State on permitting procedures • Estimate equipment requirements and DMS capacity to haul and stage debris • Prepare ADMS technology for mobilization
H-48	Monitor storm track and continue preparations	• Conduct regular meetings with City staff as requested • Confirm staging location and begin mobilization of resources • Mobilize project assets and begin base camp coordination and logistics (food, water, housing, etc.) with the City and Tetra Tech headquarters (if necessary) • Review list of priority roads and the operational plan • Obtain GIS files for municipalities that the City will assist with debris removal • Continue to update and gather updates from the City's debris hauler
H-24	Prepare final reports	• Save all critical documents and files to the network drive, USB drive, and laptop hard drive • Certify emergency road clearance equipment (in coordination with the City's debris hauler) • Determine emergency road clearance priorities
H-0	ARRIVAL OF NOTICE EVENT/INITIATE RESPONSE TO NO-NOTICE EVENT	

Execution		
H +24	Emergency push	• Receive notice to proceed with not to exceed and begin emergency push • Maintain time and materials (T&M) logs for push equipment • Coordinate with the City to conduct preliminary damage assessments and road closures (if requested) • Supervisors report to pre-designated locations and prep staff on project • Begin establishing ADMS infrastructure • Begin recruiting and training monitors, project coordinators, and data staff • Initiate opening of DMS locations • Follow up with State-level environmental regulations on debris permits (if required) • Work with the City to establish public information protocols to respond to concerns and comments
H +48	Emergency push/damage assessment	• Continue emergency push • Continue preliminary damage assessment • Develop debris cost estimate required for presidential disaster declaration • Develop operational plan for disaster-specific issues • Refine health and safety plan for disaster-specific issues
H +72	Disaster debris vehicle certification/ site preparation	• Begin hauling truck certification • Install ADMS tower monitor infrastructure • Train monitors on policies, ADMS, and safety • Open public drop-off sites as requested
Recovery/Disaster Debris Collection Monitoring		
H +96	Begin debris collection monitoring	• Assign monitors to trucks • Assign supervisors to monitors • Hold morning and afternoon meeting with City staff and debris hauler • Implement Quality Assurance/Quality Control (QA/QC) procedures
Week 1+	Right-of-way (ROW) debris collection monitoring	• Continue ROW collection • Address household hazardous waste (HHW) issues (if critical) • Issue daily reports/GIS maps • Hold daily meetings with the City, hauler, and/or State/FEMA as required • Staff citizens debris management hotline (if requested) • Define supplemental programs required (private roads, HHW) and prepare eligibility request

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

Ongoing Tasks

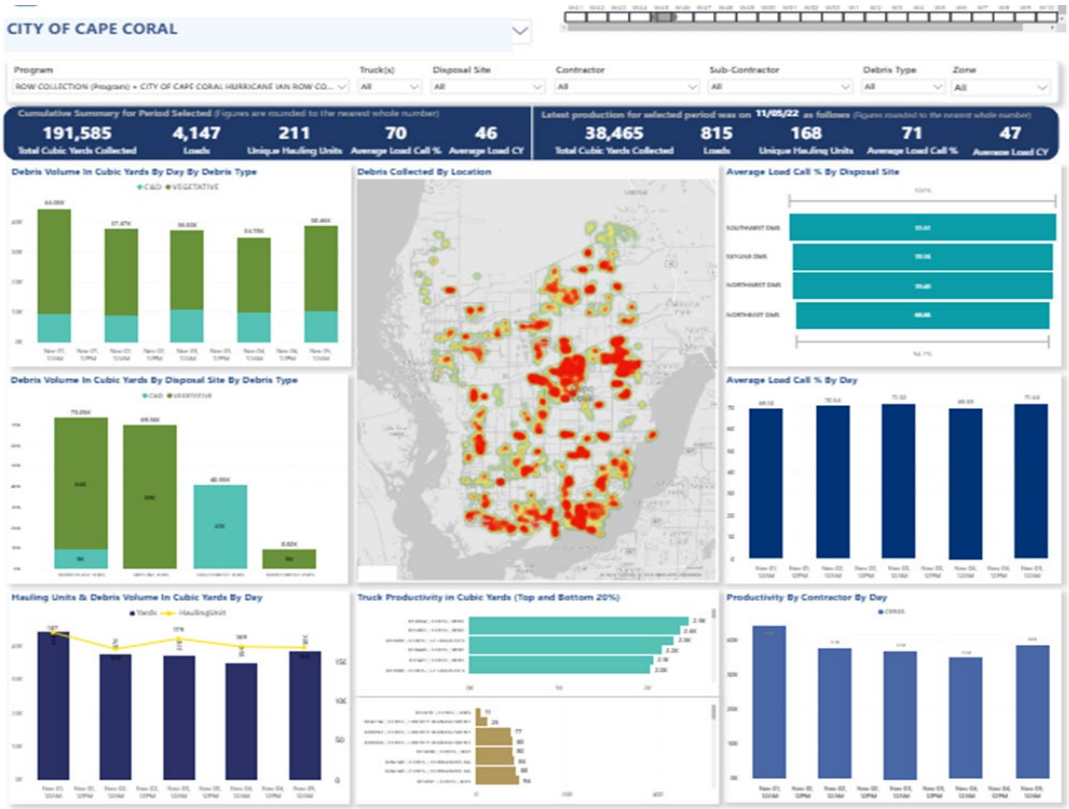
Throughout the duration of our project, various task areas such as technology, health and safety, and reporting are integrated seamlessly into Tetra Tech's workflow. Our daily efforts are supported by *RecoveryTrac*™ automated debris management system (ADMS) software and other technology that evolves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

Reporting

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 hazard removals. Below is a sample of this report created for a recent project. Additionally, Tetra Tech takes pride in the customization of reports to meet our client's specific needs and provided reports tailored to any metrics not captured in the generic reports.

Exhibit 2. Daily Report Sample



Preparedness

Debris Management Plan Development and Review

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

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

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

Contractor Procurement

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

Debris Management Site Identification/Pre-Approval

Tetra Tech has industry-leading experience assisting local and state governments with locating and permitting DMS before a disaster event as well as post-disaster. Based on State environmental agency guidelines, DMS typically require baseline soil testing before use. We work with municipalities to pre-approve potential debris sites with environmental agencies. In Florida, this effort is further supported by Chapter 2025-190 (amending s.403.7071, F.S.), which requires local governments to obtain DEP pre-authorization for

at least one DMS. Tetra Tech will work with the City in meeting this requirement through site identification, evaluation, and preparation of all necessary documentation for DEP pre-authorization.

Right of Entry Gathering for Private/Gated Road Debris Removal

Our team has administered many of the largest private property debris removal (PPDR) programs in U.S. history. We work with each City to follow their process, should they already have one in place, when managing debris generated from private property and gated communities. Tetra Tech assists communities with ensuring they have the legal authority via local and state ordinances to enter onto private property. We also assist with preparing submittal packages for FEMA to approve the program, promoting the right-of-entry (ROE) program with homeowners' associations and residents, and ensuring the program is properly documented.

Staff Training and Exercises

Tetra Tech will schedule annual training with City staff. The purpose of the training will be to ensure that Tetra Tech and the City are operating on a common operational platform and that the City is well prepared for the upcoming season. We will explain the documentation requirements of the FEMA Public Assistance Program and review the City's permitted debris management sites for appropriate use and capacity. In planning for each year's training, Tetra Tech and City staff will work out an agenda to include any pertinent topics that the City feels should be addressed.

With a thorough Preparedness phase, the City of Doral can rest assured that Tetra Tech is ready to support the City following any event that occurs. From the formulation of a development plan that outlines specific actions the City's agencies will take to the training programs that Tetra Tech will run for City employees, the end result is a City that is prepared for the possibilities that may lay ahead.

Response

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

Debris Estimation

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

Tetra Tech uses the following debris-estimating methodologies:

- **Data-driven debris-estimating model.** Tetra Tech has developed a data-driven debris-estimating model that takes into consideration factors such as hurricane strength category, estimated storm surge,

coastal households, amount of vegetative cover, dockage, and other unique factors to develop debris estimates for a community.

- **Field survey.** "Boots on the ground" Tetra Tech staff will also work to estimate the expected volume of debris. Tetra Tech's experienced field staff complete windshield surveys, and the information collected is aggregated by an experienced project manager to generate field survey-based debris estimates.
- **Aerial surveys.** Finally, Tetra Tech can develop debris estimates using Unmanned Aircraft Systems (UAS, or more commonly drones) to estimate debris quantities from inaccessible areas. Tetra Tech drones can capture topographic survey data, including orthophoto, contour, digital terrain, and dense point cloud data to develop estimated volumes of debris within an impacted community.

Training During an Event Response

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

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

During a debris recovery operation, Tetra Tech project managers and supervisors routinely examine the safety of field and debris staging site operations and have the authority to shut down unsafe operations. Debris staging site monitors are equipped with the appropriate personal protective equipment, which may include hard hats, appropriate footwear, reflective vests, hearing protection, and eye protection. Additionally, Tetra Tech project managers conduct regular tailgate safety sessions with their field employees to alert them of potential work hazards and review safe work practices.

EOC Staff Augmentation

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

roles. All emergency management staff proposed to support SEOC operations have direct EOC management and operations experience.

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

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

Tetra Tech understands that running an EOC requires ample resources coupled with established relationships and an understanding of local, regional, and state nuances. Tetra Tech is prepared to be flexible in the support provided in an EOC environment. While Tetra Tech team members are fully capable of staffing executive leadership positions, we understand that contractors are sometimes best used in roles supporting existing agency/department staff to help build internal capacity.

Public Information

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

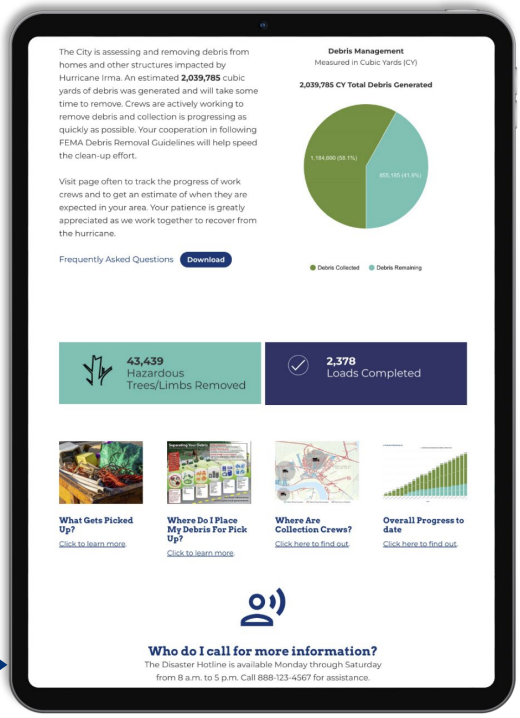
Public information for debris operations should focus on two components: safety for handling debris and proper set-out procedures. Many hurricane-related injuries and deaths occur after the incident because citizens do not safely address disaster damage and debris. Some of these deaths and injuries could be avoided if residents were provided timely information on how to safely address disaster-related damage to their homes. Public information for residents should include safety precautions for assessing their damaged homes and operating dangerous equipment to remove debris. In addition to safety instructions, proper set-out procedures are critical to ensure that the City can maximize recycling opportunities, reduce impacts to landfill capacity, and maintain efficient debris removal operations.

Public information should include instructions for residents to properly separate their debris streams such as HHW, electric waste, construction and demolition debris, vegetative debris, and white goods. Public information should provide residents with specific instructions for separating and bundling their debris and include any information for citizen drop-off locations.

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

Exhibit 3. Public Information Campaign

Flyer detailing debris separation and placement guidance for residents



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

Call Center Operations

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

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

Emergency Roadway Push

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

- Document blocked roads that require immediate clearance
- Help staff maintain maps or databases to track road clearance progress and other essential tasks, as requested
- Administer the sign-in and sign-out of labor and equipment to track time and materials (T&M) charges
- Maintain reimbursement documentation of emergency push work
- Coordination with the City to conduct preliminary damage assessments and road closures
- Establish public information protocols to respond to concerns and comments

Debris Management Site Permitting

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

Truck Certification

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

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

Exhibit 4. Truck Certification Report

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

Truck: *All Show Photos? True False

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

Contractor: GREENBELT TURF

Sub-Contractor 1: CAMO FARMS

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

Driver-Placard View | Side View | Back-Interior View | Front View

Primary Box (L x W x H): 498x98x44 = 2147376.0 (+)
Type: Other (L x W x H): 498x49x20 = 122010.0 (+ /2)
Type: Other (L x W x H): 498x49x20 = 122010.0 (+ /2)
Total Volume: 2635416.0 Cu Inches (/46656)= 56.49 CuYds

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

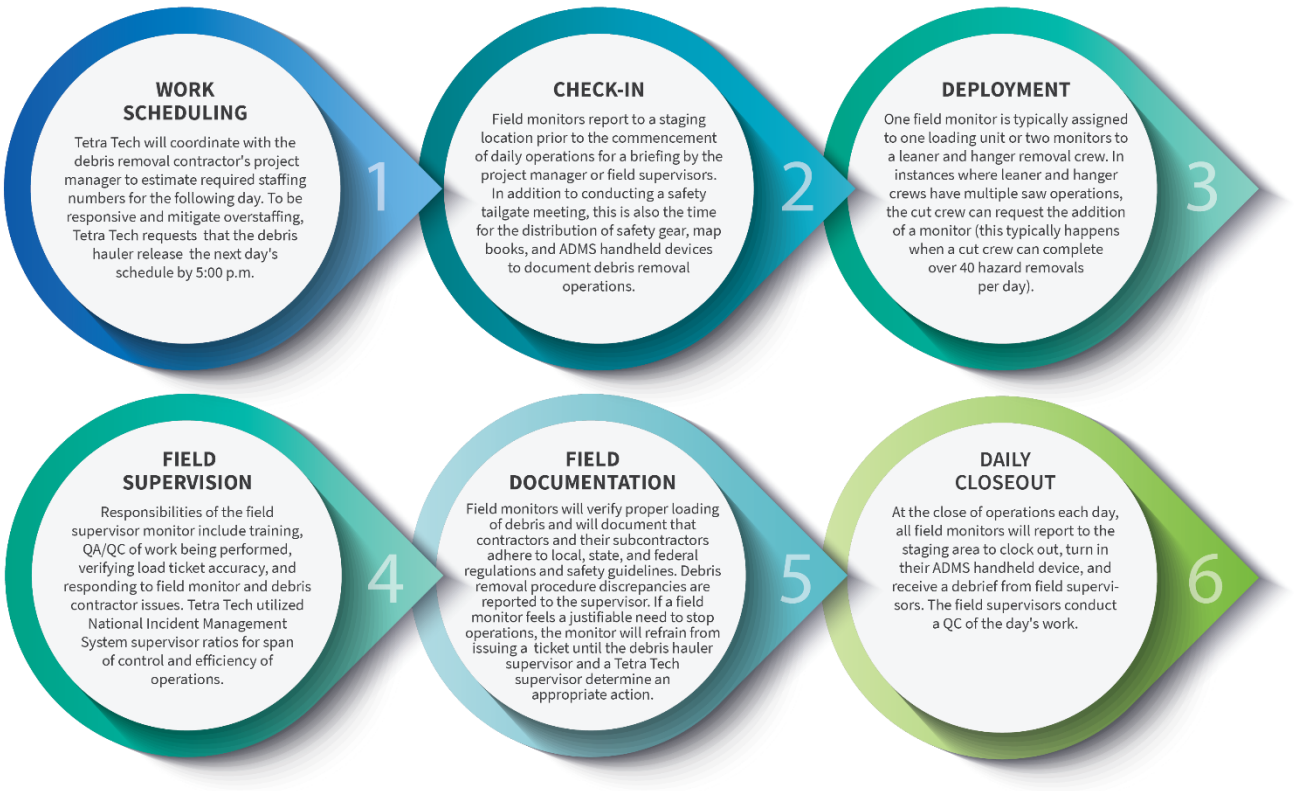
Page 1 of 1

Throughout the Response phase, Tetra Tech is cognizant of the various pressures that the City is facing from its residents, elected officials, and in the case of a major event, the rest of the country. Following a notice to proceed, we activate quickly to get the community the relief it needs. Each part of this phase is integral in ensuring that life gets back to normal for the residents of City of Doral.

Recovery

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

Exhibit 5. Daily Field Operations



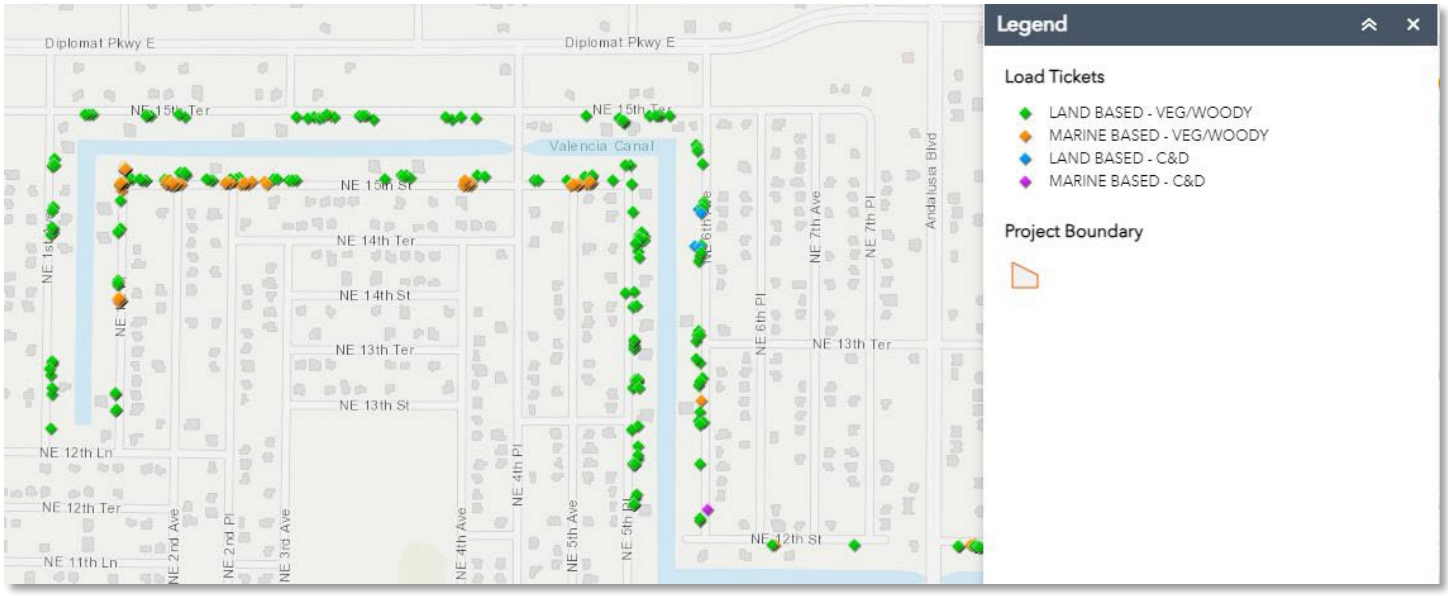
Right of Way Monitoring

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.

Exhibit 6. ROW Monitoring after Hurricane Sally in Baldwin County, Alabama

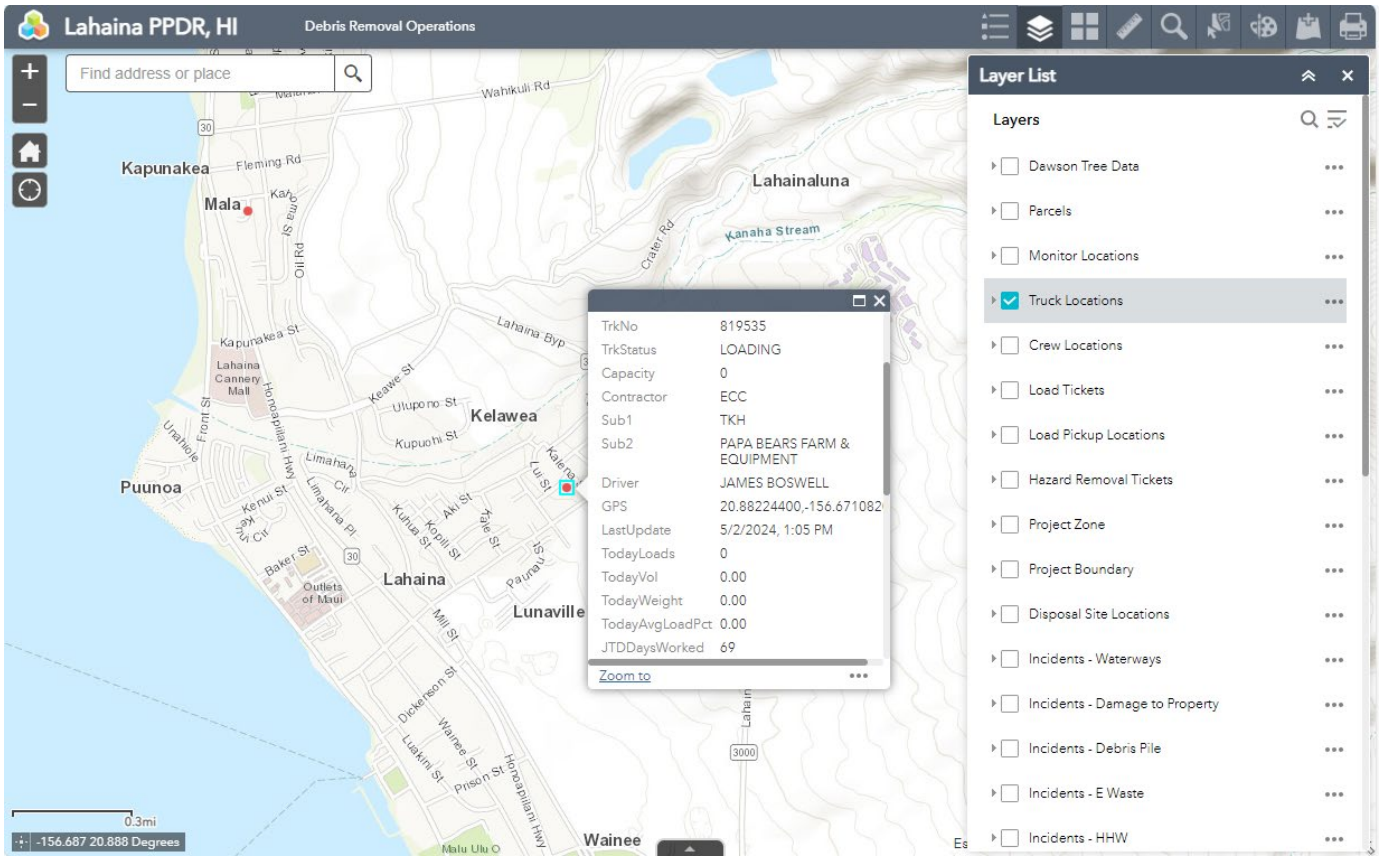
At each debris collection point, the field collection monitor marks the waypoint or location of the debris pile to collect GPS coordinates. The map below displays the waypoints associated with each collection ticket issued in the field. The waypoint collection report is updated in real time and can be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

Exhibit 7. Waypoint Collections



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

Exhibit 8. Truck Locations



Hazardous Tree/Stump Monitoring

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

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

Exhibit 9. Hazardous Tree Removal

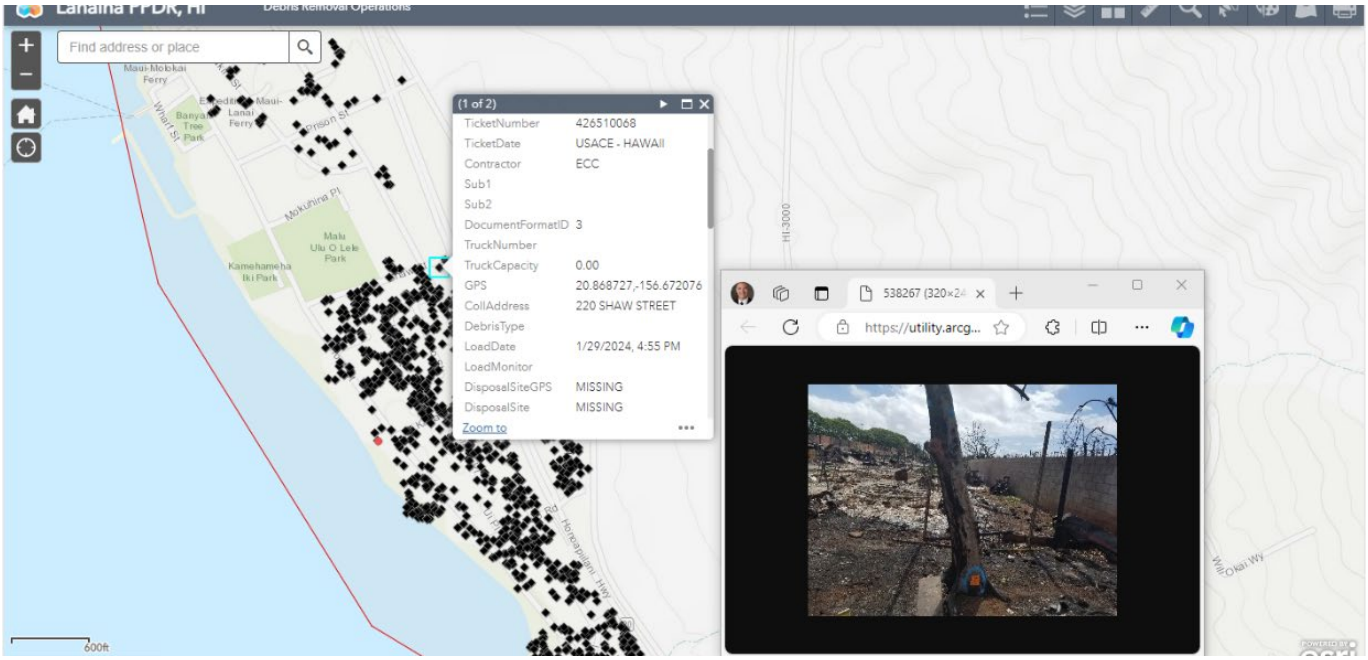


Exhibit 10. Real-Time Ticket Report

Project: USACE LAHAINA WILDFI... Ticket Type: LOAD TICKET View report

Show Tickets Starting: 05/01/2024 and Ending: 05/01/2024

RecoveryTrac Reconciled Ticket Data Export

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

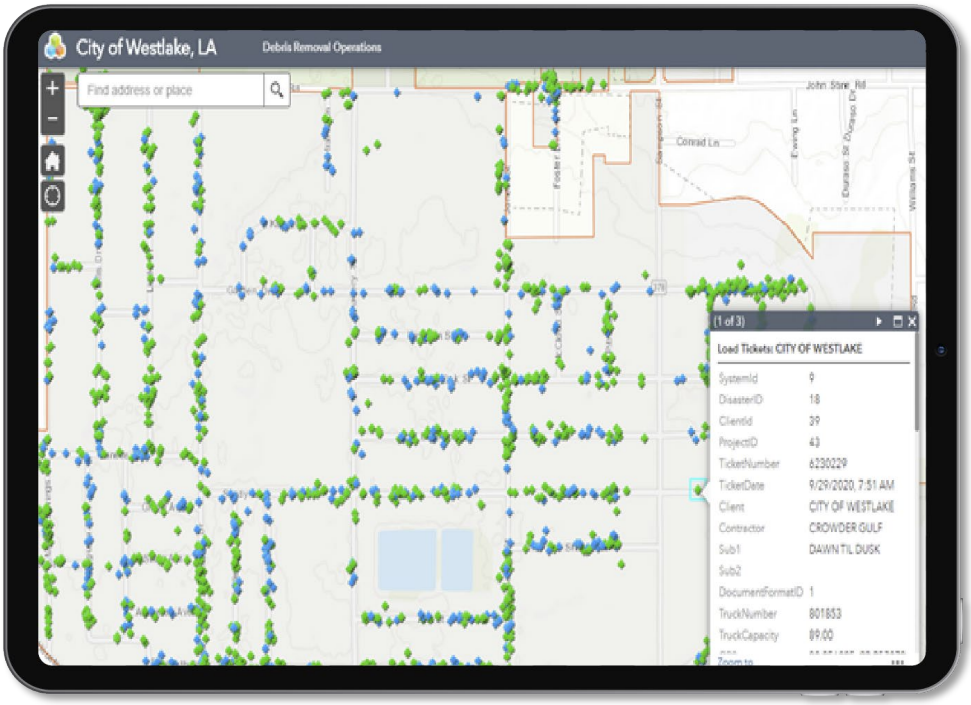
Spotlight On: ANSI A300 Tree Care Standards

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

Unit Rate Ticket Geoportal Report

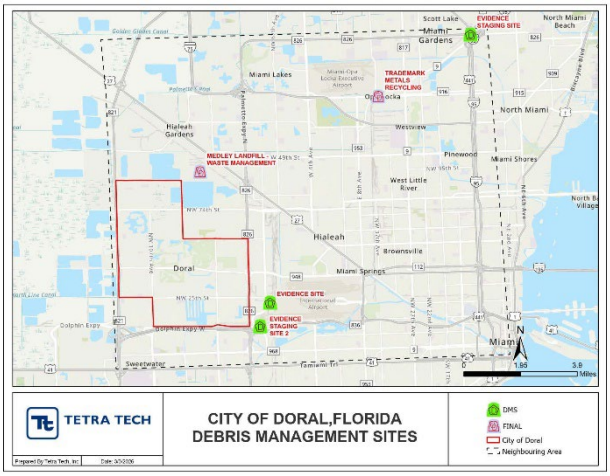
As monitors complete unit rate tickets for hazardous trees or hangers, their locations are logged and collected. The map below displays locations where hazardous tree or hanger removals were documented in the field. Clicking on the marker allows the user to review the data and photos collected by the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

Exhibit 11. Unit Rate Ticket Map



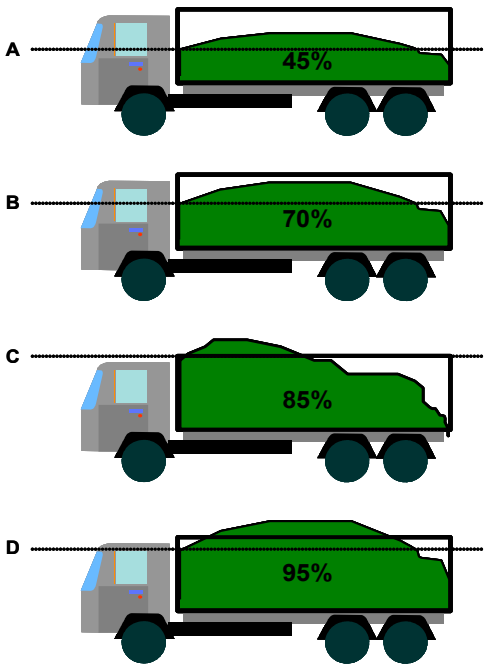
Temporary Debris Management Site (TDMS) Operations

As DMS are activated, Tetra Tech will provide a minimum of two (2) disposal monitors per site, which may scale depending on site layout and operational needs. The disposal monitors will verify that the debris contractor passes through the TDMS, analyze the drive time of the contractor, and verify accurate and complete documentation. Several daily audits will be performed by project managers and supervisors to verify that load call data is consistent and accurate. Documentation kept by Tetra Tech TDMS 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 TDMS frequently to create a visual timeline of the site.
- **QA/QC of Field Tickets.** Disposal monitors review and verify collection monitors' work in the field.

Exhibit 12. Load Call Estimate Examples



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

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

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

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

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

Residential Drop-Off Sites

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

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

Specialty Programs	
Commercial	For commercial properties, Tetra Tech plays a crucial role in swiftly clearing debris post-disaster, minimizing disruptions to business operations. We supervise the thorough removal of debris, safeguarding the property from potential structural damage and allowing for businesses to then schedule any necessary repairs. Tetra Tech helps commercial properties resume normal business operations quickly, mitigating financial losses and maintaining the trust of their tenants, customers, and stakeholders.
Private Parcel PPDR	Tetra Tech works with homeowners to ensure we have the proper right-of-entry (ROE) paperwork necessary to perform services on private parcels. Whether it's debris collection, reconstruction, demolition, or hazardous tree surveillance, we work with homeowners and ensure the projects are properly documented.
Demolition	Tetra Tech has successfully managed the demolition of over 22,000 uninhabitable residential and commercial structures. We leverage Unmanned Aircraft Systems (UAS) technology to enhance visibility during demolition operations, enabling comprehensive documentation of parcels to effectively track project progress over time.
Waterways and Drainage	Tetra Tech offers extensive services for waterway and drainage system debris removal programs. This includes support in documenting maintenance programs, assessing legal responsibilities and scope eligibility, conducting post-disaster damage assessments (including drone surveys), overseeing right of entry/access programs, and managing field monitoring and storage site operations.
Parks	Tetra Tech is often called upon by local governments to monitor the collection of debris from public parks. The collection and supervision of debris monitoring in City parks results in swift restoration, allowing these public spaces to reopen for community use. Prompt removal of debris mitigates safety hazards, preserving the integrity of park facilities and protecting visitors from potential harm. Additionally, efficient debris management enhances the overall aesthetics of the parks, fostering a sense of normalcy and well-being in the community following sometimes devastating events.
Beaches	Beaches frequently serve as the main attraction for tourists visiting communities; therefore, expeditiously reopening beaches after disasters is crucial. Eliminating

Specialty Programs	
	hazards such as pressure-treated wood from beach walkovers is essential for public beach access restoration. Tetra Tech has a proven track record of aiding coastal communities in overseeing debris removal and sand screening/replacement operations eligible for reimbursement through the FEMA Public Assistance program.
Vehicles and Vessels	Tetra Tech can support the City in documenting the whereabouts and quantities of vessel and vehicle debris within its jurisdiction, facilitating the presentation of a compelling case to FEMA for program approval and funding. Prior to submission, the City must demonstrate its legal obligation to clear the debris and confirm that it is not the responsibility of other state or federal agencies like the USACE or the NRCS.

Data Management/Invoice Reconciliation

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

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

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

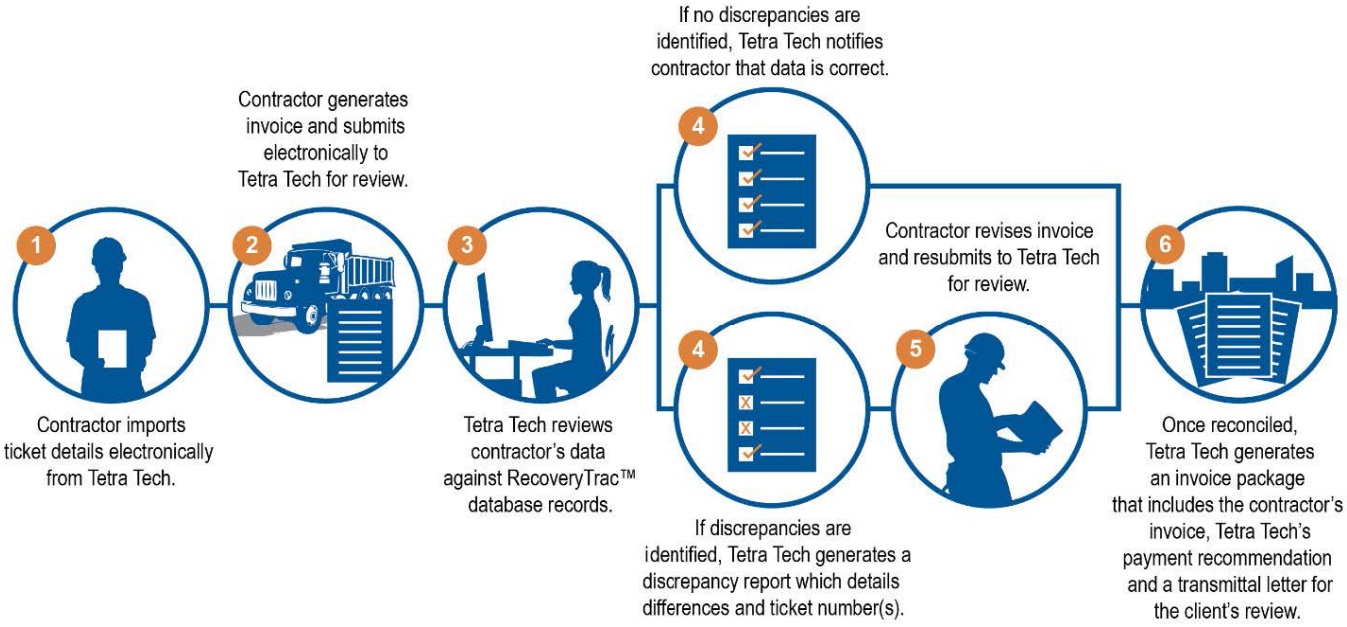
If *RecoveryTrac*™ ADMS will be used to document the debris contractor's work, Tetra Tech will review the automated reports generated by the system to verify that the dataset is sufficient to reconcile with that contractor's subcontractors, and to generate invoices for payment by the City. If another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

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.

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

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

Exhibit 13. Summary of Contractor Invoice Reconciliation Process



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

Exhibit 14. Payment Recommendation Report

Payment Recommendation Report

Tuesday, April 23, 2024

Invoice Cover Information

Applicant:	**CITY OF TULSA**	**Invoice Number:**	**21624**
Contractor:	**CTC DISASTER**	**Date Of Invoice:**	11/07/2023
Disaster:	**OK- SEVERE STORMS AND TORNADOES**	**Gross Amount per Invoice:**	**$169,522.00**
Invoiced Date Range:	FROM 10/29/2023 TO 11/04/2023	**Amount Held in Retainage:**	**$0.00**
		Net Amount Invoiced for Payment:	**$169,522.00**

Supporting Electronic Backup Summary

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

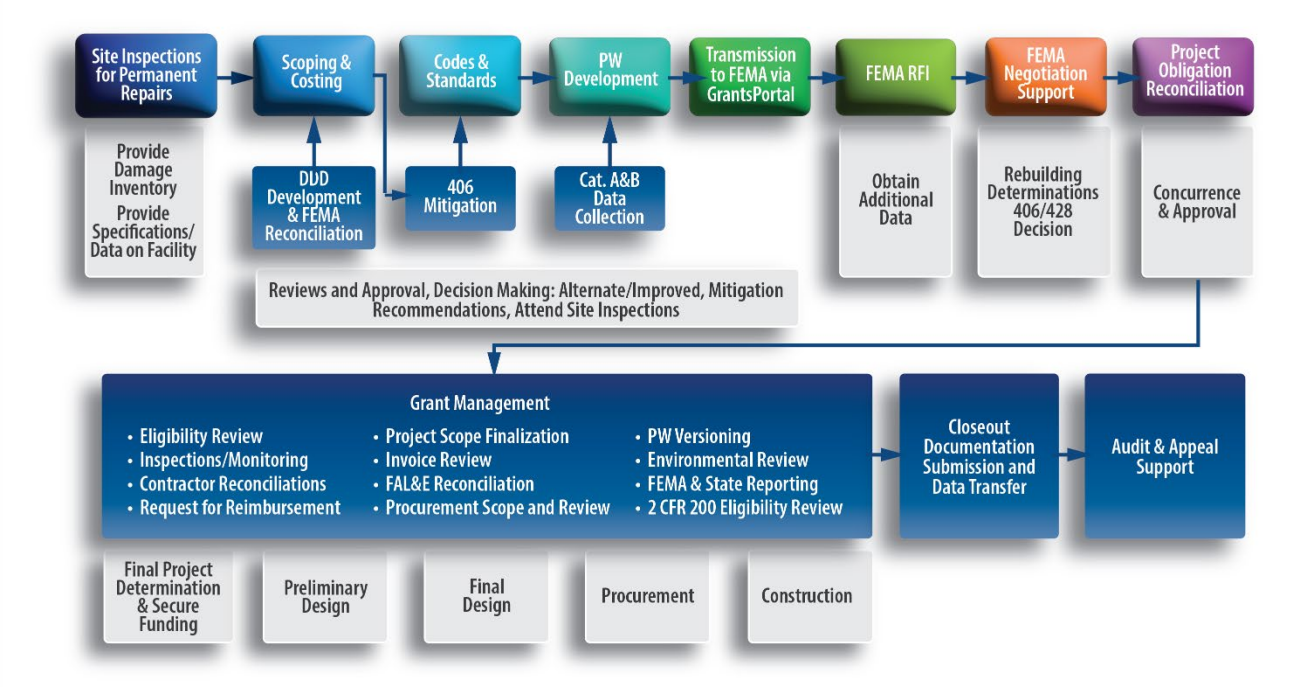
100% Payable Transactions:

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

Grant Management/PW Development

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

Exhibit 15. FEMA PA Program Lifecycle



Initial Damage Estimates

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

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

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

Immediate Needs Funding (INF)

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

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

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

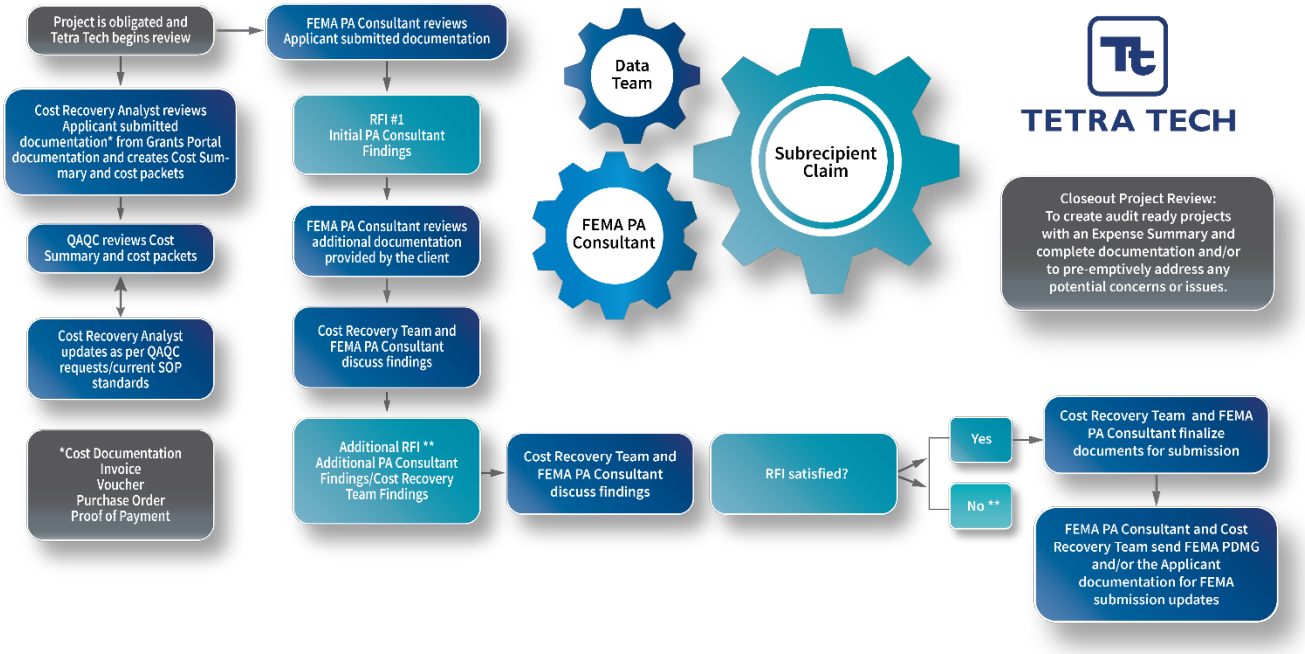
During the Recovery phase, Tetra Tech's staff is laser-focused on performing each aspect of the operations in a safe and FEMA-compliant manner. We engage our deep bench of subject matter experts and technicians to ensure that all specialty programs are performed expertly. The effectiveness of the Recovery phase positions Tetra Tech and the City for success in the final phase.

Reimbursement/Closeout

Reimbursement/ Closeout 4

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

Exhibit 16. FEMA PA Closeout Process



Final Report

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

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

Project Worksheet Development and Completion

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

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

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

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

Responding to FEMA Request for Information (RFIs)

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

Audit Support

Our team has a proven track record of success in helping our clients resolve disputes with funding agencies such as FEMA or the Grantee (State). This includes support post-obligation audit and the appeal process. Throughout our FEMA-funded disaster response operations, we have only been involved with a handful of disputed projects over documentation.

We believe in remaining proactive in preventing further appeals requires frequent meetings with state partners and FEMA regions to avoid situations whenever possible.

Furthermore, due to our staff's in-depth knowledge of FEMA reimbursement policies, we are often hired by applicants to assist them after FEMA determination memos and Office of Inspector General (OIG) audits even when we were not involved with the applicant during the recovery period.

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

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

Exhibit 17. Most Common Audits

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

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

Elements of our audit support strategy include:

- **Maintain Data Quality:** Consistent quality checks are integrated throughout project operations to maintain data integrity from the beginning.
- **Retain the Data:** Maintain the data on our secure, cloud-based storage site to mitigate the risk of data loss.
- **Respond Quickly:** Acknowledge the question within 12 hours and respond to the audits within 48 hours of a request.

- **Maintain Communication:** Establish weekly calls with auditors that provide visibility into City activities.
- **Stay Positive:** Maintaining a positive spirit between the parties to foster a solution quickly.

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

4.2.3. Relevant Experience and Capabilities

Explain How Your Prior Work and Organizational Experience are Relevant to the Services Required

Tetra Tech's prior work providing disaster debris monitoring services for municipalities and counties throughout Florida directly aligns with the services required by the City of Doral. Our team has supported numerous federally reimbursable disaster recovery efforts, providing field monitoring, load ticket documentation, temporary debris management site (TDMS) oversight, and coordination with debris removal contractors. Through these engagements, we have developed procedures for monitoring debris collection, validating contractor operations, and maintaining detailed documentation that meets FEMA Public Assistance reimbursement requirements.

Our experience also includes rapid mobilization of trained monitoring personnel, implementation of electronic documentation and reporting systems, and coordination with local agencies and contractors during large-scale disaster response operations. **These capabilities allow Tetra Tech to effectively support jurisdictions in managing debris removal activities, maintaining compliance with federal and state requirements, and facilitating accurate documentation needed to support financial recovery following disaster events.**

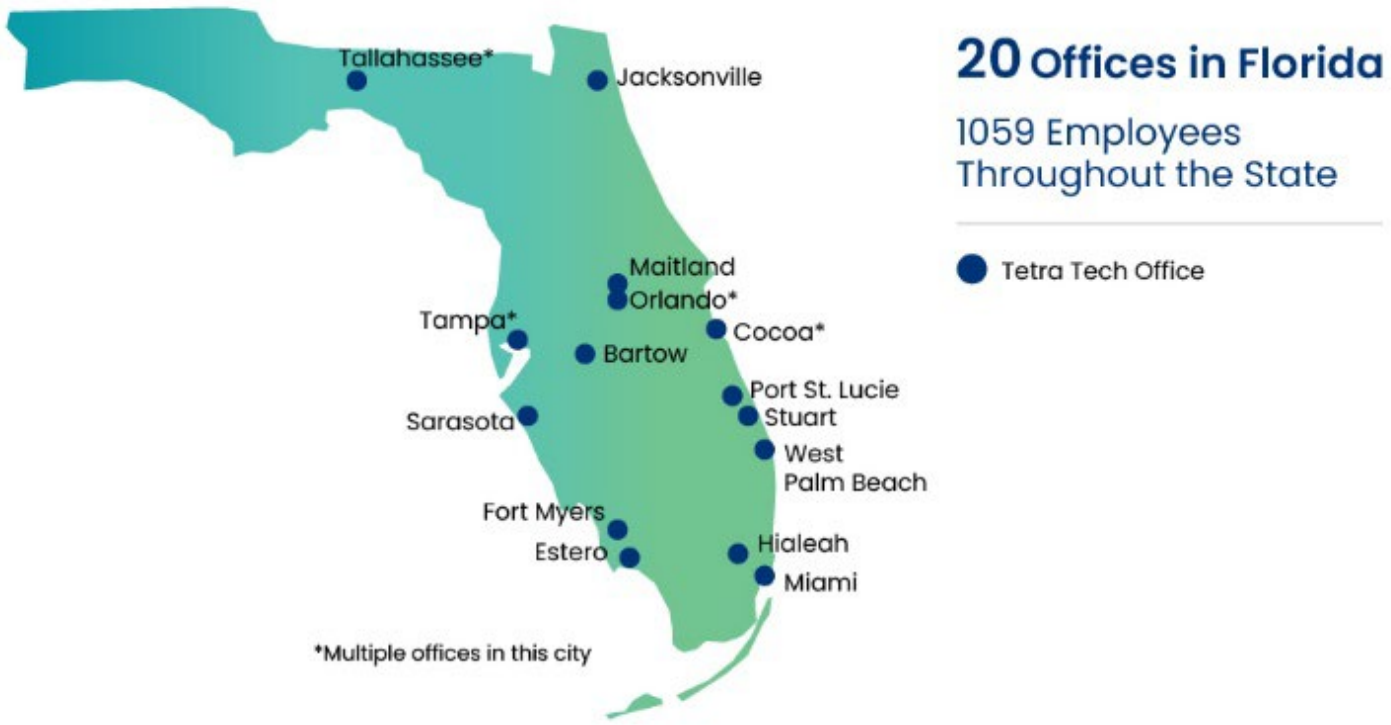
Past Projects of Similar Scope, Scale, and Participant Demographics

Tetra Tech has successfully supported numerous municipalities and counties with disaster debris monitoring services similar in scope and scale to those required by the City of Doral. Representative projects demonstrating this experience are provided in Section 4.4 References and Past Performance of this proposal.

4.2.4. Facilities, Technology, and Resources

Facilities

Tetra Tech's national network of resources includes twenty offices throughout Florida. The Tetra Tech team can utilize these office locations as necessary to immediately respond to the City's need for personnel and resources following a debris-generating event or other disaster. These local offices may be used for office space, on-site IT personnel, communication resources (e.g., a debris hotline call center if deemed necessary by the City) or staging of mobile trailers and equipment. **Tetra Tech's warehouse is located at 2301 Lucien Way, Suite 120, Maitland, Florida, 32751, which will have direct responsibility for this project.** Tetra Tech maintains said warehouse with over 120 fully stocked bays of debris monitoring supplies capable of supporting over 50 simultaneous recovery operations for over 90 days.



Equipment

Tetra Tech maintains a warehouse located in Orlando with over 120 fully stocked bays of debris monitoring supplies capable of supporting over 50 simultaneous recovery operations for over 90 days. **Tetra Tech has consistently deployed large-scale mobilizations of hundreds of staff and thousands of dollars' worth of equipment to multiple clients in a matter of days and on very short notice.** The table below lists available equipment and facilities readily available upon activation.

Table 1. Equipment 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.*

Health and Safety

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

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

Industry Metrics for Tetra Tech's 2025 Health and Safety Performance		
0.49	**0.45**	**0.11**
US Experience Modification Rate (EMR) - average industry workers' compensation claims	2025 Enterprise-Wide Total Recordable Injury Rate (TRIR)	2025 Enterprise-Wide Lost Workday Incident Rate (LWDIR)

Tetra Tech is committed to workplace safety. As such, a project-specific health and safety plan will be developed for the scope of work. Field staff assigned to the project will be trained on the health and safety plan. Additionally, Tetra Tech project managers are well-trained and have completed courses such as OSHA HAZWOPER 40-Hour course and several FEMA independent study certifications.

Commitment to Safety

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

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

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

Communication Tools

Tetra Tech employs robust and reliable communications systems to ensure seamless coordination and information sharing among field staff during debris monitoring operations. Our communication strategy includes the following key elements:

Incident Command System (ICS) Structure

Our operations follow the ICS structure, facilitating efficient communication and coordination. This structure includes an incident commander and section chiefs for operations, logistics, planning, and finance/administration. Recurring daily calls using Microsoft Teams or direct conference calls with the incident command team and section chiefs help establish our incident action plan, identify resource needs, and address any deficiencies.

Microsoft Teams and Communication Platforms

We utilize Microsoft Teams for video conferencing, chat, and file sharing, ensuring that all team members are kept informed and can collaborate in real-time. This mobile-accessible platform is essential for daily briefings, coordination meetings, and instant messaging between field staff and project management.

Field Communication Tools

Our field staff are equipped with various communication tools, including mobile phones, radios, and tablets. These devices help our team members communicate promptly and effectively, regardless of their location. The use of tablets and mobile phones allows for real-time data entry and access to project management systems such as *RecoveryTrac*™ ADMS, enhancing the efficiency of our operations. We are able to seamlessly shift from connected to disconnected mode, using internal data storage without connectivity. In the absence of cellular service, Tetra Tech uses NFC mode for point of collection to disposal data without connectivity.

RecoveryTrac™ Automated Debris Management System (ADMS)

Tetra Tech's proprietary *RecoveryTrac*™ ADMS is a vital component of our communication and data management strategy. It allows field monitors to document debris collection activities, track truck certifications, and manage site operations. The system supports the integration of geospatial data, ensuring that all field activities are accurately recorded and accessible in real-time.

Logistics Support and Coordination

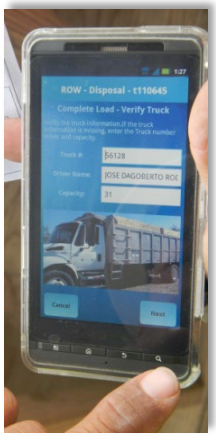
Our logistics section is dedicated to supporting field staff with travel, lodging, and resource management. The logistics team ensures that all communication needs are met, providing around-the-clock support during critical periods to facilitate smooth operations and quick resolution of any issues that may arise in the field. Car chargers are provided to each monitor, and generators are stocked in our warehouse for deployment.

By integrating these communication systems and tools, Tetra Tech ensures that our field staff are well-supported, informed, and capable of responding swiftly to any challenges during debris monitoring operations.

Technological Capabilities in the Support of the Debris Monitoring Services

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

RecoveryTrac™ Automated Debris Management System



Our team has spent years on research and development to streamline the debris collection documentation process, with a focus on minimizing the cost to our clients while improving the visibility of debris project operations. *RecoveryTrac*™ ADMS is the result of these efforts. *RecoveryTrac*™ ADMS is a scalable and fully featured disaster management application designed to address the operational challenges faced during a disaster recovery project.

Our proprietary *RecoveryTrac*™ ADMS technology was validated by the U.S. Army Corps of Engineers (USACE) in 2015 and again in 2023. The system provides real-time collection of data and offers multiple solutions to data management, reporting, invoice reconciliation, and project controls that cannot be achieved with a paper-based program.

Tetra Tech has implemented *RecoveryTrac*™ ADMS technology on our last 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. During simultaneous response to Hurricanes Harvey and Irma in 2017, Tetra Tech deployed approximately 6,000 ADMS devices to collect and manage data for over 100 projects. **No other system has tracked and documented as much debris as *RecoveryTrac*™.**

- **Stable and Secure ADMS System** – *RecoveryTrac*™ ADMS is the industry leader in secure data systems. The *RecoveryTrac*™ system is securely hosted in the Microsoft Azure Government high-availability, cloud-based data center with restricted access and transaction-level auditing. The database is continually backed up and immediately replicated to an off-site location. The database is geospatially based and is maintained and synchronized with the reporting database in near real-time to maximize system performance, availability, and security.
- **Unmatched Flexibility to Meet the Needs of Any Client** – The system is designed to be fully customizable and allows for multiple data collection methods to streamline the debris collection documentation process with a focus on minimizing the cost to our clients and improving the visibility and transparency of debris project operations.
- **Unrestricted by Hardware** – Because *RecoveryTrac*™ ADMS utilizes readily available hardware, there are no restrictions to the amount of ADMS units our team can provide. Our team stocks thousands of units and can expand to fit any client's needs, including multiple simultaneous activations.

***RecoveryTrac*™ ADMS Key Facts**

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

Benefits of *RecoveryTrac*™ ADMS

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

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

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

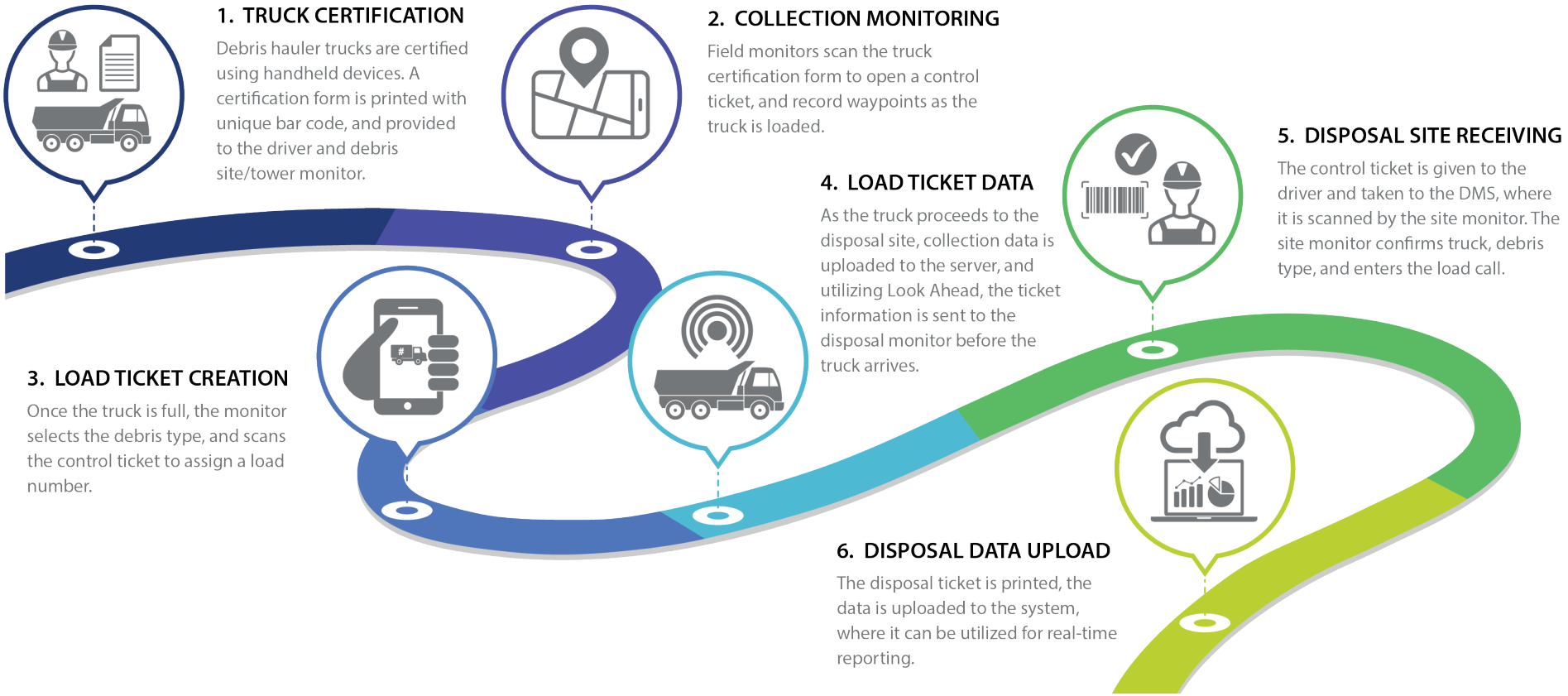
RecoveryTrac™ Flex: Kiosk Mode Feature

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

Tetra Tech's *RecoveryTrac*™ Flex, Case Management, and Grant Management applications have successfully achieved both SOC 2® Type II and SOC 3® certifications. These independent audits confirm that our controls were suitably designed and operating effectively to meet our service commitments and system requirements based on the AICPA Trust Services Criteria for Security, Availability, Processing Integrity, Confidentiality, and Privacy. These certifications provide assurance to our clients that we protect their data through robust security measures.

The *RecoveryTrac*™ Process

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



1. TRUCK CERTIFICATION

Debris hauler trucks are certified using handheld devices. A certification form is printed with unique bar code, and provided to the driver and debris site/tower monitor.

2. COLLECTION MONITORING

Field monitors scan the truck certification form to open a control ticket, and record waypoints as the truck is loaded.

3. LOAD TICKET CREATION

Once the truck is full, the monitor selects the debris type, and scans the control ticket to assign a load number.

4. LOAD TICKET DATA

As the truck proceeds to the disposal site, collection data is uploaded to the server, and utilizing Look Ahead, the ticket information is sent to the disposal monitor before the truck arrives.

5. DISPOSAL SITE RECEIVING

The control ticket is given to the driver and taken to the DMS, where it is scanned by the site monitor. The site monitor confirms truck, debris type, and enters the load call.

6. DISPOSAL DATA UPLOAD

The disposal ticket is printed, the data is uploaded to the system, where it can be utilized for real-time reporting.

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

RecoveryTrac™ ADMS Features

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

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

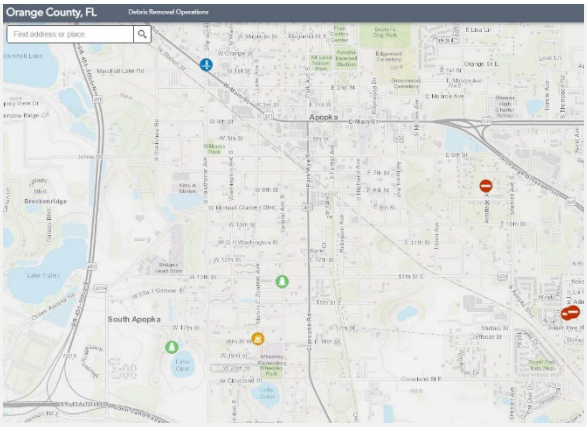
Our operational and data experience with disaster debris monitoring, combined with the best GIS and data professionals in the industry, results in **top-shelf solutions to the most complicated data and tracking needs.**

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

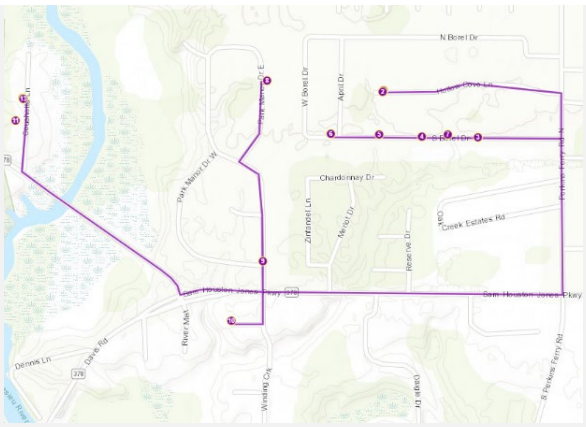
Services:

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

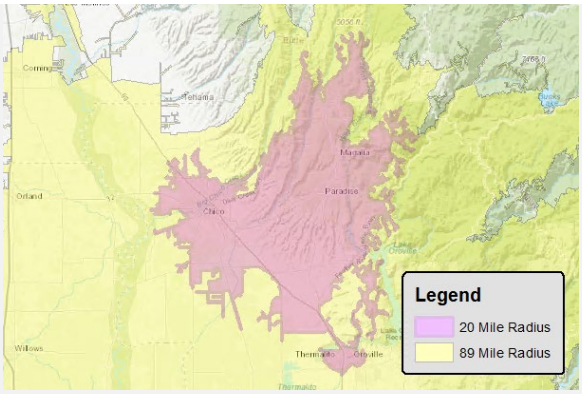
Initial Work Surveys document results of initial surveys to quickly collect, display, and summarize data into actionable operations planning. This data, including photographs, can be used to organize and deploy resources to improve speed and efficiency of the operation.



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

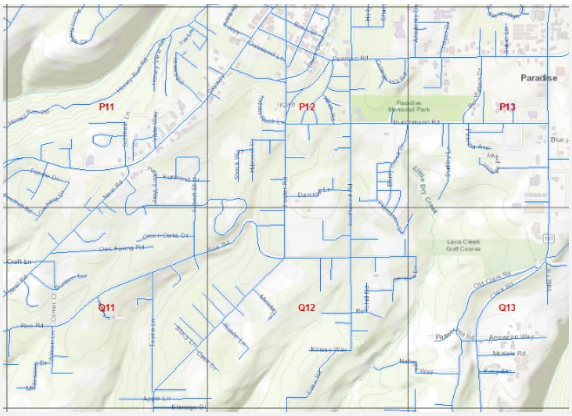


The **Driving Distance Analysis** tool is used to calculate estimated distance and drive time based on the existing road network. This planning tool is used as a parameter to design the shortest route, work list planning, and other operational factors.

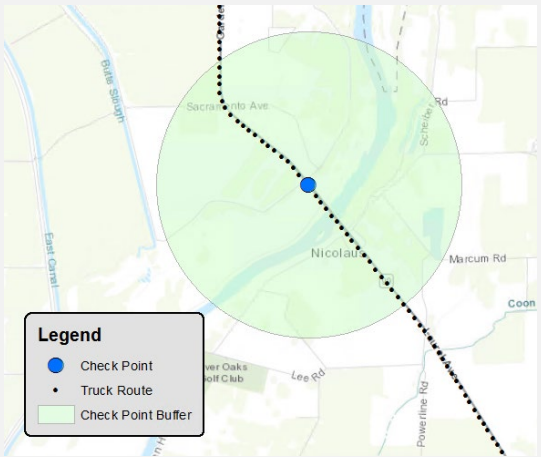


The **Standardized ROW Grid Index** layout is available in several formats, including GIS Mapping applications, mobile data collection apps, and hard copy maps.

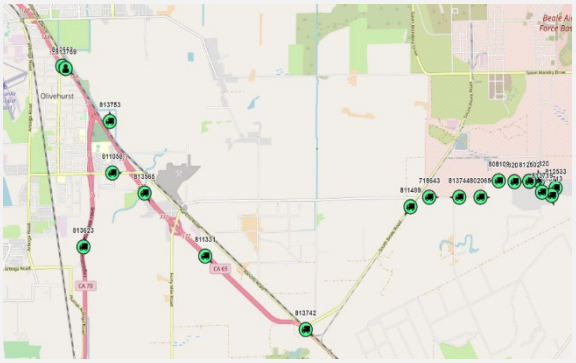
Map segment areas are configurable for size and allow attribute modification for tasks, including contractor, quality, and safety review tasks.



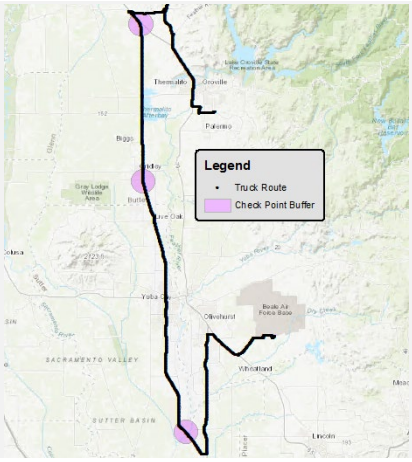
An **automation tool** built to validate routes taken to TDSRS/DMS. When a vehicle enters a checkpoint buffer area, the position record is annotated as passing the checkpoint. Route maps can be created, along with custom reporting as specified by operational requirements.



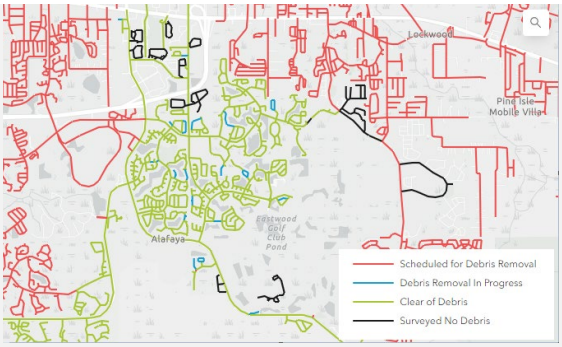
Fleet tracking is a powerful platform to manage mission resources, monitor and report on compliance. A key benefit of the *RecoveryTrac*™ solution is the ability to start tracking simply and quickly without the need for expensive equipment installations, service contracts and other expenses of commercial tracking systems.



Fleet tracking data provides **complete route information**. The data can be made available to show live tracking or view route history. Transportation analysis services are available, or data exports can be provided for the City of Doral's requests.



A manual method of assigning **road pass status** to roadways. When a pick-up location is logged into the system, spatial analysis is performed to determine which roadways have been visited and which ones have yet to be cleared of debris.



Road Surveys are performed to determine if there is any remaining debris along the roadways. The extent and exact location of the frame is extracted and shown on the map as the video plays from the starting point until end point.

4.2.5. Quality, Compliance, and Innovation

Quality Control Processes

While Tetra Tech conducts its disaster recovery projects using a proven project management approach that has been battle-tested in response to 120+ different disasters, the very nature of disaster work can involve overcoming unpredictable challenges.

Procedures for Quality Control and Fraud Prevention

Tetra Tech approaches quality assurance and value engineering in a timely and efficient manner by the following strategies:

Assemble a highly trained team to lead the project.

Tetra Tech has assigned a highly trained, senior-level project manager to serve the City should the City require our services. Our project manager is supported by team of skilled individuals who have built their experience responding to disasters nationwide. These individuals are familiar with the challenges presented by the statewide impact of a debris-generating event. While Tetra Tech did not fail to respond to its clients, we have integrated lessons observed and learned throughout the industry into our training and exercise program. With the team assembled for the City there is no learning curve; our team is highly trained, prepared, and experienced.

Follow established project management approach.

Over the course of our activations, Tetra Tech has learned what works. While new challenges do occur, our broad experience has given us the opportunity to translate lessons learned into actionable solutions. We know what can go wrong, and we prepared to respond to common challenges that can occur during disaster debris monitoring operations. We have codified solutions to such challenges into a series of standard operating procedures. Moreover, we continually test those standard operating procedures by conducting regular training and exercises to prepare our staff for real-world events.

Communicate effectively.

The close coordination of contractors through real-time data sharing and daily meetings verifies the assigned priorities of the City are executed per the project schedule. Immediate feedback on performance and operational issues along with suggested mitigation activities are key to effective communications.

Demand commitment to quality.

Tetra Tech's quality assurance/quality control program has been honed and sharpened over hundreds of disaster debris monitoring programs. Our quality program is the backbone of our work, and we constantly work to refine our processes. Our quality program meets the standards demanded by FEMA, FHWA, NRCS, USACE, and other regulatory agencies and programs for reimbursement of disaster-related costs.

Maintain focus on early issue identification and effective issue resolution.

While we take extensive measures to control or prevent issues from occurring, the nature of our work requires us to respond to issues that do occur with agility and flexibility. Our team is consistently coached on the importance of carefully observing and analyzing project data for indicators that issues may occur and on pivoting quickly to resolve issues effectively.

Fraud Prevention

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

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

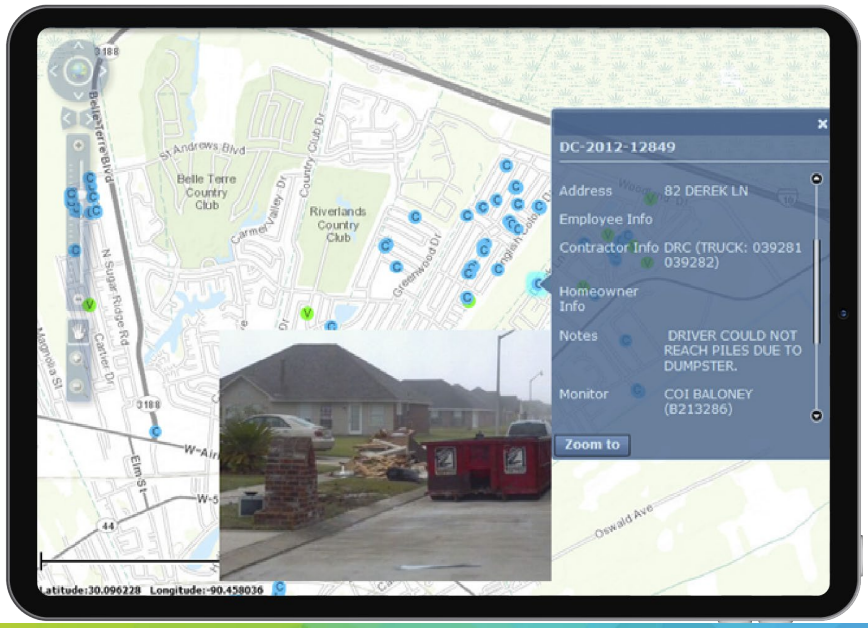
- **Truck Turn-Around-Time.** The time between last pick-up location and arrival of a truck at the DMS is tracked. A time that is too short may indicate that the debris hauler is not filling the vehicle to capacity.
- **Out-of-Bounds.** The municipality boundaries are programmed geospatially to confirm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

Technology

Implementing comprehensive QA/QC protocols and technologies is critical to a debris monitoring effort. Proper QA/QC protocols reduce the amount of work associated with back-end data management, reduce invoice reconciliation timeframes, prevent fraud, and establish a sound

Our ADMS technology expedites the QA/QC process and **drastically reduces ticket errors** that can result from traditional manual (paper and pen) debris monitoring operations.

Exhibit 18. Missed Piles Tracking



dataset for future audits. Throughout years of experience assisting local governments with recovering from disasters and the subsequent audits, Tetra Tech has developed industry-leading QA/QC standards and protocols. The use of our ADMS technology expedites the QA/QC process and drastically reduces ticket errors that can result from traditional manual (paper and pen) debris monitoring operations. For example, monitors no longer have to carry a GPS device and manually write in GPS coordinates because this is logged automatically with the ADMS system.

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

Self-Assessment, Interaction with City

The Tetra Tech team will work with the City each step of the way through the reimbursement process/debris monitoring operations. Tetra Tech's primary request is for the City to be an active and engaged partner. This typically includes taking an active role in our annual planning meetings. This participation will not only foster collaboration, but also help align our efforts with the City's standards and expectations. Additionally, having a designated primary point of contact within the City will allow a seamless flow of communication, enabling our project manager and leadership team to seek timely support and guidance whenever required.

Tetra Tech may also require specialized knowledge resources, such as access to relevant data and systems (i.e., existing GIS layers or data sets), to support our debris monitoring operations. We will work with the City to provide advance notice for these types of requests.

Leveraging Best Practices to Get Results

In addition to our regular innovations in information-sharing through KPIs and reporting, we also maintain excellent relationships with the City and FEMA to support streamlined program management. We are aware of the needs and expectations for documentation as a recipient and have familiarity with the state-level players and processes. We are experts in integrating and leveraging data sets to paint the picture for state and federal funding agencies, and we maintain and share current awareness of emerging changes in federal policies and procedures. In all, our goal is to **leverage our tools, experience, and forward-thinking approach to help the City deliver its recovery projects efficiently, effectively, and creatively.**

Compliance

Our team maintains a proactive and structured approach to compliance, ensuring all debris monitoring operations align with applicable federal, state, and local regulations, as well as City-specific requirements. We will comply with all relevant laws and guidance, including FEMA Public Assistance Program and Policy Guide (PAPPG), 2 CFR 200 Uniform Administrative Requirements, FHWA Emergency Relief requirements (as applicable), and all State of Florida statutes and environmental regulations. Our staff are trained in current FEMA debris monitoring standards and maintain applicable certifications, including debris management and monitoring credentials, safety training (OSHA), and environmental compliance awareness.

We will fully support and cooperate with all City-led program reviews, audits, and quality assessments. Our team will provide complete, well-organized documentation, respond quickly to information requests, and participate in regular coordination meetings to ensure transparency and continuous alignment with City expectations.

AI Tools in Debris

The world is changing, and Tetra Tech is changing with it. As technology advances, we're leveraging the power of AI to streamline debris management operations and improve the speed, accuracy, and consistency of our work. From automating quality control processes to enabling real-time decision-making in the field, our AI tools are designed to reduce time-consuming manual tasks without slowing down the mission.

With these innovations, we're not replacing people; instead, **we're empowering them**. Our solutions help field teams work smarter, flagging issues before they become problems and accelerating reviews that used to take days. Whether it's certifying trucks, auditing load calls, reviewing tree hazard photos, or verifying debris collection zones, we're applying intelligent automation to improve accuracy, reduce costs, and keep recovery efforts moving forward without delay.

Truck Verification AI Audit Tool

Tetra Tech is piloting a new AI-driven solution to streamline the truck certification and verification process, aiming to **reduce manual effort, improve accuracy**, and **increase speed** in debris monitoring and recovery operations.

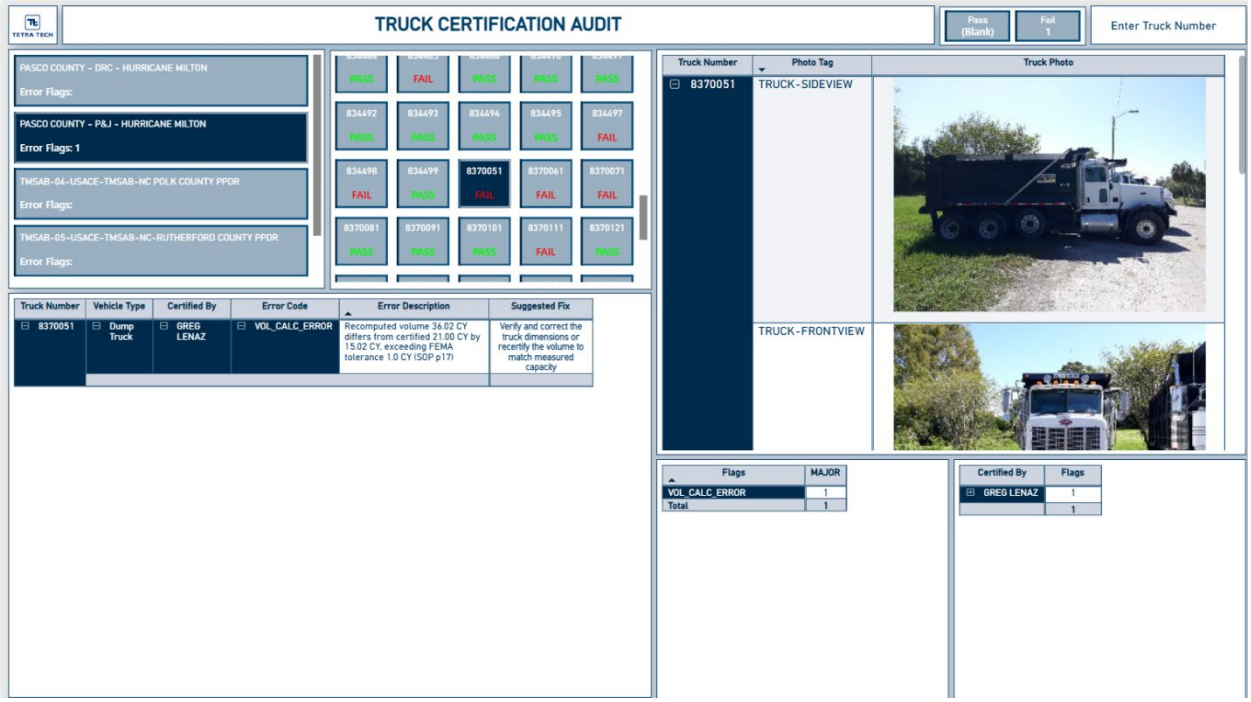
Historically, Tetra Tech staff have manually verified truck certifications, an important but time-consuming task. Our new AI tool significantly reduces this burden by automating the initial audit process. While a team member still reviews flagged issues, the tool quickly identifies discrepancies, such as incorrect truck numbers or mismatched measurements, allowing us to proactively notify field teams and correct errors in real time.

The tool processes truck data in approximately 20 seconds per vehicle, compared to traditional manual reviews that take up to 30 minutes each. It enables our teams to pause trucks immediately if an anomaly is detected, cross-reference current certifications with historical data, and ensure compliance across 16 FEMA-compliant penalty categories before the vehicle even leaves the lot for its route. This level of real-time decision-making helps improve quality assurance, supports project speed, and builds client confidence in the certification process.

In a recent pilot for the U.S. Army Corps of Engineers, a similar technology using LiDAR was deployed, and **every truck passed verification** under the new system, demonstrating both effectiveness and reliability.

Tetra Tech refined this tool as part of our response to the catastrophic July 4, 2025, flooding in Texas. As part of our response to the Texas Division of Emergency Management, we **implemented this innovation in 14 counties.** Throughout this project, we monitored the performance closely to ensure the results were accurate. What used to take weeks is now achievable in a fraction of the time, enabling faster mobilization and stronger oversight across disaster recovery projects.

Exhibit 19. Truck Certification AI Audit Tool



AI-Powered Load Call Audits

Real-time, 100% audited verification of debris volumes, backed by USACE standards.

Tetra Tech's AI model for load call auditing transforms how debris volumes are validated under towers. Traditionally, monitors entered volumes manually and our teams performed random spot-checks on photos, adding time and introducing variability. Today, our AI performs an audit in real-time. This tool flags anomalies between the volume entered and the photographic evidence the moment a truck passes through.

Built on a training data set of **more than 550,000 USACE-audited load call images**, this tool reflects the highest standards of federal oversight. It alerts managers instantly when volumes appear inconsistent with the photo records, which allows for immediate correction, often before the truck even leaves the lot. This approach reduces labor costs, eliminates inconsistencies in manual reviews, and provides continuous visibility into operations. What once spanned days now takes seconds. Every load, every time.

Exhibit 20. Load Call Audit

AI-Enabled Expansion for Any Audit Type

Rapid deployment of customized AI quality control models, even for complex scientific audits.

During a recent asbestos testing program with over 100 Certified Asbestos Consultants (CACs), we developed and deployed a real-time AI model to review and categorize sample results. This replicated the work of 100 scientists with improved accuracy.

The AI model was trained on exceptionally detailed, high-quality data curated by senior scientists, enabling 100% review accuracy. This solution allowed for 24-hour turnaround on fire-damaged parcels, and it provided consistent, science-based decisions, even during peak operational demand. Tetra Tech's ability to build and deploy audit-specific models at pace allows us to scale across FEMA, EPA, HUD, and state-level program requirements, delivering reliable results under tight timelines.

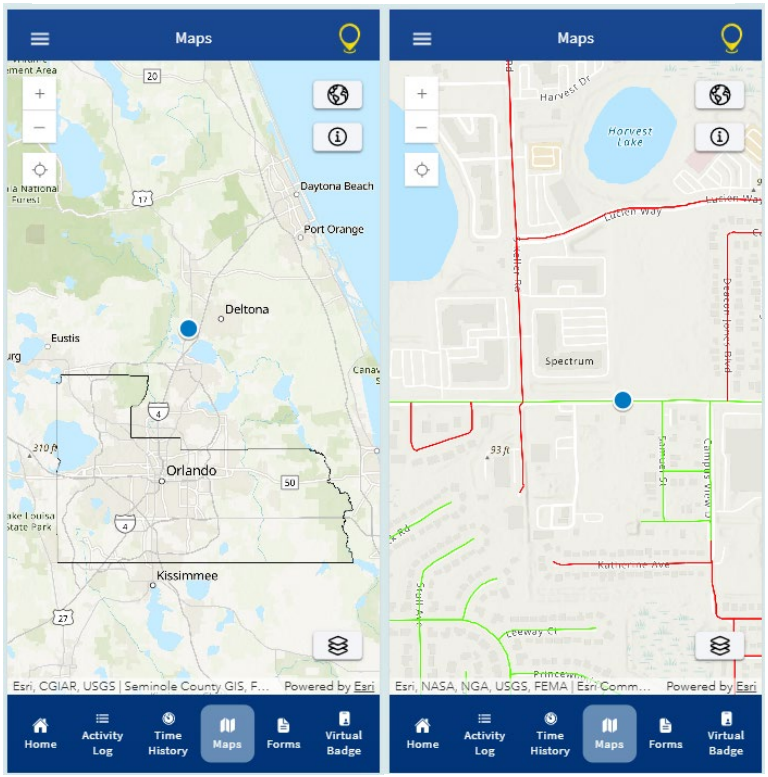
In-Bounds Debris Collection

Real-time tracking and validation to ensure accurate debris collection.

In multi-jurisdictional collection areas, it can be difficult to ensure haulers only pick up debris within the approved zones. Previously, we relied on labor-intensive tracking and manual mapping to confirm whether debris came from in-bounds or out-of-bounds areas; sometimes, this happened after the fact.

Tetra Tech's in/out-of-bounds determination tool changes that. Drawing from our experience following severe storm damage in Leon County and the City of Tallahassee, Florida, the *RecoveryTrac*™ Flex cross-references GPS, route mapping, and jurisdictional boundaries in real-time to verify that collected debris is accurately attributed to the appropriate client. When a monitor flags a load or a truck goes outside its assigned area, our system sends an alert to the field team in real time, making it easy to step in quickly and ensure accurate billing.

Exhibit 21. Project Boundaries in *RecoveryTrac*™ Flex



The first image above highlights a project's boundaries; if the user goes outside of the project boundary, they receive a notification alerting them as such. The second image illustrates which roads are authorized for collection (in green) and those that are not (in red), making it clear to *RecoveryTrac*™ users where collection should occur.

4.2.6. Risk Management

Approach to Mitigating Risks Associated with Debris Monitoring Operations

Tetra Tech applies a practical, client-focused risk management program across all phases of the debris lifecycle, Preparedness, Response, Recovery, and Closeout, tailored to the City's environment and needs. Our purpose is simple: reduce operational uncertainty, protect public funds, and deliver defensible, FEMA-compliant documentation.

Risk Identification

We begin risk identification in Preparedness by working with City staff to evaluate potential operational and environmental challenges specific to the community. These include high-traffic corridors, dense commercial and residential development, critical infrastructure, and the potential for large volumes of mixed debris following hurricane events. Prior to Hurricane season, Tetra Tech will work with the City to conduct planning workshops, review existing contracts and policies, and assess DMS feasibility, permitting requirements, and logistical constraints.

Operational Risk Mitigation and Management

To minimize operational risks, Tetra Tech employs a phased mobilization strategy, scalable staffing model, and clearly defined standard operating procedures. We rapidly deploy trained personnel, establish clear communication protocols, and implement structured workflows for debris collection, monitoring, and site operations.

Real-time GIS tracking tools allow us to identify operational bottlenecks, redirect resources, and ensure equitable service delivery across the City. Our technology is designed to function even in limited connectivity environments, ensuring continuity of operations during infrastructure disruptions.

Financial Risk Mitigation and Management

Tetra Tech protects the City of Doral financially through transparent daily reconciliation processes and a documented chain of custody for tickets and disposal receipts. All debris collection activities are documented in real time using *RecoveryTrac*™ ADMS, which captures GPS data, timestamps, load volumes, photographic evidence, and approver signatures for each transaction to reduce deobligation risk.

Safety Risk Mitigation and Management

Safety is integrated into every activity. Tetra Tech delivers project-specific Health & Safety Plans, role-specific training, field safety audits, and ensures all personnel are trained in OSHA-compliant practices.

Documentation and FEMA Compliance Risk Management

Tetra Tech places a strong emphasis on documentation integrity to protect the City's eligibility under the FEMA Public Assistance Program. Our systems capture that all required data load tickets, photographs, GPS locations, and operational records are captured accurately and stored in a secure, audit-ready format.

We implement standardized documentation procedures aligned with FEMA guidance and 2 CFR Part 200, supported by continuous QA/QC reviews throughout the project lifecycle. Our team provides end-to-end grant management support, including Project Worksheet (PW) development, RFI response, and audit assistance. This comprehensive approach minimizes the risk of deobligation, funding delays, or audit findings. **Tetra Tech's Disaster Recovery team has been involved with the F-ROC program from day one and has extensive experience supporting clients through the reimbursement process, including guiding jurisdictions like the City of Doral in navigating F-ROC requirements.**

Continuous Monitoring and Adaptive Management

Risk management is not a one-time effort but an ongoing process. Tetra Tech conducts daily operational reviews, weekly financial reconciliations, and continuous performance monitoring to identify trends and implement corrective actions quickly. Through real-time reporting, dashboards, and regular coordination with the City, we provide full transparency and accountability at every stage of the operation.

Procedures and Internal Controls that Will Protect Operational Disruptions

Tetra Tech's procedures and internal controls are specifically designed to protect the City of Doral from operational disruptions, billing inaccuracies, safety hazards, and risks to reimbursement under FEMA's PA Program. Our approach integrates proven processes, advanced technology, and continuous oversight across all phases of debris management, ensuring compliant, efficient, and transparent operations in a complex, urban environment.

PROTECTION AGAINST OPERATIONAL DISRUPTIONS. The City's dense development, critical transportation corridors, and proximity to major economic centers require a highly coordinated and resilient response. Tetra Tech minimizes operational disruptions through detailed pre-event planning, coordinated resource deployment, and scalable staffing strategies. Our phased approach, Preparedness, Response, Recovery, and Closeout, maintains continuity of operations before, during, and after storm events.

CONTROLS TO PREVENT BILLING INACCURACIES. To protect the City from financial risk, Tetra Tech implements rigorous, multi-layered controls over data collection and invoice reconciliation. All debris activities are documented in real time using *RecoveryTrac*™ ADMS, capturing GPS coordinates, time stamps, photographs, and load volumes for every ticket issued. Our process includes continuous QA/QC checks throughout daily operations, automated validation of data inputs, and a final reconciliation review prior to payment recommendation.

SAFETY RISK MITIGATION. Operating within the City's active roadways, commercial districts, and residential neighborhoods requires heightened attention to safety. Tetra Tech implements a comprehensive health and safety program that includes project-specific safety plans, OSHA-compliant training, and continuous field oversight. Supervisors perform routine safety briefings with field personnel so that they may remain aware of evolving hazards. Our proactive approach to hazard identification and mitigation protects City residents, motorists, and workers, while maintaining efficient debris removal operations.

FEMA COMPLIANCE AND MAXIMIZING REIMBURSEMENT. Tetra Tech embeds FEMA compliance into every aspect of our operations to safeguard the City's eligibility for reimbursement. From the initial emergency push through final closeout, our team ensures that all work is properly documented, categorized, and aligned with FEMA PA requirements and 2 CFR Part 200.

TRANSPARENCY AND ACCOUNTABILITY FOR CITY LEADERSHIP. Tetra Tech provides the City with full transparency into operations through real-time dashboards, GIS-based tracking, and customized reporting. The City staff can monitor contractor performance, track debris collection progress, and review financial metrics at any time. This level of visibility supports informed decision-making, strengthens accountability, and aligns with the City's priorities throughout the recovery process.

Contingency Plans for Uninterrupted Services

Tetra Tech maintains comprehensive contingency plans designed to maintain uninterrupted delivery of disaster debris monitoring services throughout the contract term. Our approach includes maintaining a standing roster of pre-vetted monitors, supervisors, and technical specialists across the region that can be mobilized quickly to sustain service delivery after an incident. Field staff receive training in our digital ticketing tools, eligibility documentation practices, and site safety procedures so they can integrate into an active

operation with minimal ramp-up time. To limit single-point failures we operate multiple communications channels and a fault-tolerant data flow: field devices can capture records offline and forward them automatically when connectivity is restored; project data are stored in redundant environments and replicated regularly to preserve accessibility. Project managers use these feeds to maintain visibility into collection progress, equipment status, and workforce deployment.

We reduce disruption by coordinating closely with the City and the debris contractor through a named project contact and an ICS-based escalation ladder that defines roles and decision-makers for operational, safety, or documentation issues. Supervisors in the field have clear authority to halt unsafe or non-compliant activities and require corrective actions before work resumes.

In summary, our contingency program ensures continuity by combining regional surge capacity and cross-trained personnel with a resilient data architecture and continuous operational visibility; coupled with a clear command-and-control interface with the City and contractor, this enables rapid, documented decision-making and sustained operational continuity and documentation integrity.

4.3. Staffing & Qualifications

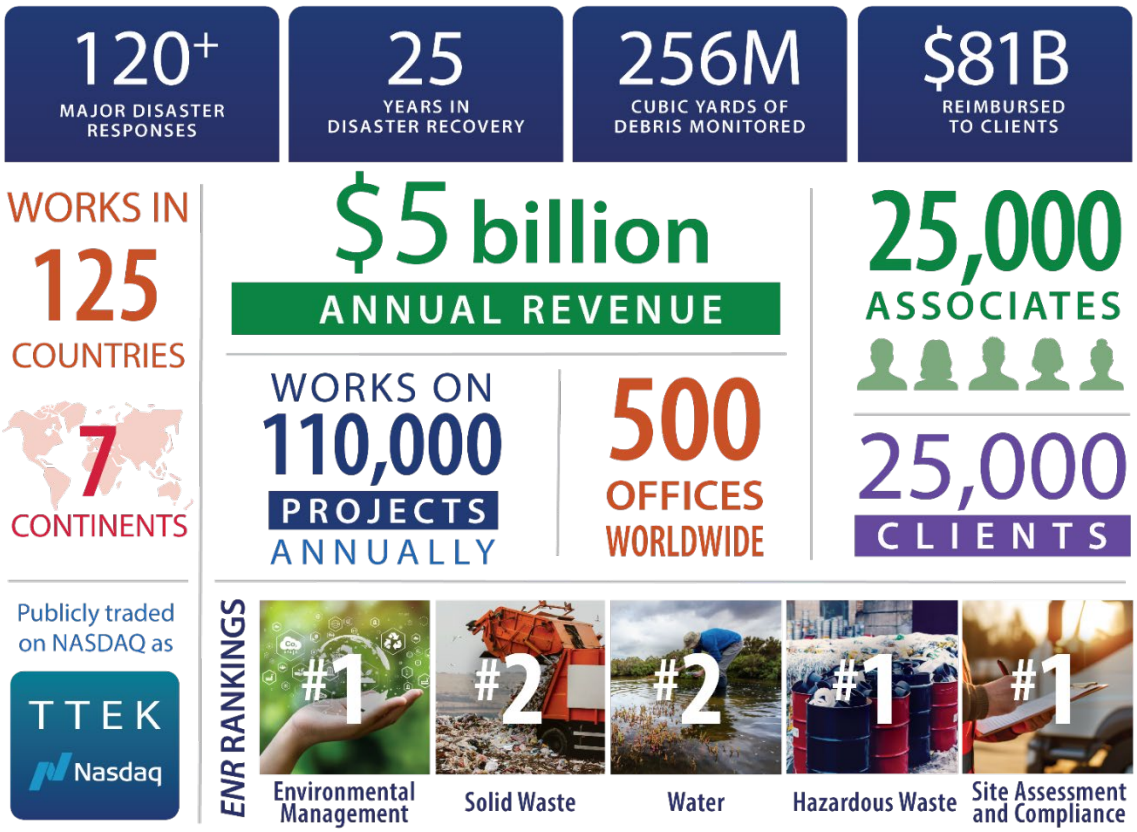
Tetra Tech has provided in the following sections the qualifications and experience along with the proposed staff.

4.3.1. Firm Qualifications

Number of Years the Firm Has Provided Debris Monitoring Services

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 22. Tetra Tech Disaster Recovery by the Numbers



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

Likewise, our team's understanding of the Federal Emergency Management Agency (FEMA), the Federal Highway Administration (FHWA) (including recent changes), and other reimbursement agencies' requirements for eligibility, documentation, and reimbursement helps clients receive the maximum reimbursement allowed. **Our team has obtained over $81 billion in reimbursement funds for our clients from federal agencies such as FEMA, HUD, FHWA, and the Natural Resources Conservation Service (NRCS).** In total, our team has successfully managed the removal of and reimbursement for over **256 million cubic yards (CYs) of debris, as well as the demolition of over 22,000 uninhabitable residential and commercial structures.**

In addition to disaster recovery, Tetra Tech offers a diverse suite of solutions to complex problems in water, environment, infrastructure, resource management, energy, advanced data analytics, and more. In all, Tetra Tech has dedicated problem solvers and innovators from 60 disciplines collaborating on innovative projects worldwide.

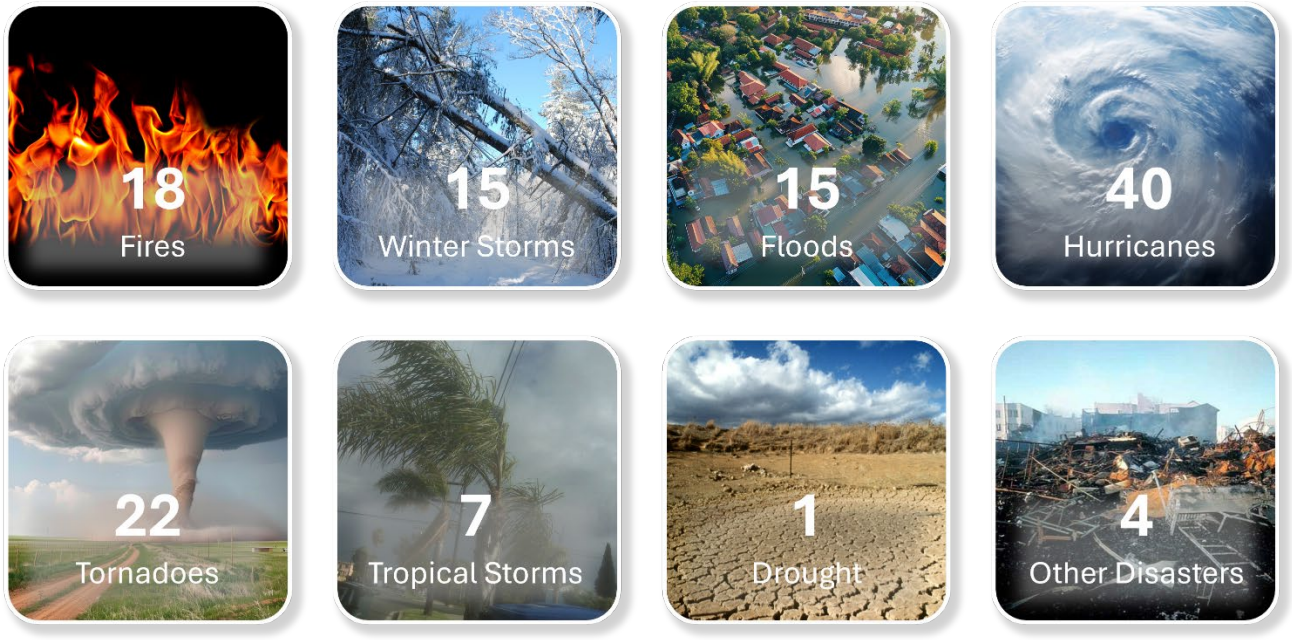
Exhibit 23. Diverse Suite of Solutions

Knowledge and Expertise

60	25	256M	$81B	450+
Years in Business	Years in Disaster Recovery	CYs of Debris Monitored	Reimbursed to Clients	Clients Nationwide

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.

Tetra Tech has been activated for over 120 disasters, including:



Examples of Past Relationships with Public Agencies

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

Exhibit 24. Debris Monitoring Experience

Disaster	Representative Client(s) **Works in Progress*	Project Size *(in CY unless noted)*	Collection/Disposal Monitoring	Hazardous Tree Programs	Private Property Debris Removal	Waterways/Drainage Debris Removal	Environmental Sampling and Monitoring	FEMA PA Support
Projects Started in 2026								
Winter Storm Fern Clients Served: 12	**Metropolitan Gov. of Nashville-Davidson County, TN***	Ongoing	■	■				■
	Louisiana Dept. of Transportation & Development*	Ongoing	■	■				■
	Sharkey County, MS*	Ongoing	■	■				■
Hurricane Helene Clients Served: 1	**South Carolina Department of Parks & Recreation***	11,886	■	■				■
Projects Started in 2025								
TCU Fire Clients Served: 1	**Tuolumne County, CA***		■	■	■			■
Washington Flooding Clients Served: 1	**King County, WA***	Ongoing	■					■
Texas Flooding Clients Served: 8	**TDEM***	2,531,501	■	■	■			■
	City of Georgetown, TX*	12,355	■	■	■			■
	Burnet County, TX*	Ongoing	■	■	■			■
Hurricane Beryl (NRCS Waterways) Clients Served: 1	**Brazoria County, TX***	Ongoing	■			■		
Hurricane Helene (NRCS Waterways) Clients Served: 1	**Aiken County, SC***	13,287	■			■		
LA County Wildfires Clients Served: 4	**USACE/ECC***	53,591 (plus 1.4 tons)	■	■			■	
Hurricane Milton (Waterways) Clients Served: 1	**City of Dunedin, FL***	9,000	■			■		
Projects Started in 2024								
Hurricane Milton Clients Served: 37	**Charlotte County, FL**	345,635	■	■				
	City of St. Petersburg, FL	320,430	■	■				
	Polk County, FL	914,598	■	■	■			
	Orange County, FL	166,409	■	■				■
	Volusia County, FL	351,367	■	■	■			
	City of Palm Coast, FL	22,200	■	■				
Hurricane Helene Clients Served: 54	**Aiken County, SC**	261,386	■	■				
	Greenville County, SC	1,180,211	■	■				
	Jefferson County, GA	1,374,842	■	■		■		■
	South Carolina DOT	2,170,549	■	■				
	City of Greenville, SC	413,348	■		■			■
	USACE/AshBritt, NC	3,449,741	■	■		■		
	Buncombe County, NC	1,328,044			■	■		■
	Virginia DOT	2,581,625	■	■				
Hurricane Francine Clients Served: 5	**Lafourche Parish, LA**	34,125	■	■				
	City of Mandeville, LA	347	■	■				

Disaster	Representative Client(s) *Works in Progress	Project Size (in CY unless noted)	Collection/Disposal Monitoring	Hazardous Tree Programs	Private Property Debris Removal	Waterways/Drainage Debris Removal	Environmental Sampling and Monitoring	FEMA PA Support
Tropical Storm Ernesto Clients Served: 1	**U.S. Virgin Islands**	7,711	■	■				
Wildfire Clients Served: 1	**State of New Mexico**	**31,933 tons**	■	■	■		■	
Hurricane Debby Clients Served: 8	**Sarasota County, FL**	11,271	■	■				
	Manatee County, FL	9,820	■	■				
	City of Bradenton, FL	6,014	■	■				
	Leon County, FL	14,996	■	■				
Severe Flooding Clients Served: 1	**State of Vermont**	34 tons	■					
Hurricane Beryl Clients Served: 14	**City of Angleton, TX**	128,612	■					
	City of Dickinson, TX	52,001	■					
	Harris County, TX	434,613	■	■				■
	Brazoria County, TX	494,041	■					
	Fort Bend County, TX	557,508	■					■
	City of Kemah, TX	4,179	■					
	City of Alvin, TX	76,563	■					
	City of Katy, TX	6,407	■					
Texas Severe Storms (June) Clients Served: 2	**Harris County, TX**	394,607	■	■				■
Florida Severe Storms Clients Served: 2	**City of Tallahassee, FL**	456,013	■	■				
	Leon County, FL	353,815	■	■				
Texas Derecho (May) Clients Served: 4	**Liberty County, TX**	2,031	■					
	City of Dallas, TX	375,955	■					
Kentucky Tornado Clients Served: 1	**City of Louisville, KY**	8,179	■					
Fork Fire Clients Served: 1	**Madera County, CA**	3,360 tons	■		■		■	
Projects Started in 2023								
Maui Wildfires Clients Served: 1	**USACE/ECC**	407,542 tons	■		■		■	
Hurricane Idalia Clients Served: 7	**City of Dunedin, FL**	802	■					
	City of St. Petersburg, FL	12,652	■					
	Leon County, FL	22,807	■					
	Pasco County, FL	5,487 (plus 285 tons)	■					
	Florida Department of Environmental Protection (FDEP) – Waterways	92,916	■	■		■		
	Florida Department of Environmental Protection (FDEP) – Parks	81,084	■	■				
Guam Typhoon Mawar Clients Served: 1	**USACE**	125,591 (plus 14,422 tons)	■	■				
Oklahoma Tornado Clients Served: 1	**Tulsa, City of**	498,942	■	■				
Vermont Floods Clients Served: 1	**Vermont, State of**	1,855 (plus 6,230 tons)	■					
Arkansas Tornadoes Clients Served: 4	**Cammack Village**	9,874	■					
	City of Little Rock	470,661	■	■				
	City of North Little Rock	599,676	■	■				■

Disaster	Representative Client(s) *Works in Progress	Project Size (in CY unless noted)	Collection/Disposal Monitoring	Hazardous Tree Programs	Private Property Debris Removal	Waterways/Drainage Debris Removal	Environmental Sampling and Monitoring	FEMA PA Support
	City of Sherwood	50,805	■	■				■
Mississippi Tornadoes Clients Served: 2	**Sharkey County**	355,388 (plus 832,665 tons)	■	■				
California Floods Clients Served: 2	**Merced County, CA**	55,430 (plus 2,824 tons)	■					■
	Santa Barbara County, CA	53,074	■					■
2023 Texas Ice Storm Clients Served: 4	**City of Austin, TX**	1,349,026	■	■				■
	Travis County, TX	343,768	■	■				
	City of Georgetown, TX	149,347	■					
	Williamson County	95,550	■	■				
Mosquito Fire Clients Served: 2	**El Dorado County, CA**	2,700 tons	■	■				
	Placer County, CA	4,932 tons		■	■		■	■
Projects Started in 2022								
Hurricane Ian Clients Served: 31	**Florida Department of Environmental Protection, FL**	188,073 (plus 6,059 tons)	■					■
	Brevard County, FL	172,181	■					■
	City of Cape Coral, FL	2,717,941	■			■		■
	Charlotte County, FL	4,674,284	■			■		■
	Collier County, FL	1,384,073	■			■		■
	Osceola County, FL	10,143	■					■
	Polk County, FL	1,107,864	■					■
	St. Johns County, FL	46,368	■					■
McKinney Fire Clients Served: 1	**Siskiyou County, CA**	47,561 tons		■	■		■	■
New Mexico Wildfires Clients Served: 1	**New Mexico USACE**	31,933 tons	■	■	■		■	■
Oak Fire Clients Served: 1	**Mariposa County, CA**	39,948 tons		■	■		■	■
Virginia Winter Storms Clients Served: 1	**Virginia Department of Transportation**	4,349,978		■	■			■
Severe Storms & Tornadoes Clients Served: 2	**City of Bowling Green, KY**	174,346	■	■				■
	Warren County, KY	47,402	■	■				■
Dixie Fire Clients Served: 1	**CalRecycle (State Contract)***	552,821 tons	■	■	■	■	■	■
Projects Started in 2021								
Hurricane Ida Clients Served: 11	**City of Central, LA**	62,878	■	■	■	■		■
	Iberville Parish, LA	10,846	■	■	■	■		■
	Tangipahoa Parish, LA*	3,092,064	■	■	■	■		■
Surfside Condominium Collapse Clients Served: 1	**Miami-Dade County, FL**	10,265 tons	■	■	■	■		■
Tennessee Severe Storms and Floods Clients Served: 1	**Metro Nashville and Davidson County, TN**	804 tons	■	■	■	■		■
Virginia Winter Storms Clients Served: 1	**Virginia Department of Transportation**	462,192	■	■	■	■		■
Projects Started in 2020								
California Wildfires Clients Served: 1	**CalRecycle Northern Branch***	501,097 tons	■	■	■	■	■	■

Disaster	Representative Client(s) *Works in Progress	Project Size (in CY unless noted)	Collection/Disposal Monitoring	Hazardous Tree Programs	Private Property Debris Removal	Waterways/Drainage Debris Removal	Environmental Sampling and Monitoring	FEMA PA Support
Hurricane Zeta Clients Served: 7	**Audubon Society of LA**	9,668	■					■
	City of Diamondhead, MS	200,556	■					■
	City of Gulfport, MS	483,147	■					■
	City of Waveland, MS	216,681	■					■
	Dallas County, AL	222,732	■					■
Hurricane Delta Clients Served: 3	**City of Youngsville, LA**	7,646	■					■
	St. Martin Parish, LA	30,600	■					■
Hurricane Sally Clients Served: 4	**Baldwin County, AL**	4,449,278	■					■
	City of Pensacola, FL	574,580	■					■
	Okaloosa County, FL	30,802	■					■
Hurricane Laura Clients Served: 17	**Acadia Parish, LA**	105,716	■					■
	Calcasieu Parish, LA	9,309,837	■					■
	City of Lake Charles, LA	4,335,400	■					■
	City of Sulphur, LA	838,412	■					■
	Jefferson Davis Parish, LA	140,874	■					■
	Orange County, TX	723,064	■					■
Hurricane Isaias Clients Served: 6	**Town of Holden Beach, NC**	2,150	■					■
	Town of Ocean Isle Beach, NC	6,967	■					■
	Town of Oak Island, NC	62,394	■					■
Hurricane Hanna Clients Served: 4	**Hidalgo County, TX**	187,135	■					■
S.C. Severe Storms and Tornadoes Clients Served: 1	**Barnwell County, SC**	783	■					■
Tennessee Severe Storms and Tornadoes Clients Served: 3	**City of Chattanooga, TN**	**322,200**	■					■
	Hamilton County, TN	**408,305**	■					■
	Metro Nashville and Davidson County, TN	**308,949**	■					■

Experience In Managing Programs Related to Debris Monitoring Services

Our team has provided disaster management, recovery, and consulting services, including environmental permitting; monitoring of debris collection, hazardous tree programs, debris management sites (DMS), and specialized debris missions; fire damage restoration; contractor invoice reconciliation; and federal grant reimbursement support. **Profiles and references from specific projects are featured later in Section 4.4. References and Past Performance**

Exhibit 25. Experience Matrix (2001 – Present)

OVER 120 EVENTS SINCE 2001

2026
WINTER STORM FERN – 12 Clients

2025
TCU FIRE - 1 Client
WASHINGTON FLOODS - 1 Client
TEXAS FLOODING – 8 Clients
LA COUNTY FIRES, CA – 1 Client

2024
BOREL FIRE, CA – 1 Client
PARK FIRE, CA – 1 Client
HURRICANE MILTON – 38 Clients
HURRICANE HELENE – 53 Clients
HURRICANE FRANCINE – 3 Clients
TROPICAL STORM ERNESTO – 1 Client
NM WILDFIRE - 1 Client
HURRICANE DEBBY - 7 Clients
VT FLOODS - 1 Client
HURRICANE BERYL - 13 Clients
TX WIND EVENT - 4 Clients
TX SEVERE STORMS - 2 Clients
FL SEVERE STORMS - 2 Clients
MAUI WILDFIRES - 1 Client

2023
HURRICANE IDALIA - 6 Clients
TYPHOON MAWAR (GUAM) - 2 Clients
MAUI WILDFIRES - 4 Clients
OK STRAIGHT-LINE WIND EVENT - 1 Client
VT FLOODING - 1 Client
OH TRAIN DERAILMENT - 1 Client
TX WINTER STORM MARA - 6 Clients
CA FLOODING EVENTS - 5 Clients
CA WINTER STORM - 1 Client
AR TORNADO - 5 Clients
MS TORNADO - 2 Clients
CA WILDFIRES - 4 Clients
HURRICANE IAN - 4 Clients
HURRICANE NICOLE - 1 Client
HURRICANE LAURA - 4 Clients
TN STORMS - 1 Client

2022
HURRICANE NICOLE - 5 Clients
HURRICANE IAN - 31 Clients
CA WILDFIRES - 4 Clients
NM WILDFIRE (USACE) - 1 Client
WINTER STORM VA - 1 Client
KY STORMS/TORNADOES - 2 Clients

2021
DIXIE FIRE - 1 Client
HURRICANE IDA - 9 Clients
BUILDING COLLAPSE - 1 Client
STORMS/TORNADOES AL - 1 Client
WINTER STORM TX - 3 Clients
STORMS/FLOODING TN - 1 Client
WINTER STORM VA - 1 Client

2020
HURRICANE ZETA - 6 Clients
HURRICANE DELTA - 4 Clients
WILDFIRES - 2 Clients
HURRICANE SALLY - 4 Clients
HURRICANE LAURA - 18 Clients
HURRICANE ISAIAS - 2 Clients
HURRICANE HANNA - 3 Clients
TORNADOES - 3 Clients
IOWA DERECHO - 1 Client

2019
TROPICAL STORM IMELDA - 3 Clients
HURRICANE DORIAN - 4 Clients
TORNADOES - 2 Clients

2018
HURRICANE MICHAEL - 13 Clients
HURRICANE FLORENCE - 12 Clients
WILDFIRES - 1 Client

2017
WILDFIRES - 2 Clients
HURRICANE MARIA - 1 Client
HURRICANE IRMA - 67 Clients
HURRICANE HARVEY - 38 Clients
TX & GA TORNADOES - 2 Clients

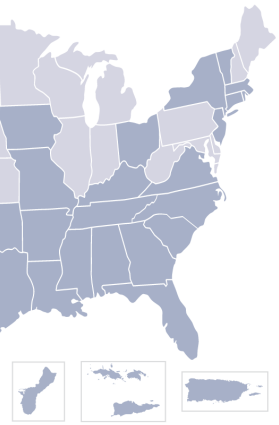
2016
HURRICANE MATTHEW - 34 Clients
HURRICANE HERMINE - 1 Client
STORMS & FLOODING - 2 Clients
WILDFIRES - 2 Clients
FLOODING - 6 Clients

2015
WILDFIRES - 2 Clients
SEVERE STORMS - 3 Clients
FLOODING - 10 Clients

2014
FLOODING - 1 Client
TORNADOES - 2 Clients
ICE STORM - 7 Clients

450+ COMMUNITIES IN 25 STATES & 3 TERRITORIES

256M CUBIC YARDS OF DISASTER DEBRIS



2013
ICE STORM - 2 Clients
FLOODING - 1 Client

2012
HURRICANE SANDY - 13 Clients
HURRICANE ISAAC - 5 Clients
TROPICAL STORM DEBBY - 3 Clients

2011
WINTER STORMS - 19 Clients
TEXAS DROUGHT - 1 Client
TEXAS WILDFIRES - 1 Client
HURRICANE IRENE - 22 Clients
TORNADOES - 4 Clients

2010
FLOODING - 2 Clients
TORNADOES - 1 Client
ICE STORMS - 1 Client
TROPICAL STORM ALEX - 1 Client

2009
ICE STORMS - 1 Client
SNOW STORMS - 2 Clients
TROPICAL STORM IDA

2008
HURRICANE IKE - 78 Clients
HURRICANE GUSTAV - 7 Clients
TROPICAL STORM FAY - 3 Clients
HURRICANE DOLLY - 30 Clients
MIDWEST FLOODING - 2 Clients

2007
MIDWEST ICE STORM - 3 Clients
TORNADOES - 2 Clients
MIDWEST SNOW STORMS - 3 Clients

2006
BUFFALO SNOW STORMS - 6 Clients

2005
HURRICANE WILMA - 17 Clients
HURRICANE RITA - 3 Clients
HURRICANE KATRINA - 11 Clients
HURRICANE DENNIS - 5 Client

2004
HURRICANE JEANNE - 2 Clients
HURRICANE IVAN - 3 Clients
HURRICANE FRANCES - 2 Clients
HURRICANE CHARLEY - 2 Clients

2002
HURRICANE LILI - 1 Client

2001
TROPICAL STORM GABRIELLE - 1 Client

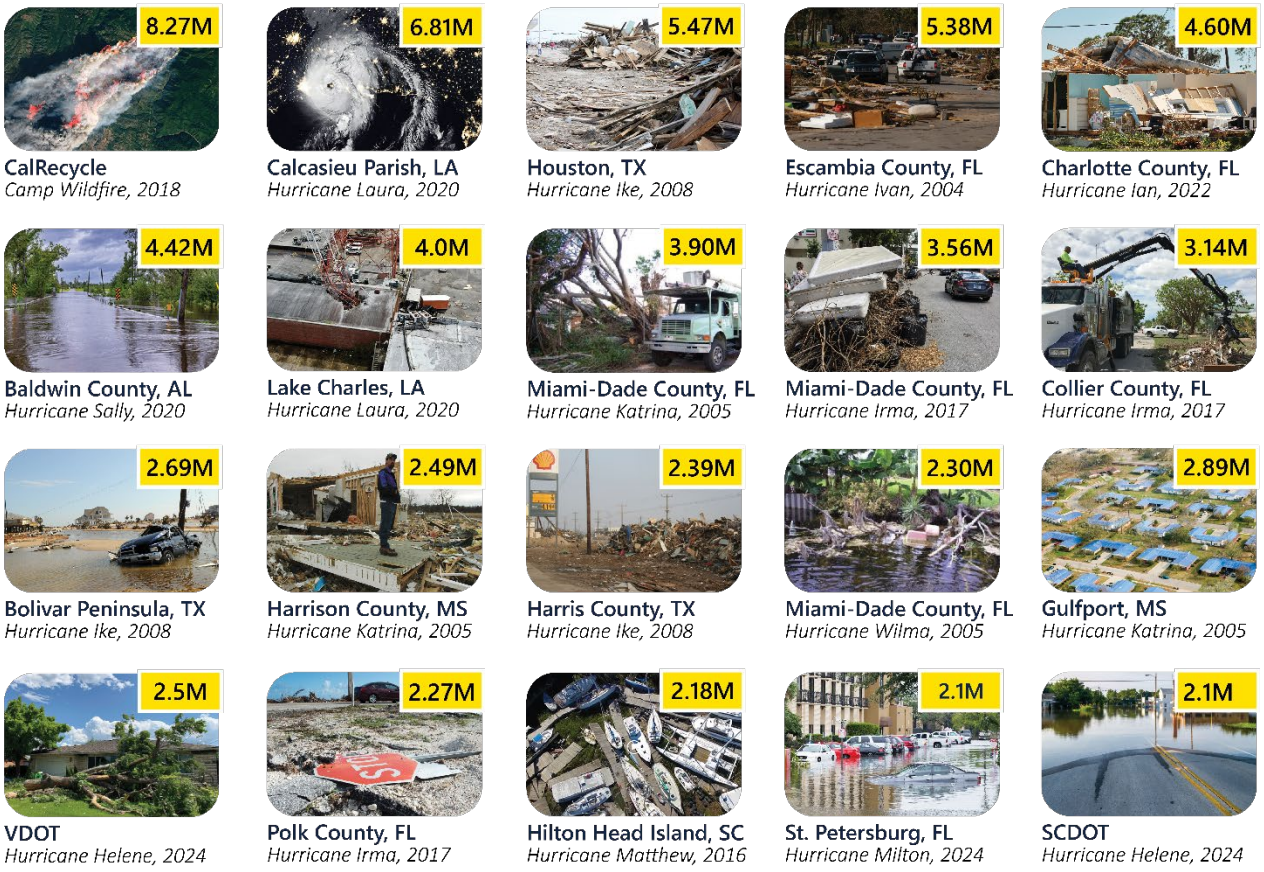
Large-Scale Debris Monitoring Experience

Clients count on us to respond in their time of need, and we have never failed to deliver. Our team of debris experts and vast resources allow us to respond to our clients' deployment and mobilization needs, regardless of size, location, or type of disaster. **More than 4,000 Tetra Tech field staff were deployed in concurrent responses to Hurricanes Helene and Milton in 2024.** From hurricanes to wildfires, these events represent some of the highest debris volumes our teams have supported to date.

Exhibit 26. Large Project Experience

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

Exhibit 27. Top 20 Debris Monitoring Projects by Cubic Yard



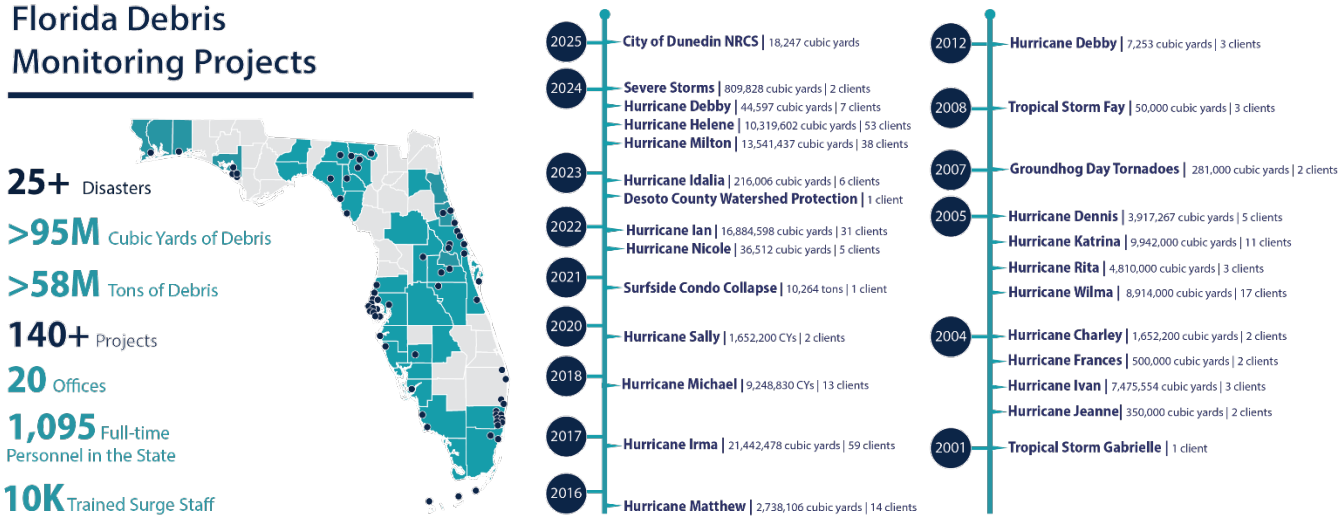
Tetra Tech brings **full spectrum emergency management expertise,** with proven leadership in disaster debris management and monitoring. We know what it takes to manage high-pressure, high-visibility missions, and we've built the systems, team, and capacity to deliver for the City.

Florida Debris Monitoring Experience

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

Florida is also our home state, where many of our principal and senior staff reside. We are proud of our work in Florida, and we want to be known in our hometowns for providing excellent service to our communities. With 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 28. Florida Debris Monitoring Experience



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

The Florida Division of Emergency Management (FDEM) developed a program to standardize the forms and documentation associated with the FEMA Public Assistance reimbursement process. Tetra Tech's Disaster Recovery unit has been involved in F-ROC since day one. Our team regularly provided feedback and participated in the development of these forms, both with our clients and as a representative of the disaster response and recovery industry. We look forward to helping City of Doral navigate the F-ROC system for reimbursement.

Tetra Tech handles the biggest, most complex debris missions. Others simply can't manage the scale.

Large-scale debris operations – particularly those involving multiple contractors, thousands of hauling resources, and rapidly shifting priorities – require a level of **operational maturity and technological capability** that few firms possess. Tetra Tech has repeatedly demonstrated this capacity through our work supporting USACE, state governments, major counties, and multi-jurisdictional debris missions across the country. Our experience includes large hurricane responses (Miami-Dade County, Hurricane Irma; multi-county NC, SC, and GA for Hurricane/Tropical Storm Helene) and major wildfire programs (USACE Los Angeles County 2025; California 2017), as well as large-scale debris operations in large metropolitan areas such as Miami-Dade County, Los Angeles County, the City of Houston, the City of Dallas, and more. Each of these missions showcases our ability to respond to the most complex, fast-moving debris challenges and deliver results when the stakes are highest.

THE CHALLENGE: On several of these missions, debris operations spanned massive geographic areas, included municipalities where collection was restricted, and required oversight of 1,000+ hauling resources operated by multiple prime contractors. Production goals were aggressive; traffic, road restrictions, and disposal site capacity created severe constraints; and debris had to be moved rapidly to meet federal timelines. In Los Angeles County, for example, state systems were overwhelmed, prompting USACE to engage Tetra Tech to stabilize the mission and restore operational control.

OUR SOLUTIONS: Across these projects, Tetra Tech refined an integrated operational + technology approach that directly applies to rapid-response winter storm debris operations:

Assignment & Priority Management

We built an assignment-feedback system that documents priority requests, assigns or reassigns resources, and closes the loop by reporting progress through interactive dashboards.

Hotspot Dispatching ("Hotshots")

Our system supports rapid deployment of individual crews to specific addresses or hotspots, sending work orders directly to mobile devices and updating completion in real time.

Contractor Production Transparency

Using ADMS as a single source of truth, contractors can view only their own tickets and metrics, while our clients can see all contractors side-by-side. This improves coordination while protecting confidentiality.

Haulers Moving Between Contractors

When truck owners switch contractors (common after major events), we immediately update certifications and assignments to prevent misattribution of loads and later invoicing delays.

Collection Outside Assigned Areas

Our Contractor Management Tool reports truck locations and grid compliance in real time. If a truck enters an unauthorized zone, alerts are sent to supervisors who work directly with the contractor to correct the issue.

Contractual Route Compliance

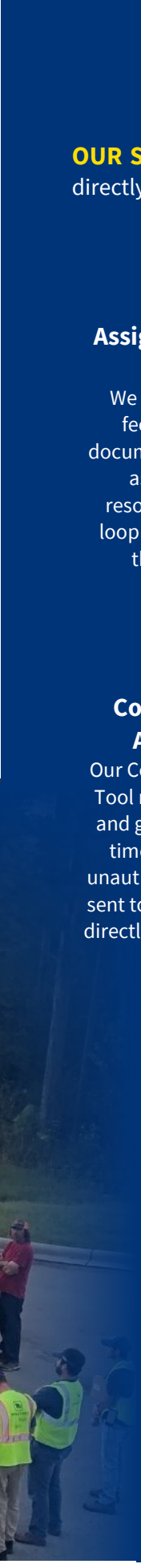
Using GIS-based routing and GPS points, we monitor whether haulers are following required haul routes—particularly when road wear, residential impacts, or traffic constraints must be minimized.

DMS Disposal Site Optimization

When some disposal sites were overwhelmed and others underutilized, Tetra Tech created near-real-time TDSRS wait-time dashboards and dispatched contractors to lower-volume sites when appropriate, while maintaining shortest-distance rules.

Traffic-Informed Trip Time Modeling

In several dense urban environments, Tetra Tech conducted geospatial traffic analysis to optimize disposal site usage and reduce turnaround times. In some cases, extending operations into non-peak hours dramatically increased productivity without compromising safety.



THE RESULTS: Across these missions, Tetra Tech demonstrated that we can rapidly stabilize complex operations, impose control across large contractor pools, ensure equitable workload distribution, and maintain full FEMA eligibility.

These projects show that **Tetra Tech is uniquely capable of executing the largest and most complicated debris missions in the country** – including federal missions where USACE relies on us to solve operational challenges others cannot.

Proven Partner to the City of Doral

Tetra Tech has had a long-term contract with the City of Doral and worked with the City on an annual basis to prepare for a potential disaster debris operation. Immediately following Hurricane Irma, Tetra Tech was given a notice to proceed by the City to provide Florida Emergency Management Agency required disaster debris monitoring services.

Within hours of Hurricane Irma passing, our team had deployed a full support team to assist with staging operations, project staffing and scheduling. Specific tasks of the project team included:

Our established regional staffing structure, pre-identified response personnel, and coordinated travel protocols enable rapid deployment to ensure immediate oversight, coordination, and support of debris monitoring operations.

- Certification of trucks for the City's debris hauler
- Monitoring right-of-way (ROW) debris removal efforts
- Providing tower monitors at temporary debris disposal sites
- Surveying and monitoring the City's stump and leaner/hanger removal program
- Management of debris removal efforts in City parks
- Data management, quality assurance/quality control, and contractor invoice reconciliation and approval

After operations ceased, Tetra Tech participated in an event for City Managers in Miami-Dade County that was organized by the City of Doral. This event reviewed lessons learned from the Hurricane Irma will continuing working with the City of Doral to help them refine plans and be even better prepared for a future event.

Tetra Tech Impact by the Numbers

2017
Activated during

$753 K
Project Cost

26K
Cubic Yards of Debris Monitored in the City of Doral

55+
Field Monitors

HURRICANE IRMA

Event Recap (DR-4337):

Hurricane Irma, a powerful Category 5 storm, devastated both St. Thomas and St. John in the U.S. Virgin Islands, causing extensive damage to buildings and infrastructure, and left residents without electricity and communication. In response, St. Croix became a crucial base for first responders, who initiated lifesaving and life-sustaining missions to aid the survivors.

Disaster Type: Hurricanes

CYs Monitored: 192,000+

Clients: 67

Duration of Work: October 2017 – November 2018

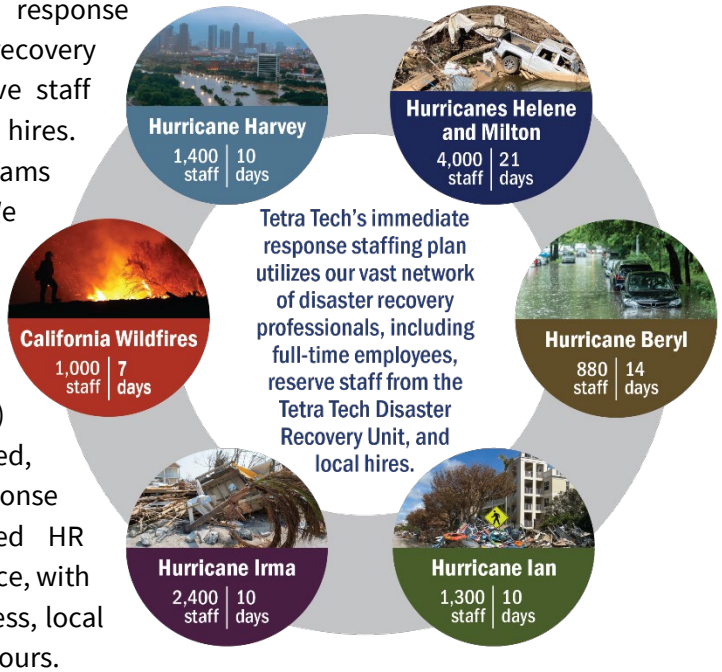
Customized Response Frameworks

In addition to the mobilization of field staff, this project included the development of a custom database to meet the specific USACE needs. This provided real-time status reporting and operational metrics to assist the prime debris removal contractors in managing recovery efforts and allowed customized reporting to the USACE, including providing a global geospatial picture of project operations and real-time monitoring of financial project data.

Ability to Meet Scheduling and Budget Requirements

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

- **Incident Command System (ICS) Structure**: Our projects are operated under the ICS structure and have a proven track record of meeting even the most challenging staffing level requirements. ICS allows the Tetra Tech project team to scale as needed, coordinate response, establish common processes for planning and managing resources, and adapt organizational structure to match the needs and complexities of projects. Tetra Tech's emergency management professionals, many of whom are certified ICS instructors, provide guidance to our disaster recovery staff on how to effectively organize and respond to disasters. Our debris project managers have spent many hours in emergency operations centers across the country and understand how ICS works at the local and state level. Our debris project managers know how to apply IC-100, 200, 700, and 800 training in the field. We understand the value ICS has in organizing for disaster activations and strive to implement these principles into our business processes. Per ICS, during disaster response operations, our structure includes an incident commander and section chiefs for operations, logistics, action planning, and finance and administration. We establish twice daily calls using Microsoft Teams with the incident command team and section chiefs to establish our incident action plan, identify resources needs, and plan for any deficiencies. We have a dedicated health and safety officer who oversees the operation and coordinates with health and safety personnel at each project location. The proposed organization structure below is based on industry best practices and an understanding of geography and the distinct management responsibilities of each position.
- **Ability to Hire Rapidly**: Tetra Tech's immediate response staffing plan utilizes our vast network of disaster recovery professionals, including full-time employees, reserve staff from the Tetra Tech Disaster Recovery Unit, and local hires. Our staffing process has rapidly mobilized project teams for major disaster recovery projects nationwide. We prioritize deploying local staff, which benefits the local post-disaster economy and reduces mobilization and transportation costs. In addition to maintaining an extensive field staff database, Tetra Tech can deploy our Field Human Resources (HR) Hiring Center, which is designed to be quickly mobilized, transported, and set up to allow near immediate response for field staffing needs. The number of trained HR representatives can scale up to 20 at a moment's notice, with the ability to hire 200+ staff per day. Under this process, local teams can be hired, trained, and deployed within 24 hours.



- **Depth of Resources**: Tetra Tech maintains a fully stocked warehouse located in Orlando, Florida with over 120 fully stocked bays of debris monitoring supplies capable of supporting over 50 simultaneous recovery operations for over 90 days. We also have dedicated logistics staff that manages resources and supplies and can have a fully functioning field office in a matter of days, and often several simultaneous offices at once. Tetra Tech has consistently deployed large-scale mobilizations of hundreds of staff and thousands of dollars' worth of equipment to multiple clients in a matter of days and on very short notice.

We Set the Standard.

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

Proven Ability to Respond to Multiple Simultaneous Contract Commitments

While Tetra Tech is an organization of over 25,000 employees with the capability to mobilize for numerous communities, we are very careful not to overextend our staff and resource capability to ensure that we can successfully meet our clients' expectations. **Upon careful consideration of these contractual obligations and the capacity of our logistics, equipment, staffing, and ability to mobilize across Florida, we certify that City of Doral will receive our full commitment to always ensure this contract's success. Moreover, we are intentionally assessing future engagements in the area to ensure that we can successfully respond and deliver with dedicated attention once awarded the work.** As elaborated throughout this proposal, we have the existing staff, systems, and policies needed to respond to the City's needs rapidly and effectively.

Tetra Tech has never failed to respond to our clients' deployment and mobilization needs, regardless of location or disaster. In 2024, Tetra Tech successfully deployed **more than 4,000 field staff** throughout Florida, Georgia, South Carolina, Tennessee, and Virginia in response to Hurricanes Helene and Milton.

Due to the nature and deep pool of resources of our firm, we can scale to meet the City's need regardless of size or scope of work. As demonstrated by our prior success in multiple simultaneous activations across the country, Tetra Tech's size, depth, and breadth of resources have consistently proven to be an asset for our clients.

Tetra Tech is recognized for its ability to respond to large-scale projects quickly and effectively. Since 1990, Tetra Tech has been providing comprehensive emergency response services to both governmental and private clients. Most notably, we have continuously supported the U.S. Environmental Protection Agency's (EPA) Emergency Response and Removal program since 1995, serving as prime contractor or subcontractor in eight of the ten regions across the country. Over this time, we provided technical consulting expertise on nearly 2,000 emergency response efforts nationwide. We have responded to all types of incidents, including industrial plant explosions, chemical fires, train derailments, oil spills, and pipeline ruptures impacting environmentally sensitive areas, clandestine drug laboratory operations, mercury spills in residences and schools, releases of unknown hazardous substances, chemical and biological agent incidents, and natural disasters, such as floods, tornadoes, and hurricanes.

Rapid Response Methodology

In many cases, we respond rapidly within 24 hours of receiving notice-to-proceed and fully staff projects within 7 days. Our staffing process has rapidly mobilized project teams for major disaster recovery projects nationwide, leveraging both our in-house and on-call staff with demonstrated disaster response training and experience. We prioritize deploying local staff to the maximum extent practical, which not only benefits the local economy but also reduces mobilization and transportation costs. **Our team has successfully deployed large-scale mobilizations of hundreds of staff and thousands of dollars' worth of equipment to multiple clients in a matter of days and on very short notice.**

Ultimately, the strategy, structure, and staffing requirements for the project organization are based on client expectations and the desired outcome. Tetra Tech's project team can scale as needed, coordinate response, establish common processes for planning and managing resources, and adapt organizational structure to match the needs and complexities of projects. A sample of rapid deployments and timeframes is provided below.

Exhibit 29. Representative Tetra Tech Response Deployment

Event and Year	Staff Mobilized	Mobilization Periods
LA County Fires (2025)*	350	14 days
Hurricanes Helene and Milton (2024)	4,000	21 days
Hurricane Beryl (2024)	884	15 days
Severe Storms in Florida (Leon County and City of Tallahassee) (2024)	157	10 days
Severe Winter Storms (2023)	530	10 days
Severe Storms and Tornadoes (2023)	340	7 days
Hurricane Ian (2022)	1,300	5 days
Hurricane Laura (2020)	600	4 days
Tornadoes (2020)	120	3 days
Hurricane Michael (2018)	665	4 days
California Wildfires (2018)	1,000	7 days
Hurricane Florence (2018)	450	3 days
Hurricane Harvey (2017)	1,417	10 days
Hurricane Irma (2017)	2,452	10 days
Hurricane Matthew (2016)	800	5 days
Texas Flooding – (October 2015)	50	2 days
Texas Flooding – (May 2015)	150	3 days
California Wildfires (2015)	100	2 days
Hurricane Isaac (2012)	400	3 days
State of Connecticut Snowstorm (2011)	450	7 days
Hurricane Irene (2011)	500	5 days
Hurricane Ike (2008)	3,200	10 days
Hurricane Gustav (2008)	250	5 days
Hurricane Dolly (2007)	150	5 days
Midwest Severe Winter Storms (2008)	150	7 days
Midwest Severe Winter Storms (2007)	200	7 days

Event and Year	Staff Mobilized	Mobilization Periods
Buffalo Snowstorms (2006)	250	5 days
Hurricane Wilma (2005)	1,500	14 days
Hurricane Dennis (2005)	250	5 days

**At peak, the response team to the LA County Fires reached 596 staff: 392 field staff and 204 in case management.*

Rapid Recruiting

During program ramp-up, we focus on hiring locally. We deploy several methods for outreach and recruitment for local staff, including targeted outreach in community hubs, extensive networking with potential candidates, and coordination with local support groups. **We will work closely with our local business partners and project success sponsors to recruit and retain locally based staff.**

Advertising Job Postings	Connecting with Labor Networks	Engaging in the Digital Space
Local newspapers	Community organizations	Facebook
Job boards of local colleges and universities	Vocational training organizations	LinkedIn
Supermarkets	Faith-based organizations	Twitter
Employment and job training websites	Semi-annual career fairs	Glassdoor
All project locations	Labor unions	Indeed
All satellite offices	Apprentice programs	Career Builder
	Job Corps	
	Unemployment Department	
	Chambers of Commerce	

Field Hiring Center

In addition to maintaining an extensive case management and community outreach staff database, Tetra Tech can deploy our Field Human Resources (HR) Hiring Center which is designed to be quickly mobilized to allow near immediate response for staffing needs. In fact, in most cases, Hiring Centers are ready in less than 72 hours from the notice to proceed. The number of trained HR representatives can scale up to 20 at a moment's notice – allowing Tetra Tech to **hire 200+ staff per day**. Under this process, local teams can be hired, trained, and deployed quickly.

Local hires in 24 hours.

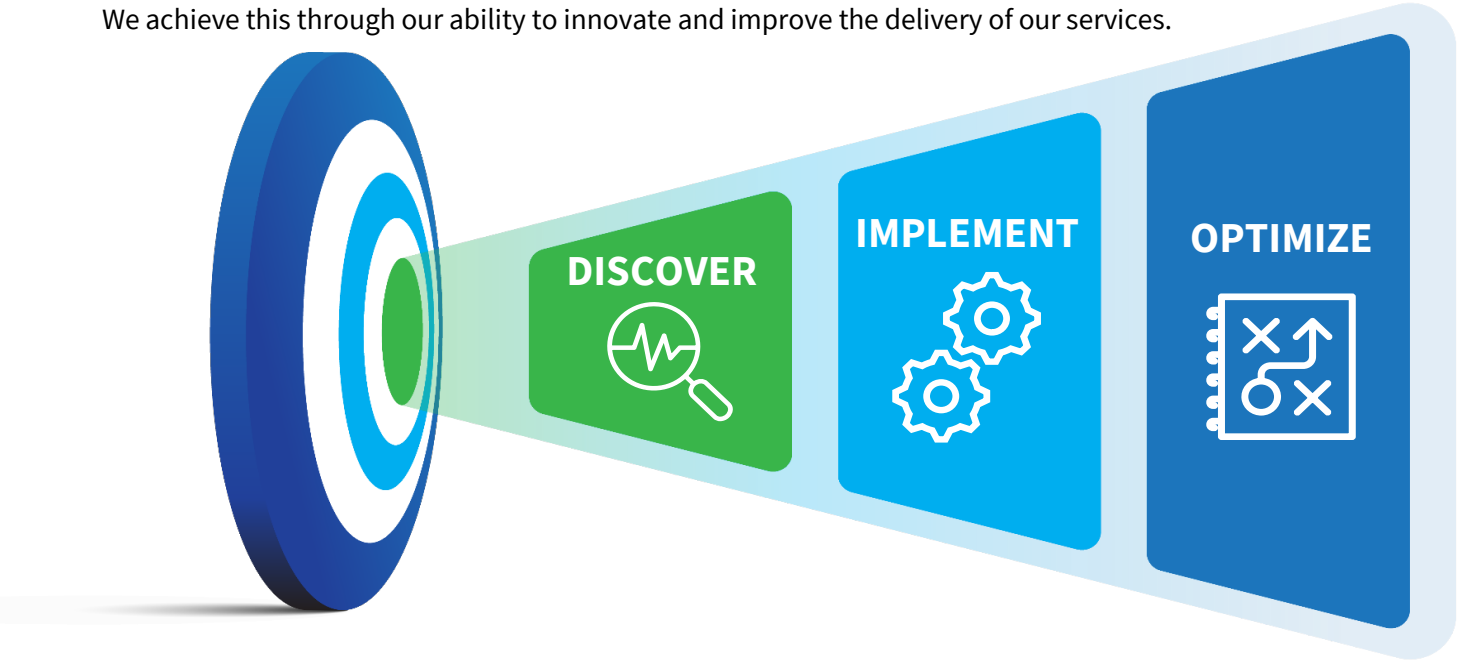
Tetra Tech can hire, train, and deploy local teams within 24 hours. Our onboarding procedures are designed for rapid mobilization, thorough training, and near-immediate execution of work.

Tetra Tech monitors the project work plan to meet the needs of the project throughout the engagement, including fluctuations in staffing needs. As the work volume decreases after the initial surge upon program launch, we typically reduce staffing levels accordingly. Our utmost priority is to balance workload and customer service – providing the proper amount of field staff to maintain pace with activity in the workflow.

Typically, during the program demobilization process, Tetra Tech works with each employee to determine the next step in their professional journey – very frequently another project with our team. Many of our current project management staff members began their career with Tetra Tech as locally hired staff and have grown with us into national senior leadership positions.

Capabilities or Resources that Could Be Offered to Improve Services

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



DISCOVER: Navigating the Path of Innovation

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

IMPLEMENT: Turning Ideas into Action

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

OPTIMIZE: Maximizing Impact and Efficiency

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

Tetra Tech has been integrating innovative solutions into our disaster recovery practices for decades, leveraging technologies like ArcGIS and our proprietary *RecoveryTrac*® to support clients efficiently. While these proven tools remain essential, we are continually advancing our approach by incorporating emerging

technologies that further enhance recovery efforts. The latest innovations designed to help our clients rebuild stronger and more resilient communities are highlighted on the following pages.

Drone Technology

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

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

FusionMap™ Technology

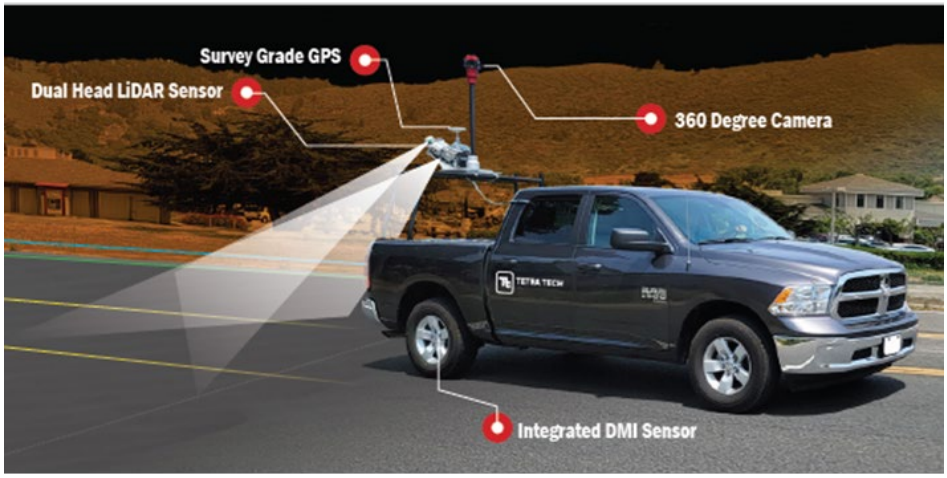
When planning for and responding to disasters, knowledge is one of our most powerful tools. The amount of damage that is caused by major disasters often means that in heavily impacted areas, response crews and the City emergency personnel may face significant barriers to assessing post-disaster impacts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

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

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

Figure 1. Before and After Satellite Images of Lahaina in Maui County,

Video/LiDAR Roadside Survey



Tetra Tech utilizes video and LiDAR roadside surveys to assess disaster-related damage, providing a real-time, ground-level perspective on debris and hazards. Our equipped vehicles can be deployed within 24 hours of notification, capturing data at key intervals – before an event, immediately after, during operations, and at closeout. This information is seamlessly integrated into a centralized GIS viewer, allowing for side-by-side comparisons over time to track progress, identify remaining hazards, and optimize resource deployment for efficient recovery. This "single viewer" approach benefits the City whether to show progress, identification of hazards that need to be removed (e.g. hazardous hanging limbs in the right-of-way) deployment/assignment of resources to aid in expediting recovery.

Aritifical Intelligence and Machine Learning (AI/ML)

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

- **Identification of Data Anomalies:** Data captured in our *RecoveryTrac*™ ADMS system is run through our AI engine to identify irregularities and variances within the dataset as one of many methods of fraud detection we employ for our clients. Our debris management Subject Matter Experts (SMEs) established training algorithms based on many years of experience with traditional and specialized debris programs as the backbone of this analysis.
- **Field Operations Alert Tools:** One of the most important "value adds" to our clients team is the integration of our GIS capabilities with our AI engines our field staff and managers during field operations. Examples of this include locational notifications for in and out of boundaries, truck route

improvements and damage assessments. For example our GIS tools coupled with AI can identify types of damage and quantities of debris for integration into the State's preliminary damage assessment reports submitted to FEMA.

- **Debris Management Chatbot:** First deployed in 2020 for the COVID-pandemic, we are able to provide the State and local governments a debris management focused chatbot for integration into the public information systems. This includes online and voice that provide answers to many of the most commonly asked questions about the debris program. In 2022, Tetra Tech worked with Collier County, Florida, following Hurricane Ian to successfully establish a debris Chatbot for resident questions following that devastating event.
- **Invoice Reconciliation:** As part of the invoice processing phase our team of reconcilers have integrated AI/ML into debris hauler reconciliation thus increasing speed and efficiency of reviews. The timeliness of our invoice processing team has been lauded throughout the industry for our ability to quickly and thoroughly review invoices to speed up payment and submission to FEMA.

Inspections Powered by Matterport

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

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

Figure 2. Dollhouse View and In-Person Viewer

Tetra Tech's innovative solutions empower communities to recover faster and build long-term resilience by leveraging cutting-edge technology, data-driven strategies, and industry-leading expertise. Our tailored approach streamlines disaster recovery efforts, ensuring efficient resource allocation, regulatory compliance, and sustainable rebuilding for a stronger future.

Experience in Working with FEMA

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

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

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

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

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

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

- **Procedures Tailored to FEMA:** Our data management and document storage procedures are tailored to facilitate FEMA review and the generation of project worksheet versions throughout the entire project. We incorporate changes or updates to the FEMA PA Program and Policy Guide (PAPPG) into our procedures for field documentation and data management as they occur. Our software systems, *RecoveryTrac*™ and *RecoveryTrac*™ Grants Management were designed with FEMA programs in mind and were built to interface with FEMA Grants Portal/Grants Manager.

- **Comprehensive Understanding of FEMA Regulations:** Our management team and field staff fully understand FEMA rules and regulations for hand-loaded vehicles; stump, limb, and tree removal at unit rates; volumetric load calls at temporary disposal site locations; and right-of-way (ROW) debris removal eligibility. This allows us to monitor contracts to the smallest detail while concurrently managing and documenting the operation using proven methodologies that maximize FEMA reimbursement.
- **Direct Relationships with FEMA Regional Representatives:** Our team maintains strong relationships with many of the lead federal coordinating officers, debris specialists, Public Assistance (PA) coordinators and officers, and other staff. Regular interface and communication with FEMA at the headquarters, regional, and local levels allow our team to obtain quick responses on disaster-specific guidance and issues. Having been former State and Federal officials, our employees know how to successfully navigate FEMA PA and should issues arise, who to call upon to get quick remedies.
- **Team of Grant Experts to Assist with Funding and Audits:** Our grant management experts have assisted clients with applying for and retaining grant funds, even after closeout and audit processes. Our FEMA appeals and funding specialists have worked with FEMA closeout officers to obtain millions of previously deobligated dollars for communities. While the best course of action is to avoid audits or appeals, there are sometimes unavoidable disagreements with program administrators. We have a bench of accountants, attorneys and program experts to draw upon to try and come to a resolution outside of the audit or appeals process, or when all else fails, appeal or arbitrate certain unacceptable decisions.

Our team has worked closely with FEMA and FHWA staff in the determination of debris eligibility, data requirements, project worksheet/detailed damage inspection report development, auditing of documentation, and reimbursement requirements. This includes providing **step-by-step assistance to clients throughout the FEMA reimbursement process.**

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

- Allison McLeary, Esq. Senior Management Team

Spotlight On: Commitment from Blue Skies through Reimbursement

"Tetra Tech proved itself to be a reliable partner for the City and executed all its obligations under our continuing services agreement. On top of that, they provided excellent communication throughout the whole process and efficiently assisted in the cleanup of the City [after Hurricanes Irma and Ian]. Their diligence and precision in detail ensured proper reimbursement from FEMA on all occasions. In our experience working with Tetra Tech, they have always come to the City of St. Petersburg's assistance when they are needed most for our residents and greater community. We would happily recommend their services to other communities and plan to continue our relationship with them into the future."

-Mr. Bryan M. Eichler, Assistant Director, City of St. Petersburg, FL

Focus On

FEMA Programs

$70 Billion+ Managed

Experience Summary

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

Our experience supporting clients with FEMA programs includes:

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

Recent Sample Projects

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

FEMA Focus Areas

Tailored Procedures

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

Understanding of FEMA Regulations

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

Relationships Regional Reps

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

Audits and Appeals

Our grant management experts have assisted clients with applying for and retaining grant funds, even after closeout and audit processes. Our FEMA appeals and funding specialists have worked with FEMA closeout officers to obtain millions of previously deobligated dollars.

Applicable Licenses and Certifications

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

Additionally, all collection and disposal monitors and field supervisors must attend a debris monitoring training session prior to working. In addition, our environmental health and safety training program helps our business operate in a manner that protects the health and safety of our employees, customers, business partners, community neighbors, and the environment. Our field teams attend daily safety sessions with field employees to discuss potential hazards and review safe work practices.

Small/Minority/Veteran Business Certifications

Tetra Tech seeks opportunities to work with small, women-owned, minority-owned, and disadvantaged business enterprises (DBE) where specific and individual capabilities complement our own for the benefit of the successful completion of a project.

While Tetra Tech is a large, multi-national firm with sufficient resources to complete most any project, we are committed to upholding the requirements for contracting with local businesses and small, minority-owned, and/or women-owned businesses included within 2 CFR 200.321 and within the City's RFP.

Tetra Tech receiving the City of Houston Goods and Services Prime Contractor of the Year Award at the 6th Annual Champions of Diversity Awards Ceremony.

As evidence of the Tetra Tech Disaster Recovery division's commitment to local and minority participation in our projects, in February 2019, Tetra Tech received the City of Houston Goods and Services Prime Contractor of the Year Award at the 6th Annual Champions of Diversity Awards Ceremony. Tetra Tech is honored to be selected for such award, and it demonstrates our commitment to work with minority, women, small, and disadvantaged business enterprises.

Most recently, Tetra Tech Tetra Tech received the 2022 Dwight D. Eisenhower Award for Excellence in the Services Category for our effective small business subcontracting programs. The award recognizes large U.S. prime contractors that have excelled with their small business subcontracting programs by creating optimal opportunities for use of small businesses in all socioeconomic categories. The award was presented during the U.S. Small Business Administration's (SBA) National Small Business Week's virtual award ceremony on May 5, 2022.

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

Scan the QR code to the right or click here to view Tetra Tech's 2020 More Business for Your Business webinar for the Harris County and Houston, Texas area.

4.3.2. Project Manager/Program Lead

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

Our staff members have **managed the removal of and reimbursement for over 256 million cubic yards (CYs) of debris as well as the demolition of over 22,000 uninhabitable residential and commercial structures.** Our 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.

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

Primary Point of Contact for the City

The representative listed below, Tommy Webster will serve as the City of Doral's main point of contact. For any inquiries regarding the servicing of the City's project, please contact him at the phone or email below.

Mr. Tommy Webster
955 Evergreen Pkwy. Ste. 300 Duluth, GA 30096

Tommy.Webster@tetratech.com
Phone: 828-644-3222 | Fax: 321-441-8501

Summary of Relevant Experience

Tommy Webster brings more than 20 years of disaster recovery and infrastructure experience, with a strong background in FEMA Public Assistance and large-scale debris operations. He has successfully managed planning, response, and recovery efforts across diverse disaster events nationwide, supporting federal, state, and local clients. Provided is a brief list of recent projects Tommy has led:

- 2024 | Hurricane Helene –Multiple Municipalities throughout the States of Florida, Tennessee, and North Carolina
- 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

Applicable Certifications

Provided on the following page, Tetra Tech has included applicable certifications for Tommy Webster, Regional Operations Director.

Emergency Management Institute

FEMA

This Certificate of Achievement is to acknowledge that

JOHN T WEBSTER

has reaffirmed a dedication to serve in times of crisis through continued professional development and completion of the independent study course:

IS-00100.b
Introduction to Incident Command System
ICS-100

Issued this 23rd Day of May, 2017

Tony Russell
Superintendent
Emergency Management Institute

0.3 IACET CEU

Emergency Management Institute

FEMA

This Certificate of Achievement is to acknowledge that

JOHN T WEBSTER

has reaffirmed a dedication to serve in times of crisis through continued professional development and completion of the independent study course:

IS-00200.b
ICS for Single Resources and
Initial Action Incident, ICS-200

Issued this 27th Day of June, 2017

0.3 IACET CEU

Tony Russell
Superintendent
Emergency Management Institute

Emergency Management Institute

FEMA

This Certificate of Achievement is to acknowledge that

JOHN T WEBSTER

has reaffirmed a dedication to serve in times of crisis through continued professional development and completion of the independent study course:

IS-00700.a
National Incident Management System (NIMS)
An Introduction

Issued this 23rd Day of May, 2017

0.3 IACET CEU

Tony Russell
Superintendent
Emergency Management Institute

Emergency Management Institute

FEMA

This Certificate of Achievement is to acknowledge that

JOHN T WEBSTER

has reaffirmed a dedication to serve in times of crisis through continued professional development and completion of the independent study course:

IS-00800.b
National Response Framework, An Introduction

Issued this 19th Day of June, 2017

Tony Russell
Superintendent
Emergency Management Institute

0.3 IACET CEU

JKO

JOINT KNOWLEDGE ONLINE

Tommy Webster

has successfully completed

Level I Antiterrorism Awareness Training

07/05/2018

H.W. Thorp, Jr., GS-15
Chief, Joint Knowledge Online Division
Deputy Director Joint Training
Joint Staff, J7

This is an official course completion certificate from a JKO Standalone course.
Standalone course completions are not tracked or recorded with Joint Knowledge Online.

4.3.3. Program Staff

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 at the end of this section.**

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

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

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

List All Staff Members Who Will Be Assigned to the Project

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

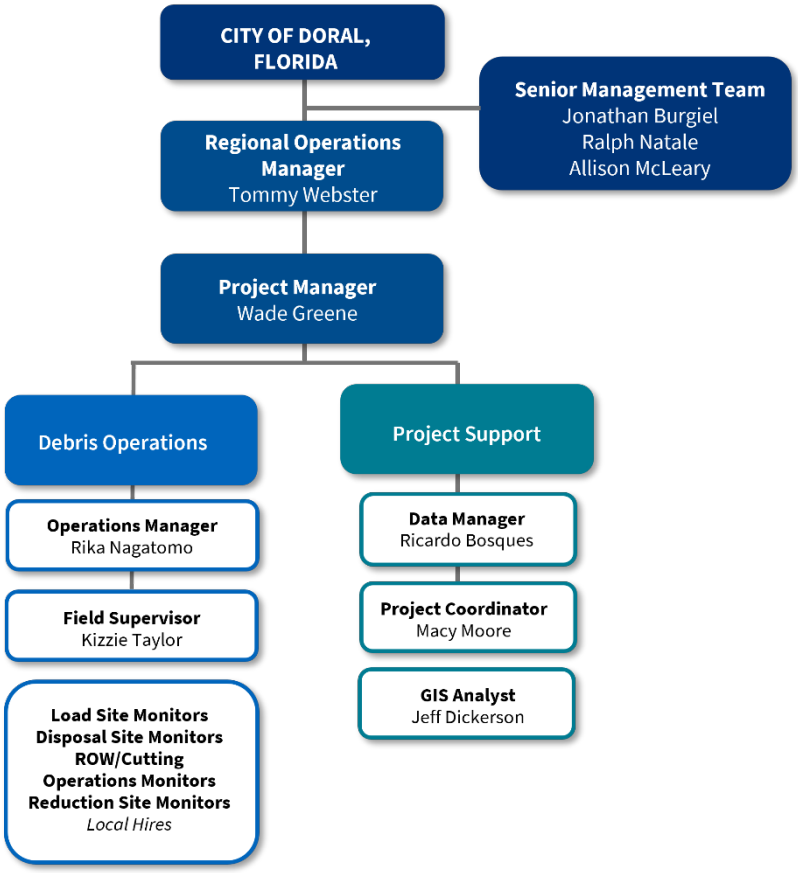
Proposed Staff	Summary of Qualifications	Key Areas of Expertise
Regional Operations Director Tommy Webster	Mr. Tommy Webster has more than 20 years of consulting and operational experience with major field environmental and civil works projects. Tommy brings a unique perspective, having spent many years 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 FEMA 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 large and small projects for clientele across the 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.	• 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
Project Manager Wade Greene	Edward "Wade" Greene is a management professional with 8 years of experience spent working on debris-related projects for Tetra Tech clients across the nation. He is adept in all aspects of debris monitoring and is knowledgeable on the required documentation to satisfy the requirements of multiple funding sources. Wade is responsible for the implementation of Tetra Tech's work plans, dispatching field personnel, staffing, safety procedures, field logistics, and training of personnel. He verifies eligibility and compliance; oversees collection and disposal operations; and coordinates directly with debris contractors, data managers, and project managers to meet the goals of each client.	• Disaster Debris Program Management • Right-of-Way/Right-of-Entry Debris Removal • Private Property Programs • Leaner/Hanger Programs • FEMA Reimbursement
Operations Manager	Rika Nagatomo is an experienced Field Supervisor supporting multiple projects with Tetra Tech. Rika has	• Project Coordination • Data Management

Proposed Staff	Summary of Qualifications	Key Areas of Expertise
Rika Nagatomo	served on a variety of projects including Hurricane, Fire, and Severe Winter Storm Projects. With seven years of experience, Rika brings a deep knowledge of what's necessary for successful debris monitoring operations. She's skilled at training debris monitors and performing QA/QC throughout the projects.	• QA/QC • Field Operations • Right of Entry • Monitor Training • Right of Way Debris Removal • Field Operations • Hazardous Trees/Limbs/Stumps
Field Supervisor Kizzie Taylor	Ms. Taylor has extensive experience as a disposal site leader, particularly in responding to both hurricane and fire disasters. She possesses a deep understanding of the safety protocols and regulations related to the disposal of hazardous trees and has worked closely with contractor crews to ensure that all collection, management, and disposal processes comply with local, county, and state guidelines. In addition, Ms. Taylor has developed a reputation for being a highly detail-oriented and organized professional, with a keen eye for ensuring that every aspect of the disposal process is carried out effectively and efficiently. Through her previous roles, she has demonstrated her ability to manage and supervise crews in fast-paced and high-pressure environments, while also maintaining a strong focus on safety and compliance.	• Disposal Operations • Field Operations • Hazardous Trees • Truck Certification
Data Manager Ricardo Bosques	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.	• Disaster Debris Management • Data Collection, Utilization, and Validation • Data Management • Report designs • Reimbursement Policies and Procedures • Public Relations • Invoice Reconciliation
Project Coordinator Macy Moore	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.	• Project Coordination • Project Setup • Staff Training • Organization • QA/QC • Scheduling and Dispatch • Adherence to State Labor Laws
GIS Analyst Jeff Dickerson	Mr. Jeff Dickerson is responsible for the planning, development, and deployment of technical applications supporting emergency response operations. He has led the development and support of Tetra Tech's *RecoveryTrac*™ ADMS, one of only three systems validated by the USACE.	• Recovery Technology Solutions / ADMS • Resource Deployment and Tracking

Proposed Staff	Summary of Qualifications	Key Areas of Expertise
	This system is the preferred choice for USACE debris contractors, providing ADMS services to six of eight USACE districts globally. Jeff has managed numerous large-scale disaster activities, overseeing over 1,000 field monitors, coordinating 24/7 data processing centers, and providing technical support for a debris management database that tracks over 1,000 trucks and documents more than 5 million CYs of debris delivered to the client's DMS locations.	• Readiness Training and Exercises • Disaster Operations Support • 20+ Years Military Experience

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 at the end of this section.**



Staff Résumés

Provided on the following page, Tetra Tech has included the qualifications and resumes for the proposed team.

TETRA TECH

Jonathan Burgiel

Business Unit President

30+ YEARS OF EXPERIENCE

100+ PROJECTS

$8B GRANT FUNDING

Areas of Expertise

Disaster Recovery Program Design and Management

Federal Grant Management

Solid and Hazardous Waste Management

Grant Experience

FEMA PA

CDBG-DR

HMGP

Disasters

4796 Iowa Severe Storms
4781 Texas Severe Storms, Wind Event, and Floods
4724 Maui Wildfires
4734 Hurricane Idalia
4673 Hurricane Ian
4337 FL Hurricane Irma
4332 TX Hurricane Harvey
4344 CA Wildires
4084 Hurricane Isaac
4029 TX Wildfires
4024 Hurricane Irene
1602 Hurricane Katrina
1539 Hurricane Charley
& Several More

Education

University of Central Florida, Master of Business Administration, 1989

Tufts University, Bachelor of Arts, Economics, 1984

EXPERIENCE SUMMARY

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

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

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

RELEVANT EXPERIENCE

Jonathan has provided senior management oversight to the following projects:

- 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.

TETRA TECH

Ralph Natale

Senior Management Team

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)

Allison McLeary, Esq.

Senior Management Team

21 YEARS OF EXPERIENCE

Areas of Expertise

Disaster Response & Recovery

Grant Administration

Stafford Act Compliance

Alternative Procedures

Grant Experience

FEMA Public Assistance

CARES Act

USDA Agriculture Recovery Block Grants

HUD CDBG

ARPA

Education

Auburn University, Bachelor of Arts, March 2000

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

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

EXPERIENCE SUMMARY

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

RELEVANT EXPERIENCE

Director, Federal Grant Programs (March 2021 – Present)

Tetra Tech, Inc.

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

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

State of Iowa

Most recently, Allison has supported the State's Non-Congregate Sheltering operations for survivors following several severe storms in the spring of 2024. She is actively involved in supporting Iowa's Department of Homeland

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

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

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

Maui County

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

State of Connecticut

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

Tommy Webster

Regional Operations Director

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.

Program Manager (July 2014 – May 2022)
Phillips & Jordan

Tommy was responsible for the following tasks:

- Initial deployment and operational project setup for natural and man-made disasters across the CONUS
- Subcontractor negotiation and claims management

- Line-item project reviews and approvals with Project Managers and third-party representatives
- Liaison between operations and overhead departments, as well as municipalities and governmental agencies

Operations Manager (January 2012 – June 2014)
ATKINS Global
Daily responsibilities included:

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

Project Manager (August 2010 – January 2012)
Andrew Consulting
Daily responsibilities included:

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

Project Manager (September 2008 – July 2010)
Beck Disaster Recovery
Daily responsibilities included:

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

Project Manager (December 2002 – September 2008)
Beck Disaster Recovery
Daily responsibilities included:

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

Edward "Wade" Green | Project Manager

8 YEARS OF EXPERIENCE

EXPERIENCE SUMMARY

Edward "Wade" Greene is a management professional with 8 years of experience spent working on debris-related projects for Tetra Tech clients across the nation. He is adept in all aspects of debris monitoring and is knowledgeable on the required documentation to satisfy the requirements of multiple funding sources. Wade is responsible for the implementation of Tetra Tech's work plans, dispatching field personnel, staffing, safety procedures, field logistics, and training of personnel. He verifies eligibility and compliance; oversees collection and disposal operations; and coordinates directly with debris contractors, data managers, and project managers to meet the goals of each client.

Wade was selected for this project because his extensive experience working on large scale debris generating disaster events in Florida.

Areas of Expertise

Disaster Debris Program Management

Right-of-Way/Right-of-Entry Debris Removal

Private Property Programs

Leaner/Hanger Programs

FEMA Reimbursement

Grant Experience

FEMA PA

NRCS

Key Training/Certifications

HAZWOPER

Education

Technical College of the Lowcountry, Currently Enrolled

RELEVANT EXPERIENCE

Project Manager

In the role of Project Manager, Wade provides project oversight, training, and scheduling the various services Tetra Tech provides. He is responsible for client communication. Wade serves as a consistent point of contact for the client's debris managers and provides a bridge between any preparedness and post-disaster response activities.

Client	Project	Dates Worked	Programs	CYs/Tons	Staff	Project Cost
Texas Division of Emergency Management	Floods	July 2025 – February 2026	ROW	Ongoing	Ongoing	Ongoing
Greenville County, SC	Hurricane Helene	October 2024-March 2025	ROW	1,185,161 CYs	171 Staff	$17,004,805
City of Fountain Inn, SC	Hurricane Helene	September 2024-March 2025	ROW	13,417 CYs	20 Staff	$165,884
Texas Department of Transportation, Brazoria County, and City of Brazoria, TX	Hurricane Beryl	July-August 2024	ROW and Parks	447,898 CYs, 227 Tons, 12,396 Hanging Limbs and 43 Hazardous Trees	204 Staff	$1,094,597
Leon County, FL, and City of Tallahassee, FL	Severe Storms	May 2024-September 2024	ROW and Parks	353,815 CYs, plus 7,307 Hanging Limbs and 752 Hazardous Trees	104 Staff	$6,502,051
City of Little Rock, AR	Conservation Project	February-June 2024	Waterways	470,661 CYs	62 Staff	$6,579,844
City of Spokane, WA	Spokane Fires	December 2023-April 2024	ROW, ROE, and PPDR	2,233 CYs and 65 Tons	2 Staff	n/a

Client	Project	Dates Worked	Programs	CYs/Tons	Staff	Project Cost
Florida Department of Environmental Protection	Hurricane Idalia	September 2023-February 2024	Parks	28,008 CYs	42 Staff	$1,942,796
Vermont	Severe Storms and Flooding	July-September 2023	ROW	1,315 CYs (plus 6,230 Tons)	18 Staff	$1,770,079
City of Little Rock, AR	Severe Storms and Tornadoes	April 2023-August 2023	ROW	47,0661 CYs	62 Staff	$7,268,424
Monterey County, CA	Severe Winter Storms, Flooding, Landslides, and Mudslides	March 2023	ROW	9,021 CYs (plus 3,920 Tons)	12 Staff	$200,000
City of Austin, TX	Winter Storm	February-April 2023	ROW and Parks	1,349,027 CYs	339 Staff	$20,325,801
Manatee County, FL	Hurricane Ian	September 2022-February 2023	ROW	743,966 CYs	162 Staff	$12,178,009
Audubon Nature Institute, LA	Hurricane Ida	August-October 2021	Parks	19,409 CYs	40 Staff	$1,665,209
Audubon Nature Institute, LA	Hurricane Zeta	October 2020-January 2021	Nature Park, Sanctuary, Public Space, and Parks	9,668 CYs	25 Staff	$674,796
Cities of DeQuincy and Vinton, LA	Hurricane Laura	September-October 2020	ROW	300,434 CYs	93 Staff	$5,625,913
City of New Bern, NC	Hurricane Dorian	November 2019-December 2020	ROW	2,634 CYs	5 Staff	$234,568
Colleton County, SC	Hurricane Dorian	October-November 2019	ROW	4,273 CYs	5 Staff	$70,562

QC Manager

Wade 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. George implements processes to eliminate ticket errors, reduce invoice reconciliation timeframes, prevent fraud, and establish a comprehensive, audit-ready dataset. Additionally, Wade provides leadership in developing and refining QA/QC protocols to ensure project success.

Client	Project	Dates Worked	Programs	Tons	Staff	Project Cost
USACE and ECC	Los Angeles Wildfires	February 2025-July 2025	PPDR	168,766 CYs and 2,638,544 Tons	1,000+ Staff	Ongoing

Division Leader/Supervisor, Operations Section Chief

Wade was responsible for oversight of field staff, ensuring that Tetra Tech’s Health and Safety Plan was executed and followed, maintaining the integrity of field documentation and upward daily reporting of field activities in his assigned area with his direct reports.

Client	Project	Dates Worked	Programs	Tons	Staff	Project Cost
Ventura County, CA	Mountain Fire	January 2025-July 2025	PPDR	48,433 Tons	25 Staff	Ongoing
CalRecycle, CA	Dixie Fire	October 2021-September 2022	ROE and PPDR	552,821 Tons	315 Staff	$266,354,481
CalRecycle, CA	Carr Fire	September 2018-January 2019	PPDR	522,333 Tons	106 Staff	$100,684,228

TETRA TECH

Kizzie Taylor

Field Supervisor

3 YEARS OF EXPERIENCE

Areas of Expertise

Disposal Operations

Field Operations

Hazardous Trees

Truck Certification

Key Training/Certifications

FEMA ICS-100

OSHA HAZWHOPER

HVAC and EPA Certification

Education

Southern University Louisiana Technical College

Franklinton High School

EXPERIENCE SUMMARY

Ms. Taylor has extensive experience as a disposal site leader, particularly in responding to both hurricane and fire disasters. She possesses a deep understanding of the safety protocols and regulations related to the disposal of hazardous trees and has worked closely with contractor crews to ensure that all collection, management, and disposal processes comply with local, county, and state guidelines. In addition, Ms. Taylor has developed a reputation for being a highly detail-oriented and organized professional, with a keen eye for ensuring that every aspect of the disposal process is carried out effectively and efficiently. Through her previous roles, she has demonstrated her ability to manage and supervise crews in fast-paced and high-pressure environments, while also maintaining a strong focus on safety and compliance.

RELEVANT EXPERIENCE

Field Supervisor (2023 – Present)

As field supervisor, Ms. Taylor is responsible for the quality control of debris site/tower monitors, field coordinators, and project inspectors and ensuring that all documentation that is being captured is FEMA-compliant during debris removal operations. She verifies that monitors retain their training and responds to issues as they arrive in the field. Ms. Taylor is tasked with the management of locally hired additional supervisors and field monitors, project timeline, and current tasking.

- Maui County, HI – Lahaina/Kula Wildfires

Task Force Leader

As a Task Force Leader, Ms. Taylor is responsible for ensuring that all hazardous debris/trees removal loads were documented, load tickets were issued to removal contractors, and tickets were closed out at end use facilities. Her duties included maintaining final site disposal procedures, troubleshooting devices, and addressing logistics issues. Additionally, she provided QC 214s, disposal tower logs, debris/tree ticket logs, and any additional documentation received from jobsite.

- CalRecycle, CA | Dixie Fire, 2022
- CalRecycle, CA | Mariposa Fire, 2022
- CalRecycle | Northern Branch Complex Fire, 2021-2022

Field Debris Monitor (September 2021 – October 2021)

Ms. Taylor worked as a debris removal monitor during the aftermath of Hurricane Ida. Her duties included maintaining final disposal site procedures of hazardous debris and tree removal and documenting truck hauling compartment condition using digital photographs.

- City of Covington, LA | Hurricane Ida, 2021

TETRA TECH

Rika C. Nagatomo

Operations Manager

8 YEARS OF EXPERIENCE

Areas of Expertise

Project Coordination

Data Management

QA/QC

Field Operations

Right of Entry

Monitor Training

Right of Way Debris Removal

Field Operations

Hazardous Trees/Limbs/Stumps

Education

Mineola High School, Diploma

EXPERIENCE SUMMARY

Rika Nagatomo is an experienced Field Supervisor supporting multiple projects with Tetra Tech. Rika has served on a variety of projects including Hurricane, Fire, and Severe Winter Storm Projects. With seven years of experience, Rika brings a deep knowledge of what's necessary for successful debris monitoring operations. She's skilled at training debris monitors and performing QA/QC throughout the projects.

RELEVANT EXPERIENCE

Operations Manager

As operations manager, Rika was responsible for the implementation of Tetra Tech's work plans, dispatching field personnel, staffing, safety, field logistics, and training. She verified eligibility, compliance, and collection and disposal operations oversight and coordinate directly with our project manager daily with progress reports and on specific issues.

- Pinellas County, FL – Hurricane Helene, 2024-2025
- Pinellas County, FL – Hurricane Milton, 2024-2025
- City of St. Petersburg, FL – Hurricane Idalia, 2023
- St. John the Baptist Parish, LA – Hurricane Ida PPDR, 2022-2024

Field Supervisor

Rika served as project coordinator and field supervisor for multiple storm and tornado projects. Her duties included the quality control of debris site monitors, project payroll, and ensuring that all documentation that is being captured is FEMA-compliant during debris removal operations. She verified that monitors retained their training and responded to issues as they arrived in the field. Rika was tasked with the management of locally hired additional supervisors and field monitors, project timeline, and current tasking.

- Los Angeles County, CA – Wildfires, 2025
- Department of Management Services, Miami and Dade Counties, FL - 2023
- Florida Department of Environmental Protection – Hurricane Ian, 2023-2024
- Hillsborough and Pinellas Counties, FL – Hurricane Idalia, 2023
- Orange County, FL – Hurricane Ian, 2022
- St Helena Parish, LA – Hurricane Ida, 2021-2022
- Calhoun County, AL – Tornado, 2021
- Multiple clients, LA – Hurricane Zeta, 2020-2021
- Decatur County, FL – Hurricane Michael, 2018-2019

- Lenoir County, NC – Hurricane Florence, 2018
- Pinellas County, FL – Hurricane Irma, 2017-2018

Project Coordinator

Rika served as a project coordinator where was responsible for the startup of the project, time and expense reporting, obtaining field supplies, scheduling, daily staffing levels, and managing staffing related issues.

- Miami-Dade County, FL – Surfside Building Collapse, 2021
- Randolph County, AL – Tornado, 2021
- Bay County, FL – Hurricane Michael, 2020

Task Force Leader

Rika served as a Task Force Leader on a team that oversaw the removal of debris from hundreds of fire damaged properties. She trained other field staff on FEMA eligibility criteria concerning the removal of hazardous trees and debris from fire damaged properties.

- CalRecycle, CA – Camp Fire, 2019-2020

TETRA TECH

Jeff Dickerson

GIS Analyst

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

TETRA TECH

Macy Moore

Project Coordinator

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 Edinburgh, TX (Remote Support) – Hurricane Hanna, July – August 2020
- Hamilton County and City of Chattanooga, TN – Tornado, April – May 2020
- Various Clients in South Carolina – Hurricane Dorian, September – October 2019
- CalRecycle, CA – Camp Fire, January 2019 – September 2020
- Various Clients in North Carolina – Hurricane Florence, 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

TETRA TECH

Ricardo Bosques

Data Manager

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

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

Role of Each individual will play in the Project

The following provides a brief overview of the responsibilities for key positions in our project structure.

Project Management and Advisory

- **Project Manager.** Our project manager, Wade Green, will be responsible for managing and supervising debris monitoring services as tasked by the City. He is also responsible for program oversight, task order preparation, forecasting, and quality assurance. The project manager will serve as a consistent point of contact for the City's debris managers and will provide a bridge between any preparedness and post-disaster response activities.
- **Operations Manager.** Rika Nagatomo will oversee the execution of Tetra Tech's work plans, including dispatching field personnel, staffing, safety protocols, field logistics, and training. Responsibilities include verifying eligibility, ensuring compliance, and supervising collection and disposal operations. Rika will collaborate closely with the project manager, providing daily progress reports and addressing specific issues as they arise.
- **Field Supervisor.** During debris removal operations, our field supervisor, Kizzie Taylor, is responsible for the quality control of supervising monitors, debris site/tower monitors, field coordinators, and project inspectors and verifying that documentation that is being captured is FEMA-compliant. She will verify that monitors retain their training and will respond to issues as they occur in the field.

Quality Assurance and Training

- **GIS Analyst.** GIS analysts are responsible for managing customized GIS applications within *RecoveryTrac*™ ADMS and manipulating data to achieve City of Doral's programmatic goals. GIS operators compile and integrate cartographic data, as well as providing necessary support to integrate collected data into geospatial reports.
- **Data Managers.** Tetra Tech data managers are responsible for multiple functions during debris removal activities, including reporting and quality assurance/quality control of all ADMS documentation in the field along with storing the documentation in preparation for future audits. Data managers will validate documentation and metrics being reported as accurate and on-schedule.

4.3.4. Minimum Requirements

The following projects are a representative sample of our experience and accomplishments in performing services that are similar in scope, complexity, and magnitude to the City within the past 10 years.

What do our clients say?

Our Advocate in the Field

"It was comforting having Tetra Tech as our advocate in the field as well as coaching us through the process. Because of the competence and professionalism of your staff, we have much greater confidence our debris removal expenditures will be reimbursed by FEMA."

- Scott R. Henson and Jim Reece, Waste Resources Program Managers, Okaloosa County, Florida

Reliable Partner for the City

"Tetra Tech proved itself to be a reliable partner for the city and executed all its obligations under our continuing services agreement. On top of that they provided excellent communication throughout the whole process and efficiently assisted in the cleanup of the city on both occasions. Their diligence and precision in detail ensured proper reimbursement from FEMA on all occasions. In our experience working with Tetra Tech, they have always come to the City of St. Petersburg's assistance when they are needed most for our residents and greater community. We would happily recommend their services to other communities and plan to continue our relationship with them into the future."

Mr. Bryan M. Eichler, Assistant Director, City of St. Petersburg, Florida

Staff has an In-Depth Understanding of FEMA Requirements

"From the onset of the team's work following Tropical Storm Debby, it was evident that the staff has an in-depth understanding of Federal Emergency Management Agency (FEMA) damage assessment and reimbursement guidelines, as well as eligibility requirements. Subsequent to the timely and professional damage assessment work performed by your staff, the County tasked [Tetra Tech] with the monitoring and management of the County's debris removal program. Working in close coordination with the County and our debris hauler, [Tetra Tech] was able to assist the County in capturing maximum reimbursement from FEMA for the cost of debris removal, reduction, and disposal. Clay County sincerely appreciates your team's dedication, responsiveness, professionalism, and assistance during our time of need. I would highly recommend your firm to any community that is in need of debris monitoring services."

Alan Altman, Environmental Services Manager (Retired), Clay County, Florida

City of Bradenton | Disaster Debris Program Management

The City of Bradenton is the county seat in Manatee County, FL. Situated on the Gulf Coast, the City is also bordered to the north by the Manatee River, which flows into Tampa Bay, and to the west by the Intracoastal Waterway, separating it from the barrier islands of Anna Maria Island and Longboat Key. The City's location makes it especially vulnerable to coastal storms and flooding. In 2024, Tetra Tech supported the City three times in response to major hurricanes, providing debris monitoring program management services that helped ensure timely and compliant recovery.

Hurricane Debby

In August 2024, Hurricane Debby brought heavy rainfall to the region, with some areas receiving between 7 and 14 inches. Flooding impacted roadways and neighborhoods across the City. Tetra Tech supported the City with 9 field monitors, overseeing the collection and documentation of more than 6,000 cubic yards of storm debris.

Hurricane Helene

Shortly after Debby, Hurricane Helene caused additional impacts to the region. Tetra Tech deployed 8 monitors to assist with right-of-way debris monitoring, tracking the removal of over 1,600 cubic yards of debris. Our rapid mobilization helped the City stay ahead of approaching conditions brought on by the next storm.

Hurricane Milton

Just 13 days later, Hurricane Milton resulted in the most extensive debris removal effort for the City in 2024. Tetra Tech brought in more than 25 field monitors to support operations. Over four months, our team monitored and documented the removal of **more than 162,000 cubic yards of debris**, **certified 171 unique hauling units**, and coordinated activities across **4 temporary debris sites and 2 final disposal sites**. Our close coordination with City officials and contractors helped ensure a fast and efficient recovery.

Client
City of Bradenton, FL

Period of Performance
Hurricane Milton: October 2024 – January 2025
Hurricane Helene: October 2024
Hurricane Debby: August – October 2024

Project Size
Hurricane Milton: 162,483 CYs
Hurricane Helene: 1,610 CYs
Hurricane Debby: 6,015 CYs

Project Costs
Hurricane Milton: $2,882,682
Hurricane Helene: $25,065
Hurricane Debby: $72,900

Reference
Irvin Lee, Public Works Director
(941) 290-9398
Irvin.Lee@bradentonFl.gov

City of Cape Coral | Disaster Debris Program Management

Hurricane Milton

Hurricane Milton made landfall in Florida in October 2024 as a powerful storm that produced widespread wind damage, heavy rainfall, localized flooding, and extensive debris impacts across Southwest and Central Florida. Although landfall occurred along the Gulf Coast, Milton's expansive wind field and rain bands affected communities inland, overwhelming drainage systems, downing trees, and damaging public infrastructure. Many local governments initiated large-scale debris operations to address public safety hazards, reopen transportation corridors, and support long-term recovery efforts.

Tetra Tech deployed 44 field monitors to oversee debris removal operations at a centralized site, ensuring accurate load tracking, contractor compliance, and adherence to FEMA documentation standards. The team supported the City's rapid recovery by monitoring **more than 30,000 cubic yards of storm-generated debris**, including vegetative and mixed materials resulting from high winds and localized flooding.

Through focused oversight and streamlined coordination, Tetra Tech helped the City of Cape Coral complete debris operations efficiently within a four-month timeframe, restoring public spaces and supporting the community's return to normal operations.

Client
City of Cape Coral, Florida

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

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

Project Cost
Hurricane Milton: $444,823 (debris removal only)
Hurricane Ian: $63,380,733
Hurricane Irma: $11,969,525

Reference Contact
Terry Schweitzer Solid Waste Manager
(518) 415-9718
tschweitzer@capecoral.gov

Hurricane Ian

Hurricane Ian swept over Cape Coral in 2022 as the fourth strongest hurricane to ever hit Florida. Tetra Tech was mobilized to assist in the cleanup of right-of-way debris, parks, canals, and hazardous trees for the City. Cleanup efforts included **363 unique hauling units** that were distributed through four different temporary disposal sites before final disposal at the landfill. The rapid cleanup resulted in the removal of more than **2,700,000 CYs of debris in the span of eight months.**

Hurricane Irma

In September 2017, the waterfront city of Cape Coral was impacted by Hurricane Irma, the most powerful storm to make landfall in Florida in over 10 years. While the City did not suffer as much damage to homes as many other southern Florida communities, the storm's powerful winds downed trees and left debris throughout many neighborhoods and roads. In addition, the City suffered major damage to its canal system and seawalls.

The City activated Tetra Tech under a pre-positioned contract to conduct disaster debris monitoring services. At peak, our team led **nearly 30 local hires** to monitor the debris removal process, utilizing our proprietary *RecoveryTrac*™ ADMS software. Additionally, our team provided data management and closeout support including reporting on special requests to assist the City with their FEMA reimbursement. In total, our team monitored the removal of well **over 500,000 cubic yards of debris.** This entailed **364,000 cubic yards of right-of-way debris and 164,000 cubic yards of waterway debris.**

City of New Smyrna Beach | Disaster Debris Monitoring Services

Hurricane Milton

Hurricane Milton made landfall in fall 2024, bringing damaging winds and heavy rain to the City of New Smyrna Beach. In order to minimize the existing debris from Hurricane Helene becoming a hazard, the governor issued an executive order that required debris management sites to remain open around the clock in the days leading up to its landfall. Although the storm landed on the west coast of Florida, it quickly crossed the State and left significant damage in both inland and coastal areas. The storm caused widespread tree and vegetative debris across public areas, prompting a swift recovery effort by the City.

Tetra Tech supported the City's right of way debris removal program, providing 40 field monitors and overseeing the removal of approximately **60,000 cubic yards of debris**. Services began in October and concluded just two months later, ensuring timely and compliant cleanup operations.

Hurricane Ian

Following the landfall of Hurricane Ian in southwest Florida in late September 2022, the storm weakened and traversed northeast across the state of Florida. After slowing down considerably, the storm exited the east coast of Florida near the Brevard County and Volusia County line. Hurricane Ian caused widespread wind and flood damage, as well as severe coastal erosion across Florida's east coast. Nearly 20 inches of rain fell in New Smyrna Beach prior to the storm's passing, resulting in catastrophic flooding unlike the City had ever seen before.

Client
City of New Smyrna Beach, FL

Period of Performance
Hurricane Milton: October-December 2024
Hurricane Ian: October-December 2022
Hurricane Irma: September-November 2017
Hurricane Matthew: October-December 2016

Project Size
Hurricane Milton: 60,283 CYs
Hurricane Ian: 130,600 CYs
Hurricane Irma: 60,295 CYs
Hurricane Matthew: 204,096 CYs

Project Cost
Hurricane Milton: $951,657
Hurricane Ian: $2,525,324
Hurricane Irma: $1,039,499
Hurricane Matthew: $5,658,954

Reference Contact
David Ray, Maintenance Operations Director
386-527-6657
dray@cityofnsb.com

Following the storm, Tetra Tech was activated by the City of New Smyrna Beach to provide disaster debris monitoring services. Tetra Tech responded within hours of the storm's passing to assist the City with **damage assessment and debris estimation**. Tetra Tech assisted the City in resolving several contractual issues with the City's contract debris hauler, Phillips & Jordan, Inc. Soon after notice to proceed, Tetra Tech **hired and trained approximately 30 local debris monitors**.

Next, Tetra Tech immediately assisted the City in activating its debris management site and initiated truck certification. Following commencement of right-of-way collection, we assisted the City in standing up and operating a **citizen drop-off site** for residents that wanted to haul their own debris.

In total, **more than 100,000 cubic yards of vegetative and construction and demolition debris were removed from the City in approximately 60 days**. Tetra Tech supported the City with debris contractor invoice reconciliation and FEMA reimbursement support as part of project close-out.

Hurricane Irma

Hurricane Irma struck Florida in September 2017 as one of the strongest Atlantic hurricanes on record, producing significant flooding, downed trees, and storm debris throughout New Smyrna Beach. Tetra Tech deployed 36 field monitors to support the City's right of way debris monitoring program. Over the course of the project, **approximately 60,295 cubic yards of debris were managed and removed** between September and November 2017.

Hurricane Matthew

Hurricane Matthew impacted New Smyrna Beach in October 2016, with high winds and storm surge damaging public and private roads throughout the community. The storm generated extensive debris, particularly in residential areas with limited access. Tetra Tech led both the **public right of way and private road debris monitoring programs**, deploying a large team of 128 field monitors. From October 2016 through January 2017, the team managed the removal of **more than 204,000 cubic yards of debris**, helping the City clear major transportation routes and neighborhoods safely and efficiently.

4.4. References and Past Performance

Tetra Tech has provided the City's Performance Evaluation Survey form to the required references and has requested the clients submit the completed surveys directly to the City in accordance with the solicitation requirements.