



REQUEST FOR PROPOSALS:
CLAIMS RECOVERY AND GRANT ADMINISTRATION SERVICES

RFP #:
COG-2125

ISSUED BY:
The Cooperative Council of Governments
On Behalf of Equalis Group

*6001 Cochran Road, Suite 333
Cleveland, Ohio 44139*

TETRA TECH INC. PROPOSAL SUBMISSION

PROPOSAL FORM 1: TECHNICAL PROPOSAL

1. <u>OVERVIEW</u> & <u>QUALIFICATIONS</u>	
1.1. Company Information	
1.1.1. Company Name:	Tetra Tech, Inc.
1.1.2. Corporate Street Address:	1468 W 9th St, Ste. 825, Cleveland, OH 44113
1.1.3. Remittance Address:	Tetra Tech, Inc. PO Box 911642 Denver, CO 80291-1642
1.1.4. Main Telephone Number:	321-441-8500
1.1.5. Website:	Disaster Recovery - Tetra Tech
1.1.6. Formation. In what year was the company formed? For how long has your company been operating under its present business name? If your company has changed its business name, include the most recent prior business name and the year of the name change.	<p>In 1966, Tetra Tech, Inc. (Tetra Tech) was founded as a leading provider of consulting, engineering, and technical services worldwide and has been in business for over fifty-five (55) years. Tetra Tech is a family of more than forty-five (45) companies working in areas including resource management and infrastructure development.</p> <p>In 1991, Tetra Tech became a publicly traded corporation.</p> <p>In 1999, the disaster debris monitoring industry was established as a result of the Federal Emergency Management Agency's (FEMA) issuance of Publication 325, which provided reimbursement eligibility guidelines for disaster debris monitoring.</p> <p>In 2001, Tetra Tech began providing local and state governments with debris monitoring services.</p> <p>—</p> <p>In 2000, the Tetra Tech Disaster Recovery business unit began as Beck Disaster Recovery (BDR), which was a subsidiary of R.W. Beck (originally founded in 1942).</p> <p>In 2009, BDR was acquired by Science Applications International Corporation (SAIC).</p> <p>In 2012, SAIC split into two (2) companies, with the BDR Division being absorbed by Leidos.</p> <p>In 2014, the BDR Division of Leidos was acquired by Tetra Tech, Inc.</p>

<p>1.1.7. Legal Structure. Check the box next to the option that best describes the company's legal structure. Include requested narrative in the space provided.</p>	<p><input checked="" type="checkbox"/> Corporation – provide the State of incorporation and the company ownership structure.</p> <p><input type="checkbox"/> Partnership – provide the State of registration and the names of all partners.</p> <p><input type="checkbox"/> Sole Proprietorship – provide the State of registration and the name and title of the principal.</p> <p><input type="checkbox"/> Joint Venture – provide the State of registration and the names and titles of all principals.</p> <p><input type="checkbox"/> Other – provide detailed description of corporate structure and ownership.</p> <p>Tetra Tech has been a publicly traded corporation since 1991.</p> <p>Below is a listing of Tetra Tech's corporate officers:</p> <p>Dan L. Batrack – Chairman, Chief Executive Officer</p> <p>Leslie L. Shoemaker – President</p> <p>Steven M. Burdick – Executive Vice President, Chief Financial Officer</p> <p>William R. Brownlie – Executive Vice President, Chief Engineer</p> <p>Brian N. Carter – Senior Vice President, Corporate Controller and Chief Accounting Officer</p> <p>Craig L. Christensen – Senior Vice President, Chief Information Officer</p> <p>Preston Hopson – Senior Vice President, Chief Information Officer</p> <p>Richard A. Lemmon – Senior Vice President, Corporate Administration</p> <p>Brendan O'Rourke – Senior Vice President, Enterprise Risk Management</p> <p>Tetra Tech is organized into two (2) primary business units and operates from four-hundred fifty (450) offices worldwide, with regional emergency management/homeland security consultants located throughout the United States.</p> <p>The two (2) primary business units include the Government Services Group (GSG), headed by Roger Argus as President of GSG, and Commercial/International Services Group (CIG), headed by Leslie Shoemaker. The Tetra Tech Disaster Recovery Business Unit is located within the United States Government Division of the GSG, which will manage this contract.</p>	
<p>1.1.8. Federal Tax ID# or Social Security #:</p>	<p>95-4148514</p>	
<p>1.1.9. Bidder Point of Contact. Provide information about the</p>	<p>Contact Name:</p>	<p>Marina Armanious</p>
	<p>Title:</p>	<p>Contracts Coordinator</p>
	<p>Phone:</p>	<p>(321) 441-8511</p>

Bidder representative/contact person authorized to answer questions regarding the proposal submitted by your company:	E-Mail Address	Marina.Armanious@tetrattech.com
1.1.10. Authorized Representative. Print or type the name of the Bidder representative authorized to address contractual issues, including the authority to execute a contract on behalf of Bidder, and to whom legal notices regarding contract termination or breach, should be sent (if not the same individual as in 1.1.9., provide the following information on each such representative and specify their function).	Contact Name:	Jonathan Burgiel
	Title:	Business Unit President
	Phone:	(321) 441-8500
	E-Mail Address	Jonathan.Burgiel@tetrattech.com
1.2. Financial Strength & Legal Considerations		
1.2.1. Financial Strength. Demonstrate your financial strength and stability with meaningful data. This could include, but is not limited to, such items as financial statements, SEC filings, credit & bond ratings, letters of credit, and detailed reference letters. Note: you may mark this information as a "Trade Secret" per the terms outlined in the RFP.	<p>Please consult the following hyperlinks for detailed financial information:</p> <p>2021 Annual Report – Tetra Tech, Inc.</p> <p>Tetra Tech FY 22 First Quarter SEC 8-K Report</p> <ul style="list-style-type: none"> • Consolidated Balance Sheets • Consolidated Statements of Income • Consolidated Statements of Cash Flows • Reconciliation of Revenue • Reconciliation of Net Income <p>FY22 First Quarter Supplemental Financial Information – Tetra Tech, Inc.</p> <p>Financial documents can be found in the Supplemental Documents area of submission.</p> <ul style="list-style-type: none"> • Wells Fargo Credit Letter • Credit References 	

	<p>Tetra Tech is a strong company with annual operating revenue exceeding \$3 billion. Our size, diversity, and financial stability give us the capacity to undertake and successfully complete projects of all sizes and complexities with no financial risk to our clients.</p> <p>Tetra Tech has nearly \$1 billion of liquidity available, allowing us to meet contractual obligations for disaster response operations regardless of funding flows or payment processing during large disasters. We have proven this in management of more than \$6 billion in federal funding across our more than 650 activations in response to 90 declared disasters.</p> <p>Our record of performance reflects a well-managed, growing, successful, financially sound, and resourceful company. In an era marked by significant economic upheaval, Tetra Tech has been able to sustain fiscal discipline, maintain a steady and diverse contract and client base, and provide high-quality, cost-effective services.</p> <p>To date, we have not experienced any significant deterioration in our financial condition or liquidity due to the COVID-19 pandemic, and our credit facilities remain available. This includes a \$450 million line of credit with an option for an additional \$300 million, totaling \$750 million in borrowings at our disposal. At the end of June 2021, our current assets are \$1.1 billion, of which \$664 million are comprised of accounts receivable, net of reserves. Tetra Tech has \$234 million of available cash and cash equivalents as reported on our June 2021 Quarter 3 balance sheet.</p> <p>Tetra Tech currently boasts annual revenues of more than \$3 billion and employs 21,000 personnel in 450 offices worldwide. Tetra Tech's 2020 Annual Report detailing all of our services and financial disclosures is available electronically at our website. With currently booked backlog of more than \$3.25 billion and a Dun & Bradstreet rating of 5A2, our success is attributed to a strong work ethic combined with exceptional project management and in-house expertise.</p>
<p>1.2.2. Bankruptcy & Insolvency. Describe any bankruptcy or insolvency for your organization (or its predecessors, if any) or any principal of the firm in the last three (3) years.</p>	<p>Not applicable.</p>
<p>1.2.3. Litigation. Describe any litigation in which your company has been involved in the last three (3) years and the status of that litigation.</p>	<p>In the normal course of business, Tetra Tech, Inc. is subject to certain claims and lawsuits typically filed against the engineering and consulting professions, including contractual disagreements, workers' compensation, personal injury and other similar lawsuits.</p>

	<p>Tetra Tech maintains insurance coverage for its business and operations, subject to certain deductibles and policy limits against such claims. As described in Tetra Tech's most recent quarterly and annual reports filed with the U.S. Securities and Exchange Commission, Tetra Tech believes that the resolution of any such claims will not have a material effect on its financial position or results of operations.</p> <p>Tetra Tech Disaster Recovery Unit does not have any litigation at this time.</p>
1.3. Company Qualifications	
1.3.1. Company Description. Provide a description of your company.	<p>Tetra Tech is a leading, global provider of consulting and engineering services.</p> <p>Tetra Tech is one of the largest homeland security, emergency management, and disaster recovery consultancies in the United States. We have provided these consulting services to governmental agencies at all levels (local, state, and federal). Tetra Tech employs many of the nation's leading experts in topics ranging from decontamination to public health preparedness to disaster debris management. Tetra Tech is at the forefront of creating programs and new technology to help our nation improve its overall prevention, response, and recovery capabilities.</p> <p>Tetra Tech has millions of dollars in revenue coming from contracts in such diverse areas as infrastructure hardening and protection; disaster recovery; emergency management, planning, and preparedness; community resilience; and grant management. Tetra Tech supports government and commercial clients by providing innovative solutions to complex problems focused on water, environment, energy, infrastructure, and natural resources.</p> <p>Over the last five (5) years, Tetra Tech has successfully completed more than five hundred (500) projects for over three hundred (300) clients throughout the country. We have helped these clients plan for emergency response, conduct training, respond to a crisis, and recover from disasters. Much of this experience has been at the county and state levels, assisting with the development and integration of emergency management efforts. With twenty-one thousand 21,000 employees worldwide, Tetra Tech's capabilities span the entire project life cycle.</p>
1.3.2. Limitations. Please describe any capacity or organization limitations that may affect your ability to provide products & services to Members.	<p>There are no limitations.</p>
1.3.3. Network Relationship. Please describe how	<p>As firm policy, Tetra Tech conscientiously looks for opportunities to work with small, women-, minority-owned and disadvantaged business</p>

your network of partners, including but not limited to, socioeconomically disadvantaged businesses, who assist in delivering the types of services within the scope of this RFP.

enterprises where specific and individual capabilities complement our own for the benefit of the successful completion of a project.

In fact, in 2016 Tetra Tech was presented with the Mentor of the Year Award by the U.S. Agency for International Development's Office of Small and Disadvantaged Business Utilization. The Mentor of the Year Award annually recognizes a large prime contractor for effective development assistance given to a small business. Tetra Tech received the award at the USAID Annual Small Business Conference held on May 4, 2016, in Washington, DC.

Additionally, 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 disabled business enterprises.

We have established working relationships with a number of small, women-, and minority-owned firms, and have worked with many agencies having equal employment opportunity requirements. In addition, we maintain a comprehensive file of the qualifications and experience of these firms to aide us in selecting appropriate subcontractors for specific project tasks. Should the need for a particular specialty arise during a project, Tetra Tech diligently promotes an equitable opportunity to subcontractors whose capabilities complement our own.

The table below demonstrates a representative sampling of Tetra Tech's commitment to minority participation on Tetra Tech contracts.

Firm	Client	%	Project	Contract Value	Type
Advent Consulting Associates	CA Emergency Management Agency	5%	Development and Completion of Emergency Function Annexes	\$882M	DVBE
Consolidated Printing, Inc.	City of Chicago	5%	Regional Catastrophic Planning	\$125.3K	WBE
B2B Strategic Solutions, Inc.	City of Chicago	25%	Regional Catastrophic Planning	\$646.9K	MBE

	TLC Engineering	City of Houston	40%	Disaster Management Recovery and Consulting Services	TBD: Preposition Contact	SBE M/DBE
	Corporate Results, Inc.	Texas Tech University	20%	Business Impact Analysis	\$61.8K	W/DBE
	C&S Consultants, Inc.	City of New Orleans	20%	Project Management Services for Demolition and HHW Management Disposal	\$11.08M	M/DBE
	Julien Engineering & Consulting, Inc.	City of New Orleans	20%	Project Management Services for Demolition and HHW Management Disposal	\$11.08M	M/DBE
	Integrated Design Engineering Associates	City of Kansas City Missouri	8%	COOP Planning	\$129K	D/WBE
	Constant and Associates, Inc.	Los Angeles County, CA	10%	Emergency Exercise Design Consulting Services	\$692.4K	CBE
1.3.4. Socio-economically Disadvantaged Business Engagement. Does bidder commit to take all affirmative steps set forth in 2 CFR 200.321 to assure that minority businesses, women's business enterprises, labor surplus area firms are used when possible.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No Tetra Tech commits to take all affirmative steps set forth in 2 CFR 200.321 to assure that minority businesses, women's business enterprises, and labor surplus area firms are used when possible. Tetra Tech engages in a good faith effort (GFE) solicitations by placing qualified minority businesses, women's business enterprises, labor surplus area firms on					

	<p>solicitation lists, following up with solicitations, and contacting local chambers of commerce. When this RFP was originally covering the State of Ohio, Tetra Tech began contacting local chambers of commerce. As the scope has now expanded to nationwide service, Tetra Tech will engage in Good Faith Solicitations upon contract activation, in order to provide businesses in each locale the most up to date opportunity for participation under this proposal.</p>																																																				
<p>1.3.5. Geographic Reach. Describe your company's service area in the United States and which areas you intend to offer services under a resulting contract if awarded.</p>	<p>Tetra Tech has 203 offices in the United States, including districts and territories. Tetra Tech intends to offer services to all member cities and states under a resulting contract if awarded.</p> <table border="1"> <thead> <tr> <th colspan="2">Tetra Tech Geographic Reach</th></tr> <tr> <th>State</th><th>Number of Offices</th></tr> </thead> <tbody> <tr><td>Alabama</td><td>3</td></tr> <tr><td>Alaska</td><td>2</td></tr> <tr><td>Arizona</td><td>3</td></tr> <tr><td>California</td><td>28</td></tr> <tr><td>Colorado</td><td>9</td></tr> <tr><td>Connecticut</td><td>1</td></tr> <tr><td>Delaware</td><td>1</td></tr> <tr><td>District of Columbia</td><td>2</td></tr> <tr><td>Florida</td><td>22</td></tr> <tr><td>Georgia</td><td>2</td></tr> <tr><td>Hawaii</td><td>2</td></tr> <tr><td>Idaho</td><td>1</td></tr> <tr><td>Illinois</td><td>3</td></tr> <tr><td>Indiana</td><td>1</td></tr> <tr><td>Kentucky</td><td>2</td></tr> <tr><td>Louisiana</td><td>4</td></tr> <tr><td>Maine</td><td>1</td></tr> <tr><td>Maryland</td><td>3</td></tr> <tr><td>Massachusetts</td><td>7</td></tr> <tr><td>Michigan</td><td>7</td></tr> <tr><td>Minnesota</td><td>2</td></tr> <tr><td>Missouri</td><td>2</td></tr> <tr><td>Montana</td><td>5</td></tr> <tr><td>Nebraska</td><td>1</td></tr> </tbody> </table>	Tetra Tech Geographic Reach		State	Number of Offices	Alabama	3	Alaska	2	Arizona	3	California	28	Colorado	9	Connecticut	1	Delaware	1	District of Columbia	2	Florida	22	Georgia	2	Hawaii	2	Idaho	1	Illinois	3	Indiana	1	Kentucky	2	Louisiana	4	Maine	1	Maryland	3	Massachusetts	7	Michigan	7	Minnesota	2	Missouri	2	Montana	5	Nebraska	1
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	Nevada	1
	New Hampshire	1
	New Jersey	3
	New Mexico	3
	New York	7
	North Carolina	2
	Ohio	10
	Oklahoma	5
	Oregon	4
	Pennsylvania	7
	Puerto Rico	1
	South Carolina	2
	Tennessee	3
	Texas	7
	Utah	1
	Vermont	2
	Virginia	13
	Washington	7
	West Virginia	2
	Wisconsin	7
	Wyoming	1
1.3.6. Certifications and Licenses. Provide a detailed explanation outlining the licenses and certifications that are i) required to be held, and ii) actually held by your organization (including third parties and subcontractors that you use). Has your company maintained these certifications on an ongoing basis? If not, when and why did your company lose any referenced certifications?	<p>Tetra Tech is committed to providing our customers with quality technical products and services while meeting the highest level of ethical and regulatory standards and performance in our jobs. In addition, our environmental health and safety program helps our business operate in a manner that protects the health and safety of our employees, customers, business partners, community neighbors, and the environment.</p> <p>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.</p> <p>Our proposed team possesses many of the key certifications necessary to provide quality technical services and have attended numerous training courses related to debris operations and emergency management. Some of these include, but are not limited to:</p>	

<p>NOTE: Provide copies of any of the certificates or licenses included in your response in Proposal Form 5 - Certifications and Licenses.</p>	<ul style="list-style-type: none"> • 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-200: Basic Incident Command • 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 <p>Our team includes staff with the following educational credentials and other relevant certifications including:</p> <ul style="list-style-type: none"> • Master of Public Administration (MPA) • Master of Business Administration (MBA) • Juris Doctorate (JD) • Professional Engineer (PE) in all 50 states • Certified Emergency Manager (CEM) • Certified Floodplain Manager (CFM) • American Institute of Certified Planners (AICP) • Leadership in Energy and Environmental Design Accredited Professional (LEED AP) • LEED AP Building Design and Construction (LEED AP BD+C) • Project Management Professional (PMP) <p>Additionally, Tetra Tech staff are very familiar with National Incident Management System (NIMS)/ICS standards. At the federal, state and local level, Tetra Tech has used its in-depth understanding of NIMS and ICS to develop compliant plans and procedures that aid in communication and coordination among all levels of government. Tetra Tech also conducts NIMS training including how to develop and implement a NIMS and ICS organizational structure; organizational relationships between area command and unified command; multi-entity coordination systems; emergency operations centers (EOCs); transfer of command; unified command functions in a multi-jurisdictional or multi-agency incident; resource management; and interagency mission planning and procurement.</p>
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	<p>Tetra Tech follows ICS when deploying response and recovery personnel and resources to an affected area. Tetra Tech has found that the use of such systems has maximized the firm's effectiveness following a disaster.</p> <p>Tetra Tech will provide copies of certifications and licenses for specific personnel assigned to a project upon the request of the associated client.</p>																				
1.4. Industry Qualifications																					
<p>1.4.1. Industry Experience. How long has your company provided the products and services outlined in your response to this RFP? What percentage of your company's revenue in each of the last three (3) full calendar years was generated from these products and services?</p>	<p>Tetra Tech has been providing disaster recovery and emergency management consulting services for 22 years. Additionally, our Business Unit President, Jonathan Burgiel, is a 35-year veteran on the disaster recovery industry.</p> <p>Revenue Information: For Tetra Tech as a whole, the following data was recently gathered (November 23, 2021) from the Global Development Division (GDS) for our corporate reports.</p> <table border="1"> <tr> <th colspan="2"> Financial Preparedness, Community Preparedness, and Resiliency/Sustainability Services Revenue- Disaster Recovery Division- Based on Tetra Tech's Total Revenue* </th></tr> <tr> <th>Fiscal Year</th><th>Percentage of Total Revenue</th></tr> <tr> <td>2021</td><td>1.6%</td></tr> <tr> <td>2020</td><td><1%</td></tr> <tr> <td>2019</td><td><1%</td></tr> </table> <table border="1"> <tr> <th colspan="2"> Financial Preparedness, Community Preparedness, and Resiliency/Sustainability Services Revenue- Environmental Management Division- Based on Division's Total Revenue* </th></tr> <tr> <th>Fiscal Year</th><th>Percentage of Total Revenue</th></tr> <tr> <td>2021</td><td>9.6%</td></tr> <tr> <td>2020</td><td>11.6%</td></tr> <tr> <td>2019</td><td>11%</td></tr> </table>	Financial Preparedness, Community Preparedness, and Resiliency/Sustainability Services Revenue- Disaster Recovery Division- Based on Tetra Tech's Total Revenue*		Fiscal Year	Percentage of Total Revenue	2021	1.6%	2020	<1%	2019	<1%	Financial Preparedness, Community Preparedness, and Resiliency/Sustainability Services Revenue- Environmental Management Division- Based on Division's Total Revenue*		Fiscal Year	Percentage of Total Revenue	2021	9.6%	2020	11.6%	2019	11%
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	<p>Grant Related Services Revenue</p> <p>In our work, we manage grants under contracts on behalf of our clients (e.g. USAID, FCDO, DFAT, FEMA, HUD).</p> <p>GDS has 3.2B in total dollar value of current contracts. Within this total dollar value of current contracts, we have a total dollar value of grants of \$379M we manage.</p> <p>This total value of grants under contract is approximately twelve (12%) percent of the total contract value over the life of the projects, generally running five (5) years. As such, in order to provide more accurate data, in lieu of basing these numbers on 3 calendar years, we are able to provide the numbers below.</p> <p>Assuming we use twelve (12%) percent as an approximate basis for calculating annual GDS revenue from grant-related services:</p> <table border="1" data-bbox="672 814 1354 1083"> <tr> <td>GDS Annual FY21 Revenue</td><td>\$625M</td></tr> <tr> <td>GDS Percentage of Grants Under Contract</td><td>12%</td></tr> <tr> <td>GDS Estimated Annual revenue from Grant related services</td><td>\$75M</td></tr> </table> <p>*As Tetra Tech is a family of 45 companies, it is difficult to delineate data by the exact services within the RFP, especially considering many of the services overlap and are often part of hybrid contracts.</p> <p>For more detailed financial information, please consult all of the links provided in Section 1.2.1.</p>	GDS Annual FY21 Revenue	\$625M	GDS Percentage of Grants Under Contract	12%	GDS Estimated Annual revenue from Grant related services	\$75M
GDS Annual FY21 Revenue	\$625M						
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<p>1.4.2. Public Sector Cooperative Contracts. What Public Sector Cooperative Contracts (e.g., state term contracts, public sector cooperatives, etc.) does your company have in place to provide products & services defined in this RFP? For each contract, when was the contract established, what is the expiration date,</p>	<p><u>Disaster Recovery Services PSCC</u></p> <p>Houston-Galveston Area Council (HGAC) (Texas) Contract Established: August 01, 2021 Expiration Date: July 31, 2023 Annual Revenue: Not yet available; activation has not occurred.</p> <p>In addition, for almost 16 years, Tetra Tech has successfully utilized the HGAC contract vehicle to provide disaster preparedness and post-disaster recovery services to over seventy-five (75) end users throughout the country, totaling more than \$100M of project related work.</p> <p>Department of Emergency Management (Virginia) Contract Established: October 1, 2015 Expiration Date: August 31, 2021 Annual Revenue: N/A</p>						

and how much annual revenue does your company generate through the contract(s) in each of the last three (3) calendar years?	<p>Under this agreement, the Virginia Department of Transportation activated Tetra Tech in 2021.</p> <p>Annual Revenue:</p> <p><u>FY22 \$1.85M</u></p> <p><u>FY21 \$3.96M</u></p>																														
<p>1.4.3. Education Success. What is the i) total dollar amount, and ii) percentage of your company’s total annual revenue generated by sales to educational institutions (i.e., K-12 schools & school districts and high education)?</p>	<p>Tetra Tech tracks and reports revenue by fiscal year. The below reflects the total dollar amount and percentage of Tetra Tech’s annual revenue generated by sales to educational institutions.</p> <table><tr><th colspan="3">Annual Revenue Generated by Sales to Educational Institutions- Infrastructure and Environmental Sector*</th></tr><tr><th>Fiscal Year</th><th>Dollar Amount</th><th>Percentage of Total <u>INE</u> Revenue</th></tr><tr><td>2021</td><td>\$9.7M</td><td>26%</td></tr><tr><td>2020</td><td>\$9.6M</td><td>28%</td></tr><tr><td>2019</td><td>\$9.9M</td><td>32%</td></tr></table> <table><tr><th colspan="3">Annual Revenue Generated by Sales to Educational Institutions- All Other Sectors*</th></tr><tr><th>Fiscal Year</th><th>Dollar Amount</th><th>Percentage of Total Other Sector Revenue</th></tr><tr><td>2021</td><td>\$14.8M</td><td>0.46%</td></tr><tr><td>2020</td><td>\$15.49M</td><td>0.52%</td></tr><tr><td>2019</td><td>\$17.2M</td><td>0.55%</td></tr></table> <p>*As Tetra Tech is a family of 45 companies, it is difficult to delineate data by the exact services within the RFP, especially considering many of the services overlap and are often part of hybrid contracts.</p> <p>For more detailed financial information, please consult all of the links provided in Section 1.2.1.</p>	Annual Revenue Generated by Sales to Educational Institutions- Infrastructure and Environmental Sector*			Fiscal Year	Dollar Amount	Percentage of Total <u>INE</u> Revenue	2021	\$9.7M	26%	2020	\$9.6M	28%	2019	\$9.9M	32%	Annual Revenue Generated by Sales to Educational Institutions- All Other Sectors*			Fiscal Year	Dollar Amount	Percentage of Total Other Sector Revenue	2021	\$14.8M	0.46%	2020	\$15.49M	0.52%	2019	\$17.2M	0.55%
Annual Revenue Generated by Sales to Educational Institutions- Infrastructure and Environmental Sector*																															
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<p>1.4.4. Government Success. What is the i) total dollar amount, and ii) percentage of your company’s total annual revenue generated by sales to local governments (i.e., municipalities, counties, special</p>	<p>Tetra Tech tracks and reports revenue by fiscal year. The below reflects the total dollar amount and percentage of Tetra Tech’s annual revenue generated by sales to local governments.</p> <table><tr><th colspan="3">Annual Revenue Generated by Sales to Local Governments*</th></tr><tr><th>Fiscal Year</th><th>Dollar Amount</th><th>Percentage of Total Revenue</th></tr><tr><td>2021</td><td>\$534.4M</td><td>16.7%</td></tr><tr><td>2020</td><td>\$441M</td><td>14.7%</td></tr><tr><td>2019</td><td>\$585.9M</td><td>18.9%</td></tr></table>	Annual Revenue Generated by Sales to Local Governments*			Fiscal Year	Dollar Amount	Percentage of Total Revenue	2021	\$534.4M	16.7%	2020	\$441M	14.7%	2019	\$585.9M	18.9%															
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<p>districts, and state agencies)?</p>	<p>*As Tetra Tech is a family of 45 companies, it is difficult to delineate data by the exact services within the RFP, especially considering many of the services overlap and are often part of hybrid contracts.</p> <p>For more detailed financial information, please consult all of the links provided in Section 1.2.1.</p>
<p>1.4.5. Public Sector Strategic Growth Plan. Describe your company's three to five-year public sector sales objectives and the key elements of your strategic plan to achieve those objectives.</p> <p>What is the total annual dollar value of your company's total revenue generated by local governments and educational institutions in each of the last three (3) calendar years?</p> <p>What percentage of your company's total annual revenue is generated by sales to local governments and educational institutions?</p> <p>NOTE: For clarity, the figures requested are to include revenue generated through cooperative contracts and all other forms of revenue to local governments and educational institutions to represent the aggregate revenue volume.</p>	<p>Tetra Tech's three (3) to five (5) year public sector sales objectives revolve around <i>Leading with Science®</i>, social responsibility, and sustainability.</p> <p><u>Leading with Science®</u></p> <p>Over the past fifty (50) years, Tetra Tech has built a legacy of <i>Leading with Science®</i> by providing innovative, technical solutions for our clients. At Tetra Tech, we bring together the best technical experts to solve some of the world's most complex problems using the latest tools and technologies. Tetra Tech is proud to be home to world-class scientists, engineers, planners, and other technical specialists who are leaders in their industries.</p> <p>Our <i>Leading with Science®</i> campaign highlights our company's depth of expertise, breadth of innovation, and history of putting science at the forefront of our projects. At Tetra Tech, we lead with science every day to advance our clients' projects around the globe—from providing reliable sources of water to protecting and restoring the environment to designing sustainable infrastructure and power supplies.</p> <p>We are proud to use our expertise in science and technology to help engage the next generation of engineers and scientists, who will solve tomorrow's most complex challenges.</p> <p>Social Responsibility</p> <p>At Tetra Tech, we seek clear, sustainable solutions that improve quality of life. We take this responsibility seriously because Tetra Tech's work often places us at the center of our clients' environmental, safety, and sustainability challenges.</p> <p>These challenges often involve the opinions of public, industry, and government stakeholders who seek Tetra Tech's advice on complex issues. We have helped thousands of towns, cities, industries, and governments find sustainable solutions to complex issues concerning resource management and infrastructure.</p> <p>To provide solutions to these challenges, we believe in maintaining our technical objectivity. We have earned our reputation for technical objectivity over more than five (5) decades.</p> <p>We have designed progressive, green buildings in New York City, helped the U.S. Department of Defense with pollution prevention and clean-up, and helped many Fortune 500 companies balance environmental needs with</p>

	<p>business goals. We are helping Vancouver achieve its goal of becoming the greenest city in the world. Tetra Tech companies hold memberships with the U.S. Green Building Council and the Chicago Climate Exchange.</p> <p>We also encourage our professionals to participate in outreach programs to help improve the communities in which they live and work. Tetra Tech associates and offices around the globe participate in many financial, in-kind, volunteer, and pro bono activities each year. In 2016, Tetra Tech advanced its commitment to Leading with Science® by launching its Science, Technology, Engineering, and Mathematics (STEM) Program to help shape the next generation of innovators and problem solvers.</p> <p>As a sponsor of the nonprofit humanitarian organizations Engineers Without Borders USA and Engineers Without Borders Canada, Tetra Tech is committed to helping communities in developing countries meet their basic human needs through lasting, scalable projects and technologies.</p> <p>Sustainability Please consult the information and links provided in Section 2.5.1 for a comprehensive summary of Tetra Tech’s Sustainability initiatives.</p> <p>Revenue Information</p> <table><tr><th colspan="3">Annual Revenue Generated by Sales to Local Governments and Educational Institutions*</th></tr><tr><th>Fiscal Year</th><th>Dollar Amount</th><th>Percentage of Total Revenue</th></tr><tr><td>2021</td><td>\$558.9M</td><td>17.39%</td></tr><tr><td>2020</td><td>\$466M</td><td>15.56%</td></tr><tr><td>2019</td><td>\$613M</td><td>19.73%</td></tr></table> <p>*As Tetra Tech is a family of 45 companies, it is difficult to delineate data by the exact services within the RFP, especially considering many of the services overlap and are often part of hybrid contracts.</p> <p>For more detailed financial information, please consult all of the links provided in Section 1.2.1.</p>	Annual Revenue Generated by Sales to Local Governments and Educational Institutions*			Fiscal Year	Dollar Amount	Percentage of Total Revenue	2021	\$558.9M	17.39%	2020	\$466M	15.56%	2019	\$613M	19.73%
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2019	\$613M	19.73%														
<p>1.4.6. Customer References. Provide references of at least five (5) local government or educational institution customers for which your company has provided products and services similar in nature and scope to those defined in this RFP in the last three (3)</p>	<table><tr><th colspan="2">Customer Reference</th></tr><tr><td>Contact Person</td><td>Matthew W. McCrystal, CEM</td></tr><tr><td>Contact Title</td><td>Planning, Training, & Exercise, Branch Chief Ohio Department of Public Safety</td></tr><tr><td>Telephone Number</td><td>Office: (614) 889-7165</td></tr><tr><td>E-mail Address</td><td>mwmccrystal@dps.ohio.gov</td></tr><tr><td>Brief Description of Services Provided</td><td>Tetra Tech, Inc. was contracted by ODH OHP to</td></tr></table>	Customer Reference		Contact Person	Matthew W. McCrystal, CEM	Contact Title	Planning, Training, & Exercise, Branch Chief Ohio Department of Public Safety	Telephone Number	Office: (614) 889-7165	E-mail Address	mwmccrystal@dps.ohio.gov	Brief Description of Services Provided	Tetra Tech, Inc. was contracted by ODH OHP to			
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<p>years. Each reference should include:</p> <ul style="list-style-type: none"> a. Customer contact person and their title, telephone number, and email address; b. A brief description of the products and services provided by your company; c. Customer relationship starting and ending dates; and, d. Notes or other pertinent information relating to the customer and/or the products and services your company provided. 		<p>develop, deliver, and evaluate a series of three (3) HSEEP compliant mass fatality management (MFM) exercises in Ohio.</p> <p>Tetra Tech was contracted by the Ohio EMA to develop two After-Action Reports (AARs) / Improvement Plans (IPs) to document the lessons learned from the initial and ongoing response to the novel coronavirus (COVID-19) pandemic. The first AAR/IP evaluated the coordination between the state and local county EMAs. The second AAR/IP focused on gaining a better understanding of the operations coordinated in and at the State Emergency Operations Center (EOC). Tetra Tech reviewed existing documentation, correspondence, and WebEOC content. Additionally, Tetra Tech collected input and information via an online survey and phone interview/MS Teams meetings. Key capabilities that were evaluated included, but were not limited to: Operational Communications, Intelligence and Information Sharing, Logistics Management and Resource Support, and Situational Awareness. At the end of the process Tetra Tech facilitated an Executive Level presentation of the results for both AAR/IPs to the Ohio EMA Leadership Team.</p>	
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	Customer Relationship Dates	2016-2017; 2020-ongoing.
	Customer Reference	
	Contact Person	Megan Batson
	Contact Title	Emergency Response Coordinator Fayette County Public Health
	Telephone Number	Office: (740) 333-3590
	E-mail Address	megan.batson@fayette-co-oh.com
	Brief Description of Services Provided	<p>Tetra Tech has provided public health program support, technical assistance and subject matter expertise to Fayette County Public Health (FCPH) continuously since 2013. Support has included HSEEP Public Health Functional and Full Scale Exercises; Incident Command System (ICS) and Responder Health and Safety Training; HSEEP Training and Exercise Planning Workshops (TEPWs) and Multi Year Training and Exercise Plans (MYTEPs); Emergency Response Plan (ERP) review, revision and development; review and revision of plans including Direction and Control; Weapons of Mass Destruction – Nuclear, Biological, Chemical (WMD-NBC); Continuity of Operations Plans (COOP); Epidemiological Response; Communicable Disease; Food Safety; Responder Safety and Health; Mass Fatality; Mass Care and Sheltering; Volunteer Management; Radiological Response; Medical Countermeasures (MCM)</p>

		<p>and Strategic National Stockpile (SNS) operations plans; Non-Pharmaceutical Interventions, Isolation, Quarantine and Community Containment plans; Mass Vaccination/Prophylaxis (MVP) Clinic Plans; Emergency Support Function (ESF) #8 Annex to County Emergency Operations Plan (EOP); Special and Emerging Pathogens (SEPATH) Concept of Operations Plans (CONOPS); Crisis Communications Plans and Public Information Plans.</p> <p>Tetra Tech was retained by the Fayette County to support Fayette County Public Health (FCPH) by providing support for (1) development of a Tabletop exercise (TTX), (2) Environmental Health Response Annex revision support, (3) Continuity of Operations (COOP) Plan revision support, (4) Public Health Emergency Preparedness (PHEP) Core Integrated Preparedness Plan (IPP) development support, and (5) Medical Countermeasures (MCM) distribution plan and strategy workbook revision support.</p> <p>The Continuity of Operations (COOP) plan development support includes assisting FCPH to update and submit the COOP Plan in accordance with the requirements of the COOP Rubric for FY22.</p>	
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	Customer Relationship Dates	2013-2019; 2022-ongoing.
	Customer Reference	
	Contact Person	Dave Weisbrodt
	Contact Title	Safety and Risk Officer City of Bowling Green, KY
	Telephone Number	Office: (270) 393-3000
	E-mail Address	David.Weisbrodt@bgky.org
	Brief Description of Services Provided	Support for severe storms, straight line winds, flooding and tornadoes; Tetra Tech was contracted to provide consulting services associated with the City's response and recovery activities, including FEMA Public Assistance submissions and grant management consulting.
	Customer Relationship Dates	2021-ongoing.
	Customer Reference	
	Contact Person	Gregory Helms, MCRP
	Contact Title	Lead Emergency Management Planner Hamilton County Office of Emergency Management and Homeland Security
	Telephone Number	Office: (423) 209-6917
	E-mail Address	gregoryh@hamiltontn.gov
	Brief Description of Services Provided	Multi-year contract to provide Disaster Debris Monitoring Services at various locations throughout Hamilton County in the event of a natural disaster or man-made event, on an as needed basis. Tetra Tech has been activated for 2020

		Tornadoes debris monitoring services and disaster recovery consulting, as well as COVID-19 disaster recovery consulting.
	Customer Relationship Dates	2020-ongoing.
	Customer Reference	
	Contact Person	Ed Sturdivant
	Contact Title	County Auditor Fort Bend County, Texas
	Telephone Number	Office: (281) 341-3760
	E-mail Address	sturdived@co.fort-bend.tx.us
	Brief Description of Services Provided	All Hazards planning-procurement support and technical assistance.
	Customer Relationship Dates	2019-ongoing.

2. Products & Services

2.1. PRODUCTS & SERVICES

2.1.1. Product & Services Description(s). Provide a detailed description of the products and services you are offering as a part of your proposal.

IMPORTANT. This description along with the products and services included in the **Attachment B – Cost Proposal** will be utilized to define the overall products and services available under a resulting contract.

Tetra Tech has vast experience providing emergency management consulting and disaster response and recovery services to state and local government agencies. Our approach includes partnering with our clients to not only ensure the necessary plans and procedures are in place and tested before a disaster strikes, but also to assist with disaster response and recovery operations as well as post-disaster grant management.

Emergency Management Consultation

Tetra Tech has extensive expertise reviewing, assessing, and developing disaster preparedness and recovery plans for clients across the country in jurisdictions that face a variety of threats and hazards. Tetra Tech understands the environment and parameters that our clients operate within and the standards and guidance that they are held accountable to. Tetra Tech has provided similar services to a diverse range of agencies across the country, including the Texas Department of State Health Services, the City of Houston, the Harris County Office of Homeland Security and Emergency Management, the Harris County Judge's Office, the Metropolitan

	<p>Washington Council of Government, the City of Chicago Office of Emergency Management, the Homeland Security and Emergency Management Agency (HSEMA) of District of Columbia, the Arlington County (VA) Office of Emergency Management, the New York University (NYU) Langone Health, the New Jersey Office of Homeland Security and Preparedness, Illinois Emergency Management Agency, Indiana Department of Homeland Security, Louisiana Department of Health and Hospitals, Massachusetts Emergency Management Agency, Nevada Department of Transportation, and Vermont Department of Emergency Management, plus many others.</p> <p>Our emergency preparedness and public health expertise spans relevant facets of the industry, including but not limited to emergency management plan development, risk assessment, resource needs assessment, logistical support, emergency operation, and program management. We conduct exercises, drills, and workshops to test the effectiveness of emergency plans and provide emergency management training at all levels. Tetra Tech develops operationally realistic plans that can be effectively implemented during a response.</p> <p>Some emergency management planning services that Tetra Tech provides include:</p> <ul style="list-style-type: none"> • Providing long-term strategic planning • Leading 'whole community' planning initiatives and engagements that promote the development of emergency management plans focused on social equity and inclusion • Assessing hazards, risks, and vulnerabilities • Developing and updating emergency management and public health plans, annexes, and programs such as continuity of operations (COOP) and continuity of government, response and recovery, prevention and protection, emergency operations, sheltering, access and functional needs assessments and planning, crisis communications and public outreach, debris management, disaster recovery, hazard mitigation, and Emergency Support Function (ESF)-specific plans • Providing detailed standard operating procedures and systems for operations, logistics, and resource management, volunteer and donations management, hazard-specific response annexes, etc. • Providing full-time staffing augmentation services for Emergency Operations Centers (EOC) and COVID-19 vaccination and testing sites/points of dispensing (PODs) • Developing HSEEP-compliant training and exercise programs, delivery, evaluation, and documentation • Planning improvements on staged exercises and real-world actual events, as well as after action reporting (HSEEP compliant) <p>Additionally, Tetra Tech has extensive experience developing curricula and providing training services. Our personnel have been responsible for delivering Department of Homeland Security (DHS)/FEMA ICS training as well as custom training for state and local entities across the nation. Clients include the District of Columbia, the Metro Atlanta Urban Area Security Initiative (UASI), and the State of Illinois. In addition, Tetra Tech has</p>
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	<p>experience with the development of multiyear training programs for clients, including the City of Houston, Texas; the Mississippi Department of Health; and Gwinnett County, Georgia.</p> <p>In accordance with Section 1 of the RFP, (5. Scope), Tetra Tech provides the following services:</p> <p>(A&B): <u>Financial Preparedness & Community Preparedness</u></p> <p>Unlike many emergency management firms that focus on planning, Tetra Tech is a full-service emergency management firm that works in all phases of emergency management.</p> <p>When a major incident occurs, the impact sends shockwaves around the globe. All eyes are on the incident and the level of scrutiny is overwhelming. As an experienced leader in the emergency management industry, Tetra Tech knows what it takes to respond effectively and to initiate recovery activities almost simultaneously, while maintaining transparency for the public and elected officials.</p> <p>We are better planners because of our active involvement in response and recovery efforts. We develop realistic plans that can be effectively implemented during a response.</p> <p>Tetra Tech works with organizations across the country in jurisdictions that face a variety of threats and hazards, from dense urban areas susceptible to security threats to coastal communities prone to hurricanes. For that reason, Tetra Tech maintains a multidisciplinary staff with backgrounds and experience in emergency management, hazardous materials (HAZMAT) response and recovery, public health and healthcare planning, transportation and evacuation, all-hazards mitigation, disaster resiliency and readiness planning, and response and recovery, among other fields. The breadth and depth of our expertise distinguishes Tetra Tech from other firms and allows us to provide the full range of planning and program execution services.</p> <p>Many consulting firms focus only on planning and do not understand the realities of response. Tetra Tech has proven operational response and recovery experience, having responded to more than 300 client activations across the United States. Many of our staff members have served in government positions at all levels, responsible for executing plans and managing forward deployed response teams. Tetra Tech also has the proven capability to rapidly deploy team members to field operation sites within hours of being notified. At the request of Equalis customers, Tetra Tech can rapidly deploy multiple staff to EOCs and other designated sites to facilitate plan execution.</p> <p>As a result of our involvement in most major response efforts occurring in the United States within the past decade, we have a deep understanding of</p>
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	<p>how to manage a large-scale response and the components of an effective recovery. Our subject matter experts have been deployed to natural and human-caused disasters across the United States in support of our local, state, and federal clients. Whether it was serving as part of a hurricane team in a client's EOC, conducting damage assessments in the field, or managing security or points of dispensing sites, our team is battle-tested under the most taxing of disaster circumstances.</p> <p>Our emergency management staff also includes practitioners with experience working in federal, state, and local emergency management agencies. Our members have led or supported responses to incidents including the 9/11 Terrorist Attacks; Hurricanes Katrina, Ike, Irene, Lee, Iselle, Sandy, Joaquin, Harvey, Irma and Maria; the California wildfires; and hundreds of hazardous materials incidents, floods, mass fatality/mass casualty incidents, earthquakes, landslides, transportation disasters, and building-level crises. Additionally, we routinely support the planning for and operational execution of major mass gathering events, such as the Super Bowl. This hands-on response experience allows us to develop operationally sound plans and realistic and effective training and exercises to help responders understand their roles and responsibilities in the event of activation. Because of this real-world experience, we are better able to inform our clients of what they should expect during a disaster and can share lessons learned and best practices to consider when planning for and responding to disasters.</p> <p>The Tetra Tech team stands ready to assist Equalis customers in minimizing any impact in the time leading up to and during a crisis or disaster. The team can provide appropriate staff augmentation services as well as administrative support to the state and/or regional or local EOCs and assist with public information campaigns. Tetra Tech can also assist Equalis customers with returning to normal operations quickly and maximizing reimbursement from various funding sources following an incident, as needed. Our cadre of former state and federal executive leaders can provide local, county, and state government officials with proven expertise gained via real-world disaster response and recovery experience and serve in operational, advisory, liaison, and advocacy roles, including providing exercise staff augmentation. Our comprehensive emergency planning services coupled with recent real-world emergency response experience ensures that we bring an unparalleled expertise to Equalis.</p> <p>Hazard Mitigation Planning</p> <p>Tetra Tech provides hazard mitigation plan development for clients to establish mitigation goals and objectives, and to identify projects that enable the jurisdiction to prepare for and reduce the impacts of a disaster in a Federal Emergency Management Agency (FEMA)-compliant format.</p> <p>Emergency Operations Planning</p> <p>Tetra Tech provides our clients with emergency operations planning consisting of a basic plan, emergency support functions (ESFs) annexes, and incident-specific appendices that address direction and control,</p>
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	<p>communications, public warning, emergency public information, evacuation, mass care, health and medical, resource management, etc.</p> <p>Continuity of Operations Planning (COOP) Tetra Tech develops COOP plans for our clients, so they are prepared to provide mission essential functions across a wide range of emergencies. A COOP plan is designed to plan for denial of access to a facility, denial of service due to equipment or systems failure, and denial of service due to a reduced workforce.</p> <p>Continuity of Government Planning (COG) Tetra Tech provides COG planning to our client to ensure continued leadership, authorities, direction and control, and preservation of records to maintain a viable system of government.</p> <p>Emergency Support Function (ESF) Planning Tetra Tech provides ESF planning to assign roles and responsibilities of supporting agencies as either a stand-alone planning effort or part of an EOP. ESFs provide a structure for managing response efforts that involve multiple agencies at the local, state, and/or regional level.</p> <p>Departmental Emergency Response Planning Tetra Tech assists department-level clients within a larger organization with primary or secondary support roles under the ESFs to develop specific emergency plans. Departmental emergency response planning is the effort used to develop standard operating guides and/or standard operating procedures for departments with primary or support responsibilities.</p> <p>Evacuation Planning Tetra Tech provides evacuation planning support to our clients, including the development of: Clear agency roles/responsibilities for small- and large-scale and point source evacuation scenarios Effective situational awareness communication protocols to determine evacuation areas and evacuation participation rates Development of consistent and effective warning order evacuation/shelter-in-place terminology designed to motivate citizens and tourists to evacuate with a sense of urgency and along advocated routes or to shelter in place if they are outside the impact zone Tailored time-phased protective action measures (such as staging and mutual aid activation) to ensure that populations at risk can be effectively and efficiently moved out of harm's way and sheltered as needed Identification of vulnerable special needs populations, transportation-dependent communities, large animal and pet considerations, additional behavioral assumptions, critical traffic control points, and available intelligent traffic monitoring systems</p>
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	<p>Easily defined evacuation zones coupled with a public awareness strategy</p> <p>Zonal evacuation clearance times and/or shelter-in-place guidance designed for a range of possible point source, no-notice, and terrorist phased approach</p> <p>Regional Catastrophic Planning</p> <p>Tetra Tech provides regional catastrophic planning services designed to promote regional coordination and communications between multiple jurisdictions to help them prepare and respond to an incident effectively as a region, and to initiate recovery activities almost simultaneously, while maintaining transparency for the public and elected officials.</p> <p>Mass Care/Surge Capacity Planning</p> <p>Using a worst-case scenario, Tetra Tech provides mass care/surge capacity planning services to identify a client's strategy and current capabilities for mass evacuation and sheltering. The evacuation strategy is designed to take a phased approach, emphasizing special needs groups in hospitals and nursing homes and residents without access to transportation.</p> <p>Metropolitan Medical Response System (MMRS) Planning</p> <p>Tetra Tech provides MMRS planning for clients designed to support the local jurisdiction in enhancing and maintaining its all-hazards response capabilities to mass casualty incidents. MMRS planning is intended for use during the early hours critical to life-saving and population protection during terrorist acts using weapons of mass destruction; chemical, biological, nuclear, radiological, and/or explosive (CBRNE) weapons; large-scale HAZMAT incidents; epidemic disease outbreaks; and/or natural disasters.</p> <p>Volunteer Management Planning</p> <p>Working closely with a lead volunteer agency for this effort, Tetra Tech develops volunteer management plans for client to be used to document the volunteer programs, training strategies, and available resources already defined under the Community Emergency Response Team (CERT) through its Citizen Corps.</p> <p>Family Assistance Center (FAC) and Reunification Planning</p> <p>Tetra Tech provides FAC and reunification planning to support displaced families in locating and reuniting with their loved ones following a crisis. It also serves to prevent confusion and disorder by ensuring the delivery of a single, concise message to the community and the media.</p> <p>Emergency Management Accreditation Program (EMAP) Accreditation Support</p> <p>Tetra Tech provides EMAP accreditation support to clients interested in becoming accredited in the program. This involves assessing a jurisdiction's emergency management program against the 64 EMAP standards to identify potential gaps and deficiencies. This allows the jurisdiction to remedy gaps in preparation for an assessment by an EMAP accreditation team.</p>
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	<p>Strategic Planning Tetra Tech provides emergency management organizations with strategic planning to set the course and direction of a jurisdiction or agency. It defines the vision, mission, and long-term goals, objectives, and milestones of the jurisdiction.</p> <p>Disaster Debris Management Planning Tetra Tech provides comprehensive disaster debris management planning services to organizations inclusive of developing the jurisdictional structure, guidance, and standardized procedures for the clearance, removal, and disposal of debris caused by a major debris-generating event in the most cost-effective and efficient manner.</p> <p>Information Technology Disaster Recovery (ITDR) Planning Tetra Tech provides ITDR planning involving a systematic inventory and prioritization of communications systems, including telephones, voicemail, facsimile, data lines, network access, Internet access, wireless communications and PDAs, and application software and hardware.</p> <p>Crisis Communication/Public Information Planning Tetra Tech provides crisis communication/public information planning to media relations groups or organizations, through the establishment of the joint information center, to develop templates for public information and to create a public information guide.</p> <p>HAZMAT Commodity Flow Studies and Local Emergency Planning Committee (LEPC) Tetra Tech provides HAZMAT commodity flow studies and develops LEPCs, which involves a risk assessment of the types and amounts of hazardous materials being transported in and through a jurisdiction via highway and rail corridors and fixed facilities located within a jurisdiction.</p> <p>Crisis Planning for Higher Education Tetra Tech provides crisis planning for colleges and universities to assess risk, set priorities, and develop an actionable plan that can be readily executed in the event of an emergency in order to protect a school's students, faculty, facilities, and research, which form the backbone of the institution.</p> <p>Training, Testing, & Exercise Planning Tetra Tech assists clients with training, testing, and exercise planning for emergency management scenarios and topics. This involves a systematic approach to train, test, and exercise a jurisdiction's emergency management program and response capabilities in a non-threatening environment, and to identify the work that needs to be done to comply with FEMA, Homeland Security Exercise and Evaluation Program (HSEEP), and other regulatory guidelines.</p> <p>Integrated Planning and Management System Tetra Tech provides Integrated Planning and Management System (IPMS) for clients to include developing baseline, scheduling, risk management, cost</p>
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	<p>estimating, funds and financial management, performance analysis and monthly reports, and what-if analyses.</p> <p>Internet/Computer-Based Training (IBT/CBT) Tetra Tech prepares stand-alone computer-based training for individual client's needs and Internet-based training to meet the needs of on-demand and geographically diverse training requirements.</p> <p>Asset Management Tetra Tech's asset management solutions help clients integrate planning, scheduling, and tracking of maintenance requirements, enterprise resource planning, supply chain management, inventory management, procurement, Radio Frequency Identification (RFID)/Unique Identification (UID) execution, reference management, and training management. Our customized solutions integrate external financial and resource management systems.</p> <p>Operations Center Services Tetra Tech provides emergency operations center support services for local, regional, and state organizations. These services include 24/7/365 support, C4I and situational awareness, custom emergency management system, and classified environments.</p> <p>Shared/Integrated Digital Environments (SDEs/IDEs) Tetra Tech develops a range of customizable SDEs/IDEs to provide portals to our project/program teams that are web-accessible and managed to provide authorized users access to all relevant materials/data in a user-friendly environment. In addition to being a knowledge base of programmatic information, these tools often provide configuration data, task order management, action tracking, user forums, deliverable tracking, financial management, asset information, etc., in support of the program requirements.</p> <p>Occupational Health and Safety (OHS) Planning Tetra Tech's OHS planning services include conducting worker risk assessments, identifying appropriate methods for worker protection, developing written health and safety programs, conducting training needs assessments, and developing instructor-led and computer-based training programs.</p> <p>Ebola and Other Special Emerging Pathogens (SEPATH) Planning Tetra Tech's Ebola and SEPATH planning services include community partners across the healthcare continuum to work together to develop strategies for managing and caring for individuals who are known or suspected to be infected with a SEPATH. This includes planning for isolation and quarantine, transportation of persons under investigation (PUIs), worker protection, infectious waste management, and decedent handling.</p> <p>Mass Fatality Planning Our team's mass fatality planning services involve working with coroners, emergency medical services, funeral directors, public health departments</p>
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	<p>and other partners to assess a jurisdiction's ability to handle mass casualty incidents and developing strategies for strengthening this capability</p> <p>Responder and Disaster Worker Health & Safety</p> <p>To help ensure the safety of first responders and disaster workers, Tetra Tech provides worker risk assessments, activity hazard analysis, and just-in-time health and safety training, including Hazardous Waste Operations and Emergency Response (HAZWOPER) training. Tetra Tech provides field operations safety monitoring, air monitoring and sampling support, and fit testing. We can also serve as site safety officers and provide safety staff support services</p> <p>(F): <u>Resiliency Planning & Sustainability Services</u></p> <p>As part of or in addition to CDBG-DR funded recovery, communities, businesses, counties, states, and regions may engage in long-term recovery planning and economic development to rebuild but also to foster growth from the “new norm” following an economic downturn.</p> <p>Tetra Tech planners, economic development professionals, financial and budget analysts, and funding strategists can conduct this planning and implementation. These staff also assist communities in the long-term planning for their economic growth through the planning and prioritization process.</p> <p>Community Rating System (CRS) Assessment</p> <p>The Community Rating System (CRS) is a voluntary incentive program that recognizes and encourages community floodplain management practices that exceed the minimum requirements of the National Flood Insurance Program (NFIP). Over 1,500 communities participate nationwide.</p> <p>In CRS communities, flood insurance premium rates are discounted to reflect the reduced flood risk resulting from the community’s efforts that address the three (3) goals of the program:</p> <ul style="list-style-type: none"> • Reduce and avoid flood damage to insurable property • Strengthen and support the insurance aspects of the National Flood Insurance Program • Foster comprehensive floodplain management <p>Tetra Tech assists clients with conducting baseline assessments for communities interested in obtaining or improving their CRS rating. A programmatic baseline assessment looks at a community’s floodplain management program prior to a Community Assistance Visit (CAV) to identify issues that may render a community out of compliance under the National Flood Insurance Program (NFIP).</p> <p>CRS Application</p>
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	<p>Tetra Tech assists clients with compiling the appropriate documentation for submitting an application to the CRS program. This may include interface with FEMA's Insurance Services Office (ISO) and meeting with NFIP or FEMA during CAVs.</p> <p>Repetitive Loss</p> <p>Tetra Tech assists clients with developing a Repetitive Loss Area Analysis (RLAA) as a systematic approach to analyzing the causes of repetitive flooding, structures impacted, and possible mitigation solutions by using the FEMA-identified RL properties as geographic locator for the issue.</p> <p>Long-Term Recovery Planning</p> <p>Tetra Tech prepares a long-term recovery plan that strategically defines the magnitude of the disaster, identifies both recovery and resiliency projects, involves the public, creates a process for prioritizing the projects, and defines an implementation strategy for projects. This multi-year strategic plan will be used by the community to attract financial assistance to implement their recovery efforts and will be focused on the recovery from an existing disaster.</p> <p>Tetra Tech also prepares pre-disaster recovery plans. These plans involve the pre-planning for a community, county, or state. These plans identify and put into place the necessary steps that should be taken during the transition from disaster response to disaster recovery. These plans focus on internal steps and policies with the public sector entity as well as engagement with external stakeholders such as NGOs, chambers of commerce, businesses, and other key stakeholders.</p> <p>Economic Development</p> <p>Tetra Tech assists clients with all aspects of economic development including the planning at the municipal or regional level to focusing on one or more specific sites. The broader municipal/regional plans would focus on obtaining both qualitative and quantitative data and information from the public, key stakeholders and reputable data sources. The data sources will include data related to the economy in order to perform a market analysis and economic analysis. All of this data and information will allow our team to work with the client to define goals and objectives, identify and prioritize projects, and define the necessary implementation steps for success.</p> <p>In regard to one or more sites, our team can assist with developing a concept for the development of the site(s) for its highest and best uses and then define the necessary steps for successfully implementing the plan.</p> <p>General Planning</p> <p>Projects offered to Tetra Tech under this arena include:</p> <ul style="list-style-type: none"> • Comprehensive Planning/Master Plans – Tetra Tech assists communities with the preparation of communitywide or neighborhood-wide plans that are all-encompassing and integrate all components of a
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	<p>community. This may include economic development, housing, natural and cultural resources, infrastructure, hazard mitigation, and community facilities.</p> <ul style="list-style-type: none"> • Sustainable/Resilience Community Plans – Tetra Tech assists communities with the preparation of plans to integrate resilience into a community in order to wither prevent or lessen the damages and loss of life from a disaster. • Urban Reinvestment and Redevelopment – Tetra Tech assists with developing plans focused on the redevelopment of a property or a series of properties with the result of strengthening the community's economy. • Sustainable Development Tools – Tetra Tech focuses on creating different types of tools (policy, ordinances, and/or regulations) that will make a community more resilient • CDBG Consolidated Plans – Tetra Tech assists entities that received CDBG funds with the preparation of their required Consolidated Plans. <p>U.S. HUD Fair Housing Analysis - Tetra Tech assists entities with the preparation of the analysis of fair housing and the preparation of the required plan.</p> <p>Hazardous Identification and Incident Response</p> <p>Tetra Tech provides turnkey planning, design, construction interface, and training for infrastructure security enhancement projects. Initiating the security solution is an objective VAs against industry and government standards, incorporating threat assessment, facility prioritization, consequence determination, systems effectiveness, risk reduction and mitigation, and limitations.</p> <p>Ecological Risk Assessments</p> <p>Tetra Tech provides risk assessment staff to conduct retrospective and predictive ecological risk assessments (ERAs) for commercial clients in aquatic and terrestrial environments. These ERAs span the range of desktop screening-level evaluations versus baseline ERAs that incorporate site-specific biological data.</p> <p>Comprehensive Environmental Response</p> <p>In addition, Tetra Tech provides CERCLA risk assessments and RCRA Tier 2 and 3 risk-based evaluations to support contaminant characterization and cleanup efforts. This includes conducted risk assessments to evaluate chemical and radiological exposures to humans and to various aquatic and terrestrial species of fauna and flora. Tasks would include statistical analysis, development of conceptual site models, risk calculations, modeling, and derivation of site-specific cleanup objectives for soil, groundwater, air, surface water, and sediment.</p> <p>Vulnerability Assessments</p> <p>Tetra Tech has completed municipal water system VAs that utilize a pair-wise comparison approach to identify critical facilities and critical assets needed to maintain safe drinking water supplies. Tetra Tech also has implemented</p>
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	<p>security enhancements that reduce the likelihood that a water system could be severely compromised as a result of a malevolent act. The terrorist response scenarios developed during VAs can be incorporated into the emergency contingency plan for incident response using a “rip and run” philosophy for easy use.</p> <p>Environmental Services</p> <p>HUD/FEMA Environmental Reviews</p> <p>Tetra Tech supports our clients of the wide range of disaster recovery, hazard mitigation, and other types of projects funded by HUD and FEMA, Tetra Tech provides comprehensive environmental and historic preservation review support. In addition to preparation of documents under the National Environmental Policy Act (NEPA), we assist in compliance with related laws, regulations, and Executive Orders.</p> <p>Decontamination</p> <p>Tetra Tech’s also provides field services for clients facing decontamination projects throughout the nation. Tasks under this category include: Technical oversight, characterization and disposal of radioactive residues, radiation safety program management, documentation of site conditions, Radiological surveys, and internal dose assessment calculations to document the risk and dose to personnel from the contamination.</p> <p>Climate Change Adaptation</p> <p>Tetra Tech provides climate change adaptation study services to reduce risk and vulnerabilities for our clients. This includes:</p> <ul style="list-style-type: none"> • Development of climate action plans and sustainability strategies • General reporting and verification • Comprehensive climate change response <p>Technical guidelines on transportation emissions, industrial process emissions, and indirect emissions.</p> <p>Restoration and Remediation</p> <p>Tetra Tech assists clients with a variety of restoration and remediation professional services prior to or after disasters, including:</p> <ul style="list-style-type: none"> • Environmental site investigations • Risk assessment • Fate and transport modeling • Performance-based remediation • Radiological decontamination and decommissioning • Ecosystem restoration • Geographic information systems (GIS) • Site restoration and remediation • Due diligence assessments • Remedial system design/construction • Remedial process optimization
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	<ul style="list-style-type: none"> • Construction management • Environmental compliance • Chemical/fuels and waste management • Regulatory support/expert witness services • Liability transfer model • Third-party review – remedial strategies • Geophysical services <p>In addition to Tetra Tech Disaster Recovery’s services, Tetra Tech as a whole also offers the following for section F:</p> <p>Engineering and architecture design services, including green design and sustainability, and has been recognized for excellence in the areas of technology, program delivery, and safety.</p> <p>Compliance services for projects related to water infrastructure, mitigation, and flood control, buildings, transportation, and facilities, our capabilities include:</p> <ul style="list-style-type: none"> • Construction Management • Hazard Mitigation Planning • Floodplain Management • Coastal Planning and Design • National Flood Insurance Program (NFIP) Compliance Issue Resolution/Training • National Environmental Policy Act (NEPA) expertise • Architecture • Civil Engineering • Geotechnical Engineering • Structural Engineering • Mechanical/Electrical/Plumbing • Water/Wastewater Design/Build <p>(G): <u>Granted Related Services</u></p> <p>Over the past 20 years, our grant management experts have assisted clients with applying for and retaining grant funds, even after the closeout and audit processes. We leverage our deep capabilities and experience to provide our clients with solutions that structure their post-disaster planning efforts in a coherent and all-inclusive manner that maximizes funding opportunities and focuses on long-term community and infrastructure resilience.</p> <p>Tetra Tech has extensive experience assisting state governments with managing and documenting projects that are eligible for federal funding through the Federal Emergency Management Agency (FEMA) Public Assistance (PA) Program, including multiple large, state-level PA programs for Florida, Texas, Vermont, Virginia, South Dakota, Connecticut, New Jersey, and North Carolina.</p>
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	<p>Our record of success includes serving over 300 state and local government clients in response to over 77 declared presidential disasters representing the recovery of more than \$6 billion in disaster grant funds. These activations have yielded grant program management engagements resulting in clients not only garnering grant funds but in keeping 99.8 percent of the funds received.</p> <p>Tetra Tech has direct experience with the following grant programs:</p> <ul style="list-style-type: none"> • FEMA PA Program • FEMA Hazard Mitigation Grant Program • FEMA Flood Mitigation Assistance Program (formerly three separate grant programs: FEMA Severe Repetitive Loss Program, FEMA Repetitive Flood Claims Program, and the FEMA Pre-Disaster Mitigation Program) • FHWA Emergency Relief Program • FHWA Transportation Investment Generating Economic Recovery Grant • Natural Resources Conservation Service Emergency Watershed Protection • U.S. Department of Housing and Urban Development Community Development Block Grant Program (CDBG-DR) • Other state and/or federal grant programs <p>Our team of grant and funding professionals is well versed in each of these grant programs to help Equalis customers navigate these funding sources. During the execution of our work, Tetra Tech has gained considerable experience with all eligible project areas of grant program administration. Our experience spans the full grant cycle from application to closeout, including services related to program requirements in the following areas:</p> <ul style="list-style-type: none"> • Application guideline development • Program outreach and marketing • Program/project management • Grant monitoring and administration • Procurement assistance • Anti-fraud, waste, abuse, and mismanagement policy compliance • Financial management and reporting • Environmental review/National Environmental Policy Act (NEPA) compliance • Application review and approval • Record keeping and reporting • Regulatory compliance monitoring (for example, fair housing, equal employment, Davis Bacon) • Construction monitoring and compliance • Interim and final project inspections • Audit/appeal assistance • Closeout support <p>Our staff has experience in maximizing assistance to our clients by working to obtain funding from every source available after disaster has struck. As a result of our working on every major disaster in the last dozen years, Tetra Tech also has broad and deep experience with strategic planning,</p>
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	<p>coordination of recovery efforts, and technical assistance. Tetra Tech will offer recommendations and solutions to the broad range of issues that will be encountered by customers after a major disaster. Our staff routinely finds innovative and appropriate solutions to issues as they arise during recovery.</p> <p>Tetra Tech’s recovery services are genuinely comprehensive in that our team has the experience and vision to provide not just traditional post-disaster funding management support but proven experiencing identifying, securing, and coordinating the use of non-disaster related funding programs to support rapid recovery efforts. Our team has worked with dozens of communities across the nation to ensure that recovery planning efforts are launched and implemented with long-term sustainability, risk reduction and elimination, and community economic and safety resiliency in mind.</p> <p>With a keen understanding of Office of Management and Budget (OMB) regulations, this team seeks to establish accounting systems and internal controls for its clients to minimize the instance of fraud, waste, abuse, and mismanagement of grant funds.</p> <p>We offer a staff of experts, with advanced degrees in business, administration, economics, and finance, as well as hands-on experience in the field. Funding sources include the FEMA Public Assistance (PA) Program, Individual Assistance (IA) Program, Hazard Mitigation Grant Program (HMGP, U.S. Department of Housing and Urban Development (HUD) Community Development Block Grant Program (CDBG), U.S. Department of Agriculture (USDA) Natural Resources Conservation Service (NRCS); and many others.</p> <p>We guide our clients through the complexities of program procedures and requirements, which often are not consistently interpreted by local, state, and federal government agencies.</p> <p>FEMA Reimbursement Technical Assistance Consulting</p> <p>Tetra Tech’s FEMA reimbursement technical assistance consulting services involve providing guidance and technical assistance for project applications and programs for disaster reimbursement related to response and recovery efforts on behalf of our clients.</p> <p>FEMA Compliance Monitoring and Audit Oversight</p> <p>Tetra Tech’s grant administrators document eligible work in the field and organize such documentation in an audit-ready format for future review. This includes OMB, FEMA and HUD guidance requiring that grantees or subgrantees monitor the expenditure of funds and document such expenditures in a manner that will satisfy regulatory audits in the future. This includes Section 3, Fair Housing, 2 CFR 200, and other Federal grant requirements.</p> <p>IA Services</p> <p>Tetra Tech assists clients with application intake, case management, grant administration, staffing at Disaster Recovery Centers, expenditure</p>
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	<p>monitoring, and other programmatic needs associated with the IA declaration.</p> <p>PA Services Tetra Tech’s team of PA consultants assists our clients with documenting and accounting for such costs on project worksheets. This includes providing technical assistance on FEMA’s rules, practices, and procedures covering reimbursement for temporary and permanent work in eligible FEMA categories.</p> <p>Grant Application Development and Administration (CDBG, HMGP, FHWA, NRCS, FTA, FEMA PA, and FEMA IA) Tetra Tech provides grant application development and administration involves providing grant program specialists to assist with the time-consuming process of gathering data and information required to develop grant applications to various agencies and programs.</p> <p>HUD CDBG-DR Services Tetra Tech provides knowledge, experience, and technical competence in the planning, administration, and implementation of eligible CDBG activities as identified at 24 CFR 570 and modified or waived under the Federal Register allocation of the CDBG-DR funds.</p> <p>Unmet Needs Assessment Tetra Tech assists clients with developing unmet needs assessments that identify type and location of the community’s disaster recovery needs especially in the three core aspects of recovery: housing, infrastructure, and economic recovery.</p> <p>Policies and Procedures Manual Development Tetra Tech assists client’s Project Management and Operations including the ability to develop policies and procedures for implementing all CDBG-DR funded programs and activities, including contractor, subcontractor, and sub-recipient oversight and monitoring.</p> <p>Damage Assessment Tetra Tech assists clients with damage assessment activities involving deploying a team of experienced staff to document damage sustained during a disaster in a format that is acceptable for requesting FEMA PA funds.</p> <p>Substantial Damage Estimation Our teams of estimators perform residential substantial damage estimation on behalf of our clients after floods. These services include GIS-based evaluation and visual inspections of impacted properties using FEMA’s SDE 2.0 software.</p> <p>Eligibility Consultation Tetra Tech provides eligibility consultation involves providing grant recipients with an understanding of funding options and preferences for repairs as they relate to various grant program eligibility considerations.</p>
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	<p>Environmental Review Records (ERRs) Tetra Tech provides ERR services as they relate to projects proposed for funding under the CDBG-DR program funding.</p> <p>Project Ranking Tetra Tech assists clients with ranking potential projects for future consideration through federal grants. This includes providing grant recipient constituents with a prioritized plan of action for reconstruction and mitigation projects to achieve recovery objectives.</p> <p>Financial Advisory Tetra Tech provides financial advisory services involving the development of program budgets to provide transparency to grant recipients relating to the local cost share, the financial burden, and obligations for program participation.</p> <p>Cash Flow Management Tetra Tech provides financial departments within an organization with cash flow management associated with the disbursement of federal grants. This includes developing program budgets to allow grant recipients to meet current obligations with minimum reliance upon bridge financing.</p> <p>Procurement Assistance Tetra Tech provides procurement assistance to our client's including providing procurement experts to provide disaster contracting guidance to review scopes, adherence to grant funding requirements and 2 CFR 200, and satisfactory project completion.</p> <p>Benefit Cost Analysis Tetra Tech develops benefit cost analysis involving a formalized schedule of anticipated project costs to projected future benefits to establish a quantifiable means for understanding project value.</p> <p>Feasibility and Effectiveness Studies Tetra Tech provides feasibility and effectiveness studies involving the documentation of projects being considered are financially sound, reasonable to implement, and effective at mitigating future damage. This includes alternate projects, improved projects, or 406 mitigation proposals to include hydrological and hydraulic (H&H) feasibility studies, cost estimating and conceptual project designs. This may include engineering and architectural services.</p> <p>Floodplain Feasibility Modeling Tetra Tech can provide clients with modeling of natural or manmade above ground waterways is used to determine where to place critical facilities including roads, bridges, and emergency operations centers. Readily applicable models such as HEC-RAS (FEMA standard flood modeling) provide quick answers to what if scenarios. This may include basic modeling using spreadsheets or software program or more in-depth modeling utilizing GIS</p>
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	<p>tools. This may also include assistance with FEMA’s Letter of Map Amendment (LOMA) and Letter of Map Revisions (LOMAR).</p> <p>Floodplain Management Support Tetra Tech can support Floodplain Management offices that are overwhelmed after disasters. These services include staff support, substantial damage estimation appeals support, Community Assistance Visit (CAV) audits, and case management for impacted individuals.</p> <p>Advanced Feasibility Modeling Tetra Tech can provide clients with advanced modeling is typically used to answer challenging questions that involve complex flooding, erosion, scour and debris. 2-D and 3-D hydrodynamic and water quality models for rivers, streams, lakes, and estuaries help to determine permitting approaches that meet project time frames and guide the project path around pitfalls.</p> <p>Site Survey and Legal Description Review Tetra Tech provides site survey and legal description review to clients by providing grant recipients with assurances that private property access is carried out legally without exposing it to unnecessary liability.</p> <p>Owners Representative Services For projects in the construction phase, Tetra Tech provides Owner’s Representative advising services to our clients. These tasks may include projects interface with federal and state officials, PW versioning, and providing oversight to the construction firm. This may include engineering and architectural services.</p> <p>Appraisal and Valuation Services Our team can assist clients with appraisal and valuation services utilizing industry best practices to develop property appraisal and valuation documentation for acquisition programs.</p> <p>Title Due Diligence Tetra Tech’s title due diligence services for our clients involves ensuring that only the legal property owner is consulted for program acquisition program participation.</p> <p>Public Outreach Program Tetra Tech provides public outreach programs that provides citizens with an outlet to ask questions, state concerns, and apply for program participation without burdening grant recipient staff and facilities.</p> <p>Public Meeting Facilitation Tetra Tech provides public meeting facilitation services including documenting meeting notices, fostering public participation, facilitating discussions with stakeholders in order to obtain relevant information/data and obtain consensus on priorities and projects, and communicating the message of our clients.</p>
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	<p>Homeowner Consultation</p> <p>Tetra Tech’s homeowner consultation involves providing a high level of service to citizens without burdening grant recipient staff with after-hours and weekend meetings for programs involving acquisition/demolition, relocation, elevations or small repairs after disasters.</p> <p>Relocation Assistance</p> <p>Tetra Tech provides relocation assistance associated with acquisition or relocation programs. This includes engaging participants by providing relocation assistance conforming to Uniform Relocation Act (URA) rules and regulations.</p> <p>Property Management</p> <p>Tetra Tech provides property management services to clients who are grant recipients following disasters. This service includes program management to ensure that properties do not degrade to cause blight during the interim purpose phase.</p> <p>Negotiations</p> <p>Tetra Tech provides negotiation services in systematic, third-party approach for reaching amicable terms between citizens and the grant recipient.</p> <p>Closing</p> <p>Tetra Tech provides closing involving dedicating consultant resources to ensure a timely and efficient closing process during a buyout program.</p> <p>Data and Documentation Management</p> <p>Tetra Tech provides data and documentation management by storing grant-related data in a manner that provides efficient recall and review during closeout and auditing.</p> <p>Hazard Mitigation Proposals</p> <p>Tetra Tech develops of 406 Hazard Mitigation proposal associated with a written Project Worksheet after disasters to those entities participating in the FEMA PA program.</p> <p>Contractor Invoice Reconciliation</p> <p>Tetra Tech assists clients’ with contractor invoice reconciliation involves ensuring accurate payment to contractors and assigning incurred costs to funding sources to minimize local cost share.</p> <p>Regulatory Compliance Monitoring</p> <p>Tetra Tech provides regulatory compliance monitoring by documenting proper regulatory compliance to ensure maximum reimbursement and to avoid fines and site shutdowns, which slow the recovery process.</p> <p>Project Scoping</p> <p>Tetra Tech’s grant reimbursement team can create scoping documents that involve developing scopes of work for grant funding projects, using key</p>
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	<p>terminology, and highlighting awareness of historical precedence, which maximizes grant funding opportunity.</p> <p>Insurance Adjusting/Subrogation Tetra Tech provides insurance adjusting/subrogation to clients to proactively resolve insurance issues prior to a grant de-obligation.</p> <p>Eligibility Appeals Tetra Tech assists clients with eligibility appeals involve assisting clients with developing strategies and documentation to overturn a de-obligation ruling during first or second appeals.</p> <p>Grant Closeout Tetra Tech assists client's years after a disaster by providing closeout services to a grant recipient. This includes developing a closeout package that is organized to satisfy grant closeout and auditing.</p> <p>HUD Action Plan Development Tetra Tech assists clients with the development and submission of HUD required Action Plan for Disaster Recovery grant. These tasks may include the development of Action Plan amendments or waivers that may be required.</p> <p>Unmet Needs Analysis Tetra Tech develops unmet funding needs analysis to document the need for CDBG-DR funding and to form the basis of program design for the use of CDBG-DR funds.</p> <p>Emergency Operations Center Staff Augmentation Tetra Tech can support our client's needs upon activation of a EOC by providing staff trained in incident management system (ICS) as section chiefs or operational staff.</p>
<p>2.1.2. Open Market Products. Provide a detailed description of your ability to accommodate requests for Open Market Products. Open Market Products is a category of products that cannot be found in your standard catalog offering or non-inventoried products.</p>	<p>Tetra Tech specializes in providing services when the unexpected occurs. We have extensive experience and expertise in pivoting during challenging times and creating new and innovative ways to address complex unforeseen problems. Our expertise includes utilizing our expansive resources and applying them laterally to new and emergency situations. Most recently, several of our COVID-19 projects included utilizing our hiring and training resources to establish assistance for testing and other needs. Our proprietary ADMS technology is able to be customized to meet the data capture needs of special situations or emergency surveys.</p> <p>Amid the COVID-19 global pandemic, our project-related services remain uninterrupted, and we are rapidly responding to emerging project needs and client priorities.</p> <p>Tetra Tech is a leading provider of emergency management services across the entire continuum of impacts of man-made and natural events. Across our markets we are providing support to our clients to prepare for and rapidly respond to COVID-19 impacts, from developing continuity plans and</p>

	<p>accessing related funding, to designing emergency COVID-19 treatment centers.</p> <p>As an example of our ability to innovate and create customized approaches to new problems, Tetra Tech COVID-19 Response Services include:</p> <p>Comprehensive Economic Recovery Solutions</p> <p>Tetra Tech is providing services across multiple disciplines to assist communities in optimizing American Rescue Plan Act (ARPA) funding and implementing projects to provide a more resilient, socially conscious, and environmentally safe future.</p> <p>ARPA is transformative legislation for state and local governments. The economic stimulus bill provides more than \$1.9 trillion in recovery funding across various programs. ARPA represents once-in-a-generation funding, delivering immediate and direct relief to families impacted by the COVID-19 pandemic, addressing a multitude of socioeconomic issues, and financing infrastructure and housing improvements across the United States through the year 2027. Tetra Tech’s services include:</p> <ul style="list-style-type: none"> • Project development and design • Modeling and analytics to inform funding decisions • Risk assessments and compliance planning • Program, grant, and case management • Infrastructure engineering • Environmental assessments • Long-range planning to optimize funding opportunities • COVID-19 Grant and Program Management <p>State and local governments are facing the task of managing, monitoring, and distributing billions of dollars in COVID-related grants. As an industry-leading provider of program management, data analytics, and technical consulting services worldwide, Tetra Tech is uniquely positioned to assist communities in their economic recovery as a result of the COVID-19 pandemic. Since the start of the pandemic, Tetra Tech has assisted our clients in managing more than \$1.7 billion in COVID-related funds.</p> <p>Tetra Tech is rapidly responding to emerging needs, including providing grant management support for the following expenses incurred and programs enacted in response to COVID-19:</p> <ul style="list-style-type: none"> • Emergency rental assistance • Personal protective equipment (PPE) expenses • Agency administrative costs • Case management services • Vaccination planning • Homeowner Assistance Fund • COVID-19 Emergency Preparedness and Response
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	<p>As one of the foremost providers of response services in the wake of biological incidents and hazardous materials, Tetra Tech has responded to thousands of hazmat releases across North America and more than 100 suspected terrorist incidents with potential biological releases. In 2001, Tetra Tech assessed and cleaned up anthrax contamination in more than 20 buildings in the Capitol Hill Senate complex. In 2014, we trained thousands of health care workers in New York City on the proper use of personal protective equipment. Today we are providing business continuity advisory services on COVID-19 to Fortune 500 customers. We also are supporting public health and emergency management agencies, augmenting staff requirements for activities such as contact tracing and managing the response through virtual emergency operations centers. Our regulatory specialists and technical personnel actively maintain strong relationships with federal, state, and local regulatory agencies involved with potential biological incident emergency responses.</p> <p>COVID-19 Water Agency Support For more than 50 years Tetra Tech has helped provide safe, reliable water supplies and wastewater treatment. As the #1 ranked Water and Water Treatment/Supply engineering firm in the United States by Engineering News-Record, we offer comprehensive prevention, mitigation, response, and recovery of utility operations during critical incidents, and provide training and exercises that comply with the Federal Emergency Management Agency (FEMA) Homeland Security Exercise and Evaluation Program requirements.</p> <p>COVID-19 Modular Medical Systems Tetra Tech assists public and private sector clients address preparedness, mitigation, response, and short- and long-term recovery needs and provides fast-tracked delivery of modular medical facilities. Our team has direct experience with the U.S. Army Corps of Engineers (USACE) Joint and Contingency Engineering operations, planning and designing millions of square feet of treatment, living, working, and support facilities in the United States and abroad.</p>
<p>2.1.3. Differentiators. Describe what differentiates your company's products and services from your competitors.</p>	<p>Nationwide Experience Tetra Tech has proven experience in providing debris monitoring and emergency management consulting services nationwide, with over 320 local government clients.</p> <p>Hiring and Training Local Staff Tetra Tech prioritizes the hiring, training, and deployment of local staff. This ultimately benefits the local post-disaster economy and reduces mobilization and transportation costs.</p> <p>Dedicated Project Management Teams A dedicated project management team will be appointed to coordinate with clients throughout the year, not just during times of activation.</p>

RecoveryTrac™ Automated Debris Management System (ADMS)

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 technology, *RecoveryTrac™ ADMS*, is one of only three systems validated by the U.S. Army Corps of Engineers (USACE). The system provides real-time collection of data and offers multiple solutions to data management, reporting, invoice reconciliation, and project controls that cannot be achieved with a paper-based program. Tetra Tech has implemented *RecoveryTrac™ ADMS* technology on our last 200 FEMA PA-eligible projects. On these projects, our clients and FEMA found this state-of-the-art technology to increase efficiency and improve the management of debris removal efforts.

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

Most Broadly Tested ADMS in the Industry – *RecoveryTrac™ ADMS* is a proven system that has been used to execute the largest USACE activations involving ADMS technology, including the State of California NORCAL Fire response and the State of Georgia Hurricane Michael statewide activations. During simultaneous response to Hurricanes Harvey and Irma in 2017, Tetra Tech deployed approximately 6,000 ADMS devices to collect and manage data for over 100 projects. No other system has tracked and documented as much debris as *RecoveryTrac™ ADMS*.

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. Tetra Tech has invested heavily in research and development in efforts to streamline the debris collection

	<p>documentation process with a focus on minimizing the cost to our clients and improving the visibility and transparency of debris project operations. <i>RecoveryTrac™</i> ADMS is the result of these efforts.</p> <p>Unrestricted by Hardware – Because <i>RecoveryTrac™</i> 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.</p> <p>Benefits of <i>RecoveryTrac™</i> ADMS</p> <p>Ability to Respond – Combined with the on-hand inventory of thousands of handheld devices and the ability to rapidly procure additional equipment through preferred vendor relationships, the County can rely on our mobilization strategy for zero-day activations in disasters covering large areas with little or no-notice. The on-hand inventory can be on-site and ready to use within 24 hours of a notice to proceed, and additional needs can be met quickly (in most cases, 72 hours or less).</p> <p>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.</p> <p>Cost Effective – <i>RecoveryTrac™</i> 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.</p> <p>Reliable and Stable – Based on the Android operating system, <i>RecoveryTrac™</i> 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.</p> <p>Technical Support – <i>RecoveryTrac™</i> 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.</p> <p>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.</p> <p>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</p>
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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™* ADMS provide real-time information that raises the bar for post-disaster project management.

***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 County priorities
- Real-time GIS web services for EOC information and visualization systems
- Capable of collecting data regardless of cellular service
- Automated photograph and GPS capture
- Provides reports and pass map tracking in real-time
- Minimizes chance of fraud through real-time monitoring
- Minimizes data entry and human error
- Expedites invoice reconciliation
- Intuitive and user-friendly

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.

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

Immediate Response Capabilities

Tetra Tech has disaster recovery personnel 203 offices throughout the United States. We utilize an immediate response staffing and logistics plan that follows the Incident Command System (ICS) structure, allowing our clients to return to the business of running day-to-day operations.

Extensive FEMA and HUD Grant Management Expertise

	<p>Tetra Tech has a dedicated approach o the FEMA PA Program Lifecycle.</p> <p>Initial Damage Estimates</p> <p>Through our experience working with clients in response to the 2020 hurricane season, FEMA is requiring greater documentation of disaster-generated damages than ever before in order to receive a disaster declaration. The proper reporting of damage by the public and inspection of the damage by the County and governmental officials is becoming increasingly important.</p> <p>Tetra Tech will assist the County in a systematic approach of cataloging, reporting, and documenting disaster-generated debris. We will develop a work plan with the County, ahead of storm season to maximize the efficient use of County and Tetra Tech resources to quickly and accurately find and report debris. The use of our proprietary <i>RecoveryTrac</i>™ ADMS technology can assist the County in not only documenting this debris but also targeting resources to remove, haul, and monitor those operations.</p> <p>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. The visualization of the event provides critical insight into the disaster itself and the required resulting response and recovery. To support the County in conducting initial damage estimates, Tetra Tech maintains a critical focus on compliance from the outset. Tetra Tech will coordinate with the County 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.</p> <p>Tetra Tech has utilized several methods to complete and document damage estimates and will work with the County to identify and deploy the preferred solution. In addition to the assessment conducted on the ground by both County and Tetra Tech personnel, potential tactics include:</p> <ul style="list-style-type: none"> • Public-accessible QR codes to report damage • GIS mapping • Social media mining to geotag photos of damages • UAS/drone documentation to identify most heavily impacted areas <p>Immediate Needs Funding (INF)</p> <p>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</p>
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	<p>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.</p> <p>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 County 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 County 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.</p> <p>Expedited Projects are obligated at 50 percent of eligible costs incurred for Debris Removal (Category A) and Emergency Protective Measures (Category B) conducted within the first days following the disaster and provide the necessary cash flow to kick-start recovery and ease the transition to the more traditional reimbursement-based program. Once the initial award of the expedited project is processed at 50% of the eligible costs incurred or projected, the County will need to provide all required documentation prior to the remaining funds being awarded in a project amendment. After the receipt of the initial funding, Tetra Tech will assist the County 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.</p> <p>Project Worksheet Completion and Application Process</p> <p>Tetra Tech’s experienced grant managers are poised to help the County 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 County needs an experienced team to augment efforts in presenting any and all eligible costs and activities to FEMA for inclusion in projects.</p> <p>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</p>
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	<p>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.</p> <p>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, County Inspector General, State Legislative Auditor, or others. 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 onsite 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 County spends waiting for return of eligible program dollars.</p> <p>Audit Support</p> <p>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.</p> <p>We believe in remaining proactive in preventing further appeals requires frequent meetings with state partners and FEMA regions to avoid situations whenever possible.</p> <p>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.</p> <p>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.</p> <p>Tetra Tech has supported clients across disasters from 2016 through today on these up-front audits by:</p> <ul style="list-style-type: none"> • Conducting pre-meeting with stakeholders • Preparing compliance checklists • Developing documentation notebooks • Attending meetings and providing subject matter expertise support
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	<ul style="list-style-type: none"> • Responding to for Requests for Information <p>Elements of our audit support strategy include:</p> <ul style="list-style-type: none"> • 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 County activities. • Stay Positive: Maintaining a positive spirit between the parties to foster a solution quickly.
<p>2.1.4. Personnel Qualifications. Describe the qualifications associated with each level of personnel available to Members through your proposal. Your response may include, but is not limited to, training & certification requirements and years of experience.</p>	<p>For each project and associated client, we will create a specialized and dedicated team of personnel, and provide all resumes and qualifications.</p> <p>Tetra Tech understands it is critical for Equalis to partner with a trusted contractor who will respond immediately and provide high quality services. Tetra Tech staff members have experience in large-scale rapid deployments and have personally hired and deployed over 20,000 emergency response personnel collectively for more than 77 disasters. Tetra Tech has never failed to provide sufficient and continuous workforce per contract specifications to its clients.</p> <p>The Tetra Tech disaster recovery team consists of experienced emergency managers, disaster preparedness specialists, engineers, surveyors, and hazardous waste technicians with hands-on management experience in recent disasters and emergencies. Our disaster recovery professionals are uniquely familiar with the policies, procedures, and requirements associated with providing disaster recovery services subject to FEMA, FHWA, U.S. Department of Housing and Urban Development (HUD), Natural Resources Conservation Service (NRCS), and other federal agency reimbursement programs. The disaster recovery division is supported by more than 300 full-time employees, including 9 project principals, 38 project managers, 42 operations managers, 55 field supervisors, 35 project coordinators, and 50 emergency planners.</p> <p>Given the uncertainty of task orders that will be issued under this contract, it's difficult to anticipate the level of staffing that might be required or the specific individuals that might be involved. Positions will be filled using Tetra Tech's vast network of disaster recovery professionals. However, our core management team that will be responsible for managing any task orders resulting from this contract includes Mr. John Buri, Ms. Christina Hendricks, and Ms. Brenna Minor. These individuals 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 (and current) Texas local projects.</p>

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



Mr. John Buri serves as the National Director of Disaster Recovery Programs for Tetra Tech. Mr. Buri, as a native Houstonian, has been intimately involved in leading Tetra Tech's emergency management and disaster recovery operations for H-GAC end users since 2006. He's also led the firm's response for the City of Houston to Hurricane Ike, 2011 Drought, 2015 Memorial Day Flood, 2016 Tax Day Flood, Hurricane Harvey, and COVID-19, as well as multiple planning, training, and exercise initiatives focused on response, long-term recovery, and mitigation across multiple departments. Due to Mr. Buri's efforts, the firm was also recognized with the 2018 City of Houston Mayor's Prime Contractor of the Year for successfully integrating Minority and Woman Owned Businesses (MWB) into disaster recovery operations.



Ms. Christina Hendrick is a seasoned program manager with more than 14 years of experience. Ms. Hendrick currently serves as Program Manager for the City of Houston's Hurricane Harvey Recovery Program, where she has overseen the technical team completing project worksheets (PWs) for estimated expenditures associated with Categories A and B, totaling \$36 0 million. She has overseen more than \$4 billion of FEMA and U.S. Department of HUD grant funding under FEMA PA, FEMA HMGP, COVID-19, and CDBG programs. Ms. Hendrick specializes in the technical intricacies of grant management – from budgeting and quality control to finance planning and staffing – and excels in clear communication and reporting to deliver client satisfaction.



Ms. Brenna Minor is an accomplished grant expert with more than 10 years of experience leading teams in federal grant administration. She is an innovative team leader and motivator, focused on client satisfaction. Ms. Minor is a key leader in the development and implementation of business strategies during rapid growth and is an avid interpreter of policies and data used to develop procedures, meet program goals, and maximize efficiency across functional areas. In her current role, Ms. Minor researches and provides guidance on CDBG-DR, CDBG-MIT, and COVID-19 as communities seek reimbursement for substantial costs incurred as a result of the pandemic and other disasters. She has provided CDBG-DR grant services to multiple clients in Texas.

Resumes for Christina Hendricks and Brenna Minor can be found in the Supplemental Documents area of submission.

<p>2.1.5. Technical Approach. Describe your organizations technical approach or project methodology when providing the types of services addressed in the scope of this RFP.</p>	<p>Tetra Tech’s methodology of project management governs both the planning and execution of all project work. The strategy, structure, and staffing requirements for the project organization are based on client expectations and the desired outcome. Tetra Tech’s project management methodology enables our team to achieve success despite the unpredictable nature of disasters. Our methodology addresses the following project management areas:</p> <p>Project Visibility – Management of the project’s contractual, scope, prioritization, schedule, budget and cost areas.</p> <p>Resource Visibility – Management of the available staffing/equipment and their distribution.</p> <p>Metric Visibility – Management of status in relation to scheduling goals and milestones.</p> <p>Issue Tracking – Management of issue documentation and resolution.</p> <p>Risk Management – Management of risk matrix, including identification and mitigation of risks encountered.</p> <p>These management areas are administered using the established project management procedures and protocols we have developed and refined over the years and numerous disaster activations. Our interactions with our clients are based on best practices that balance the need for direction of operational priority, issue resolution, and relevant information with considerations for the time availability of the client.</p> <p>Each phase of Tetra Tech project management has documented procedures that govern the execution to provide scalable, consistent, high-quality results. We use a systematic approach with frequent in-process quality checks to execute our project processes. Our general project approach includes tasks in each of the following phases:</p> <ul style="list-style-type: none"> • Initiation (Pre-Event) <ul style="list-style-type: none"> – Coordination – Conduct trainings and meetings to plan and test execution protocols and identify potential risks/mitigation opportunities. – Contract review – Review contracts for understanding of contractual requirements and possible cost savings.
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	<ul style="list-style-type: none"> – Communication systems checks – Verify that communication systems function as designed and reporting needs are understood. • Mobilization <ul style="list-style-type: none"> – Scope, tasking, and budget – Determine services required, performance metrics, schedule, and budget constraints. – Deployment and resource requirements – Develop work plan and safety plans. Update risk matrix for work plan specifics. – Staging of equipment and resources – Coordinate movement of required support equipment/supplies and setup of communication and information systems. • Execution <ul style="list-style-type: none"> – On-boarding and training staff – Conduct suitability for work checks and provide targeted training program based on work and safety plans. – Monitoring – Supervise operations, quality assurance/quality control (QA/QC) in-process checks, prioritization of resource management, and project reporting. – Communication – Conduct status meetings and communicate project metrics and other pertinent information. – Issue tracking/resolution – Conduct issue identification, staff communication, and resolution tracking. • Closeout <ul style="list-style-type: none"> – Documentation deliverable – Produce and deliver required documentation to support auditing. – Demobilization – Manage reduction in staff, post-use maintenance, and movement of equipment and supplies. – Audit support – Provide continued availability of information systems to support closeout information requests.
2.2. Value Add	
<p>2.2.1. Additional Offering. Please include any additional products and services not included in the scope of the solicitation that you think will enhance and add value to this contract’s participating agencies.</p>	<p>Debris Monitoring Services</p> <p>Tetra Tech Disaster Recovery has successfully assisted over 320 local and state government clients across the nation with planning for and recovering from natural and human-caused disasters and has extensive experience successfully managing multiple disaster response and recovery operations across the United States simultaneously. Our team has overseen and managed the recovery of well over 160 million cubic yards (CYs) of debris, resulting in excess of \$8 billion in reimbursable costs to our clients.</p> <p>We have served as the ground-zero debris monitoring consultant for many clients affected by our nation’s most catastrophic natural disasters, including communities in Florida (Hurricanes Irma and Matthew); Texas (Hurricane Harvey); California (Wildfires); North Carolina and Virginia (Hurricane Irene); South Carolina (Hurricane Matthew); New Jersey (Hurricane Sandy); and Colorado (Flooding).</p>

	<p>With disaster response and recovery experts located throughout the country, Tetra Tech can stage a full-scale mobilization within hours of a disaster. Our team has never failed to respond to a client's needs, providing each community with a dedicated project team. In 2017, Tetra Tech successfully deployed more than 6,000 field staff throughout the country to respond to clients affected by Hurricane Irma in Florida, Hurricane Harvey in Texas, Hurricane Maria in Puerto Rico, and multiple wildfires in California.</p> <p>In addition to providing full-scale emergency management services (including debris monitoring), Tetra Tech offers H-GAC's end users broad capabilities in a variety of areas that may be critical after a disaster, including damage assessment, reconstruction, and logistics. Tetra Tech brings a unique mix of emergency management, infrastructure planning, disaster recovery and response, grant administration, and reconstruction expertise.</p> <p>Tetra Tech maintains a staff of disaster recovery experts who have assisted communities many years after disasters with issues such as Public Assistance reimbursement costs, long-term community recovery planning, and hazard mitigation program implementation.</p> <p>Comprehensive Program Management</p> <p>Tetra Tech's comprehensive program management involves providing the resources, personnel, and experience to manage all aspects of a disaster recovery project, including post-event reconstruction and demolition field services.</p> <p>Disaster Debris Removal Procurement & Negotiations</p> <p>Our services include assisting clients with disaster debris removal procurement and negotiations involves helping communities to develop the procurement process and contract documents to retain debris and construction contractors, and to negotiate terms and conditions to put enforceable agreements in place.</p> <p>Collection Monitoring</p> <p>Tetra Tech provides clients with staff to conduct collection monitoring involving the oversight of the debris collection process, including truck certification, route development, ticket preparation and documentation for FEMA-reimbursable loads. This service has the option of utilizing our Automated Debris Management System (ADMS) <i>RecoveryTrac™</i>.</p> <p>Disposal Monitoring</p> <p>Tetra Tech provides disposal monitoring involving the oversight of debris disposal operations, including providing the volumetric measurement of incoming loads, authorizing tickets, and completing the documentation required for FEMA-reimbursable loads. This service has the option of utilizing our ADMS <i>RecoveryTrac™</i>.</p> <p>Hazardous Waste Collection, Disposal, and Monitoring</p> <p>Tetra Tech provides hazardous waste collection, disposal, and monitoring, which involves designing hazardous waste removal programs that efficiently</p>
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	<p>address specific emergencies, including animal carcass removal, asbestos-laden building material removal, Freon unit removal, and paint and chemical segregation and removal. This service has the option of utilizing our ADMS <i>RecoveryTrac™</i>.</p> <p>Leaner/Hanger/Stump Removal Monitoring Tetra Tech provides leaner/hanger/stump removal monitoring involving surveying, documenting, and monitoring the removal of leaning trees, hanging limbs, and stumps. This service has the option of utilizing our ADMS <i>RecoveryTrac™</i>.</p> <p>Debris Management Site (DMS) Environmental Support After disasters, Tetra Tech's team provides DMS environmental support to clients for obtaining documentation and assisting in the performance of all required testing by federal, state, and local agencies to support the establishment of DMS locations.</p> <p>Beach Remediation/Restoration Tetra Tech provides beach remediation/restoration monitoring services for work associated with sand screening, sand recovery, beach reconstruction, and dredging operations to restore natural beaches.</p> <p>Private Property Debris Removal (PPDR) Program Administration Tetra Tech's PPDR program administration services for clients involves reviewing ordinances and laws to ensure that the proper steps are taken and documented in removing debris from private property. This includes eligibility reviews, property surveys, monitoring, and providing public information.</p> <p>Waterway Debris Removal Monitoring Tetra Tech provides waterway debris removal monitoring and documentation for debris removed from navigable and other inland waterways.</p> <p>Field Data Collection/Management/Billing/Invoicing Tetra Tech can augment our client staff tasked with data collection and management as well as billing and invoicing. This service includes developing and maintaining databases to document all field operations to ensure proper contractor payment, maximum reimbursement, and proper purchase order management.</p> <p>Data Management Tetra Tech's web-enabled data management systems provide cradle-to-grave life cycle data management for a program or specific disaster. Designed to meet all industry standards for relational databases, our systems enable users to easily find the right data in real time for our clients.</p> <p>Customer Information/Citizen Hotline/ Community Relations Tetra Tech provides customer information/citizen hotline/community relations for clients after a disaster. This includes advising the public about</p>
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	<p>important information regarding procedures associated with debris collection and removal and providing updates about the operational progress being made to restore the community.</p> <p>Emergency Responder Website Services</p> <p>Our local information technology (IT) services within Tetra Tech supports our client's full IT life cycle and content management needs. This includes content on many FEMA emergency responder websites, such as the Responder Knowledge Base (RKB), System Assessment and Validation for Emergency Responders (SAVER), and the Lessons Learned Information Sharing (LLIS).</p> <p>Data Collection</p> <p>Tetra Tech has a proven track record in data acquisition from systems and sensors and the ability to present this data in a well-defined manner through a host of application types and architectures. Once the data is acquired and housed in a relational database, Tetra Tech provides the analysis and trending capabilities that often accompany the federal grant requirements for our clients.</p> <p>Emergency Financial Assistance Programs</p> <p>Tetra Tech can provide emergency financial assistance program creation and implementation. To date, this has included emergency rental assistance programs (ERAP) and homeowner assistance fund programs. We have proven success with administering these programs, including Leon County Florida's ranking of #14 out of 340 local government and #1 in Florida ERAP programs.</p> <p>Tetra Tech works closely with clients to design and deliver CRF and ERAP programs that meet the federal requirements with proven processes and procedures for similar federal grant programs. Following the assessment of client needs, Tetra Tech works with client stakeholders to establish an Implementation Plan along with standard operating procedures (SOPs) for critical program elements, including application criteria, eligibility review standards, financial procedures, and compliance. These documents are published, shared, and made available via online collaboration spaces to ensure that all team members are aligned throughout project execution.</p> <p>As the program evolves and new program requirements and guidance are released, Tetra Tech modifies programmatic SOPs and other procedures to mitigate risk of noncompliance. Our team coordinates with client stakeholders to adequately track and monitor financial recording, disbursement, and reporting procedures.</p> <p>Services include:</p> <ul style="list-style-type: none"> • Creation of an Implementation Plan – SOPs, Application Criteria, Eligibility, Financial Procedures, and Compliance • Software Customization, Call Center, and Case Management
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	<ul style="list-style-type: none"> • Online Application System Launches • Call Center for Program Q&A • Deployment of Reporting Tools • Eligibility Team Activation • First Rental Assistance Funds Disbursement • U.S. Treasury Reporting • Final Report and Documentation Transfer
2.3. Customer Service	
2.3.1. Customer Service Department. Describe your company's customer service department & operations. Your description may include, but is not limited to, hours of operation, number and location of service centers, parts outlets, number of customer service representatives. Clarify if the service centers are owned by your company or if they are a network of subcontractors.	<p>Tetra Tech Disaster Recovery acts as its own customer service department.</p> <p>Our senior management, who each have over 25 years of experience in the disaster recovery sector, is deeply involved in all aspects of project management, and provide high-level oversight. Our senior management team and project managers engage with clients on a one on one basis.</p> <p>As stated above and reiterated here, Tetra Tech understands it is critical for Equalis to partner with a trusted contractor who will respond immediately and provide high quality services. Tetra Tech staff members have experience in large-scale rapid deployments and have personally hired and deployed over twenty thousand (20,000) emergency response personnel collectively for more than seventy-seven (77) disasters. Tetra Tech has never failed to provide sufficient and continuous workforce per contract specifications to its clients.</p>
2.3.2. Complaint Resolution. Describe your customer complaint resolution process. Describe how unresolved complaints are handled.	<p>All client complaints are escalated to senior management for efficient resolution. There are several processes in place with our finance department for issues with invoices and contract issues are addressed directly with our contracts department. Tetra Tech takes pride in maintaining productive and positive relationships with all clients, and all processes are solutions oriented.</p>
2.4. Customer Set Up; Order & Invoice Processing; Payment	
2.4.1. Authorized Partners, Distributors, Agents, Dealers, or Resellers. Describe the different channels in which this contract will be made available to Equalis Group Members. Your	<p>Tetra Tech shall serve as the single point of sale.</p>

<p>response should include, but is not limited to, whether your organization will serve as the single point of sale or if the contract will be made available through a network of partners, consultants, distributors, agents, dealers, or resellers.</p> <p>NOTE: Bidders intending to authorize partners, consultants, distributors, agents, dealers, or resellers must complete Proposal Form 6 - Dealer, Distributor and Reseller Authorization Form.</p>	
<p>2.4.2. Customer Set Up. Once an Equalis Group Member decides to accept your company's proposal for products and services as described in this RFP, what is the process for the Member to become a customer?</p>	<p>Each member should reach out to its assigned authorized representative. Tetra Tech shall schedule a meeting with the member's and Tetra Tech's senior management to discuss needs. Tetra Tech will then compile and design a proposal scope for evaluation by the member. Once the proposal scope has been accepted, both parties will enter into a contract negotiation, either with a master services agreement for a standby arrangement or for an immediate task order.</p>
<p>2.4.3. Order Process. Describe your company's proposal development and order submission process.</p>	<p>Tetra Tech has a detailed process to address proposal development, including the assignment of a dedicated proposal creator with oversight from senior proposal managers and leaders in our business development team. Utilizing a multi-layered review process, our team creates detailed and personalized written documents which describes all services requested in detail, all qualifications needed and personnel who fulfill these qualifications, as well as all associated cost and rate sheets.</p>
<p>2.4.4. Invoice Process. Describe your company's invoicing process.</p>	<p>Invoices for Tetra Tech's services are to be sent monthly to a client's assigned point of contact.</p> <p>Payments are to be mailed to: Tetra Tech, Inc. PO Box 911642 Denver, CO 80291-1642 Phone 321.441.8545 Brad Wesolowski Email contact: brad.wesolowski@tetrattech.com</p>

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2.4.5. <i>Payment.</i> What are your standard payment terms? What methods of payment do your company accept?	Tetra Tech Inc accepts payment in the form of checks. Our payment terms are net 30 days from receipt of an invoice. ACH payments, if absolutely necessary, can be arranged via our Corporate Finance Office.
2.4.6. <i>Financing.</i> Does your company offer any financing options or programs? If yes, describe the financing options available to Members.	No.
2.5. Sustainability, Reclamation, and Recycling Initiatives	
2.5.1. <i>Sustainable Company Initiatives.</i> Describe the ways in which your company is addressing the issue of sustainability.	<p>Tetra Tech has long focused on helping its clients address water, environment, infrastructure, resource management, energy, and international development needs. We lead and support programs that minimize our collective impacts on the environment—through the solutions we provide for our clients; through our procurement and subcontracting practices; by the processes we use within Tetra Tech to promote sustainable practices, reduce costs, and minimize environmental impacts; and through employee-supported activities such as volunteer work and fundraising campaigns.</p> <p>Our vision of the future is to incorporate the concepts of</p>

	<p>sustainability more fully into our daily operations and to follow the United Nations World Commission on Environment and Development goal to “meet the needs of the present without compromising the ability of future generations to meet their own needs.” Tetra Tech is in a unique position to further this vision and has the ability to provide innovative solutions to meet pressing global challenges. On a daily basis and on a global scale, our work plays a direct role in helping to achieve the balance that will allow future generations to access the necessary resources to meet all of their needs.</p> <p>The focus of Tetra Tech’s Sustainability Program is to sustain the growth of its business, to reduce greenhouse gas emissions, and to provide an exceptional work environment for its associates, all while providing better solutions for its clients.</p> <p>In 2018 Tetra Tech joined the United Nations (UN) Global Compact to advance its commitment to sustainability. This corporate sustainability initiative supports the UN’s efforts to end extreme poverty, fight inequality, and address climate change. I am pleased that we are integrating the UN Global Compact principles into our strategy, culture, and daily operations, while working on projects that advance resilience and the UN’s development goals.</p> <p>Please consult the following links for more information on our sustainability initiatives:</p> <ul style="list-style-type: none"> • Tetra Tech Sustainability Executive Summary • Tetra Tech Sustainability Achievements • Tetra Tech Sustainability Plan • Tetra Tech Sustainability Report Card • Tetra Tech Environmental Policy
<h3>3. <u>PRICING</u></h3>	
<h4>3.1. Cost Proposal</h4>	
<p>3.1.1. Pricing Model. Provide a description of how your pricing model or methodology works.</p>	<p>Tetra Tech’s pricing model is laid out on a time and materials basis and is fee for service. We create a “not to exceed” amount for a period of performance and monitor that amount to address any need for changes. For auditing</p>

Describe how the proposed pricing model is able to be audited by public sector agencies to ensure they are receiving contract pricing.	purposes, we provide time sheets as backup with a description of tasks tied to each individual performing the task.
3.1.2. Price Change Process. Provide a description of your process for price changes.	A “not to exceed” amount is established during contract and scope negotiations. Upon execution, Tetra Tech monitors the spend, and will meet with members if there is a need to decrease, increase, or extend a project at no cost. Tetra Tech’s project managers are always available to provide clear, expedient, and consistent communication to our clients. Our contracts and finance teams meet twice weekly to monitor the spend of our projects in order to promptly notify clients of any necessary changes.
3.1.3. Cost Proposal Value. Which of the following statements best describes the pricing offered included in Bidder’s cost proposal?	<p>The prices offered in your Cost Proposal are:</p> <p><input type="checkbox"/> lower than what you offer other group purchasing organizations, cooperative purchasing organizations, or state purchasing departments.</p> <p><input checked="" type="checkbox"/> equal to what you offer other group purchasing organizations, cooperative purchasing organizations, or state purchasing departments.</p> <p><input type="checkbox"/> higher than what you offer other group purchasing organizations, cooperative purchasing organizations, or state purchasing departments.</p> <p><input type="checkbox"/> not applicable. Please explain below.</p>
3.1.4. Additional Savings. Describe any quantity or volume discounts or rebate programs included in your Cost Proposal.	Not applicable.
3.1.5. Expense Reimbursement. Describe your organization’s approach to receive cost or expense reimbursement. How is travel, hotel, car rental, and any other expense relates to the types of services included in the scope of this RFP?	<p>Reimbursed at cost without mark-up:</p> <ul style="list-style-type: none"> • Travel expenses including airfare and car rental • Required non-labor expenses (pre-approved by client and Tetra Tech) • Field documents and other equipment/supplies • Boat rental and marine expenses <p>Reimbursed based on General Services Administration (GSA) per diem rates:</p> <ul style="list-style-type: none"> • Lodging • Meals • Incidentals

	<p>Reimbursed based on federally published rates:</p> <ul style="list-style-type: none"> • Mileage
<p>3.1.6. Total Cost of Acquisition. Identify any cost associated with the total cost of acquisition that are <u>NOT</u> included in the pricing submitted with your response. This cost includes all additional charges that are not directly identified as freight or shipping charges. For example, list costs for items like installation, set up, mandatory training, or initial inspection. Identify any parties that impose such costs and their relationship to the Bidder.</p>	<p>If any costs occur related to the scope of work, either (1) that cost shall be borne by the end user or (2) Tetra Tech shall secure the consumables and include the cost of those consumables as part of the proposal/scope of work budget.</p> <p>If there are any out-of-pocket expenses which are non-travel related and are required in order to execute the scope of work, Tetra Tech would charge for those expenses.</p> <p>We would also charge back for office rental.</p>
<p>4. <u>GO-TO-MARKET STRATEGY</u></p>	
<p>4.1. Bidder Organizational Structure & Staffing of Relationship</p>	
<p>4.1.1. Key Contacts. Provide contact information and resumes for the person(s) who will be responsible for the following areas;</p> <ol style="list-style-type: none"> 1. Executive Contact 2. Contract Manager 3. Sales Leader 	<ol style="list-style-type: none"> 1. Chuck McLendon – Senior Director, Post Disaster Programs TDR.contracts@tetrattech.com 2. Betty Kamara – Contracts Manager Direct +1 (321) 441-8518 Mobile +1 (407) 803-2551 betty.kamara@tetrattech.com 3. John Buri – Director, Post Disaster Programs Mobile +1 (713) 737-5763 Office +1 (832) 251-5197 john.buri@tetrattech.com 4. Lisa Ames – Vice President, Finance and Accounting Operations

<p>4. Reporting Contact</p> <p>5. Marketing Contact.</p> <p>Indicate who the primary contact will be if it is not the Sales Leader.</p>	<p>Mobile +1 (407) 415-6033 Office +1 (321) 441-8514 lisa.ames@tetratech.com</p> <p>5. Elizabeth Cato – Senior Proposal Manager TDR.Contracts@tetratech.com</p> <p>Resumes for our Executive Contact and Sales Leader can be found in the Supplemental Documents area of submission.</p>
<p>4.1.2. Sales Organization. Provide a description of your sales organization, including key staff members, the size of the organization, in-house vs. third-party sales resources, geographic territories, vertical market segmentation, etc.</p>	<p>Tetra Tech Disaster Recovery operates on a “doer/seller” model. Our business development leads have a national presence and have multiple project manager responsibilities.</p> <p>We have over two (2) dozen doer/seller personnel, as well as over 21,000 employees worldwide. We utilize in-house resources for all of our services. Our vertical market segmentation is focused on disaster recovery and emergency management consulting services. Communities rely on Tetra Tech’s broad capabilities in disaster response programs, federal grant management, environmental services, and engineering to navigate the path to community resilience and sustainability.</p>
<p>4.2. Contract Implementation Strategy & Expectations</p>	
<p>4.2.1. Contract Expectation. What are your company’s expectations in the event of a contract award?</p>	<p>Tetra Tech Disaster Recovery expects to be able to provide informational materials to members and participate in a webinar. We expect the CcoG to provide outreach to members and provide Tetra Tech with information on members.</p>
<p>4.2.2. Five (5) Year Sales Vision & Strategy. Describe your company’s vision and strategy to leverage a resulting contract with Equalis over the next five (5) years. Your response may include but is not limited to; the geographic or public sector vertical markets being targeted; your strategy for acquiring new business and retaining existing business; how the contract will be</p>	<p>During the performance period of this contract vehicle, Tetra Tech will demonstrate a vigor and commitment to promote the use of this agreement through innovative techniques that will be mutually beneficial to our firm, Equalis, and the end users of the program. Tetra Tech proposes using social media platforms such as LinkedIn and Facebook to disseminate ads and other helpful information. Additionally, Tetra Tech will develop materials highlighting the benefits and ease of utilizing this cooperative agreement, which can also be housed on our website and sent out to potential end users. This type of outreach is incorporated into our standard operating procedures following a disaster deployment.</p> <p>The geographic vertical markets we would target are locations impacted by natural and human made disasters.</p> <p>Our strategy for acquiring new business and retaining existing business is a face-to-face serviced-based strategy. We retain our clients by providing</p>

<p>deployed with your sales team; and the time frames in which this will be completed.</p>	<p>excellent services and customer service, as well as by assisting during their most difficult times.</p> <p>We will equip our sales team and project managers with full and detailed information on this contract vehicle and how to best utilize it for all members. This would be done immediately upon a contract award.</p>
<p>4.2.3. Sales Team Incentives. Will your sales team be equally incentivized to leverage the Equalis Group Master Agreement when compared to their typical compensation structure?</p>	<p>Tetra Tech Disaster Recovery does not provide financial incentives, however there is a natural incentive to leverage these cooperative purchasing program agreements, in order to streamline the procurement process, especially in the aftermath of disaster.</p>
<p>4.2.4. Sales Objectives. What are your top line sales objectives in each of the five (5) years if awarded this contract?</p>	<p>Objective 1: Secure two (2) standby agreements with each of the largest cities of the member states.</p> <p>Objective 2: Utilize the standby agreements or market program to impacted communities after a disaster occurs.</p> <p>Objective 3: Leverage the above agreements to assist local governments in administering federal stimulus dollars (e.g. ARPA, IIJA)</p>
<p>5. <u>ADMIN FEE & REPORTING</u></p>	
<p>5.1. Bidder Organizational Structure & Staffing of Relationship</p>	
<p>5.1.1. Administrative Fee. Equalis Group only generates revenue when the Winning Supplier generates revenue based on contract utilization by current and future Members. The proposed Administrative Fee for this contract is two percent (2%) based on the terms disclosed in the <u>Attachment A – Sample Administration Agreement.</u></p>	<p><input checked="" type="checkbox"/> <u>Agree</u> to proposed Administrative Fee</p> <p><input type="checkbox"/> <u>Negotiate</u> Administrative Fee. Provide additional information below if you opt to negotiate.</p>

<p>5.1.2. Sales & Administrative Fee Reporting. Equalis Group requires monthly reports detailing sales invoiced the prior month and associated Administrative Fees earned by the 15th of each month. Confirm that your company will meet this reporting requirement. If not, explain why and propose an alternative time schedule for providing these reports to Equalis Group.</p>	<p>Confirmed.</p>
<p>5.1.3. Self-Audit. Describe any self-audit process or program that you plan to employ to verify compliance with your proposed contract with Equalis Group. This process includes ensuring that Members obtain the correct pricing, reports reflect all sales made under the Contract, and Winning Supplier remit the proper admin fee to Equalis.</p>	<p>Upon contract award, project kick-off and internal project setup is coordinated through the Contracts and Operations departments, to ensure that all project components (cost tracking, reporting, billing) are established, and that all financial requirements are maintained by the department. In addition, all projects are assigned key members that include a Program and Project Manager, that oversee client relationships and compliance with Term's & Conditions.</p>

PROPOSAL FORM 3: DIVERSITY VENDOR CERTIFICATION PARTICIPATION

Diversity Vendor Certification Participation - It is the policy of some Members participating in Equalis Group to involve minority and women business enterprises (M/WBE), small and/or disadvantaged business enterprises, disabled veterans business enterprises, historically utilized businesses (HUB) and other diversity recognized businesses in the purchase of goods and services. Respondents shall indicate below whether or not they hold certification in any of the classified areas and include proof of such certification with their response.

a. **Minority Women Business Enterprise**

Respondent certifies that this firm is an MWBE

☐ Yes ☒ No

List certifying agency: [Click or tap here to enter text.](#)

b. **Small Business Enterprise (SBE) or Disadvantaged Business Enterprise (DBE)**

Respondent certifies that this firm is a SBE or DBE

☐ Yes ☒ No

List certifying agency: [Click or tap here to enter text.](#)

c. **Disabled Veterans Business Enterprise (DVBE)**

Respondent certifies that this firm is an DVBE

☐ Yes ☒ No

List certifying agency: [Click or tap here to enter text.](#)

d. **Historically Underutilized Businesses (HUB)**

Respondent certifies that this firm is an HUB

☐ Yes ☒ No

List certifying agency: [Click or tap here to enter text.](#)

e. **Historically Underutilized Business Zone Enterprise (HUBZone)**

Respondent certifies that this firm is an HUBZone

☐ Yes ☒ No

List certifying agency: [Click or tap here to enter text.](#)

f. **Other**

Respondent certifies that this firm is a recognized diversity certificate holder

☐ Yes ☒ No

List certifying agency: [Click or tap here to enter text.](#)

PROPOSAL FORM 4: CERTIFICATIONS AND LICENSES

Provide a copy of all current licenses, registrations and certifications issued by federal, state and local agencies, and any other licenses, registrations or certifications from any other governmental entity with jurisdiction, allowing Bidder to provide the products and services included in their proposal which can include, but not limited to licenses, registrations or certifications. M/WBE, HUB, DVBE, small and disadvantaged business certifications and other diverse business certifications, as well as manufacturer certifications for sales and service must be included if applicable

Please also list and include copies of any certificates you hold that would show value for your response not already included above.

N/A.

(The rest of this page is intentionally left blank)

PROPOSAL FORM 5: UNRESOLVED FINDINGS FOR RECOVERY

O.R.C. Chapter 9.24 prohibits CCOG from awarding a contract to any entity against whom the Auditor of State has issued a finding for recovery, if such finding for recovery is “unresolved” at the time of award. By submitting a proposal, a Bidder warrants that it is not now, and will not become, subject to an “unresolved” finding for recovery under **O.R.C. Chapter 9.24** prior to the award of any contract arising out of this RFP, without notifying CCOG of such finding. The Proposal Review Team will not evaluate a proposal from any Bidder whose name, or the name of any of the subcontractors proposed by the Bidder, appears on the website of the Auditor of the State of Ohio as having an “unresolved” finding for recovery.

Is your company the subject of any unresolved findings for recoveries?

- ☐ Yes
- ☒ No

PROPOSAL FORM 6: MANDATORY DISCLOSURES

1. *Mandatory Contract Performance Disclosure.*

Disclose whether your company's performance and/or the performance of any of the proposed subcontractor(s) under contracts for the provision of products and services that are the same or similar to those to be provided for the Program which is the subject of this RFP has resulted in any formal claims for breach of those contracts. For purposes of this disclosure, "**formal claims**" means any claims for breach that have been filed as a lawsuit in any court, submitted for arbitration (whether voluntary or involuntary, binding or not), or assigned to mediation. For any such claims disclosed, fully explain the details of those claims, including the allegations regarding all alleged breaches, any written or legal action resulting from those allegations, and the results of any litigation, arbitration, or mediation regarding those claims, including terms of any settlement. While disclosure of any formal claims will not automatically disqualify a Bidder from consideration, at the sole discretion of Equalis Group, such claims and a review of the background details may result in a rejection of a Bidder's proposal. Equalis Group will make this decision based on the Proposal Review Team's determination of the seriousness of the claims, the potential impact that the behavior that led to the claims could have on the Bidder's performance of the work, and the best interests of Members.

Provide statement here. Tetra Tech Inc.'s performance and/or the performance of any of the proposed subcontractor(s) under contracts for the provision of products and services that are the same or similar to those to be provided for the Program which is the subject of this RFP **has not resulted** in any formal claims for breach of those contracts.

2. *Mandatory Disclosure of Governmental Investigations.*

Indicate whether your company and/or any of the proposed subcontractor(s) has been the subject of any adverse regulatory or adverse administrative governmental action (federal, state, or local) with respect to your company's performance of services similar to those described in this RFP. If any such instances are disclosed, Bidders must fully explain, in detail, the nature of the governmental action, the allegations that led to the governmental action, and the results of the governmental action including any legal action that was taken against the Bidder by the governmental agency. While disclosure of any governmental action will not automatically disqualify a Bidder from consideration, such governmental action and a review of the background details may result in a rejection of the Bidder's proposal at Group's sole discretion. Equalis Group will make this decision based on the Proposal Review Team's determination of the seriousness of the claims, the potential impact that the behavior that led to the claims could have on the Bidder's performance of the work, and the best interests of Members.

Provide statement here. Tetra Tech, Inc. and/or any of the proposed subcontractor(s) **has not been** the subject of any adverse regulatory or adverse administrative governmental action (federal, state, or local) with respect to Tetra Tech Inc.'s performance of services similar to those described in this RFP.

PROPOSAL FORM 7: DEALER, RESELLER, AND DISTRIBUTOR AUTHORIZATION

CCOG allows Suppliers to authorize dealers, distributors, and resellers to sell the products and services made available through, and consistent with the Terms and Conditions set forth in, the Master Agreement. If Supplier intends to authorize their dealers, distributors, or resellers access to the Master Agreement in the event of a contract award Supplier must provide a list, either in the form of a document or a weblink, to identify those organizations who are being authorized access to the Master Agreement.

Will the Supplier authorize dealers, distributors, resellers access to Master Agreement?

- ☐ **Yes**
☒ **No**

If yes, how will Supplier disclose which organization(s) will have access to the Master Agreement? This list can be updated from time to time upon CCOG's approval.

Bidder Response: Click or tap here to enter text.

PROPOSAL FORM 8: MANDATORY SUPPLIER & PROPOSAL CERTIFICATIONS

CCOG may not enter into contracts with any suppliers who have been found to be ineligible for state contracts under specific federal or Ohio statutes or regulations. Bidders responding to any CCOG RFP MUST certify that they are NOT ineligible by signing each of the statements below. **Failure to provide proper affirming signature on any of these statements will result in a Bidder's proposal being deemed nonresponsive to this RFP.**

I, Jonathan Burgiel hereby certify and affirm that Tetra Tech, Inc., has not been debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from participation in transactions by the United States Department of Labor, the United States Department of Health and Human Services, or any other federal department or agency as set forth in 29 CFR Part 98, or 45 CFR Part 76, or other applicable statutes.

AND

I, Jonathan Burgiel, hereby certify and affirm that Tetra Tech, Inc., is in compliance with all federal, state, and local laws, rules, and regulations, including but not limited to the Occupational Safety and Health Act and the Ohio Bureau of Employment Services and the following:

- Not penalized or debarred from any public contracts or falsified certified payroll records or any other violation of the Fair Labor Standards Act in the last three (3) years;
- Not found to have violated any worker's compensation law within the last three (3) years;
- Not violated any employee discrimination law within the last three (3) years;
- Not have been found to have committed more than one (1) willful or repeated OSHA violation of a safety standard *(as opposed to a record keeping or administrative standard)* in the last three (3) years;
- Not have an Experience Modification Rating of greater than 1.5 (a penalty-rated employer) with respect to the Bureau of Workers' Compensation risk assessment rating; and
- Not have failed to file any required tax returns or failed to pay any required taxes to any governmental entity within the past three (3) years.

AND

I, Jonathan Burgiel, hereby certify and affirm that Tetra Tech, Inc., is not on the list established by the Ohio Secretary of State, pursuant to **ORC Section 121.23**, which identifies persons and businesses with more than one unfair labor practice contempt of court finding against them.

AND


I, Jonathan Burgiel, hereby certify and affirm that **Tetra Tech, Inc.** either is not subject to a finding for recovery under **ORC Section 9.24**, or has taken appropriate remedial steps required under that statute to resolve any findings for recovery, or otherwise qualifies under that section to enter into contracts with CCOG.

I, Jonathan Burgiel, hereby affirm that this proposal accurately represents the capabilities and qualifications of Tetra Tech, Inc., and I hereby affirm that the cost(s) proposed to CCOG for the performance of services and/or provision of goods covered in this proposal in response to this CCOG RFP is a firm fixed price structure as described in the Cost Proposal, inclusive of all incidental as well as primary costs. *(Failure to provide the proper affirming signature on this item may result in the disqualification of your proposal.)*

PROPOSAL FORM 9: CLEAN AIR ACT & CLEAN WATER ACT

The Bidder is in compliance with all applicable standards, orders or regulations issued pursuant to the Clean Air Act of 1970, as Amended (42 U.S. C. 1857 (h), Section 508 of the Clean Water Act, as amended (33 U.S.C. 1368), Executive Order 117389 and Environmental Protection Agency Regulation, 40 CFR Part 15 as required under OMB Circular A-102, Attachment O, Paragraph 14 (1) regarding reporting violations to the grantor agency and to the United States Environment Protection Agency Assistant Administrator for the Enforcement.

Authorized
signature:



Printed Name:

Jonathan Burgiel

Company Name:

Tetra Tech, Inc.

Mailing Address:

2301 Lucien Way, Suite 120, Maitland, FL
32751

Email Address:

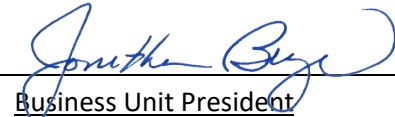
TDR.contracts@tetrattech.com

Job Title:

Business Unit President

PROPOSAL FORM 10: DEBARMENT NOTICE

I, the Bidder, certify that my company has not been debarred, suspended or otherwise ineligible for participation in Federal Assistance programs under Executive Order 12549, "Debarment and Suspension", as described in the Federal Register and Rules and Regulations.

Respondents Name:	<u>Jonathan Burgiel</u>
Mailing Address:	<u>2301 Lucien Way, Suite 120, Maitland, FL</u> <u>32751</u>
Signature	
Title of Signatory:	<u>Business Unit President</u>

PROPOSAL FORM 11: LOBBYING CERTIFICATIONS

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

The undersigned certifies, to the best of his/her knowledge and belief, on behalf of Bidder that:

1. No Federal appropriated funds have been paid or will be paid on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of a Federal contract, the making of a Federal grant, the making of a Federal loan, the entering into a cooperative agreement, and the extension, continuation, renewal, amendment, or modification of a Federal contract, grant, loan, or cooperative agreement.
2. If any funds other than Federal appropriated funds have been or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this Federal contract or cooperative agreement, the undersigned shall complete and submit Standard Form LLL, "Disclosure of Lobbying Activities," in accordance with its instructions.
3. The undersigned shall require that the language of this certification be included in the award documents for all covered sub-awards exceeding one hundred thousand dollars (\$100,000) in Federal funds at all appropriate tiers and that all sub-recipients shall certify and disclose accordingly.

Signature



Date:

03/02/2022

PROPOSAL FORM 12: CONTRACTOR CERTIFICATION REQUIREMENTS

1. *Contractor's Employment Eligibility*

By entering the contract, Contractor warrants compliance with the Federal Immigration and Nationality Act (FINA), and all other federal and state immigration laws and regulations. The Contractor further warrants that it is in compliance with the various state statutes of the states it will operate this contract in.

Participating Government Entities including School Districts may request verification of compliance from any Contractor or subcontractor performing work under this Contract. These Entities reserve the right to confirm compliance in accordance with applicable laws.

Should the Participating Entities suspect or find that the Contractor or any of its subcontractors are not in compliance, they may pursue any and all remedies allowed by law, including, but not limited to: suspension of work, termination of the Contract for default, and suspension and/or debarment of the Contractor. All costs necessary to verify compliance are the responsibility of the Contractor.

The Respondent complies and maintains compliance with the appropriate statutes which requires compliance with federal immigration laws by State employers, State contractors and State subcontractors in accordance with the E-Verify Employee Eligibility Verification Program.

Contractor shall comply with governing board policy of the CCOG Participating entities in which work is being performed.

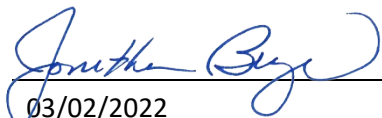
2. *Fingerprint & Criminal Background Checks*

If required to provide services on school district property at least five (5) times during a month, contractor shall submit a full set of fingerprints to the school district if requested of each person or employee who may provide such service. Alternately, the school district may fingerprint those persons or employees. An exception to this requirement may be made as authorized in Governing Board policy. The district shall conduct a fingerprint check in accordance with the appropriate state and federal laws of all contractors, subcontractors or vendors and their employees for which fingerprints are submitted to the district. Contractor, subcontractors, vendors and their employees shall not provide services on school district properties until authorized by the District.

The Respondent shall comply with fingerprinting requirements in accordance with appropriate statutes in the state in which the work is being performed unless otherwise exempted.

Contractor shall comply with governing board policy in the school district or Participating Entity in which work is being performed.

Signature:



Date:

03/02/2022

PROPOSAL FORM 13: BOYCOTT CERTIFICATION

Bidder must certify that during the term of any Agreement, it does not boycott Israel and will not boycott Israel. "Boycott" means refusing to deal with, terminating business activities with, or otherwise taking any action that is intended to penalize, inflict economic harm on, or limit commercial relations specifically with Israel, or with a person or entity doing business in Israel or in an Israeli-controlled territory, but does not include an action made for ordinary business purposes.

Does Bidder agree? JB

(Initials of Authorized Representative)

PROPOSAL FORM 14: FEDERAL FUNDS CERTIFICATION FORMS

When a participating agency seeks to procure goods and services using funds under a federal grant or contract, specific federal laws, regulations, and requirements may apply in addition to those under state law. This includes, but is not limited to, the procurement standards of the Uniform Administrative Requirements, Cost Principles and Audit Requirements for Federal Awards, 2 CFR 200 (sometimes referred to as the “Uniform Guidance” or “EDGAR” requirements). All bidders submitting proposals must complete this Federal Funds Certification Form regarding bidder’s willingness and ability to comply with certain requirements which may be applicable to specific participating agency purchases using federal grant funds. This completed form will be made available to Members for their use while considering their purchasing options when using federal grant funds. Members may also require Supplier Partners to enter into ancillary agreements, in addition to the contract’s general terms and conditions, to address the member’s specific contractual needs, including contract requirements for a procurement using federal grants or contracts.

For each of the items below, respondent should certify bidder’s agreement and ability to comply, where applicable, by having respondents authorized representative complete and initial the applicable lines after each section and sign the acknowledgment at the end of this form. If a Bidder fails to complete any item in this form, CCOG will consider the respondent’s response to be that they are unable or unwilling to comply. A negative response to any of the items may, if applicable, impact the ability of a participating agency to purchase from the Supplier Partner using federal funds.

1. *Supplier Partner Violation or Breach of Contract Terms*

Contracts for more than the simplified acquisition threshold currently set at one hundred fifty thousand dollars (\$150,000), which is the inflation adjusted amount determined by the Civilian Agency Acquisition Council and the Defense Acquisition Regulations Council (Councils) as authorized by 41 USC 1908, must address administrative, contractual, or legal remedies in instances where Supplier Partners violate or breach contract terms, and provide for such sanctions and penalties as appropriate.

Any contract award will be subject to Terms and Conditions of the Master Agreement, as well as any additional terms and conditions in any purchase order, participating agency ancillary contract, or Member construction contract agreed upon by Supplier Partner and the participating agency which must be consistent with and protect the participating agency at least to the same extent as the CCOG Terms and Conditions.

The remedies under the contract are in addition to any other remedies that may be available under law or in equity. By submitting a proposal, you agree to these Supplier Partner violation and breach of contract terms.

Does Bidder agree? JB
(Initials of Authorized Representative)

2. *Termination for Cause or Convenience*

When a participating agency expends federal funds, the participating agency reserves the right to immediately terminate any agreement in excess of ten thousand dollars (\$10,000) resulting from this procurement process in the event of a breach or default of the agreement by Offeror in the event Offeror fails to: (1) meet schedules, deadlines, and/or delivery dates within the time specified in the procurement solicitation, contract, and/or a purchase order; (2) make any payments owed; or (3) otherwise perform in accordance with the contract and/or the procurement solicitation. Participating agency also reserves the right to terminate the contract immediately, with written notice to offeror, for convenience, if participating agency believes, in its sole discretion that it is in the best interest of participating agency to do so. Bidder will be compensated for work performed and accepted and goods accepted by participating agency as of the termination date if the contract is terminated for convenience of participating agency. Any award under this procurement process is not exclusive and participating agency reserves the right to purchase goods and services from other offerors when it is in participating agency’s best interest.

Does Bidder agree? JB

(Initials of Authorized Representative)

3. *Equal Employment Opportunity*

Except as otherwise provided under 41 CFR Part 60, all participating agency purchases or contracts that meet the definition of “federally assisted construction contract” in 41 CFR Part 60-1.3 shall be deemed to include the equal opportunity clause provided under 41 CFR 60-1.4(b), in accordance with Executive Order 11246, “Equal Employment Opportunity” (30 FR 12319, 12935, 3 CFR Part, 1964-1965 Comp., p. 339), as amended by Executive Order 11375, “Amending Executive Order 11246 Relating to Equal Employment Opportunity,” and implementing regulations at 41 CFR Part 60, “Office of Federal Contract Compliance Programs, Equal Employment Opportunity, Department of Labor.”

The equal opportunity clause provided under 41 CFR 60-1.4(b) is hereby incorporated by reference. Supplier Partner agrees that such provision applies to any participating agency purchase or contract that meets the definition of “federally assisted construction contract” in 41 CFR Part 60-1.3 and Supplier Partner agrees that it shall comply with such provision.

Does Bidder agree? JB

(Initials of Authorized Representative)

4. *Davis-Bacon Act*

When required by Federal program legislation, Supplier Partner agrees that, for all participating agency prime construction contracts/purchases in excess of two thousand dollars (\$2,000), Supplier Partner shall comply with the Davis-Bacon Act (40 USC 3141-3144, and 3146-3148) as supplemented by Department of Labor regulations (29 CFR Part 5, “Labor Standards Provisions Applicable to Contracts Covering Federally Financed and Assisted Construction”). In accordance with the statute, Supplier Partner 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, Supplier Partner shall pay wages not less than once a week.

Current prevailing wage determinations issued by the Department of Labor are available at www.wdol.gov. Supplier Partner agrees that, for any purchase to which this requirement applies, the award of the purchase to the Supplier Partner is conditioned upon Supplier Partner’s acceptance of the wage determination.

Supplier Partner further agrees that it shall also comply with the Copeland “Anti-Kickback” Act (40 USC 3145), as supplemented by Department of Labor regulations (29 CFR Part 3, “Contractors and Subcontractors on Public Building or Public Work Financed in Whole or in Part by Loans or Grants from the United States”. The Act provides that each Supplier Partner or subrecipient must be prohibited from inducing, by any means, any person employed in the construction, completion, or repair of public work, to give up any part of the compensation to which he or she is otherwise entitled.

Does Bidder agree? JB

(Initials of Authorized Representative)

5. *Contract Work Hours and Safety Standards Act*

Where applicable, for all participating agency contracts or purchases in excess of one hundred thousand dollars (\$100,000) that involve the employment of mechanics or laborers, Supplier Partner agrees to comply with 40 USC 3702 and 3704, as supplemented by Department of Labor regulations (29 CFR Part 5). Under 40 USC 3702 of the Act, Supplier Partner is required to compute the wages of every mechanic and laborer on the basis of a standard work week of forty (40) hours. Work in excess of the standard work week is permissible provided that the worker is compensated at a rate of not less than one and a half times the basic rate of pay for all hours worked in excess of forty (40) hours in the work week. The requirements of 40 USC 3704 are applicable to construction work and provide that no laborer or mechanic must be required to work in surroundings or under working conditions which are unsanitary, hazardous or dangerous. These requirements do not apply to the purchases of supplies or materials or articles ordinarily available on the open market, or contracts for transportation or transmission of intelligence.

Does Bidder agree? JB

(Initials of Authorized Representative)

6. *Right to Inventions Made Under a Contract or Agreement*

If the participating agency's Federal award meets the definition of "funding agreement" under 37 CFR 401.2(a) and the recipient or subrecipient wishes to enter into a contract with a small business firm or nonprofit organization regarding the substitution of parties, assignment or performance or experimental, developmental, or research work under that "funding agreement," the recipient or subrecipient 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.

Supplier Partner agrees to comply with the above requirements when applicable.

Does Bidder agree? JB

(Initials of Authorized Representative)

7. *Clean Air Act and Federal Water Pollution Control Act*

Clean Air Act (42 USC 7401-7671q.) and the Federal Water Pollution Control Act (33 USC 1251-1387), as amended – Contracts and subgrants of amounts in excess of one hundred fifty thousand dollars (\$150,000) must contain a provision that requires the non-Federal award to agree to comply with all applicable standards, orders, or regulations issued pursuant to the Clean Air Act (42 USC 7401-7671q.) and the Federal Water Pollution Control Act, as amended (33 USC 1251-1387). Violations must be reported to the Federal awarding agency and the Regional Office of the Environmental Protection Agency (EPA).

When required, Supplier Partner agrees to comply with all applicable standards, orders, or regulations issued pursuant to the Clean Air Act and the Federal Water Pollution Control Act.

Does Bidder agree? JB

(Initials of Authorized Representative)

8. *Debarment and Suspension*

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 1966 Comp. p. 189) and 12689 (3CFR 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.

Supplier Partner certifies that Supplier Partner is not currently listed on the government-wide exclusions in SAM, is not debarred, suspended, or otherwise excluded by agencies or declared ineligible under statutory or regulatory authority other than Executive Order 12549. Supplier Partner further agrees to immediately notify the Cooperative and all Members with pending purchases or seeking to purchase from Supplier Partner if Supplier Partner is later listed on the government-wide exclusions in SAM, or is debarred, suspended, or otherwise excluded by agencies or declared ineligible under statutory or regulatory authority other than Executive Order 12549.

Does Bidder agree? JB
(Initials of Authorized Representative)

9. *Byrd Anti-Lobbying Amendment*

Byrd Anti-Lobbying Amendment (31 USC 1352) – Supplier Partners that apply or bid for an award exceeding one hundred thousand dollars (\$100,000) must file the required certification. Each tier certifies to the tier above that it will not and has not used Federal appropriated funds to pay any person or organization for influencing or attempting to influence an officer or employee of any agency, a member of Congress, officer or employee of Congress, or an employee of a member of Congress in connection with obtaining any Federal contract, grant or any other award covered by 31 USC 1352. Each tier must 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 non-Federal award. As applicable, Supplier Partner agrees to file all certifications and disclosures required by, and otherwise comply with, the Byrd Anti-Lobbying Amendment (31 USC 1352).

Does Bidder agree? JB
(Initials of Authorized Representative)

10. *Procurement of Recovered Materials*

For participating agency purchases utilizing Federal funds, Supplier Partner agrees to comply with Section 6002 of the Solid Waste Disposal Act, as amended by the Resource Conservation and Recovery Act where applicable and provide such information and certifications as a participating agency maybe required to confirm estimates and otherwise comply. The requirements of Section 6002 includes 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 ten thousand dollars (\$10,000) or the value of the quantity acquired during the preceding fiscal year exceeded ten thousand dollars (\$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.

Does Bidder agree? JB
(Initials of Authorized Representative)

11. *Profit as a Separate Element of Price*

For purchases using federal funds in excess of one hundred fifty thousand dollars (\$150,000), a participating agency may be required to negotiate profit as a separate element of the price. See, 2 CFR 200.324(b). When required by a participating agency, Supplier Partner agrees to provide information and negotiate with the participating agency regarding profit as a separate element of the price for a particular purchase. However, Supplier Partner agrees that the total price, including profit, charged by Supplier Partner to the participating agency shall not exceed the awarded pricing, including any applicable discount, under Supplier Partner's Group Purchasing Agreement.

Does Bidder agree? JB
(Initials of Authorized Representative)

12. Prohibition on Certain Telecommunications and Video Surveillance Services or Equipment

Vendor agrees that recipients and subrecipients are prohibited from obligating or expending loan or grant funds to procure or obtain, extend or renew a contract to procure or obtain, or enter into a contract (or extend or renew a contract) to procure or obtain equipment, services, or systems that uses covered telecommunications equipment or services as a substantial or essential component of any system, or as critical technology as part of any system from companies described in Public Law 115-232, section 889. Telecommunications or video surveillance equipment or services produced or provided by an entity that the Secretary of Defense, in consultation with the Director of the National Intelligence or the Director of the Federal Bureau of Investigation, reasonably believes to be an entity owned or controlled by, or otherwise connected to, the government of a covered foreign country are also prohibited.

Does Bidder agree? JB
(Initials of Authorized Representative)

13. Domestic preferences for procurements

For participating agency purchases utilizing Federal funds, Bidder agrees to provide proof, where applicable, that the materials, including but not limited to, iron, aluminum, steel, cement, and other manufactured products are produced in the United States.

"Produced in the United States" means, for iron and steel products, that all manufacturing processes, from the initial melting stage through the application of coatings, occurred in the United States.

"Manufactured products" means items and construction materials composed in whole or in part of non-ferrous metals such as aluminum; plastics and polymer-based products such as polyvinyl chloride pipe; aggregates such as concrete; glass, including optical fiber; and lumber.

Does Bidder agree? JB
(Initials of Authorized Representative)

14. General Compliance and Cooperation with Members

In addition to the foregoing specific requirements, Vendor agrees, in accepting any purchase order from a Member, it shall make a good faith effort to work with Members to provide such information and to satisfy such requirements as may apply to a particular participating agency purchase or purchases including, but not limited to, applicable recordkeeping and record retention requirements.

Does Bidder agree? JB
(Initials of Authorized Representative)


15. *Applicability to Subcontractors*

Offeror agrees that all contracts it awards pursuant to the Contract shall be bound by the foregoing terms and conditions.

Does Bidder agree? JB
(Initials of Authorized Representative)

By signature below, I certify that the information in this form is true, complete, and accurate and that I am authorized by my company to make this certification and all consents and agreements contained herein.

Authorized
signature:

A handwritten signature in blue ink, reading "Jonathan Burgiel", is written over a horizontal line.

Printed Name: Jonathan Burgiel

Company Name: Tetra Tech, Inc.

Mailing Address: 2301 Lucien Way, Suite 120, Maitland, FL 32751

Job Title: Business Unit President

PROPOSAL FORM 15: ARIZONA CONTRACTOR REQUIREMENTS

AZ Compliance with Federal and State Requirements

Contractor agrees when working on any federally assisted projects with more than \$2,000.00 in labor costs, to comply with all federal and state requirements, as well as Equal Opportunity Employment requirements and all other federal and state laws, statutes, etc. Contractor agrees to post wage rates at the work site and submit a copy of their payroll to the member for their files. Contractor must retain records for three years to allow the federal grantor agency access to these records, upon demand. Contractor also agrees to comply with the Arizona Executive Order 75-5, as amended by Executive Order 99-4.

When working on contracts funded with Federal Grant monies, contractor additionally agrees to comply with the administrative requirements for grants, and cooperative agreements to state, local and federally recognized Indian Tribal Governments.

AZ compliance with workforce requirements

Pursuant to ARS 41-4401, Contractor and subcontractor(s) warrant their compliance with all federal and state immigration laws and regulations that relate to their employees, and compliance with ARS 23-214 subsection A, which states, "... every employer, after hiring an employee, shall verify the employment eligibility of the employee through the E-Verify program"

CCOG reserves the right to cancel or suspend the use of any contract for violations of immigration laws and regulations. CCOG and its members reserve the right to inspect the papers of any contractor or subcontract employee who works under this contract to ensure compliance with the warranty above.

AZ Contractor Employee Work Eligibility

By entering into this contract, contractor agrees and warrants compliance with A.R.S. 41-4401, A.R.S. 23-214, the Federal Immigration and Nationality Act (FINA), and all other Federal immigration laws and regulations. CCOG and/or CCOG members may request verification of compliance from any contractor or sub-contractor performing work under this contract. CCOG and CCOG members reserve the right to confirm compliance. In the event that CCOG or CCOG members suspect or find that any contractor or subcontractor is not in compliance, CCOG may pursue any and all remedies allowed by law, including but not limited to suspension of work, termination of contract, suspension and/or debarment of the contractor. All cost associated with any legal action will be the responsibility of the contractor.

AZ Non-Compliance

All federally assisted contracts to members that exceed \$10,000.00 may be terminated by the federal grantee for noncompliance by contractor. In projects that are not federally funded, Respondent must agree to meet any federal, state or local requirements as necessary. In addition, if compliance with the federal regulations increases the contract costs beyond the agreed upon costs in this solicitation, the additional costs may only apply to the portion of the work paid by the federal grantee.

Registered Sex Offender Restrictions (Arizona)

For work to be performed at an Arizona school, contractor agrees that no employee or employee of a subcontractor who has been adjudicated to be a registered sex offender will perform work at any time when students are present, or reasonably expected to be present. Contractor agrees that a violation of this condition shall be considered a material breach and may result in the cancellation of the purchase order at the CCOG member's discretion. Contractor must identify any additional costs associated with compliance to this term. If no costs are specified, compliance with this term will be provided at no additional charge.

Offshore Performance of Work Prohibited

Due to security and identity protection concerns, direct services under this contract shall be performed within the borders of the United States.

Terrorism Country Divestments: In accordance with A.R.S. 35-392, CCOG and CCOG members are prohibited from purchasing from a company that is in violation of the Export Administration Act. By entering into the contract, contractor warrants compliance with the Export Administration Act.

The undersigned hereby accepts and agrees to comply with all statutory compliance and notice requirements listed in this document.

Does Bidder agree? JB
(Initials of Authorized Representative)

Date: 03/02/2022

PROPOSAL FORM 16: OWNERSHIP DISCLOSURE FORM (N.J.S. 52:25-24.2)

Pursuant to the requirements of P.L. 1999, Chapter 440 effective April 17, 2000 (Local Public Contracts Law), the Respondent shall complete the form attached to these specifications listing the persons owning 10 percent (10%) or more of the firm presenting the proposal.

Company Name: Tetra Tech. Inc.

Street: 2301 Lucien Way, Suite 120

City, State, Zip Code: Maitland, FL 32751

Complete as appropriate:

I, Click or tap here to enter text., certify that I am the sole owner of Click or tap here to enter text., that there are no partners and the business is not incorporated, and the provisions of N.J.S. 52:25-24.2 do not apply.

OR:

I, Click or tap here to enter text., a partner in Click or tap here to enter text., do hereby certify that the following is a list of all individual partners who own a 10% or greater interest therein. I further certify that if one (1) or more of the partners is itself a corporation or partnership, there is also set forth the names and addresses of the stockholders holding 10% or more of that corporation's stock or the individual partners owning 10% or greater interest in that partnership.

OR:

I, Jonathan Burgiel, an authorized representative of Tetra Tech, Inc., a corporation, do hereby certify that the following is a list of the names and addresses of all stockholders in the corporation who own 10% or more of its stock of any class. I further certify that if one (1) or more of such stockholders is itself a corporation or partnership, that there is also set forth the names and addresses of the stockholders holding 10% or more of the corporation's stock or the individual partners owning a 10% or greater interest in that partnership.

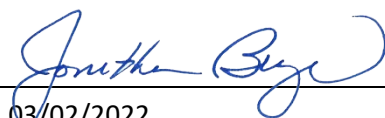
(Note: If there are no partners or stockholders owning 10% or more interest, indicate none.)

Name		Address	Interest
Blackrock Advisors	Fund	400 Howard Street. Home Address: San Francisco, CA 94105	10.13%
<i>*As of this submission, as one (1) or more of such stockholders is itself a corporation or partnership (Blackrock) there are no stockholders holding 10% or more of the corporation’s stock or the individual partners owning a 10% or greater interest in that partnership.</i>			

I further certify that the statements and information contained herein, are complete and correct to the best of my knowledge and belief.

Signature

Date:



03/02/2022

PROPOSAL FORM 17: NON-COLLUSION AFFIDAVIT

Bidder Name: Tetra Tech, Inc.
Street Address: 2301 Lucien Way, Suite 120
City, State Zip: Maitland, FL 32751

State of Florida


County of Orange

I, Jonathan Burgiel of the City of Maitland in the County of Orange, State of Florida of full age, being duly sworn according to law on my oath depose and say that:

I am the Business Unit President of the firm of Tetra Tech Inc, Disaster Recovery Unit, the Bidder making the Proposal for the goods, services or public work specified under the Harrison Township Board of Education attached proposal, and that I executed the said proposal with full authority to do so; that said Respondent has not directly or indirectly entered into any agreement, participated in any collusion, or otherwise taken any action in restraint of free, competitive bidding in connection with the above proposal, and that all statements contained in said bid proposal and in this affidavit are true and correct, and made with full knowledge that the Harrison Township Board of Education relies upon the truth of the statements contained in said bid proposal and in the statements contained in this affidavit in awarding the contract for the said goods, services or public work.

I further warrant that no person or selling agency has been employed or retained to solicit or secure such contract upon an agreement or understanding for a commission, percentage, brokerage or contingent fee, except bona fide employees or bona fide established commercial or selling agencies maintained by

Authorized
signature:


Business Unit President

Job Title:

Subscribed and sworn before me

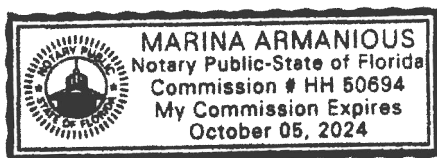
this 3rd day of March, 2022



Notary Public of Florida

My commission expires October 5, 2024

SEAL



PROPOSAL FORM 18: AFFIRMATIVE ACTION AFFIDAVIT (P.L. 1975, C.127)

Company Name: Tetra Tech, Inc.
Street Address: 2301 Lucien Way, Suite 120
City, State, Zip Code: Maitland, FL 32751

Bid Proposal Certification:

Indicate below your compliance with New Jersey Affirmative Action regulations. Your proposal will be accepted even if you are not in compliance at this time. No contract and/or purchase order may be issued, however, until all Affirmative Action requirements are met.

Required Affirmative Action Evidence:

Procurement, Professional & Service Contracts (Exhibit A)

Suppliers must submit with proposal:

1. A photo copy of their Federal Letter of Affirmative Action Plan Approval
OR
2. A photo copy of their Certificate of Employee Information Report
OR
3. A complete Affirmative Action Employee Information Report (AA302)

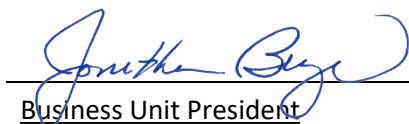
Public Work – Over \$50,000 Total Project Cost:

☐ No approved Federal or New Jersey Affirmative Action Plan. We will complete Report Form AA201-A upon receipt from the Harrison Township Board of Education

☒ Approved Federal or New Jersey Plan – certificate enclosed

I further certify that the statements and information contained herein, are complete and correct to the best of my knowledge and belief.

Authorized Signature



Business Unit President

Title of Signatory:

Date:

03/02/2022

P.L. 1995, c. 127 (N.J.A.C. 17:27)

MANDATORY AFFIRMATIVE ACTION LANGUAGE

PROCUREMENT, PROFESSIONAL AND SERVICE CONTRACTS

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

The contractor or subcontractor, where applicable, will not discriminate against any employee or applicant for employment because of age, race, creed, color, national origin, ancestry, marital status, sex, affectional or sexual orientation. The contractor will take affirmative action to ensure that such applicants are recruited and employed, and that employees are treated during employment, without regard to their age, race, creed, color, national origin, ancestry,

marital status, sex, affectional or sexual orientation. 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 by the Public Agency Compliance Officer setting forth provisions of this non-discrimination clause.

The contractor or subcontractor, where applicable will, in all solicitations or advertisement for employees placed by or on behalf of the contractor, state that all qualified applicants will receive consideration for employment without regard to age, race, creed, color, national origin, ancestry, marital status, sex, affectional or sexual orientation.

The contractor or subcontractor, where applicable, will send to each labor union or representative of workers with which it has a collective bargaining agreement or other contract or understanding, a notice, to be provided by the agency contracting officer advising the labor union or workers' representative of the contractor's commitments under this act and shall post copies of the notice in conspicuous places available to employees and applicants for employment.

The contractor or subcontractor, where applicable, agrees to comply with any regulations promulgated by the Treasurer pursuant to P.L. 1975, c. 127, as amended and supplemented from time to time and the Americans with Disabilities Act.

The contractor or subcontractor agrees to attempt in good faith to employ minority and female workers trade consistent with the applicable county employment goal prescribed by N.J.A.C. 17:27-5.2 promulgated by the Treasurer pursuant to P.L. 1975, C.127, as amended and supplemented from time to time or in accordance with a binding determination of the applicable county employment goals determined by the Affirmative

Action Office pursuant to N.J.A.C. 17:27-5.2 promulgated by the Treasurer pursuant to P.L. 1975, C.127, as amended and supplemented from time to time.

The contractor or subcontractor agrees to inform in writing appropriate recruitment agencies in the area, including employment agencies, placement bureaus, colleges, universities, labor unions, that it does not discriminate on the basis of age, creed, color, national origin, ancestry, marital status, sex, affectional or sexual orientation, and that it will discontinue the use of any recruitment agency which engages in direct or indirect discriminatory practices.

The contractor or subcontractor agrees to revise any of its testing procedures, if necessary, to assure that all personnel testing conforms with the principles of job-related testing, as established by the statutes and court decisions of the state of New Jersey and as established by applicable Federal law and applicable Federal court decisions.

The contractor or subcontractor agrees to review all procedures relating to transfer, upgrading, downgrading and lay-off to ensure that all such actions are taken without regard to age, creed, color, national origin, ancestry, marital status, sex, affectional or sexual orientation, and conform with the applicable employment goals, consistent with the statutes and court decisions of the State of New Jersey, and applicable Federal law and applicable Federal court decisions.

The contractor and its subcontractors shall furnish such reports or other documents to the Affirmative Action Office as may be requested by the office from time to time in order to carry out the purposes of these regulations, and public agencies shall furnish such information as may be requested by the Affirmative Action Office for conducting a compliance investigation pursuant to Subchapter 10 of the Administrative Code (NJAC 17:27).



Signature of Procurement Agent



Via Electronic Mail

June 3, 2021

Dan Batrack
Chairman, Chief Executive Officer
TETRA TECH INC
3475 E FOOTHILL BLVD
PASADENA, CA 91107-6024

Re: OFCCP Section 503 Focused Review
R00302940

Dear Mr. Batrack:

The U.S. Department of Labor, Office of Federal Contract Compliance Programs (OFCCP), recently completed a Section 503 focused review of your equal employment opportunity policies and practices at TETRA TECH INC, 3475 E FOOTHILL BLVD, PASADENA, CA 91107-6024.

During the compliance evaluation process, we found no apparent violations of Section 503 of the Rehabilitation Act of 1973 or Executive Order 13496.

The OFCCP appreciates the cooperation of you and your staff during the conduct of the Section 503 focused review.

Sincerely,

AGNES HUANG Digitally signed by AGNES HUANG
Date: 2021.06.02 16:03:43 -07'00'

Agnes Huang
District Director

cc: Janet Brunner
Janet.Brunner@tetrattech.com

PROPOSAL FORM 19: C. 271 POLITICAL CONTRIBUTION DISCLOSURE FROM

Public Agency Instructions

This page provides guidance to public agencies entering into contracts with business entities that are required to file Political Contribution Disclosure forms with the agency. **It is not intended to be provided to contractors.** What follows are instructions on the use of form local units can provide to contractors that are required to disclose political contributions pursuant to N.J.S.A. 19:44A-20.26 (P.L. 2005, c. 271, s.2). Additional information is available in Local Finance Notice 2006-1 (https://www.nj.gov/dca/divisions/dlgs/resources/lfns_2006.html).

1. The disclosure is required for all contracts in excess of \$17,500 that are **not awarded** pursuant to a “fair and open” process (N.J.S.A. 19:44A-20.7).
2. Due to the potential length of some contractor submissions, the public agency should consider allowing data to be submitted in electronic form (i.e., spreadsheet, pdf file, etc.). Submissions must be kept with the contract documents or in an appropriate computer file and be available for public access. **The form is worded to accept this alternate submission.** The text should be amended if electronic submission will not be allowed.
3. The submission must be **received from the contractor and** on file at least 10 days prior to award of the contract. Resolutions of award should reflect that the disclosure has been received and is on file.
4. The contractor must disclose contributions made to candidate and party committees covering a wide range of public agencies, including all public agencies that have elected officials in the county of the public agency, state legislative positions, and various state entities. The Division of Local Government Services recommends that contractors be provided a list of the affected agencies. This will assist contractors in determining the campaign and political committees of the officials and candidates affected by the disclosure.
 - a) The Division has prepared model disclosure forms for each county. They can be downloaded from the “County PCD Forms” link on the Pay-to-Play web site at https://www.state.nj.us/dca/divisions/dlgs/programs/pay_2_play.html They will be updated from time-to-time as necessary.
 - b) A public agency using these forms **should edit them to properly reflect the correct legislative district(s)**. As the forms are county-based, **they list all legislative districts** in each county. **Districts that do not represent the public agency should be removed from the lists.**
 - c) Some contractors may find it easier to provide a single list that covers all contributions, regardless of the county. These submissions are appropriate and should be accepted.
 - d) The form may be used “as-is”, subject to edits as described herein.
 - e) The “Contractor Instructions” sheet is intended to be provided with the form. It is recommended that the Instructions and the form be printed on the same piece of paper. The form notes that the Instructions are printed on the back of the form; where that is not the case, the text should be edited accordingly.
 - f) The form is a Word document and can be edited to meet local needs, and posted for download on web sites, used as an e-mail attachment, or provided as a printed document.
5. It is recommended that the contractor also complete a “Stockholder Disclosure Certification.” This will assist the local unit in its obligation to ensure that contractor did not make any prohibited contributions to the committees listed on the Business Entity Disclosure Certification in the 12 months prior to the contract. (See Local Finance Notice 2006-7 for additional information on this obligation) A sample Certification form is part of this package and the instruction to complete it is included in the Contractor Instructions. **NOTE: This section is not applicable to Boards of Education.**

C. 271 POLITICAL CONTRIBUTION DISCLOSURE FORM

Contractor Instructions

Business entities (contractors) receiving contracts from a public agency that are NOT awarded pursuant to a “fair and open” process (defined at N.J.S.A. 19:44A-20.7) are subject to the provisions of P.L. 2005, c. 271, s.2 (N.J.S.A. 19:44A-20.26). This law provides that 10 days prior to the award of such a contract, the contractor shall disclose contributions to:

- any State, county, or municipal committee of a political party
- any legislative leadership committee*
- any continuing political committee (a.k.a., political action committee)
- any candidate committee of a candidate for, or holder of, an elective office:
 - of the public entity awarding the contract
 - of that county in which that public entity is located
 - of another public entity within that county
 - or of a legislative district in which that public entity is located or, when the public entity is a county, of any legislative district which includes all or part of the county. The disclosure must list reportable contributions to any of the committees that exceed \$300 per election cycle that were made during the 12 months prior to award of the contract. See N.J.S.A. 19:44A-8 and 19:44A-16 for more details on reportable contributions.

N.J.S.A. 19:44A-20.26 itemizes the parties from whom contributions must be disclosed when a business entity is not a natural person. This includes the following:

- individuals with an “interest” ownership or control of more than 10% of the profits or assets of a business entity or 10% of the stock in the case of a business entity that is a corporation for profit
- all principals, partners, officers, or directors of the business entity or their spouses
- any subsidiaries directly or indirectly controlled by the business entity
- IRS Code Section 527 New Jersey based organizations, directly or indirectly controlled by the business entity and filing as continuing political committees, (PACs). When the business entity is a natural person, “a contribution by that person’s spouse or child, residing therewith, shall be deemed to be a contribution by the business entity.” [N.J.S.A. 19:44A-20.26(b)] The contributor must be listed on the disclosure. Any business entity that fails to comply with the disclosure provisions shall be subject to a fine imposed by ELEC in an amount to be determined by the Commission which may be based upon the amount that the business entity failed to report. The enclosed list of agencies is provided to assist the contractor in identifying those public agencies whose elected official and/or candidate campaign committees are affected by the disclosure requirement. It is the contractor’s responsibility to identify the specific committees to which contributions may have been made and need to be disclosed. The disclosed information may exceed the minimum requirement. The enclosed form, a content-consistent facsimile, or an electronic data file containing the required details (along with a signed cover sheet) may be used as the contractor’s submission and is disclosable to the public under the Open Public Records Act. The contractor must also complete the attached Stockholder Disclosure Certification. This will assist the agency in meeting its obligations under the law.

NOTE: This section does not apply to Board of Education contracts.

* N.J.S.A. 19:44A-3(s): “The term “legislative leadership committee” means a committee established, authorized to be established, or designated by the President of the Senate, the Minority Leader of the Senate, the Speaker of the General Assembly or the Minority Leader of the General Assembly pursuant to section 16 of P.L.1993, c.65 (C.19:44A-10.1) for the purpose of receiving contributions and making expenditures.”

C. 271 POLITICAL CONTRIBUTION DISCLOSURE FORM

Required Pursuant To N.J.S.A. 19:44A-20.26

This form or its permitted facsimile must be submitted to the local unit no later than 10 days prior to the award of the contract.

Part I – Vendor Information

Vendor Name:	Insert vendor name here.		
Address:	Insert street address here.		
City:	Insert City Here.	State:State.	Zip:Zip Code

The undersigned being authorized to certify, hereby certifies that the submission provided herein represents compliance with the provisions of N.J.S.A. 19:44A-20.26 and as represented by the Instructions accompanying this form.

_____	Insert Full Name	Insert Title.
Signature of Vendor	Printed Name	Title

Part II – Contribution Disclosure

Disclosure requirement: Pursuant to N.J.S.A. 19:44A-20.26 this disclosure must include all reportable political contributions (more than \$300 per election cycle) over the 12 months prior to submission to the committees of the government entities listed on the form provided by the local unit.

☐ Check here if disclosure is provided in electronic form.

Contributor Name	Recipient Name	Date	Dollar Amount
			\$

☐ Check here if the information is continued on subsequent page(s)

List of Agencies with Elected Officials Required for Political Contribution Disclosure

N.J.S.A. 19:44A-20.26

County Name:

State: Governor, and Legislative Leadership Committees

Legislative District #s:

State Senator and two members of the General Assembly per district.

County:

Freeholders

County Clerk

Sheriff

{County Executive}

Surrogate

Municipalities (Mayor and members of governing body, regardless of title):

USERS SHOULD CREATE THEIR OWN FORM, OR DOWNLOAD FROM WWW.NJ.GOV/DCA/LGS/P2P A COUNTY-BASED, CUSTOMIZABLE FORM.

PROPOSAL FORM 20: STOCKHOLDER DISCLOSURE CERTIFICATION

Name of Business:

☒ I certify that the list below contains the names and home addresses of all stockholders holding 10% or more of the issued and outstanding stock of the undersigned.

OR


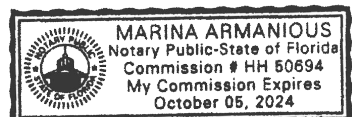

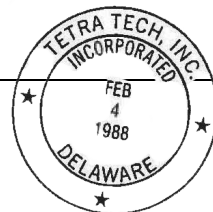
☐ I certify that no one stockholder owns 10% or more of the issued and outstanding stock of the undersigned.

Check the box that represents the type of business organization:

- ☐ Partnership
- ☒ Corporation
- ☐ Sole Proprietorship
- ☐ Limited Partnership
- ☐ Limited Liability Corporation
- ☐ Limited Liability Partnership
- ☐ Subchapter S Corporation

Sign and notarize the form below, and, if necessary, complete the stockholder list below.

Stockholders:

<p>Name: BlackRock Fund Advisors</p> <p>Home Address: 400 Howard Street. Home Address: San Francisco, CA 94105</p>	<p>Name: Stockholder Name</p> <p>Home Address: Home Address</p>
<p>Name: Stockholder Name</p> <p>Home Address: Home Address</p>	<p>Name: Stockholder Name</p> <p>Home Address: Home Address</p>
<p>Name: Stockholder Name</p> <p>Home Address: Home Address</p>	<p>Name: Stockholder Name</p> <p>Home Address: Home Address</p>
<div style="display: flex; justify-content: space-between;"><div style="width: 45%;"><p>Subscribed and sworn before me this 3rd day of March, 2022.</p> <p>(Notary Public) </p> <p>My Commission expires: </p></div><div style="width: 50%; text-align: center;"><p> (Affiant)</p><p><u>Jonathan Burgiel, Business Unit President</u> (Print name & title of affiant)</p><p>(Corporate Seal) </p></div></div>	

PROPOSAL FORM 21: GENERAL TERMS AND CONDITIONS ACCEPTANCE FORM

Check one of the following responses to the General Terms and Conditions in this solicitation, including the Master Agreement:

☐ We take no exceptions/deviations to the general terms and conditions

(Note: If none are listed below, it is understood that no exceptions/deviations are taken.)

☒ We take the following exceptions/deviations to the general terms and conditions. All exceptions/deviations must be clearly explained. Reference the corresponding general terms and conditions that you are taking exceptions/deviations to. Clearly state if you are adding additions terms and conditions to the general terms and conditions. Provide details on your exceptions/deviations below:

1. Section 2.10: We would like to propose that a mutual termination for convenience be included in the agreement for the benefit of both parties.
2. Section 2.11: We would like to propose modifying immediate termination of all customer agreements to sixty (60) days before termination occurs in order to ensure the termination of any services we are providing to Equalis customers do not negatively/detrimentally affect the customers. This time period would give customers enough time to decide how they want to proceed and give Tetra Tech enough time to wind down services without harming the Customer's operations.

(Note: Unacceptable exceptions shall remove your proposal from consideration for award. CCOG shall be the sole judge on the acceptance of exceptions/deviations and the decision shall be final.)

PROPOSAL FORM 22: EQUALIS GROUP ADMINISTRATION AGREEMENT DECLARATION

Attachment A - Administration Agreement included in Section Three of this solicitation is for reference only.

Execution of the Administration Agreement is required for the Master Agreement to be administered by Equalis Group. **Attachment A - Equalis Group Administrative Agreement** defines i) the roles and responsibilities of both parties relating to marketing and selling the Program to current and prospective Members, and ii) the financial terms between Equalis Group and Winning Supplier.


Redlined copies of this agreement should not be submitted with the response. Should a respondent be recommended for award, this agreement will be negotiated and executed between Equalis Group and the respondent. Respondents must select one of the following options for submitting their response.

- ☐ Bidder agrees to all terms and conditions outlined in the **Attachment A - Administration Agreement**.
- ☒ Bidder wishes to negotiate directly with Equalis Group on terms and conditions outlined in the Administration Agreement. Negotiations will commence after sealed Proposals are opened and CCOG has determined the respondent met all requirements in their response and may be eligible for award.

PROPOSAL FORM 23: MASTER AGREEMENT SIGNATURE FORM

The undersigned hereby proposes and agrees to furnish goods and services in strict compliance with the terms, specifications, and conditions contained within this RFP and the Master Agreement at the prices proposed within the submitted proposal unless noted in writing. The undersigned further certifies that he/she is an officer of the company and has authority to negotiate and bind the company named below and has not prepared this proposal in collusion with any other Bidder and that the contents of this proposal as to prices, terms or conditions of said proposal have not been communicated by the undersigned nor by any employee or agent to any person engaged in this type of business prior to the official opening of this proposal.

BIDDERS MUST SUBMIT THIS FORM COMPLETED AND SIGNED WITH THEIR RESPONSE TO BE CONSIDERED FOR AWARD.

Company Name	Tetra Tech, Inc.
Address	2301 Lucien Way, Suite 120
City/State/Zip	Maitland, FL 32751
Phone Number	(321) 441-8511
Email Address	TDR.contracts@tetrattech.com
Printed Name	Jonathan Burgiel
Job Title	Business Unit President
Authorized Signature	

Initial Term of the Master Agreement

Contract Effective Date:	May 1, 2022
Contract Expiration Date:	April 30, 2026
Contract Number:	

(Note: Contract Number will be applied prior to CCOG and Equalis Group countersigning.)

THE COOPERATIVE COUNCIL OF GOVERNMENTS, INC.

6001 Cochran Road, Suite 333
Cleveland, Ohio 44139

By:	
Name:	Scott A. Morgan
As:	CCOG Board President
Date:	

EQUALIS GROUP, LLC.

5550 Granite Parkway, Suite 298
Plano, Texas 75024

By:	
Name:	Eric Merkle
As:	SVP, Procurement & Operations
Date:	



REQUEST FOR PROPOSALS:
CLAIMS RECOVERY AND GRANT ADMINISTRATION
SERVICES

RFP #:
COG-2125

ISSUED BY:
The Cooperative Council of Governments
On Behalf of Equalis Group

*6001 Cochran Road, Suite 333
Cleveland, Ohio 44139*

***TETRA TECH INC. PROPOSAL SUBMISSION
Supplemental Documents***



Los Angeles East Middle Market Banking
MAC E2831-020
1000 Lakes Drive Suite 250
West Covina CA 91790

February 23, 2022

Cooperative Council of Governments Attn: Procurement
6001 Cochran Road, Suite 333 Cleveland, Ohio 44139

To whom it may concern.

This letter is to confirm that Wells Fargo Bank has been a participant in the \$700 million working capital line of credit extended to Tetra Tech, Inc. since March 2000. The line of credit was arranged and agented by Bank of America and matures on July 30, 2023. To our knowledge, Tetra Tech remains in compliance with the terms and conditions of its financing arrangements as of the date of this letter.

Tetra Tech, Inc. and its subsidiaries also maintain over 25 demand deposit accounts with Wells Fargo Bank which have been opened in various stages since late 2001. Aggregate cash and investment balances have ranges from the low six figures to the low eight figures.

Tetra Tech has maintained its financing arrangements and its demand deposit accounts in a satisfactory manner and is a valued customer of Wells Fargo Bank. Please feel free to call me directly if you have any questions or require additional information.

This letter is strictly confidential and is given in good faith, without legal liability. This letter only pertains to Bank's experience with regard to Company's relationship described above and should not be considered reliable for any other purpose. Bank and its affiliates do not undertake or accept any responsibility, liability or obligation that may arise from reliance being placed upon information contained in this letter or for any loss or damage that may result from reliance being placed upon it. Our statements herein do not constitute a guarantee or other credit support of any nature.

This letter is addressed to you solely for your own use and is strictly limited to the information set forth above. Bank undertakes no duty to update this letter in the event Bank's experience or circumstance with Company should change.

Sincerely,

Kaywin Tarpley

Kaywin Tarpley
Relationship Associate
Wells Fargo
626-257-2134





Tetra Tech is a leading provider of consulting and engineering services. For more than 50 years, the Company has supported commercial and government clients focused on water, environment, infrastructure, resource management, energy, and international development. With more than 19,000 staff worldwide, Tetra Tech provides clear solutions to complex problems. For more information about Tetra Tech, please visit tetratech.com.

Tetra Tech Inc.

Web Site: www.tetratech.com	Annual revenue: 3 Billion
Federal Tax I.D: 95-4148514	NASDAQ: TTEK
Incorporated: 1988	D-U-N-S Number: 04-522-4250

Banking References

United States Wells Fargo Bank 100 Lakes Drive, Suite 250 West Covina CA 91790 Telephone 626-919-6602	Canada BMO Bank of Montreal Treasury Mgt, Corporate Finance Division First Canadian Place 100 King Street West, 11th Floor Toronto, ON M5X 1A1 Tel: 416-643-4398 Fax: 416-867-3119 Contact : Sue Dawson
---	---

Trade References – North America

Field Environmental Instruments 301 Brushton Ave Suite A Pittsburgh PA 15221 PH:412-436-2600 FX:412-436-2616 Attn: Acct	Emax Laboratories 1835 W 205 th Street Torrance, CA 90501-1510 Phone 310-618-8889 info@emaxlabs.com Attn: Shigemi A/R	Donlen Corporation 2315 Sanders Rd Northbrook, IL 60062 Tel: 847-412-5215 Fax 847-714-1002 Fax Request Attn: AR
	ALPHA ANALYTICAL INC 145 Flanders Rd Westborough MA 01581 Send Requests via email to: AR@alphalab.com Att: Nellie	BC Laboratories Inc. 4100 Atlas Court Bakersfield CA 93308 Phone: 661-327-4911 Fax: 661-327-1918 (General), Billing 661-861-8675 Attn, Accounting



31+ YEARS OF
EXPERIENCE

100M CYS OF DEBRIS

\$2.5B FEMA PA
REIMBURSEMENT

Areas of Expertise

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

Disasters

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

Education

Florida State University
Bachelor of Science, Business
Marketing, 1991

EXPERIENCE SUMMARY

Mr. McLendon has been providing consulting engineering services to federal, state, and local governments across the U.S. for more than 30 years. His background in solid and hazardous waste management has led him to become one of the leading experts in the country on the implementation of large-scale post-disaster debris removal programs. He has routinely assembled large teams to support major infrastructure and emergency response efforts. Career highlights include:

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

RELEVANT EXPERIENCE

Surfside Condominium Collapse (2021)

Miami-Dade County, Florida

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

Hurricane Sally (2020)

City of Pensacola, FL and Okaloosa County, FL

The City of Pensacola and Okaloosa County, FL have been long-standing clients of Mr. McLendon. Following the impact of Hurricane Sally, Mr. McLendon provided senior advisory services to include explanations of the FEMA Category A

program as well as procurement assistance. Chuck has also provided senior level oversight to ensure that our response crews are meeting client expectations.

Hurricane Laura (2020)

Calcasieu Parish, LA

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

Hurricane Florence (2018)

Boiling Spring Lakes, NC and Briarcliff Acres, SC

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

Hurricane Irma (2017)

Numerous Central Florida Jurisdictions

Following Hurricane Irma in September of 2017, Mr. McLendon provided senior oversight of debris monitoring operations across seven counties – including Seminole, Lake, and Volusia counties in Central Florida. Chuck was responsible for assembling project management and support teams to include policy and field operations expertise. In total, he oversaw a team of over 1,000 personnel that accounted for nearly 6 million cubic yards of debris removal. This work included implementation and tracking of Private Property Debris Removal (PPDR) programs within each of the seven counties managed.

Severe Flooding (2017)

South Carolina Emergency Management Division

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

Hurricane Matthew (2016)

St. Johns and Flagler Counties, Florida

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

Severe Flooding (2015)

Clarendon County, South Carolina

Mr. McLendon provided on-site technical assistance to Clarendon County following a catastrophic flooding event in 2015. Chuck assisted the County with coordination and communications with the South Carolina National Guard in the repair of County-maintained roadways. Mr. McLendon also assisted with various procurements associated with temporary and permanent repairs while helping the County to develop a system to track materials used for roadway stabilization/repair.

Severe Flooding (2014)

Escambia County, Florida

Mr. McLendon served as the Recovery Program Manager for Escambia County, Florida following a 500-year flooding event that resulted in upwards of \$100 million in damages to Escambia County. Mr. McLendon assisted with the damage assessment documentation process, procured engineers and contractors for both temporary and permanent repairs, and helped the County Public Works Dept. with overall reimbursement efforts.

Hurricane Isaac (2012)

Jefferson Parish, Louisiana

Mr. McLendon served as Principal in Charge and Project Manager to Jefferson Parish following Hurricane Isaac in 2012. A very minor hit in comparison to Hurricane Katrina, the County still had very high expectations for a rapid debris removal program. Mr. McLendon organized a strong team that provided right of way debris removal as well as staffing at citizens convenience sites.

Northern Alabama Tornadoes Debris Monitoring (2011)

U.S. Army Corps of Engineers

Mr. McLendon served as Principal in Charge in supporting a QC team activated to support the debris management mission in Tuscaloosa, AL following the 2011 northern Alabama tornado outbreak. Mr. McLendon was essential in ensuring that the project was properly staffed with trained individuals to support the USACE mission.

Hurricane Irene (2010)

Virginia Department of Transportation

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

Deepwater Horizon Oil Spill (2010)

Escambia and Santa Rosa Counties, Florida

Mr. McLendon provided comprehensive field environmental and reimbursement services to Escambia and Santa Rosa Counties, Florida (located in the Florida Panhandle) following the Deepwater Horizon Oil Spill. Mr. McLendon led efforts to procure containment boom contractors as well the program management of daily containment boom operations. Mr. McLendon was also responsible for implementing a large-scale training program for County staff and volunteers on OSHA's Hazardous Waste Operations and Emergency Response Standard (HAZWOPER).

Hurricane Ike (2008)

Galveston County and City of Galveston, TX

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

Hurricane Ike (2008)

Texas Department of Transportation

Mr. McLendon served as Principal in Charge for disaster recovery services to the Beaumont District of TXDOT following Hurricane Ike. Mr. McLendon oversaw a team to assist the District with debris monitoring as well as overall FEMA PA reimbursement services.

Hurricanes Katrina and Gustav (2007-2009)

City of New Orleans, Louisiana

Mr. McLendon served as Principal in Charge for several recovery efforts for the City of New Orleans including the City's residential demolition program following Hurricane Katrina as well the overall response effort following Hurricane Gustav. Mr. McLendon assisted project management staff in the development of a complex legal and environmental process to allow for the demolition of flood-damaged structures to occur within the City and oversaw the demolition of some 2,000 residential structures. This work included a complex legal condemnation process, selective salvage of historically significant architectural items, environmental testing, utility disconnects, and environmental monitoring. Later, Mr. McLendon served as Principal in Charge for debris management efforts in the City following Hurricane Gustav.

Hurricane Ivan (2004)

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

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

Hurricanes Charley, Frances, and Jeanne

City of Orlando, FL (2004)

Prior to Hurricane Charley impacting the City of Orlando, Mr. McLendon was assisting the City with its transition from manual garbage collection to automated collection. Given the urgency of the debris removal effort, Mr. McLendon was requested by the City to assume debris monitoring efforts after an initial period of force account debris monitoring. Within 48 hours of the request, Mr. McLendon assembled a team to provide truck certification, right of way monitoring, and debris management site monitoring. He also assisted the City in staffing multiple citizens convenience sites that were rapidly opened over concerns of flying debris from multiple subsequent hurricane events that same year.



16 YEARS OF
EXPERIENCE

41 DISASTER
DECLARATIONS

\$3B DISASTER
RELATED
GRANTS

Areas of Expertise

- DAMAGE ASSESSMENT
- POLICY AND PROCUREMENT
- DEBRIS MANAGEMENT
- DISASTER HOUSING
- GRANT APPLICATION DEVELOPMENT
- GRANT ACCOUNTING SYSTEMS
- AUDIT PROCESS
- CLOSEOUT PROCEDURES

Disasters

4245 TX FLOOD
4241 SC FLOOD
4240 CA WILDFIRE
4223 TX FLOOD
4222 OK FLOOD
4193 NAPA EARTHQUAKE
& SEVERAL MORE

Grant Experience

- FHWA-ER PROGRAM
- HUD CDBG-DR
- FEMA PA
- FEMA 404 HMGP
- FEMA HMA

Education

Texas State University
Master of Arts, Public
Administration, 2002

The University of Texas
Bachelor of Arts, Government, 2000

EXPERIENCE SUMMARY

Mr. John Buri is a director of post-disaster programs for Tetra Tech, Inc., and a member of our senior management team. Mr. Buri has a thorough understanding and practical application of industry best practices and federal guidance governing such efforts including the Federal Emergency Management Agency (FEMA), Hazard Mitigation Assistance (HMA), FEMA Public Assistance (PA) Program, 2 CFR 200, HUD CDBG-DR and disaster funding strategies for local and state governments. Key highlights of Mr. Buri's career include:

- **16 years of experience:** Working with mitigation, emergency management planning, response, and recovery operations
- **\$3 billion:** His work has represented over \$3B in disaster related grants.
- **22 Disaster Declarations:** Performed in roles of project manager or principal-in-charge
- **\$142 million:** Served as program manager for \$142M in buyout /elevations
- **41 Total Disaster Declarations:** Worked on projects in either a project manager, principal in charge or support role.
- **17 States:** Worked in 17 states across 8 FEMA Regions
- **100 clients:** Mr. Buri has worked for over 100 state and local governments clients since 2004
- **39 national and state-level conference speaking engagements:** He is a nationally recognized speaker on disaster recovery and preparedness topics, presenting at the National Hurricane Conference, National Hazardous Materials Management Association Annual Conference, Solid Waste Association of North America Annual Conference (WasteCon), Maryland Emergency Management Association Conference, Government Finance Officers Association Conference, Texas Homeland Security Conference, North Carolina Emergency Management Conference, and the National Forum for Black Public Administrators Conference.

RELEVANT EXPERIENCE

Program Manager (2008, 2015, 2017)

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

- Managed emergency responses to major disasters including Hurricane Ike in 2008 (DR-1791), Memorial Day flood in 2015 (DR-4223), Tax Day flood in 2016 (DR-4269); and Hurricane Harvey 2017
- Following each disaster, coordinated with FEMA, Texas Division of Emergency Management (TDEM), USACE, Texas Commission on Environmental Quality (TCEQ), city departments, elected officials, congressional offices and volunteer groups to coordinate field activities, damage site inspections, eligibility reviews, and audits

- Managed planning team for 5 task orders under the DHS' Regional Catastrophic Planning Initiative Grant and Urban Area Security Initiative grant allocated to the City of Houston Office of Homeland Security
- Program manager for the City's flood resilience initiative in supporting the City's Flood Czar conducting damage analysis, mitigation project identification and identification of grant opportunities.

Performance and Task Manager

Various Clients - US | Hazard Mitigation Grant Program

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

Program Manager (2008-2016)

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

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

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

Richland County, South Carolina | Public Assistance Consulting

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

Program Manager (May 2015 – 2016)

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

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

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

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

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

Senior Management Oversight (February 2014-May 2014)

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

Following the destructive effects of Winter Storm Pax in February 2014, our team was tasked with providing disaster debris program management to numerous communities in the States of South Carolina and Georgia. Mr. Buri was instrumental

in the immediate deployment of our team and is currently overseeing all disaster recovery operations, including leaner and hanger removal. In addition, Mr. Buri is currently working with each community to ensure that all eligible reimbursement is captured and documented.

Program Manager (2013)

Boulder County, Colorado | Disaster Grant Management Consulting

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

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

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

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

Senior Management Oversight (March 2013-January 2014)

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

Hurricane Sandy's effect on the NJDEP's Liberty State Park was epic, covering the entire park in several feet of seawater and affected nearly all of the park's facilities and infrastructure, which included the Central Railroad of New Jersey Terminal Building. Mr. Buri managed a team of senior consultants that were immediately deployed to assist with the park's federal grant management. Mr. Buri oversaw all catalogued eligible damage, established relationships with FEMA and state officials, and oversaw the submission of project worksheets (PWs). Mr. Buri also was instrumental in working with NJDEP's engineers to develop comprehensive hazard mitigation proposals to protect the facilities against future similar storms, including a \$2 million hazard mitigation plan for the Terminal Building.

Senior Management Oversight (September 2012-December 2012)

City of New Orleans, Jefferson Parish, St. John the Baptist Parish, Louisiana | Hurricane Isaac Disaster Debris Program Management

Mr. Buri provided senior management oversight and operational and client support for the debris monitoring efforts following Hurricane Isaac to numerous communities in the State of Louisiana following Hurricane Isaac. During this effort, our team monitored the collection and disposal of over 670,000 cubic yards of debris.

Program Manager (July 2010-September 2012)

Port of Galveston, Texas | Hurricane Ike Federal Grant Administration

Mr. Buri provided senior management oversight in assisting the Port of Galveston on a number of reimbursement-related issues. With Mr. Buri's management and guidance, the Port of Galveston received more than \$40 million in additional federal funding associated with permanent repairs to several of the port's piers following damage from Hurricane Ike in 2008.

Senior Management Oversight (October 2011–April 2012)

State of Connecticut | Winter Storm Alfred Disaster Debris Program Management

Mr. Buri provided senior management oversight to the State of Connecticut as a member of the Interagency Debris Management Task Force (IDMTF) at the state EOC for Winter Storm Alfred. He worked closely every day with members from Connecticut Division of Emergency Management and Homeland Security, the Connecticut National Guard, Department of Energy and Environmental Protection, and Connecticut Department of Transportation. This involved advising the State of Connecticut on all debris-related issues during response and recovery from the storms and providing operational and client support. In addition, Mr. Buri assisted in the management of 12 individual local governments and 45 communities to collect more than 1.5 million cubic yards of vegetative debris and remove over 100,000 hazardous trees.

Senior Management Oversight/Client Liaison (September 2011–August 2013)

Bastrop County, Texas | Wildfire Disaster Program Management

Mr. Buri provided senior management oversight to Bastrop County's disaster recovery operations following the most devastating wildfires in Texas history. With 1,700 structures destroyed, Mr. Buri was vital in obtaining expedited PWs, coordinating directly with FEMA to develop disaster-specific documentation protocols, and orchestrating interlocal coordination with county municipalities, electrical co-ops, and regulatory agencies.

Senior Management Oversight (January 2012–October 2013)

State of Vermont | Hurricane Irene FEMA HMGP Application, Administration, and Implementation

In the wake of Hurricane Irene, the State of Vermont Emergency Management Department engaged our team to assist with its mitigation process. This included consulting services to evaluate the feasibility of submitting an application for the buyout of substantially damaged or destroyed structures and the elevation of less damaged structures under the FEMA HMGP. Within 48 hours, our team deployed a team of experts to the State of Vermont EOC to manage all aspects of these processes. Beginning with applicant outreach and program setup, the project team collected, reviewed, and offered technical assistance to applicants on their HMGP applications to ensure that applications are completed per program timelines and stand a good chance of being awarded through the \$23 million HMGP grant. As a result of the quality and timeliness of our team's work on the HMGP applications, the State sought our team's assistance with a number of FEMA PA-related issues, including grant management of the State's Waterbury Office Complex, which was severely flooded.

Senior Management Oversight (August–December 2011)

State of North Carolina | Hurricane Irene Disaster Debris Program Management

Mr. Buri provided senior management oversight to the State of North Carolina following the impact of Hurricane Irene and was instrumental in all disaster recovery operations. Mr. Buri oversaw a variety of projects for all 16 of our North Carolina clients, including right-of-way debris removal and disposal, removal of dangerous hanging limbs and leaning trees, residential debris disposal, Federal Highway Administration (FHWA) debris segregation, and FEMA reimbursement.

Statewide Trainer (January–September 2011)

Texas Department of Transportation | FHWA-ER Training Manual and Workshop

Mr. Buri is the statewide trainer for the FHWA-ER workshops being held throughout the state of Texas. Mr. Buri developed the guidebook and coordinated with state officials and the FHWA-ER coordinator for the state to deliver over 20 workshops and provide training to over 500 individuals.

Regional Program Manager (September 2008–September 2010)

State of Texas – 78 Total Clients | Hurricane Ike Comprehensive Debris Management Operations and FEMA PA Administration and Management

Following Hurricane Ike, Mr. Buri served as regional program manager and provided senior management for approximately 78 clients in the state of Texas. Mr. Buri was instrumental in the immediate mobilization of our team and

provided a full range of services and client support to each client. Mr. Buri also provided management and guidance to each client to ensure they received FEMA reimbursement.

Project Manager (September 2008–September 2011)

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

Mr. Buri served as a project manager to the City of Houston following Hurricane Ike, where Mr. Buri worked closely with the City of Houston Solid Waste and Finance Department to reconcile and provide detailed information of over \$110 million in invoices and over \$3 million in FHWA funds. In total, our team's response to the City of Houston included the collection of over 5.5 million cubic yards of debris in 256 zones throughout the City. This included 300 parks and open spaces and the removal of over 214,000 hazardous trees accompanied by 630,000 photographs to document eligibility.

Senior Management Oversight (September 2008–Ongoing)

Galveston County, Texas | FEMA HMGP, Severe Repetitive Loss (SRL), and CDBG Application, Administration, and Implementation

Following Hurricane Ike, Galveston County faced the daunting task of maintaining critical operations. Galveston County engaged our team to assist with its overall recovery process. This included consulting services for the FEMA PA program and evaluating the feasibility of submitting an application for the buyout of substantially damaged or destroyed structures and the elevation of less damaged structures under the FEMA HMGP. Within 48 hours, our team deployed a team of experts to Galveston County to manage all aspects of these processes. Beginning with public outreach and program setup, our staff began collecting applications from property owners and compiling an HMGP application for the buyout of up to 1,000 properties and the elevation of 12 others through a \$102 million HMGP grant, which our team secured, implemented, and is in the process of closing out. In addition, Galveston County also engaged our team to assist with its extensive PA process and to act as a standby PA consultant for future disasters. Finally, on behalf of Galveston County, our team applied for a FEMA SRL grant to elevate many more flood-prone homes throughout Galveston County. The resulting \$31 million SRL grant award will be used to elevate as many eligible homes as possible and is being implemented by our team to closeout.

Project Manager (September 2005–August 2006)

Jefferson County, Texas | Hurricane Rita Disaster Management

Served as project manager to mobilize and deploy a full emergency response team in Jefferson County, Texas to assist with staging operations, project staffing and scheduling, and contracting and negotiations with the County's two debris removal contractors: Crowder Gulf and DRC. Services included temporary debris storage and recovery sites (TDSRS) selection and management, monitoring services, data management and call center operations.

Project Manager (September 2004–October 2007)

Escambia County, Florida | Hurricane Ivan Comprehensive Disaster Program Management

Our team provided comprehensive disaster debris program management services to Escambia County following one of the worst disasters in the Florida panhandle (Hurricane Ivan). Mr. Buri managed the collection and processing of approximately 10 million cubic yards of vegetative and construction and demolition debris, including 1.5 million cubic yards of contaminated sand. Mr. Buri was also instrumental in assisting the County to obtain approval from FEMA to remove debris from private property (as a reimbursable expense).

Client Liaison and Project Manager (December 2007–May 2008)

City of Norman, Oklahoma | Winter Storm Disaster Debris Program Management

Mr. Buri served as the client liaison and project manager following the severe winter storms that impacted the City of Norman in December 2007. Mr. Buri assisted with debris contractor procurement, overall program management and overseeing the debris removal monitoring for the collection and disposal of approximately 750,000 cubic yards of debris.

Project Manager (July 2007–March 2008)

Escambia County, Florida | Escambia County Disaster Debris Management Plan

Mr. Buri assisted with the preparation of a disaster debris management plan for the County that identified responsibilities of key County staff and individuals from other participating jurisdictions. Pivotal to defining roles and responsibilities were two key workshops with all County and non-County stakeholders. Mr. Buri facilitated two half-day workshops, compiled the input and used the information for final plan development. The workshops were the basis for establishing a spirit of cooperation between, the County, participating municipalities, the Florida Department of Transportation, the Santa Rosa Island Authority and the Perdido Key Chamber of Commerce. The specific roles for each group in the event of a disaster were resolved and defined during the course of the meetings.



14+ YEARS OF
EXPERIENCE

77 DISASTERS

\$6b GRANT
FUNDING

Areas of Expertise

Program Design / Implementation

Grant Administration

Business Planning

Project Budgeting & Accountability

Reimbursement Maximization

Process Engineering

State and Federal
Regulations/Policies

Process Improvement

Resource Management

Grant Experience

FEMA PA AND FEMA HMGP

CDBG

CARES Act

Key Training/Certifications

Project Management Professional
(PMP)

Education

Louisiana State University
Masters of Public Administration,
2011

Louisiana Tech University Bachelor
of Liberal Arts, Political Science/Pre-
Law and English, 2006

EXPERIENCE SUMMARY

Christina Hendrick is a seasoned grant manager with more than 14 years of experience. She has overseen more than **\$4 billion** of Federal Emergency Management Agency (FEMA) and U.S. Department of Housing and Urban Development (HUD) grant funding under FEMA Public Assistance (PA), FEMA Hazard Mitigation Grant Program (HMGP), COVID-19, and Community Development Block Grant (CDBG) programs.

In her current role as a Deputy Director for financial recovery services, Ms. Hendrick has maintained oversight of Tetra Tech's most critical PA and CDBG recovery projects across **7 FEMA regions**, as well as multiple COVID-19 recovery projects utilizing PA, CARES Act and other grant funding. She has served as a business management expert, strategic planner, and business planning leader for clients such as the City of Houston and Harris County, Texas; City of Philadelphia, Pennsylvania; Palm Beach County, Florida; Barnwell County, South Carolina; Dougherty County, Georgia; Richland County, South Carolina; Hamilton County, Tennessee; and states such as Louisiana and Massachusetts.

Ms. Hendrick specializes in the technical intricacies of grant management – from budgeting and quality control to finance planning and staffing – and excels in clear communication and reporting to deliver client satisfaction.

RELEVANT EXPERIENCE

Tetra Tech, August 2017 – Current

Deputy Director of Financial Recovery Services

- Directly manages program managers spanning 7 FEMA regions, providing guidance and direction on PA, Individual Assistance, HGMP, CDBG, 404, 406 and 428 mitigation programs from Alaska to Puerto Rico.
- Maintains oversight of project operations across financial recovery practice nationwide, including management of budget, contracts, task orders, staffing, implementation, and compliance.
- Create Standard Operating Procedures and process improvements for all projects across the practice.
- Management and oversight of approximately 50 projects from small recovery operations to \$35 million budget operations.
- Ensure adherence to project accountability and revenue recognition as well as verifying the audit process.
- Maintain expert knowledge of state and federal regulations to provide feedback and improvement suggestions to governing entities, such as FEMA, HUD, U.S. Treasury, and other grant funding agencies.
- Create and foster long-term client relationships.

Disaster Recovery Management Consultant – City of Houston, Texas

- Oversaw the technical team completing project worksheets (PWs) for estimated expenditures associated with Categories A and B totaling \$360 million.

- Created standard operating procedures for site inspection, project formulation, grant management, and closeout processes.
- Oversaw technical teams conducting site inspections for infrastructure projects.
- Managed and tracked federal funds and activities through the New Delivery Model to submit up to \$2.1 billion in infrastructure funds.
- Oversaw day-to-day operations, subcontractor staff, and subject matter experts, implementing the program and interpreting rules and guidelines for the best remedy in place for each situation.
- Led project teams responsible for collecting data from City of Houston departments in the project formulation process for the recovery project.
- Ensured adherence to project accountability and revenue recognition as well as verified the audit process.
- Led financial tracking of all project activities to remain in compliance with Federal and contractual requirements.

Program Manager (CRF-Treasury and FEMA Grant Management) – City of Philadelphia, Pennsylvania

- Provides consulting services to the City in response to the COVID-19 emergency regarding current and future available funding and cost recovery sources from state and federal agencies.
- Reviews investment justifications and Scopes of Work for projects requested by City of Philadelphia departments for inclusion in the COVID-19 Spend Plan.
- Provides procurement support to the City for active and future COVID-19 related procurements by reviewing applicable documentation for compliance with Federal, State, and Local requirements specific to the Grant/Fund selected for the project.
- Liaises with City leadership to collect and review COVID-19 costs and relevant documentation submitted by departments and review/reconcile relevant project documentation for compliance with selected Grant/Fund source and submit Compliance Memorandum deliverables outlining potential reimbursement pitfalls and corrective action.
- Oversees auditing of cost data (time sheets, project specific costs, outgoing payments to funding recipients (residents, businesses) to ensure all activities have been performed to follow City project SOPs and guidelines to avoid fraud, waste and abuse of funds.

Deputy Director, Governor's Office of Homeland Security and Emergency Preparedness (GOHSEP) | Multiple Disasters – Baton Rouge, Louisiana

- Disaster Recovery Program Management consultant leading PA Recovery for multiple Disasters declared within the state of Louisiana.
- Direct and manage project team, providing guidance and direction on PA, performing cost analysis determinations for completed work, insurance review and reconciliation as well as eligibility reviews for management cost associated with implementing approved projects.

Deepwater Horizon Economic and Property Damages Settlement Program, August 2012 - August 2017

Federally-appointed Senior Executive in charge of the Subsistence Program and Program Manager of IT Vendors for the Deepwater Horizon Economic and Property Damages Settlement Agreement, the largest class action settlement of its type in history.

- Director of Subsistence Programs (Economic and Property Damage Claims), New Orleans, LA
- Program Manager of IT Vendors, New Orleans, LA

EXPERIENCE SUMMARY

Ms. Minor is an accomplished grant expert with 12 years of experience leading teams in grant program administration. She is an innovative team leader and motivator, focused on client satisfaction. Ms. Minor is a key leader in the development and implementation of business strategies during rapid growth and is an avid interpreter of policies and data used to develop procedures, meet program goals, and maximize efficiency across functional areas.

In her current role, Ms. Minor provides guidance on CDBG-DR, CDBG-MIT and COVID-19 programs as communities seek to assist residents recovering from disasters and achieve reimbursement for substantial costs. She also leads teams in the implementation and management of these projects.

She has served as program manager for the preparation and implementation of hundreds of subrecipient Community Development applications for communities across the State of Texas (over \$1 billion). In her previous role as Senior Vice President, she oversaw grant administration and project management contracts valued at over \$4 billion for the Texas General Land Office's (GLO) Hurricane Harvey Community Development Block Grant-Disaster Recovery (CDBG-DR) funds. She has provided subject matter expertise, policy review and analysis, SOP development, and hired specialized personnel for key project management positions.

RELEVANT EXPERIENCE

Practice Lead, Tetra Tech May 2020 – Present

As the HUD practice lead for Tetra Tech Disaster Recovery, Ms. Minor leads teams and provides subject matter expertise to government clients implementing federal grant programs. She currently works with CDBG-DR, CDBG-MIT, CDBG-CV, FEMA, ARPA, and Coronavirus Relief Fund (CRF) projects. Her duties include researching and providing guidance on policies, implementing project management systems, developing action plans and applications, and communicating regularly with clients.

Senior Program Manager (March 2021 – Present)

Emergency Rental Assistance Program | Various Clients

Develop policies and procedures, interpret Treasury guidance and lead project management teams in the implementation of ERA programs totaling more than \$1 billion in assistance.

- State of Texas ERA program management – over 20,000 applicant files reviewed to-date
- City of Philadelphia ERA technical assistance
- Fort Bend County, Texas COVID-19 relief appeals processing

YEARS OF EXPERIENCE

14 years

AREA OF EXPERTISE

- Program Operations & Administration
- Applicant Intake
- CDBG and CDBG-DR Regulations
- CDBG-MIT
- Coronavirus Relief – FEMA, CRF and CDBG-CV
- Davis-Bacon Compliance
- Document Management
- Eligibility Review
- Hiring, Training and Development
- Policy Analysis and Interpretation
- Regulatory Interaction
- Reporting
- Technical Assistance

TRAINING/CERTIFICATIONS

- American Institute of Certified Planners (AICP) Certification
- State and federal trainings including: Fair Housing, Uniform Relocation Act, Environmental and Procurement regulations

EDUCATION

- Tufts University, Master of Arts in Urban and Environmental Policy and Planning, 2007
- Boston University, Bachelor of Arts in Political Science, 2005

- Leon County, Florida ERA program management
- Broward County, Florida ERA program management

Senior Advisor (June 2020 – June 2021)**CDBG-MIT | U.S. Virgin Islands**

Assisted the Virgin Islands Housing Finance Authority with developing programs and projects for their \$774 million CDBG-MIT allocation from HUD. Led a team drafting the CDBG-MIT Action Plan which was submitted to HUD and approved.

Senior Vice President and Vice President, GrantWorks, Inc.**(January 2011 – October 2019)**

Ms. Minor formulated and implemented the firm's strategies and policies as a member of executive team, including strategies for maintaining success during rapid growth from 60+ employees to 160+ employees in a 1-year period. Ms. Minor established relationships, developed proposals, and negotiated and managed contracts.

As Vice President, Ms. Minor led the functions of the largest department in the company implementing federal and state grant programs for local governments, the majority of which were CDBG and CDBG-DR funded. She developed organizational tools and strategies to ensure projects were completed on time; conducted employee reviews and made staffing decisions; and interpreted government publications and regulations as they pertain to project implementation and disseminated new information to a team of 20+ project managers that later grew to more than 50. Ms. Minor also developed internal policies and procedures and grew teams in new areas of grant management, such as FEMA programs.

Director of Community Development, GrantWorks, Inc.**(December 2009 – July 2011)**

Ms. Minor provided technical assistance in preparing hundreds of Community Development applications for CDBG and CDBG-DR infrastructure projects. She developed processes and forms to streamline project management and incorporate staff comments and coached project managers on maintaining productive relationships with clients, engineers, and state agencies. She provided continuous support, technical assistance, and training for project management staff and served as company liaison with clients and key stakeholders. Ms. Minor also attended trainings and webinars with project managers in order to hone program knowledge and maintain certifications.

Project Manager, GrantWorks, Inc.**(August 2007 – December 2009)**

Ms. Minor managed 50+ Community Development Block Grant (CDBG) infrastructure projects for Texas communities. She worked directly with local government officials, project engineers, and staff members of state agencies and managed financial and technical project requirements to meet strict state and federal thresholds. Ms. Minor conducted public hearings and presented comments to local governments. She also prepared and submitted project paperwork, such as contract amendments, Davis-Bacon compliance documents, environmental studies, invoices, budget modifications and project completion reports.