



**Quote for**

# **Ida Environmental Services**

**State of New Jersey  
Department of Community Affairs**

**Electronic | March 2023**



# Cover Letter

Elizabeth Mackay  
State of New Jersey, Department of Community Affairs  
Division for Disaster Recovery and Mitigation  
6th Floor 101 South Broad Street  
Trenton, New Jersey 08625

March 30, 2023

**Subject: Response to Request for Quote for Hurricane Ida Environmental Services**

Dear Ms. Mackay and Members of the Evaluation Committee,

Tetra Tech, Inc. (Tetra Tech) is pleased to submit the enclosed proposal to assist the State of New Jersey Department of Community Affairs (DCA) under the Community Development Block Grant-Disaster Recovery (CDBG-DR). Hurricane Ida devastated the housing of New Jersey, displacing many residents. As the State of New Jersey focuses on its long-term recovery with funding assistance from the U.S. Department of Housing and Urban Development (HUD) CDBG-DR, a critical element of the process is Environmental Review Services. It is crucial that DCA selects a trusted partner with expertise and capacity to execute the requested services efficiently and cost-effectively. With over 27,000 employees, \$4.5+ billion in annual revenue, and past disaster response and recovery experience in the northeast and throughout the country, Tetra Tech has the financial and staffing resources and direct CDBG-DR Environmental Services experience to successfully complete the requested services. Tetra Tech is best suited to assist DCA for the following reasons:

- **Nation's Leading Provider of HUD CDBG-DR Environmental Services.** Tetra Tech has provided environmental services on **every major state-level CDBG-DR-funded housing rehabilitation/reconstruction project within the last 5 years**, including projects conducted for the States of New Jersey, New York, Louisiana, Florida, North Carolina, South Carolina, and Texas.

Tetra Tech assisted the New Jersey Department of Environmental Protection (NJDEP) in performing environmental and historic preservation reviews for the state's disaster recovery efforts related to Superstorm Sandy that were funded by CDBG-DR totaling \$4.17 billion. The scope of work included performing Environmental Assessments (EAs), Categorical Exclusions Subject to 24 CFR 58.5 (CESTs), and Tier 2 site-specific environmental reviews. Tetra Tech prepared nearly 1,500 Tier 2 reviews. **Proposed Senior Environmental Scientist John Bock served in a key capacity on this contract for NJDEP. His thorough understanding of HUD requirements, especially related to environmental projects in New Jersey, will prove to be vital in the success of this contract.** In addition, a core member of Tetra Tech's proposed senior management team, Jorge Ramirez of Resilient Strategies Group LLC, brings direct, on-the-ground experience delivering work for the State of New Jersey, having worked with the Restore New Jersey State Director and staff to assist with the project completion of the last 1,800 homes in the program. The project included the development and implementation of a supplemental funding program created by the Governor of New Jersey.

Our team's experience also includes providing environmental review and inspection services for the Puerto Rico Department of Housing (PRDOH) under its CDBG-DR Repair, Reconstruction, or Relocation (R3) Program, where we have assessed in excess of 5,700+ properties for lead-based paint (LBP) and asbestos and completed 9,200+ Tier 2 reviews to date. We have developed streamlined, innovative processes that will help ensure timely, cost-effective, and accurate environmental results. An example of Tetra Tech's throughput potential is the 10,600 Tier 2 reviews that were completed during a single week on the Restore Louisiana disaster recovery program. Additionally, Tetra Tech is consistently ranked the top environmental services firm in the nation by Engineering News Record (ENR)—**ranked #1 in environmental management for more than 10 years.**

- **Unmatched Disaster Recovery Experience.** Tetra Tech has the local staffing resources, key relationships, and direct experience with the State to successfully complete the requested CDBG-DR environmental review services. We operate from 3 offices throughout New Jersey and are proud partners in disaster response and recovery for a multitude of



communities throughout the State. Our strengths in these areas translate into end-to-end support for all aspects of complex grant programs. Tetra Tech's knowledge of the State has been developed over more than a decade of providing disaster recovery and environmental services across the nation.

- **Rapid Mobilization of Resources.** Tetra Tech has the resources to implement these programs successfully. At the height of the 2017 hurricane season, Tetra Tech provided project management staff to respond concurrently to Hurricanes Harvey, Irma, and Maria and the California wildfires. At peak, more than 6,000 field staff were deployed throughout the country. For our current environmental services contract with PRDOH, *our team mobilized and trained 17 certified inspection teams (Environmental, Asbestos, and LBP) in less than one week.* We have the technical experts available to perform the required services requested by PRDOH and the quality assurance/quality control (QA/QC) procedures in place to ensure compliance with CDBG-DR regulations.
- **Quality Is the Cornerstone of Our Program Delivery.** Our QA/QC program spans every level of our project management cycle. For this engagement, we will build QA/QC protocols during the program design phase, dedicate the appropriate personnel, execute internal program audits, and incorporate technology solutions to reduce opportunities for human error. We will not compromise the quality of work for speed of delivery.

Tetra Tech would be honored to serve DCA as an environmental services provider. If you have questions regarding this response, please contact the Tetra Tech representatives listed below. As an authorized representative of Tetra Tech, I am authorized to contractually bind the firm.

**Technical representative:**

**Mr. Nick Russo, III, ENV-SP**

1500 City West Boulevard, Suite 1000, Houston TX 77042  
W: (713) 492-1174 | F: (321) 441-8501  
nick.russo3@tetrattech.com

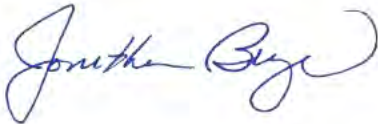
**Contractual Representative:**

**Ms. Betty Kamara**

2301 Lucien Way, Suite 120, Maitland, FL 32751  
W: (407) 803-2551 | F: (321) 441-8501  
TDR.Contracts@tetrattech.com

Sincerely,

**Tetra Tech, Inc.**



Jonathan Burgiel  
Disaster Recovery Business Unit President

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## **Bidder Additional Terms** ***(Section 3.4)***



# Bidder Additional Terms (*Section 3.4*)

## Pricing Assumptions

In addition to the methodology and schedule information in the technical proposal, below are the assumptions that support Tetra Tech's proposed pricing.

### General Assumptions

- Client will assign a primary point of contact to serve as project sponsor to address administrative and functional issues.
- Documentation pertinent to the execution of this project should be made available to Tetra Tech for review in electronic format within five business days of the request from Tetra Tech.
- Availability of Client key personnel is critical to obtaining the information required for the overall success of this project. Information presented by key personnel will be accepted as factual and no confirmation will be made.
- An approved Programmatic Agreement suitable for use under CDBG-DR is available and fully ratified by required parties. Key factors relevant to determining consultation requirements (standard project scope, Area of Potential Effect (APE)) are defined.
- Standard SHPO Section 106 NHPA effect determination form(s) for Architecture and Archaeology are available.
- Tetra Tech will be provided a signed Right of Entry form for each project/property requiring all field inspections.
- Assignment of inspections will be accompanied by verified contact information and support will be provided by the Client to resolve issues surrounding the contact and scheduling of inspections.
- All deliverables would be electronic to the system of record specified by the Client.
- Document reviews do not require in-person meetings and each review addresses one iteration of the subject document.
- All resource consultations are conducted at a federal level. State agency consultations will be initiated only when provided contacts.
- The technical proposal includes information for additional environmental services should they be needed for a particular project.

### Site-Specific (Tier2) Environmental Review

The table below outlines what is included in the desktop review and additional professional services that may or may not be required based on the review of the project site. General conditions are outlined below:

- A site inspection and field observation report are required for every property.
- Confirmation of the structure date of construction by a historic preservation specialist is required for every property.
- Review by a historic preservation specialist is required for Section 106 compliance for every property.



Tier 2 Topics	Desktop Review (hourly rates)	Additional Services (hourly rates)
<b>Section 106 – Structural</b>	Desktop review for structure age Historical Area/Landmarks	Section 106 THC Structural Consultation
<b>Section 106 - Archaeological</b>	Desktop Review for Archaeological Site and Water Feature/Wetlands	Section 106 THC Archaeological Consultation Tribal Consultation Phase 1A Archaeological Survey
<b>Floodplain Management</b>	Desktop Review	Partially in Floodway Consultation
<b>Wetlands Protection</b>	Desktop Review for effects	Wetlands Biologist Site Visit Wetland 8-Step Review USACE Jurisdictional Determination Consultation General Permit Consultation Wetland Delineation
<b>Coastal Zone Management</b>	Desktop Review	Coastal Management Program (CMP) consultation
<b>Endangered Species</b>	Desktop Review	Wildlife Biologist Site Visit USFWS Section 7 ESA Consultation Wildlife Surveys
<b>Farmland Protection</b>	Desktop Review	NRCS Form AD-1600 (Farmland Conversion Impact Statement) USDA Consultation
<b>Contamination and Toxic Substances</b>	Desktop Review	Phase I/II Environmental Site Assessment
<b>Explosive and Flammable Hazards</b>	Desktop Review	ASD Calculation and Consultation
<b>Permitting</b>	None	All permitting support considered professional services
<b>Airport Hazard</b>	Desktop Review	APZ/ACZ Airport Operator Consultation

## Re-Evaluation

- The scope of the re-evaluation is limited to reviewing project information and updating the previous environmental review. If required, a higher level of environmental review would be addressed in a separate scope and budget proposal.
- The changes to project description and anticipated area of disturbance are fully defined for each project at the time of assignment.



## **Forms, Registrations, and Certifications (*Section 3.6*)**

## Forms, Registrations and Certifications (*Section 3.6*)

As requested in the RFQ, Tetra Tech has provided the following forms on the subsequent pages of this section.

- 3.6.1: Ownership Disclosure Form
- 3.6.2: Disclosure of Investment Activities in Iran Form
- 3.6.3: Disclosure of Investigations and Other Actions Involving Bidder Form
- 3.6.4: MacBride Principles Form
- 3.6.5: Service Performance Within the United States
- 3.6.6: Confidentiality/Commitment to Defend
- 3.6.7: Subcontractor Utilization Plan
- 3.6.8: Pay to Play Prohibitions
- 3.6.9: Affirmative Action
- 3.6.10: Business Registration
- 3.6.11: Certification Regarding Prohibited Activities with Russia or Belarus
- ***List of Company Officers and Directors***





# OWNERSHIP DISCLOSURE FORM

STATE OF NEW JERSEY  
DEPARTMENT OF THE TREASURY - DIVISION OF PURCHASE AND PROPERTY  
33 WEST STATE STREET, P.O. BOX 230 TRENTON, NEW JERSEY 08625-0230

VENDOR NAME: Tetra Tech, Inc.

PURSUANT TO N.J.S.A. 52:25-24.2, ALL PARTIES ENTERING INTO A CONTRACT WITH THE STATE ARE REQUIRED TO PROVIDE A STATEMENT OF OWNERSHIP.  
Please answer all questions and complete the information requested.

- |  | YES                                 | NO                                  |
|--|-------------------------------------|-------------------------------------|
| 1. The vendor is a <b>Non-Profit Entity</b> ; and therefore, no disclosure is necessary.   | <input type="checkbox"/>            | <input checked="" type="checkbox"/> |
| 2. The vendor is a <b>Sole Proprietor</b> ; and therefore, no other disclosure is necessary.<br>A Sole Proprietor is a person who owns an unincorporated business by himself or her-self.<br>A limited liability company with a single member is not a Sole Proprietor.  | <input type="checkbox"/>            | <input checked="" type="checkbox"/> |
| 3. The vendor is a <b>corporation, partnership, or limited liability company</b> with individuals, partners, members, stockholders, corporations, partnerships, or limited liability companies owning a 10% or greater interest; and therefore, disclosure is necessary. | <input checked="" type="checkbox"/> | <input type="checkbox"/>            |

If you answered **YES** to Question 3, you must disclose the information requested in the space below.\*

- (a) the names and addresses of all stockholders in the corporation who own 10% or more of its stock, of any class;  
(b) all individual partners in the partnership who own a 10% or greater interest therein; or,  
(c) all members in the limited liability company who own a 10% or greater interest therein.

NAME	Not Applicable		
ADDRESS			
ADDRESS			
CITY	STATE	ZIP	

NAME			
ADDRESS			
ADDRESS			
CITY	STATE	ZIP	

NAME			
ADDRESS			
ADDRESS			
CITY	STATE	ZIP	

NAME			
ADDRESS			
ADDRESS			
CITY	STATE	ZIP	

- |   | YES                      | NO                                  |
|---|--------------------------|-------------------------------------|
| 4. For each of the corporations, partnerships, or limited liability companies identified in response to Question #3 above, are there any individuals, partners, members, stockholders, corporations, partnerships, or limited liability companies owning a 10% or greater interest of those listed business entities? | <input type="checkbox"/> | <input checked="" type="checkbox"/> |

If you answered **YES** to Question 4, you must disclose the information requested in the space below.\*

- (a) the names and addresses of all stockholders in the corporation who own 10% or more of its stock, of any class;  
(b) all individual partners in the partnership who own a 10% or greater interest therein; or,  
(c) all members in the limited liability company who own a 10% or greater interest therein. The disclosure(s) shall be continued until the names and addresses of every non-corporate stockholder, individual partner, and/or member a 10% or greater interest has been identified.

NAME			
ADDRESS			
ADDRESS			
CITY	STATE	ZIP	

NAME			
ADDRESS			
ADDRESS			
CITY	STATE	ZIP	

NAME			
ADDRESS			
ADDRESS			
CITY	STATE	ZIP	

NAME			
ADDRESS			
ADDRESS			
CITY	STATE	ZIP	

5. As an alternative to completing this form, a Vendor with any direct or indirect parent entity which is publicly traded, may submit the name and address of each publicly traded entity and the name and address of each person that holds a 10% or greater beneficial interest in the publicly traded entity as of the last annual filing with the federal Securities and Exchange Commission or the foreign equivalent, and, if there is any person that holds a 10% or greater beneficial interest, also shall submit links to the websites containing the last annual filings with the federal Securities and Exchange Commission or the foreign equivalent and the relevant page numbers of the filings that contain the information on each person that holds a 10% or greater beneficial interest.\*


\* Attach additional sheets if necessary



# DISCLOSURE OF INVESTMENT ACTIVITIES IN IRAN FORM

STATE OF NEW JERSEY  
DEPARTMENT OF THE TREASURY - DIVISION OF PURCHASE AND PROPERTY  
33 WEST STATE STREET, P.O. BOX 230 TRENTON, NEW JERSEY 08625-0230

BID SOLICITATION # AND TITLE:

Request for Quote for Ida Environmental Services

VENDOR NAME:

Tetra Tech, Inc.

Pursuant to N.J.S.A. 52:32-57, et seq. (P.L. 2012, c.25 and P.L. 2021, c.4) any person or entity that submits a bid or proposal or otherwise proposes to enter into or renew a contract must certify that neither the person nor entity, nor any of its parents, subsidiaries, or affiliates, is identified on the New Jersey Department of the Treasury's Chapter 25 List as a person or entity engaged in investment activities in Iran. The Chapter 25 list is found on the Division's website at <https://www.state.nj.us/treasury/purchase/pdf/Chapter25List.pdf>. Vendors/Bidders must review this list prior to completing the below certification. If the Director of the Division of Purchase and Property finds a person or entity to be in violation of the law, s/he shall take action as may be appropriate and provided by law, rule or contract, including but not limited to, imposing sanctions, seeking compliance, recovering damages, declaring the party in default and seeking debarment or suspension of the party.

## CHECK THE APPROPRIATE BOX



I certify, pursuant to N.J.S.A. 52:32-57, et seq. (P.L. 2012, c.25 and P.L. 2021, c.4), that neither the Vendor/Bidder listed above nor any of its parents, subsidiaries, or affiliates is listed on the New Jersey Department of the Treasury's Chapter 25 List of entities determined to be engaged in prohibited activities in Iran.

OR



I am unable to certify as above because the Vendor/Bidder and/or one or more of its parents, subsidiaries, or affiliates is listed on the New Jersey Department of the Treasury's Chapter 25 List. I will provide a detailed, accurate and precise description of the activities of the Vendor/Bidder, or one of its parents, subsidiaries or affiliates, has engaged in regarding investment activities in Iran by completing the information requested below.

Entity Engaged in Investment Activities  
Relationship to Vendor/ Bidder  
Description of Activities


Duration of Engagement  
Anticipated Cessation Date

*\*Attach Additional Sheets If Necessary.*

## CERTIFICATION

I, the undersigned, certify that I am authorized to execute this certification on behalf of the Vendor, that the foregoing information and any attachments hereto, to the best of my knowledge are true and complete. I acknowledge that the State of New Jersey is relying on the information contained herein, and that the Vendor is under a continuing obligation from the date of this certification through the completion of any contract(s) with the State to notify the State in writing of any changes to the information contained herein; that I am aware that it is a criminal offense to make a false statement or misrepresentation in this certification. If I do so, I may be subject to criminal prosecution under the law, and it will constitute a material breach of my contract(s) with the State, permitting the State to declare any contract(s) resulting from this certification void and unenforceable.

Signature

03/28/2023

Date

Jonathan Burgiel, Business Unit President

Print Name and Title





# DISCLOSURE OF INVESTIGATIONS AND OTHER ACTIONS INVOLVING THE VENDOR FORM

STATE OF NEW JERSEY  
DEPARTMENT OF THE TREASURY - DIVISION OF PURCHASE AND PROPERTY  
33 WEST STATE STREET, P.O. BOX 230 TRENTON, NEW JERSEY 08625-0230

BID SOLICITATION # AND TITLE: Request for Quote for Ida Environmental Services

VENDOR NAME: Tetra Tech, Inc.

## PART 1

PLEASE LIST ALL OFFICERS/DIRECTORS OF THE VENDOR BELOW.

NAME	See attached list of Tetra Tech's Officers and Directors		
TITLE			
ADDRESS			
ADDRESS			
CITY	STATE	ZIP	

NAME			
TITLE			
ADDRESS			
ADDRESS			
CITY	STATE	ZIP	

NAME			
TITLE			
ADDRESS			
ADDRESS			
CITY	STATE	ZIP	

NAME			
TITLE			
ADDRESS			
ADDRESS			
CITY	STATE	ZIP	

*\*Attach Additional Sheets If Necessary.*

## PART 2

PLEASE REFER TO THE PERSONS LISTED ABOVE AND/OR THE PERSONS AND/OR ENTITIES LISTED ON THE OWNERSHIP DISCLOSURE FORM WHEN ANSWERING THESE QUESTIONS.

- Has any person or entity listed on this form or its attachments ever been arrested, charged, indicted, or convicted in a criminal or disorderly persons matter by the State of New Jersey (or political subdivision thereof), or by any other state or the U.S. Government? **NO**
- Has any person or entity listed on this form or its attachments ever been suspended, debarred or otherwise declared ineligible by any government agency from bidding or contracting to provide services, labor, materials or supplies? **NO**
- Are there currently any pending criminal matters or debarment proceedings in which the firm and/or its officers and/or managers are involved? **NO**
- Has any person or entity listed on this form or its attachments been denied any license, permit or similar authorization required to engage in the work applied for herein, or has any such license, permit or similar authorization been revoked by any agency of federal, state or local government? **NO**
- Has any person or entity listed on this form or its attachments been involved as an adverse party to a public sector client in any civil litigation or administrative proceeding in the past five (5) years? **NO**

IF ANY OF THE ANSWERS TO QUESTIONS 1-5 ARE "YES", PLEASE PROVIDE THE REQUESTED INFORMATION IN PART 3.

IF ALL OF THE ANSWERS TO QUESTIONS 1-5 ARE "NO", NO FURTHER ACTION IS NEEDED; PLEASE SIGN AND DATE THE FORM.

## PART 3

DESCRIPTION OF THE INVESTIGATION OR LITIGATION, ETC.


If you answered "YES" to any of questions 1 - 5 above, you must provide a detailed description of any investigation or litigation, including, but not limited to, administrative complaints or other administrative proceedings involving public sector clients during the past five (5) years. The description must include the nature and status of the investigation, and for any litigation, the caption and a brief description of the action, the date of inception, current status, and if applicable, the disposition.

PERSON OR ENTITY NAME	Not Applicable		
CONTACT NAME		PHONE NUMBER	
CASE CAPTION			
INCEPTION OF THE INVESTIGATION		CURRENT STATUS	
SUMMARY OF INVESTIGATION			

*\*Attach Additional Sheets If Necessary.*

## CERTIFICATION

I, the undersigned, certify that I am authorized to execute this certification on behalf of the Vendor, that the foregoing information and any attachments hereto, to the best of my knowledge are true and complete. I acknowledge that the State of New Jersey is relying on the information contained herein, and that the Vendor is under a continuing obligation from the date of this certification through the completion of any contract(s) with the State to notify the State in writing of any changes to the information contained herein; that I am aware that it is a criminal offense to make a false statement or misrepresentation in this certification. If I do so, I may be subject to criminal prosecution under the law, and it will constitute a material breach of my contract(s) with the State, permitting the State to declare any contract(s) resulting from this certification void and unenforceable.

  
Signature  
Jonathan Burgiel, Business Unit President  
Print Name and Title

3/28/2023

Date





## MACBRIDE PRINCIPLES FORM

STATE OF NEW JERSEY  
DEPARTMENT OF THE TREASURY - DIVISION OF PURCHASE AND PROPERTY  
33 WEST STATE STREET, P.O. BOX 230 TRENTON, NEW JERSEY 08625-0230

BID SOLICITATION # AND TITLE: Request for Quote for Ida Environmental Services

VENDOR NAME: Tetra Tech, Inc.

Pursuant to Public Law 1995, c. 134, a responsible Vendor/Bidder is required to provide a certification in compliance with the MacBride Principles and Northern Ireland Act of 1989. Pursuant to N.J.S.A. 52:34-12.2, Vendor/Bidder must complete the certification below by checking one of the two options listed below and signing where indicated. If a Vendor/Bidder that would otherwise be awarded a purchase, contract or agreement does not complete the certification, then the Director may determine, in accordance with applicable law and rules, that it is in the best interest of the State to award the purchase, contract or agreement to another Vendor/Bidder that has completed the certification and has submitted a bid within five (5) percent of the most advantageous bid. If the Director finds contractors to be in violation of the principles that are the subject of this law, he/she shall take such action as may be appropriate and provided by law, rule or contract, including but not limited to, imposing sanctions, seeking compliance, recovering damages, declaring the party in default and seeking debarment or suspension of the party.

I, the undersigned, on behalf the Vendor/Bidder, certify pursuant to N.J.S.A. 52:34-12.2 that:

### CHECK THE APPROPRIATE BOX



The Vendor/Bidder has no business operations in Northern Ireland; or

**OR**



The Vendor/Bidder will take lawful steps in good faith to conduct any business operations it has in Northern Ireland in accordance with the MacBride principles of nondiscrimination in employment as set forth in section 2 of P.L. 1987, c. 177 (N.J.S.A. 52:18A-89.5) and in conformance with the United Kingdom's Fair Employment (Northern Ireland) Act of 1989, and permit independent monitoring of its compliance with those principles.

### CERTIFICATION

I, the undersigned, certify that I am authorized to execute this certification on behalf of the Vendor, that the foregoing information and any attachments hereto, to the best of my knowledge are true and complete. I acknowledge that the State of New Jersey is relying on the information contained herein, and that the Vendor is under a continuing obligation from the date of this certification through the completion of any contract(s) with the State to notify the State in writing of any changes to the information contained herein; that I am aware that it is a criminal offense to make a false statement or misrepresentation in this certification. If I do so, I may be subject to criminal prosecution under the law, and it will constitute a material breach of my contract(s) with the State, permitting the State to declare any contract(s) resulting from this certification void and unenforceable.

  
Signature

03/28/2023

Date

Jonathan Burgiel, Business Unit President

Print Name and Title





## SOURCE DISCLOSURE FORM

STATE OF NEW JERSEY  
DEPARTMENT OF THE TREASURY - DIVISION OF PURCHASE AND PROPERTY  
33 WEST STATE STREET, P.O. BOX 230 TRENTON, NEW JERSEY 08625-0230

BID SOLICITATION # AND TITLE: Request for Quote for Ida Environmental Services

VENDOR NAME: Tetra Tech, Inc.

The Vendor/Bidder submits this Form in response to a Bid Solicitation issued by the State of New Jersey, Department of the Treasury, Division of Purchase and Property, in accordance with the requirements of N.J.S.A. 52:34-13.2.

### PART 1



All services will be performed by the Contractor and Subcontractors in the United States. Skip Part 2.



Services will be performed by the Contractor and/or Subcontractors outside of the United States. **Complete Part 2.**

### PART 2

Where services will be performed outside of the United States, please list every country where services will be performed by the Contractor and all Subcontractors. If any of the services cannot be performed within the United States, the Contractor shall state, with specificity, the reasons why the services cannot be performed in the United States. The Director of the Division of Purchase and Property will review this justification and if deemed sufficient, the Director may seek the Treasurer's approval.

Name of Contractor / Sub-contractor	Performance Location by Country	Description of Service(s) to be Performed Outside of the United States *	Reason Why the Service(s) Cannot be Performed in the United States *

*\*Attach additional sheets if necessary to describe which service(s), if any, will be performed outside of the U.S. and the reason(s) why the service(s) cannot be performed in the U.S.*

Any changes to the information set forth in this Form during the term of any Contract awarded under the referenced Bid Solicitation or extension thereof shall be immediately reported by the Contractor to the Director of the Division of Purchase and Property. If during the term of the Contract, the Contractor shifts the location of services outside the United States, without a prior written determination by the Director, the Contractor shall be deemed in breach of Contract, and the Contract will be subject to termination for cause pursuant to the State of New Jersey Standard Terms and Conditions.

### CERTIFICATION

I, the undersigned, certify that I am authorized to execute this certification on behalf of the Vendor, that the foregoing information and any attachments hereto, to the best of my knowledge are true and complete. I acknowledge that the State of New Jersey is relying on the information contained herein, and that the Vendor is under a continuing obligation from the date of this certification through the completion of any contract(s) with the State to notify the State in writing of any changes to the information contained herein; that I am aware that it is a criminal offense to make a false statement or misrepresentation in this certification. If I do so, I may be subject to criminal prosecution under the law, and it will constitute a material breach of my contract(s) with the State, permitting the State to declare any contract(s) resulting from this certification void and unenforceable.

Signature

03/28/2023

Date

**Jonathan Burgiel, Business Unit President**

Print Name and Title





## CONFIDENTIALITY AND COMMITMENT TO DEFEND

STATE OF NEW JERSEY  
DEPARTMENT OF THE TREASURY - DIVISION OF PURCHASE AND PROPERTY  
33 WEST STATE STREET, P.O. BOX 230 TRENTON, NEW JERSEY 08625-0230

BID SOLICITATION # & TITLE:

Request for Quote for Ida Environmental Services

The Bid Solicitation advises Bidders (hereinafter "Company") that the submitted "Quotes can be released to the public pursuant to N.J.A.C. 17:12-1.2(b) and (c), or under the New Jersey Open Public Records Act (OPRA), N.J.S.A. 47:1A-1.1 et seq., or the common law right to know." In the event that the Division receives a request for documents related to above referenced Bid Solicitation, in accordance with its statutory obligations under the New Jersey Open Public Records Act and/or the common law right to know, it is the Division's intent to fulfill the request for records which may include a copy of the Company's Quote.

If Company objects to the disclosure of any portions of the Quote, the Company must advise the Division and must attach a detailed statement clearly identifying those sections of the Quote that Company claims are exempt from disclosure. In requesting any exemption, Company must identify the specific statutory or other legal justification for each requested exemption and the factual basis that supports said exemption. In addition, if Company requests any exemption to disclosure of the Quote based upon claims of confidential/proprietary information and trade secrets (setting forth the nature of the formula, process, pattern, device or compilation), in accordance with *Ingersoll-Rand Co. v. Ciavatta*, 110 N.J. 609 (1988), Company must also indicate the following with respect to the requested exemption:

- (1) the extent to which the information is known outside the owner's business;
- (2) the extent to which it is known by employees and others involved with your business;
- (3) the extent of the measures taken by your firm to guard the secrecy of the information;
- (4) the value of the information to your firm and your competitors;
- (5) the amount of effort or money expended by your firm in developing the information; and
- (6) the ease or difficulty with which the information could be properly acquired or duplicated by others.

Further, if the Quote includes any copyright notices, within five business days, the Division will be permitted to release a copy of the Quote document(s) unless Company serves the Division with an order from a court of competent jurisdiction precluding such release.

The State reserves the right to make the final determination as to what is and is not subject to public disclosure under OPRA and/or the common law right to know, and will advise the Company accordingly. Please note that the State will not honor any claim of confidential, proprietary, trade secret, and/or copyright material that is not supported by a specific statutory or legal justification provided by the Company. The State will not honor any attempts by the Company to designate the entire Quote as proprietary, confidential and/or to claim copyright protection for its entire Quote.

Accordingly, in order to assist the Division with the fulfillment of potential document requests, please select one of the following:

- ☐ The Company's Quote does not include any confidential, proprietary and/or trade secrets; and therefore, the Company does not request any redactions be made prior to the release of the documents.
- OR
- ☒ The Company's Quote does include confidential, proprietary and/or trade secrets; and therefore, the Company requests that certain portions of the Quote be redacted prior to the release of the documents.

The requested redactions are set forth in the attached statement which specifically identifies the portions of the Quote by section, page number, paragraph and or line, and identifies the specific statutory or other legal reason for each requested exemption.

In the event of any challenge to the Company's assertion of confidential/proprietary information, the Company shall be solely responsible for defending its designation. Company agrees that it shall defend and cooperate in the defense of an action against the State of New Jersey arising from or related to the non-disclosure, due to the Company's request, of documents submitted to the State of New Jersey, and relating to a Quote submitted by the Company in response to the above referenced Bid Solicitation, which was the subject of a request for government records under the New Jersey Open Public Records Act, N.J.S.A. 47:1A-1 et seq. ("OPRA"), or the common law right to know. The Company further agrees to indemnify and hold harmless the State against any judgments, costs, or attorneys' fees assessed against the State in connection with any action arising from, or related to, the non-disclosure, due to the Company's request, of documents submitted to the State, which are the subject of a request for government records under OPRA.

The Company makes the forgoing agreement with the understanding that the State may immediately disclose any documents withheld without further notice if the Company ceases to cooperate in the defense of an action against the State arising from or related to the above described non-disclosure due to the Company's request, and will disclose such documents withheld if so ordered by a court of competent jurisdiction.

The undersigned certifies that s/he is duly authorized to make this commitment on behalf of the Company.

Tetra Tech, Inc.

Company Name

Jonathan Burgiel

Signature

03/28/2023

Date

Jonathan Burgiel, Business Unit President

Print Name and Title



[illegible]

*\* Home address and/or unlisted telephone/cell phone numbers must be listed on this form if they are to be redacted.*

## STATEMENT FOR DESCRIPTION OF VENDOR REQUESTED QUOTE REDACTIONS

Per the requirements of the State of New Jersey's bid solicitation, as Tetra Tech has requested exemptions to disclosure of the Quote based upon claims of confidential/proprietary information and trade secrets (setting forth the nature of the formula, process, pattern, device or compilation), in addition to the provided statutes above and in accordance with *Ingersoll-Rand Co. v. Ciavatta*, 110 N.J. 609 (1988), Tetra Tech has provided the following with respect to the requested exemptions for the three exemptions delineated on page 2 of Form 3.6.6:

Tetra Tech's methodology and formulas for our work approach have been developed and fine tuned over the course of 20 years. As such:

**(1) the extent to which the information is known outside the owner's business;**

Other than in confidentiality marked documents to our clients, Tetra Tech does not share our methodologies and formulas with outside parties. Contracts in which clients will have a license to use software or other materials which contain our methodologies and formulas specifically enumerate the obligation to keep the information confidential and not accessible by outside parties. While our employees are privy to certain aspects of our methodologies and formulas based on their job duties, both in graphic form and work plan form, all employees sign confidentiality agreements upon employment to ensure that all of Tetra Tech's methodologies, formulas, and work products are not distributed to outside parties during and after employment.

**(2) the extent to which it is known by employees and others involved with your business;**

Tetra Tech methodologies and work plans are developed and implemented by senior management team members with guidance to other staff and staff is advised of different aspects of these methodologies based on our job duties. All staff are obligated to keep the information confidential as per their employment agreements (see above).

**(3) the extent of the measures taken by your firm to guard the secrecy of the information;**

See the answer to # 1 above. Further, for all solicitations, this information is redacted and/or marked as confidential/proprietary, as appropriate, to prevent disclosure, and any requests for disclosure are answered with a request for exemption. All employees leaving the company are given a letter from Tetra Tech general counsel reminding them of their confidentiality obligations.

**(4) the value of the information to your firm and your competitors;**

The value of this information to our firm, and to our competitors, would be very high. Tetra Tech's competitors would greatly benefit from our proprietary methods and work plan schedules as it would give them a roadmap for successful implementation of associated programs. It is for this reason that Tetra Tech exercises best efforts to protect this information, as described in the answers above.

**(5) the amount of effort or money expended by your firm in developing the information; and**

The amount of effort expended by Tetra Tech in developing this information is very high. Tetra Tech's staff have curated these methods and formulas over the course of several years, which would include the costs of providing senior level salaries, as well as travel expenses to enhance and deepen staff experience for these programs, and have utilized their intellectual property, particularly know-how, across a broad range of experiences, in order to finely tune these methodologies and formulas.

**(6) the ease or difficulty with which the information could be properly acquired or duplicated by others.**

While other parties could technically develop formulas, work plans or methodologies for implementation for these associated programs, Tetra Tech's staff have curated these methods and formulas over the course of several years, and have utilized their intellectual property, particularly know-how, across a broad range of experiences, in order to finely tune these methodologies and formulas. The ability to find these methodologies and formulas is not a widely available ability, and would take the same amount of effort and investment to curate.





## SUBCONTRACTOR UTILIZATION FORM

STATE OF NEW JERSEY  
DEPARTMENT OF THE TREASURY - DIVISION OF PURCHASE AND PROPERTY  
33 WEST STATE STREET, P.O. BOX 230 TRENTON, NEW JERSEY 08625-0230

BID SOLICITATION # AND TITLE: Request for Quote for Ida Environmental Services

VENDOR NAME: Tetra Tech, Inc.

List All Businesses To Be Used As Subcontractors. Attach Additional Sheets If Necessary.  
If the Bid Solicitation has subcontracting set-aside goals, and the Vendor has not achieved the goals,  
Vendor must attach information documenting its good faith effort to achieve the goals.

SUBCONTRACTOR'S NAME: Resilient Strategies Group  
ADDRESS: 173 Camino de los Jazmines  
PHONE NUMBER: 512-633-4945 FEIN: 66-1000070  
EMAIL: jorge@resilientsg.com  
ESTIMATED VALUE OF WORK TO BE SUBCONTRACTED: \$75,000  
DESCRIPTION OF WORK TO BE SUBCONTRACTED: May provide some or all of the following: management consulting, reporting and data field staff, if necessary

IS THE SUBCONTRACTOR IS A SMALL BUSINESS?

IF YES, SMALL BUSINESS CATEGORY: Category II (Goods & Services) - \$500,001 to \$5,000,000

IS THE SUBCONTRACTOR IS A DISABLED VETERAN-OWNED BUSINESS? NO

SUBCONTRACTOR'S NAME: \_\_\_\_\_  
ADDRESS: \_\_\_\_\_  
PHONE NUMBER: \_\_\_\_\_ FEIN: \_\_\_\_\_  
EMAIL: \_\_\_\_\_  
ESTIMATED VALUE OF WORK TO BE SUBCONTRACTED: \_\_\_\_\_  
DESCRIPTION OF WORK TO BE SUBCONTRACTED: \_\_\_\_\_

IS THE SUBCONTRACTOR IS A SMALL BUSINESS?

IF YES, SMALL BUSINESS CATEGORY: \_\_\_\_\_

IS THE SUBCONTRACTOR IS A DISABLED VETERAN-OWNED BUSINESS?

SUBCONTRACTOR'S NAME: \_\_\_\_\_  
ADDRESS: \_\_\_\_\_  
PHONE NUMBER: \_\_\_\_\_ FEIN: \_\_\_\_\_  
EMAIL: \_\_\_\_\_  
ESTIMATED VALUE OF WORK TO BE SUBCONTRACTED: \_\_\_\_\_  
DESCRIPTION OF WORK TO BE SUBCONTRACTED: \_\_\_\_\_

IS THE SUBCONTRACTOR IS A SMALL BUSINESS?

IF YES, SMALL BUSINESS CATEGORY: \_\_\_\_\_

IS THE SUBCONTRACTOR IS A DISABLED VETERAN-OWNED BUSINESS?

## INFORMATION AND INSTRUCTIONS

### For Completing the “Two-Year Vendor Certification and Disclosure of Political Contributions” Chapter 51 Form

#### Background Information

On September 22, 2004, then-Governor James E. McGreevey issued E.O. 134, the purpose of which was to insulate the negotiation and award of State contracts from political contributions that posed a risk of improper influence, purchase of access or the appearance thereof. To this end, E.O. 134 prohibited State departments, agencies and authorities from entering into contracts exceeding \$17,500 with individuals or entities that made certain political contributions. E.O. 134 was superseded by Public Law 2005, c. 51, signed into law on March 22, 2005 (“Chapter 51”).

On September 24, 2008, Governor Jon S. Corzine issued E.O. 117 which is designed to enhance New Jersey’s efforts to protect the integrity of procurement decisions and increase the public’s confidence in government. The Executive Order builds upon the provisions of Chapter 51.

#### Two-Year Certification Process

Upon approval by the State Chapter 51 Review Unit, the Certification and Disclosure of Political Contributions form is valid for a two (2) year period. Thus, if a vendor receives approval on January 1, 2014, the certification expiration date would be December 31, 2015. Any change in the vendor’s ownership status and/or political contributions during the two-year period will require the submission of new Chapter 51/Executive Order 117 forms to the State Review Unit. **Please note that it is the vendor’s responsibility to file new forms with the State should these changes occur.**

**State Agency Instructions:** Prior to the awarding of a contract, the State Agency should first use NJSTART (<https://www.njstart.gov/bso/>) to check the status of a vendor’s Chapter 51 certification before contacting the Review Unit’s mailbox at [CD134@treas.nj.gov](mailto:CD134@treas.nj.gov). If the State Agency does not find any Chapter 51 Certification information in NJSTART and/or the vendor is not registered in NJSTART, then the State Agency should send an e-mail to [CD134@treas.nj.gov](mailto:CD134@treas.nj.gov) to verify the certification status of the vendor. If the response is that the vendor is NOT within an approved two-year period, then forms must be obtained from the vendor and forwarded for review. If the response is that the vendor is within an approved two-year period, then the response so stating should be placed with the bid/contract documentation for the subject project.

#### Instructions for Completing the Form

##### Part 1: BUSINESS ENTITY INFORMATION

**Business Name** – Enter the full legal name of the vendor, including trade name if applicable.

**Address, City, State, Zip and Phone Number** -- Enter the vendor's street address, city, state, zip code and telephone number.

**Vendor Email** – Enter the vendor’s primary email address.

**Vendor FEIN** – Please enter the vendor’s Federal Employment Identification Number.

**Business Type** - Check the appropriate box that represents the vendor's type of business formation.

**Listing of officers, shareholders, partners or members** - Based on the box checked for the business type, provide the corresponding information. (A complete list must be provided.)



## Part 2: DISCLOSURE OF CONTRIBUTIONS

Read the three types of political contributions that require disclosure and, if applicable, provide the recipient's information. The definition of "Business Entity/Vendor" and "Contribution" can be found on pages 3 and 4 of this form.

**Name of Recipient** - Enter the full legal name of the recipient.

**Address of Recipient** - Enter the recipient's street address.

**Date of Contribution** - Indicate the date the contribution was given.

**Amount of Contribution** - Enter the dollar amount of the contribution.

**Type of Contribution** - Select the type of contribution from the examples given.

**Contributor's Name** - Enter the full name of the contributor.

**Relationship of the Contributor to the Vendor** - Indicate the relationship of the contributor to the vendor. (e.g. officer or shareholder of the company, partner, member, parent company of the vendor, subsidiary of the vendor, etc.)

**NOTE:** If form is being completed electronically, click "Add a Contribution" to enter additional contributions. Otherwise, please attach additional pages as necessary.

Check the box under the recipient information if no reportable contributions have been solicited or made by the business entity. **This box must be checked if there are no contributions to report.**

## Part 3: CERTIFICATION

Check Box A if the representative completing the Certification and Disclosure form is doing so on behalf of the business entity and all individuals and/or entities whose contributions are attributable to the business entity.

**(No additional Certification and Disclosure forms are required if BOX A is checked.)**

Check Box B if the representative completing the Certification and Disclosure form is doing so on behalf of the business entity and all individuals and/or entities whose contributions are attributable to the business entity with the exception of those individuals and/or entities that submit their own separate form. For example, the representative is not signing on behalf of the vice president of a corporation, but all others. The vice president completes a separate Certification and Disclosure form. **(Additional Certification and Disclosure forms are required from those individuals and/or entities that the representative is not signing on behalf of and are included with the business entity's submittal.)**

Check Box C if the representative completing the Certification and Disclosure form is doing so on behalf of the business entity only. **(Additional Certification and Disclosure forms are required from all individuals and/or entities whose contributions are attributable to the business entity and must be included with the business entity submittal.)**

Check Box D when a sole proprietor is completing the Certification and Disclosure form or when an individual or entity whose contributions are attributable to the business entity is completing a separate Certification and Disclosure form.

**Read the five statements of certification prior to signing.**

The representative authorized to complete the Certification and Disclosure form must sign and print her/his name, title or position and enter the date.

### **State Agency Procedure for Submitting Form(s)**

The State Agency should submit the completed and signed Two-Year Vendor Certification and Disclosure forms either electronically to: [cd134@treas.nj.gov](mailto:cd134@treas.nj.gov) or regular mail at: Chapter 51 Review Unit, P.O. Box 230, 33 West State Street, Trenton, NJ 08625-0230. Original forms should remain with the State Agency and copies should be sent to the Chapter 51 Review Unit.

### **Business Entity Procedure for Submitting Form(s)**

The business entity should return this form to the contracting State Agency.

The business entity can submit the Certification and Disclosure form directly to the Chapter 51 Review Unit only when:

- The business entity is approaching its two-year certification expiration date and is seeking certification renewal;
- The business entity had a change in its ownership structure; OR
- The business entity made any contributions during the period in which its last two-year certification was in effect, or during the term of a contract with a State Agency.

### **Questions & Information**

Questions regarding Public Law 2005, Chapter 51 (N.J.S.A. 19:44A-20.13) or E.O. 117 (2008) may be submitted electronically through the Division of Purchase and Property website at: <https://www.state.nj.us/treas/purchase/eo134questions.shtml>.

Reference materials and forms are posted on the Political Contributions Compliance website at: <http://www.state.nj.us/treasury/purchase/execorder134.shtml>.





State of New Jersey  
Department of the Treasury

Division of Purchase and Property

Two-Year Chapter 51/Executive Order 117 Vendor Certification and  
Disclosure of Political Contributions

**FOR STATE USE ONLY**

Solicitation, RFP, or Contract No. RFQ for Ida Environmental Service Award Amount \_\_\_\_\_

Description of Services \_\_\_\_\_

State Agency Name Dept. of Community Affairs Contact Person \_\_\_\_\_

Phone Number \_\_\_\_\_ Contact Email \_\_\_\_\_

☐ Check if the Contract / Agreement is Being Funded Using FHWA Funds

**Please check if requesting  
recertification ☐**

**Part 1: Business Entity Information**

Full Legal Business Name Tetra Tech, Inc.  
(Including trade name if applicable)

Address 2301 Lucien Way, Suite 120

City Maitland State FL Zip 32751 Phone 407-803-2551

Vendor Email betty.kamara@tetrattech.com Vendor FEIN (SS# if sole proprietor/natural person) 95-4148514

**Check off the business type and list below the required information for the type of business selected.  
MUST BE COMPLETED IN FULL**

- ☒ Corporation: LIST ALL OFFICERS and any 10% and greater shareholder (If the corporation only has one officer, please write "sole officer" after the officer's name.)
- ☐ Professional Corporation: LIST ALL OFFICERS and ALL SHAREHOLDERS
- ☐ Partnership: LIST ALL PARTNERS with any equity interest
- ☐ Limited Liability Company: LIST ALL MEMBERS with any equity interest
- ☐ Sole Proprietor

Note: "Officers" means President, Vice President with senior management responsibility, Secretary, Treasurer, Chief Executive Officer or Chief Financial Officer of a corporation, or any person routinely performing such functions for a corporation.

Also Note: "N/A will not be accepted as a valid response. Where applicable, indicate "None."

**All Officers of a Corporation or PC**

See attached list of Officers and Directors

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**10% and greater shareholders of a corporation  
or all shareholders of a PC**

None

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**All Equity partners of a Partnership**

Not Applicable

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**All Equity members of a LLC**

Not Applicable

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

If you need additional space for listing of Officers, Shareholders, Partners or Members, please attach separate page.

**Part 2: Disclosure of Contributions by the business entity or any person or entity whose contributions are attributable to the business entity.**

1. Report below all contributions solicited or made during the 4 years immediately preceding the commencement of negotiations or submission of a proposal to any:

Political organization organized under Section 527 of the Internal Revenue Code and which also meets the definition of a continuing political committee as defined in N.J.S.A. 19:44A-3(n)

2. Report below all contributions solicited or made during the 5 ½ years immediately preceding the commencement of negotiations or submission of a proposal to any:

Candidate Committee for or Election Fund of any Gubernatorial or Lieutenant Gubernatorial candidate  
State Political Party Committee  
County Political Party Committee

3. Report below all contributions solicited or made during the 18 months immediately preceding the commencement of negotiations or submission of a proposal to any:

Municipal Political Party Committee  
Legislative Leadership Committee

Full Legal Name of Recipient \_\_\_\_\_

Address of Recipient \_\_\_\_\_

Date of Contribution \_\_\_\_\_ Amount of Contribution \_\_\_\_\_

Type of Contribution (i.e. currency, check, loan, in-kind) \_\_\_\_\_

Contributor Name \_\_\_\_\_

Relationship of Contributor to the Vendor \_\_\_\_\_

**If this form is not being completed electronically, please attach additional contributions on separate page.**

Remove Contribution

Click the "Add a Contribution" tab to enter additional contributions.

Full Legal Name of Recipient \_\_\_\_\_

Address of Recipient \_\_\_\_\_

Date of Contribution \_\_\_\_\_ Amount of Contribution \_\_\_\_\_

Type of Contribution (i.e. currency, check, loan, in-kind) \_\_\_\_\_

Contributor Name \_\_\_\_\_

Relationship of Contributor to the Vendor \_\_\_\_\_

**If this form is not being completed electronically, please attach additional contributions on separate page.**

Remove Contribution

Click the "Add a Contribution" tab to enter additional contributions.

Full Legal Name of Recipient \_\_\_\_\_

Address of Recipient \_\_\_\_\_

Date of Contribution \_\_\_\_\_ Amount of Contribution \_\_\_\_\_

Type of Contribution (i.e. currency, check, loan, in-kind) \_\_\_\_\_

Contributor Name \_\_\_\_\_

Relationship of Contributor to the Vendor \_\_\_\_\_

**If this form is not being completed electronically, please attach additional contributions on separate page.**

Remove Contribution

Click the "Add a Contribution" tab to enter additional contributions.



Full Legal Name of Recipient \_\_\_\_\_

Address of Recipient \_\_\_\_\_

Date of Contribution \_\_\_\_\_ Amount of Contribution \_\_\_\_\_

Type of Contribution (i.e. currency, check, loan, in-kind) \_\_\_\_\_

Contributor Name \_\_\_\_\_

Relationship of Contributor to the Vendor \_\_\_\_\_

**If this form is not being completed electronically, please attach additional contributions on separate page.  
Click the "Add a Contribution" tab to enter additional contributions.**

**Remove Contribution**

Full Legal Name of Recipient \_\_\_\_\_

Address of Recipient \_\_\_\_\_

Date of Contribution \_\_\_\_\_ Amount of Contribution \_\_\_\_\_

Type of Contribution (i.e. currency, check, loan, in-kind) \_\_\_\_\_

Contributor Name \_\_\_\_\_

Relationship of Contributor to the Vendor \_\_\_\_\_

**If this form is not being completed electronically, please attach additional contributions on separate page.  
Click the "Add a Contribution" tab to enter additional contributions.**

**Remove Contribution**

**Add a Contribution**

☐ **Check this box only if no political contributions have been solicited or made by the business entity or any person or entity whose contributions are attributable to the business entity.**

**Part 3: Certification** (Check one box only)

- (A) ☒ I am certifying on behalf of the business entity and all individuals and/or entities whose contributions are attributable to the business entity as listed on Page 1 under **Part 1: Vendor Information**.
- (B) ☐ I am certifying on behalf of the business entity and all individuals and/or entities whose contributions are attributable to the business entity as listed on Page 1 under **Part 1: Vendor Information**, except for the individuals and/or entities who are submitting separate Certification and Disclosure forms which are included with this submittal.
- (C) ☐ I am certifying on behalf of the business entity only; any remaining persons or entities whose contributions are attributable to the business entity (as listed on Page 1) have completed separate Certification and Disclosure forms which are included with this submittal.
- (D) ☐ I am certifying as an individual or entity whose contributions are attributable to the business entity.

I hereby certify as follows:

1. **I have read the Information and Instructions accompanying this form prior to completing the certification on behalf of the business entity.**
2. **All reportable contributions made by or attributable to the business entity have been listed above.**

**3. The business entity has not knowingly solicited or made any contribution of money, pledge of contribution, including in-kind contributions, that would bar the award of a contract to the business entity unless otherwise disclosed above:**

- a) Within the 18 months immediately preceding the commencement of negotiations or submission of a proposal for the contract or agreement to:
- (i) A candidate committee or election fund of any candidate for the public office of Governor or Lieutenant Governor or to a campaign committee or election fund of holder of public office of Governor or Lieutenant Governor; OR
  - (ii) Any State, County or Municipal political party committee; OR
  - (iii) Any Legislative Leadership committee.
- b) During the term of office of the current Governor or Lieutenant Governor to:
- (i) A candidate committee or election fund of a holder of the public office of Governor or Lieutenant Governor; OR
  - (ii) Any State or County political party committee of the political party that nominated the sitting Governor or Lieutenant Governor in the last gubernatorial election.
- c) Within the 18 months immediately preceding the last day of the sitting Governor or Lieutenant Governor's first term of office to:
- (i) A candidate committee or election fund of the incumbent Governor or Lieutenant Governor; OR
  - (ii) Any State or County political party committee of the political party that nominated the sitting Governor or Lieutenant Governor in the last gubernatorial election.

**4. During the term of the contract/agreement the business entity has a continuing responsibility to report, by submitting a new Certification and Disclosure form, any contribution it solicits or makes to:**

- (a) Any candidate committee or election fund of any candidate or holder of the public office of Governor or Lieutenant Governor; OR
- (b) Any State, County or Municipal political party committee; OR
- (c) Any Legislative Leadership committee.

The business entity further acknowledges that contributions solicited or made during the term of the contract/agreement may be determined to be a material breach of the contract/agreement.

**5. During the two-year certification period the business entity will report any changes in its ownership structure (including the appointment of an officer within a corporation) by submitting a new Certification and Disclosure form indicating the new owner(s) and reporting said owner(s) contributions.**

I certify that the foregoing statements in Parts 1, 2 and 3 are true. I am aware that if any of the statements are willfully false, I may be subject to punishment.

Signed Name  Print Name Jonathan Burgiel  
Title/Position Business Unit President Date Mar 28, 2023

**Procedure for Submitting Form(s)**

The contracting State Agency should submit this form to the Chapter 51 Review Unit when it has been required as part of a contracting process. The contracting State Agency should submit a copy of the completed and signed form(s), to the Chapter 51 Unit and retain the original for their records.

The business entity should return this form to the contracting State Agency. The business entity can submit this form directly to the Chapter 51 Review Unit only when it -

- Is approaching its two-year certification expiration date and wishes to renew certification;
- Had a change in its ownership structure; OR
- Made any contributions during the period in which its last two-year certification was in effect, or during the term of a contract with a State Agency.

**Forms should be submitted either electronically to: [cd134@treas.nj.gov](mailto:cd134@treas.nj.gov), or regular mail at: Chapter 51 Review Unit, P.O. Box 230, 33 West State Street, Trenton, NJ 08625.**





*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

## STATE OF NEW JERSEY

Division of Purchase &amp; Property

Contract Compliance Audit Unit

EEO Monitoring Program

## EMPLOYEE INFORMATION REPORT

**IMPORTANT-READ INSTRUCTIONS CAREFULLY BEFORE COMPLETING FORM. FAILURE TO PROPERLY COMPLETE THE ENTIRE FORM AND TO SUBMIT THE REQUIRED \$150.00 FEE MAY DELAY ISSUANCE OF YOUR CERTIFICATE. DO NOT SUBMIT EEO-1 REPORT FOR SECTION B, ITEM 11. For Instructions on completing the form, go to: [https://www.nj.gov/treasury/contract\\_compliance/documents/pdf/forms/aa302ins.pdf](https://www.nj.gov/treasury/contract_compliance/documents/pdf/forms/aa302ins.pdf)**

## SECTION A - COMPANY IDENTIFICATION

1. FID. NO. OR SOCIAL SECURITY 66-1000070	2. TYPE OF BUSINESS <input type="checkbox"/> 1. MFG <input checked="" type="checkbox"/> 2. SERVICE <input type="checkbox"/> 3. WHOLESALE <input type="checkbox"/> 4. RETAIL <input type="checkbox"/> 5. OTHER	3. TOTAL NO. EMPLOYEES IN THE ENTIRE COMPANY 8
4. COMPANY NAME Resilient Strategies Group, LLC	COMPANY E-MAIL jorge@resilientsg.com	
5. STREET 173 Camino de los Jazmines	CITY Dorado	STATE PR
6. NAME OF PARENT OR AFFILIATED COMPANY (IF NONE, SO INDICATE) None		ZIP CODE 00646
7. CHECK ONE: IS THE COMPANY: <input checked="" type="checkbox"/> SINGLE-ESTABLISHMENT EMPLOYER <input type="checkbox"/> MULTI-ESTABLISHMENT EMPLOYER		
8. IF MULTI-ESTABLISHMENT EMPLOYER, STATE THE NUMBER OF ESTABLISHMENTS IN NJ		
9. TOTAL NUMBER OF EMPLOYEES AT ESTABLISHMENT WHICH HAS BEEN AWARDED THE CONTRACT		
10. PUBLIC AGENCY AWARDED CONTRACT		

Official Use Only	DATE RECEIVED	INAUG DATE	ASSIGNED CERTIFICATION NUMBER


## SECTION B - EMPLOYMENT DATA

11. Report all permanent, temporary and part-time employees ON YOUR OWN PAYROLL. Enter the appropriate figures on all lines and in all columns. Where there are no employees in a particular category, enter a zero. Include ALL employees, not just those in minority/non-minority categories, in columns 1, 2, & 3. **DO NOT SUBMIT AN EEO-1 REPORT.**

JOB CATEGORIES	ALL EMPLOYEES	PERMANENT MINORITY/NON-MINORITY EMPLOYEE BREAKDOWN															
		COL. 1	COL. 2	COL. 3	***** MALE *****						***** FEMALE *****						
		Total	Male	Female	BLACK	HISPANIC	AMER INDIAN	ASIAN	NON MIN	2 OR MORE RACES	BLACK	HISPANIC	AMER INDIAN	ASIAN	NON MIN	2 OR MORE RACES	
	(Cols. 2 & 3)																
Officials/Managers	2	1	1	0	1	0	0	0	0	0	0	1	0	0	0	0	
Professionals	4	3	1	0	3	0	0	0	0	0	0	1	0	0	0	0	
Technicians																	
Sales Workers																	
Office & Clerical	2	0	2	0	0	0	0	0	0	0	2	0	0	0	0	0	
Craftworkers (Skilled)																	
Operatives (Semi-skilled)																	
Laborers (Unskilled)																	
Service Workers																	
TOTAL	8	4	4	0	4	0	0	0	0	0	4	0	0	0	0	0	
Total employment From previous Report (if any)																	
The data below shall NOT be included in the figures for the appropriate categories above.																	
Temporary & Part-Time Employees																	

12. HOW WAS INFORMATION AS TO RACE OR ETHNIC GROUP IN SECTION B OBTAINED? <input type="checkbox"/> 1. Visual Survey <input checked="" type="checkbox"/> 2. Employment Record <input type="checkbox"/> 3. Other (Specify)	14. IS THIS THE FIRST Employee Information Report Submitted? 1. YES <input checked="" type="checkbox"/> 2. NO <input type="checkbox"/>	15. IF NO, DATE LAST REPORT SUBMITTED MO. DAY YEAR
13. DATES OF PAYROLL PERIOD USED From: 3/20/23 To: 3/31/23		

## SECTION C - SIGNATURE AND IDENTIFICATION

16. NAME OF PERSON COMPLETING FORM (Print or Type) Jorge Ramirez	SIGNATURE 	TITLE President	DATE MO DAY YEAR 3 27 2023
17. ADDRESS NO. & STREET 173 Camino de los Jazmines	CITY Dorado	COUNTY PR	STATE PR
ZIP CODE 00646		PHONE (AREA CODE, NO., EXTENSION) 512 - 633 - 4945	



## 3.6.10 Business Registration

Tetra Tech, Inc.

Tetra Tech, Inc. is actively registered with the Department of the Treasury, Division of Revenue and Enterprise Services. Please find evidence of our registration in the image directly below.

**CERT-1**

11/22/13

Taxpayer Identification# 954-148-514/000

Dear Business Representative:

Congratulations! You are now registered with the New Jersey Division of Revenue.

Use the Taxpayer Identification Number listed above on all correspondence with the Divisions of Revenue and Taxation, as well as with the Department of Labor (if the business is subject to unemployment withholdings). Your tax returns and payments will be filed under this number, and you will be able to access information about your account by referencing it.

Additionally, please note that State law requires all contractors and subcontractors with Public agencies to provide proof of their registration with the Division of Revenue. The law also amended Section 92 of the Casino Control Act, which deals with the casino service industry.

We have attached a Proof of Registration Certificate for your use. To comply with the law, if you are currently under contract or entering into a contract with a State agency, you must provide a copy of the certificate to the contracting agency.

If you have any questions or require more information, feel free to call our Registration Hotline at (609)292-9292.

I wish you continued success in your business endeavors.

Sincerely,

*James J. Fruscione*

James J. Fruscione  
Director  
New Jersey Division of Revenue

*pw 2921*

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**STATE OF NEW JERSEY  
BUSINESS REGISTRATION CERTIFICATE**

DEPARTMENT OF TREASURY/  
DIVISION OF REVENUE  
PO BOX 252  
TRENTON, NJ 08646-0252

TAXPAYER NAME:  
**TETRA TECH, INC.**

TRADE NAME:  
**TETRA TECH TECHNICAL SUPPORT SERVICE**

ADDRESS:  
**1000 THE AMERICAN ROAD  
MORRIS PLAINS NJ 07950**

SEQUENCE NUMBER:  
**0095278**

EFFECTIVE DATE:  
**08/28/13**

ISSUANCE DATE:  
**11/22/13**

*James J. Fruscione*  
Director  
New Jersey Division of Revenue

FORM-BRC  
(64-00) 00000000

This Certificate is NOT assignable or transferable. It must be conspicuously displayed at above address.

# Resilient Strategies Group LLC

Resilient Strategies Group LLC is also actively registered with the Department of the Treasury, Division of Revenue and Enterprise Services as evidenced below.

NEW JERSEY DEPARTMENT OF THE TREASURY  
DIVISION OF REVENUE AND ENTERPRISE SERVICES

**CERTIFICATE OF REGISTRATION**  
**RESILIENT STRATEGIES GROUP L.L.C.**  
**0450948622**

The above-named FOREIGN LIMITED LIABILITY COMPANY was duly filed in accordance with New Jersey State Law on 03/30/2023 and was assigned identification number 0450948622. Following are the articles that constitute its original certificate.

1. **Name:**  
RESILIENT STRATEGIES GROUP L.L.C.
2. **Registered Agent:**  
INCOPI SERVICES, INC.
3. **Registered Office:**  
208 WEST STATE STREET  
TRENTON, NEW JERSEY 08608-1002
4. **Business Purpose:**  
FOR THE TRANSACTION OF ANY AND ALL LAWFUL PURPOSES FOR WHICH A LIMITED LIABILITY COMPANY MAY BE ORGANIZED.
5. **Incorporated Under the Laws of:**  
PUERTO RICO ON 01/20/2022
6. **Effective Date of this filing is:**  
03/30/2023
7. **Main Business Address:**  
173 CAMINO DE LOS JAZMINES  
DORADO, PUERTO RICO 00646-0064

**Signatures:**

JORGE RAMIREZ  
AUTHORIZED REPRESENTATIVE



Certificate Number : 4263367443

Verify this certificate online at

[https://www1.state.nj.us/TTP/standingCert.asp?Verify\\_Cert.jsp](https://www1.state.nj.us/TTP/standingCert.asp?Verify_Cert.jsp)

IN TESTIMONY WHEREOF, I have  
hereunto set my hand and  
affixed my Official Seal  
30th day of March, 2023

A handwritten signature in cursive script, appearing to read "Elizabeth Maher Muoio".

Elizabeth Maher Muoio  
State Treasurer





## CERTIFICATION OF NON-INVOLVEMENT IN PROHIBITED ACTIVITIES IN RUSSIA OR BELARUS

CONTRACT TITLE

Request for Quote for Ida Environmental Services

CONTRACT NUMBER

Pursuant to N.J.S.A. 52:32-60.1, et seq. ([P.L. 2022, c. 3](#)) any person or entity (hereinafter "Vendor") that seeks to enter into or renew a contract with a State agency for the provision of goods or services, or the purchase of bonds or other obligations, must complete the certification below indicating whether or not the Vendor is engaged in prohibited activities in Russia or Belarus<sup>1</sup>. If the Department of the Treasury finds that a Vendor has made a certification in violation of the law, it shall take any action as may be appropriate and provided by law, rule or contract, including but not limited to, imposing sanctions, seeking compliance, recovering damages, declaring the party in default and seeking debarment or suspension of the party.

### CERTIFICATION

I, the undersigned, certify that I have read the definition of "Vendor" below, and have reviewed the [Department of the Treasury's list](#) of Vendors engaged in prohibited activities in Russia or Belarus, and having done so certify:

(Check the Appropriate Box)

☒ A. That the Vendor is not identified on the Department of the Treasury's list of Vendors engaged in prohibited activities in Russia or Belarus.

OR

☐ B. That I am unable to certify as to "A" above, because the Vendor is identified on the Department of the Treasury's list of Vendors engaged in prohibited activities in Russia and/or Belarus.

OR

☐ C. That I am unable to certify as to "A" above, because the Vendor, though not identified on the Department of the Treasury's list of Vendors engaged in prohibited activities in Russia or Belarus, is engaged in prohibited activities in Russia or Belarus. A detailed, accurate and precise description of the Vendor's activity in Russia and/or Belarus is set forth below.

Description of Prohibited Activity (*Attach Additional Sheets If Necessary.*)

### Additional Certification of Federal Exemption and/or License

(Complete only if appropriate)

☐ D. I, the undersigned, certify that Vendor is currently engaged in activity in Russia and/or Belarus, but is doing so consistent with federal law and/or regulation and/or license. A detailed description of how the Vendor's activity in Russia and/or Belarus is consistent with federal law, or is within the requirements of the federal exemption and/or license is set forth below. (*Attach Additional Sheets If Necessary.*)

03/30/2023

Date

95-4148514

Vendor's FEIN

(321) 441-8545

Vendor's Phone Number

(321) 441-8501

Vendor's Fax Number

TDR.Contracts@tetrattech.com

Vendor's Email Address

Signature of Vendor's Authorized Representative

Jonathan Burgiel, Business Unit President

Print Name and Title of Vendor's Authorized Representative

Tetra Tech, Inc.

Vendor's Name

2301 Lucien Way, Suite 120

Vendor's Address (Street Address)

Maitland, FL 32751

Vendor's Address (City/State/Zip Code)

### Definitions

<sup>1</sup> Vendor means: (1) A natural person, corporation, company, limited partnership, limited liability partnership, limited liability company, business association, sole proprietorship, joint venture, partnership, society, trust, or any other nongovernmental entity, organization, or group; (2) Any governmental entity or instrumentality of a government, including a multilateral development institution, as defined in Section 1701(c)(3) of the International Financial Institutions Act, 22 U.S.C. 262r(c)(3); or (3) Any parent, successor, subunit, direct or indirect subsidiary, or any entity under common ownership or control with, any entity described in paragraph (1) or (2).

<sup>2</sup> Engaged in prohibited activities in Russia or Belarus means: (1) companies in which the Government of Russia or Belarus has any direct equity share; (2) having any business operations commencing after the effective date of this act that involve contracts with or the provision of goods or services to the Government of Russia or Belarus; (3) being headquartered in Russia or having its principal place of business in Russia or Belarus, or (4) supporting, assisting or facilitating the Government of Russia or Belarus in their campaigns to invade the sovereign country of Ukraine, either through in-kind support or for profit.



## List of Officers and Directors

### Corporate Leadership



**Dan L. Batrack**

Chairman, Chief Executive Officer



**Jill M. Hudkins**

President



**Steven M. Burdick**

Executive Vice President,  
Chief Financial Officer



**Leslie L. Shoemaker**

Executive Vice President, Chief  
Sustainability and Leadership  
Development Office



**William R. Brownlie**

Senior Vice President, Chief  
Engineer



**Brian N. Carter**

Senior Vice President, Corporate  
Controller and Chief Accounting  
Officer



**Craig L. Christensen**

Senior Vice President, Chief  
Information Officer



**Preston Hopson**

Senior Vice President, General  
Counsel, and Secretary



**Richard A. Lemmon**

Senior Vice President, Corporate  
Administration



## Corporate Leadership



**Brendan O'Rourke**

Senior Vice President, Enterprise  
Risk Management

## Operational Leadership



**Derek G. Amidon**

President, Commercial/International  
Services Group and President, Energy  
Engineering Division



**Roger R. Argus**

President, Government Services  
Group and President, U.S.  
Government Division and U.S.  
Infrastructure Division



**Keith Brown**

President, Global Development  
Services Division



**Stuart W. Fowler**

President, High Performance  
Buildings Division



**Olivier H. Jeannot**

President, Federal Information  
Technology Division



**Bernard Teufele**

President, Environment/Geotech  
Division

## Directors



[Dan L. Batrack](#)



[Gary R. Birkenbeuel](#)



[Prashant Gandhi](#)



[Christiana Obiayas](#)



[Joanne M. Maguire](#)



[Kimberly E. Ritrievi](#)



[J. Kenneth Thompson](#)



[Kirsten M. Volpi](#)



[Li-San Hwang](#)



## **Technical Quote (*Section 3.7*)**

# Management Overview (Section 3.8)

Tetra Tech's approach to providing support to the State of New Jersey's Division of Disaster Recovery & Mitigation is to strive for excellence and efficiency while meeting program goals and objectives. Working closely with DCA, Tetra Tech will utilize its vast resources to support the program's needs. Our ***flexibility has made us a valued partner***, allowing us to accommodate changing workloads, program deliverable requirements, and unforeseen challenges for similar programs. DCA can continue to count on Tetra Tech to provide ***quality environmental services with the ability to expand*** work output as the program needs change. We are committed to meeting delivery turnaround times as our workload increases.

## Plan for Managing, Developing, and Implementing Work Approach

Tetra Tech's ability to perform all services described in the Request for Quote (RFQ) has been proven time and again through managing environmental review, assessment, and testing services for other large CDBG-DR programs across the U.S.

Upon request by DCA, Tetra Tech will provide a work plan within 10 calendar days for specific environmental consulting scopes of work. These work plans will include the deliverable tasks and staffing levels necessary to complete the scope, estimated cost, and a schedule for completion.

The remainder of this section details the methodology for planning, implementation, and management of the workplan.







## Environmental Review Records

Tetra Tech will evaluate the project in accordance with the U.S. Department of Housing and Urban Development's (HUD) statutory guidance, and include maps and other attachments in the Environmental Review Record (ERR), as required. Tetra Tech will provide as part of the ERR all documentation to support the environmental findings and environmental clearance when preparing or conducting an environmental review or re-evaluation. The associated documentation is detailed below.

### Aggressive Goals, Unparalleled Capacity

- Optimized routing—ERR and sampling in parallel
- Early GIS map & analysis—find issues early
- Automated data collection and processing

### Tier 2 Reviews

[REDACTED]

- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]

[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]

### Initial Site/Inspection (Tier 2 Field Observation)

The initial site inspection is performed as part of the Tier 2 environmental review by collecting GPS coordinates and photographic and written observations of the site conditions. Upon identification of a potential Recognized Environmental Condition (REC) that may require a Phase I assessment, Tetra Tech will provide a recommendation to DCA.



If DCA concurs with recommendation, a Request for Authorization (RFA) would be prepared for approval for the Phase I assessment.

Activities Required	Deliverables	Timeframe
<ul style="list-style-type: none"> <li>• Coordination/scheduling with property owner</li> <li>• Inspection of property</li> <li>• Submit report of findings</li> </ul>	<ul style="list-style-type: none"> <li>• Site Inspection Checklist</li> <li>• Document Inspection completed in the System of Record</li> <li>• If requested an RFA for Phase I Environmental Site Assessment (ESA)</li> </ul>	<ul style="list-style-type: none"> <li>• 5 days from completion of on-site inspection</li> </ul>

## Historical and Archaeological Studies

Tetra Tech will implement Section 106 review protocols established in the Programmatic Agreement among the New Jersey Historic Preservation Officer, the DCA, the Advisory Council on Historic Preservation, the Absentee Shawnee Tribe of Indians of Oklahoma, the Delaware Nation, the Delaware Tribe of Indians, the Shawnee Tribe and the Stockbridge-Munsee Community Regarding Disaster Recovery Activities in New Jersey or any sub-recipient agencies that have signed as parties to the Agreement, to determine if there is an adverse effect on historic properties.

For each review, Tetra Tech's team of SOI qualified professionals will identify the required appropriate steps to evaluate the significance of the effect, on listed or eligible for listing properties on the State and National Register of Historic Places, developing a scope of work and any required studies and surveys. in consultation with the SHPO, and the DCA.

**Archaeology Studies.** Tetra Tech will perform an initial desktop review that includes a record search of the New Jersey Archaeological Sites Atlas online database to determine if significant archeological or tribal resources have been documented within the site or buffer zone.

Depending on the results of the desktop review, our archeologists will consult with DCA and state or federal agencies to determine the need for additional archeological investigations per regulatory requirements. If additional, for projects with non-conforming ground disturbance, and when investigations are required, a Secretary of the Interior-qualified archaeologist will design a research strategy to be approved by the SHPO to avoid or minimize adverse effects on known archaeological resources or an archaeologically sensitive area.

Resource requirements, budget, and timelines will vary greatly with an archeology study. Thus, projected delivery schedules will be established on a case-by-case basis.

**Architectural Reviews.** Tetra Tech's historians and architectural historians will perform reviews in compliance with Section 106 of the National Historic Preservation Act (NHPA), as well as with state-specific requirements. Qualified staff will evaluate residences and other potentially affected structures working closely with the SHPO. For properties of historic age, we will assess the project activities for coverage under the programmatic allowances of the Programmatic Agreement and determine the NRHP eligibility of those that are not covered. Those properties determined eligible for listing in the NRHP are further analyzed as part of the Programmatic Agreement standard project review. This includes assessing the potential for adverse effects on historic properties resulting from the proposed scope of activities.

Based on our understanding of the Programmatic Agreement and knowledge of the NHPA, our historians will execute the following workplan for buildings requiring standard project review:

- **Define Area of Potential Effects** – Tetra Tech staff will define the direct and indirect area of potential effects (APE) of an individual building or structure when the proposed undertaking is limited to the repair or rehabilitation of a building or structure located outside of an NRHP-listed or -eligible historic district. For all other undertakings, we will include properties within the viewshed that are NRHP- or Landmarks Preservation-designated. For buildings or structures within or adjacent to a historic district, our staff will determine if they appear to contribute to the historic district.



- **Identify and Evaluate Historic Property** – Tetra Tech staff will conduct research on each property for records on previously recorded buildings, properties listed on the NRHP, National Historic Landmarks (NHL), and/or historic districts within or adjacent to the APE. Our historians will determine whether the APE contains historic properties that are listed in or potentially eligible for the NRHP.

- [REDACTED]

[REDACTED]

[REDACTED]		
[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]		
[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]

## Specialized Services

### Additional Services Available Upon Request by DCA

If any additional services are identified to be needed as part of the environmental review process, Tetra Tech can provide the additional services describe below at a mutually agreed upon rate.

Tetra Tech has extensive HUD National Environmental Policy Act (NEPA) experience supporting disaster recovery, hazard mitigation, and similar programs and projects. **Tetra Tech has completed more than 1,000 NEPA documents such as biological assessments, special status species surveys, archaeological/historic surveys, wetland delineations, waters of the U.S. determinations, U.S. Army Corps of Engineers (USACE) and state water permits and approvals, and hazardous materials surveys.**

## Phase I Environmental Site Assessments

Tetra Tech's regulatory specialists and environmental staff routinely evaluate compliance and conduct Phase I assessments of residential, industrial, commercial, and government operations with federal, state, and local environmental regulations. We have completed more than 5,000 Phase I assessments throughout the country.

Tetra Tech will perform environmental assessments of both vacant and occupied residential applicant properties in accordance with all applicable and appropriate local, state, or federal laws and standards in a manner that meets or exceeds current ASTM standards E1527-13 Standard Practice for Environmental Site Assessments: Phase I Environmental Site Assessment Process. Deliverables will include an assessment report that details findings and contains a formatted description of any adverse environmental conditions or other environmental issues of interest identified above, as well as areas where improvements or additional information are needed.

The objective of a Phase I ESA is to identify the presence of recognized environmental concerns associated with the site that have or could become an environmental liability. The scope of each assessment is included in the exhibit below.

### Exhibit 2: Phase I Environmental Site Assessment Scope

**Step 1 – Records Review:** We will review regulatory agency lists to identify any records regarding possible solid and hazardous material handling, spills, storage, production, etc., at the site or in the vicinity, which may potentially threaten the subject property. The lists to be reviewed include underground storage tanks; leaking underground storage tanks; Resource Conservation and Recovery Act Information Systems; Comprehensive Environmental Response, Compensation, and Liability Information Systems; the National Priority List; and other solid and hazardous waste facilities.

**Step 2 - Site and Area Reconnaissance:** A site reconnaissance will be performed by an experienced environmental professional in an effort to detect visual evidence of environmentally adverse activities that might have been conducted on the property and to obtain any information indicating the likelihood of RECs in connection with the property. The property and any structure(s) will be visually and physically observed to the extent possible. Tetra Tech personnel will require access to all areas of the property and assumes free access to properties at a time convenient to the homeowner/tenant. An area reconnaissance will be performed to evaluate current uses of adjoining properties of the subject property along accessible roadways to observe for potential sources of contamination, which would impact the subject property.

**Step 3 – Interviews:** Interviews with the occupants of the subject property will be conducted to obtain information and documents reflecting the uses and conditions of the site. These interviews shall address site uses and conditions investigated during the site reconnaissance, including past and current site history.

**Step 4 – Report Findings.** Tetra Tech will issue a Phase I site assessment report that will include required information by DCA. The Phase I report will present site background information and description, the purpose and scope of work of the assessment, a description of the work performed, records review information, the site reconnaissance evaluation, interviews conducted, conclusions, and recommendations. Maps, figures, photographs, and other supplemental information, as necessary, will be included to assist in presenting our findings.

Activities Required	Deliverables	Timeframe
<ul style="list-style-type: none"> <li>Conduct a detailed records review</li> <li>Perform site and area reconnaissance</li> <li>Conduct interviews</li> <li>Submit report of findings</li> </ul>	<ul style="list-style-type: none"> <li>Phase I Assessment Report</li> <li>If requested an RFA for Phase II ESA</li> </ul>	30 days from RFA approval by client



# Phase II Environmental Site Assessments

Phase II ESAs may be conducted as follow-up activities to address RECs identified as part of a Phase I ESA. If subcontracted services are needed, Tetra Tech will identify scope and sampling requirements and obtain accurate unit cost estimates from its supplementary subcontractors for drilling and laboratory services necessary to support investigative tasks.

## Exhibit 3: Phase II Environmental Site Assessment Process

**Step 1 – Define Approach.** Our basic approach to performing Phase II ESAs and field services for residential properties includes the following:

- Recommend scope for initial Phase II investigation activities to evaluate RECs identified by previous Phase I ESAs.
- Perform investigation activities in accordance with all required standards for developing remediation objectives for contaminated soil and groundwater.
- Prepare reports summarizing the results of Phase II activities.
- Provide recommendations to DCA for further investigative action.

Conduct iterative investigations to resolve RECs (as approved by DCA).

**Step 2 – Conduct Site Investigation.** All environmental investigations of both vacant and occupied properties will be conducted in accordance with all applicable and appropriate standards, local, state, or federal law, and in a manner that meets or exceeds current ASTM standards. Components of the Phase II investigation process will include, at a minimum:

- Pre-mobilization activities including evaluation of existing data to help refine the scope and ensure that the work addresses all identified RECs.
- Conducting investigation activities that conform to the scope in accordance with all applicable requirements and standards.
- Post-investigation activities including documentation of significant environmental conditions.

Reporting including a draft and final report which incorporates any DCA comments and provides recommendations for any further investigation and performing additional investigations as required.

**Step 3 – Report Findings.** Tetra Tech will prepare technical reports documenting the observed environmental conditions and other environmental issues of interest of each property investigated. Reports will include recommendations for further assessment, cleanup of adverse environmental conditions, and required actions to halt ongoing and prevent future environmental releases. The Phase II report will detail all findings on the sites environmental condition and provide recommendations for further investigation or action. The report will include the current site condition and suggested additional data requirements. Report submittal and follow-up will include providing draft and final reports incorporating or addressing any DCA comments. Tetra Tech will also maintain a liaison with DCA to ensure that all reporting formats are in accordance with DCA requirements.



Activities Required	Deliverables	Timeframe
<ul style="list-style-type: none"><li>• Conduct a detailed record review</li><li>• Perform site and area reconnaissance</li><li>• Conduct interviews</li><li>• Submit report of findings</li></ul>	<ul style="list-style-type: none"><li>• Phase II Assessment Report</li><li>• If requested an RFA for Remediation Work Plan</li></ul>	<ul style="list-style-type: none"><li>• 30 days from RFA approval by DCA</li></ul>



## Wetland Evaluations and Delineations

Tetra Tech will conduct wetland delineation and ecological surveys (as needed) and provide a wetland delineation report or memorandum that provides a determination of the required consultation and permitting that is necessary. As approved by the client, Tetra Tech will then prepare a final report and permit application(s) and coordinate with PR DNER, USFWS, and USACE to obtain the necessary approvals, if requested.

To determine the extent of wetlands in the project area, the delineation will apply the wetlands identification methodology described in the Regional Supplement to the 1987 U.S. Army Corps of Engineers (USACE) Wetlands Delineation Manual.

Activities Required	Deliverables	Timeframe
<ul style="list-style-type: none"><li>• Perform an on-site delineation and/or survey of project</li><li>• Research and determination of impacts</li><li>• Determination of consultation/permitting required</li></ul>	<ul style="list-style-type: none"><li>• Final Wetlands report</li><li>• Permit applications (if necessary)</li><li>• Agency coordination (if necessary)</li></ul>	<ul style="list-style-type: none"><li>• Delineation report or memorandum: Approximately 14 calendar days from notice to proceed and completion of site evaluation</li></ul>

## Asbestos (ASB) Inspection and Testing

Tetra Tech has successfully conducted thousands of asbestos inspections and provided required documentation needed to satisfy HUD, and local building permit requirements.

Tetra Tech will mobilize a licensed Asbestos Inspector to the subject property to perform the asbestos inspection. Bulk samples of potential asbestos containing materials (ACM) will be submitted for analysis by polarized light microscopy (PLM). In addition, per JCA regulations, for non-organically bound suspect ACMs that have a PLM analytical result of non-detect, a subsequent Transmission Electron Microscopy (TEM) analysis via EPA Method EPA/600/R-93/116 will be performed. The asbestos survey will be in accordance with National Emissions Standards for Hazardous Air Pollutants (NESHAP).

Activities Required	Deliverables	Timeframe
<ul style="list-style-type: none"><li>• Perform an on-site Asbestos survey and sampling of project</li><li>• Perform laboratory analysis of samples</li></ul>	<ul style="list-style-type: none"><li>• Final Asbestos report with sample results, discussion of findings and conclusion</li><li>• Certification of No Presence of Asbestos with negative inspection results</li></ul>	<ul style="list-style-type: none"><li>• Asbestos report within 10 working days of completion of on-site inspections and sampling</li></ul>



## Lead-Based Paint Inspection and Testing

Tetra Tech has successfully conducted thousands of LBP Risk Assessment inspections for CDBG programs and provided required documentation needed to satisfy HUD, and local building permit requirements.

Tetra Tech will mobilize a licensed LBP Risk Assessor to the subject property to perform the LBP Risk Assessment inspection. The results of the will be used to determine the level of regulatory compliance intended to reduce or eliminate lead-based paint hazards with recommendations to the property owner or representative to correct lead-based paint hazards as defined in 40 CFR Part 745.65. Tetra Tech will perform the necessary lead inspections, risk assessments, or lead clearance inspections using a certified Lead Inspector/Risk Assessor.

Activities Required	Deliverables	Timeframe
<ul style="list-style-type: none"><li>• Perform an on-site LBP Risk assessment, inspection and sampling of project</li><li>• Perform laboratory analysis of samples</li></ul>	<ul style="list-style-type: none"><li>• Final LBP report with sample results, discussion of findings and conclusion</li><li>• Certification of No Presence of LBP with negative inspection results</li></ul>	<ul style="list-style-type: none"><li>• LBP Risk Assessment report within 10 working days of completion of on-site inspections and sampling</li></ul>

## Mold Assessments

Tetra Tech staff will investigate the interior of the subject structure for readily observable mold and conditions conducive to mold. This investigation involves visual observation of all accessible areas of the building. The scope of work for the mold investigation will be consistent with the following ASTM International Standards:

- **E2418-06:** Standard Guide for Readily Observable Mold and Conditions Conducive to Mold in Commercial Buildings: Baseline Survey (ASTM 2006).
- **D7338-14:** Standard Guide for Assessment of Fungal Growth in Buildings.

If visible mold is identified, tape-lift samples will be collected and analyzed to determine the presence of mold. In addition, ambient fungal bioaerosol (mold) sampling and analysis will also be performed as a tool to measure the total bioaerosol concentration in the accessible areas within the building for comparison with outdoor environments. The sampling will be consistent the following ASTM Standards:

- **D7788:** Standard Practice for Collection of Total Airborne Fungal Structures via Inertial Impaction Methodology
- **D7910:** Standard Practice for Collection of Fungal Material from Surfaces by Tape-Lift

Sampling usually consist of total countable bioaerosol (spore trap) samples to screen the selected sample areas for hidden mold reservoirs. Mold is naturally occurring, and levels of mold vary with testing locations and with time. Molds are microscopic fungi, which are highly adapted to grow and reproduce rapidly, producing spores and mycelia in the process. The passage of time may have resulted in changed environmental characteristics at the subject property. Discovery of all mold via performance of the authorized mold investigation cannot be guaranteed, and





unidentified mold or other microbial conditions may exist on the subject property. Tetra Tech will submit a draft report documenting the assessment location, methodology, and results for DCA review and approval.

Noise Assessments

If needed to complement use of the Day/Night Noise Level Calculator, Tetra Tech will conduct a noise assessment of the project site. To document existing noise levels, we will complete either a simple or complex noise assessment based on the project needs as determined in the coordination with DCA. The simple approach involves employing the National Institute for Occupational Safety and Health (NIOSH) Sound Level Meter mobile application for short-term collection of data. The complex approach involves deploying sophisticated sound level meters for several hours or days at a project site to collect data that can be used to develop time-weighted averages and day/night noise levels. Both of these approaches support documenting and demonstrating compliance with the HUD standards for acceptable noise.

Tetra Tech also can model the anticipated noise levels created by proposed projects. By gathering information on the type, magnitude, and duration of noise-generating activities associated with a project, Tetra Tech will use internationally recognized state-of-the-art CadnaA noise modeling software to calculate the anticipated noise levels and analyze the potential effects of those levels on noise-sensitive land uses.

Other Environmental Reviews

Our team has an extensive and diverse résumé of National Environmental Policy Act (NEPA) projects involving housing, infrastructure, and related facilities, including water and wastewater facilities, transmission lines, transportation, oil and gas storage and transmission, industrial cleanup, municipal planning, flood control, and stormwater mitigation, visitor/tourist plans and facilities, and urban housing development. Tetra Tech could perform other environmental reviews that may be required and could be assigned: **Categorical Exclusion Subject to 24 CFR 58.5 (CEST)** for a project not considered exempt or a Categorical Exclusion No Subject to 24 CFR 58.5 (CENST) and **Environmental Assessment (EA)** for circumstances where there is a need for additional environmental review, including further in-depth resource studies, consultations, and additional mitigations, to determine whether an Environmental Impact Statement (EIS) may be required.

Activities Required	Deliverables	Timeframe
<ul style="list-style-type: none"><li>• Confirm appropriate level of environmental review.</li><li>• Conduct field reconnaissance</li><li>• Assess conditions and determine studies, consultations, and mitigations</li><li>• Initiate/coordinate consultations</li><li>• Prepare notices and 8-step analysis</li><li>• Prepare public notices</li></ul>	<ul style="list-style-type: none"><li>• ERR package with supporting documentation</li><li>• Agency consultation materials</li><li>• Required notices and coordination of publication</li></ul>	<ul style="list-style-type: none"><li>• CEST: Approximately 70 calendar days from notice to proceed for entire process with notifications</li><li>• EA: Approximately 110 calendar days from notice to proceed for entire process with notifications</li></ul>



# Contract Management (Section 3.9)

## Process for Quality and Timeliness

Our team systematically imposes quality checks as the product moves through the workflow and integrates any feedback into daily coordination meetings and training sessions. This leads to final quality checks that rarely identify any issues. **Key differentiators of Tetra Tech's quality management system** are as follows:

- **Quality checks** are designed and integrated throughout the process in addition to final quality control (QC).
- **Periodic coordination and training calls** to discuss issues and train personnel to resolve noted deficiencies immediately.
- **Key quality metrics** are used by the project management team to evaluate functional quality performance and address any noted deficiencies before deliverables are affected.

## Strategy for Quality and Timeliness

Tetra Tech's strategy has four main principles:

1. **SOP/Process definition** – This ensures work products meet program standards and are in the required format and correct technical content.
2. **Feedback on submitted work** (through regular communication) – Periodic coordination calls combined with the System of Record comments and feedback to avoid any omissions.
3. **Utilization of QC checklist** (both internal and DCA Program).
4. **Monitor and continually train staff** for updated process and identified any deficiency.

Tetra Tech has worked closely with state-level clients to identify and resolve issues that arise during a CDBG-DR environmental review project. Tetra Tech has progressively improved this approach over the past years, and **we will use our substantial Program experience and relationships with the State to continue to mitigate and resolve issues** that arise in the future.

## Plan to Ensure Compliance with Federal, State and Local Laws

Tetra Tech has over 13 years of experience working with the HUD environmental review laws and procedures. Our staff has over **100 combined years of NEPA experience supporting disaster recovery, hazard mitigation, and other types of programs and projects**. In addition to this experience, we use several tools to ensure compliance with the law at all levels.



## Approach to Identify/Mitigate Issues

DCA is best served by Tetra Tech's proactive approach to project issues management—a system based on years of CDBG-DR experience focused on (1) up-front planning, (2) constant evaluation of the project's productivity and accuracy, and (3) course correction when needed before significant impact on overall project success occurs. Tetra Tech's approach to mitigate issues before they occur and quickly resolve issues that do occur is based on the following five-step process:

- Statutory/Local Requirements Checklists offer step-by-step review guides with references to requirements customized to include the New Jersey locality
- Standard Operating Procedures (SOPs) include applicable reference(s), required activities and specific requirements for work products
- Strict adherence to protocols is enforced by independent quality control verification and spot checks of work by senior technical staff and project management
- Each final work product has quality checks performed by senior staff experience on the work product they are reviewing

### STEP 1 – Establish Management Team and Communications

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Our management team will work closely with DCA to control all aspects of the work (such as scope, schedule, budget, and quality) and will address issues early and effectively.

### STEP 2 – Perform Comprehensive Up-Front Project Planning

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Comprehensive up-front planning prior to implementation is critical to mitigate issues that could slow progress and/or result in project delays later in the project. The first step will be an in-depth, on-site meeting with DCA to **discuss issues that have adversely affected the program to date, methods for avoiding such issues** and to obtain data needed for the project.

### STEP 3 – Develop SOPs and Train Staff

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Tetra Tech will deliver consistent work products and mitigate issues of data quality or errors by developing SOPs for each project task. Once approved by DCA, we will train our staff on each element of the work and how to implement the SOPs correctly. Tetra Tech will conduct small-group, in-person, and webinar (Microsoft Teams)-based training. After completion of training, one-on-one reinforcement trainings will be delivered.

### STEP 4 – Develop Key Metrics and Reporting Requirements

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Tetra Tech will develop and track daily a set of key projects to help measure project performance and **identify issues in near real-time that have to be resolved**. Tracking these key project metrics effectively indicates the health of a project and performance of the Tetra Tech team. This also helps us identify elements of each sub-task that may require additional staffing to meet daily project delivery goals.

### STEP 5 – Hold Periodic Meetings to Identify and Resolve Issues

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The final step in the process is to hold periodic meetings with key project staff to review and identify delivery issues and take corrective action when needed. These meetings will include internal daily Tetra Tech team project management staff to note issues rapidly as these. This time-tested Step 5 is very helpful to mitigate issues up-front and resolve issues quickly, particularly early in the project when SOPs are implemented.



# Contract Schedule (Section 3.10)

Tetra Tech staff have been conducting U.S. Department of Housing and Urban Development (HUD) Community Development Block Grant (CDBG) environmental reviews since 2007 and CDBG-DR environmental reviews since 2013. **Our team has been providing environmental services on every major, state-level, CDBG-DR-funded housing rehabilitation/reconstruction project within the last 5 years.** We maintain a large pool of dedicated and CDBG-DR-experienced professionals to staff the teams needed to support DCA's important work, including: environmental review, environmental surveys and assessment, environmental testing, specialized services, and QA/QC review. In addition to our key professionals, we have access to hundreds of additional environmental professionals who can be engaged to meet specific requirements and surge demands. If selected, Tetra Tech has the capacity to respond with sufficient staff, and staff approved by DCA will be available for subsequent assignments, as necessary.

## Project Kickoff and Planning

Tetra Tech will stand up a seasoned Strike Team within 5 business days of notice to proceed, including Tetra Tech's Environmental Program and Project Manager, along with key Task Leads. These individuals have successfully completed CDBG-DR environmental program work for several large programs, including Texas GLO (RebuildTX) and Harris County, TX (Project Recovery program). We guarantee we will "hit the ground running" for DCA, as we have in several other recent projects.

Our most important activity during this phase is conducting meetings with DCA and relevant stakeholders to achieve the milestone of agreement among them on parameters of the program. The Tetra Tech team will work with DCA to refine and implement our environmental SOPs developed based on industry standards, best practices, previous engagements in past programs. The timeline on the following page highlights major activities during pre-contract and contract execution phases and milestones that contribute to our ability to outperform all others in the industry.

### Key Tetra Tech Advantage:

Leverage our wide CDBG-DR program experience to anticipate problems, discuss options and integrate solutions in the planning phase.

## Project Delivery

The environmental and historical reviews that Tetra Tech will perform for DCA will be consistent, accurate, quickly developed and delivered, and cost-efficient. The program design phase discussed during project planning will directly affect our ability to perform environmental and historical reviews efficiently.

Tetra Tech is prepared to bring to bear for this program local and national resources, our state-of-the-art technology, and streamlined processes, including:

- **Geographic Information System (GIS) Resource Screening Tool**, which is structured on a GIS database of resource data obtained from New Jersey and other sources required in the site-specific checklist.
- **Review Management System**, which integrates the various teams and components involved with environmental reviews via a cloud-based virtual project/property tracking, mapping, field observation reporting system, including posting of review documents and completed QC reviews.
- **RecoveryTrac™ ESTM**, which is a mobile data collection system that captures and uploads field inspection data and photography.
- **Process Management System**, which manages the pipeline of Tier 2s and other required assessments, and continually monitors for bottlenecks and slowdowns. By identifying these issues in real-time, we can right-size

resources to virtually eliminate delays, meet aggressive production goals, compress delivery timelines, and still provide the flexibility to accommodate changing program priorities and needs.

- **Document Workflow Automation**, which, once program protocols and DCA's specific requirements are loaded into the workflow, generates, and manages engine program deliverables, and if necessary, prioritizes them based on set business rules and strict QC standards.



# Mobilization Plan (Section 3.11)

**Rapid mobilization of resources is our forte.** Tetra Tech has the resources to implement these programs successfully. At the height of the 2017 hurricane season, Tetra Tech provided project management staff to respond concurrently to Hurricanes Harvey, Irma, and Maria and the California wildfires. At peak, more than 6,000 field staff were deployed throughout the country. For our current environmental services contract with the State of Puerto Rico, *our team mobilized and trained 17 certified inspection teams (Environmental, Asbestos, and LBP) in less than one week.* We have the technical experts available to perform the required services requested by DCA and the quality assurance/quality control procedures in place to ensure compliance with CDBG-DR regulations.

**New Jersey Mobilization Plan**

Our Operations Team has created a customized, time-delineated staffing plan based on the requirements of this RFP and our experience managing environmental review programs of similar size and scope.

Activities Required	Deliverables	Timeframe
Kick-off Meeting	<ul style="list-style-type: none"><li>The Contract mobilization plan;</li><li>Proper methods and channels of communication between the Contractor and the SCM;</li><li>Development and finalization of status reporting forms and mechanisms</li></ul>	<ul style="list-style-type: none"><li>Kick-off Meeting Within 5 days of contract award.</li></ul>
Mobilization Schedule	<ul style="list-style-type: none"><li>Mobilization Schedule</li></ul>	<ul style="list-style-type: none"><li>10 to 15 days from NTP</li></ul>
Deployment of supervisory & key Personnel	<ul style="list-style-type: none"><li>Included in Mobilization Schedule</li></ul>	<ul style="list-style-type: none"><li>Currently in place</li></ul>
Recruitment of additional staff	<ul style="list-style-type: none"><li>Included in Mobilization Schedule</li></ul>	<ul style="list-style-type: none"><li>10 to 15 days from NTP</li></ul>
Purchase of equipment, supplies	<ul style="list-style-type: none"><li>Included in Mobilization Schedule</li></ul>	<ul style="list-style-type: none"><li>Currently in place</li></ul>

**Our mobilization plan for the environmental services solicitation with the State of New Jersey and DCA is designed to ensure that we are fully prepared to begin work on the contract within the given period of 10 to 15 business days from NTP.**

To achieve this goal, we will begin by utilizing our existing management, supervisory, and key staff, who are already available and ready to manage and supervise the mobilization of the contract. If necessary, we are prepared to deploy additional management and supervisory personnel during the mobilization period to ensure that all aspects of the mobilization are well-coordinated.

In terms of staffing, we have already contacted staff that is experienced in working with DCA, and they have expressed an interest in working with us. We will also hire additional local staff, if necessary, to ensure that we have the staff to provide all services required by the RFQ. We have identified potential candidates and are confident that we will be able to hire them within the given mobilization period.



In addition, we have all the necessary equipment, inventory, and supplies required to begin work on the contract start date. Because all situations on the ground are different, our plan includes the purchase and distribution of additional equipment, inventory, supplies, and materials if required, to ensure that we have everything we need to start work on time.

We have developed a detailed timetable that outlines all the tasks that need to be completed within the mobilization period, and we will be ready to have a kick-off meeting with DCA within five days of contract execution.

<b>Days 1-2</b>	We will confirm the contract execution, complete an internal kickoff meeting, and notify the existing management staff of the contract award. We will also continue recruiting local/field staff to provide all services required by the RFQ.
<b>Days 3-4</b>	Contingent job offers will be sent to the identified local/field staff, and we will begin to make arrangements for them to begin work immediately upon hiring. We will also conduct a pre-mobilization meeting with our existing management staff to review the mobilization plan and ensure that everyone is ready for the kick-off meeting. We will also coordinate with DCA to schedule the kick-off meeting, which is expected to take place on day 5.
<b>Day 5</b>	We will have the kick-off meeting with DCA and any other stakeholders, during which we will present our mobilization plan, review the contract requirements, and address any questions or concerns that arise. We will also discuss the communication plan and reporting methodology with DCA.
<b>Days 6-7</b>	We will continue to recruit additional staff, if necessary, and finalize arrangements for the local/field staff who have accepted our offers. We will also begin to develop the communication plan that outlines how we will keep DCA informed throughout the contract term.
<b>Days 8-9</b>	We will finalize the reporting methodology and forms that we will use to report progress to DCA.
<b>Days 11-14</b>	We will continue to recruit and hire any remaining local/field staff as required. We will also finalize any additional arrangements or requirements identified during the kick-off meeting, to ensure that we can commence work per the requirements of DCA.
<b>Day 15</b>	All local/field staff will be on board, and we will be ready to commence work. We will continue to coordinate with DCA to ensure that we have meet all requirements and that the contract has commenced successfully.

Overall, our mobilization plan is designed to ensure that we are fully prepared to begin work as required, and we are confident that we can meet all requirements within the given mobilization period of 10 to 15 business days.



# Organizational Experience (Section 3.12)

## Firm History

Tetra Tech was founded as a civil engineering firm and has been based in Pasadena, California, since 1966. Our select group of technical experts provided engineering services for waterways, harbors, and coastal areas. During the 1980s, Tetra Tech met the expanding need for environmental remediation. The firm completed highly visible projects on behalf of U.S. federal agencies, which launched the company to its place among the leading environmental and engineering firms in the United States.

In December 1991, Tetra Tech became a publicly traded enterprise. Since its initial public offering, the company has grown substantially, expanding its markets, services, and clientele through internal growth and international acquisitions. **Today, Tetra Tech is a global leader in providing technical services in disaster recovery.**

WORKS IN  
**100+**  
COUNTRIES

  
**7**  
CONTINENTS

Publicly traded  
on NASDAQ as



**\$4.5 billion**  
**ANNUAL REVENUE**

WORKS ON  
**100,000**  
**PROJECTS**  
ANNUALLY

**550**  
**OFFICES**  
WORLDWIDE

**ENR RANKINGS**  
#1 Environmental Management  
#1 Hydro Plants  
#1 Water  
#1 Water Treatment/Desalination

**20,000**  
**CLIENTS**

**27,000** **ASSOCIATES** 

Tetra Tech's Disaster Recovery (TDR) division was established to help state and local governments plan for and recover from natural and human-caused disasters. Since 2001, following our earliest disaster response to Tropical Storm Gabrielle, our team has consistently grown its capabilities and expertise in disaster management, recovery, and consulting services. Tetra Tech has been the preferred disaster recovery partner for more than 300 local and state governments across the United States.

With a variety of disciplines available across the broader Tetra Tech organization, DCA gains access to a wide array of expertise for the support it may need in the administration of the environmental services program, from TDR's disaster recovery expertise, to engineering, infrastructure, and more. In all, Tetra Tech has dedicated problem solvers and innovators from 60 disciplines collaborating on innovative projects worldwide.





## Environmental Expertise

Over the last 10 years, Tetra Tech has successfully completed nearly 48,000 HUD ERRs in seven states and territories throughout the country. Tetra Tech has extensive HUD NEPA experience supporting disaster recovery, hazard mitigation, and other types of programs and projects. **Tetra Tech has completed thousands of NEPA documents and supporting documents**, such as field survey reports including biological assessments, special status species surveys, archeological/historical surveys, Phase I and Phase II ESAs, wetland delineations, waters of the U.S. determinations, U.S. Army Corps of Engineers and state water permits and approvals, and hazardous materials surveys (asbestos, lead-based paint, and mold). Our team has an extensive and diverse résumé of NEPA projects involving infrastructure and related facilities, including water and wastewater facilities, transmission lines, transportation, oil and gas storage and transmission, industrial cleanup, municipal planning, flood control and stormwater mitigation, visitor/tourist plans and facilities, and urban housing development. Our NEPA specialists also wrote a handbook that has become an invaluable resource to NEPA practitioners. The NEPA Handbook: A Comprehensive Resource Guide is a hands-on manual for implementing the procedures prescribed by NEPA.

**Tetra Tech has been providing Responsible Entities with HUD ERR services for over 16 years, including 10 years of disaster recovery program support.**

Tetra Tech is currently providing environmental review and inspection services for the PRDOH for the CDBG-DR program in response to the damage caused by Hurricanes Irma and Maria. During this time, our team mobilized and trained 17 certified inspection teams in less than one week. To date, **10,000+ inspections have been performed with over 9,200 environmental reviews approved**, giving us a unique understanding of the requirements put forth by PRDOH along with operational needs and challenges.

Tetra Tech has vast experience providing environmental reviews for large CDBG-DR programs, including:

- **New Jersey Department of Community Affairs (DCA)**
- New York Governor's Office of Storm Recovery (GOSR)
- New York State Homes and Community Renewal (NYSHCR)
- Puerto Rico's CDBG – DR/SFMIT R3, BRR, SFMIT Program
- Florida Rebuild Florida CDBG-DR Program
- Louisiana Office of Community Development – Disaster Recovery Unit
- North Carolina Rebuild NC CDBG-DR Program
- Texas Rebuild TX CDBG-DR Program

### Project Spotlight: Tetra Tech's Puerto Rico R3 Program Accomplishments to Date

9,200+	Tier 2 Reviews Approved
10,000+	EFO Inspections Completed
6,107	SHPO Archaeology Consultations
3,541	SHPO Architectural Consultations
5,752	Asbestos Inspections
5,752	Lead-Based Paint Risk Assessments
2,143	Tier 2 Re-evaluations



In 2017, Tetra Tech was named a teaming partner on the Restore Louisiana Homeowner Assistance Program. In just 60 days, Tetra Tech completed over 10,600 Tier 2 reviews. Tetra Tech also conducted and produced lead-based paint risk assessment reports for over 500 impacted properties in just one month (completing over 6,000 lead-based paint risk assessments on the project). These numbers demonstrate our experience and working knowledge of the HUD NEPA regulations (under Code of Federal Regulations [CFR], Title 24, Part 58). The exhibit below summarizes Tetra Tech's environmental review experience.

#### Summary of CDBG-DR Environmental Reviews by State

Client Name	Tier 2 Reviews	CEST/EA/EIS	Historic Preservation Reviews
South Carolina	246	0/4/0	147
State of Texas	3,000*	21 CESTs, 50 EAs, 3 PH1 ESA	1,669
Commonwealth of Puerto Rico	9,200+	2 CEST	3,975
State of Louisiana	26,400	3/7/0	7,600
State of North Carolina	3,400	3 CESTs, 2 EAs, 29 Broad	170
State of Florida	2,979	0	1,579
State of New Jersey	1,483	45/17/0	1,545
State of New York	3,150	51 CESTs, 45 EAs, 44 Broad	3,500
<b>TOTALS</b>	<b>37,658</b>	<b>326 Combined</b>	<b>20,185</b>

*\*Estimated totals*

Tetra Tech has completed a full range of environmental field investigations, surveys, and permit applications for numerous state, county, municipal, and private clients throughout the United States and the Commonwealth of Puerto Rico. Tetra Tech has extensive HUD NEPA experience supporting disaster recovery, hazard mitigation, and other types of programs and projects. Tetra Tech has completed more than 1,000 NEPA documents and supporting documents, such as field survey reports including biological assessments, special status species surveys, archeological/historic surveys, Phase I and Phase II Environmental Site Assessments (ESA), wetland delineations, waters of the U.S. determinations, U.S. Army Corps of Engineers and state water permits and approvals, and hazardous materials surveys (asbestos, mold, and lead-based paint [LBP]). Our team has an extensive and diverse résumé of NEPA projects involving infrastructure and related facilities, including water and wastewater facilities, transmission lines, transportation, oil and gas storage and transmission, industrial cleanup, municipal planning, flood control and stormwater mitigation, visitor/tourist plans and facilities, and urban housing development. Tetra Tech has also consistently been ranked by Engineering News-Record (ENR) as one of the nation's Top 10 engineering/project management firms in over 20 categories, including Consulting/Studies (#1), Environmental Management (#1), Environmental Science (#1), and Site Assessment and Compliance (#3).

Tetra Tech has completed a full range of environmental field investigations, surveys, and permit applications for numerous state, county, municipal, and private clients throughout the United States. Specific project descriptions and



**ENR** Tetra Tech  
Engineering News-Record Rankings

- 1** Water
- 1** Environmental Management
- 1** Hydro Plants
- 1** Treatment/Desalination
- 1** Wind Power
- 4** Top 500 Design Firms

7/1/2021



references have been included in the Experience with Contracts of Similar Size and Scope (Section 3.16) of this proposal.

## Specialized Support from Our Subcontractor Partner

Joining Tetra Tech is a local subcontractor, RSG, that specializes in specific areas of the scope of work, including management consulting, reporting and data management, and staff supervision. Our approach is that personnel from RSG assigned to a task order will be under Tetra Tech's single task order organization toward a common set of performance goals. RSG will perform as an integral team member to provide the diverse resources and flexibility this contract demands, and Tetra Tech will take direct responsibility for all subcontracted work. Tetra Tech has worked with RSG on other engagements and has identified these individuals intentionally, as we feel the overall team supports the goals and scope of the program.

### Tetra Tech Teaming Organization



## Resilient Strategies Group RSG

RSG specializes in creating and refining process and programmatic strategies for both the private and public sectors. It has a strong reputation for developing cross-functional and multidisciplinary teams. The company's experience with disaster recovery is comprehensive and diverse.

RSG has a record of streamlining programs and has successfully created and/or improved processes, policies, and procedures for multiple grantees. In the private sector, the company has been both a consultant for the grantee and a consultant for the construction manager. RSG has helped kick start or improve programs in New Jersey, New York City, Louisiana, Florida, and Puerto Rico. Although RSG has its roots in long-term disaster recovery, it can also help in the general areas of government, process management, process improvement, staff augmentation, grant management, and enterprise systems.



## Personnel experience

Tetra Tech has assembled a team of experts with direct experience responding to recent disasters. **Our dedicated project management team is deeply familiar with the policies, procedures, and requirements associated with delivering successful CDBG-DR environmental review services.**

Our team is experienced with CDBG-DR Environmental Reviews and related grant programs. As shown throughout the proposal our team has designed, developed, and implemented CDBG-DR Environmental Reviews for many communities, including those with similar scope, size, and function as the State's. **Tetra Tech assisted St. Johns County, Florida with the development of policies and procedures for their \$89.6 million CDBG-DR program which involved encompassing rehabilitation, elevation, acquisition/buyout, and mobile housing unit replacement, 80-unit low-income rental housing construction, and nine flood mitigation infrastructure projects.** We maintain a large pool of dedicated and CDBG-DR-experienced professionals to support DCA's important work: site inspection, desktop review, historic preservation review, special studies, and QA/QC reviews.

Tetra Tech is committed to providing DCA with an experienced project manager and consistent project management team that will expedite recovery efforts in the State of New Jersey by establishing a coordinated and organized approach to completing environmental reviews for the identified parcels.

Our senior management and advisory team will provide expert oversight and assistance at critical junctures. This team and these individuals bring environmental review and reimbursement expertise. ***As requested, resumes for project management and key personnel have been provided in Resumes (Section 3.15) and an organization chart of the team structure is included in Organization Charts (Section 3.14).***

We are committed to providing a **consistent and coordinated project team** to successfully complete this scope of work for DCA and affirm our ability to commence full operations immediately after notification of award.





## Senior Management and Advisory Team

Our senior management and advisory team will provide expert oversight and assistance at critical junctures. This team is prepared to provide both tactical and strategic guidance for the duration of any environmental review task. These individuals bring decades of grant program expertise.

**Ms. Brenna Minor** is an accomplished planner and grant expert with 15 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 to state and local governments on housing and other programs funded by CDBG-DR, CDBG-MIT and COVID-19 programs as communities seek to assist residents recovering from disasters. She also leads teams in the implementation and management of disaster recovery housing programs.

Ms. Minor has served as program manager for the preparation and implementation of over \$5 billion in disaster recovery and community development projects, including with the Texas General Land Office's (GLO) Hurricane Harvey CDBG-DR programs and the Puerto Rico Department of Housing Hurricanes Maria and Irma CDBG-DR and CDBG-MIT programs. She provides subject matter expertise, policy review and analysis, SOP development, and hires specialized personnel for key project management positions.



**Mr. Ralph Natale** is the Director of Post-Disaster Programs for Tetra Tech. He leads the practice by developing programs, providing daily project support, and providing oversight and guidance. Mr. Natale is an expert in FEMA-PA Grant Program reimbursement policies and has administered nearly 250 projects in his 15-year career. Mr. Natale has served as a principal in charge or project manager in response to some of the country's largest debris-generating disasters, including the NORCAL and SOCAL Wildfires, and Hurricanes Sally, Laura, Michael, Harvey, Irma, Matthew, Katrina, Ike, and Sandy. His state clients include Connecticut, California, **New Jersey**, and Texas. After the Winter Storm Alfred, Mr. Natale oversaw efforts to coordinate with 12 individual local governments and 45 Connecticut DOT towns to collect more than 1.5 million CYs of vegetative debris and remove over 100,000 hazardous trees. Mr. Natale has led operations focused on managing and documenting the removal of over 46 million CYs of debris and over 1.3 million hazardous trees, the program management of over 9,600 demolitions, and over \$4.5 billion of reimbursed invoices.



**Mr. Jorge Ramirez of RSG** brings more than 12 direct years of experience in federally funded housing projects, and 17 years of project management experience. As a member of our senior management team, Mr. Ramirez offers DCA an incomparable level of program- and executive-level support of the nation's largest CDBG programs. As a result, Mr. Ramirez not only understands the HUD guidelines governing the scope of work, but also has **direct, on-the-ground experience delivering work for the State of New Jersey, having worked with the Restore New Jersey State Director and staff to assist with the project completion of the last 1,800 homes in the program.** The project included the development and implementation of a supplemental funding program created by the Governor of New Jersey.

Mr. Ramirez has a diverse cross-functional background in construction, project management, government, energy, property management, enterprise IT systems, change management, and law. He is accomplished in the positive transformation of programs that have complex organizational and procedural issues.

Taking a key role in turning the Texas Coastal Resiliency and Disaster Recovery Program into a model for the country, Mr. Ramirez was a part of rebuilding 15,000 housing construction projects and 3,600 infrastructure projects stemming from Hurricane Ike in 62 counties. He also reduced the budget and energy consumption for the Texas Facilities and Energy Management Division, while managing the Texas Capitol Complex. Most recently working as a Program Manager for the Puerto Rico R3 Program, he has an extensive history as Program Manager and key advisor on multiple disaster recovery programs, including New Jersey, Texas, New York City, Louisiana, and Puerto Rico.





## Key Personnel

Tetra Tech has identified a team of field staff to support DCA. We have selected team members who have previous experience in similar operations. Brief summaries of each team member's experience are provided below.

Tetra Tech's personnel have the expertise, qualifications, and experience to meet the objectives of this contract. Tetra Tech's program management team builds on collective experience to continuously improve processes, develop innovative technologies, and attract and retain highly qualified staff. Our staff offers an unparalleled depth and breadth of relevant experience for the scope of work identified in this RFP. They will leverage experience gained through managing the most complex disaster response contracts in the nation and in the Commonwealth of Puerto Rico to provide fast, responsive, efficient, and effective program delivery that maximizes federal funding. As requested in the RFP, below is a summary of each staff's qualifications and education. Résumés, including certifications and licensing information, for the staff listed below, have been included at the end of this section.

In addition to our key professionals, we have access to hundreds of additional environmental professionals who can be engaged to meet specific requirements and surge demands. If selected, Tetra Tech has the capacity to respond with sufficient staff, and staff approved by DCA will be available for subsequent assignments, as necessary.

Proposed Staff	Summary of Qualifications	Key Areas of Expertise
<b>Nick Russo, III,</b> <b>ENV-SP</b> <i>Principal</i>	Mr. Russo is an environmental services expert with over 20 years of experience in disaster recovery, environmental resources, and water management. He joined Tetra Tech in early 2022 after spending 19 years with the Harris County, TX Engineering Department. He has vast experience in coordinating environmental, sustainability, and regulatory programs at the local, state, and federal levels. Mr. Russo worked on numerous federally declared disasters including Hurricane Ike, the Tax Day Flood, Hurricane Harvey, Tropical Storm Imelda, and the COVID-19 Pandemic.	<ul style="list-style-type: none"> <li>• Environmental Planning</li> <li>• Compliance</li> <li>• Wetlands &amp; Natural Resources</li> <li>• Disaster Recovery</li> <li>• Debris Management</li> <li>• Resiliency Planning</li> <li>• Sustainability</li> <li>• Storm Water Management</li> <li>• Green Infrastructure</li> </ul>
<b>Angela Dahlgren</b> <i>Project Manager</i>	Ms. Dahlgren has 25+ years of experience providing management, scientific, and technical consulting services under a range of programs, and has conducted 50+ broad environmental reviews (Tier 1) and 10K+ site-specific environmental reviews (Tier 2), most recently for the Puerto Rico Department of Housing (PRDOH) HomeRepair, Reconstruction, or Relocation Program. Her experience includes providing oversight to third party environmental consultants and reviewing multi-family environmental reviews and third-party single-family environmental reviews for NEPA and HUD environmental requirements at 24 CFR part 58. Additionally, she was responsible for creating Tier 2s for the Texas General Land Office Homeowner Reimbursement Program.	<ul style="list-style-type: none"> <li>• NEPA Compliance</li> <li>• HUD Compliance</li> <li>• CDBG Compliance</li> <li>• FEMA HMGP Environmental Reviews</li> <li>• HUD Part 58 Environmental Reviews</li> <li>• Environmental Compliance</li> <li>• Environmental Staffing</li> <li>• NEPA Training</li> <li>• Section 106 National Historic Preservation Act Experience</li> <li>• GIS Experience</li> <li>• Airport Layout Plan Sets</li> <li>• Airport Planning and Facility Design</li> <li>• CAAD</li> </ul>
<b>John Bock</b> <b>Senior</b> <i>Environmental Specialist</i>	Mr. Bock is a senior environmental scientist with nearly 30 years of experience in environmental impact analysis, project management, environmental decision making, health and safety planning, and natural resource management. He has	<ul style="list-style-type: none"> <li>• Project Management</li> <li>• Program Management</li> <li>• NEPA Compliance</li> </ul>



Proposed Staff	Summary of Qualifications	Key Areas of Expertise
	<p>managed and overseen projects involving the preparation of NEPA documents, California Environmental Quality Act documents, Section 7 consultation support, Section 106 consultation support, Section 404 and 401 permit applications, wetland delineations, biological assessments, sensitive species surveys, and architectural and archaeological resources surveys. He has served as a program manager and project manager under as-needed contracts with the New Jersey Department of Environmental Protection, New York Governor's Office of Storm Recovery, US Army Corps of Engineers (USACE), US Bureau of Reclamation, US General Services Administration, Federal Emergency Management Agency (FEMA), California Department of General Services, Alameda County Public Works Agency, and San Francisco Mayor's Office of Housing. He has also served as the western program manager for several nationwide multiple-project Army programs for family housing development, base realignment and closure, and lodging privatization. Additionally, he serves as Tetra Tech's nationwide coordinator for disaster recovery and hazard mitigation environmental and historic preservation reviews.</p>	<ul style="list-style-type: none"> <li>• HUD Part 58 Environmental Reviews</li> <li>• Section 106 National Historic Preservation Act Compliance</li> <li>• Section 7 Endangered Species Act Compliance</li> <li>• Executive Orders 11988 and 11990 Compliance</li> <li>• CDBG-DR, CDBG-MIT, CDBG-CV, CDBG, and HOME Experience</li> </ul>
<b>Cliff Jarman</b> <i>Senior Environmental Scientist</i>	<p>Mr. Jarman is a Senior Environmental Scientist with 30 years of experience in the environmental field, including NEPA compliance, documentation, and training. Mr. Jarman has managed 11 Environmental Impact Statements (EISs) and 44 Environmental Assessments (EAs), and was Lead Resource Author, or was part of the QA/QC review of another 17 EISs and over 50 EAs. He has been supporting the States of New York, Texas, North Carolina, and New York in providing CDBG-DR housing and infrastructure ERR documentation for the recovery of hurricanes and large flooding storms.</p>	<ul style="list-style-type: none"> <li>• NEPA Compliance</li> <li>• HUD Part 58 Environmental Reviews</li> <li>• Section 106 National Historic Preservation Act Compliance</li> <li>• Section 7 Endangered Species Act Compliance</li> <li>• Executive Orders 11988 and 11990 Compliance</li> <li>• CDBG-DR, CDBG-MIT, CDBG-CV, and HOME Experience</li> <li>• Project Management</li> <li>• Seismic Risk</li> <li>• Minerals</li> <li>• Housing and Infrastructure</li> <li>• Flooding</li> <li>• Historic Preservation</li> <li>• Cultural Resource Management</li> <li>• Historic architectural survey, landscape assessment, documentation, and assessment</li> <li>• Project Management</li> <li>• Field Surveys</li> <li>• Archaeology</li> <li>• Historic Preservation</li> <li>• Architectural History</li> <li>• Project Management</li> <li>• Compliance</li> </ul>
<b>Nick Avery</b> <i>Senior Historic Preservation Specialist, Secretary of Interior qualified</i>	<p>Mr. Avery is a Secretary of the Interior qualified historic preservation consultant with over 33 years of experience providing historic preservation and cultural resource management to several public and private clients. Mr. Avery's responsibilities have included providing historic architectural surveys, landscape assessments, documentation, and assessment of effects services, managing projects from start to finish and building relationships with related professionals, state, and federal entities.</p>	<ul style="list-style-type: none"> <li>• NEPA Compliance</li> <li>• HUD Part 58 Environmental Reviews</li> <li>• Section 106 National Historic Preservation Act Compliance</li> <li>• Section 7 Endangered Species Act Compliance</li> <li>• Executive Orders 11988 and 11990 Compliance</li> <li>• CDBG-DR, CDBG-MIT, CDBG-CV, and HOME Experience</li> <li>• Project Management</li> <li>• Seismic Risk</li> <li>• Minerals</li> <li>• Housing and Infrastructure</li> <li>• Flooding</li> <li>• Historic Preservation</li> <li>• Cultural Resource Management</li> <li>• Historic architectural survey, landscape assessment, documentation, and assessment</li> <li>• Project Management</li> <li>• Field Surveys</li> <li>• Archaeology</li> <li>• Historic Preservation</li> <li>• Architectural History</li> <li>• Project Management</li> <li>• Compliance</li> </ul>
<b>Robert Peltier,</b> <i>Archaeologist, Secretary of Interior qualified</i>	<p>Mr. Peltier meets the Secretary of Interior qualifications for consulting archaeologist and architectural historian. He is a Registered Professional Archaeologist and is fully qualified to conduct Phase I-III review and compliance/contracting projects, reporting, and site monitoring for local, state, and</p>	<ul style="list-style-type: none"> <li>• NEPA Compliance</li> <li>• HUD Part 58 Environmental Reviews</li> <li>• Section 106 National Historic Preservation Act Compliance</li> <li>• Section 7 Endangered Species Act Compliance</li> <li>• Executive Orders 11988 and 11990 Compliance</li> <li>• CDBG-DR, CDBG-MIT, CDBG-CV, and HOME Experience</li> <li>• Project Management</li> <li>• Seismic Risk</li> <li>• Minerals</li> <li>• Housing and Infrastructure</li> <li>• Flooding</li> <li>• Historic Preservation</li> <li>• Cultural Resource Management</li> <li>• Historic architectural survey, landscape assessment, documentation, and assessment</li> <li>• Project Management</li> <li>• Field Surveys</li> <li>• Archaeology</li> <li>• Historic Preservation</li> <li>• Architectural History</li> <li>• Project Management</li> <li>• Compliance</li> </ul>



Proposed Staff	Summary of Qualifications	Key Areas of Expertise
	Federal agencies and industrial and commercial businesses. He has served as Project Manager/Principal Investigator on numerous archaeological investigations, either for NHPA Section 106 historic preservation compliance, NEPA, or conducting academic research and has authored numerous cultural resource reports.	<ul style="list-style-type: none"> <li>• Environmental Review</li> <li>• Reporting</li> <li>• Academic Research</li> <li>• NEPA Documentation</li> </ul>
<b>Roberto Muñoz-Pando</b> <i>Archaeologist</i>	Mr. Muñoz-Pando is an archaeologist with 4 years of field experience, serving in various field and research roles on numerous projects. His skill set includes screening for artifacts, lab work, digging, archaeological reporting, and the use of equipment such as GIS, GPS, and Trimble. Mr. Muñoz-Pando holds a Master of Art in Archaeology and has completed all degree requirements to graduate with a PhD in Anthropology in May 2023. Mr. Muñoz-Pando is fluent in both English and Spanish.	<ul style="list-style-type: none"> <li>• Archaeology</li> <li>• Historic Preservation</li> <li>• Cultural Resource Management</li> </ul>
<b>Shelby McDowell</b> <i>Staff Environmental Scientist</i>	Ms. Frizzell serves as a lead Biologist for Tetra Tech's work on multiple state level CDBG-DR-funded environmental review programs, where she conducts reviews on endangered species, coastal zone management, and wetlands. Her experience includes ecological site characterization/mapping; threatened and endangered species surveys; wetland delineation and preparation of NEPA and state program environmental assessments. Ms. Frizzell supervises biological sciences staff of up to three individuals; reviews biological, ecological, and environmental assessments and reports evaluating physical and/or chemical impacts to the environment resulting from the construction of new facilities, or the remediation of contaminated or disturbed sites.	<ul style="list-style-type: none"> <li>• CDBG-DR Environmental Reviews</li> <li>• Environmental Compliance</li> <li>• Endangered Species,</li> <li>• Wetlands delineation and assessment</li> <li>• Coastal Management and Clean Water Act</li> <li>• Data Management</li> <li>• Quality Assurance/Quality Control</li> <li>• NEPA Documentation</li> </ul>
<b>Adam Karl</b> <i>GIS Analyst</i>	Mr. Karl has four years of experience in Geospatial mapping and analysis, including various disaster recovery and damage assessment programs for clients in Florida, Texas, and Puerto Rico. Additionally, his expertise includes mapping and knowledge of Florida geology and hydrogeology through his experience at the Florida Geological Survey. Mr. Karl's GIS capabilities provide best-in-class reporting and analysis tools supporting housing and infrastructure environmental reviews under Tetra Tech's CDBG-DR delivery programs.	<ul style="list-style-type: none"> <li>• ESRI Enterprise Geodatabase and Services</li> <li>• Data Collection Application Design/Build and Support</li> <li>• Application Prototyping and Modeling</li> <li>• CDBG-DR Tier 2 ER</li> <li>• Environmental Property Survey and Sampling</li> <li>• CDBG-DR Infrastructure site Hazard Analysis</li> </ul>
<b>David Bienvenu</b> <i>Staff Environmental Scientist &amp; Technician</i>	Mr. Bienvenu has over 12 years of experience in the environmental field and is assisting local and regional contractors with environmental needs in states including Region 4 for Tetra Tech. He is trained in the operation and maintenance of field equipment for use in emergency response operations. Specific equipment used includes Ludlum meters, Jerome meters, multi-media sampling equipment, Tremble GPS and XRF devices for Lead in soil and paint. He is currently serving as environmental inspection lead for the PRDOH R3 CDBG-DR program.	<ul style="list-style-type: none"> <li>• 40hr HAZWOPER certified</li> <li>• Lead Based Paint Inspection/Risk Assessor</li> <li>• Asbestos Certified</li> <li>• CPR, AED, and First Aid</li> <li>• H2S Training</li> <li>• PEC/Premier Offshore Training</li> <li>• IADC Rig Pass</li> <li>• Smith Driving Systems</li> <li>• Sea Survival/ HUET with METS (Refresher 6/21/2016)</li> </ul>

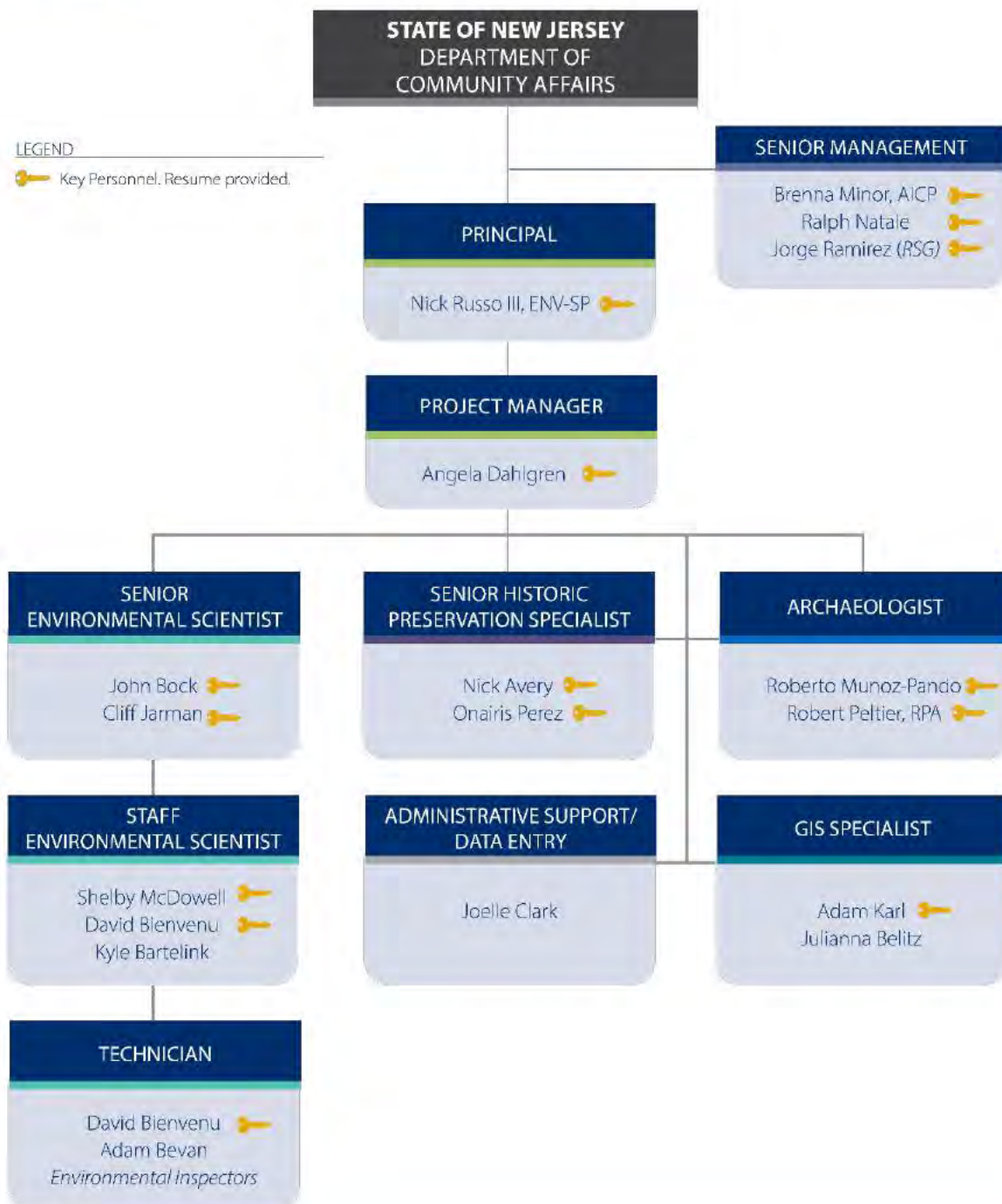


## Location (Section 3.13)

FIRM OFFICES AND CONTACT INFORMATION	
Main Office	Local Office
2301 Lucien Way Suite 120 Maitland, Florida 32751	295 US Highway 22 East Suite 104 Whitehouse Station, NJ 08833
Main Point of Contact	
<b>Mr. Nick Russo III, ENV-SP</b> Principal, Director - Post Disaster Environmental Services <b>(713) 492-1174</b> <b>Nick.Russo3@tetrattech.com</b>	

## Organization Charts (Section 3.14)

The proposed organization structure is based on industry best practices and an understanding of geography and the distinct management responsibilities of each position. Our proposed organizational structure ensures orderly communication, distribution of information, effective coordination of activities, and accountability. Tetra Tech's project team can scale as needed, coordinate response, establish common processes for planning and managing resources, and adapt organizational structure to match the needs and complexities of projects. *Tetra Tech has provided resumes and biographies for key staff members noted in the chart with a key symbol. We can provide information for other named staff members upon request.*





## Resumes (*Section 3.15*)

Resumes for our senior management and advisory team, as well as those for our key project personnel, are provided on the following pages. If additional staffing needs arise at any time during this contract, we are prepared to leverage our regional resources to identify existing Tetra Tech staff who could be reassigned to this engagement, drawing upon:

- 3 Tetra Tech New Jersey Offices in **Metuchen, Parsippany, and Whitehouse Station**
- 1,400 disaster recovery professionals across the country
- 60 disciplines across the enterprise
- 65,000 annual projects
- 27,000 employees around the world



**15** YEARS OF  
EXPERIENCE

## Areas of Expertise

Program Operations & Administration  
Housing 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

## Key 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

## EXPERIENCE SUMMARY

Ms. Minor is an accomplished planner and grant expert with 15 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 to state and local governments on housing and other programs funded by CDBG-DR, CDBG-MIT and COVID-19 programs as communities seek to assist residents recovering from disasters. She also leads teams in the implementation and management of disaster recovery housing programs.

Ms. Minor has served as program manager for the preparation and implementation of over \$5 billion in disaster recovery and community development projects, including with the Texas General Land Office's (GLO) Hurricane Harvey Community Development Block Grant-Disaster Recovery (CDBG-DR) programs and the Puerto Rico Department of Housing Hurricanes Maria and Irma CDBG-DR and MIT programs. She provides subject matter expertise, policy review and analysis, SOP development, and hires specialized personnel for key project management positions.

## RELEVANT EXPERIENCE

### Practice Lead (May 2020 – Present)

**Tetra Tech, Inc. | Austin, TX**

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.

### Project Executive (October 2022 – Present)

**Puerto Rico Department of Housing | CDBG-DR Housing Program**

Ms. Minor oversees Tetra Tech's implementation of the Home Repair, Reconstruction or Relocation program which affected residents with housing recovery following the devastation of hurricanes Maria and Irma.

### Puerto Rico Department of Housing | CDBG-DR City Revitalization Program

Ms. Minor led the startup of the multi-sector City Revitalization Program which assists local municipalities in Puerto Rico with spending housing, infrastructure and economic development funding post-hurricane.

### Virgin Islands Housing Finance Authority | CDBG-DR Electrical Grid Action Plan

Assisted the Virgin Islands Housing Finance Authority with developing programs and projects in for their \$64 million CDBG-DR allocation from HUD.

### Metropolitan Development & Housing Authority | CDBG-DR/MIT Housing Action Plan

Oversaw a team developing the Metropolitan Development & Housing Authority programs and projects for their \$10 million CDBG-DR/MIT allocation from HUD.



### **Senior Program Manager (March 2021 – January 2022)**

#### **Various Clients | Emergency Rental Assistance Program**

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

### **Senior Advisor (June 2020 – June 2021)**

#### **U.S. Virgin Islands | CDBG-MIT Action Plan**

Assisted the Virgin Islands Housing Finance Authority with developing programs and projects in the areas of housing, infrastructure, economic development, and public services 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.

## **ADDITIONAL EXPERIENCE**

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### **Senior Vice President and Vice President (January 2011 – October 2019)**

#### **GrantWorks, Inc.**

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 (December 2009 – July 2011)**

#### **GrantWorks, Inc.**

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 (August 2007 – December 2009)**

#### **GrantWorks, Inc.**

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.

### **GIS Specialist and Graduate Assistant (August 2005-May 2007)**

#### **Tufts University**

Ms. Minor was a graduate assistant to the Urban and Environmental Policy and Planning program at Tufts University. She also served as a GIS specialist for the Tufts GIS Laboratory.



**15+** YEARS OF EXPERIENCE

**250+** PROJECTS

**\$4.5B** REIMBURSED INVOICES

#### **Areas of Expertise**

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

#### **Grant Experience**

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

#### **Disasters**

4240 VALLEY AND BUTTE FIRES  
4084 HURRICANE ISAAC  
1971 AL TORNADOES  
1791 HURRICANE IKE  
1763 IA FLOODING  
1609 HURRICANE WILMA  
1602 HURRICANE KATRINA  
& SEVERAL MORE

#### **Certifications**

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

## Ralph Natale

Senior Management Team

### EXPERIENCE SUMMARY

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

Mr. Natale specializes in large scale responses and has served as a principal in charge or project manager in response to some of the country's largest debris-generating disasters, including 19 state level responses after major hurricanes, floods, and fire events. This includes managing and documenting the removal of over 66 million cubic yards (CYs) of debris, 1.7M hazardous trees, and the program management of debris collection and demolition of over 35,000 parcels on fire removal projects and over 200,000 environmental samples. These programs equate to over \$4.5B dollars of reimbursed invoices.

### RELEVANT EXPERIENCE

#### **Subject Matter Expert (Debris Documentation, Program Management, Grant Management)**

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

Mr. Natale has also served on the following projects:

- Hurricane Ian (2022-Current)
- State of California Dixie Fire Response (2021 - current)
- Hurricane Ida (2021 - current)
- Hurricane Laura (2021 - current)
- State of California Camp Fire Response (2018- 2020)
- Hurricane Michael local and USACE response (2018-2019)
- NorCal Wildfires | USACE (2017-2018)
- Hurricane Harvey (2017-2018)
- Hurricane Ike, Severe Droughts, Floods | City of Houston, Texas (June 2009-Present)
- Winter Storms | State of Connecticut, Interagency Debris Management Task Force (August 2010-Present)

#### **Principal in Charge/Senior Program Manager**

As director of post-disaster programs for Tetra Tech, Mr. Natale has focused on developing and improving program management processes. These processes ensure the most efficient methods of managing debris removal programs to maximize federal



reimbursement via the FEMA 325, and 327 guidelines. As a senior program manager, Mr. Natale ensures quality control and quality assurance of project managers' deliverables on all Tetra Tech projects. A representative list of projects he has worked on is included below.

#### **Hurricane Ian**

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

#### **Hurricane Laura**

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

#### **Hurricane Michael**

Following Hurricane Michael in September of 2018, Mr. Natale oversaw debris monitoring operations for several communities in the Florida Panhandle and a USACE response in Georgia that covered 12 counties. The devastation was 250 miles wide for this category 5 storm, which included working in areas that had no power or electricity for well over a month. At peak, Tetra Tech had nearly 600 monitors working in the field. Documentation was created for almost 10 million cubic yards of debris. Work also included NRCS funding of nearly 25 miles of waterways through Bay County, FL.

#### **Camp Fire Response**

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

#### **Northern California (NORCAL) Wildfire Response (November 2017-Present)**

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

#### **Florida Department of Environmental Protection (2016-2018)**

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

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

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

#### **State of New Jersey | Hurricane Sandy Disaster Recovery Operations (October 2012–January 2013)**

Mr. Natale supported debris monitoring efforts for seven separate municipalities and state agencies following Hurricane Sandy. These clients including but not limited to the City of Newark, City of Sayreville, Ocean Township, and the New Jersey Parks Department.

### **City of New Orleans; Jefferson Parish; and St. John the Baptist Parish, LA | Hurricane Isaac Debris Monitoring Operations (September–December 2012)**

Mr. Natale oversaw the debris monitoring efforts following Hurricane Isaac. During this effort, our team monitored the collection and disposal of over 670,000 CYs of debris. Mr. Natale coordinated with several local governments, including the City of New Orleans, Jefferson Parish, and St. John the Baptist Parish.

### **State of Connecticut | Winter Storm Alfred Statewide Debris Monitoring Operations (October 2011–April 2012)**

Mr. Natale oversaw efforts to coordinate with 12 individual local governments and 45 Connecticut Department of Transportation towns to collect more than 1.5 million CYs of vegetative debris and remove over 100,000 hazardous trees.

Mr. Natale has provided senior management on the following projects:

- City of New Orleans, Louisiana | Hurricane Katrina Residential Demolitions (April 2010–Present)
- Bastrop County, Texas | Wildfires (September 2011–August 2013)
- City of Cedar Rapids, Iowa | Severe Flooding (May 2010–June 2011)
- University of Iowa | 2008 Severe Flooding (March 2012–Present)
- City of Houston, Texas | Standing Dead Trees (May 2010–June 2011)
- Terrebonne Parish, Louisiana | Hurricane Ike (July 2010–February 2011)
- State of Connecticut Hurricane Irene (September 2011–November 2011)

## **Project Management**

On large debris projects, Mr. Natale will be temporally relieved of his director duties by senior management support and focus on the management of a single project. As a result, Mr. Natale has managed some of the largest debris-generating projects in the country with great success.

### **City of Houston, Texas | Hurricane Harvey (August 2017- Present)**

Hurricane Harvey caused an unprecedented Citywide flooding event with a total of 13 primary debris haulers responding. Mr. Natale helped create new systems and reports were developed to manage the debris haulers and support a live web feed on the Houston recovery webpage. To date the City and its debris haulers collected over 2.5 million cubic yards of flood debris. The project is expected to continue through the end of this year as residents continue to recover from this catastrophic event.

### **Town of Hilton Head Island, South Carolina | Hurricane Matthew (October 2016–June 2017)**

Mr. Natale provided project management and oversight for the popular tourist destination, Hilton Head Island, following extensive damage caused by Hurricane Matthew. Within hours of the disaster, Mr. Natale was on-site to assess the damage and meet with Town officials. Mr. Natale managed the mobilization of a local team of debris monitors and established our automated debris management system (ADMS) for the City to provide real-time updates on the debris removal operations. In total, our team monitored the removal of 2,187,080 cubic yards of debris.

### **New Jersey Department of Environmental Protection (NJDEP) | Hurricane Sandy Waterway Debris Removal Project (February 2013–January 2014)**

Mr. Natale developed and implemented many of the protocols and procedures to effectively manage the wet debris removal process. This has included the implementation of our proprietary automated debris management system (ADMS) technology, which has increased NJDEP's visibility to the day-to-day operations and provided real-time reporting of debris quantities. Due to Mr. Natale's excellent project management, NJDEP then tasked our team with monitoring the sediment removal process in the northern and southern region.

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

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



**17+** YEARS OF  
EXPERIENCE

**3,600** INFRASTRUCTURE  
PROJECTS

**15K** HOUSING  
CONSTRUCTION  
PROJECTS

### Areas of Expertise

Organizational Development  
Training and Best Practices  
Contract Management  
Construction Management  
Project Management  
Process Improvement  
IT Solutions  
Implementation  
Legal Expertise  
Policy Development  
Compliance and Auditing

### Education

The University of Texas School of Law  
Doctor of Jurisprudence, 2004

St. Edwards University  
MBA, 2000

The University of Texas College of  
Engineering, BS Mechanical  
Engineering, 1995

## EXPERIENCE SUMMARY

Mr. Ramirez's experience encompasses 12 direct years of experience in federally-funded housing projects, and 17 years of project management experience. Mr. Ramirez offers DCA an incomparable level of program- and executive-level support of the nation's largest CDBG programs. As a result, Mr. Ramirez not only understands the HUD guidelines governing the scope of work, but also has direct, on-the-ground experience delivering work for the State of New Jersey, having worked with the Restore New Jersey State Director and staff to assist with the project completion of the last 1,800 homes in the program. The project included the development and implementation of a supplemental funding program created by the Governor of New Jersey.

Mr. Ramirez has a diverse cross-functional background in construction, project management, government, energy, property management, enterprise IT systems, change management, and law. He is accomplished in the positive transformation of programs that have complex organizational and procedural issues.

Taking a key role in turning the Texas Coastal Resiliency and Disaster Recovery Program into a model for the country, Mr. Ramirez was a part of rebuilding 15,000 housing construction projects and 3,600 infrastructure projects stemming from Hurricane Ike in 62 counties. He also reduced the budget and energy consumption for the Texas Facilities and Energy Management Division, while managing the Texas Capitol Complex. Most recently working as a Program Manager for the Puerto Rico R3 Program, he has an extensive history as Program Manager and key advisor on multiple disaster recovery programs, including New Jersey, Texas, New York City, Louisiana, and Puerto Rico.

## RELEVANT EXPERIENCE

### Director of Program Management (November 2022 – Present)

#### Resilient Strategies Group LLC | Puerto Rico

Responsible for business development for the case management team, as well as subject matter expert in CDBG. Assisting in the development of programs, as well as managing programs as necessary. Mr. Ramirez has served in a key capacity on the following assignments:

- **Program Manager for the Commonwealth of Puerto Department of Housing's (PRDOH's) Home Repair, Reconstruction or Relocation Program (R3) (November 2022 – Present).** Responsible for monitoring the R3, BRR, and SFMIT Programs for the central region of the island. Managing over 3,300 cases from outreach to closeout, including the monitoring of several construction managers.
- **Business Analyst for the CRP Program (part-time) (March 2023 – November 2022).** Assisted in the development of several reports and metrics to monitor the progress of municipal projects.
- **Business Development (February 2022 – Present).** Responsible for business development in Puerto Rico, as well as New York, New Jersey, Florida, and Louisiana.

## **Program Manager (June 2019 – January 2022)**

### **DSW | Puerto Rico**

Upstarting and managing the Puerto Rico CDBG program for DSW. Procuring and managing over 50 subcontractors. Creating construction process flows with all stakeholders to make the process more efficient. Managing and updating the database and workflows to manage the construction more effectively. Other responsibilities include permitting, customer service, warranties, scoping and design.

## **Principal (October 2015 – May 2019)**

### **RSG | Various Clients**

Small business owner that provided disaster recovery consulting services in the areas of CDBG expertise, construction, project management and databases. Worked with several state and local governments to improve programs, augment staff, and provide guidance, including:

- **New Jersey Recovery Program** - Long Branch, New Jersey (December 2017 - June 2019):
  - Worked with the Restore New Jersey State Director and staff to assist with the project completion of the last 1800 homes in the program. This included the construction management and close out of the hardest homes to close in the program. The project included the development and implementation of a supplemental funding program created by the Governor of New Jersey.
- **Louisiana Recovery Program** - Baton Rouge, Louisiana (June 2017 - December 2017)
  - Worked with the Restore Louisiana State Director and staff to assist with process improvement and streamlining of the nearly \$2 billion Recovery program. This included the creation of the damage assessments, risk assessments, and construction processes of all homes across the program. Created and coordinated the initial process to kick start the program.
- **New York City Recovery Program** - New York, New York (August 2015 - May 2017)
  - Worked with Housing Recovery Office (HRO) executive management and staff to assist with the process improvement and streamlining of the \$1.7 billion Recovery program. This included the assessment, improvement and implementation of the processes and standards across a wide and diverse program. Key focus on coordination of construction management between the in-house management team and its vendors.

## **Senior Director (July 2011 – July 2015)**

### **Texas General Land Office | Coastal Resiliency and Disaster Recovery Program**

Successfully transitioned a \$3.1 billion disaster recovery program from two state agencies to the General Land Office. The Governor tasked the General Land Office to take over the program, to make significant and necessary improvements in the pace and quality of the program. Implemented policy and cultural changes, as well as process improvements and evolved the program into a model for the country in less than 3 years.

- Consolidated and developed standard operating procedures and policies
- Founded a multi-state forum for disaster recovery programs
- Developed an enterprise system in under three years from 14 separate databases
- Developed a balanced approach of in-house and outsourced resources

## **EMPLOYMENT HISTORY**

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- Deputy Executive Director – Texas Facilities Commission - Austin, Texas
- Attorney – Texas General Land Office - Austin, Texas
- Attorney – Clark, Thomas & Winters, PC - Austin, Texas
- Manufacturing Engineer – Applied Materials - Austin, Texas
- Design Engineer – Delphi Packard Electric Systems - El Paso, Texas





**20+** YEARS OF  
EXPERIENCE

**8** DISASTERS

### **Areas of Expertise**

Disaster Recovery  
Debris Management  
Resiliency Planning  
Sustainability  
Storm Water Management  
Wetlands & Natural Resources  
Green Infrastructure  
Environmental Planning

### **Training/Certifications**

Envision ENV-SP  
Wetland Delineation  
NIMS ICS

### **Education**

Texas A&M University, Master  
of Science in Water  
Management & Hydrological  
Science, 2009  
  
Texas State University, Bachelor  
of Science in General  
Agriculture, 2002

## EXPERIENCE SUMMARY

Mr. Russo is an environmental services expert with over 20 years of experience in disaster recovery, environmental resources, and water management. He joined Tetra Tech in early 2022 after spending 19 years with the Harris County, TX Engineering Department. He has vast experience in coordinating environmental, sustainability, and regulatory programs at the local, state, and federal levels. Mr. Russo worked on numerous federally declared disasters including Hurricane Ike, the Tax Day Flood, Hurricane Harvey, Tropical Storm Imelda, and the COVID-19 Pandemic where he conducted damage assessments, debris removal, and program management in coordination with FEMA and other regulatory agencies.

## RELEVANT EXPERIENCE

### **Director of Environmental Services (April 2022 - Present)**

#### **Oregon Housing and Community Services (OHCS) | CDBG Program**

Mr. Russo managed technical program and staffing for the HUD-mandated environmental reviews (Tier I Environmental Reviews for seven counties) in support of federal grants to benefit disaster survivors and impacted communities in Oregon, as a result of the major disasters that occurred during Labor Day weekend of 2020 when wildfires caused the loss of nearly 4,200 homes with seven counties.

### **Director of Environmental Services (March 2022 – Present)**

#### **Puerto Rico Department of Housing (PRDOH) | R3 Puerto Rico CDBG Program**

Mr. Russo managed technical program and staffing for the HUD-mandated environmental reviews (Tier II Site Specific Reviews), Damage Assessment Inspection/Cost Estimate, LBP, and Asbestos Inspection program in accordance with 24 CFR Part 58 and the current Puerto Rico PRDOH R3 Program Environmental Review (Tier II) Procedures for an estimated 60,000 hurricane and flood damaged properties as a result of Hurricane Maria in 2017.

### **Director of Environmental Services (March 2022 – Present)**

#### **Harris County, TX | Project Recovery CDBG Program**

Mr. Russo managed technical program and staffing for the HUD-mandated environmental reviews (Tier II Site Specific Reviews), Damage Assessment Inspection/Cost Estimate, and LBP program in accordance with 24 CFR Part 58 and the current Puerto Rico PRDOH R3 Program Environmental Review (Tier II) Procedures for an estimated 2,500 hurricane and flood damaged properties as a result of Hurricane Harvey in 2017.

### **Director of Environmental Services (March 2022 - Present)**

#### **State of Florida | Rebuild Florida CDBG Program**

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

#### **Director of Environmental Services (March 2022 – Present)**

##### **State of Texas | Rebuild Texas CDBG Program**

Mr. Russo managed the HUD-mandated environmental reviews program and staffing (Tier II Site Specific Reviews), Damage Assessment Inspection/Cost Estimate and LBP Inspection program in accordance with 24 CFR Part 58 and the Texas General Land Office (GLO) Program Environmental Review (Tier II) Procedures for an estimated 1,200 flood damaged properties.

## **ADDITIONAL EXPERIENCE**

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#### **Director of Environmental & Sustainability Services (2021 – 2022)**

##### **Harris County Engineering Department | Houston, TX**

- Lead the environmental services team in achieving program goals, objectives, and sustainability metrics. Coordinated sustainability programs with other county departments.
- Provided research and guidance to executives, clients, and other county departments, regarding federal, state, and local environmental regulations, initiatives, and programs.
- Provided environmental regulatory planning, oversight, and agency coordination as a key member of the emergency management team within the Engineering Department.
- Served as Debris Operations Manager for the response following Winter Storm Uri in 2021. Coordinated damage assessments, managed setup and operations of public debris drop-offs within the County, and managed right-of-way debris removal in heavily impacted areas of the County.

#### **Planning Section Leader – COVID-19 Non Congregate Medical Shelter (March-May, 2020)**

##### **Harris County Engineering Department | Houston, TX**

- Mobilized a “Field Hospital” at the County’s NRG Stadium Complex within 7 Days due to the rampant increase in COVID-19 infection and hospitalization rates.
- Researched and negotiated a contract for a general contractor to fully mobilize and provide medical staff turnkey.
- Planned and executed setup of the field hospital (NCMS) on time and under budget with an estimated cost of \$30M.
- Fully mobilized setup, monitored regional needs, and demobilized the operation over 30 days.

#### **Planning Section Leader – COVID-19 Continuity of Government Task Force (March 2020-March, 2022)**

##### **Harris County Engineering Department | Houston, TX**

- Developed Harris County’s COOP/COG plan specific to the COVID-19 Pandemic.
- Created an online department web dashboard for the purpose of tracking the impact to county essential operations and manpower losses due to quarantine or illness.
- Evaluated shelter contingencies for housing criminal justice populations.
- Developed a Resource Guide with guidelines and procedures for implementation of 50 county departments to follow.

#### **Environmental Compliance Officer (2017 - 2021)**

##### **Harris County Engineering Department | Houston, TX**

Executive staff member within the Office of the County Engineer, assisted in overseeing daily operations for the entire 700 member organization.



- Implemented and oversaw sustainability and regulatory compliance for seven divisions within the department including capital project management, facility management, and recovery & resiliency programs. Project Manager for \$31M in grant funded recovery/resiliency/stormwater projects.

#### **Debris Operations Manager – Hurricane Harvey (August 2017 – February 2019)**

##### **Harris County Engineering Department | Houston, TX**

- Managed Debris Removal Operations during the County's disaster recovery from Hurricane Harvey, for 30,000 homes flooded and 2M cubic yards of debris; total project cost \$40M.
- Responsible for identification, permitting, and environmental compliance for 15 DMS sites

#### **Environmental Services Team Leader (2011 - 2017)**

##### **Harris County Engineering Department | Houston, TX**

Responsible for managing the Environmental Services Team and coordinating various environmental initiatives with local, state, and federal agencies for hundreds of roadways, parks, and architectural projects.

- Provided management of regulatory processes in obtaining a unique Regional General Permit from the US Army Corps of Engineers-Galveston District.
- Management and oversight of numerous studies in support of USACE Individual and Nationwide permits supporting Capital Improvement Projects.

#### **Debris Operations Manager – Tax Day Flood ( April 2016)**

##### **Harris County Engineering Department | Houston, TX**

- Served as a Debris Operations Manager during emergency recovery operations following April 18 "Tax Day" Flooding in Harris County, TX.

#### **Senior Environmental Coordinator (2009 - 2011)**

##### **Harris County Architecture & Engineering Division | Houston, TX**

- Substantially reduced environmental permitting delays to increase project delivery on time and within budget. Coordinated project meetings and reviews with USACE through the establishment of a WRDA 214 agreement for the purpose of prioritizing capital improvement projects and expediting wetland delineations and permits.
- Created guidelines for the use of Low Impact Development/Green Infrastructure techniques for use in Harris County work with numerous stakeholders.
- Represented Harris County on a technical committee for the San Jacinto Waste Pits Superfund Site to coordinate time critical removal actions and restrict public access to the site.
- Led a disaster response team to complete flood damage assessments following two April 2009 flood events resulting in approximately 1000 homes damaged. Preliminary assessments were completed within 4 days.

**25** YEARS OF  
EXPERIENCE

**11** DISASTERS

**3** GRANT  
FUNDING

### Areas of Expertise

NEPA Compliance

HUD Compliance

CDBG Compliance

FEMA HMGP Environmental Reviews

HUD Part 58 Environmental Reviews

Environmental Compliance

Environmental Staffing

NEPA Training

Section 106 National Historic  
Preservation Act Experience

GIS Experience

Airport Layout Plan Sets

Airport Planning and Facility Design

CAAD

### Education

Embry Riddle Aeronautical University,  
Master of Science in Aeronautical  
Science, 2001

Maryland Drafting Institute, Associate  
in Engineering, Drafting, 1995

University of New Orleans, Bachelor of  
Arts, English, 1993

## EXPERIENCE SUMMARY

Ms. Dahlgren brings more than **25 years of experience providing management, scientific, and technical consulting services under a range of programs, including HUD's Community Development Block Grant-Disaster Recovery (CDBG-DR) program.** Ms. Dahlgren has conducted over 50 broad environmental reviews (Tier I) and over 10K site-specific environmental reviews (Tier II), most recently for the Puerto Rico Department of Housing (PRDOH) Home Repair, Reconstruction, or Relocation Program.

## RELEVANT EXPERIENCE

### Environmental Specialist (August 2020 – Current)

**Puerto Rico Department of Housing | Hurricanes Irma and Maria**

Ms. Dahlgren is responsible for leading a team of environmental specialist who create Tier II Environmental Assessments for the Puerto Rico Department of Housing (PRDOH) Home Repair, Reconstruction, or Relocation Program. Ms. Dahlgren is responsible for final QC on all Tetra Tech Tier II Environmental Assessments for PRDOH.

### Environmental Specialist (Hurricane IRMA, June 2021 – Current)

**Monroe County Florida**

Ms. Dahlgren is responsible for creating Tier II Environmental Assessments for the Monroe County Voluntary Home Buyout Program.

### Environmental Specialist (January 2022 – Current)

**City of Marathon | Hurricane Irma**

Ms. Dahlgren is responsible for creating Tier II Environmental Assessments for the City of Marathon Voluntary Home Buyout Program.

### Environmental Specialist (January 2022 – Current)

**Multiple California Projects | 2017 and 2018 Wildfires**

Ms. Dahlgren is responsible for creating Tier II Environmental Assessments for multiple counties in the ReCoverCA Housing Rehabilitation and Reconstruction Program.

### Environmental Specialist (January 2021 – February 2022)

**Lexington County South Carolina | 2015 Storm Event**

Ms. Dahlgren was responsible for creating Tier II Environmental Assessments for the Lexington County Voluntary Home Buyout Program.

### Environmental Specialist (August 2020 – 2022)

**Harris County, TX | Hurricane Harvey**

Ms. Dahlgren was responsible for creating Environmental Assessments for the Harris County Voluntary Buyout Program.

### Environmental Specialist (July 2019 - July 2020)

**Texas General Land Office | Hurricane Harvey**

Ms. Dahlgren was responsible for creating Tier II Environmental Assessments for the Texas General Land Office Homeowner Reimbursement Program.



### **Environmental Specialist (January 2018 - January 2019)**

#### **ReBuild NC | Hurricane Matthew and Hurricane Florence**

Ms. Dahlgren was part of the North Carolina Housing Recovery Program (HRP) intended to assist eligible North Carolina applicants whose primary residences were directly impacted by Hurricane Matthew. Ms. Dahlgren was responsible for providing oversight to third party environmental consultants and reviewing all third-party environmental reviews for NEPA and HUD compliance.

### **Environmental Consultant (January 2018 - January 2019)**

#### **Multiple Texas Projects | Hurricane Harvey**

Ms. Dahlgren was responsible for providing oversight to third party environmental consultants and reviewing Multi-Family environmental reviews and third party single-family environmental reviews for NEPA and HUD environmental requirements at 24 CFR part 58.

### **Environmental Consultant (October 2016 - 2018)**

#### **South Carolina | 2015 Flood and Hurricane Matthew**

In response to the floods, Ms. Dahlgren was responsible for creating Broad Environmental Reviews for 13 affected counties and for conducting Tier II Environmental Reviews for each affected county. When disaster struck again in South Carolina with Hurricane Matthew, Ms. Dahlgren was responsible for conducting eight Broad Reviews for counties that were not included in the flood disaster allocation. In addition, Ms. Dahlgren conducted site-specific environmental reviews. To date, Ms. Dahlgren has developed over 3,000 site-specific environmental reviews for the State of South Carolina.

### **Environmental Consultant (June 2015 - 2017)**

#### **Longmont, CO | 2013 Floods,**

Ms. Dahlgren oversaw 2 third party environmental consultants and reviewed all third-party environmental reviews for NEPA and HUD compliance. In addition, Ms. Dahlgren completed the Broad Environmental Review for the Boulder County Buyout/Acquisition Program and the site-specific environmental reviews for homes participating in the program. Ms. Dahlgren was also responsible for completing site specific environmental reviews for projects in the Home Access program. Ms. Dahlgren also developed environmental reviews for several large Infrastructure Projects in Lyons, Jamestown, Nederland, and Longmont.

### **Environmental Consultant (May 2013 - 2017)**

#### **New York, NY**

Ms. Dahlgren developed environmental review compliance forms to be used when reviewing all NYC Build it Back Environmental Review Records and CDBG-DR Hurricane Sandy Environmental Policies and Procedures to be used throughout the program. She oversaw third party environmental consultants and reviewing all third-party environmental reviews for NEPA and HUD compliance. Ms. Dahlgren reviewed over 12,000 single-family Tier II Environmental Assessments for NEPA and HUD compliance for the City of New York.

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**29** YEARS OF  
EXPERIENCE

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**Areas of Expertise**

National Environmental Policy Act

California Environmental Quality Act

**Registrations/Affiliations**

National Association of Environmental Professionals

California Association of  
Environmental Professionals**Key Training/Certifications**Basics of a Part 58 Environmental  
Review for HUD-Assisted Projects  
(HUD webinar)**Education**BS, Environmental Toxicology,  
University of California, Davis, 1993

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**EXPERIENCE SUMMARY**

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Mr. Bock is a senior environmental scientist with **29 years of experience in environmental impact analysis, project management, environmental decision-making, health and safety planning, and natural resource management.** He has managed and overseen projects involving the preparation of National Environmental Policy Act documents, California Environmental Quality Act documents, Section 7 consultation support, Section 106 consultation support, Section 404 and 401 permit applications, wetland delineations, biological assessments, sensitive species surveys, and architectural and archaeological resources surveys. He has served as a program manager and project manager under as-needed contracts with US Army Corps of Engineers, US Bureau of Reclamation, US General Services Administration, Federal Emergency Management Agency, California Department of General Services, New Jersey Department of Environmental Protection, New York Governor's Office of Storm Recovery, Alameda County Public Works Agency, and San Francisco Mayor's Office of Housing. For several nationwide multiple-project Army programs for family housing development, Base Realignment and Closure, and lodging privatization, he served as the western program manager for Tetra Tech. He also serves as Tetra Tech's nationwide coordinator for disaster recovery and hazard mitigation environmental and historic preservation reviews.

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**RELEVANT EXPERIENCE**

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**Project Manager (July 2022 – Present)****Villages at Carver I and 360 Peachtree Street Environmental Reviews, Atlanta, Georgia**

Serving as the project manager for Environmental Review Records being prepared in support of the Atlanta Housing Authority's Rental Assistance Demonstration (RAD) program. Those reviews are being done in accordance with the U.S. Department of Housing and Urban Development National Environmental Policy Act regulations (24 CFR Part 58). Tetra Tech has completed 1 Categorical Exclusion and has been assigned 1 Environmental Assessment.

**Project Manager (June 2022 – Present)****East Orange Environmental Review Record, East Orange, New Jersey**

Serving as the project manager for an Environmental Assessment being prepared for the construction of three, two-family residences using HOME Investment Partnerships (HOME) funds. This review is being done in accordance with the U.S. Department of Housing and Urban Development National Environmental Policy Act regulations (24 CFR Part 58).

**Project Manager (April 2022 – Present)****HOME and CDBG Environmental Reviews, New Brunswick, New Jersey**

Serving as the project manager for Environmental Review Records being prepared in support of New Brunswick's HOME Investment Partnerships (HOME), Community Development Block Grant (CDBG), and Housing Trust Fund (HTF) programs. Those reviews are being done in accordance with the U.S. Department of Housing and Urban



Development National Environmental Policy Act regulations (24 CFR Part 58). To date, Tetra Tech has been assigned 2 HOME Environmental Assessments.

#### **Environmental Review Coordinator (October 2021 – Present)**

##### **Owner-Occupied Housing Rehabilitation and Reconstruction Program Site-Specific Environmental Reviews, California**

Serving as an environmental review coordinator for the California Department of Housing and Community Development's program for wildfire disaster recovery projects using U.S. Department of Housing and Urban Development's Community Development Block Grant – Disaster Recovery funding. Developing and reviewing program templates and instructions for site-specific environmental reviews and procedures to comply with Section 106 of the National Historic Preservation Act on a site-by-site basis. The subject projects are expected to primarily involve reconstruction of residences damaged or destroyed by wildfires in 12 counties across California in 2017 and 2018.

#### **Environmental Area Leader (September 2021 – Present)**

##### **Assessment and Monitoring of Disaster Debris and Hazard Tree Removal, California**

Serving as the Environmental Area Leader – Environmental Permitting for the California Department of Resources Recycling and Recovery program to remove disaster debris and hazard trees resulting from wildfires throughout the state. Overseeing environmental and historic preservation compliance activities, including implementation of Environmental Protection Plan measures, reviewing Section 106 and Section 7 documents, and coordinating with Tetra Tech team members, the California Department of Resources Recycling and Recovery, and the California Governor's Office of Emergency Services.

#### **Senior Advisor (2021 – 2022)**

##### **Environmental Support for Moss Landing Jetty Project, Moss Landing, California**

Served as the senior advisor for a U.S. Army Corps of Engineers, San Francisco District, task order for environmental services in support of maintenance work at the harbor jetties in Moss Landing. The work included a historic evaluation for National Register of Historic Places eligibility as part of a cultural resources survey. The biological resources support included Endangered Species Act and Marine Mammal Protection Act compliance and Section 7 agency consultation.

#### **Environmental Specialist (January 2021 – Present)**

##### **2020 Fires Debris and Tree Removal Assessment and Management Services, California**

Serving as an environmental specialist for the California Department of Resources Recycling and Recovery program to remove disaster debris and hazard trees resulting from wildfires throughout the state. Reviewing Section 106 and Section 7 documents and coordinating with Tetra Tech team members and the California Governor's Office of Emergency Services.

#### **Environmental Review Coordinator (February 2021 – May 2022)**

##### **Environmental Assessments for the Lexington County CDBG-MIT Infrastructure Program, Lexington County, South Carolina**

Served as the environmental review coordinator for Environmental Assessments being prepared in support of Lexington County's Community Development Block Grant – Mitigation program. These reviews were done to comply with the U.S. Department of Housing and Urban Development National Environmental Policy Act regulations (24 CFR Part 58) and other associated laws and regulations. Tetra Tech prepared three Environmental Assessments for road and drainage improvements along five road segments.

#### **Environmental Review Coordinator (December 2020 – June 2022)**

##### **Environmental Assessment for the Bagpipe Road Improvement Project, Lexington County, South Carolina**

Served as the environmental review coordinator for an Environmental Assessment prepared in support of Lexington County's proposed road improvements to address flooding and erosion issues. The Environmental Assessment was done in accordance with the U.S. Department of Housing and Urban Development National Environmental Policy Act regulations (24 CFR Part 58). The project area is a 1.3-mile road corridor, and the issues of concern include prime farmland and threatened and endangered species.

### **Project Manager (November 2020 – June 2021)**

#### **Environmental Assessment for the New Kermit H. Lewin Reverse Osmosis Facility, Monroe County, Florida**

Served as the project manager for an Environmental Assessment being prepared for a replacement water treatment plant. The Environmental Assessment for this Community Development Block Grant – Disaster Recovery project is being done in accordance with both the U.S. Department of Housing and Urban Development National Environmental Policy Act regulations (24 CFR Part 58) and guidance provided by the Florida Department of Economic Opportunity. The project proposed by the Florida Keys Aqueduct Authority involves replacing an existing water treatment plant with inadequate capacity and substandard treatment technology. This plant supplies water to the Lower Florida Keys during emergencies when the normal potable water supply from Florida City is interrupted or during periods when demand for potable water in the Lower Keys exceeds capacity of the pipeline. Issues of concern included historic preservation, floodplain management, coastal zone, explosive and flammable hazards, and hazardous and toxic contamination.

### **Environmental Review Coordinator (2019 – Present)**

#### **Environmental Review Records for the Harris County Infrastructure, Residential/Commercial Buyout, Single Family New Construction, and Affordable Rental Housing Disaster Recovery Programs, Harris County, Texas**

Serving as the environmental review coordinator for Environmental Assessments being prepared in support of Harris County's disaster recovery programs being implemented to address the effects of Hurricane Harvey. Those reviews are being done in accordance with both the U.S. Department of Housing and Urban Development National Environmental Policy Act regulations (24 CFR Part 58) and guidance provided by the Texas General Land Office. As part of the infrastructure review process, Tetra Tech is coordinating with the applicants to develop and obtain project details needed to complete those reviews. The buyout projects involve purchasing commercial and residential properties in areas subject to repeated damage from floods. Community Development Block Grant – Disaster Recovery funds are being used for these projects. To date, Tetra Tech has been assigned 24 Environmental Assessments for infrastructure projects, 21 Environmental Assessments for home buyout projects, 2 Environmental Assessments for housing development projects, and 2 Environmental Assessments for affordable rental housing projects.

### **Environmental Review Coordinator (2019 – Present)**

#### **Environmental Review Records for the Hudson County Community Development Block Grant and HOME Investment Partnerships Programs, Hudson County, New Jersey**

Serving as the environmental review coordinator for Environmental Assessments and Categorical Exclusions being prepared in support of Hudson County's Community Development Block Grant (CDBG) and HOME Investment Partnerships (HOME) programs. Those reviews are being done in accordance with the U.S. Department of Housing and Urban Development National Environmental Policy Act regulations (24 CFR Part 58). For the housing and infrastructure projects being funded under the CDBG and HOME programs, coordination with Hudson County is conducted to develop and obtain project details needed to complete those reviews, site inspections are performed, and needed agency consultation and other compliance activities are completed. To date, Tetra Tech has been assigned 6 Environmental Assessments and 1 Categorical Exclusion.

### **Environmental and Historic Preservation Lead (September 2018 – September 2021)**

#### **DR-4308 Environmental and Historic Preservation Compliance Support, California**

Served as the environmental and historic preservation lead supporting the Federal Emergency Management Agency's analysis of 12 projects throughout California under declared disaster DR-4308. The support services included National Environmental Policy Act documentation and agency consultation under Section 106 of the National Historic Preservation Act and Section 7 of the Endangered Species Act. The projects included flood control projects, fire hazard reduction projects, soil and bank stabilization projects, generator projects, aquifer recharge projects, and seismic retrofit projects. Coordinated the project teams, developed project work plans, and compiled and reviewed program deliverables.

### **Environmental and Historic Preservation Lead (September 2018 – September 2021)**

#### **DR-4301 and DR-4305 Environmental and Historic Preservation Compliance Support, California**

Served as the environmental and historic preservation lead supporting the Federal Emergency Management Agency's analysis of 8 projects throughout California under declared disasters DR-4301 and DR-4305. The support services included National



Environmental Policy Act documentation and agency consultation under Section 106 of the National Historic Preservation Act and Section 7 of the Endangered Species Act. The projects included structure elevation projects, flood control projects, fire hazard reduction projects, soil stabilization projects, and tsunami evacuation structure and damage prevention projects. Coordinated the project teams, developed project work plans, and compiled and reviewed program deliverables.

### **Peer Reviewer (2019 – 2021)**

#### **Environmental Review Record Peer Review for the St. Johns County Disaster Recovery Program, St. Johns County, Florida**

Under contract to St. Johns County, served as a peer reviewer for Environmental Assessments, Categorical Exclusions, and tiered environmental reviews prepared in support of Community Development Block Grant – Disaster Recovery funding. Those reviews are assessing each document's consistency with both the U.S. Department of Housing and Urban Development National Environmental Policy Act regulations (24 CFR Part 58) and guidance provided by the Florida Department of Economic Opportunity.

### **Environmental and Historic Preservation Lead (June 2018 – May 2019)**

#### **DR-4202, DR-4206, DR-4224, DR-4282, and DR-4312 Environmental and Historic Preservation Compliance Support, California, Nevada, Hawaii, and Guam**

Served as the environmental and historic preservation lead supporting the Federal Emergency Management Agency's analysis of 8 projects under declared disasters DR-4202, DR-4206, DR-4224, DR-4282, and DR-4312. The support services included National Environmental Policy Act documentation and agency consultation under Section 106 of the National Historic Preservation Act and Section 7 of the Endangered Species Act. The projects included storm shutter projects, emergency electrical power projects, flood control projects, and generator projects. Coordinated the project teams, developed project work plans, and compiled and reviewed program deliverables.

### **Environmental Review Coordinator (2018 – 2019)**

#### **Environmental Review Records for the Rebuild Texas Program, Texas**

Served as the environmental review coordinator for environmental reviews being prepared in support of the Rebuild Texas Community Development Block Grant – Disaster Recovery program. These reviews are being conducted in accordance with the U.S. Department of Housing and Urban Development National Environmental Policy Act regulations (24 CFR Part 58). Tetra Tech's expected assignment is over 500 Tier 2 site-specific reviews.

### **Environmental Review Coordinator (2018 – 2019)**

#### **Environmental Review Records for the Rebuild Florida, Florida**

Served as the environmental review coordinator for environmental reviews being prepared in support of the Rebuild Florida Community Development Block Grant – Disaster Recovery program. These reviews are being conducted in accordance with the U.S. Department of Housing and Urban Development National Environmental Policy Act regulations (24 CFR Part 58). Tetra Tech's anticipated assignment is over 6,000 Tier 2 site-specific reviews.

### **Environmental Review Coordinator (2018 – 2020)**

#### **Environmental Review Records for the ReBuild NC: Single Family Housing Recovery Program (1-4 Units), North Carolina**

Served as the environmental review coordinator for environmental reviews prepared in support of the Rebuild NC: Single Family Housing Recovery Program (1-4 Units). These reviews were conducted in accordance with the U.S. Department of Housing and Urban Development National Environmental Policy Act regulations (24 CFR Part 58) for this Community Development Block Grant – Disaster Recovery program. Tetra Tech's assignments included 29 Tier 1 broad reviews, over 600 Tier 2 site-specific reviews, 2 Environmental Assessments, and 3 Categorical Exclusions.

### **Environmental and Historic Preservation Lead (March 2017 – September 2019)**

#### **DR-4240 Environmental and Historic Preservation Compliance Support, California**

Served as the environmental and historic preservation lead supporting the Federal Emergency Management Agency's analysis of 23 projects throughout California under declared disaster DR-4240. The support services included National Environmental

Policy Act documentation and agency consultation under Section 106 of the National Historic Preservation Act and Section 7 of the Endangered Species Act. The projects included land acquisition projects, structure elevation projects, flood control projects, generator projects, fire hazard reduction projects, and seismic retrofit projects. Coordinated the project teams, developed project work plans, and compiled and reviewed program deliverables.

#### **Environmental Review Coordinator (2017 – 2019)**

##### **Environmental Review Records for the Single-Family Homeowner and Small Rental Rehabilitation Programs, Richland County, South Carolina**

Served as the environmental review coordinator for environmental reviews prepared in support of two disaster recovery programs in Richland County, South Carolina. These reviews were conducted in accordance with the U.S. Department of Housing and Urban Development National Environmental Policy Act regulations (24 CFR Part 58). Tetra Tech prepared over 200 Tier 2 site-specific reviews for these Community Development Block Grant – Disaster Recovery projects.

#### **Environmental Review Coordinator (2017 – 2020)**

##### **Environmental Review Records for the Restore Louisiana (2016 Unnamed Storms) Homeowner Rehabilitation, Reconstruction, and Reimbursement Program, Louisiana**

Served as the environmental review coordinator for environmental reviews prepared in support of the Restore Louisiana (2016 Unnamed Storms) Homeowner Rehabilitation, Reconstruction, and Reimbursement Program. These reviews were conducted in accordance with the U.S. Department of Housing and Urban Development National Environmental Policy Act regulations (24 CFR Part 58) for this Community Development Block Grant – Disaster Recovery program. Tetra Tech prepared over 26,000 Tier 2 environmental review records. Also prepared the desktop review guidance, quality control review guidance, and the site inspection guidance documents.

#### **Project Manager (July 2017 – January 2020)**

##### **Sausalito-Marin City Sanitary District Coloma Pump Station Improvements Project Initial Study/Mitigated Negative Declaration, Sausalito, California**

Served as the project manager for an Initial Study/Mitigated Negative Declaration for a project that involves demolition of two existing sanitary sewer pump stations and replacement of both with a new pump station. Goals of the project are to increase reliability of the wastewater conveyance system and provide sufficient capacity to convey peak wet weather flows. Tetra Tech coordinated preparation of the CEQA analysis with the Sausalito-Marin City Sanitary District and the project engineer.

#### **Environmental Review Manager (August 2016 – June 2018)**

##### **Discretionary Well Permitting and Management Program EIR, Stanislaus County, California**

Served as the environmental review manager for a Program Environmental Impact Report for Stanislaus County's implementation of a discretionary well permitting and management program pursuant to its Groundwater Ordinance, which was adopted in November 2014 to promote sustainable groundwater management in the unincorporated areas of the county. The purpose of the PEIR was to streamline the environmental review process for subsequent individual well permit applications and to help refine the program and make it more robust through environmental analysis and assignment of program level mitigation.

## **REFERENCES**

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#### **Kelli Medbury**

**CDBG-DR MIT Senior Planner, Harris County Community Services Department, Disaster Recovery**

kelli.medbury@csd.hctx.net

(832) 927-4798

#### **Sandy Fox**

**Grants Manager, Lexington County Community Development**

sfox@lex-co.com



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**30+** YEARS OF  
EXPERIENCE

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**Areas of Expertise**

Project Management

NEPA Documents and Compliance

Seismic Risk

Minerals

**Key Training/Certifications**ASCE Continuing Education Course,  
NEPA Bootcamp, Instructor, San  
Antonio, TX, 2008ASCE Continuing Education Course,  
NEPA Bootcamp, Instructor, Hyannis,  
MA, 2008Continuing Education Course, NEPA,  
Instructor, Honolulu, HI, 2007**Education**MS, Geophysics, New Mexico Institute  
of Mining and Technology, New  
Mexico, 1989BS, Geology, University of New  
Mexico, New Mexico, 1985

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**EXPERIENCE SUMMARY**

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Mr. Jarman is a Senior Environmental Scientist with more than 30 years of experience in the environmental field, including National Environmental Policy Act (NEPA) compliance, documentation, and training. Mr. Jarman has managed 11 Environmental Impact Statements (EISs) and 109 Environmental Assessments (EAs), and was Lead Resource Author, or was part of the quality assurance/compliance (QA/C) review of another 17 EISs and over 100 EAs.

In addition, Mr. Jarman has been supporting disaster recovery work for Puerto Rico; Harris County, TX; Lexington County, SC; and the Florida Keys Aqueduct Authority in providing Department of Housing and Urban Development (HUD), Community Development Block Grant – Disaster Recovery (CDBG-DR) compliant housing and infrastructure EAs and environmental review report (ERR) documentation for the recovery of hurricanes and large flooding storms. Mr. Jarman has also supported Section 401 water permitting for stormwater and transportation projects in San Antonio, Texas, and fire debris removal in California.

He prepared eleven Tier 1 Programmatic EA/ERRs for the programs in North Carolina and New York. He has performed QA/C review for Tier II ERRs for the Texas and Louisiana disaster recovery efforts. Mr. Jarman has also supported Section 401 water permitting for stormwater and transportation projects in San Antonio, Texas, and fire debris removal in California.

Mr. Jarman's experience includes NEPA compliance and managing environmental investigations. Experience includes working with many different agencies including the state responsible entities under the HUD CDBG-DR and MIT programs. Other agencies include Bureau of Land Management (BLM), Bureau of Reclamation (Reclamation), Federal Highway Administration (FHA), Department of Homeland Security, U.S. Army Corps. of Engineers (USACE), U. S. Air Force (USAF), Department of Energy (DOE), U.S. Forest Service (USFS), National Park Service, U.S. Fish and Wildlife Service, Bureau of Indian Affairs (BIA), National Indian Gaming Commission, numerous state agencies, and several Indian Tribes. Much of this experience was with third party private applicant contracts.

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**RELEVANT EXPERIENCE**

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**HUD CDBG-DR Environmental Documentation****Hurricane Harvey Relief EA/ERRs, Harris County, TX. (October 2019 – Present)**

Preparation of Environmental Assessments/Environmental Review Record (EA/ERR) documentation of infrastructure and housing projects as well as property buyouts which require desktop analysis of wetlands, coastal barrier resources, endangered species, critical environmental areas, historic resources, and floodplain management for each site.

**Hurricane Harvey Relief EA/ERRs, Harris County, TX.**Post-Disaster Relocation and Buyout Program EAs

Aldine Place Section 2	Allen Field	Blue Bel
Fatima Family Village	Gatewood, Aldine Estates, and Greenbranch	
Golden Gardens	Hahl Sites	Hahl Site Mandatory
Hartzog Mobile Home Community	Highland Shores	Highland Shores Phase 2
Humble Road	Rio Villa	Rio Villa Section 5
Rosebury	San Jacinto River	Sequoia
Westador		

#### Housing and Rentals EAs

Connorvale Development	First Met Apartments
The HAY Center Campus	Kenswick

#### Infrastructure EAs

Bayou Bend Regional Detention Facility and Associated Drainage	East Harris County Healthcare and Social Services Hub
Channelview Wellness Pod Complex	Buffalo Speedway Drainage Improvements
Edloe-Auden-Harper Drainage Improvements	Holderrieth Road Drainage Improvements Project
Northside Neighborhood Drainage Improvement Project – Phase II	Jacinto City Wastewater Treatment Plant Improvements
HOPE Clinic – Health and Wellness Center	Pipeline and Sewer Rehabilitation Project
Sunbelt Fresh Water Supply District – Sewer Improvements	Covenant House Texas Shelter Redevelopment Project
South Houston Drainage Improvements – Multiple Sites	

#### **Hurricane Harvey Relief, Tier 2 NEPA Reviews, Texas General Land Office (December 2018 – Present)**

Quality assurance and compliance review of Tier 2 Environmental Review Record (ERR) documentation of individual properties which require desktop analysis of wetlands, coastal barrier resources, endangered species, critical environmental areas, historic resources, and floodplain management for each site. Details: Client – IEM Inc.

#### **Lexington County SC: (November 2020 – Present)**

Four infrastructure EAs for road and stormwater drainage improvements.

Bagpipe Road Improvements	Charles Town Road
Culler Road	South Central Lexington County Roads

#### **New Kermit H. Lewin Reverse Osmosis Facility. (November 2020 – January 2021)**

Details: Client – Florida Keys Aqueduct Authority

#### **Hurricane Matthew Relief, Tier I EA/ERRs, North Carolina Department of Commerce (June 2018 – November 2018)**

Mr. Jarman prepared Tier 1 Programmatic EA/ERRs for eight counties and reviewed and revised Tier I EA/ERRs for fourteen counties. Details: Client – IEM Inc.

#### **Hurricane Matthew Relief, Infrastructure ERRs (December 2018 – August 2020)**

Project Manager/Author. Details: Client – IEM Inc.

EA for Robins Meadow Permanent Supportive Housing	CEST for Elm Street Drainage Project
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#### **Hurricane Sandy Relief, Tier I EAs, New York Homes and Community Renewal, New York CDBG-DR, Various New York Counties Governor's Office of Storm Recovery (GOSR) (December 2013 – August 2014)**

Mr. Jarman prepared ten Tier 1 Programmatic EA/ERRs, extensively supplemented and revised five EA/ERRs, and performed QA/C review for 17 EA/ERRs for the NY Rising Residential Housing Buyout and Acquisition, NY Rising and NYC Build it Back Acquisition for Redevelopment, NY Rising Bulkhead Repair for Residences, and Recreate NY Home 1-4 Unit Rehabilitation programs for individual New York counties. In addition, he prepared the Programmatic EA/ERR for the Project Uplift Program to elevate low-income homes in the floodplain in Staten Island and. Details: Client Prosource



### **Hurricane Sandy Relief, Tier 2 NEPA Reviews, New York State Homes and Community Renewal, NY (August 2013 – November 2013)**

Tier 2 reviewer of individual properties which required desktop analysis of wetlands, coastal barrier resources, endangered species, critical environmental areas, historic resources, and floodplain management for each site. *Details:* Client – Prosource

### **Hurricane Sandy Relief, Housing EAs for GOSR (August 2015 – January 2020)**

Project Manager. *Details:* Client – GOSR

Longfellow Green Housing, Yonkers, New York	Ludlow Commons, Yonkers, NY
13 State Street Housing, Schenectady, NY	Copiague Commons, Copiague New York
DePaul, Schenectady, NY	Cardinal Cove, Union, New York
Peconic Crossing, Riverhead, NY	Owego Gardens, Owego, NY
Cayuga Meadows, Ithaca, NY	Meadows at Middle Settlement, New Hartford, NY
Mews at Prattsville, Prattsville, NY	Cayuga Meadows EA, Ithaca, NY
Clarkstown Senior Housing, Clarkstown, NY	Moxie Rigby Apartments, Freeport, NY
Riverview Lofts, Riverhead, NY	Candlewood Courts, Richmondville, NY
Century Sunrise Redevelopment, Johnson City, NY	Owego Gateway Housing, NY
Highland Meadows, Beacon, NY	

### **Hurricane Sandy Relief, Infrastructure Reconstruction EAs, GOSR (August 2015 – January 2020)**

Project Manager. *Details:* Client – GOSR

Waterford Consolidated Firehouse, NY	New Paltz Emergency Operations Center, NY
Owego Municipal Facility, Owego, NY	Tioga Salt Storage and Cover, Tioga, NY
Robert Moses State Park Water Treatment Plant, Fire Island, NY	Rochester Community Center Rehabilitation, Accord, NY
Central Bridge Water/Sewer District Improvements, Esperance, NY	Fulton Town Hall and Highway Garage, Fulton, NY
Nichols Highway Garage Relocation, Nichols, NY	Platte Clove Improvements, Saugerties, NY
North Ferry Street Pump Relocation, Schenectady, NY	Lindenhurst Shore Road Waterfront Park Improvements, Hempstead, NY
Old Fort Johnson Flood Mitigation, Amsterdam, NY	New Paltz Emergency Operations Center/East, New Paltz, NY

### **Hurricane Sandy Relief, Infrastructure Cat Ex As (CESTS), GOSR (August 2013 – January 2020)**

Project Manager. *Details:* Client – GOSR

Barnum Island/Harbor Isle Drainage Improvements, Hempstead, NY	Flood Diversion and Control Projects in Massapequa and Massapequa Park, NY
Breezy Point Drainage Improvement Project, NYC, NY	24 NYC Community Centers/local recovery Centers
Windham Backup Generators for Critical Facilities, NY	

### **Restore Louisiana (2016 Unnamed Storms) Homeowner Rehabilitation, Reconstruction, and Reimbursement Program, Louisiana, Louisiana Office of Community Development-Disaster Recovery Unit (May 2017 – May 2018)**

Serving as a Tier 2 QA/C reviewer and desktop reviewer for environmental reviews conducted in accordance with HUD NEPA regulations (24 CFR Part 58). *Details:* Client – IEM Inc. *Dates:* 05/2017 to 05/2018

### **Environmental Investigation/Remediation**

#### **404 Individual Permit Application and USACE EA and TxDOT CEs for Sixmile Creek Drainage Improvements (SA-43A), Bexar County TX. (March 2015 – November 2019)**

Project Manager, author for Alternatives Analysis, preparation of two CEs for bridge replacements, and response to USACE EA public comments. Flood control project in southern San Antonio, TX involving changes to existing concrete channel, construction of new channel, and reconstructions of two four-lane bridges. Issues included flooding of residential

neighborhoods, impact to emergency access, proximity to airport and nearby cemetery, channelization of natural streambed, aquatic species, parkland, and wetland mitigation. *Details:* Client – Bexar County, TX.

**404 Permit Application for Replacement of Pearsall Road Bridge over Elm Creek, Bexar County TX (May 2015 – June 2019)**

Reviewer and author for environmental aspects of permitting for bridge replacement and new road in western San Antonio, TX. *Details:* Client – Bexar County, TX

**404 Permit Application for Bleiders Creek Bridge Replacement, Bexar County TX (August 2014 – September 2014)**

Reviewer and author for environmental aspects of permitting for bridge replacement in western San Antonio, TX. *Details:* Client - USFS

**Wild and Scenic Suitability Study, White River National Forest, CO (August 2008 0 September 2011)**

Served as Project Manager. Assessment of four river segments on the Colorado River in the White River National Forest for suitability for addition to the National Wild and Scenic River System. Study done in in conjunction with a similar BLM assessment on adjoining river segments. Conjoined report is part of the RMP EIS prepared for the BLM Colorado River Valley Field Office. *Details:* Client - USFS

**Class I Cultural and Paleontological Survey Report of the BLM Missoula, MT Field Office (February 2010 – January 2011)**

Served as Program Manager and resource lead for paleontology. *Details:* Client - BLM

## **ADDITIONAL TRAINING/CERTIFICATIONS**

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Basics of a Part 58 Environmental Review for HUD-Assisted Projects

Assessment Tools for Environmental Compliance

## **SCIENTIFIC/TECHNICAL PUBLICATIONS**

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Environmental Appraisal Manual, DOE Albuquerque Office

Lessons Learned in Preparing NEPA Documents, DOE Albuquerque Office

Guidelines for Preparation of Comment Response Documents, DOE Albuquerque Office

NEPA Compliance Program Supplemental Directive, DOE Albuquerque Office

Strategy for NEPA Compliance; Site-Wide Environmental Impact Statements, DOE Albuquerque Office

Strategy for NEPA Compliance; Continuing Operations of the Mound Plant, DOE Albuquerque Office

Strategy for NEPA Compliance; Security Enhancements for the Pantex Plant, DOE Albuquerque Office

Strategy for NEPA Compliance; Upgrades to LANL's Chemistry Metallurgical Research Building, DOE Albuquerque Office



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**5** YEARS OF  
EXPERIENCE

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### **Areas of Expertise**

CDBG-DR Environmental Reviews

Environmental Compliance

Endangered Species,

Wetlands delineation and assessment

Coastal Management and Clean  
Water Act

Data Management

Quality Assurance/Quality Control

### **Grant Experience**

CDBG-DR

FEMA Public Assistance

### **Disasters**

Hurricane Maria

Hurricane Harvey

### **Education**

Texas A&M University, B.S. Wildlife and  
Fisheries Sciences, 2014

Vista College Utah, B.S. Business, 2018

## EXPERIENCE SUMMARY

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Ms. McDowell serves as a lead Biologist for Tetra Tech's work on multiple state level CDBG-DR-funded environmental review programs, where she conducts reviews on endangered species, coastal zone management, and wetlands.

Her experience includes ecological site characterization/mapping; threatened and endangered species surveys; wetland delineation and preparation of National Environmental Policy Act (NEPA) and state program environmental assessments. Ms. McDowell has regulatory experience at the state, federal and local program level, including experience with Clean Water Act Section 10/404, and threatened and endangered species biological assessments relating to Endangered Species Act Section 7 and Section 10 consultations.

Ms. McDowell supervises biological sciences staff of up to three individuals; reviews biological, ecological and environmental assessments and reports evaluating physical and/or chemical impacts to the environment resulting from the construction of new facilities, or the remediation of contaminated or disturbed sites.

## RELEVANT EXPERIENCE

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### **Supervising Biologist for Wetlands and Biological Studies (October 2019 - Present)**

**Puerto Rico Department of Housing, PHDOH, R3 Program**

Serving as the lead Biologist for Wetland and Endangered Species studies and review of toxic substance reports for Puerto Rico's CDBG-DR program. She supervises 3 environmental professionals conducting reviews in accordance with the HUD NEPA Regulations (24 CFR Parts 50 and 58). Tetra Tech's work in support of this program which has conducted over 700 biology and hazardous substance review for over 3,000-tiered Site-specific checklist reviews completed or in progress to date.

### **Supervising Biologist for Wetlands and Biological Studies (December 2019 - Present)**

**State of Florida, Department of Economic Opportunity, RebuildFL**

Serving as the lead Biologist for Wetland and Endangered Species studies and review of toxic substance reports for Florida's CDBG-DR program. She supervises 2 environmental professionals conducting reviews in accordance with the HUD NEPA Regulations (24 CFR Parts 50 and 58). Tetra Tech's work in support of this program which has conducted over 850 biology and hazardous substance review for over 2,000-tiered Site-specific checklist reviews completed or in progress to date.

### **Supervising Biologist for Wetlands and Biological Studies (November 2019 - February 2020)**

**State of Texas, General Land Office (GLO), RebuildTX**

Serving as the lead Biologist for Wetland and Endangered Species studies and review of toxic substance reports for Texas' RebuildTX CDBG-DR program. She supervises 2 environmental professionals conducting reviews in accordance with the HUD NEPA Regulations (24 CFR Parts 50 and 58). Tetra Tech's work in support of this program which has conducted over 450 biology and hazardous substance review for over 2,500-tiered Site-specific checklist reviews completed or in progress to date.

**Environmental Specialist (2017 - February 2020)****SWCA Environmental Consultants**

Assisted and led various field efforts for various clients in the Permian Basin. One of the lead Biologists for the Dunes Sagebrush Lizard. Other responsibilities included surveys for various species of wildlife and vegetation; Wetland Delineations; Habitat Delineations; writing reports and protocols for surveys standards and reporting on

**Research Assistant (2014 - 2017)****Texas A&M University**

Assisted with research on different projects, involving Spot-tailed Earless Lizards (*Holbrookia lacerata*), Louisiana Pine Snake (*Pituophis ruthveni*), Dune Sagebrush Lizards (*Sceloporus arenicolus*) and general herp surveys on Laughlin Airforce Base, Del Rio, Tx. General duties include working with and maintaining relationships with private landowners, industry personnel, and public institutions (state and federal).



**12** YEARS OF  
EXPERIENCE

### Areas of Expertise

- Phase I Environmental Site Assessments
- Technical Report Preparation and Review (SPCC)
- Lead Based Paint Inspector and Risk Assessor
- Wetland Delineation
- Endangered Species Survey
- Well Pad/Tank Battery Inspection

### Education

University of Louisiana at Lafayette, Bachelor of Science in Environmental & Sustainable Resources with a concentration in Natural Resources & Environmental Quality

### Functional Areas

- Environmental Reviews
  - Wetland Evaluations and Delineations
- Environmental Surveys & Assessments
  - Phase I ESA
- Environmental Testing
  - Lead Testing
  - Soil Sampling

### Training/Certifications

- 40-Hour OSHA 29 CFR 1910.120 HAZWOPER
- Louisiana, North Carolina, Texas, EPA States Lead Based Paint Inspector and Risk Assessor
- Certified Marine Mammal Observer/ Protected Species Observer and PAM Operator

## EXPERIENCE SUMMARY

Mr. Bienvenu has over 12 years of experience in the environmental field and is assisting local and regional contractors with environmental needs in states including Region 4 for Tetra Tech. Mr. Bienvenu is trained in the operation and maintenance of field equipment for use in emergency response operations. Specific equipment used includes Ludlum meters, Jerome meters, multi-media sampling equipment, Tremble GPS and XRF devices for Lead in soil and paint.

## RELEVANT EXPERIENCE

### East Palestine Train Derailment (Ohio) (Mar 2023)

- Truck Inspections for soils and liquids, monitored and recorded trucks leaving the loadout areas headed towards disposal of hazardous waste. Air monitoring, using dust tract and multirae instruments monitored air quality in the surrounding area of the train derailment.

### RebuildFL (Florida) (Jul 2019-2023)

- Lead Inspection and Risk Assessments for the homes affected by Hurricane Irma in 2017. Experienced with taking dust wipe samples, soil samples, paint chip samples and using a Heuresis XRF for lead testing.

### RebuildTX (Texas) ( Jan 2019-2023)

- Lead Inspection, Risk Assessments, and Tier 2s for the homes affected by Hurricane Harvey in 2017. Experienced with taking dust wipe samples, soil samples, paint chip samples and using a Heuresis XRF for lead testing.

### NYCHA LBP Inspections (New York City, NY) ( Nov 2019- Dec 2019)

- Lead Inspection and Risk Assessments for apartments in building complexes run by the New York City Housing Authority. Experienced with taking paint chip samples and using a Heuresis XRF for lead testing.

### Camp Fire Incident (Butte County, CA) ( Jan 2019- Jun 2019)

- Performed Site Assessments, Soil Sampling, Background Air Monitoring for the homes affected by the Camp Fire in 2018.

### Mendo Complex Fire (Lake County, CA) ( Nov 2018-Dec 2018)

- Performed Erosion Control, Site Assessments, and Soil Sampling for the homes affected by the Mendo Complex Fire in 2018.

### RebuildNC (North Carolina) (Sep 2018-Nov 2018)

- Lead Inspection and Risk Assessments for the homes affected by Hurricane Matthew in 2016. Experienced with taking dust wipe samples, soil samples, paint chip samples and using a Heuresis XRF for lead testing.

### Carr Fire Incident (Shasta County, CA) (Aug 2018-Dec 2018)

- Performed Site Assessments, Soil Sampling, Background Air Monitoring for the homes affected by the Carr Fire in 2018.

#### **RestoreLA (Louisiana) ( May 2017-Aug 2018)**

- Lead Inspection, Risk Assessments, and Tier 2s for the homes affected by the 2016 floods in Louisiana. Experienced with taking dust wipe samples, soil samples, paint chip samples and using a Heuresis XRF for lead testing.

#### **Irma Cleanup (Pinellas County, FL) ( Sep 2017-Oct 2017)**

- Operation Manager for the FEMA Row cleanup in Pinellas County. Managed the Field Supervisors for collection of Hurricane Irma damage in Florida.

#### **NTG Environmental**

- Inspected well pads to gather SPCC, GHG, and OOOO data. Created SPCC plans under the 40 CFR 112 regulations for clients. Maintained an excel database of every client and their well sites.

#### **John Chance Land Survey**

- Wetland delineations through Southeast Texas and Southwest Louisiana. Utilized Trimble GeoXT for the collection of soil pit locations and locating wetland and water boundaries.
- Marine Mammal Observer for sonar vessel mapping Gulf of Mexico's sea floor.



**33** YEARS OF  
EXPERIENCE

### Area of Expertise

Historic Preservation

Cultural Resource Management, SOI qualified

Historic architectural survey, landscape assessment, documentation, and assessment

### Disasters

Hurricane Maria

Hurricane Irma

Hurricane Harvey

2016 Flood Louisiana

### Training/Certifications

2008 NCPPT Cemetery Monument Conservation Workshop, New London, CT

1998 Field Course in Architectural History, Myron Stachiw, Professional Consultant in Architectural History

1998 Section 106 Review, Advisory Council on Historic Preservation, Providence.

### Education

University of Pennsylvania  
Certificate in Historic Preservation, 1992

Connecticut College  
Architectural History, 1986

## EXPERIENCE SUMMARY

Mr. Avery is a Secretary of the Interior (SOI) qualified historic preservation consultant with over 33 years of experience providing historic preservation and cultural resource management to several public and private clients. Mr. Avery's responsibilities have included providing historic architectural surveys, landscape assessments, documentation, and assessment of effects services, managing projects from start to finish and building relationships with related professionals, state, and federal entities. He has also managed projects, trained new staff, strengthened relationships with other preservation firms, improved field survey methods, managed fieldwork, and increased company profits by organizing work methods to allow projects to meet or come under budget.

## RELEVANT EXPERIENCE

### Historic Preservation Consultant (2019 - Present)

#### Puerto Rico Department of Housing (PRDOH) R3 CDBG Program

Mr. Avery provided services as an Architectural Historian performing Structure age dating and SHPO consultation services per NHPA Section 106 and the current Puerto Rico PRDOH R3 Program Environmental Review (Tier II) Procedures for an estimated 30,000 hurricane and flood damaged properties.

### Historic Preservation Consultant (2017 - Present)

#### Innovative Emergency Management (Prime Contractor)

Mr. Avery provided services as a historic preservation and cultural resource management to state clients. Tasks include historic assessment and documentation of properties damaged by disasters in Louisiana, Texas, and Florida, filing of forms, and consultation with state SHPOs regarding NR eligibility.

### Historic Preservation (2012 - Present)

#### Self Employed | Portsmouth, Rhode Island

Consultant in historic preservation and cultural resource management to private and public clients. Tasks include historic architectural survey, landscape assessment, documentation, and assessment of effects services, managing projects from start to finish and building relationships with related professionals, state, and Federal entities.

### Senior Principal Investigator (2007 - 2012)

#### Gray & Pape, Inc. | Providence, Rhode Island

Senior Principal Investigator in charge of historical architectural and cultural landscape field surveys, historic planning reports, National Register nominations, town-wide inventory survey reports, FERC documents, Section 106 compliance, wind tower and cell tower impact assessments. Managed projects, trained new staff, strengthened relationships with other preservation firms, and increased company profits by organizing work methods to allow projects to meet or come under budget.

### Project Manager (2002 - 2007)

#### Avery Design | Portsmouth, Rhode Island

Sole proprietor business specializing in high-end residential landscape design projects throughout New England and the Mid- Atlantic states. Projects ranged from contemporary design to restoration and recreation of historic gardens and garden

structures. Responsible for creating innovative and unique landscape designs. Managed projects from design through construction, selected plant and hardscape materials, selected and directed contractors, reviewed invoices, oversaw construction and compiled maintenance manuals for clients.

### **Architectural Historian (2005)**

#### **TRC Environmental Corporation | Providence, Rhode Island**

Architectural Historian responsible for historic and archival research, field analysis, and survey of above- ground resources for state and local agencies. Worked independently, managing projects from start to finish and built relationships with related professionals, state, and Federal entities.

### **Landscape Designer (2003 - 2005)**

#### **Katherine Field & Associates | Newport, Rhode Island**

Landscape designer responsible for high-end, innovative residential landscape design projects in Rhode Island and Massachusetts. Managed projects from design through construction, selected plant and hardscape materials, selected and directed contractors, reviewed invoices, and oversaw construction.

### **Landscape Designer (2000 - 2003)**

#### **Albert Veri & Associates | Providence, Rhode Island**

Landscape designer responsible for residential and civic landscape design projects in Rhode Island. Managed projects from design, site visits, selection of plant material, selection and coordination of contractors, and overseeing installations.

### **Project Role (1996 - 2000)**

#### **Public Archaeology Laboratory, Inc. | Pawtucket, Rhode Island**

Architectural Projects Department Supervisor in charge of architectural surveys and analysis, archival research, historical architectural and cultural landscape field surveys, National Register nominations, town-wide inventory survey reports, FERC documents, Section 106 compliance reports. Managed projects, trained new staff, strengthened relationships with other preservation firms, improved field survey methods, managed fieldwork, and increased company profits by organizing work methods to allow projects to meet or come under budget.

### **Historic Gardener (1992 - 1996)**

#### **Mystic Seaport Museum | Mystic, Connecticut**

Historical gardener and greenhouse manager responsible for mechanical drafting of historic and contemporary garden plans, construction of historical garden features, horticultural research, historic planning, and physical maintenance of horticultural holdings. Lead educational tours and gave lectures on historic vegetable gardening and cooking, oversaw plant production, maintained contemporary and recreated historic gardens, organized and chaired historic landscape seat on museum's Planning Committee.

## **EMPLOYMENT HISTORY**

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- Tetra Tech, Inc. Maitland, FL. 2017-present
- Self Employed, Portsmouth, RI. 2012-present
- Gray & Pape, Inc., Providence, RI. 2007-2012
- Avery Design, Portsmouth, RI. 2002-2007
- TRC Environmental Corporation, Providence, RI. 2005
- Katherine Field & Associates, Newport, RI. 2003-2005
- Albert Veri & Associates, Providence, RI. 2000-2003
- Public Archaeology Laboratory, Inc., Pawtucket, RI. 1996-2000
- Mystic Seaport Museum, Mystic, CT. 1992-1996



**8** YEARS OF  
EXPERIENCE

## Areas of Expertise

Historic Evaluations

Autodesk

Grafisoft

Microsoft Office

Adobe Creative Suite

Residential Structure Reviews

## Affiliations

AIAS, American Institute of Architecture Students, Polytechnic University of Puerto Rico

DOCOMOMO Puerto Rico, Organization for the Documentation and Conservation of the Modern Movement in Puerto Rico

## Key Training / Certifications

NCARB, National Council of Architectural Registration Boards.

CAAPPR, Colegio de Arquitectos y Arquitectos Paisajistas de Puerto Rico.

## Education

LCI Barcelona, Felicidad Duce, Master in Design, 2018.

Polytechnic University of Puerto Rico, Bachelor in Architecture, 2017.

## EXPERIENCE SUMMARY

Ms. Onairis Pérez possesses 8 years of experience in architectural design and historic evaluation. She is bilingual (English and Spanish), and is proficient in both digital design and field data collection. Ms. Pérez's flexibility in her skillset as an architectural professional has enabled her to tackle a wide array of projects in her career, from design work for high-end housing projects, to evaluation of compliance for CDBG-DR projects, to the production of detailed documentation from in-field measurements of historical structures to be recorded in the Library of Congress.

## RELEVANT EXPERIENCE

### Associate Architect (2021)

**BCS Architects and Builders | Hato Rey, PR**

- Lead of a team of environmental/architectural professionals to coordinate with state and federal resource agencies of environmental/architectural studies.
- Historic resource identification, Section 106, National Environmental Policy Act (NEPA) and Puerto Rico Environmental Policies, document preparation, independent technical report writing and resolve issues for a variety of projects.
- Work with internal staff as well as SHPO to consult or avoid/minimize impacts to identified NRHP-eligible resources.
- Duties includes research data, writing architectural descriptions, evaluating resources for NRHP eligibility, and preparing technical reports.

### Associate Architect (2021)

**BCS Architects and Builders | Hato Rey, PR**

- Participate in preliminary, schematic and development design for high-end housing. Elaborating 3D models, diagrams, construction documents and renderings for residential projects.
- Analyze and apply local building codes and regulations to ensure compliance.
- Execute as-builts and supervise project progress on-site visits.
- Coordinate and participate in all project phases.

### Architectural Historian (2020)

**Arcadis Caribe | Guaynabo, PR**

- Produce historic and non-historic evaluations to develop reviews of residential structures to meet with requirement for the R-3 Program (Repair, Rebuilt, Relocate)
- Identify and/or minimize impacts on eligible or listed properties in the National Register of Historic Places (NRHP).
- Comply with State Historic Preservation Office (SHPO) administer by Puerto Rico Department of Housing financed with federal funds of Community Development Block Grant - Disaster Recovery (CDBG-DR).

### Project Architect (2018 – 2020)

**Council of American Maritime Museum | Washington, DC**

- Elaborate drawings of various kinds of structures through the Historic American Engineering Record.

- Produce archival documentation using hand measurement field notes, laser scanner technology, computer drawing programs, and photos.

### **Intern Architect (2017)**

#### **Historic American Engineering Record | Washington, DC**

- Produce measured drawings in 2D & 3D using AutoCAD with data obtained from historic documents, hand measured field notes, photography, and laser scan technology.
- Interpret and analyze drawings of technical engineering parts to complete an entire composition and achieve a full understanding of systems and operations to be able to make motion videos.

### **Intern Architect (2016)**

#### **Historic American Building Survey | Washington, DC**

- Produce measured drawings of the Contagious Disease Hospital, located in Ellis Island, New Jersey using AutoCAD.
- Applied data obtained from hand measured field notes and laser scan technology.
- Apply guidelines and measuring techniques as indicated by the entity.

### **Junior Designer (2014 – 2016)**

#### **Pérez Mejía Construction Inc | San Juan, PR**

- Develop architectural drawings and construction documents for remodeling, rehabilitation, and new construction for commercial and residential projects.
- Establish contact with possible clients and follow-up in the contracting process.
- Supervise the progress of the construction project and workers performance.
- Suggest possible design solutions and present them to the company leaders
- Make construction estimates and materials orders.
- Assist with payroll and employee scheduling.

## **REFERENCES**

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### **Robert Arzola,**

#### **HABS Architect and Holland Prize Coordinator.**

Robert\_Arzola@nps.gov  
202-431-3431

### **Camila V. Lopez Arroyo,**

#### **Engineering Design Manager**

Camila.V.LopezArroyo@usace.army.mil  
787-368-6461

### **José Rodríguez Texeira,**

#### **Staff Architect**

Texarch@gmail.com  
787-363-5932



**4** YEARS OF  
EXPERIENCE

### Areas of Expertise

Archaeology

Anthropology

Research

Reporting

### Key Training/Certifications

Latin American Studies Graduate  
Certificate, University of Florida, 2020

American Heart Association  
Heartsaver First Aid CPR AED Program,  
2018

US Customs and Border Protection  
Peer Support Member Training, 2015

### Education

PhD in Anthropology, University of  
Florida, May 2023

MA in Archaeology of Puerto Rico and  
the Caribbean, Center for Advanced  
Studies of Puerto Rico and the  
Caribbean, 2015

BA in Psychology, University of Puerto  
Rico, 2004

## EXPERIENCE SUMMARY

Mr. Muñoz-Pando is an archaeologist with 4 years of field experience. He has served in various field and research roles on numerous projects. His skill set includes screening for artifacts, lab work, digging, archaeological reporting, and the use of equipment such as GIS, GPS, and Trimble. Mr. Muñoz-Pando holds a Master of Art in Archaeology and has completed all degree requirements to graduate with a PhD in Anthropology in May 2023. Mr. Muñoz-Pando is fluent in both English and Spanish.

## RELEVANT EXPERIENCE

### Archaeologist (February 2023- Present)

Tetra Tech, Inc. | San Juan, PR

Archaeological research for Section 106 document preparation for SHPO submittals. Archaeological visits, shovel tests, and monitoring.

### Archaeologist and Principal Investigator (May 2022)

Quality Services, Inc. | Rapid City, SD

Archaeological research and digging. Use of GIS, GPS and Trimble.

### Archaeological Field Technician (March 2022 – April 2022)

TRC Companies | Columbia, SC

Archaeological digging, archaeological lab work, and screening for artifacts.

### Archaeologist Assistant and GIS Technician (February 2022 – March 2022)

South Carolina Institute of Archaeology and Anthropology | University of  
South Carolina

### Researcher (April 2020 – May 2020)

University of Florida | Gainesville, FL

Agricultural Communication and Education. Using statistical software to analyze research.

### Archaeological Field Technician (July 2019 – August 2019)

SouthArc, Inc. | Gainesville, FL

Archaeological digging, archaeological lab work, and archaeological report writing.

### Researcher (January 2019 – July 2019)

University of Florida | Gainesville, FL

Oral history research and networking for a not-for-profit organization.

### Teacher Assistant (January 2018 – May 2018)

University of Florida | Gainesville, FL

Teaching and grading a college-level Anthropology course and oral history research.

### Teacher Assistant (August 2017 – December 2017)

University of Florida | Gainesville, FL

Teaching and grading a college-level Anthropology course and oral history research.



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**26** YEARS OF  
EXPERIENCE

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**Area of Expertise**

Archaeology

Historic Preservation

Architectural History

**Registrations/Affiliations**

Register of Professional

Archaeologists

**Training/Certifications**

40 hour HAZWOPER

10 hour OSHA Construction

Section 106/NEPA Compliance  
TrainingBusiness of CRM, Contracting and  
Project Management

Health &amp; Safety for CRM Professionals

**Education**M.A., Historic Preservation, Goucher  
College, Towson, MDB.A., Anthropology/Archaeology  
(minor American Studies), State  
University of New York, Buffalo, NY

# Robert Peltier, RPA

Archaeologist

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**EXPERIENCE SUMMARY**

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Mr. Peltier meets the Secretary of Interior qualifications for consulting archaeologist and architectural historian. He is a Registered Professional Archaeologist and is fully qualified to conduct Phase I-III review and compliance/contracting projects, reporting, and site monitoring for local, state, and Federal agencies and industrial and commercial businesses. He has served as Project Manager/Principal Investigator on numerous archaeological investigations, either for NHPA Section 106 historic preservation compliance, NEPA, or conducting academic research and has authored numerous cultural resource reports. Mr. Peltier has also served as Principal Investigator for numerous historic resources studies, involving architectural and historic property inventory evaluations, viewshed analysis, NRHP eligibility assessments, and HABS/HAER recordation. With over 24 years of experience performing cultural resources studies throughout the Northeast, Great Lakes, and Southern Plains, Mr. Peltier's research interests and specialties include Iroquoian studies, pre-contact settlement patterning and subsistence studies, and early 19th century Mennonite architecture and settlement patterning throughout western New York.

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**RELEVANT EXPERIENCE**

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**Multi-State Satellite Earth Station Projects, Viasat, Inc.**

Principal Investigator for cultural resource surveys (Phase I) and historic resource site inventories for multiple satellite earth stations across the eastern United States (OH, MI, SC, NC, WV, VA, FL, GA, MS). Cultural resource assessments included archival research on previous land use in the form of written and oral histories, aerial photographs, property tax files, USGS topographic maps, historic maps and the archives and records at various agencies and depositories. Further, interpretations of surface and subsurface archaeological investigations and encountered cultural material were required. The Projects also involve historic properties evaluations and viewshed analyses

**Pennsylvania Pipeline Project and Ohio Pipeline Project, Sunoco Logistics, L.P.**

Cultural Resources Project Manager for 54-mile and 306-mile natural gas liquids pipelines from Scio, Harrison County, OH to Houston, Washington County, PA and from Houston, PA to Sunoco Logistics, L.P. Marcus Hook facility in Delaware County, Pennsylvania. Served as Co-Principal Investigator of a multi-disciplinary team of cultural resource specialists included archaeologists, architectural historians, anthropologists, and geomorphologists.

**Lockridge Extension 30-inch Pipeline Project, Natural Gas Pipeline Company of America, LLC.**

Principal Investigator for 20.6 miles of pipeline looping and associated above ground facilities in Reeves, Ward, and Pecos Counties, Texas. Project involved cultural resources assessment, Resource Report No. 4 and FERC filing. Cultural resources assessments included archival research on previous land use in the form of written and oral histories, aerial photographs, property tax files, USGS topographic maps, historic maps and the archives and records at various agencies and depositories,



surface and subsurface archaeological investigations, and the processing and analysis of prehistoric and historic artifacts. The Project also involved a historic properties evaluation and viewshed analysis.

#### **Sweden Valley FERC Filing Project, Dominion Transmission, Inc.**

Authored Resource Report 6 (Geological Resources) for the Sweden Valley *Federal Energy Regulatory Commission (FERC) 7 (c) Filing Project*. The Project was located in Ohio and Pennsylvania with multiple pieces of pipeline and associated facility work. The Project consisted of the placement of new pipeline and upgrades at existing facilities.

#### **Proposed Dryden Road Solar Photovoltaic Plant Project, SUN8 PDC LLC.**

Principal Investigator for cultural resource survey (Phase I) and historic sites inventory for a for a proposed 157-acre solar facility development, in the Town of Dryden, Tompkins County, NY. Cultural resources assessment included archival research on previous land use in the form of written and oral histories, aerial photographs, property tax files, USGS topographic maps, historic maps and the archives and records at various agencies and depositories, surface and subsurface archaeological investigations, the processing and analysis of prehistoric and historic artifacts, and historic properties evaluations.

#### **Proposed Ellis Tract Solar Photovoltaic Plant Project, SUN8 PDC LLC.**

Principal Investigator for cultural resource survey (Phase I) and historic sites inventory for a for a proposed 168-acre solar facility development, in the Town of Dryden, Tompkins County, NY. Cultural resources assessment included archival research on previous land use in the form of written and oral histories, aerial photographs, property tax files, USGS topographic maps, historic maps and the archives and records at various agencies and depositories, surface and subsurface archaeological investigations, the processing and analysis of prehistoric and historic artifacts, and historic properties evaluations.

#### **FCC Communications Tower Project, Chevron.**

Principal Investigator for cultural resource survey, including archaeological assessment and historic property evaluation and sites inventory for two proposed FCC communication towers – HHTX Russel Trust Tower (Loving County, TX) and Loving Tower (Eddy County, NM). Cultural resources assessment included archival research on previous land use in the form of written and oral histories, aerial photographs, property tax files, USGS topographic maps, historic maps and the archives and records at various agencies and depositories, surface and subsurface archaeological investigations, and historic properties evaluations. Consulted and coordinated with the FCC, TX and NM SHPO, and Tribal Historic Preservation Office involvement.

#### **Multiple Proposed Solar Photovoltaic Plant Projects, ForeFront Power, LLC.**

Principal Investigator for cultural resource surveys (Phase I) and historic sites inventories for multiple ForeFront solar facilities across western and central NY. Cultural resources assessment included archival research on previous land use in the form of written and oral histories, aerial photographs, property tax files, USGS topographic maps, historic maps and the archives and records at various agencies and depositories, surface and subsurface archaeological investigations, the processing and analysis of prehistoric and historic artifacts, and historic properties evaluations.

#### **Orion Extension 36-inch Pipeline Project, Kinder Morgan.**

Principal Investigator for 12.93 miles of pipeline looping and modifications to three compressor stations in Wayne and Pike Counties, Pennsylvania. Project involved cultural resources assessment, Resource Report No. 4 and FERC filing. Cultural resources assessments included archival research on previous land use in the form of written and oral histories, aerial photographs, property tax files, USGS topographic maps, historic maps and the archives and records at various agencies and depositories, surface and subsurface archaeological investigations, and the processing and analysis of prehistoric and historic artifacts. The Project also involved a historic properties evaluation and viewshed analysis.

#### **Susquehanna West 36-inch Pipeline Project, Kinder Morgan.**

Principal Investigator for 8.1 miles of pipeline looping and modifications to three compressor stations in Bradford and Tioga Counties, Pennsylvania. Project involved cultural resources assessment, Resource Report No. 4 and FERC filing. Cultural resources assessments included archival research on previous land use in the form of written and oral histories, aerial photographs, property tax files, USGS topographic maps, historic maps and the archives and records at various agencies and depositories, surface and subsurface archaeological investigations, and the processing and analysis of prehistoric and historic artifacts. The Project also involved a historic properties evaluation and viewshed analysis.

**Triad Expansion 36-inch Pipeline Project, Kinder Morgan.**

Cultural Resources Project Manager for 8.1 miles of pipeline looping in Susquehanna County, Pennsylvania. Project involved cultural resources assessment, Resource Report No. 4 and FERC filing. Cultural resources assessments included archival research on previous land use in the form of written and oral histories, aerial photographs, property tax files, USGS topographic maps, historic maps and the archives and records at various agencies and depositories, surface and subsurface archaeological investigations, and the processing and analysis of prehistoric and historic artifacts. The Project also involved a historic properties evaluation and viewshed analysis.

**Northern Access 2016 24-inch Pipeline Project, National Fuel Gas Supply Corporation.**

Co-Principal Investigator for 96 miles of pipeline looping and associated above ground facilities in Niagara, Erie, Cattaraugus, and Allegany Counties, New York and McKeon County, Pennsylvania. Project involved cultural resources assessment, Resource Report No. 4 and FERC filing. Cultural resources assessments included archival research on previous land use in the form of written and oral histories, aerial photographs, property tax files, USGS topographic maps, historic maps and the archives and records at various agencies and depositories, surface and subsurface archaeological investigations, and the processing and analysis of prehistoric and historic artifacts. The Project also involved a historic properties evaluation and viewshed analysis.



**4** YEARS OF  
EXPERIENCE

**9** DISASTERS

### **Areas of Expertise**

ESRI Enterprise Geodatabase and Services

Data Collection Application Design/Build and Support

Application Prototyping and Modeling

CDBG-DR Tier 2 ER

Environmental Property Survey and Sampling

CDBG-DR Infrastructure site Hazard Analysis

### **Key Training/Certifications**

ESRI Software Suite

Python

C++

MODFLOW and PHREEQC

Microsoft Access, Office

### **Education**

Florida State University, Master of Science in Geology, 2021

Environmental Science, Bachelor of Science, Florida State University, 2019

## **EXPERIENCE SUMMARY**

Mr. Adam Karl has four years of experience in Geospatial mapping and analysis, including various disaster recovery and damage assessment programs for clients in Florida, Texas, and Puerto Rico. Additionally, his expertise includes mapping and knowledge of Florida geology and hydrogeology through his experience at the Florida Geological Survey. Mr. Karl's Geographic Information System (GIS) capabilities provide best-in-class reporting and analysis tools supporting housing and infrastructure environmental reviews under Tetra Tech's CDBG-DR delivery programs.

## **RELEVANT EXPERIENCE**

### **GIS Professional (October 2022–Present)**

#### **Siskiyou County, CA | Siskiyou Wildfires**

The McKinney and Mill Fire of 2022, named the deadliest fire in 2022, left devastating effects to Siskiyou County, destroying over 65,000 acres and 250 structures. Mr. Karl serves as GIS Analyst for Tetra Tech's disaster response to Siskiyou County. Mr. Karl managed technical GIS program for the hazardous debris and tree in accordance with FEMA guidelines. His tasks include damage assessment inspection/cost estimates, geology reporting and analysis, and coordinating with senior management.

### **GIS Professional (October 2022–Present)**

#### **Mariposa County, CA | Mariposa Wildfires**

The Oak Fire was a destructive wildfire that burned north of the community of Bootjack in Mariposa County, California destroying more than 19,244 acres. Mr. Karl serves as a GIS Analyst who manages the technical GIS program. His tasks geology reporting analysis, damaged tree and debris inspections, and cost estimates.

### **GIS Analyst (September 2022–Present)**

#### **Florida | Hurricane Ian**

Making landfall as a category 4 hurricane, Hurricane Ian ripped through the State of Florida. Mr. Karl manages the technical GIS program for Tetra Tech's disaster response operations. Mr. Karl assists with environmental reviews (Tier II Site Specific Reviews), and damage assessment inspections/cost estimates.

### **GIS Professional (September 2022–Present)**

#### **New Mexico | New Mexico Wildfires**

Mr. Karl serves as a GIS professional for Tetra Tech's response to the New Mexico wildfires. He manages the technical GIS program and works closely with GIS management to follow FEMA guidelines and provide Tetra Tech with geological analyzing services. His responsibilities include using mapping software to analyze maps and data; geology reporting and analysis; and coordinating with senior management.

### **GIS Analyst (October 2021–August 2022)**

#### **California | CalRecycle Dixie Fire**

Mr. Karl served as a GIS Analyst for Tetra Tech's Dixie wildfires. Mr. Karl managed technical GIS program for the HUD-mandated environmental reviews (Tier II Site Specific Reviews), Damage Assessment Inspection/Cost Estimate, and lead-based

paint (LBP) program in accordance to FEMA guidelines and procedures for an estimated 1,000 properties damaged by Dixie wildfire.

#### **GIS Analyst (Jun 2021–2022)**

##### **Puerto Rico Department of Housing (PRDOH) | R3 Puerto Rico CDBG Program**

Mr. Karl managed the technical GIS program and staffing for the HUD-mandated environmental reviews (Tier II Site Specific Reviews), Damage Assessment Inspection/Cost Estimate, LBP, and asbestos inspection program in accordance with 24 CFR Part 58 and the current Puerto Rico PRHOH R3 Program Environmental Review (Tier II) Procedures for an estimated 11,500 hurricane and flood damaged properties.

#### **GIS Analyst (Jun 2021–2022)**

##### **Harris County, TX | Project Recovery CDBG Program**

Mr. Karl managed the technical GIS program for the HUD-mandated environmental reviews (Tier II Site Specific Reviews), Damage Assessment Inspection/Cost Estimate, and LBP program for an estimated 2,500 properties damaged by hurricanes and flooding.

#### **GIS Analyst (Jun 2021–2022)**

##### **State of Texas | Rebuild TX CDBG Program**

Mr. Karl assisted with the GIS program, HUD-mandated environmental reviews program (Tier II Site Specific Reviews), Damage Assessment Inspection/Cost Estimate and LBP Inspection program in accordance with 24 CFR Part 58 and the Texas General Land Office (GLO) Program Environmental Review (Tier II) Procedures for an estimated 1,200 flood damaged properties.

#### **Environmental Specialist (August 2018–2021)**

##### **Florida Geological Survey | Tallahassee FL**

Mr. Karl validated drilling logs with database files to ensure accuracy. He also updated and maintained the state managed hydrogeologic database and trained others on its usage. Mr. Karl created spring shed maps, organized software to better enable quick access to important data, and assisted with data entry and manipulation using ArcGIS software.



## Experience with Contracts of Similar Size and Scope (*Section 3.16*)

Tetra Tech has included contracts of similar size and scope on the following pages for Tetra Tech and subcontractor RSG.



# Commonwealth of Puerto Rico

## Hurricane Maria Housing Recovery Program Management

The Commonwealth of Puerto Rico selected Tetra Tech to support the island's efforts to recover from Hurricanes Irma and Maria. These two powerful hurricanes caused an estimated \$60 billion in damages that are eligible for federal assistance from the HUD CDBG-DR grant program.

On February 9, 2018, a Notice was published in the Federal Register (Federal Register Notice) that allocates \$1,507,179.00 billion in CDBG-DR funds for the assistance in disaster recovery after the devastation caused by Hurricanes Irma and María in Puerto Rico. On April 10, 2018, Congress made available to Puerto Rico an additional \$18.5 billion in CDBG-DR funds.

- ▶ All inspections completed in a single visit
- ▶ 100% no-incidents safety record
- ▶ Mobilized and trained 17 inspection teams in less than a week

Upon approval of the Action Plan, PRDOH issued an RFP in order to select an Environmental Consulting firm that will aid in the PRDOH's objectives of strategic preparation and development of a broad range of CDBG-DR funded programs, including but not limited to the Housing Programs. This solicitation was subsequently awarded to Tetra Tech in 2019.

Tetra Tech is committed to supporting and administering PRDOH's objectives of strategic preparation and development of a broad range of CDBG-DR funded programs, with special focus on the Single-Family Rehabilitation, Reconstruction, or Relocation Program.

### Description of Scope of Work

The preliminary services Tetra Tech is providing include environmental reviews; assessment of the feasibility of the proposed project(s); permitting and compliance documentation; evaluation of potential environmental impacts of proposed activities; environmental site assessments; inspections and risk assessments for

### CLIENT

Commonwealth of Puerto Rico, Department of Housing (Vivienda)

### DURATION

September 2019 - Ongoing

### REFERENCES

Juan C. Perez-Bofill  
Director- Permits and Environmental Compliance CDBG-DR Program  
(787) 274-2527 ext. 6623  
[jcperez@vivienda.pr.gov](mailto:jcperez@vivienda.pr.gov)

Maretzie Diaz Sanchez  
Deputy Secretary  
[Mdiaz@vivienda.pr.gov](mailto:Mdiaz@vivienda.pr.gov)  
(787) 274-2527



asbestos, radon, and lead-based paint in accordance federal and state regulatory standards; and completion of historical and archaeological surveys.

### ***Evaluating Site and Building Systems***

For each project, Tetra Tech assesses the feasibility of the proposed project in relation to the required level of environmental review and make a recommendation to PRDOH as to the appropriate level of review (e.g., Environmental Impact Statement, Environmental Assessment, Categorically Excluded, etc.). Tetra Tech is responsible for coordinating with the project sponsor and the oversight/regulatory agencies to assure permits and/or compliance documentation is obtained for each ERR.

### ***Health & Safety (H&S) Conditions***

Tetra Tech maintains a 100% clean safety record for this project, with no incidents reported. Tech is committed to workplace safety. As such, a project-specific health and safety plan was developed for the scope of work. Field staff assigned to the project are trained on the health and safety plan, and additionally, Tetra Tech project managers have completed the Occupational Safety and Health Administration Disaster Site Worker course and have their 10-hour Construction Safety Certification.

### ***Environmental & Accessibility Conditions***

Tetra Tech utilizes its deep bench to complete thousands of Phase I ESAs in every state within the United States and in Puerto Rico. These ESAs accord with ASTM International (ASTM) Standard E-1527-13, Standard Practice for Environmental Site Assessments: Phase I Environmental Site Assessment Process. A Phase I ESA intends to identify recognized environmental conditions (REC) within and near the project site that could warrant further investigation under a Phase II ESA. The Phase I ESA conducted during this project is supervised by an experienced Environmental Professional (as defined by ASTM 1527-13) with at least 5 years of relevant experience in preparation of Phase I Reports, and with emphasis on All Appropriate Inquiries (AAI) protocols. The final Phase I ESA Report is approved and signed by a qualified Environmental Professional, as established by the AAI.

### ***Project Achievements***

Tetra Tech mobilized and trained 17 inspection teams in less than a week. Tetra Tech also provided guidance and revisions on historical review requirements in order to increase efficiency and reduce cost.

### ***Innovation and/or Technology***

Tetra Tech's Tier 2 approach integrates technology and streamlines processes in a manner scalable to address the thousands of applicants who immediately qualify and await assistance, along with those one-off late arrivals to the program.

- **GIS Screening:** Using the project footprint, GIS automation will screen each applicant property against GIS data, accurately assess compliance status, and generate a series of maps documenting our findings.
- **Review Management System:** Through the cloud-based management system, our desktop reviewers will use field observation reports combined with GIS mapping, and other data, to determine whether the associated property is in compliance with federal laws and regulations, and identify those that require additional action (e.g., lead risk assessment, asbestos risk assessment, Phase I, etc.).

### ***Risk Mitigation***

Housing rehab and reconstruction projects funded by CDBG-DR involve geographically dispersed property locations and property ownership documentation issues requiring resolution from time to time. For the program to run smoothly, limitation/mitigation of these difficulties and problems should occur up front via careful planning, and cases with issues that cannot be mitigated should be identified quickly and resolved immediately to ensure efficiency and cost effectiveness of the program. PRDOH is best served by Tetra Tech's proactive approach to project issues management—a system based on years of CDBG-DR experience that focuses on (1) up-front planning, (2) constant evaluation of the project's productivity and accuracy, and (3) course correction when needed before significant impact on overall project success occurs.



***Demonstrated Capacity to Immediately Deploy Sufficient and Qualified Personnel to Complete Services***

Tetra Tech retains and hires all personnel required in performing the services under an Environmental Services contract. Tetra Tech provides competent and fully qualified staff that are authorized and permitted under federal, state, and local law to perform the scope of work under this contract.

***Site and Building Standards and Code***

For each project, Tetra Tech conducts environmental reviews (including required publication of notices) on an as-needed basis in accordance with the required level of clearance. Environmental reviews must, at a minimum, comply with the requirements of the Supplemental Appropriations for Disaster Relief Requirements, 2017 (Pub. L. 115-56), the National Environmental Policy Act (including implementing regulations at 40 CFR 1500 and 24 CFR 58), the Environmental Public Policy Act of Puerto Rico, as amended (Law Num. 416-2004), and the Puerto Rico Permit Process Reform, as amended (Law Num. 161-2009) along with any other local environmental review requirements. For each project, the Proposer will create an Environmental Review Record ("ERR") meeting the above legal requirements and documenting PRDOH's review and compliance with the related federal authorities listed in 24 CFR 58.

***Environmental Assessments– RE-GROW PROGRAM***

Tetra Tech is providing environmental services to PRDOH to perform Environmental Assessments (EA) in accordance with 24 CFR 58 and NEPA for 27 projects in the Re-Grow PR Urban-Rural Agriculture Program managed by the Puerto Rico Department of Housing and the sub-recipient Puerto Rico Department of Agriculture. The Re-Grow program aims to build agricultural capacity and meet the needs created by the Hurricanes through a substantial investment of (CDBG-DR) funds in a wide variety of viable and sustainable agricultural activities. The Program will focus on small and medium agricultural businesses and non-governmental organizations engaged in sustainable agricultural activities that contribute to the strengthening of the agricultural economy since the Hurricanes Irma and Maria.



Tetra Tech is completing EAs for 27 farms including SHPO and other required agency consultation for the environmental review of agricultural improvements including greenhouses, irrigation, equipment, and well installation.





# State of New Jersey Department of Environmental Protection

## Environmental and Historic Reservation Reviews

Tetra Tech Inc. was selected by the New Jersey Department of Environmental Protection to provide environmental and historic preservation reviews for the state's disaster recovery efforts related to Superstorm Sandy. The recovery programs are being funded by Community Development Block Grant – Disaster Recovery (CDBG-DR) grants awarded under the Disaster Relief Appropriations Act of 2013.

The environmental reviews were conducted in accordance with the US Department of Housing and Urban Development (HUD) National Environmental Policy Act (NEPA) regulations (24 CFR Part 58) and included 17 EAs, 45 CESTs, and 1,483 Tier 2 site-specific environmental reviews. The Tier 2 reviews followed Tier 1 Programmatic EAs previously prepared for residential projects across the nine most-affected counties in the state. The Tier 2 reviews involved desktop analysis using ArcGIS and a field investigation to verify the desktop findings and identify any other issues of concern, such as RECs. Each Tier 2 review addresses a single application submitted by a property owner seeking HUD funding. Our assigned task orders for Tier 2 reviews ranged from 2 to 75 individual applications identified for environmental review.

Tetra Tech's EAs and CESTs addressed residential, community revitalization, and infrastructure projects under the Repair, Rehabilitation, Elevation, and Mitigation; Landlord Rental Repair; Stronger New Jersey Business Loan; Neighborhood Enhancement; Neighborhood and Community Revitalization; and Beach Replenishment programs.

Tetra Tech participated in an initial kickoff meeting for the Tier 2 work that involved reviewing the written guidance, practicing the desktop analysis, and conducting practice field investigations. The reviews began with Word-based templates uploaded to the state's website and transitioned

### CLIENT

State of New Jersey,  
Department of  
Environmental Protection

### DURATION

August 2013 – June 2019

### REFERENCES

Kim McEvoy  
401 East State Street  
Trenton, NJ 08625  
(609) 789-2526  
[kim.mcevoy@dep.nj.gov](mailto:kim.mcevoy@dep.nj.gov)

Tim Davis  
401 East State Street  
Trenton, NJ 08625  
(609) 433-3634  
[Tim.davis@dep.nj.gov](mailto:Tim.davis@dep.nj.gov)



to online completion and review of the submitted documents using the client's Environmental Review Management System (ERMS). Subsequently, the EA and CEST documentation also was incorporated into ERMS.

Tetra Tech also conducted historic property reviews for all of the applications that were assigned for environmental review. The historic reviews were conducted in accordance with a Programmatic Agreement that had been developed to streamline compliance under Section 106 of the National Historic Preservation Act. Tetra Tech evaluated each property in accordance with that agreement, including assessments of potential eligibility to the National Register of Historic Places. Our eligibility and impact analysis findings were submitted to the New Jersey Historic Preservation Office for concurrence. We conducted historic property reviews for 1,545 applications.

Tetra Tech was able to beat the client's two-week turnaround requirement on Tier 2 application reviews, exceed internal profit goals, and rectify early performance issues related to schedule and quality. Tetra Tech was in the top three with regard to the volume of assignments amongst the six contractor teams and was able to outperform in meeting expected schedules, a critical concern for a program providing disaster recovery funds to owners of damaged properties. For the EA and CEST reviews, Tetra Tech was consistently among the top two performers.





## State of Texas General Land Office

### HUD CDBG-DR Tier 2 Reviews and Assessments/Estimates

Tetra Tech was selected to provide environmental services to the State of Texas General Land Office (as a subcontractor to IEM) for the rehabilitation of over 600 properties and structures damaged as a result of Hurricane Harvey. The work is being funded from a \$5.1 billion HUD CDBG-DR grant.

Tetra Tech conducted Tier 2 environmental reviews in accordance with the HUD National Environmental Policy Act (NEPA) regulations. The Tier 2 reviews involve desktop analysis using ArcGIS and a field investigation to verify the desktop findings and identify any other issues of concern, such as recognized environmental conditions (RECs). Each Tier 2 review addressed a single application submitted by a property owner seeking HUD funding.

Tetra Tech also assisted with damage assessments, Xactimate cost estimating services, general inspections of repair work performed, lead-based paint testing for eligible properties, and other program activities, as required.

#### CLIENT

State of Texas General Land Office  
(as sub-contractor to IEM)

#### DURATION

September 2018 – June 2021

#### COST

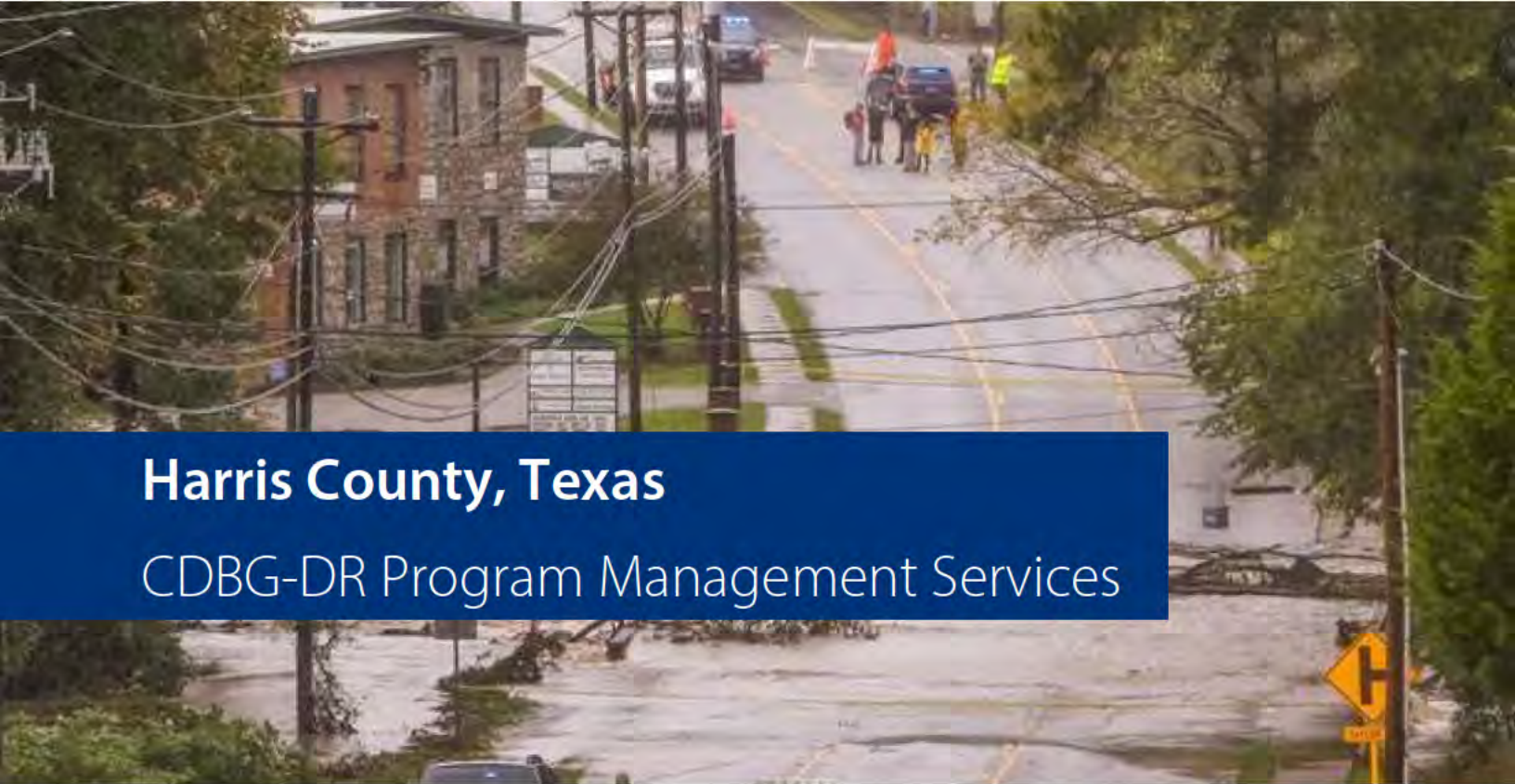
\$2,231,000

#### REFERENCES

Lauren Bahlinger,  
Environmental Lead  
8710 Jefferson Highway  
Baton Rouge, LA 70809  
(225) 776-4283  
[Lauren.bahlinger@iem.com](mailto:Lauren.bahlinger@iem.com)

Lauren DeVoe,  
Environmental Specialist  
8710 Jefferson Highway  
Baton Rouge, LA 70809  
(225) 281-1997  
[Lauren.DeVoe@iem.com](mailto:Lauren.DeVoe@iem.com)





## Harris County, Texas

### CDBG-DR Program Management Services

Tetra Tech has been retained by Harris County, Texas to rapidly assist with program redesign and implementation for the County's \$1.2B CDBG-DR allocation as a result of Hurricane Harvey.

Tetra Tech serves as the County's program manager responsible for overseeing the delivery of all components of the program. This includes completing all Tier 1 and Tier 2s for the properties. Tetra Tech also prepared 50 EAs for projects under the County's infrastructure and housing programs. We are in daily contact with the environmental services project manager to complete these activities in a timely manner and we are in close coordination with the cost estimating and damage assessment contractors, along with the Texas Historical Commission who have now committed to expediting approvals for the County's program.

Tetra Tech's contract with Harris County includes the following scope of:

1. **Program Conceptualization, Planning and Development** to include program design, assistance with programmatic waivers, assist with public outreach and program marketing efforts, technical assistance associated with programmatic elements
2. **Overall Program Administration, Program Management, Oversight and Regulatory Compliance** to include coordination with County staff and contractors for outreach, intake, case management and damage assessment/cost estimating, inspections and construction activities, staff augmentation for eligibility reviews, designing and implementing internal controls, conducting risk assessments to mitigate programmatic risks, and providing subject matter expertise for program implementation.
3. **Financial Assistance** to include the formulation of processes to confirm federal funds have been accounted for in accordance with grant requirements and assist with the audits and monitoring.

#### CLIENT

Harris County

#### DURATION

October 2019 – Ongoing  
(Est. October 2024)

#### COST

\$29,516,142

#### REFERENCES

Christy Lambright  
Assistant Director of  
Planning and Development  
(832) 927-4793

Kelli Medbury  
Senior Planner  
(832) 927-4798





# Lexington County, South Carolina

## CDBG-DR Grant Management

Tetra Tech was selected by Lexington County to provide planning and implementation services for the Community Development Block Grant Disaster Recovery and Mitigation (CDBG-DR and CDBG-MIT) Buyout and Infrastructure Programs. These programs are related to the 1,000 year flood disaster of October 1-5, 2015, which caused extensive damage throughout Lexington County and surrounding communities. Lexington County has funded a 100+ buyout/demolition program with the use of CDBG-DR and CDBG-MIT funds. Through the CDBG-DR and CDBG-MIT programs, Tetra Tech is managing over \$10 million in recovery and mitigation road infrastructure projects for Lexington County. Tetra Tech has been tasked with providing Lexington County with pre-implementation planning, program management, and post-implementation grant closeout. Tetra Tech also prepared EAs for three road improvement projects receiving CDBG-MIT funds.

To date, Tetra Tech has developed a process for appealing the sale price for buyout projects, buyout and demolition policies and procedures, Universal Relocation Assistance (URA), and project checklists. Tetra Tech also assisted Lexington County staff with writing the Action Plans and providing qualified historic preservation staff to allow Lexington County to sign the HUD Addendum to the South Carolina Programmatic Agreement for Section 106 compliance.

Upon implementation, Tetra Tech has provided the following services:

- Site Eligibility Review for Buyout and Acquisition Properties
- Property Specific Preparation Activities
- Determine Relocation Assistance
- Prepare Buyout Offers
- Assist County with Property Closings
- Provide Relocation Assistance to Eligible Property Owners
- Demolition Coordination of Buyout and Acquisition Properties
- Environmental and Historical Reviews, including archaeological surveys and wetland delineation reports
- Contract procurement for demolition, engineering, and construction services
- Universal Relocation Assistance (URA)
- Project Closeout

### CLIENT

Lexington County

### DURATION

September 2016 - Ongoing

### COST

\$27,000,000

### REFERENCES

Sandy Fox  
Grants and Title VI Manager  
212 South Lake Drive,  
Ste. 401  
Lexington, SC 29072  
(803) 785-8121  
(803) 807-7982 - cell  
sfox@lex-co.com

Robbie Derrick, AICP  
Director, Community  
Development  
County of Lexington  
212 South Lake Dr., Suite 401  
Lexington, SC 29072  
(803) 785-8121  
rderrick@lex-co.com





## Richland County, South Carolina

### Environmental Reviews, Inspections, and Risk Assessments

Immediately after the massive flooding began in South Carolina, the summer of 2016, Tetra Tech provided emergency management and environmental services to Richland County. We first performed a comprehensive needs assessment followed by a strategic analysis of available grant funds to support the county's recovery efforts. With our assistance, the county received \$26.5 million in grant funding from HUD through the CDBG-DR program under the Disaster Relief Appropriations Act of 2013.

Tetra Tech followed with assisting the county in implementing the grant. Our work included performing Tier 2 environmental reviews and Section 106 reviews on more than 200 properties associated with the grant funding. Tetra Tech used an innovative, streamlined process to complete the Tier 2 environmental reviews at a cost more than 50 percent lower than previous reviews performed on other CDBG-DR housing projects.

As part of this project, Tetra Tech is also performing lead risk assessment inspections, clearance inspections, and testing for all homes built prior to 1978. Upon completion of the project, we estimate that we will complete risk assessments and clearance inspections of almost 200 properties in the County.

#### CLIENT

Richland County

#### DURATION

June 2015 – December 2022

#### COST

\$26,500,000

#### REFERENCES

Michael King  
Former Assistant Director  
(Retired December 2022)  
(803) 476-5861

Clayton Voignier  
Former Director, Community  
Planning and Development  
Richland County Manager's  
Office (Currently with another  
agency)  
(704) 283-3500





# Monroe County, Florida

## CDBG-DR Buyout Grant Management

As a result of Hurricane Irma in 2017, Monroe County, Florida suffered substantial damages to community infrastructure, private residences, and low-income rental properties. To support recovery from this disaster, the County received \$15 million in CDBG-DR funding from the State of Florida. With this funding, the County is implementing the purchase of damaged properties within County limits.

Tetra Tech oversees and implements the case management aspects of this program, including intake and eligibility review for the property owners submitting applications to the program. Our team is providing technical expertise to the County and its stakeholders to confirm compliance with CDBG-DR program guidelines and federal regulations.

The Tetra Tech team is responsible for reporting across the program lifecycle, as well as providing briefings to the State of Florida regarding the County's program. Tetra Tech's case managers work directly with homeowners and impacted community members to guide them through the CDBG-DR buyout process.

CLIENT
Monroe County
DURATION
October 2020 - Ongoing
COST
\$15,000,000
REFERENCES
Cynthia Guerra, MPA, CFM Acquisition Manager VHBP Fair Housing Coordinator (305) 453-8756 Guerra- Cynthia@MonroeCounty- FL.Gov
Christine Hurley, AICP Monroe County Land Authority (305) 393-3361 hurley- hristine@monroecounty-fl.gov





## City of Marathon, FL

### CDBG-DR Voluntary Home Buyout Program Environmental Reviews

Tetra Tech is working with the City of Marathon in the Florida Keys to reduce community vulnerability to tropical storms and hurricanes, foster resilience, and mitigate disaster suffering following the devastation of Hurricane Irma in 2017. Through Florida's Department of Economic Opportunity's CDBG-DR Voluntary Housing Buyout Program, residents may apply to have their homes/properties purchased by the City of Marathon. If the applicant qualifies and an offer is accepted, the property is purchased, structures are demolished and the lot is cleared, graded and returned to green space.

In the City of Marathon, Tetra Tech is providing grant management, inspection services, survey work, real estate property appraiser, environmental review, title legal services, Urban Redevelopment Authority relocation assistance, case management, environmental reviews, asbestos testing, and demolition.

- Project start date: May 11, 2021
- Program end date: May 31, 2023
- Grant amount: \$2.6 million
- Number of properties purchased: 5

*For more information, see [Rising seas, flooding drive property buyouts in Florida Keys](#) | Miami Herald.*

#### CLIENT

City of Marathon, FL

#### DURATION

May 2021 – Ongoing  
(est. May 31, 2023)

#### COST

\$635,430

#### REFERENCE

Maria Covelli,  
Grants Coordinator  
(305) 289-4109  
[ovellim@ci.marathon.fl.us](mailto:ovellim@ci.marathon.fl.us)

Brian Shea  
Planning Director  
(305) 289-4112  
[sheab@ci.marathon.fl.us](mailto:sheab@ci.marathon.fl.us)



## Subcontractor Experience



### Services to be Provided by RSG:

- Consulting
- Reporting
- Field Inspections

### State of New Jersey

RSG served as a subconsultant to IEM for the State of New Jersey. Helped the State of new Jersey complete the last 1,800 homes. Worked under the Director of the Program and assisted with project management and construction oversight.

### State of Louisiana

RSG worked as a subconsultant to IEM for the State of Louisiana. Helped kickstart the Restore Louisiana Program. Assisted with policy creation, IT solutions and Construction Management.

### City of New York

RSG was tasked with working directly with the Director of the Build it Back Program in New York City. The scope of the project established policies, procedures, and teams to improve the quality and speed of deliverables from the construction managers.

### Commonwealth of Puerto Rico

RSG is providing program management services as a subcontractor for Tetra Tech. RSG is also providing staff augmentation services in the areas of safety, damage assessments, data management, customer service, and administration.

## Financial Capability of the Bidder (Section 3.17)

# DCA gains the stability and resources of a \$4.5 billion company.

**\$217 million**

Available cash as of  
October 2022

**\$499 million**

Borrowings at our  
disposal

**\$716 million**

Total liquidity  
available

“ Tetra Tech is grateful for the opportunity to expand upon our partnership with the State of New Jersey. We are supportive of this proposal from the highest levels of our organization. With more than \$700M of liquidity available and proven capacity to support New Jersey’s recovery throughout multiple prior engagements, we are confident that **Tetra Tech’s financial capacity and stability exceed the potential financial demands of this contract.**



– Steven Burdick,  
Chief Financial Officer

As requested in the RFP, Tetra Tech’s annual reports filed for the two most recent years are provided on the subsequent pages of this section.



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

FORM 10-K

(Mark One)

☒

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

For the Fiscal Year Ended October 2, 2022

☐

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

For the Transition Period from \_\_\_\_\_ to \_\_\_\_\_

Commission File Number 0-19655

**TETRA TECH, INC.**

(Exact name of registrant as specified in its charter)

**Delaware**

(State or other jurisdiction of incorporation or organization)

**95-4148514**

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

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

(Address of principal executive offices) (Zip Code)

**(626) 351-4664**

(Registrant's telephone number, including area code)

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

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

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

**None**

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

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

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

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

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

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

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

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

The aggregate market value of the registrant's common stock held by non-affiliates on April 3, 2022, was \$8.9 billion (based upon the closing price of a share of registrant's common stock as reported by the Nasdaq National Market on that date).

On November 9, 2022, 52,981,143 shares of the registrant's common stock were outstanding.

**DOCUMENT INCORPORATED BY REFERENCE**

Portions of registrant's Proxy Statement for its 2023 Annual Meeting of Stockholders are incorporated by reference in Part III of this report where indicated.

Item 8. Financial Statements and Supplementary Data

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## REPORT OF INDEPENDENT REGISTERED PUBLIC ACCOUNTING FIRM

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

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

We have audited the accompanying consolidated balance sheets of Tetra Tech, Inc. and its subsidiaries (the “Company”) as of October 2, 2022 and October 3, 2021, and the related consolidated statements of income, of comprehensive income, of equity and of cash flows for each of the three years in the period ended October 2, 2022, including the related notes (collectively referred to as the “consolidated financial statements”). We also have audited the Company’s internal control over financial reporting as of October 2, 2022, based on criteria established in *Internal Control - Integrated Framework* (2013) issued by the Committee of Sponsoring Organizations of the Treadway Commission (COSO).

In our opinion, the consolidated financial statements referred to above present fairly, in all material respects, the financial position of the Company as of October 2, 2022 and October 3, 2021, and the results of its operations and its cash flows for each of the three years in the period ended October 2, 2022 in conformity with accounting principles generally accepted in the United States of America. Also in our opinion, the Company maintained, in all material respects, effective internal control over financial reporting as of October 2, 2022, based on criteria established in *Internal Control - Integrated Framework* (2013) issued by the COSO.

### *Basis for Opinions*

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

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

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

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

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

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

### *Critical Audit Matters*

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

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

As described in Note 3 to the consolidated financial statements, \$1.32 billion of the Company's total revenues for the year ended October 2, 2022 was generated from fixed-price contracts. As disclosed by management, under fixed-price contracts, the Company's clients pay an agreed fixed-amount negotiated in advance for a specified scope of work. Revenue is recognized over time as the related performance obligation is satisfied by transferring control of a promised good or service to the Company's customers. Progress toward complete satisfaction of the performance obligation is primarily measured using a cost-to-cost measure of progress method. The cost input is based primarily on contract cost incurred to date compared to total estimated contract cost. This measure includes forecasts based on the best information available and reflects management's judgment to faithfully depict the value of the services transferred to the customer. Due to uncertainties inherent in the estimation process, it is possible that estimates of costs to complete a performance obligation will be revised in the near-term. For those performance obligations for which revenue is recognized using a cost-to-cost measure of progress method, changes in total estimated costs, and related progress towards complete satisfaction of the performance obligation, are recognized on a cumulative catch-up basis in the period in which the revisions to the estimates are made. As a result, the Company recognized immaterial operating income adjustments for the year ended October 2, 2022. Changes in revenue and cost estimates could also result in a projected loss, determined at the contract level, which would be recorded immediately in earnings. The anticipated losses and estimated cost to complete the related contracts was \$10.0 million and approximately \$80 million, respectively, as of October 2, 2022. Claims are amounts in excess of agreed contract prices that the Company seeks to collect from clients or other third parties. The Company had no claims as of October 2, 2022.

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

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

/s/ PricewaterhouseCoopers LLP

Los Angeles, California  
November 23, 2022

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



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

	October 2, 2022	October 3, 2021
<b>ASSETS</b>		
Current assets:		
Cash and cash equivalents	\$ 185,094	\$ 166,568
Accounts receivable, net	755,112	668,998
Contract assets	92,405	103,784
Prepaid expenses and other current assets	115,400	112,338
Income taxes receivable	10,205	14,260
Total current assets	<u>1,158,216</u>	<u>1,065,948</u>
Property and equipment, net	32,316	37,733
Right-of-use assets, operating leases	182,319	215,422
Investments in unconsolidated joint ventures	4,570	3,282
Goodwill	1,110,412	1,108,578
Intangible assets, net	29,163	37,990
Deferred tax assets	47,804	54,413
Other long-term assets	57,976	53,196
Total assets	<u>\$ 2,622,776</u>	<u>\$ 2,576,562</u>
<b>LIABILITIES AND EQUITY</b>		
Current liabilities:		
Accounts payable	\$ 147,436	\$ 128,767
Accrued compensation	237,669	206,322
Contract liabilities	241,340	190,403
Short-term lease liabilities, operating leases	57,865	67,452
Current portion of long-term debt	12,504	12,504
Current contingent earn-out liabilities	28,797	19,520
Other current liabilities	190,406	223,515
Total current liabilities	<u>916,017</u>	<u>848,483</u>
Deferred tax liabilities	15,161	10,563
Long-term debt	246,250	200,000
Long-term lease liabilities, operating leases	146,285	174,285
Long-term contingent earn-out liabilities	36,769	39,777
Other long-term liabilities	79,157	69,163
Commitments and contingencies (Note 17)		
<b>Equity:</b>		
Preferred stock – Authorized, 2,000 shares of \$0.01 par value; no shares issued and outstanding at October 2, 2022 and October 3, 2021	—	—
Common stock – Authorized, 150,000 shares of \$0.01 par value; issued and outstanding, 52,981 and 53,981 shares at October 2, 2022 and October 3, 2021, respectively	530	540
Accumulated other comprehensive loss	(208,144)	(125,028)
Retained earnings	1,390,701	1,358,726
Tetra Tech stockholders' equity	<u>1,183,087</u>	<u>1,234,238</u>
Noncontrolling interests	50	53
Total stockholders' equity	<u>1,183,137</u>	<u>1,234,291</u>
Total liabilities and stockholders' equity	<u>\$ 2,622,776</u>	<u>\$ 2,576,562</u>

See accompanying Notes to Consolidated Financial Statements.

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

	Fiscal Year Ended		
	October 2, 2022	October 3, 2021	September 27, 2020
Revenue	\$ 3,504,048	\$ 3,213,513	\$ 2,994,891
Subcontractor costs	(668,468)	(661,341)	(646,319)
Other costs of revenue	(2,260,021)	(2,053,772)	(1,902,037)
Gross profit	575,559	498,400	446,535
Selling, general and administrative expenses	(234,784)	(222,972)	(204,615)
Contingent consideration – fair value adjustments	(329)	3,273	14,971
Impairment of goodwill	—	—	(15,800)
Income from operations	340,446	278,701	241,091
Interest income	1,780	917	1,375
Interest expense	(13,364)	(12,748)	(14,475)
Other income	19,904	—	—
Income before income tax expense	348,766	266,870	227,991
Income tax expense	(85,602)	(34,039)	(54,101)
Net income	263,164	232,831	173,890
Net income attributable to noncontrolling interests	(39)	(21)	(31)
Net income attributable to Tetra Tech	\$ 263,125	\$ 232,810	\$ 173,859
<b>Earnings per share attributable to Tetra Tech:</b>			
Basic	\$ 4.91	\$ 4.31	\$ 3.21
Diluted	\$ 4.86	\$ 4.26	\$ 3.16
<b>Weighted-average common shares outstanding:</b>			
Basic	53,620	54,078	54,235
Diluted	54,163	54,675	55,022

See accompanying Notes to Consolidated Financial Statements.



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

	Fiscal Year Ended		
	October 2, 2022	October 3, 2021	September 27, 2020
Net income	\$ 263,164	\$ 232,831	\$ 173,890
<b>Other comprehensive income, net of tax</b>			
Foreign currency translation adjustments, net of tax	(94,933)	30,644	3,435
Gain (loss) on cash flow hedge valuations, net of tax	11,806	6,117	(4,638)
Other comprehensive income (loss), net of tax	(83,127)	36,761	(1,203)
Comprehensive income, net of tax	\$ 180,037	\$ 269,592	\$ 172,687
Comprehensive income attributable to noncontrolling interests, net of tax	28	24	30
Comprehensive income attributable to Tetra Tech, net of tax	<u>\$ 180,009</u>	<u>\$ 269,568</u>	<u>\$ 172,657</u>

See accompanying Notes to Consolidated Financial Statements.

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

	Fiscal Year Ended		
	October 2, 2022	October 3, 2021	September 27, 2020
<b>Cash flows from operating activities:</b>			
Net income	\$ 263,164	\$ 232,831	\$ 173,890
<b>Adjustments to reconcile net income to net cash provided by operating activities:</b>			
Depreciation and amortization	27,033	23,805	24,611
Equity in income of unconsolidated joint ventures	(7,525)	(4,990)	(6,605)
Distributions of earnings from unconsolidated joint ventures	6,177	4,604	6,310
Amortization of stock-based awards	26,227	23,067	19,424
Deferred income taxes	2,175	(38,494)	565
Impairment of goodwill	—	—	15,800
Fair value adjustments to contingent consideration	329	(3,273)	(14,971)
Loss (gain) on sale of assets	103	(110)	(11,066)
Fair value adjustment to foreign currency forward contract	(19,904)	—	—
<b>Changes in operating assets and liabilities, net of effects of business acquisitions:</b>			
Accounts receivable and contract assets	(89,781)	13,301	156,015
Prepaid expenses and other assets	69,697	(582)	(11,321)
Accounts payable	17,099	13,551	(102,162)
Accrued compensation	27,458	5,425	(8,173)
Contract liabilities	55,915	13,407	5,894
Other liabilities	(56,606)	8,740	19,460
Income taxes receivable/payable	14,627	13,090	(5,192)
Net cash provided by operating activities	336,188	304,372	262,479
<b>Cash flows from investing activities:</b>			
Payments for business acquisitions, net of cash acquired	(49,124)	(84,911)	(68,488)
Capital expenditures	(10,582)	(8,573)	(12,245)
Proceeds from sales of assets	3,966	492	17,710
Net cash used in investing activities	(55,740)	(92,992)	(63,023)
<b>Cash flows from financing activities:</b>			
Proceeds from borrowings	161,456	370,222	308,364
Repayments on long-term debt	(117,080)	(414,308)	(331,066)
Repurchases of common stock	(200,000)	(60,000)	(117,188)
Taxes paid on vested restricted stock	(25,223)	(17,630)	(11,166)
Payments of contingent earn-out liabilities	(20,124)	(20,251)	(22,900)
Stock options exercised	1,806	11,250	10,334
Bank overdrafts	—	(36,627)	36,627
Dividends paid	(46,099)	(40,041)	(34,743)
Principal payments on finance leases	(4,344)	(2,714)	(1,311)
Net cash used in financing activities	(249,608)	(210,099)	(163,049)
Effect of exchange rate changes on cash and cash equivalents	(12,314)	7,772	207
Net increase in cash and cash equivalents	18,526	9,053	36,614
Cash and cash equivalents at beginning of year	166,568	157,515	120,901
Cash and cash equivalents at end of year	\$ 185,094	\$ 166,568	\$ 157,515
<b>Supplemental information:</b>			
<b>Cash paid during the year for:</b>			
Interest	\$ 13,378	\$ 10,330	\$ 13,256
Income taxes, net of refunds received of \$4.8 million, \$2.1 million and \$1.4 million	\$ 70,799	\$ 59,111	\$ 55,039

See accompanying Notes to Consolidated Financial Statements.



**Tetra Tech, Inc.**  
**Consolidated Statements of Equity**  
**Fiscal Years Ended September 27, 2020, October 3, 2021, and October 2, 2022**  
(in thousands)

	Common Stock		Additional	Accumulated	Retained	Total	Non-Controlling	Total
	Shares	Amount	Paid-in	Other	Earnings	Tetra Tech	Interests	Equity
			Capital	Comprehensive		Equity		
				Income (Loss)				
<b>BALANCE AT SEPTEMBER 29, 2019</b>	54,565	\$ 546	\$ 78,132	\$ (160,584)	\$ 1,071,192	\$ 989,286	\$ 178	\$ 989,464
Comprehensive income, net of tax:								
Net income					173,859	173,859	31	173,890
Foreign currency translation adjustments				3,436		3,436	(1)	3,435
Loss on cash flow hedge valuations				(4,638)		(4,638)		(4,638)
Comprehensive income, net of tax						172,657	30	172,687
Distributions paid to noncontrolling interests							(154)	(154)
Cash dividends of \$0.64 per common share					(34,743)	(34,743)		(34,743)
Stock-based compensation			19,424			19,424		19,424
Restricted & performance shares released	212	2	(11,168)			(11,166)		(11,166)
Stock options exercised	361	4	10,330			10,334		10,334
Shares issued for Employee Stock Purchase Plan	168	1	8,714			8,715		8,715
Stock repurchases	(1,509)	(15)	(105,432)		\$ (11,741)	(117,188)		(117,188)
<b>BALANCE AT SEPTEMBER 27, 2020</b>	53,797	538	—	(161,786)	1,198,567	1,037,319	54	1,037,373
Comprehensive income, net of tax:								
Net income					232,810	232,810	21	232,831
Foreign currency translation adjustments				30,641		30,641	3	30,644
Gain on cash flow hedge valuations				6,117		6,117		6,117
Comprehensive income, net of tax						269,568	24	269,592
Distributions paid to noncontrolling interests							(25)	(25)
Cash dividends of \$0.74 per common share					(40,041)	(40,041)		(40,041)
Stock-based compensation			23,067			23,067		23,067
Restricted & performance shares released	215	3	(17,633)			(17,630)		(17,630)
Stock options exercised	324	3	11,247			11,250		11,250
Shares issued for Employee Stock Purchase Plan	124	1	10,704			10,705		10,705
Stock repurchases	(479)	(5)	(27,385)		(32,610)	(60,000)		(60,000)
<b>BALANCE AT OCTOBER 3, 2021</b>	53,981	540	—	(125,028)	1,358,726	1,234,238	53	1,234,291
Comprehensive income, net of tax:								
Net income					263,125	263,125	39	263,164

	Common Stock		Additional	Accumulated		Total	Non-Controlling	Total
	Shares	Amount	Paid-in	Other	Retained	Tetra Tech	Interests	Equity
			Capital	Comprehensive	Earnings	Equity		
				Income (Loss)				
Foreign currency translation adjustments				(94,922)		(94,922)	(11)	(94,933)
Gain on cash flow hedge valuations				11,806		11,806		11,806
Comprehensive income, net of tax						180,009	28	180,037
Distributions paid to noncontrolling interests							(31)	(31)
Cash dividends of \$0.86 per common share					(46,099)	(46,099)		(46,099)
Stock-based compensation			26,227			26,227		26,227
Restricted & performance shares released	190	2	(25,225)			(25,223)		(25,223)
Stock options exercised	46	—	1,806			1,806		1,806
Shares issued for Employee Stock Purchase Plan	106	1	12,128			12,129		12,129
Stock repurchases	(1,342)	(13)	(14,936)		(185,051)	(200,000)		(200,000)
<b>BALANCE AT OCTOBER 2, 2022</b>	<b>52,981</b>	<b>\$ 530</b>	<b>\$ —</b>	<b>\$ (208,144)</b>	<b>\$ 1,390,701</b>	<b>\$ 1,183,087</b>	<b>\$ 50</b>	<b>\$ 1,183,137</b>

See accompanying Notes to Consolidated Financial Statements.



**Tetra Tech, Inc.**  
**Notes to Consolidated Financial Statements**

**1. Description of Business**

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

We manage our business under two reportable segments. Our Government Services Group ("GSG") reportable segment primarily includes activities with U.S. government clients (federal, state and local) and all activities with development agencies worldwide. Our Commercial/International Services Group ("CIG") reportable segment primarily includes activities with U.S. commercial clients and international clients other than development agencies. Beginning in fiscal 2022, we aligned our operations to better serve our clients and markets, and created a new High Performance Buildings ("HPB") division in our CIG reportable segment. As a result, we transferred some related operations in our GSG reportable segment to our CIG reportable segment. Prior year amounts for reportable segments have been reclassified to conform to the current year presentation.

**2. Basis of Presentation and Preparation**

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

**Fiscal Year.** We report results of operations based on 52 or 53-week periods ending on the Sunday nearest September 30. Fiscal years 2022, 2021 and 2020 contained 52, 53 and 52 weeks, respectively.

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

**Cash and Cash Equivalents.** Cash and cash equivalents include highly liquid investments with original maturities of 90 days or less. Occasionally, we have bank overdrafts, which occur when a bank honors disbursements in excess of funds on deposit in our bank accounts. We classify bank overdrafts as short-term borrowings on our consolidated balance sheets, and report the change in overdrafts as a financing activity in our consolidated statements of cash flows.

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

**Accounts Receivable – Net.** Net accounts receivable consists of billed and unbilled accounts receivable, and allowances for doubtful accounts. Billed accounts receivable represent amounts billed to clients that have not been collected. Unbilled accounts receivable, which represent an unconditional right to payment subject only to the passage of time, include unbilled amounts typically resulting from revenue recognized but not yet billed pursuant to contract terms or billed after the period end date. Most of our unbilled receivables at October 2, 2022 are expected to be billed and collected within 12 months. Unbilled accounts receivable also include amounts related to requests for equitable adjustment to contracts that provide for price redetermination. These amounts are recorded only when they can be reliably estimated and realization is probable. The allowance for doubtful accounts represents amounts that are expected to become uncollectible or unrealizable in the future. We determine an estimated allowance for uncollectible accounts based on management's consideration of trends in the actual and forecasted credit quality of our clients, including delinquency and payment history; type of client, such as a government agency or a commercial sector client; and general economic and industry conditions that may affect our clients' ability to pay.

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

**Prepaid and other current assets.** Prepaid assets consist primarily of payments for insurance and software costs and are amortized over the estimated period of benefit. Other current assets include primarily sales/services and use tax receivables from our U.S and foreign operations.

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

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

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

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

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

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

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

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



We perform our annual goodwill impairment review at the beginning of our fiscal fourth quarter. Our last annual review was performed at July 4, 2022 (i.e., the first day of our fiscal fourth quarter). In addition, we regularly evaluate whether events and circumstances have occurred that may indicate a potential change in recoverability of goodwill. We perform interim goodwill impairment reviews between our annual reviews if certain events and circumstances have occurred, including a deterioration in general economic conditions, an increased competitive environment, a change in management, key personnel, strategy or customers, negative or declining cash flows or a decline in actual or planned revenue or earnings compared with actual and projected results of relevant prior periods. We assess goodwill for impairment at the reporting unit level, which is defined as an operating segment or one level below an operating segment, referred to as a component. Our operating segments are the same as our reportable segments and our reporting units for goodwill impairment testing are the components one level below our reportable segments. These components constitute a business for which discrete financial information is available and where segment management regularly reviews the operating results of that component. We aggregate components within an operating segment that have similar economic characteristics.

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

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

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

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

We review and re-assess the estimated fair value of contingent consideration on a quarterly basis, and the updated fair value could differ materially from the initial estimates. Changes in the estimated fair value of our contingent earn-out liabilities related to the time component of the present value calculation are reported in interest expense. Adjustments to the estimated fair value related to changes in all other unobservable inputs are reported in operating income.

**Other current liabilities.** Other current liabilities consists primarily of accrued insurance, contingent liabilities, sales/services and use taxes due to our U.S. and foreign operations, other tax accruals and accrued professional fees.

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

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

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

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

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

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

**Pension Plan.** We assumed a defined benefit pension plan from a fiscal 2021 acquisition. We calculate the market-related value of assets, which is used to determine the return-on-assets component of annual pension expense and the cumulative net unrecognized gain or loss subject to amortization. This calculation reflects our anticipated long-term rate of return and amortization of the difference between the actual return (including capital, dividends, and interest) and the expected return. Cumulative net unrecognized gains or losses that exceed 10% of the greater of the projected benefit obligation or the fair market related value of plan assets are subject to amortization.

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

According to the authoritative guidance on accounting for uncertainty in income taxes, we may recognize the tax benefit from an uncertain tax position only if it is more likely than not that the tax position will be sustained on examination by the taxing authorities based on the technical merits of the position. The tax benefits recognized in the financial statements from



such a position should be measured based on the largest benefit that has a greater than 50% likelihood of being realized upon ultimate settlement. This guidance also addresses de-recognition, classification, interest and penalties on income taxes, accounting in interim periods and disclosure requirements for uncertain tax positions.

**Concentration of Credit Risk.** Financial instruments that subject us to credit risk consist primarily of cash and cash equivalents and net accounts receivable. In the event that we have surplus cash, we place our temporary cash investments with lower risk financial institutions and, by policy, limit the amount of investment exposure to any one financial institution. Approximately 23% of accounts receivable were due from various agencies of the U.S. federal government at fiscal 2022 year-end. The remaining accounts receivable are generally diversified due to the large number of organizations comprising our client base and their geographic dispersion. We perform ongoing credit evaluations of our clients and maintain an allowance for potential credit losses. Approximately 48%, 21% and 31% of our fiscal 2022 revenue was generated from our U.S. government, U.S. commercial and international clients, respectively.

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

**Reclassifications.** Certain reclassifications were made to the prior fiscal years to conform to the current-year presentation.

***Recently Issued Accounting Pronouncements Adopted in Fiscal 2022.***

In December 2019, the Financial Accounting Standards Board ("FASB") issued Accounting Standards Update ("ASU") 2019-12, which simplifies the accounting for income taxes by removing certain exceptions to general principles in Topic 740 and amending certain existing guidance for clarity. We adopted this guidance in the first quarter of fiscal 2022, and the adoption did not have an impact on our consolidated financial statements.

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

In October 2021, the FASB issued ASU 2021-08, which requires the recognition and measurement of contract assets and contract liabilities acquired in a business combination in accordance with Accounting Standards Codification Topic 606, "Revenue from Contracts with Customers" ("ASC 606"). Considerations to determine the amount of contract assets and contract liabilities to record at the acquisition date include the terms of the acquired contract, such as timing of payment, identification of each performance obligation in the contract and allocation of the contract transaction price to each identified performance obligation on a relative standalone selling price basis as of contract inception. ASU 2021-08 is effective for us beginning in the first quarter of fiscal 2023. ASU 2021-08 should be applied prospectively for acquisitions occurring on or after the effective date of the amendments. Early adoption of the proposed amendments would be permitted, including adoption in an interim period. We adopted this guidance in the first quarter of fiscal 2022, and the adoption did not have an impact on our consolidated financial statements.

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

In November 2021, the FASB issued ASU 2021-10, Government Assistance (Topic 832), which requires disclosures for transactions with a government authority that are accounted for by applying a grant or contribution model by analogy, including (1) the types of transactions, (2) the accounting for those transactions, and (3) the effect of those transactions on an entity's financial statements. ASU 2021-10 is effective for us beginning in the first quarter of fiscal 2023, with early adoption permitted. This guidance should be applied prospectively to all transactions that are reflected in the financial statements at the date of initial application and to new transactions that are entered into after that date, or retrospectively.

In fiscal 2020, the Canadian federal government implemented the Canadian Emergency Wage Subsidy ("CEWS") program in response to the negative impact of the coronavirus disease 2019 ("COVID-19") pandemic on businesses operating in Canada. Our Canadian legal entities qualified for and applied for these CEWS cash benefits to partially offset the impacts of revenue reductions and on-going staffing costs. The \$26.0 million total received was initially recorded in "Other current liabilities" until all potential amendments to the qualification criteria, including some that were proposed with retroactive application, were finalized in fiscal 2022. As there are no further contingencies, beginning in fiscal 2023, the amounts received will be distributed to all Canadian employees. We expect to distribute approximately \$9 million in the next twelve months. Accordingly, this amount was reclassified from "Other current liabilities" to "Accrued compensation" on our consolidated balance sheet as of October 2, 2022. The remaining \$17.0 million, which we expect to distribute beyond one year, was reclassified to "Other long-term liabilities". We do not expect there will be any related impact to our operating income, and we have no outstanding applications for further government assistance.

### 3. Revenue and Contract Balances

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

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

#### Disaggregation of Revenue

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

	Fiscal Year Ended		
	October 2, 2022	October 3, 2021	September 27, 2020
	(in thousands)		
<b>Client Sector:</b>			
U.S. federal government <sup>(1)</sup>	\$ 1,064,347	\$ 1,081,608	\$ 993,835
U.S. state and local government	603,286	536,309	439,019
U.S. commercial	748,953	638,169	674,605
International <sup>(2)</sup>	1,087,462	957,427	887,432
<b>Total</b>	<b>\$ 3,504,048</b>	<b>\$ 3,213,513</b>	<b>\$ 2,994,891</b>
<b>Contract Type:</b>			
Fixed-price	\$ 1,317,993	\$ 1,191,244	\$ 1,078,432
Time-and-materials	1,637,019	1,492,813	1,391,592
Cost-plus	549,036	529,456	524,867
<b>Total</b>	<b>\$ 3,504,048</b>	<b>\$ 3,213,513</b>	<b>\$ 2,994,891</b>

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

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

Other than the U.S. federal government, no single client accounted for more than 10% of our revenue for fiscal 2022 and 2021.



## SIGNATURES

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

TETRA TECH, INC.

By:

/s/ DAN L. BATRACK

Date: November 22, 2022

Dan L. Batrack  
Chairman and Chief Executive Officer

## POWER OF ATTORNEY

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

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

Signature	Title	Date
/s/ DAN L. BATRACK Dan L. Batrack	Chairman and Chief Executive Officer (Principal Executive Officer)	November 22, 2022
/s/ STEVEN M. BURDICK Steven M. Burdick	Executive Vice President, Chief Financial Officer (Principal Financial Officer)	November 22, 2022
/s/ BRIAN N. CARTER Brian N. Carter	Senior Vice President, Corporate Controller (Principal Accounting Officer)	November 22, 2022
/s/ GARY R. BIRKENBEUEL Gary R. Birkenbeuel	Director	November 22, 2022
/s/ PRASHANT GANDHI Prashant Gandhi	Director	November 22, 2022
/s/ J. CHRISTOPHER LEWIS J. Christopher Lewis	Director	November 22, 2022
/s/ JOANNE M. MAGUIRE Joanne M. Maguire	Director	November 22, 2022
/s/ KIMBERLY E. RITRIEVI Kimberly E. Ritrievi	Director	November 22, 2022
/s/ J. KENNETH THOMPSON J. Kenneth Thompson	Director	November 22, 2022
/s/ KIRSTEN M. VOLPI Kirsten M. Volpi	Director	November 22, 2022

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

FORM 10-K

(Mark One)



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

For the Fiscal Year Ended October 3, 2021



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

For the Transition Period from to

Commission File Number 0-19655

TETRA TECH, INC.

(Exact name of registrant as specified in its charter)

Delaware

(State or other jurisdiction of incorporation or organization)

95-4148514

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

3475 East Foothill Boulevard, Pasadena, California 91107

(Address of principal executive offices) (Zip Code)

(626) 351-4664

(Registrant's telephone number, including area code)

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

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

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

None

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

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

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

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

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

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

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

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

The aggregate market value of the registrant's common stock held by non-affiliates on March 28, 2021, was \$7.1 billion (based upon the closing price of a share of registrant's common stock as reported by the Nasdaq National Market on that date).

On November 12, 2021, 53,885,546 shares of the registrant's common stock were outstanding.

DOCUMENT INCORPORATED BY REFERENCE

Portions of registrant's Proxy Statement for its 2022 Annual Meeting of Stockholders are incorporated by reference in Part III of this report where indicated.



**Item 8. Financial Statements and Supplementary Data**

**INDEX TO FINANCIAL STATEMENTS AND FINANCIAL STATEMENT SCHEDULE**

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## REPORT OF INDEPENDENT REGISTERED PUBLIC ACCOUNTING FIRM

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

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

We have audited the accompanying consolidated balance sheets of Tetra Tech, Inc. and its subsidiaries (the “Company”) as of October 3, 2021 and September 27, 2020, and the related consolidated statements of income, of comprehensive income, of equity and of cash flows for each of the three years in the period ended October 3, 2021, including the related notes and financial statement schedule listed in the accompanying index (collectively referred to as the “consolidated financial statements”). We also have audited the Company's internal control over financial reporting as of October 3, 2021, based on criteria established in *Internal Control - Integrated Framework* (2013) issued by the Committee of Sponsoring Organizations of the Treadway Commission (COSO).

In our opinion, the consolidated financial statements referred to above present fairly, in all material respects, the financial position of the Company as of October 3, 2021 and September 27, 2020, and the results of its operations and its cash flows for each of the three years in the period ended October 3, 2021 in conformity with accounting principles generally accepted in the United States of America. Also in our opinion, the Company maintained, in all material respects, effective internal control over financial reporting as of October 3, 2021, based on criteria established in *Internal Control - Integrated Framework* (2013) issued by the COSO.

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

As discussed in Note 10 to the consolidated financial statements, the Company changed the manner in which it accounts for leases in fiscal 2020.

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

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

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

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

As described in Management's Report on Internal Control over Financial Reporting, management has excluded Hoare Lea, LLP and Subsidiaries (“HLE”) from its assessment of internal control over financial reporting as of October 3, 2021, because it was acquired by the Company in a purchase business combination during 2021. We have also excluded HLE from our audit of internal control over financial reporting. HLE is a wholly-owned subsidiary whose total assets and total revenue excluded from management's assessment and our audit of internal control over financial reporting represent approximately 2% and less than 1%, respectively, of the related consolidated financial statement amounts as of and for the fiscal year ended October 3, 2021.

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

A company's internal control over financial reporting is a process designed to provide reasonable assurance regarding the reliability of financial reporting and the preparation of financial statements for external purposes in accordance with generally accepted accounting principles. A company's internal control over financial reporting includes those policies and procedures that (i) pertain to the maintenance of records that, in reasonable detail, accurately and fairly reflect the transactions



and dispositions of the assets of the company; (ii) provide reasonable assurance that transactions are recorded as necessary to permit preparation of financial statements in accordance with generally accepted accounting principles, and that receipts and expenditures of the company are being made only in accordance with authorizations of management and directors of the company; and (iii) provide reasonable assurance regarding prevention or timely detection of unauthorized acquisition, use, or disposition of the company's assets that could have a material effect on the financial statements.

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

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

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

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

As described in Note 3 to the consolidated financial statements, \$1.2 billion of the Company's total revenues for the year ended October 3, 2021 was generated from fixed-price contracts. As disclosed by management, under fixed-price contracts, the Company's clients pay an agreed fixed-amount negotiated in advance for a specified scope of work. Revenue is recognized over time as the related performance obligation is satisfied by transferring control of a promised good or service to the Company's customers. Progress toward complete satisfaction of the performance obligation is primarily measured using a cost-to-cost measure of progress method. The cost input is based primarily on contract cost incurred to date compared to total estimated contract cost. This measure includes forecasts based on the best information available and reflects management's judgement to faithfully depict the value of the services transferred to the customer. Due to uncertainties inherent in the estimation process, it is possible that estimates of costs to complete a performance obligation will be revised in the near-term. For those performance obligations for which revenue is recognized using a cost-to-cost measure of progress method, changes in total estimated costs, and related progress towards complete satisfaction of the performance obligation, are recognized on a cumulative catch-up basis in the period in which the revisions to the estimates are made. As a result, the Company recognized net favorable operating income adjustments of \$0.7 million for the year ended October 3, 2021, exclusive of the amounts related to claims described below. Changes in revenue and cost estimates could also result in a projected loss, determined at the contract level, which would be recorded immediately in earnings. The anticipated losses and estimated cost to complete the related contracts was \$12.7 million and approximately \$104 million, respectively, as of October 3, 2021. Claims are amounts in excess of agreed contract prices that the Company seeks to collect from clients or other third parties. Claims were approximately \$11 million as of October 3, 2021.

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

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

/s/ PricewaterhouseCoopers LLP

Los Angeles, California  
November 24, 2021

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

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

	October 3, 2021	September 27, 2020
<b>ASSETS</b>		
Current assets:		
Cash and cash equivalents	\$ 166,568	\$ 157,515
Accounts receivable, net	668,998	649,035
Contract assets	103,784	92,632
Prepaid expenses and other current assets	112,338	81,094
Income taxes receivable	14,260	19,509
Total current assets	1,065,948	999,785
Property and equipment, net	37,733	35,507
Right-of-use assets, operating leases	215,422	239,396
Investments in unconsolidated joint ventures	3,282	7,332
Goodwill	1,108,578	993,498
Intangible assets, net	37,990	13,943
Deferred tax assets	54,413	32,052
Other long-term assets	53,196	57,045
Total assets	<u>\$ 2,576,562</u>	<u>\$ 2,378,558</u>
<b>LIABILITIES AND EQUITY</b>		
Current liabilities:		
Accounts payable	\$ 128,767	\$ 111,804
Accrued compensation	206,322	199,801
Contract liabilities	190,403	171,905
Short-term lease liabilities, operating leases	67,452	69,650
Current portion of long-term debt and other short-term borrowings	12,504	49,264
Current contingent earn-out liabilities	19,520	16,142
Other current liabilities	223,515	174,890
Total current liabilities	848,483	793,456
Deferred tax liabilities	10,563	16,316
Long-term debt	200,000	242,395
Long-term lease liabilities, operating leases	174,285	191,955
Long-term contingent earn-out liabilities	39,777	16,475
Other long-term liabilities	69,163	80,588
Commitments and contingencies (Note 17)		
<b>Equity:</b>		
Preferred stock – Authorized, 2,000 shares of \$0.01 par value; no shares issued and outstanding at October 3, 2021 and September 27, 2020	—	—
Common stock – Authorized, 150,000 shares of \$0.01 par value; issued and outstanding, 53,981 and 53,797 shares at October 3, 2021 and September 27, 2020, respectively	540	538
Accumulated other comprehensive loss	(125,028)	(161,786)
Retained earnings	1,358,726	1,198,567
Tetra Tech stockholders' equity	1,234,238	1,037,319
Noncontrolling interests	53	54
Total stockholders' equity	1,234,291	1,037,373
Total liabilities and stockholders' equity	<u>\$ 2,576,562</u>	<u>\$ 2,378,558</u>

See accompanying Notes to Consolidated Financial Statements.



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

	Fiscal Year Ended		
	October 3, 2021	September 27, 2020	September 29, 2019
Revenue	\$ 3,213,513	\$ 2,994,891	\$ 3,107,348
Subcontractor costs	(661,341)	(646,319)	(717,711)
Other costs of revenue	(2,053,772)	(1,902,037)	(1,981,454)
Gross profit	498,400	446,535	408,183
Selling, general and administrative expenses	(222,972)	(204,615)	(200,230)
Acquisition and integration expenses	—	—	(10,351)
Contingent consideration — fair value adjustments	3,273	14,971	(1,085)
Impairment of goodwill	—	(15,800)	(7,755)
Income from operations	278,701	241,091	188,762
Interest income	917	1,375	1,732
Interest expense	(12,748)	(14,475)	(15,358)
Income before income tax expense	266,870	227,991	175,136
Income tax expense	(34,039)	(54,101)	(16,375)
Net income	232,831	173,890	158,761
Net income attributable to noncontrolling interests	(21)	(31)	(93)
Net income attributable to Tetra Tech	\$ 232,810	\$ 173,859	\$ 158,668
<b>Earnings per share attributable to Tetra Tech:</b>			
Basic	\$ 4.31	\$ 3.21	\$ 2.89
Diluted	\$ 4.26	\$ 3.16	\$ 2.84
<b>Weighted-average common shares outstanding:</b>			
Basic	54,078	54,235	54,986
Diluted	54,675	55,022	55,936

See accompanying Notes to Consolidated Financial Statements.

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

	Fiscal Year Ended		
	October 3, 2021	September 27, 2020	September 29, 2019
Net income	\$ 232,831	\$ 173,890	\$ 158,761
<b>Other comprehensive income, net of tax</b>			
Foreign currency translation adjustments, net of tax	30,644	3,435	(20,866)
Gain (loss) on cash flow hedge valuations, net of tax	6,117	(4,638)	(12,125)
Other comprehensive income (loss), net of tax	36,761	(1,203)	(32,991)
Comprehensive income, net of tax	\$ 269,592	\$ 172,687	\$ 125,770
Comprehensive income attributable to noncontrolling interests, net of tax	24	30	336
Comprehensive income attributable to Tetra Tech, net of tax	<u>\$ 269,568</u>	<u>\$ 172,657</u>	<u>\$ 125,434</u>

See accompanying Notes to Consolidated Financial Statements.



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

	Fiscal Year Ended		
	October 3, 2021	September 27, 2020	September 29, 2019
<b>Cash flows from operating activities:</b>			
Net income	\$ 232,831	\$ 173,890	\$ 158,761
<b>Adjustments to reconcile net income to net cash provided by operating activities:</b>			
Depreciation and amortization	23,805	24,611	28,844
Equity in income of unconsolidated joint ventures	(4,990)	(6,605)	(4,073)
Distributions of earnings from unconsolidated joint ventures	4,604	6,310	4,048
Amortization of stock-based awards	23,067	19,424	17,618
Deferred income taxes	(38,494)	565	(37,615)
Provision for losses on accounts receivables	(4,130)	1,267	16,964
Impairment of goodwill	—	15,800	7,755
Fair value adjustments to contingent consideration	(3,273)	(14,971)	1,085
Gain on sale of property and equipment	(110)	(11,066)	(232)
<b>Changes in operating assets and liabilities, net of effects of business acquisitions:</b>			
Accounts receivable and contract assets	17,431	154,748	(10,226)
Prepaid expenses and other assets	(582)	(11,321)	2,568
Accounts payable	13,551	(102,162)	39,011
Accrued compensation	5,425	(8,173)	18,359
Contract liabilities	13,407	5,894	(6,039)
Other liabilities	8,740	19,460	(16,929)
Income taxes receivable/payable	13,090	(5,192)	(11,386)
Net cash provided by operating activities	304,372	262,479	208,513
<b>Cash flows from investing activities:</b>			
Payments for business acquisitions, net of cash acquired	(84,911)	(68,488)	(84,159)
Capital expenditures	(8,573)	(12,245)	(16,198)
Proceeds from sale of property and equipment	492	17,710	651
Net cash used in investing activities	(92,992)	(63,023)	(99,706)
<b>Cash flows from financing activities:</b>			
Proceeds from borrowings	370,222	308,364	417,262
Repayments on long-term debt	(414,308)	(331,066)	(415,491)
Repurchases of common stock	(60,000)	(117,188)	(100,000)
Taxes paid on vested restricted stock	(17,630)	(11,166)	(6,893)
Payments of contingent earn-out liabilities	(20,251)	(22,900)	(12,018)
Stock options exercised	11,250	10,334	11,751
Net change in overdrafts	(36,627)	36,627	—
Dividends paid	(40,041)	(34,743)	(29,674)
Principal payments on finance leases	(2,714)	(1,311)	—
Net cash used in financing activities	(210,099)	(163,049)	(135,063)
Effect of exchange rate changes on cash and cash equivalents	7,772	207	(1,727)
Net increase (decrease) in cash and cash equivalents	9,053	36,614	(27,983)
Cash and cash equivalents at beginning of year	157,515	120,901	148,884
Cash and cash equivalents at end of year	\$ 166,568	\$ 157,515	\$ 120,901
<b>Supplemental information:</b>			
<b>Cash paid during the year for:</b>			
Interest	\$ 10,330	\$ 13,256	\$ 12,310
Income taxes, net of refunds received of \$2.1 million, \$1.4 million and \$5.2 million	\$ 59,111	\$ 55,039	\$ 66,038

See accompanying Notes to Consolidated Financial Statements.

**Tetra Tech, Inc.**  
**Consolidated Statements of Equity**  
**Fiscal Years Ended September 29, 2019, September 27, 2020, and October 3, 2021**  
(in thousands)

	Common Stock		Additional	Accumulated	Retained	Total	Non-Controlling	Total
	Shares	Amount	Paid-in	Other	Earnings	Tetra Tech	Interests	Equity
			Capital	Comprehensive		Equity		
				Income (Loss)				
<b>BALANCE AT SEPTEMBER 30, 2018</b>	55,349	\$ 553	\$ 148,803	\$ (127,350)	\$ 944,965	\$ 966,971	\$ 129	\$ 967,100
Comprehensive income, net of tax:								
Net income					158,668	158,668	93	158,761
Foreign currency translation adjustments				(21,109)		(21,109)	243	(20,866)
Gain on cash flow hedge valuations				(12,125)		(12,125)		(12,125)
Comprehensive income, net of tax						125,434	336	125,770
Distributions paid to noncontrolling interests							(287)	(287)
Cash dividends of \$0.54 per common share					(29,674)	(29,674)		(29,674)
Stock-based compensation			17,618			17,618		17,618
Restricted & performance shares released	183	2	(6,895)			(6,893)		(6,893)
Stock options exercised	448	5	11,746			11,751		11,751
Shares issued for Employee Stock Purchase Plan	148	2	6,844			6,846		6,846
Stock repurchases	(1,563)	(16)	(99,984)			(100,000)		(100,000)
Cumulative effect of accounting changes					(2,767)	(2,767)		(2,767)
<b>BALANCE AT SEPTEMBER 29, 2019</b>	54,565	546	78,132	(160,584)	1,071,192	989,286	178	989,464
Comprehensive income, net of tax:								
Net income					173,859	173,859	31	173,890
Foreign currency translation adjustments				3,436		3,436	(1)	3,435
Loss on cash flow hedge valuations				(4,638)		(4,638)		(4,638)
Comprehensive income, net of tax						172,657	30	172,687
Distributions paid to noncontrolling interests							(154)	(154)
Cash dividends of \$0.64 per common share					(34,743)	(34,743)		(34,743)
Stock-based compensation			19,424			19,424		19,424
Restricted & performance shares released	212	2	(11,168)			(11,166)		(11,166)
Stock options exercised	361	4	10,330			10,334		10,334
Shares issued for Employee Stock Purchase Plan	168	1	8,714			8,715		8,715
Stock repurchases	(1,509)	(15)	(105,432)		(11,741)	(117,188)		(117,188)
<b>BALANCE AT SEPTEMBER 27, 2020</b>	53,797	538	—	(161,786)	1,198,567	1,037,319	54	1,037,373
Comprehensive income, net of tax:								



	Common Stock		Additional Paid-in Capital	Accumulated Other Comprehensive Income (Loss)	Retained Earnings	Total Tetra Tech Equity	Non-Controlling Interests	Total Equity
	Shares	Amount						
Net income					232,810	232,810	21	232,831
Foreign currency translation adjustments				30,641		30,641	3	30,644
Gain on cash flow hedge valuations				6,117		6,117		6,117
Comprehensive income, net of tax						269,568	24	269,592
Distributions paid to noncontrolling interests							(25)	(25)
Cash dividends of \$0.74 per common share					(40,041)	(40,041)		(40,041)
Stock-based compensation			23,067			23,067		23,067
Restricted & performance shares released	215	3	(17,633)			(17,630)		(17,630)
Stock options exercised	324	3	11,247			11,250		11,250
Shares issued for Employee Stock Purchase Plan	124	1	10,704			10,705		10,705
Stock repurchases	(479)	(5)	(27,385)		(32,610)	(60,000)		(60,000)
<b>BALANCE AT OCTOBER 3, 2021</b>	<b>53,981</b>	<b>\$ 540</b>	<b>\$ —</b>	<b>\$ (125,028)</b>	<b>\$ 1,358,726</b>	<b>\$ 1,234,238</b>	<b>\$ 53</b>	<b>\$ 1,234,291</b>

See accompanying Notes to Consolidated Financial Statements.

**Tetra Tech, Inc.**  
**Notes to Consolidated Financial Statements**

**1. Description of Business**

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

We manage our business under two reportable segments. Our Government Services Group ("GSG") reportable segment primarily includes activities with U.S. government clients (federal, state and local) and all activities with development agencies worldwide. Our Commercial/International Services Group ("CIG") reportable segment primarily includes activities with U.S. commercial clients and international clients other than development agencies. We continue to report the historical results of the wind-down of our non-core construction activities in the Remediation and Construction Management ("RCM") reportable segment.

**2. Basis of Presentation and Preparation**

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

**Fiscal Year.** We report results of operations based on 52/53-week periods ending on the Sunday nearest September 30. Fiscal 2021 contained 53 weeks, and fiscal 2020 and 2019 each contained 52 weeks.

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

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

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

**Accounts Receivable – Net.** Net accounts receivable consists of billed and unbilled accounts receivable, and allowances for doubtful accounts. Billed accounts receivable represent amounts billed to clients that have not been collected. Unbilled accounts receivable, which represent an unconditional right to payment subject only to the passage of time, include unbilled amounts typically resulting from revenue recognized but not yet billed pursuant to contract terms or billed after the period end date. Most of our unbilled receivables at October 3, 2021 are expected to be billed and collected within 12 months. Unbilled accounts receivable also include amounts related to requests for equitable adjustment to contracts that provide for price redetermination. These amounts are recorded only when they can be reliably estimated and realization is probable. The allowance for doubtful accounts represents amounts that are expected to become uncollectible or unrealizable in the future. We determine an estimated allowance for uncollectible accounts based on management's consideration of trends in the actual and forecasted credit quality of our clients, including delinquency and payment history; type of client, such as a government agency or a commercial sector client; and general economic and industry conditions, including the potential impacts of the coronavirus disease 2019 ("COVID-19") pandemic, that may affect our clients' ability to pay.

**Contract Assets and Contract Liabilities.** Contract assets represent revenue recognized in excess of the amounts for which we have the contractual right to bill our customers. Contract retentions, included in contract assets, represent amounts withheld by clients until certain conditions are met or the project is completed, which may extend beyond one year. Contract



liabilities represent the amount of cash collected from clients and billings to clients on contracts in advance of work performed and revenue recognized. The majority of these amounts are expected to be earned within 12 months and are classified as current liabilities.

**Prepaid and other current assets.** Prepaid assets consist primarily of payments for insurance and software costs and are amortized over the estimated period of benefit. Other current assets include primarily sales/services and use tax receivables from our U.S. and foreign operations.

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

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

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

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

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

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

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

We test our goodwill for impairment on an annual basis, and more frequently when an event occurs, or circumstances indicate that the carrying value of the asset may not be recoverable. We believe the methodology that we use to review impairment of goodwill, which includes a significant amount of judgment and estimates, provides us with a reasonable basis to determine whether impairment has occurred. However, many of the factors employed in determining whether our goodwill is

impaired are outside of our control and it is reasonably likely that assumptions and estimates will change in future periods. These changes could result in future impairments.

We perform our annual goodwill impairment review at the beginning of our fiscal fourth quarter. Our last annual review was performed at June 28, 2021 (i.e., the first day of our fiscal fourth quarter). In addition, we regularly evaluate whether events and circumstances have occurred that may indicate a potential change in recoverability of goodwill. We perform interim goodwill impairment reviews between our annual reviews if certain events and circumstances have occurred, including a deterioration in general economic conditions, an increased competitive environment, a change in management, key personnel, strategy or customers, negative or declining cash flows, or a decline in actual or planned revenue or earnings compared with actual and projected results of relevant prior periods. We assess goodwill for impairment at the reporting unit level, which is defined as an operating segment or one level below an operating segment, referred to as a component. Our operating segments are the same as our reportable segments and our reporting units for goodwill impairment testing are the components one level below our reportable segments. These components constitute a business for which discrete financial information is available and where segment management regularly reviews the operating results of that component. We aggregate components within an operating segment that have similar economic characteristics.

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

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

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

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

We review and re-assess the estimated fair value of contingent consideration on a quarterly basis, and the updated fair value could differ materially from the initial estimates. Changes in the estimated fair value of our contingent earn-out liabilities related to the time component of the present value calculation are reported in interest expense. Adjustments to the estimated fair value related to changes in all other unobservable inputs are reported in operating income.



**Other current liabilities.** Other current liabilities consists primarily of accrued insurance, contingent liabilities, sales/services and use taxes due to our U.S. and foreign operations, other tax accruals and accrued professional fees.

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

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

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

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

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

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

**Pension Plan.** In connection with a fiscal 2021 acquisition, we assumed a defined benefit pension plan. We calculate the market-related value of assets, which is used to determine the return-on-assets component of annual pension expense and the cumulative net unrecognized gain or loss subject to amortization. This calculation reflects our anticipated long-term rate of return and amortization of the difference between the actual return (including capital, dividends, and interest) and the expected return. Cumulative net unrecognized gains or losses that exceed 10% of the greater of the projected benefit obligation or the fair market related value of plan assets are subject to amortization.

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

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

**Concentration of Credit Risk.** Financial instruments that subject us to credit risk consist primarily of cash and cash equivalents and net accounts receivable. In the event that we have surplus cash, we place our temporary cash investments with lower risk financial institutions and, by policy, limit the amount of investment exposure to any one financial institution. Approximately 24% of accounts receivable were due from various agencies of the U.S. federal government at fiscal 2021 year-end. The remaining accounts receivable are generally diversified due to the large number of organizations comprising our client base and their geographic dispersion. We perform ongoing credit evaluations of our clients and maintain an allowance for potential credit losses. Approximately 50%, 20% and 30% of our fiscal 2021 revenue was generated from our U.S. government, U.S. commercial and international clients, respectively.

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

**Reclassifications.** Certain reclassifications were made to the prior years to conform to the current-year presentation.

***Recently Issued Accounting Pronouncements Adopted in Fiscal 2021.***

In June 2016, the FASB issued updated guidance, Accounting Standards Update ("ASU") 2016-13, related to the measurement of credit losses for certain financial assets. This guidance replaced the previous incurred loss methodology with an expected credit loss methodology. It requires us to recognize an allowance equal to our current estimate of all contractual cash flows that we do not expect to collect. We adopted this guidance in the first quarter of fiscal 2021, and the adoption did not have a material impact on our consolidated financial statements. Our estimate considered relevant information about past events, current conditions, and reasonable and supportable forecasts impacting the collectability of the reported amounts.

In August 2018, the FASB issued updated guidance modifying certain fair value measurement disclosures. The guidance contains additional disclosures to enable users of the financial statements to better understand the entity's assumption used to develop significant unobservable inputs for Level 3 fair value measurements, but also eliminates the requirement for entities to disclose the amount of and reasons for transfers between Level 1 and Level 2 investments within the fair value hierarchy. We adopted this guidance in the first quarter of fiscal 2021, and the adoption did not have a material impact on our consolidated financial statements.

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

In December 2019, the FASB issued ASU 2019-12, which simplifies the accounting for income taxes by removing certain exceptions to general principles in Topic 740 and amending certain existing guidance for clarity. This guidance is effective for fiscal years and interim periods within those fiscal years, beginning after December 15, 2020 (first quarter of fiscal 2022 for us). Early adoption is permitted. We do not expect the adoption of this guidance to have an impact on our consolidated financial statements.

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

In October 2021, the FASB issued ASU 2021-08, which requires the recognition and measurement of contract assets and contract liabilities acquired in a business combination in accordance with ASC 606, *Revenue from Contracts with Customers*. Considerations to determine the amount of contract assets and contract liabilities to record at the acquisition date include the terms of the acquired contract, such as timing of payment, identification of each performance obligation in the contract and allocation of the contract transaction price to each identified performance obligation on a relative standalone selling price basis as of contract inception. ASU 2021-08 is effective for us beginning in the first quarter of fiscal 2023. ASU 2021-08 should be applied prospectively for acquisitions occurring on or after the effective date of the amendments. Early adoption of the proposed amendments would be permitted, including adoption in an interim period. We are currently assessing the impact this standard will have on our consolidated financial statements.



### 3. Revenue and Contract Balances

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

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

#### Disaggregation of Revenue

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

	Fiscal Year Ended		
	October 3, 2021	September 27, 2020	September 29, 2019
	(in thousands)		
Client Sector:			
U.S. state and local government	\$ 536,309	\$ 439,019	\$ 587,364
U.S. federal government <sup>(1)</sup>	1,081,608	993,835	941,102
U.S. commercial	638,169	674,605	719,314
International <sup>(2)</sup>	957,427	887,432	859,568
Total	<u>\$ 3,213,513</u>	<u>\$ 2,994,891</u>	<u>\$ 3,107,348</u>
Contract Type:			
Fixed-price	\$ 1,191,244	\$ 1,078,432	\$ 1,048,158
Time-and-materials	1,492,813	1,391,592	1,509,900
Cost-plus	529,456	524,867	549,290
Total	<u>\$ 3,213,513</u>	<u>\$ 2,994,891</u>	<u>\$ 3,107,348</u>

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

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

Other than the U.S. federal government, no single client accounted for more than 10% of our revenue for fiscal 2021 and 2020.

## SIGNATURES

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

TETRA TECH, INC.

By:

/s/ DAN L. BATRACK

Dan L. Batrack  
Chairman and Chief Executive Officer

Date: November 24, 2021

## POWER OF ATTORNEY

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

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

Signature	Title	Date
<u>/s/ DAN L. BATRACK</u> Dan L. Batrack	Chairman and Chief Executive Officer (Principal Executive Officer)	November 24, 2021
<u>/s/ STEVEN M. BURDICK</u> Steven M. Burdick	Executive Vice President, Chief Financial Officer (Principal Financial Officer)	November 24, 2021
<u>/s/ BRIAN N. CARTER</u> Brian N. Carter	Senior Vice President, Corporate Controller (Principal Accounting Officer)	November 24, 2021
<u>/s/ GARY R. BIRKENBEUEL</u> Gary R. Birkenbeuel	Director	November 24, 2021
<u>/s/ PATRICK C. HADEN</u> Patrick C. Haden	Director	November 24, 2021
<u>/s/ J. CHRISTOPHER LEWIS</u> J. Christopher Lewis	Director	November 24, 2021
<u>/s/ JOANNE M. MAGUIRE</u> Joanne M. Maguire	Director	November 24, 2021
<u>/s/ KIMBERLY E. RITRIEVI</u> Kimberly E. Ritrievi	Director	November 24, 2021
<u>/s/ J. KENNETH THOMPSON</u> J. Kenneth Thompson	Director	November 24, 2021
<u>/s/ KIRSTEN M. VOLPI</u> Kirsten M. Volpi	Director	November 24, 2021



## **Price Sheet (*Section 3.18*)**

**Exhibit A**

**ENVIRONMENTAL ASSESSMENT RATE SCHEDULE**

<b>Labor Category</b>	<b>Hourly Rate Year 1</b>	<b>Hourly Rate Year 2</b>	<b>Hourly Rate Year 3</b>
<b>Office and Management Staff</b>			
Principal	\$215.00	\$221.00	\$228.00
Project Manager	\$195.00	\$201.00	\$207.00
<b>Project Field Staff</b>			
Principal/Senior Env/Scientist/Engineer/Architect	\$190.00	\$196.00	\$202.00
Principal/Senior Historic Preservation Specialist/Archaeologist	\$140.00	\$144.00	\$149.00
Staff Environmental Scientist/Engineer/Architect/Hydrogeologist	\$125.00	\$129.00	\$133.00
Technician	\$85.00	\$88.00	\$90.00
GIS Specialist	\$105.00	\$108.00	\$111.00
Administrative Support/Data Entry	\$75.00	\$77.00	\$80.00