



Daniel Nibouar

Director

Disaster Management
1710 Red Soils Ct., Ste. 225
Oregon City, OR 97045

Ph. 503-655-8378

www.clackamas.us

December 11, 2025

Board of County Commissioners
Clackamas County

BCC Agenda Date/Item: _____

Approval of a Personal Services Contract with Tetra Tech for disaster debris management services. Contract Value is approximately \$1,000,000, contingent on disaster damage, and 5 years. Funding is through County General Funds and at least 75% reimbursement from the Federal Emergency Management Agency.

Previous Board Action/Review	BCC approved a previous on-call personal service contract for debris monitoring on June 4, 2020. Briefed at Issues 12/09/2025		
Performance Clackamas	1. Safe, Secure and Livable Communities		
Counsel Review	Yes- Angela Hajihashemi	Procurement Review	Yes- Tralee Whitley
Contact Person	Daniel Nibouar, Director of Disaster Management	Contact Phone	971-219-6932

EXECUTIVE SUMMARY: Clackamas County is at risk for disasters that generate debris and must be responsibly removed, sorted, and disposed of. A debris monitoring contractor is an important component of the response, overseeing debris removal contractor(s) to ensure that material is removed and managed with transparency and accountability, with the intent of maximizing cost recovery from FEMA. This contract is an important element of the County's planning to handle disaster debris. The current contract for debris monitoring is set to expire on December 31, 2025. This new contract would be effective upon both parties' signature, through December 31, 2030.

Should a debris generating disaster happen during the duration of this contract, the County may issue a Notice to Proceed to Tetra Tech Inc. Tetra Tech Inc. will be responsible for monitoring and reporting on all activities of the County's Debris Removal Contractor from beginning to end. All work by Tetra Tech Inc. will be issued through Task Orders based on the level of debris-monitoring and management required.

RECOMMENDATION:

Staff recommends that the Board of County Commissioners of Clackamas County approve and execute the Contract between Disaster Management and Tetra Tech Inc., for debris monitoring and management services.

Respectfully submitted,

Daniel Nibouar
Director

For Filing Use Only



**CLACKAMAS COUNTY
PERSONAL SERVICES CONTRACT
Contract #0000001509**

This Personal Services Contract (this "Contract") is entered into between **Tetra Tech, Inc.**, ("Contractor"), and Clackamas County, a political subdivision of the State of Oregon ("County"), on behalf of its Department of Disaster Management.

ARTICLE I.

- 1. Effective Date and Duration.** This Contract shall become effective upon signature of both parties. Unless earlier terminated or extended, this Contract shall expire on **December 31, 2030**.
- 2. Scope of Work.** Contractor shall provide the following personal services, further described in Exhibit A:
 - a. **Debris Monitoring and Management Work.** Contractor shall provide debris monitoring and management ("On-Call Work"), further described in **Exhibit B**. The On-Call Work will be performed upon occurrence of an emergency, as formally declared by the County, and is contingent upon the County issuing a written Task Order ("Task Order") in substantially the form attached hereto as **Exhibit B** and incorporated by this reference herein. Contractor may not perform any On-Call Work until the County issues the Task Order. No Task Order shall modify or amend the terms and conditions of this Contract.
 - b. **Pre-Event Workshop.** Contractor shall help design and help participate in Pre-Event Workshop exercise further described in **Exhibit B**
 - c. **Project Management Team Responsibilities, Field Monitoring Team Responsibilities, Additional Key Personnel and Automated Debris Management System** associated tasks and potential needs based on disaster type and scale are outlined further in **Exhibit B**.
- 3. Consideration.** The County agrees to pay Contractor, from available and authorized funds, a sum not to exceed **twenty thousand dollars (\$20,000.00)** for accomplishing the Workshop Services required by this Contract. The County agrees to pay Contractor, from available and authorized funds, a sum not to exceed the amount set forth in the Task Order for accomplishing the On-Call Work required by this Contract.
- 4. Invoices and Payments.** Unless otherwise specified, Contractor shall submit monthly invoices for Work performed. Invoices shall describe all Work performed with particularity, by whom it was performed, and shall itemize and explain all expenses for which reimbursement is claimed. The invoices shall include the total amount billed to date by Contractor prior to the current invoice. If Contractor fails to present invoices in proper form within sixty (60) calendar days after the end of the month in which the services were rendered, Contractor waives any rights to present such invoice thereafter and to receive payment therefor. Payments shall be made in accordance with ORS 293.462 to Contractor following the County's review and approval of invoices submitted by Contractor. Contractor shall not submit invoices for, and the County will not be obligated to pay, any amount in excess of the maximum compensation amount set forth above. If this maximum compensation amount is increased by amendment of this Contract, the amendment must be fully effective before Contractor performs Work subject to the amendment.

Invoices shall reference the above Contract Number and be submitted to: dnibouar@clackamas.us
Daniel Nibouar

5. **Travel and Other Expense.** Authorized: ☐ Yes ☒ No

If travel expense reimbursement is authorized in this Contract, such expense shall only be reimbursed at the rates in the County Contractor Travel Reimbursement Policy, hereby incorporated by reference and found at: <https://www.clackamas.us/finance/terms.html>. Travel expense reimbursement is not in excess of the not to exceed consideration.

6. **Contract Documents.** This Contract consists of the following documents, which are listed in descending order of precedence and are attached and incorporated by reference, this Contract, Exhibit A, Exhibit B, Exhibit C, Exhibit D, Exhibit E, and Exhibit F.

7. **Contractor and County Contacts.**

Contractor Administrator: Jonathan Burgiel Phone: 407-803-2551 Email: TDR.contracts@tetrattech.com	County Administrator: Daniel Nibouar Phone: 971-219-6932 Email: dnibouar@clackamas.us
--	--

Payment information will be reported to the Internal Revenue Service ("IRS") under the name and taxpayer ID number submitted. (See I.R.S. 1099 for additional instructions regarding taxpayer ID numbers.) Information not matching IRS records will subject Contractor payments to backup withholding.

ARTICLE II.

1. **Access to Records.** Contractor shall maintain books, records, documents, and other evidence, in accordance with generally accepted accounting procedures and practices, sufficient to reflect properly all costs of whatever nature claimed to have been incurred and anticipated to be incurred in the performance of this Contract. County and their duly authorized representatives shall have access to the books, documents, papers, and records of Contractor, which are directly pertinent to this Contract for the purpose of making audit, examination, excerpts, and transcripts. Contractor shall maintain such books and records for a minimum of six (6) years, or such longer period as may be required by applicable law, following final payment and termination of this Contract, or until the conclusion of any audit, controversy or litigation arising out of or related to this Contract, whichever date is later.
2. **Availability of Future Funds.** Any continuation or extension of this Contract after the end of the fiscal period in which it is written is contingent on a new appropriation for each succeeding fiscal period sufficient to continue to make payments under this Contract, as determined by the County in its sole administrative discretion.
3. **Captions.** The captions or headings in this Contract are for convenience only and in no way define, limit, or describe the scope or intent of any provisions of this Contract.
4. **Compliance with Applicable Law.** Contractor shall comply with all applicable federal, state and local laws, regulations, executive orders, and ordinances, as such may be amended from time to time.
5. **Counterparts.** This Contract may be executed in several counterparts (electronic or otherwise), each of which shall be an original, all of which shall constitute the same instrument.
6. **Governing Law.** This Contract, and all rights, obligations, and disputes arising out of it, shall be governed and construed in accordance with the laws of the State of Oregon and the ordinances of Clackamas County without regard to principles of conflicts of law. Any claim, action, or suit between County and Contractor that arises out of or relates to the performance of this Contract shall be brought and conducted solely and exclusively within the Circuit Court for Clackamas County, for

the State of Oregon. Provided, however, that if any such claim, action, or suit may be brought in a federal forum, it shall be brought and conducted solely and exclusively within the United States District Court for the District of Oregon. In no event shall this section be construed as a waiver by the County of any form of defense or immunity, whether sovereign immunity, governmental immunity, immunity based on the Eleventh Amendment to the Constitution of the United States or otherwise, from any claim or from the jurisdiction of any court. Contractor, by execution of this Contract, hereby consents to the personal jurisdiction of the courts referenced in this section.

- 7. Indemnity, Responsibility for Damages.** Contractor shall be responsible for all damage to property, injury to persons, and loss, expense, inconvenience, and delay which may be caused by, or result from, any act, omission, or neglect of Contractor, its subcontractors, agents, or employees. The Contractor agrees to indemnify and defend the County, and its officers, elected officials, agents, and employees, from and against all claims, actions, losses, liabilities, including reasonable attorney and accounting fees, and all expenses incidental to the investigation and defense thereof, arising out of or based upon Contractor's acts or omissions in performing under this Contract.

However, neither Contractor nor any attorney engaged by Contractor shall defend the claim in the name of County, purport to act as legal representative of County, or settle any claim on behalf of County, without the approval of the Clackamas County Counsel's Office. County may assume its own defense and settlement at its election and expense.

- 8. Independent Contractor Status.** The service(s) to be rendered under this Contract are those of an independent contractor. Although the County reserves the right to determine (and modify) the delivery schedule for the Work to be performed and to evaluate the quality of the completed performance, County cannot and will not control the means or manner of Contractor's performance. Contractor is responsible for determining the appropriate means and manner of performing the Work. Contractor is not to be considered an agent or employee of County for any purpose, including, but not limited to: (A) The Contractor will be solely responsible for payment of any Federal or State taxes required as a result of this Contract; and (B) This Contract is not intended to entitle the Contractor to any benefits generally granted to County employees, including, but not limited to, vacation, holiday and sick leave, other leaves with pay, tenure, medical and dental coverage, life and disability insurance, overtime, Social Security, Workers' Compensation, unemployment compensation, or retirement benefits.

- 9. Insurance.** Contractor shall secure at its own expense and keep in effect during the term of the performance under this Contract the insurance required and minimum coverage indicated below. The insurance requirement outlined below do not in any way limit the amount of scope of liability of Contractor under this Contract. Contractor shall provide proof of said insurance and name the County as an additional insured on all required liability policies. Proof of insurance and notice of any material change should be submitted to the following address: Clackamas County Procurement Division, 2051 Kaen Road, Oregon City, OR 97045 or emailed to the County Contract Analyst.

Required - Workers Compensation: Contractor shall comply with the statutory workers' compensation requirements in ORS 656.017, unless exempt under ORS 656.027 or 656.126.
☒ Required – Commercial General Liability: combined single limit, or the equivalent, of not less than \$1,000,000 per occurrence, with an annual aggregate limit of \$2,000,000 for Bodily Injury and Property Damage.
☒ Required – Professional Liability: combined single limit, or the equivalent, of not less than \$1,000,000 per claim, with an annual aggregate limit of \$2,000,000 for damages caused by error, omission or negligent acts.
☒ Required – Automobile Liability: combined single limit, or the equivalent, of not less than \$1,000,000 per accident for Bodily Injury and Property Damage.

The policy(s) shall be primary insurance as respects to the County. Any insurance or self-insurance maintained by the County shall be excess and shall not contribute to it. Any obligation that County agree to a waiver of subrogation is hereby stricken.

- 10. Limitation of Liabilities.** This Contract is expressly subject to the debt limitation of Oregon counties set forth in Article XI, Section 10, of the Oregon Constitution, and is contingent upon funds being appropriated therefore. Any provisions herein which would conflict with law are deemed inoperative to that extent. Except for liability arising under or related to Article II, Section 13 or Section 20 neither party shall be liable for (i) any indirect, incidental, consequential or special damages under this Contract or (ii) any damages of any sort arising solely from the termination of this Contract in accordance with its terms.
- 11. Notices.** Except as otherwise provided in this Contract, any required notices between the parties shall be given in writing by personal delivery, email, or mailing the same, to the Contract Administrators identified in Article 1, Section 6. If notice is sent to County, a copy shall also be sent to: Clackamas County Procurement, 2051 Kaen Road, Oregon City, OR 97045. Any communication or notice so addressed and mailed shall be deemed to be given five (5) days after mailing, and immediately upon personal delivery, or within 2 hours after the email is sent during County's normal business hours (Monday – Thursday, 7:00 a.m. to 6:00 p.m.) (as recorded on the device from which the sender sent the email), unless the sender receives an automated message or other indication that the email has not been delivered.
- 12. Ownership of Work Product.** All work product of Contractor that results from this Contract (the "Work Product") is the exclusive property of County. County and Contractor intend that such Work Product be deemed "work made for hire" of which County shall be deemed the author. If for any reason the Work Product is not deemed "work made for hire," Contractor hereby irrevocably assigns to County all of its right, title, and interest in and to any and all of the Work Product, whether arising from copyright, patent, trademark or trade secret, or any other state or federal intellectual property law or doctrine. Contractor shall execute such further documents and instruments as County may reasonably request in order to fully vest such rights in County. Contractor forever waives any and all rights relating to the Work Product, including without limitation, any and all rights arising under 17 USC § 106A or any other rights of identification of authorship or rights of approval, restriction or limitation on use or subsequent modifications. Notwithstanding the above, County shall have no rights in any pre-existing Contractor intellectual property provided to County by Contractor in the performance of this Contract except to copy, use and re-use any such Contractor intellectual property for County use only.
- 13. Representations and Warranties.** Contractor represents and warrants to County that (A) Contractor has the power and authority to enter into and perform this Contract; (B) this Contract, when executed and delivered, shall be a valid and binding obligation of Contractor enforceable in accordance with its terms; (C) Contractor shall at all times during the term of this Contract, be qualified, professionally competent, and duly licensed to perform the Work; (D) Contractor is an independent contractor as defined in ORS 670.600; and (E) the Work under this Contract shall be performed in a good and workmanlike manner and in accordance with the highest professional standards. The warranties set forth in this section are in addition to, and not in lieu of, any other warranties provided.
- 14. Survival.** All rights and obligations shall cease upon termination or expiration of this Contract, except for the rights and obligations set forth in Article II, Sections 1, 6, 7, 10, 12, 13, 14, 15, 17, 20, 21, 25, 27, 28, 32, 33, and 34, and all other rights and obligations which by their context are intended to survive. However, such expiration shall not extinguish or prejudice the County's right to enforce this Contract with respect to: (a) any breach of a Contractor warranty; or (b) any default or defect in Contractor performance that has not been cured.

- 15. Severability.** If any term or provision of this Contract is declared by a court of competent jurisdiction to be illegal or in conflict with any law, the validity of the remaining terms and provisions shall not be affected, and the rights and obligations of the parties shall be construed and enforced as if the Contract did not contain the particular term or provision held to be invalid.
- 16. Subcontracts and Assignments.** Contractor shall not enter into any subcontracts for any of the Work required by this Contract, or assign or transfer any of its interest in this Contract by operation of law or otherwise, without obtaining prior written approval from the County, which shall be granted or denied in the County's sole discretion. In addition to any provisions the County may require, Contractor shall include in any permitted subcontract under this Contract a requirement that the subcontractor be bound by this Article II, Sections 1, 7, 8, 13, 16 and 27 as if the subcontractor were the Contractor. County's consent to any subcontract shall not relieve Contractor of any of its duties or obligations under this Contract.
- 17. Successors in Interest.** The provisions of this Contract shall be binding upon and shall inure to the benefit of the parties hereto, and their respective authorized successors and assigns.
- 18. Tax Compliance Certification.** The Contractor shall comply with all federal, state and local laws, regulation, executive orders and ordinances applicable to this Contract. Contractor represents and warrants that it has complied, and will continue to comply throughout the duration of this Contract and any extensions, with all tax laws of this state or any political subdivision of this state, including but not limited to ORS 305.620 and ORS chapters 316, 317, and 318. Any violation of this section shall constitute a material breach of this Contract and shall entitle County to terminate this Contract, to pursue and recover any and all damages that arise from the breach and the termination of this Contract, and to pursue any or all of the remedies available under this Contract or applicable law.
- 19. Termination.** This Contract may be terminated for the following reasons: (A) by mutual agreement of the parties or by the County (i) for convenience upon thirty (30) days written notice to Contractor, or (ii) at any time the County fails to receive funding, appropriations, or other expenditure authority as solely determined by the County; or (B) if Contractor breaches any Contract provision or is declared insolvent, County may terminate after thirty (30) days written notice with an opportunity to cure.
- Upon receipt of written notice of termination from the County, Contractor shall immediately stop performance of the Work. Upon termination of this Contract, Contractor shall deliver to County all documents, Work Product, information, works-in-progress and other property that are or would be deliverables had the Contract Work been completed. Upon County's request, Contractor shall surrender to anyone County designates, all documents, research, objects or other tangible things needed to complete the Work.
- 20. Remedies.** If terminated by the County due to a breach by the Contractor, then the County shall have any remedy available to it in law or equity. If this Contract is terminated for any other reason, Contractor's sole remedy is payment for the goods and services delivered and accepted by the County, less any setoff to which the County is entitled.
- 21. No Third Party Beneficiaries.** County and Contractor are the only parties to this Contract and are the only parties entitled to enforce its terms. Nothing in this Contract gives, is intended to give, or shall be construed to give or provide any benefit or right, whether directly, indirectly or otherwise, to third persons unless such third persons are individually identified by name herein and expressly described as intended beneficiaries of the terms of this Contract.
- 22. Time is of the Essence.** Contractor agrees that time is of the essence in the performance of this Contract.

- 23. Foreign Contractor.** If the Contractor is not domiciled in or registered to do business in the State of Oregon, Contractor shall promptly provide to the Oregon Department of Revenue and the Secretary of State, Corporate Division, all information required by those agencies relative to this Contract. The Contractor shall demonstrate its legal capacity to perform these services in the State of Oregon prior to entering into this Contract.
- 24. Force Majeure.** Neither County nor Contractor shall be held responsible for delay or default caused by events outside the County or Contractor's reasonable control including, but not limited to, fire, terrorism, riot, acts of God, or war. However, Contractor shall make all reasonable efforts to remove or eliminate such a cause of delay or default and shall upon the cessation of the cause, diligently pursue performance of its obligations under this Contract.
- 25. Waiver.** The failure of County to enforce any provision of this Contract shall not constitute a waiver by County of that or any other provision.
- 26. Public Contracting Requirements.** Pursuant to the public contracting requirements contained in Oregon Revised Statutes ("ORS") Chapter 279B.220 through 279B.235, Contractor shall:
- a. Make payments promptly, as due, to all persons supplying to Contractor labor or materials for the prosecution of the work provided for in the Contract.
 - b. Pay all contributions or amounts due the Industrial Accident Fund from such Contractor or subcontractor incurred in the performance of the Contract.
 - c. Not permit any lien or claim to be filed or prosecuted against County on account of any labor or material furnished.
 - d. Pay the Department of Revenue all sums withheld from employees pursuant to ORS 316.167.
 - e. As applicable, the Contractor shall pay employees for work in accordance with ORS 279B.235, which is incorporated herein by this reference. The Contractor shall comply with the prohibitions set forth in ORS 652.220, compliance of which is a material element of this Contract, and failure to comply is a breach entitling County to terminate this Contract for cause.
 - f. If the Work involves lawn and landscape maintenance, Contractor shall salvage, recycle, compost, or mulch yard waste material at an approved site, if feasible and cost effective.
- 27. No Attorney Fees.** In the event any arbitration, action or proceeding, including any bankruptcy proceeding, is instituted to enforce any term of this Contract, each party shall be responsible for its own attorneys' fees and expenses.
- 28. Reserved.**
- 29. Reserved.**
- 30. Key Persons.** Contractor acknowledges and agrees that a significant reason the County is entering into this Contract is because of the special qualifications of certain Key Persons set forth in the contract. Under this Contract, the County is engaging the expertise, experience, judgment, and personal attention of such Key Persons. Neither Contractor nor any of the Key Persons shall delegate performance of the management powers and responsibilities each such Key Person is required to provide under this Contract to any other employee or agent of the Contractor unless the County provides prior written consent to such delegation. Contractor shall not reassign or transfer a Key Person to other duties or positions such that the Key Person is no longer available to provide the County with such Key Person's services unless the County provides prior written consent to such reassignment or transfer.

31. Cooperative Contracting. Pursuant to ORS 279A.200 to 279A.225, other public agencies may use this Contract resulting from a competitive procurement process unless the Contractor expressly noted in their proposal/quote that the prices and services are available to the County only. The condition of such use by other agencies is that any such agency must make and pursue contact, purchase order, delivery arrangements, and all contractual remedies directly with Contractor; the County accepts no responsibility for performance by either the Contractor or such other agency using this Contract. With such condition, the County consents to such use by any other public agency.

32. Federal Contracting Requirements. County intends that all or a portion of the consideration paid to Contractor is eligible for reimbursement by one or more federal agencies including, but not limited to, the Federal Emergency Management Agency. This Contract is subject to the additional terms and conditions, required by federal law for a federal award, set in **Exhibit B**, attached hereto and incorporated by this reference herein. All terms and conditions required under applicable federal law for a federal award including, but not limited to, 2 C.F.R. § 200.326 and 2 C.F.R. § Pt. 200, App. II, are hereby incorporated by this reference herein.

Contractor shall, as soon as commercially practicable, register itself with the federal System for Award Management (SAM). Information regarding registration with SAM may be found at <https://www.sam.gov>.

33. Reserved.

34. Merger. THIS CONTRACT CONSTITUTES THE ENTIRE AGREEMENT BETWEEN THE PARTIES WITH RESPECT TO THE SUBJECT MATTER REFERENCED THEREIN. THERE ARE NO UNDERSTANDINGS, AGREEMENTS, OR REPRESENTATIONS, ORAL OR WRITTEN, NOT SPECIFIED HEREIN REGARDING THIS CONTRACT. NO AMENDMENT, CONSENT, OR WAIVER OF TERMS OF THIS CONTRACT SHALL BIND EITHER PARTY UNLESS IN WRITING AND SIGNED BY ALL PARTIES. ANY SUCH AMENDMENT, CONSENT, OR WAIVER SHALL BE EFFECTIVE ONLY IN THE SPECIFIC INSTANCE AND FOR THE SPECIFIC PURPOSE GIVEN. CONTRACTOR, BY THE SIGNATURE HERETO OF ITS AUTHORIZED REPRESENTATIVE, IS AN INDEPENDENT CONTRACTOR, ACKNOWLEDGES HAVING READ AND UNDERSTOOD THIS CONTRACT, AND CONTRACTOR AGREES TO BE BOUND BY ITS TERMS AND CONDITIONS.

By their signatures below, the parties to this Contract agree to the terms, conditions, and content expressed herein.

Tetra Tech, Inc.

Clackamas County



11/05/2025

Authorized Signature

Date

Signature

Date

Jonathan Burgiel
Name / Title (Printed)

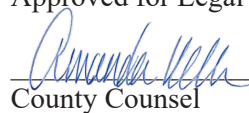
Name: _____

Title: _____

110373-89
Oregon Business Registry #

Approved for Legal Sufficiency:

FBC/Delaware
Entity Type / State of Formation


County Counsel

11/6/2025
Date

EXHIBIT A
PERSONAL SERVICES CONTRACT
SCOPE OF WORK

Contractor shall complete work as outlined in the On-Call Work and Workshop Services hereby included as **Exhibit B**, the Request for Proposal #2025-44 Debris Monitoring and Management issued June 18, 2025, hereby included as **Exhibit C**, and the Contractor's response hereby included as **Exhibit D**.

This Contract is on an "on-call" or "as-needed basis" for Work.

Contractor agrees to perform the Work on behalf of the County and the following entities: Water Environment Services, North Clackamas Parks and Recreation District, the Development Agency of Clackamas County, the Housing Authority of Clackamas County, and any special district or urban renewal agency that follows the County's Local Contract Review Board rules and is approved by the County, in writing, to receive the Work under this Contract.

When the County wishes Contractor to perform the Work, the County will submit an official County Task Order form (found at: <https://www.clackamas.us/finance/terms.html>) detailing the scope of Work, the entity on whose behalf the Work will be performed, and the total compensation, pursuant to the fee schedule set forth in this Contract. Contractor may not perform Work until the County Task Order form has been executed by the parties. In the event a project authorized under the County Task Order extends beyond the expiration of this Contract, the County Task Order shall remain in effect under the terms of this Contract until the completion or expiration of the authorized task.

No task order shall modify or amend the terms and conditions of this Contract.

The County Contract administrator for this Contract is the Disaster Management Department Division. For each authorized Task Order, a project specific department representative shall be identified for coordination of the work.

EXHIBIT B

ON-CALL WORK AND WORKSHOP SERVICES

1. *Contractors Debris Management and Monitoring Processes.* The Debris Monitoring Contractor is to provide expertise and assistance to the County's Debris Manager in overseeing and documenting debris removal operations. Depending on the disaster one or more of the following tasks may be required:
 1. Development of a Disaster-specific Debris Monitoring Plan¹.
 2. Implementation of an Automated Debris Management System (ADMS).
 3. Debris Removal truck and trailer measurement, certification and tracking.
 4. Debris Removal equipment registry and tracking.
 5. Debris Removal Quality Assurance field monitoring.
 6. Debris Removal trip ticket management.
 7. Debris Removal invoice review and reconciliation.
 8. Debris Removal Contractor complaint resolution.
 9. Preparation of debris removal progress reports.
 10. Documentation to support FEMA cost reimbursement.
2. *Pre-Event Workshop.* The Debris Monitoring Contractor shall be prepared to jointly plan and participate in a Pre-Event Debris Monitoring Workshop. The workshop shall occur following award at a mutually acceptable date and time. The purpose of the workshop is (1) to familiarize the Debris Monitoring Contractor with the County's Debris Management Plan, Debris Removal Scope of Work, key personnel and geographic setting, and (2) to familiarize County staff with the Debris Monitoring Contractor's personnel and work process. Pre-Event coordination will enhance the Debris Monitoring Contractor's ability to support the County following a disaster. Scope and content of the Pre-Event Workshop would be specified via Task Order. Hourly rates in accordance with the Contractors Fee Schedule would apply.
3. *Project Management Team Responsibilities.* Project Manager and Operations Manager constitute the contractors Project Management Team. Responsibilities include but are not limited to the following:
 - Prepare and execute a disaster-specific ***Debris Monitoring Plan***.
 - Ensure a sufficient number of trained debris monitors are available to monitor the "first push", cut and toss debris clearance operations.
 - Ensure a sufficient number of trained debris monitors are available to monitor all "first pass" and subsequent passes of debris removal and hauling activities.
 - Provide tower/disposal site monitors to observe and record all debris loads entering and exiting debris management sites.
 - Implement an Automated Debris Management System capable of recording key debris information from project initiation to closeout.
 - Conduct safety meetings with field staff as necessary.
 - Respond to and document issues regarding complaints, damages, accidents and incidents involving Debris Monitoring or Debris Removal personnel and ensure that they are promptly reported to the County Debris Manager or designee.
 - Coordinate daily briefings with the County and the Debris Removal Contractor and provide daily status reports of work progress and staffing.
 - Ensure the timely acquisition and retention of documentation of environmental authorizations and or permits for debris management sites and final disposal.
 - Development of documents to support the FEMA reimbursement process.

- Review and reconcile Debris Removal Contractor invoices submitted to the County.
 - Ensure preparation and submission of interim operations and status reports and a final report, as directed by the County.
4. *Field Monitoring Staff Responsibilities.* Field Monitoring Staff generally consist of locally hired personnel trained by the Debris Monitoring Contractor to perform some or all of the following debris monitoring tasks:
- Measure and certify truck capacities (recertify on a regular basis).
 - Ensure that only eligible debris specified in the contract is collected.
 - Accurately complete and control ADMS load tickets (in tower and field).
 - Ensure that trucks are accurately credited for their load.
 - Ensure that trucks are not artificially loaded (ex: debris is wetted, debris is fluffed or not compacted).
 - Validate and photo-document hazardous trees, including hangers, leaners, and stumps.
 - Ensure that hazardous wastes are not mixed in loads.
 - Ensure that all debris is removed from trucks at Debris Management Sites or other authorized locations.
 - Report if improper equipment is mobilized and used.
 - Report if contractor personnel safety standards are not followed.
 - Report if public safety and health standards are not followed.
 - Monitor opening, operation and closure of Debris Management Site(s).
 - Document and report to the County any violations of permitted debris site operations.
 - Record the types of equipment used (Time & Materials contract).
 - Record equipment hours, including downtime of each piece of equipment by day (Time & Materials contract).
 - Observe and record debris quantities of inbound and outbound trucks via Site & Tower Monitors.
 - Ensure that accurate, legible and complete documentation is provided through ADMS load tickets, truck certifications and/or other logs and reports, as required.
 - Maintain photographic documentation of debris removal trucks and activities, specifically hazardous stump removal process, hangers, leaners or tree removal and/or other special or unusual occurrences in the field.
 - Document and report activities to the County which may require remediation such as fuel spills, hazardous materials collection locations, and other similar environmental concerns.
5. *Additional Key Personnel.* Depending on the nature of the disaster, additional personnel may include but not be limited to the following:
- FEMA Grant Manager
 - Data Manager
 - Billing/Invoice Analyst
 - Environmental Specialist
 - Health and Safety Specialist
 - GIS Specialist
 - Data Entry Staff.
6. *Automated Debris Management System (ADMS).* The Contractor must implement an Automated Debris Management System capable of recording key debris information from project initiation to closeout. An Automated Debris Management System is a technology that eliminates the need for traditional paper-based ticketing during the debris removal process following a disaster incident. An ADMS operates on a mobile device and utilizes a storage medium such as a smart card, barcode, quick-response (QR) code or other technology for storing captured information obtained in the field. The Contractor's ADMS must meet or exceed the following requirements:

- Paperless electronic (handheld device) data collection.
- Creating load tickets electronically.
- Duplicating databases for internet and government use.
- Tracking of debris pick up, reduction, recycling and disposal locations through GPS/GIS technologies.
- Generation of daily status reports using web-based reporting.
- Coordination of contractor invoices and applicant payment processes thru an intergraded database management system.
- Tracking of FEMA documentation.
- Document and report to the County damages which occur on public or private property as a result of Debris Removal Contractor operations.



Task Order #	Dept Abbr+MM/DD/YY
--------------	--------------------

On-Call Task Order

Contractor:	Contractor's Full Legal Name (not DBA)	County Contract #:	
Contractor Project Manager:		Phone:	
PM Email:			

Requesting Department/Entity:			
Contract Administrator:		Phone:	
Admin. Email:			

Project Name:		Project No.	
Account String:			
☐ Optional – Payment will be made by Procurement Card (encumbrance will not be created)			

This Task Order is entered into between Contractor and Clackamas County on behalf of its above referenced Department, and when fully executed, authorizes Contractor to provide the services described below for the above referenced Project. The services to be performed under this Task Order shall be performed in accordance with all terms and conditions of the above referenced County Contract between the parties and the below detailed scope of work. Nothing contained in this Task Order may modify or amend the County Contract. All invoices shall reference the Task Order Number.

- 1. Scope of Work:** <Insert detailed scope of work or you may provide a short description and then reference and attach a task proposal>
- 2. Deliverables:** <Identify specific deliverables>
- 3. Schedule:** <Insert schedule of performance and key dates>
- 4. Compensation:** Payment for all work under this Task Order shall not exceed the total maximum sum of \$.
- 5. Additional Requirements:** <Insert any additional requirements for this task>

Authorization to Proceed:

Contractor's Full Legal Name

Clackamas County

Authorized Signature Date

Dept. Contract Administrator Date

Name / Title (Printed)

Dept. Director/Deputy Date

EXHIBIT C
RFP#2025-44
Debris Monitoring and Management
Issued June 18, 2025



REQUEST FOR PROPOSALS #2025-44

FOR

Disaster Debris Monitoring and Management

BOARD OF COUNTY COMMISSIONERS

CRAIG ROBERTS, Chair

PAUL SAVAS, Commissioner

MARTHA SCHRADER, Commissioner

BEN WEST, Commissioner

**Gary Schmidt
County Administrator**

**Tralee Whitley
Contract Analyst**

PROPOSAL CLOSING DATE, TIME AND LOCATION

DATE: July 16, 2025

TIME: 2:00 PM, Pacific Time

PLACE: <https://bidlocker.us/a/clackamascounty/BidLocker>

SCHEDULE

Request for Proposals Issued.....	June 18, 2025
Protest of Specifications Deadline.....	June 25, 2025, 5:00 PM, Pacific Time
Deadline to Submit Clarifying Questions.....	July 9, 2025, 5:00 PM, Pacific Time
Request for Proposals Closing Date and Time.....	July 16, 2025, 2:00 PM, Pacific Time
Deadline to Submit Protest of Award.....	Seven (7) days from the Intent to Award

TABLE OF CONTENTS

Section 1 – Notice of Request for Proposals
Section 2 – Instructions to Proposers
Section 3 – Scope of Work
Section 4 – Evaluation and Selection Criteria
Section 5 – Proposal Content (Including Proposal Certification)

SECTION 1 NOTICE OF REQUEST FOR PROPOSALS

Notice is hereby given that Clackamas County through its Board of County Commissioners will receive sealed Proposals per specifications until **2:00 PM, July 16, 2025** (“Closing”), to provide Disaster Debris Monitoring and Management. No Proposals will be received or considered after that time.

Location of RFP documents: OregonBuys

RFP Documents can be downloaded from the state of Oregon procurement website (“OregonBuys”) at the following address <https://oregonbuys.gov/bsa/view/login/login.xhtml>, Document No. S-C01010-00014159.

Prospective Proposers will need to sign in to download the information and that information will be accumulated for a Plan Holder's List. Prospective Proposers are responsible for obtaining any Addenda, clarifying questions, and Notices of Award from OregonBuys.

Submitting Proposals: Bid Locker

Proposals will only be accepted electronically thru a secure online bid submission service, **Bid Locker**. *Email submissions to Clackamas County email addresses will no longer be accepted.*

- A. Completed proposal documents must arrive electronically via Bid Locker located at <https://bidlocker.us/a/clackamascounty/BidLocker>.
- B. Bid Locker will electronically document the date and time of all submissions. Completed documents must arrive by the deadline indicated in Section 1 or as modified by Addendum.
LATE PROPOSALS WILL NOT BE ACCEPTED.
- C. Proposers must register and create a profile for their business with Bid Locker in order to submit for this project. It is free to register for Bid Locker.
- D. Proposers with further questions concerning Bid Locker may review the Vendor’s Guide located at <https://www.clackamas.us/how-to-bid-on-county-projects>.

Contact Information

Procurement Process and Technical Questions: Tralee Whitley at Twhitley@clackamas.us

The Board of County Commissioners reserves the right to reject any and all Proposals not in compliance with all prescribed public bidding procedures and requirements and may reject for good cause any and all Proposals upon the finding that it is in the public interest to do so and to waive any and all informalities in the public interest. In the award of the contract, the Board of County Commissioners will consider the element of time, will accept the Proposal or Proposals which in their estimation will best serve the interests of Clackamas County and will reserve the right to award the contract to the contractor whose Proposal shall be best for the public good.

Clackamas County encourages proposals from Minority, Women, Veteran and Emerging Small Businesses.

SECTION 2 INSTRUCTIONS TO PROPOSERS

Clackamas County (“County”) reserves the right to reject any and all Proposals received as a result of this RFP. County Local Contract Review Board Rules (“LCRB”) govern the procurement process for the County.

2.1 Modification or Withdrawal of Proposal: Any Proposal may be modified or withdrawn at any time prior to the Closing deadline, provided that a written request is received by the County Procurement Division Director, prior to the Closing. The withdrawal of a Proposal will not prejudice the right of a Proposer to submit a new Proposal.

2.2 Requests for Clarification and Requests for Change: Proposers may submit questions regarding the specifications of the RFP. Questions must be received in writing on or before 5:00 p.m. (Pacific Time), on the date indicated in the Schedule, at the Procurement Division address as listed in Section 1 of this RFP. Requests for changes must include the reason for the change and any proposed changes to the requirements. The purpose of this requirement is to permit County to correct, prior to the opening of Proposals, RFP terms or technical requirements that may be unlawful, improvident or which unjustifiably restrict competition. County will consider all requested changes and, if appropriate, amend the RFP. No oral or written instructions or information concerning this RFP from County managers, employees or agents to prospective Proposers shall bind County unless included in an Addendum to the RFP.

2.3 Protests of the RFP/Specifications: Protests must be in accordance with LCRB C-047-0730. Protests of Specifications must be received in writing on or before 5:00 p.m. (Pacific Time), on the date indicated in the Schedule, or within three (3) business days of issuance of any addendum, at the Procurement Division address listed in Section 1 of this RFP. Protests may not be faxed. Protests of the RFP specifications must include the reason for the protest and any proposed changes to the requirements.

2.4 Addenda: If any part of this RFP is changed, an addendum will be provided to Proposers that have provided an address to the Procurement Division for this procurement. It shall be Proposers responsibility to regularly check OregonBuys for any notices, published addenda, or response to clarifying questions.

2.5 Submission of Proposals: Proposals must be submitted in accordance with Section 5. All Proposals shall be legibly written in ink or typed and comply in all regards with the requirements of this RFP. Proposals that include orders or qualifications may be rejected as irregular. All Proposals must include a signature that affirms the Proposer’s intent to be bound by the Proposal (may be on cover letter, on the Proposal, or the Proposal Certification Form) shall be signed. If a Proposal is submitted by a firm or partnership, the name and address of the firm or partnership shall be shown, together with the names and addresses of the members. If the Proposal is submitted by a corporation, it shall be signed in the name of such corporation by an official who is authorized to bind the contractor. The Proposals will be considered by the County to be submitted in confidence and are not subject to public disclosure until the notice of intent to award has been issued.

No late Proposals will be accepted. Proposals submitted after the Closing will be considered late and will be returned unopened. Proposals may not be submitted by telephone or fax.

2.6 Post-Selection Review and Protest of Award: County will name the apparent successful Proposer in a Notice of Intent to Award published on OregonBuys. Identification of the apparent successful Proposer is procedural only and creates no right of the named Proposer to award of the contract. Competing Proposers shall be given seven (7) calendar days from the date on the Notice of Intent to Award to review the file at the Procurement Division office and file a written protest of award, pursuant to LCRB C-047-0740. Any award protest must be in writing and must be delivered by email, hand-delivery or mail to the address for the Procurement Division as listed in Section 1 of this RFP.

Only actual Proposers may protest if they believe they have been adversely affected because the Proposer would be eligible to be awarded the contract in the event the protest is successful. The basis of the written protest must be in accordance with ORS 279B.410 and shall specify the grounds upon which the protest is based. In order to be an adversely affected Proposer with a right to submit a written protest, a Proposer must be next in line for

award, i.e. the protester must claim that all higher rated Proposers are ineligible for award because they are non-responsive or non-responsible.

County will consider any protests received and:

- a. reject all protests and proceed with final evaluation of, and any allowed contract language negotiation with, the apparent successful Proposer and, pending the satisfactory outcome of this final evaluation and negotiation, enter into a contract with the named Proposer; OR
- b. sustain a meritorious protest(s) and reject the apparent successful Proposer as nonresponsive, if such Proposer is unable to demonstrate that its Proposal complied with all material requirements of the solicitation and Oregon public procurement law; thereafter, County may name a new apparent successful Proposer; OR
- c. reject all Proposals and cancel the procurement.

2.7 Acceptance of Contractual Requirements: Failure of the selected Proposer to execute a contract and deliver required insurance certificates within ten (10) calendar days after notification of an award may result in cancellation of the award. This time period may be extended at the option of County.

2.8 Public Records: Proposals are deemed confidential until the “Notice of Intent to Award” letter is issued. This RFP and one copy of each original Proposal received in response to it, together with copies of all documents pertaining to the award of a contract, will be kept and made a part of a file or record which will be open to public inspection. If a Proposal contains any information that is considered a **TRADE SECRET** under ORS 192.345(2), **SUCH INFORMATION MUST BE LISTED ON A SEPARATE SHEET CAPABLE OF SEPARATION FROM THE REMAINING PROPOSAL AND MUST BE CLEARLY MARKED WITH THE FOLLOWING LEGEND:**

“This information constitutes a trade secret under ORS 192.345(2), and shall not be disclosed except in accordance with the Oregon Public Records Law, ORS Chapter 192.”

The Oregon Public Records Law exempts from disclosure only bona fide trade secrets, and the exemption from disclosure applies only “unless the public interest requires disclosure in the particular instance” (ORS 192.345). Therefore, non-disclosure of documents, or any portion of a document submitted as part of a Proposal, may depend upon official or judicial determinations made pursuant to the Public Records Law.

2.9 Investigation of References: County reserves the right to investigate all references in addition to those supplied references and investigate past performance of any Proposer with respect to its successful performance of similar services, its compliance with specifications and contractual obligations, its completion or delivery of a project on schedule, its lawful payment of subcontractors and workers, and any other factor relevant to this RFP. County may postpone the award or the execution of the contract after the announcement of the apparent successful Proposer in order to complete its investigation.

2.10 RFP Proposal Preparation Costs and Other Costs: Proposer costs of developing the Proposal, cost of attendance at an interview (if requested by County), or any other costs are entirely the responsibility of the Proposer, and will not be reimbursed in any manner by County.

2.11 Clarification and Clarity: County reserves the right to seek clarification of each Proposal, or to make an award without further discussion of Proposals received. Therefore, it is important that each Proposal be submitted initially in the most complete, clear, and favorable manner possible.

2.12 Right to Reject Proposals: County reserves the right to reject any or all Proposals or to withdraw any item from the award, if such rejection or withdrawal would be in the public interest, as determined by County.

2.13 Cancellation: County reserves the right to cancel or postpone this RFP at any time or to award no contract.

2.14 Proposal Terms: All Proposals, including any price quotations, will be valid and firm through a period of one hundred and eighty (180) calendar days following the Closing date. County may require an

extension of this firm offer period. Proposers will be required to agree to the longer time frame in order to be further considered in the procurement process.

2.15 Oral Presentations: At County's sole option, Proposers may be required to give an oral presentation of their Proposals to County, a process which would provide an opportunity for the Proposer to clarify or elaborate on the Proposal but will in no material way change Proposer's original Proposal. If the evaluating committee requests presentations, the Procurement Division will schedule the time and location for said presentation. Any costs of participating in such presentations will be borne solely by Proposer and will not be reimbursed by County. **Note:** Oral presentations are at the discretion of the evaluating committee and may not be conducted; therefore, **written Proposals should be complete.**

2.16 Usage: It is the intention of County to utilize the services of the successful Proposer(s) to provide services as outlined in the below Scope of Work.

2.17 Review for Responsiveness: Upon receipt of all Proposals, the Procurement Division or designee will determine the responsiveness of all Proposals before submitting them to the evaluation committee. If a Proposal is incomplete or non-responsive in significant part or in whole, it will be rejected and will not be submitted to the evaluation committee. County reserves the right to determine if an inadvertent error is solely clerical or is a minor informality which may be waived, and then to determine if an error is grounds for disqualifying a Proposal. The Proposer's contact person identified on the Proposal will be notified, identifying the reason(s) the Proposal is non-responsive. One copy of the Proposal will be archived and all others discarded.

2.18 RFP Incorporated into Contract: This RFP will become part of the Contract between County and the selected contractor(s). The contractor(s) will be bound to perform according to the terms of this RFP, their Proposal(s), and the terms of the Sample Contract.

2.19 Communication Blackout Period: Except as called for in this RFP, Proposers may not communicate with members of the Evaluation Committee or other County employees or representatives about the RFP during the procurement process until the apparent successful Proposer is selected, and all protests, if any, have been resolved. Communication in violation of this restriction may result in rejection of a Proposer.

2.20 Prohibition on Commissions and Subcontractors: County will contract directly with persons/entities capable of performing the requirements of this RFP. Contractors must be represented directly. Participation by brokers or commissioned agents will not be allowed during the Proposal process. Contractor shall not use subcontractors to perform the Work unless specifically pre-authorized in writing to do so by the County. Contractor represents that any employees assigned to perform the Work, and any authorized subcontractors performing the Work, are fully qualified to perform the tasks assigned to them, and shall perform the Work in a competent and professional manner. Contractor shall not be permitted to add on any fee or charge for subcontractor Work. Contractor shall provide, if requested, any documents relating to subcontractor's qualifications to perform required Work.

2.21 Ownership of Proposals: All Proposals in response to this RFP are the sole property of County, and subject to the provisions of ORS 192.410-192.505 (Public Records Act).

2.22 Clerical Errors in Awards: County reserves the right to correct inaccurate awards resulting from its clerical errors.

2.23 Rejection of Qualified Proposals: Proposals may be rejected in whole or in part if they attempt to limit or modify any of the terms, conditions, or specifications of the RFP or the Sample Contract.

2.24 Collusion: By responding, the Proposer states that the Proposal is not made in connection with any competing Proposer submitting a separate response to the RFP, and is in all aspects fair and without collusion or fraud. Proposer also certifies that no officer, agent, elected official, or employee of County has a pecuniary interest in this Proposal.

2.25 Evaluation Committee: Proposals will be evaluated by a committee consisting of representatives from County and potentially external representatives. County reserves the right to modify the Evaluation Committee make-up in its sole discretion.

2.26 Commencement of Work: The contractor shall commence no work until all insurance requirements have been met, the Protest of Awards deadline has been passed, any protest have been decided, a contract has been fully executed, and a Notice to Proceed has been issued by County.

2.27 Best and Final Offer: County may request best and final offers from those Proposers determined by County to be reasonably viable for contract award. However, County reserves the right to award a contract on the basis of initial Proposal received. Therefore, each Proposal should contain the Proposer's best terms from a price and technical standpoint. Following evaluation of the best and final offers, County may select for final contract negotiations/execution the offers that are most advantageous to County, considering cost and the evaluation criteria in this RFP.

2.28 Nondiscrimination: The successful Proposer agrees that, in performing the work called for by this RFP and in securing and supplying materials, contractor will not discriminate against any person on the basis of race, color, religious creed, political ideas, sex, age, marital status, sexual orientation, gender identity, veteran status, physical or mental handicap, national origin or ancestry, or any other class protected by applicable law.

2.29 Intergovernmental Cooperative Procurement Statement: Pursuant to ORS 279A and LCRB, other public agencies shall have the ability to purchase the awarded goods and services from the awarded contractor(s) under terms and conditions of the resultant contract. Any such purchases shall be between the contractor and the participating public agency and shall not impact the contractor's obligation to the County. Any estimated purchase volumes listed herein do not include other public agencies and County makes no guarantee as to their participation. Any Proposer, by written notification included with their Proposal, may decline to extend the prices and terms of this solicitation to any and/or all other public agencies. County grants to any and all public serving governmental agencies, authorization to purchase equivalent services or products described herein at the same submitted unit bid price, but only with the consent of the contractor awarded the contract by the County.

SECTION 3 SCOPE OF WORK

3.1. INTRODUCTION

Clackamas County, Oregon is seeking Proposals from vendors to provide Disaster Debris Monitoring and Management (hereafter referred to as Debris Monitoring) in the event of a natural or human-caused disaster. The selected Debris Monitoring contractor may be included in future post-disaster procurement actions with short turnaround times. Public health and safety and economic recovery are dependent on prompt and effective debris clearance, removal and disposal. Monitoring and management of the debris removal process is key to achieving a successful outcome. This Scope of Work is primarily applicable to federally-declared disasters impacting the geographic boundaries of Clackamas County, Oregon and on request the following incorporated communities. Several communities are located in both Clackamas and Washington County. This scope of work is limited to debris monitoring activities in Clackamas County.

Barlow	Happy Valley	Molalla	Tualatin
Canby	Johnson City	Oregon City	West Linn
Estacada	Lake Oswego	Rivergrove	Wilsonville
Gladstone	Milwaukie	Sandy	

Please direct all Technical/Specifications or Procurement Process Questions to the indicated representative referenced in the Notice of Request for Proposals and note the communication restriction outlined in Section 2.19.

3.2 BACKGROUND

Clackamas County, Oregon exists in a region of the U.S. that faces substantial vulnerabilities, both to natural and manmade hazards. Natural hazards capable of generating debris include earthquakes, floods, landslides, windstorms, fire conflagrations, winter storms, and volcanic events. Human-caused sources of debris include chemical, biological, radiological and explosive events and structural failures of buildings, bridges, dams and levees. This combination of hazards results in a risk profile for the region that suggests large-scale disasters are possible and may result in widespread impacts and large volumes of disaster-generated debris.

From a debris generating event perspective, it is widely believed that the highest risk is posed by the Cascadia Subduction Zone (“CSZ”), an offshore seismically active subduction-type fault zone capable of generating a massive magnitude 9.0 or greater earthquake. This event would cause catastrophic impacts resulting in enormous quantities of debris spread over a widespread area. Smaller fault zones local to Clackamas County may also produce earthquakes with violent ground motion and generate large quantities of debris. A CSZ magnitude 9.0 earthquake would severely impact Clackamas County and generate a significant quantity of construction and demolition debris from damaged buildings. Landslide debris would also be generated from known and new slides. This type of event requires Clackamas County to be prepared in advance for large-scale debris removal and associated monitoring and management activities. The latter task is the subject of this Request for Proposal.

Debris removal operations may include curbside pickup with direct disposal to a recycler or landfill as well as debris storage and reduction at one or more Debris Management Sites (DMS). Following a debris-generating disaster the County may exercise the option to issue Task Orders to provide the level of debris

monitoring and management required. Payment for services would be based on positions, hourly rates and hours worked in accordance with the County-approved Contractor Price Proposal. Contractor fees shall be fully loaded and include all expenses and equipment, including but not limited to, implementation of an Automated Debris Management System (ADMS), travel related expenses, meal allowances, hotel rooms, and any other relevant out of pocket expenses, as well as vehicles, electronics, communications equipment and any other equipment or facilities necessary to carry out the task.

The response of the Debris Monitoring Contractor to the disaster recovery process must be immediate and with acceptable cost controls, accountability procedures, written reports and submittals. The Debris Monitoring Contractor must be capable of mobilizing a management team to the County within 72 hours following Notice to Proceed (NTP). Field monitoring resources must be provided 120 hours following NTP. Following mobilization, the Debris Monitoring Contractor shall advise and support the County during the recovery effort and be responsible for monitoring and reporting on all activities of the County's Debris Removal Contractor from beginning to end.

3.3. SCOPE OF WORK

3.3.1. 1.1 PRIMARY TASKS.

The Debris Monitoring Contractor is to provide expertise and assistance to the County's Debris Manager in overseeing and documenting debris removal operations. Depending on the disaster one or more of the following tasks may be required:

1. Development of a Disaster-specific Debris Monitoring Plan¹.
2. Implementation of an Automated Debris Management System (ADMS).
3. Debris Removal truck and trailer measurement, certification and tracking.
4. Debris Removal equipment registry and tracking.
5. Debris Removal Quality Assurance field monitoring.
6. Debris Removal trip ticket management.
7. Debris Removal invoice review and reconciliation.
8. Debris Removal Contractor complaint resolution.
9. Preparation of debris removal progress reports.
10. Documentation to support FEMA cost reimbursement.

1.2 PRE-EVENT WORKSHOP.

The Debris Monitoring Contractor shall be prepared to jointly plan and participate in a Pre-Event Debris Monitoring Workshop. The workshop shall occur following award at a mutually acceptable date and time. The purpose of the workshop is (1) to familiarize the Debris Monitoring Contractor with the County's Debris Management Plan, Debris Removal Scope of Work, key personnel and geographic setting, and (2) to familiarize County staff with the Debris Monitoring Contractor's personnel and work process. Pre-Event coordination will enhance the Debris Monitoring Contractor's ability to support the County following a disaster. Scope and content of the Pre-Event Workshop would be specified via Task Order. Hourly rates in accordance with the Contractors Fee Schedule would apply.

1.3 PROJECT MANAGEMENT TEAM RESPONSIBILITIES.

The Project Manager and Operations Manager constitute the contractors Project Management Team. Responsibilities include but are not limited to the following:

- Prepare and execute a disaster-specific *Debris Monitoring Plan*.

¹ A "Debris Monitoring Plan", for purposes of this scope of work will be generally based on guidance found in FEMA's Public Assistance Debris Monitoring Guide (March 2021).

- Ensure a sufficient number of trained debris monitors are available to monitor the "first push", cut and toss debris clearance operations.
- Ensure a sufficient number of trained debris monitors are available to monitor all "first pass" and subsequent passes of debris removal and hauling activities.
- Provide tower/disposal site monitors to observe and record all debris loads entering and exiting debris management sites.
- Implement an Automated Debris Management System capable of recording key debris information from project initiation to closeout.
- Conduct safety meetings with field staff as necessary.
- Respond to and document issues regarding complaints, damages, accidents and incidents involving Debris Monitoring or Debris Removal personnel and ensure that they are promptly reported to the County Debris Manager or designee.
- Coordinate daily briefings with the County and the Debris Removal Contractor and provide daily status reports of work progress and staffing.
- Ensure the timely acquisition and retention of documentation of environmental authorizations and or permits for debris management sites and final disposal.
- Development of documents to support the FEMA reimbursement process.
- Review and reconcile Debris Removal Contractor invoices submitted to the County.
- Ensure preparation and submission of interim operations and status reports and a final report, as directed by the County.

1.4 FIELD MONITORING STAFF RESPONSIBILITIES.

Field Monitoring Staff generally consist of locally hired personnel trained by the Debris Monitoring Contractor to perform some or all of the following debris monitoring tasks:

- Measure and certify truck capacities (recertify on a regular basis).
- Ensure that only eligible debris specified in the contract is collected.
- Accurately complete and control ADMS load tickets (in tower and field).
- Ensure that trucks are accurately credited for their load.
- Ensure that trucks are not artificially loaded (ex: debris is wetted, debris is fluffed or not compacted).
- Validate and photo-document hazardous trees, including hangers, leaners, and stumps.
- Ensure that hazardous wastes are not mixed in loads.
- Ensure that all debris is removed from trucks at Debris Management Sites or other authorized locations.
- Report if improper equipment is mobilized and used.
- Report if contractor personnel safety standards are not followed.
- Report if public safety and health standards are not followed.
- Monitor opening, operation and closure of Debris Management Site(s).
- Document and report to the County any violations of permitted debris site operations.
- Record the types of equipment used (Time & Materials contract).
- Record equipment hours, including downtime of each piece of equipment by day (Time & Materials contract).
- Observe and record debris quantities of inbound and outbound trucks via Site & Tower Monitors.
- Ensure that accurate, legible and complete documentation is provided through ADMS load tickets, truck certifications and/or other logs and reports, as required.
- Maintain photographic documentation of debris removal trucks and activities, specifically hazardous stump removal process, hangers, leaners or tree removal and/or other special or unusual occurrences in the field.
- Document and report activities to the County which may require remediation such as fuel spills, hazardous materials collection locations, and other similar environmental concerns.

- Document and report to the County damages which occur on public or private property as a result of Debris Removal Contractor operations.

1.5 ADDITIONAL KEY PERSONNEL.

Depending on the nature of the disaster, additional personnel may include but not be limited to the following:

- FEMA Grant Manager
- Data Manager
- Billing/Invoice Analyst
- Environmental Specialist
- Health and Safety Specialist
- GIS Specialist
- Data Entry Staff.

1.6 AUTOMATED DEBRIS MANAGEMENT SYSTEM (ADMS).

The Contractor must implement an Automated Debris Management System capable of recording key debris information from project initiation to closeout. An Automated Debris Management System is a technology that eliminates the need for traditional paper-based ticketing during the debris removal process following a disaster incident. An ADMS operates on a mobile device and utilizes a storage medium such as a smart card, barcode, quick-response (QR) code or other technology for storing captured information obtained in the field. The Contractor's ADMS must meet or exceed the following requirements:

- Paperless electronic (handheld device) data collection.
- Creating load tickets electronically.
- Duplicating databases for internet and government use.
- Tracking of debris pick up, reduction, recycling and disposal locations through GPS/GIS technologies.
- Generation of daily status reports using web-based reporting.
- Coordination of contractor invoices and applicant payment processes thru an intergraded database management system.
- Tracking of FEMA documentation.

1.7 SUBCONTRACTORS.

The County reserves the right to approve all contractor personnel, including but not limited to subcontractors. The County will not accept subcontractors to perform duties of the Project Manager, Operations Manager and Alternates.

1.8 PERFORMANCE AND PAYMENT BONDS.

The Contractor shall have the financial wherewithal to fund the costs of the project and pay its staff and subcontractors in a timely manner, until payment is received from the County to the Contractor. Performance and Payment Bonds are not required.

1.9 OREGON REGISTRATION.

Following selection, Contractors must be registered to do business within the State of Oregon, through the Oregon Secretary of State's office. Contractors will be required to document all required licenses, certifications, and registrations through the appropriate National, State, and local licensing or regulatory organizations and agencies, financial records (audited or reviewed

financial statements), proof of insurance, and surety. Contractors selected shall not be debarred on the Federal System for Award Management or the State of Oregon status lists.

1.10 BACKGROUND DOCUMENTS.

The following Background Documents shall be utilized by the contractor on future debris monitoring task orders. Other documents shall be utilized as applicable. Background Documents are available by download or are hereby attached and incorporated by reference at the links listed below:

- FEMA 325, “Debris Management Guide”, https://www.fema.gov/sites/default/files/2020-07/fema_125_public-assistance-debris-mgmt-plan_Guide_6-1-2007.pdf July, 2007
- FEMA Public Assistance Debris Monitoring Guide, https://www.fema.gov/sites/default/files/documents/fema_debris-monitoring-guide_sop_1-01-2021.pdf, March 2021
- FEMA Public Assistance Program and Policy Guide (PAPPG) https://www.fema.gov/sites/default/files/documents/fema_pappg-v4-updated-links_policy_6-1-2020.pdf, June 2020
- FEMA Unified Federal Environmental and Historic Preservation Review Guide
- Unified Federal Review Guidance for EHP Practitioners (Practitioner Guidance) <https://www.fema.gov/emergency-managers/practitioners/environmental-historic/review/library>, February 2023
- Clackamas County Debris Management Plan.

3.3.2. Term of Contract:

The term of the contract shall be from **January 1, 2026 through December 31, 2031**. It is agreed that, due to the nature of the work to be performed, the contractor does not begin work unless the County has issued a Notice to Proceed (“NTP”) to the contractor. After a NTP and Task Order are issued the contractor agrees to perform the work according to the timeline above.

A one-time adjustment to the contractors’ Fee Schedule may be requested by the contractor at a mutually agreeable date after the end of Year 2 of the contract and prior to the end of Year 3 of the contract. The Fee Adjustment shall be based on the most current 12-month Consumer Price Index – Urban (CPI-U). Fee Schedule adjustments will generally be considered by the County when the CPI-U during the first 2 years of the contract has exceeded the long-term mean CPI-U.

3.3.4 Sample Contract: Submission of a Proposal in response to this RFP indicates Proposer’s willingness to enter into a contract containing substantially the same terms (including insurance requirements) of the sample contract identified below. No action or response to the sample contract is required under this RFP. Any objections to the sample contract terms should be raised in accordance with Paragraphs 2.2 or 2.3 of this RFP, pertaining to requests for clarification or change or protest of the RFP/specifications, and as otherwise provided for in this RFP. This RFP and all supplemental information in response to this RFP will be a binding part of the final contract.

The applicable Sample Personal Services Contract, for this RFP can be found at <https://www.clackamas.us/finance/terms.html>.

Personal Services Contract (unless checked, item does not apply)

The following paragraphs of the Professional Services Contract will be applicable:

- ☐ Article I, Paragraph 5 – Travel and Other Expense is Authorized
- ☐ Article II, Paragraph 28 – Confidentiality
- ☐ Article II, Paragraph 29 – Criminal Background Check Requirements

- ☒ Article II, Paragraph 30 – Key Persons
- ☐ Article II, Paragraph 31 – Cooperative Contracting
- ☒ Article II, Paragraph 32 – Federal Contracting Requirements
- ☒ Exhibit A – On-Call Provision

The following insurance requirements will be applicable:

- ☒ Commercial General Liability: combined single limit, or the equivalent, of not less than \$1,000,000 per occurrence, with an annual aggregate limit of \$2,000,000 for Bodily Injury and Property Damage.
- ☒ Professional Liability: combined single limit, or the equivalent, of not less than \$1,000,000 per occurrence, with an annual aggregate limit of \$2,000,000 for damages caused by error, omission or negligent acts.
- ☒ Automobile Liability: combined single limit, or the equivalent, of not less than \$1,000,000 per occurrence for Bodily Injury and Property Damage.

SECTION 4 EVALUATION PROCEDURE

- 4.1** An evaluation committee will review all Proposals that are initially deemed responsive and they shall rank the Proposals in accordance with the below criteria. The evaluation committee may recommend an award based solely on the written responses or may request Proposal interviews/presentations. Interviews/presentations, if deemed beneficial by the evaluation committee, will consist of the highest scoring Proposers. The invited Proposers will be notified of the time, place, and format of the interview/presentation. Based on the interview/presentation, the evaluation committee may revise their scoring.

Written Proposals must be complete and no additions, deletions, or substitutions will be permitted during the interview/presentation (if any). The evaluation committee will recommend award of a contract to the final County decision maker based on the highest scoring Proposal. The County decision maker reserves the right to accept the recommendation, award to a different Proposer, or reject all Proposals and cancel the RFP.

Proposers are not permitted to directly communicate with any member of the evaluation committee during the evaluation process. All communication will be facilitated through the Procurement representative.

4.2 Evaluation Criteria

<u>Category</u>	<u>Points available:</u>
Proposer's Experience	0-25
Project Management Team and Key Support Personnel	0-20
Proposer's Resources	0-20
Project Approach	0-20
Fees	0-15
Available points	0-100

- 4.3** Once a selection has been made, the County will enter into contract negotiations. During negotiation, the County may require any additional information it deems necessary to clarify the approach and understanding of the requested services. Any changes agreed upon during contract negotiations will become part of the final contract. The negotiations will identify a level of work and associated fee that best represents the efforts required. If the County is unable to come to terms with the highest scoring Proposer, discussions shall be terminated and negotiations will begin with the next highest scoring Proposer. If the resulting contract contemplates multiple phases and the County deems it is in its interest to not authorize any particular phase, it reserves the right to return to this solicitation and commence negotiations with the next highest ranked Proposer to complete the remaining phases.

SECTION 5 PROPOSAL CONTENTS

5.1. Vendors must observe submission instructions and be advised as follows:

5.1.1. Proposals will only be accepted electronically thru Equity Hub's Bid Locker. Email submissions to Clackamas County email addresses will no longer be accepted.

5.1.2. Completed proposal documents must arrive electronically via Equity Hub's Bid Locker located at <https://bidlocker.us/a/clackamascounty/BidLocker>.

5.1.3. County reserves the right to solicit additional information or Proposal clarification from the vendors, or any one vendor, should the County deem such information necessary.

5.1.4. Proposal may not exceed a total of **50 pages** (single-sided), inclusive of all exhibits, attachments, title pages, pages separations, table of contents, or other information. The Proposal Certification Page will NOT count towards the final page count.

Provide the following information in the order in which it appears below:

5.2. Proposer's Experience (25 Points):

Provide documentation of federally declared in-progress or completed disaster debris monitoring projects performed as the *prime monitoring contractor*². To be considered as relevant experience debris monitoring projects must have used an Automated Debris Management System (ADMS) and been completed on or after calendar year 2005.

Evaluation of Contractor Experience shall be based on the size, currency, variety of waste streams (vegetative, C&D, fire generated) and complexity. Complex projects may include but are not limited to: 1) monitoring large quantities of lead debris, asbestos debris, fire debris or other uniquely hazardous debris; 2) monitoring debris management sites for construction & demolition debris reduction; and 3) monitoring private property debris removal with Right of Entry (ROE) management.

For each debris monitoring project (up to 10) provide the following documentation. Failure to provide complete documentation may exclude the event from further consideration as relevant experience.

1. FEMA declaration name and number
2. Location (County/state)
3. Public Agency (or Private Nonprofit Facility)
4. Public Agency Contact (name, telephone, email)
5. Start and end date of contract
6. Dollar value of contract
7. Quantity and type of debris monitored
8. ADMS used (name of system)
9. Complexity (brief description).

² Debris monitoring performed as a subcontractor to a U.S. Army Corps of Engineers (USACE) debris removal contractor executing a Direct Federal Assistance mission is acceptable.

5.3. Project Management Team and Key Support Personnel (20 Points):

Provide the names of Project Management Team and Key Support Personnel with debris monitoring and management experience that will be available to serve under the prospective contract by filling out Table 1. For purposes of this contract the “Project Management Team” consists of the Project Manager and Operations Manager. Alternates must be identified for both positions. Key Support Personnel include the Contractors FEMA Grant Manager; Environmental Specialist; Safety & Health Specialist; GIS Specialist; Safety & Health Specialist; Data Manager and Billing Analyst. All team members must have completed at least one (1) debris monitoring mission in the position they are filling and in the employment of the Contractor. Evaluation of the Contractors Project Management Team and Key Personnel shall be based on overall background and debris monitoring experience.

Table 1. Project Management Team and Key Personnel

Position	Name	FEMA Debris Missions ³	FEMA Debris Missions w/ Contractor	Years with Contractor ⁴
Project Manager				
Project Manager (ALT)				
Operations Manager				
Operations Manager (ALT)				
FEMA Grant Manager				
Environmental Specialist				
GIS Specialist				
Safety & Health Specialist				
Data Manager				
Billing Analyst				

5.4. Proposer’s Resources (20 Points):

Provide a description of Contractor Resources (excluding the Project Management Team and Key Support Personnel). Describe supplemental personnel and construction, production, and/or technical facilities, equipment, and other contractor and subcontractor resources available to work under the prospective contract during major and potentially concurrent disaster operations. Include a description of the Contractors Automated Debris Management System and verify the system meets or exceeds Clackamas County ADMS Requirements specified in the Scope of Work, paragraph 1.7. Evaluation of Contractor Resources will be based on the proposer’s demonstrated capability to perform debris monitoring on major and/or concurrent disasters and deployment of an Automated Debris Management System meeting or exceeding Clackamas County ADMS requirements.

³ Number of FEMA disasters which team member has deployed to on-site (with exception of Billing Analyst) to perform debris monitoring services. Individual resumes should support data in Table 1.

⁴ Partial years of employment may be rounded up to the next higher whole number.

5.5 Project Approach (20 Points):

Provide a brief description, not to exceed 2 pages, of how debris monitoring would be carried out following a no-notice catastrophic windstorm event impacting Clackamas County, Oregon with straight-line wind gusts exceeding 100 mph (Example Event). As a result approximately 200,000 Cubic Yards (CY) of vegetative debris and 50,000 tons of construction and demolition debris is located on the County right-of-way. Two temporary debris storage and reduction sites suitable for clean woody debris are available within the County. These sites are the Barton Compound (5 acres) and the OSU North Willamette Research and Extension Center (NWREC) (24 acres). The NWREC may also be used for C&D reduction subject to permitting by the Oregon DEQ. The Hillsboro, Oregon Landfill is available and operational. Project Approach must include an overview of project management, mobilization of resources, ADMS system and FEMA Grant management.

Evaluation will be based on the Contractor providing a concise, clearly written and effective Project Approach to the windstorm scenario demonstrating applied knowledge of disaster debris monitoring and Public Assistance Grant Management under the FEMA Public Assistance Program.

5.6 Fees (15 Points):

Fees should be on a time and material with a not to exceed fee basis. Fees should be sufficiently descriptive to facilitate acceptance of a Proposal. List the not-to-exceed amount you propose for the service. Fees and fee schedules should outline all estimated expenses, hourly rates for all assigned individuals, anticipated travel, other reimbursable expenses. **Complete the attached Fee Schedule with Proposal.**

5.7. Completed Proposal Certification (see the below form)

Fee Schedule for RFP#2025-44 Disaster Debris Monitoring and Management

Item	Position	Number	Hours/ Day	Total Days	Total Hours	Hourly Rate \$	Extended Cost \$
1	Project Manager	1	12	120	1440		
2	Operations Manager	1	12	120	1440		
3	FEMA/Grant Manager	1	4	120	480		
4	Field Supervisors	4	12	120	5760		
5	Field Monitors	20	12	120	28800		
6	DMS & Tower Monitors	4	12	120	5760		
7	Safety & Health Specialist	1	10	120	1200		
8	Environmental Specialist	1	10	120	1200		
9	GIS Specialist	1	10	120	1200		
10	Data Manager	1	10	120	1200		
11	Billing/Invoice Analyst	2	10	120	2400		
12	Data Entry/Admin Staff	2	10	120	2400		
						Total:	

Total numerically: _____

Total (written in words): _____

Signature: _____

Name and Title of authorized signer: _____

PROPOSAL CERTIFICATION
RFP #2025-44

Submitted by: _____
(Must be entity's full legal name, and State of Formation)

Each Proposer must read, complete and submit a copy of this Proposal Certification with their Proposal. Failure to do so may result in rejection of the Proposal. By signature on this Proposal Certification, the undersigned certifies that they are authorized to act on behalf of the Proposer and that under penalty of perjury, the undersigned will comply with the following:

SECTION I. OREGON TAX LAWS: As required in ORS 279B.110(2)(e), the undersigned hereby certifies that, to the best of the undersigned's knowledge, the Proposer is not in violation of any Oregon Tax Laws. For purposes of this certification, "Oregon Tax Laws" means the tax laws of the state or a political subdivision of the state, including ORS 305.620 and ORS chapters 316, 317 and 318. If a contract is executed, this information will be reported to the Internal Revenue Service. Information not matching IRS records could subject Proposer to 24% backup withholding.

SECTION II. NON-DISCRIMINATION: That the Proposer has not and will not discriminate in its employment practices with regard to race, creed, age, religious affiliation, sex, disability, sexual orientation, gender identity, national origin, or any other protected class. Nor has Proposer or will Proposer discriminate against a subcontractor in the awarding of a subcontract because the subcontractor is a disadvantaged business enterprise, a minority-owned business, a woman-owned business, a business that a service-disabled veteran owns or an emerging small business that is certified under ORS 200.055.

SECTION III. CONFLICT OF INTEREST: The undersigned hereby certifies that no elected official, officer, agent or employee of Clackamas County is personally interested, directly or indirectly, in any resulting contract from this RFP, or the compensation to be paid under such contract, and that no representation, statements (oral or in writing), of the County, its elected officials, officers, agents, or employees had induced Proposer to submit this Proposal. In addition, the undersigned hereby certifies that this proposal is made without connection with any person, firm, or corporation submitting a proposal for the same material, and is in all respects fair and without collusion or fraud.

SECTION IV. COMPLIANCE WITH SOLICITATION: The undersigned further agrees and certifies that they:

1. Have read, understand and agree to be bound by and comply with all requirements, instructions, specifications, terms and conditions of the RFP (including any attachments); and
2. Are an authorized representative of the Proposer, that the information provided is true and accurate, and that providing incorrect or incomplete information may be cause for rejection of the Proposal or contract termination; and
3. Will furnish the designated item(s) and/or service(s) in accordance with the RFP and Proposal; and
4. Will use recyclable products to the maximum extend economically feasible in the performance of the contract work set forth in this RFP.

Name: _____ Date: _____

Signature: _____ Title: _____

Email: _____ Telephone: _____

Oregon Business Registry Number: _____ OR CCB # (if applicable): _____

Business Designation (check one):

☐ Corporation ☐ Partnership ☐ Sole Proprietorship ☐ Non-Profit ☐ Limited Liability Company

☐ Resident Quoter, as defined in ORS 279A.120

☐ Non-Resident Quote. Resident State: _____

EXHIBIT D
CONTRACTOR'S RESPONSE



Disaster Debris Monitoring and Management

RFP 2025-44

July 2025

Electronic Submission | July 2025

Cover Letter

Clackamas County, Oregon
Electronic Submission

July 16, 2025

Subject: Disaster Debris Monitoring and Management (RFP 2025-44)

Dear Tralee Schmidt and Members of the Evaluation Committee,

Tetra Tech, Inc. (Tetra Tech) submits the enclosed proposal in response to Clackamas County's (County) request for proposals for **Disaster Debris Monitoring and Management**. Our proposal describes our technical expertise in disaster debris management and our approach to delivering unmatched services to the County:

- **National Leadership in Debris Monitoring.** Our team has successfully assisted **over 450 local and state government clients** with planning for and recovering from disasters. With extensive experience successfully managing multiple disaster response and recovery operations across the U.S. simultaneously, we have overseen and managed the removal of **over 256 million cubic yards (CYs) of debris**, resulting in more than **\$81 billion in reimbursable costs** to our clients. We have served as the ground-zero debris monitoring consultant for hundreds of clients affected by our nation's most catastrophic natural disasters, including Hurricanes Milton, Helene, Ian, Laura, Sally, Michael, Irma, Matthew, Florence, and Harvey; over a dozen wildfires; and numerous severe storms, tornadoes, and flooding events.
- **Deeply Experienced Project Management Team.** The team of disaster debris experts who were specifically selected for this engagement were chosen based on their experience, programmatic expertise, and availability to respond to Clackamas County's needs. Leading the Tetra Tech Disaster Recovery division is **Mr. Jonathan Burgiel, a 35-year veteran of the industry who is a leading expert in disaster debris monitoring and Federal Emergency Management Agency (FEMA) reimbursement**. Additionally, proposed **Project Manager Frank Guthman** is an expert in large-scale mobilizations, project staffing, and debris monitoring operations, and has experience working with the County during 2021 Oregon Wildfires and Straight-Line Winds.
- **Extensive Experience Along the West Coast.** Tetra Tech has extensive experience providing debris monitoring and recovery services to numerous communities along the West Coast. Tetra Tech was contracted through CalRecycle and other California agencies to provide project management and oversight for some of the largest wildfire recovery efforts ever seen, including the Los Angeles, Palisades, Camp, Clayton, Detwiler, Erskine, Helena, Lake, Soberanes, NorCal, Thomas, Carr, Mendocino, and Woolsey wildfires. We are proud to be trusted by the County as its incumbent debris monitoring services provider and proven long-term partner in disaster response and recovery. We renew our commitment to provide swift, dedicated, and compliant service, as we have in 2021 following Oregon's wildfires.
- **Proprietary, Best-in-Class Automated Debris Management System (ADMS) Technology.** Via *RecoveryTrac™* ADMS, our staff can monitor and manage a recovery effort electronically, increasing productivity while decreasing fraud, human error, and cost to Clackamas County. *RecoveryTrac™* ADMS enables real-time collection data and furnishes accurate and timely reporting to County stakeholders. ***RecoveryTrac™* ADMS has been validated by the United States Army Corps of Engineers (USACE) twice (in 2015 and 2023) and is the ADMS preferred by USACE debris contractors.**
- **Cost-effective Solution for Recovering Communities.** Our team of disaster recovery experts remains on the forefront of the debris monitoring industry, and we are committed to providing the latest technological advancements, which increase efficiency and result in significant cost savings for our clients. **Tetra Tech provides the best value by arming recovering communities with unmatched expertise and reasonably priced hourly rates thanks to advancements in our proprietary ADMS technological capabilities.**

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

Technical Representative: *Mr. Ralph Natale*
1750 S. Harbor Way Ste. 400 Portland, OR 97201
Phone: (407) 803-2551 | Fax: (321) 441-8501
ralph.natale@tetratech.com

Contractual Representative: *Ms. Betty Kamara*
1750 S. Harbor Way Ste. 400 Portland, OR 97201
Phone: (407) 803-2551 | Fax: (321) 441-8501
TDR.contracts@tetratech.com

Sincerely,



Jonathan Burgiel - Business Unit President – Tetra Tech Disaster Recovery

Table of Contents

Cover Letter	1
Table of Contents	2
5.2 Proposer's Experience	3
5.3 Project Management Team and Key Personnel	21
5.4 Proposer's Resources	27
5.5 Project Approach	36
Fees	45

5.2 Proposer's Experience

Tetra Tech is the leader in water, environment, and sustainable infrastructure, providing high-end consulting and engineering services for projects worldwide. Founded in 1966, Tetra Tech is one of the leading firms in the nation in the field of disaster management and homeland security, with millions of dollars in revenue coming from contracts in such diverse areas as infrastructure hardening and protection; disaster recovery; emergency management, planning, and preparedness; community resilience; environmental services, and grant management. Tetra Tech supports government and commercial clients by providing innovative solutions to complex problems focused on water, environment, energy, infrastructure, and natural resources. We are a global company with over 30,000 employees that is *Leading with Science®* to provide innovative solutions to complex problems for our public and private clients.



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

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

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



Knowledge and Expertise

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

Tetra Tech Disaster Recovery is a national leader in the field of disaster management. Our contracts with federal agencies and state and local governments are in diverse areas such as disaster recovery consulting and technical assistance; staff augmentation; community resilience; grant management; and disaster debris planning and preparedness. Our team offers deep understanding of the FEMA, FHWA, and other regulatory agencies' policies and procedures. We have worked closely with these agencies, recipients, and subrecipients on billions of dollars' worth of projects to determine project eligibility and to provide technical assistance, detailed damage inspection reports, cost estimates, validation and testing, audit documentation, and process reimbursements. Our team also maintains strong relationships with many of the lead federal officers, state agency leadership, local governments, and other staff.

Unmatched Debris Monitoring Experience

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

Exhibit 1. Experience Matrix (2001 - Present)

OVER 100 EVENTS SINCE 2001

2025

LA COUNTY FIRES, CA – 1 Client

2024

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

2023

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

2022

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

2021

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

2020

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

2019

TROPICAL STORM IMELDA – 3 Clients
HURRICANE DORIAN – 4 Clients
TORNADOES – 2 Clients

2018

HURRICANE MICHAEL – 13 Clients
HURRICANE FLORENCE – 12 Clients
WILDFIRES – 1 Client

2017

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

2016

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

2015

WILDFIRES – 2 Clients
SEVERE STORMS – 3 Clients
FLOODING – 10 Clients

2014

FLOODING – 1 Client
TORNADOES – 2 Clients
ICE STORM – 7 Clients

2013

ICE STORM – 2 Clients
FLOODING – 1 Client

450+
COMMUNITIES

IN 25 STATES

& 3 TERRITORIES

256M
CUBIC YARDS OF
DISASTER DEBRIS

2012

HURRICANE SANDY – 13 Clients
HURRICANE ISAAC – 5 Clients
TROPICAL STORM DEBBY – 3 Clients

2011

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

2010

FLOODING – 2 Clients
TORNADOES – 1 Client
ICE STORMS – 1 Client
TROPICAL STORM ALEX – 1 Client

2009

ICE STORMS – 1 Client
SNOW STORMS – 2 Clients
TROPICAL STORM IDA

2008

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

2007

MIDWEST ICE STORM – 3 Clients
TORNADOES – 2 Clients
MIDWEST SNOW STORMS – 3 Clients

2006

BUFFALO SNOW STORMS – 6 Clients

2005

HURRICANE WILMA – 17 Clients
HURRICANE RITA – 3 Clients
HURRICANE KATRINA – 11 Clients
HURRICANE DENNIS – 5 Client

2004

HURRICANE JEANNE – 2 Clients
HURRICANE IVAN – 3 Clients
HURRICANE FRANCES – 2 Clients
HURRICANE CHARLEY – 2 Clients

2002

HURRICANE LILI – 1 Client

2001

TROPICAL STORM GABRIELLE – 1 Client

Large-Scale Debris Monitoring Experience

Clients count on us to respond in their time of need, and we have never failed to deliver. Our team of debris experts and vast resources allow us to respond to our clients’ deployment and mobilization needs, regardless of size, location, or type of disaster. **More than 6,000 Tetra Tech field staff were deployed in concurrent responses to Hurricanes Harvey, Irma, Maria, and the California wildfires in 2017–2018. Most recently, following Hurricanes Helene and Milton in 2024, Tetra Tech deployed over 4,000 staff across the Southeast.** Tetra Tech understands the unique aspects and special considerations related to large-scale operations.

Tetra Tech has been activated for over 100 disasters:



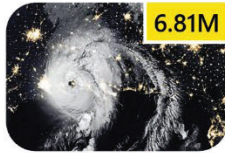
Including the nation’s most catastrophic debris-generating events:



We are built to handle large-scale and high-profile recovery missions:



CalRecycle
Camp Wildfire, 2018



Calcasieu Parish, LA
Hurricane Laura, 2020



Houston, TX
Hurricane Ike, 2008



Escambia County, FL
Hurricane Ivan, 2004



Charlotte County, FL
Hurricane Ian, 2022



Baldwin County, AL
Hurricane Sally, 2020



Lake Charles, LA
Hurricane Laura, 2020



Miami-Dade County, FL
Hurricane Katrina, 2005



Miami-Dade County, FL
Hurricane Irma, 2017



Collier County, FL
Hurricane Irma, 2017



Bolivar Peninsula, TX
Hurricane Ike, 2008



Harrison County, MS
Hurricane Katrina, 2005



Harris County, TX
Hurricane Ike, 2008



Miami-Dade County, FL
Hurricane Wilam, 2005



Gulfport, MS
Hurricane Katrina, 2005



VDOT
Hurricane Helene, 2024



Polk County, FL
Hurricane Irma, 2017



Hilton Head Island, SC
Hurricane Matthew, 2016



St. Petersburg, FL
Hurricane Milton, 2024



SCDOT
Hurricane Helene, 2024

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

We know Clackamas County

In the aftermath of the 2021 Oregon Wildfires and Straight-Line Winds, our team supported Clackamas County through a comprehensive debris recovery mission involving both public and private lands. Our lead coordinator, Frank Guthman, managed cleanup activities related to private property debris removal (PPDR) and Hazardous Tree Removal within County rights-of-way. Frank served as the County's primary point of contact for a wide range of stakeholders, including property owners, Oregon DOT officials, and debris removal contractors, ensuring streamlined field operations and efficient communication.

In addition to coordinating recovery efforts, Frank provided direct field support by resolving technical challenges, offering expert input on work practices, and helping to ensure compliance with health, safety, and environmental standards. His role was integral to maintaining workflow integrity and responsiveness throughout the operation.



Scan the QR codes above to view samples of Tetra Tech's recent podcast interviews and news coverage.

Specialized Public Information Support

Effective public communication is critical to the success of debris missions to educate residents on collection procedures and to ensure eligibility and documentation requirements are met. Tetra Tech provides bilingual materials, targeted outreach, and **specialized support to create and distribute public-facing messaging**.

Our team, led by PIO Brandi Bates, will work closely with County departments to coordinate messaging across traditional media, social platforms, and direct community engagement.

Our program is designed to maximize federal grant reimbursement.

Tetra Tech have supported clients across the state and have successfully helping our clients navigate the Oregon Department of Emergency Management reimbursement and closeout process. Our understanding of requirements for eligibility, documentation, and reimbursement has helped our clients obtain **over \$81 billion in reimbursed costs**.

REGION 10

The nuances presented in each Region's administration of the FEMA PA program provide their own challenges. We know Region 10 approach to administering FEMA PA and have helped clients successfully navigate it for years.

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

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

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



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

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

- Allison McLeary, Esq.
Senior Management Team

Focus On FEMA Programs \$70 billion+ Managed

Experience Summary

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

Our experience supporting clients with FEMA programs includes:

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

Recent Sample Projects

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

FEMA Focus Areas



Tailored Procedures

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



Understanding of FEMA Regulations

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



Relationships Regional Reps

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



Audits and Appeals

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

Disaster Recovery Program Management Services

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

Exhibit 2. Disaster Recovery and Special Program Management Capabilities

Disaster Recovery Program Management	
Emergency road clearance	Final debris disposal at a landfill or other end use
Curbside debris collection	Conflict and damage resolution
Operation of citizen drop-off sites	Truck certification
Data management and invoice reconciliation	Right-of-entry administration
Oversight of debris management sites	
Special Programs Management	
Animal carcass removal and disposal	Marine and waterway debris removal
Asbestos abatement	Private property demolition and debris removal
Beach remediation and restoration	Nuisance abatement ordinance administration
Construction and demolition debris removal	Saltwater killed tree removal
Creosote piling removal	Sediment dredging and removal
Drainage and canal debris removal	Subsurface storm drain debris removal
E-waste debris removal	Vessel and vehicle recovery
Hazardous waste debris removal	Wetland and parkland debris
Hazardous tree and stump removal	White goods and putrescent waste removal

Wildfire Recovery

Our team has unmatched experience in providing wildfire remediation services. We have provided project management and recovery oversight for some of the nation's largest wildfires, including the 2025 Los Angeles Wildfires, 2011 Bastrop County Wildfire in Texas, the 2021 Dixie Fire, 2018 Camp Fire, 2017 Northern California Wildfires, Thomas, Mendocino Complex, Carr, Camp, and 2020 California Wildfires (Northern Branch division) in the last 4 years alone.

Tetra Tech has supported our clients with post-fire remediation since 2011, gaining specialized skillsets in structural debris management in compliance with strict state and federal regulations and protocols. Our team has also assisted numerous clients in assessments, surveying, documenting, and monitoring the remediation of wildfire debris. In total, our team has successfully managed the removal of and reimbursement for **over 7.6 million tons of fire debris, 3.1 million hazardous trees, and the demolition and debris removal of over 22,000 fire-damaged residential and commercial structures.**

Throughout these projects, our team has conducted damages assessments, hazardous site assessments and environmental sampling (soil and water), completed air monitoring and sampling activities, coordinated and monitored debris removal operations, monitored hauling/disposal operations, and provided extensive data management. The magnitude and nature of these events has allowed us to develop real-time data collection platforms, operational, and logistical methodologies that will be utilized for this project.

Tetra Tech provided environmental compliance and disaster debris monitoring services in New Mexico through the US Army Corps of Engineers, showcasing our ability to handle complex wildfire debris challenges specific to the State.

Tetra Tech is the premier partner for wildfire debris monitoring and recovery.

We provide comprehensive solutions that ensure rapid response, meticulous compliance, and seamless project execution. Our proven track record on wildfire debris monitoring missions since 2011 makes us the trusted partner Clackamas County needs to support its debris operation. Our team has the experience and expertise to support each step along the way.

IMMEDIATE RESPONSE

Rapid Mobilization: Tetra Tech is known for its ability to deploy skilled teams quickly. We are prepared to **respond within 24 hours**, ensuring immediate support for monitoring efforts.

Reliable Scalability: Our ability to hire, train, and deploy local teams ensures rapid and effective mobilization that is tailored to our clients' needs and aligned with the pace of each removal contractor.

UNMATCHED EXPERTISE

Proven Methodologies: With a history of successful wildfire debris monitoring and recovery operations, Tetra Tech leverages its expertise to ensure efficient, compliant, and effective project execution.

Tribal Coordination: Tetra Tech has a proven track record of successful collaboration with tribal communities, integrating cultural and historical considerations in every project.

TURNKEY SERVICES

Collaboration with Contractors: Tetra Tech has successfully partnered with all industry leading removal contractors on fire projects and is prepared to integrate into operations with **zero learning curve**.

Proven Performance: We have extensive experience managing complex wildfire debris projects, including dozens of large-scale PPDR/right-of-entry (ROE) fire debris monitoring projects.

SIMPLIFYING COMPLEXITY

Comprehensive Compliance: Tetra Tech is the **go-to firm for operationalizing complex technical requirements**. We excel in navigating complex needs to deliver project success and adhere to applicable guidelines.

Safeguarding Reimbursement: Tetra Tech's meticulous documentation and compliance management ensure that projects meet FEMA requirements, safeguarding maximum reimbursement for our clients.

Private Property/Right-of-Entry Debris Removal

Our team has administered many of the largest PPDR programs in U.S. history, encompassing **53,000+ parcels in the past 20 years**. Tetra Tech assists communities with ensuring they have the legal authority via local and state ordinances to enter onto private property. We also assist with preparing submittal packages for FEMA to approve the program, promoting the ROE program with residents, and ensuring the program is properly documented. Included below is a representative sample of our PPDR projects.

112 PRIVATE PROPERTY DEBRIS REMOVAL PROJECTS MANAGED



SCOPE TASKS

Application Administration
Data Management
Debris Removal Monitoring
Demolition Program Management
Historical/Environmental Review
Individual Property Debris Tracking
Property Close Out
Property Survey
Public Advertisement
Reduction/Disposal Monitoring
Scheduling

LA County Wildfires (2025) 1 client
Hurricane Helene (2024) 8 clients
Hurricane Milton (2024) 10 clients
Hawaii Wildfires (2023) 2 clients
Hurricane Ian (2022) 23 clients
CA Wildfires (2022) 3 clients
Surfside Condo Collapse (2021) 1 client
Hurricane Ida (2021) 2 clients
Wildfires (2021) 15 clients
Hurricane Laura (2020) 1 client
North Branch Wildfires (2020) 9 clients
Hurricane Michael (2018) 3 clients
Hurricane Florence (2018) 1 client
Camp Wildfire (2018) 1 client
Mendocino-Complex Fire (2018) 1 client
Carr Wildfire (2018) 1 client
Severe Storms/Tornadoes (2017) 1 client
Hurricane Harvey (2017) 2 clients
NorCal Wildfires (2017) 4 clients
Thomas Wildfire (2017) 1 client
Detwiler Wildfire (2017) 1 client
Helena Wildfire (2017) 1 client
Flooding & Severe Storms (2016) 1 client
Flooding (2016) 1 client
Erskine Wildfire (2016) 1 client
Clayton Wildfire (2016) 1 client
Butte Wildfire (2015) 1 client
Valley Wildfire (2015) 1 client
Flooding (2014) 1 client
Flooding (2013) 1 client
Hurricane Sandy (2012) 1 client
Hurricane Isaac (2012) 1 client
Wildfires (2011) 1 client
Ice Storm (2009) 1 client
Flooding (2008) 2 clients
Hurricane Ike (2008) 2 clients
Hurricane Gustav (2008) 1 client
Hurricane Katrina (2005) 2 clients
Hurricane Wilma (2005) 1 client

Vessel and Vehicle Recovery

Tetra Tech is able to assist the County in documenting the locations and quantities of vessel and vehicle debris in the County and presenting a case to FEMA to approve and fund the program. The County must first show that they have a legal responsibility to remove the debris and that the debris is not the responsibility of another state or federal agency such as the USACE or the NRCS. Vessel and vehicle debris on private land may present unique ingress/egress challenges and require ROE agreements for access.

Tetra Tech has monitored vessel recovery for several clients, including:

- **NJDEP** – Hurricane Sandy | 80 vessels
- **Escambia County, FL and Monroe County, FL (Florida Keys)** – Hurricane Wilma | 450 vessels
- **Beaufort County, SC** – Hurricane Matthew | 50+ vessels
- **FDEP** – Hurricanes Matthew, Michael, and Irma | 64 vessels
- **Miami-Dade County, FL** – Surfside Condo Collapse | 100 vehicles

Leaning Trees, Hanging Limbs, and Stump Removal

Tetra Tech offers expertise in reimbursement for the removal of leaning trees, hanging limbs, and stumps. Our team has extensive experience helping communities avoid the de-obligation of funds or non-reimbursement for these activities due to ineligible work. In 2020, our team monitored the removal and disposal of nearly 200,000 hazardous trees and hangers following consecutive Hurricanes Laura, Sally, Delta, and Zeta.

3.1 million

HAZARDOUS TREES, LIMBS, AND STUMPS REMOVED



2,557,070
HANGING LIMBS



555,608
HAZARDOUS TREES



20,207
STUMPS

FEATURED EVENTS

FL Severe Storms and Tornadoes (2024)	3,919 Limbs 322 Trees
Lahaina Wildfires (2023-2024)	1,200 Trees
City of Austin Winter Storm (2023)	10,364 Limbs 598 Trees
Hurricane Ian (2022)	95,099 Limbs 16,253 Trees
CA Wildfires (2015 - 2022)	3,777 Limbs 246,140 Trees
Hurricane Ida (2021)	79,469 Limbs 3,144 Trees
Hurricane Sally (2020)	43,692 Limbs 5,888 Trees
Hurricane Laura (2020)	120,198 Limbs 13,160 Trees
Hurricane Zeta (2020)	34,245 Limbs 4,902 Trees
Hurricane Michael (2018)	27,562 Limbs 9,949 Trees
Hurricane Florence (2018)	14,609 Limbs 259 Trees
Hurricane Irma (2017)	316,108 Limbs 10,862 Stumps
Hurricane Matthew (2016)	183,214 Limbs 12,769 Trees
Winter Storm Alfred (2011)	84,135 Limbs 12,355 Trees
Hurricane Ike (2008)	364,860 Limbs 29,489 Trees
Midwest Winter Storm (2007)	99,382 Limbs 2,682 Trees

Hazardous Material Removal

Major disasters, particularly those that involve significant flooding, will result in the need to address hazardous materials. Typically, the U.S. Environmental Protection Agency (EPA) is responsible for identifying and removing large quantities of household hazardous waste (HHW) (containers over 5 gallons such as large commercial/industrial storage tanks, propane tanks, 55-gallon drums, etc.). Local governments are charged with implementing collection programs for HHW, including but not limited to containers with paints, pesticides, household cleaners, oils/solvents, and fuels. Our team has broad experience helping local governments plan, procure, implement, and track disaster-related HHW collection programs at curbside or drop-off locations. Following Hurricane Ike, a storm surge covered almost all of Galveston Island, Texas. Our team helped the City of Galveston implement one of the largest post-disaster HHW programs in U.S. history, in addition to working cooperatively with the EPA on large quantity HHW recovery.

Asbestos-Containing Material Management

Through our team's years of demolition experience, Tetra Tech has developed best management practices for documenting and monitoring work related to asbestos-containing material (ACM). Tetra Tech will collect and catalog all pertinent information related to the ACM content for a property. Once the remediation contractor has removed and wrapped the ACM, Tetra Tech will document the transfer of custody through final disposition. As part of the ACM documentation process, Tetra Tech will also collect and pair all waste shipment records to the respective load tickets. Additionally, during the course of the project if Tetra

Tetra Tech notices any lack of due diligence or potential for environmental violations, our management staff will notify County officials immediately and assist in creating a mitigation strategy. In the instance of non-ACM debris removal, Tetra Tech will collect and digitally link all DMS or landfill manifest with the corresponding load ticket. Most recently, as part of our work for CalRecycle Tetra Tech has assisted with documenting the removal of ACM for properties damaged by the devastating wildfires.

Project Profiles

Similar to the services being requested by the County, our team has successfully assisted over 450 clients with recovering from the damaging effects of wildfires, tornadoes, floods, and ice storms across the country. Our efforts have allowed our clients to maintain their focus on continuing daily operations while relying on us to oversee the management of debris removal operations and federal reimbursement in compliance with FEMA and FHWA guidelines and reimbursement procedures.

The following projects are a representative sample of our experience and accomplishments in performing services that are similar in scope, complexity, and magnitude to the Clackamas County with over 250,000 cubic yards of debris. ***Additionally, each of the following public agencies projects utilized Tetra Tech's ADMS, RecoveryTrac™.***



Private Hazardous Tree Removal Program

The Camp Fire incident burned more than 153,000 acres and destroyed more than 18,000 structures. As part of their recovery efforts from the Camp Fire incident, the Town of Paradise enacted Ordinance 588, which required residents to remove remaining fire-damaged trees that may fall and impact the Town right-of-way or public structures. The Town estimated that approximately 2,740 parcels within the Town still had hazardous, fire-damaged trees.

The Town of Paradise tasked Tetra Tech with providing teams of ISA Certified Arborists to assess parcels within the Town whose owners had entered the Private Hazardous Tree Removal Program. By electing the Private Hazard Tree Removal Program, property owners requested to remove remaining hazardous trees that were a result of the Camp Fire and fall within the criteria of the Town's hazard tree ordinance.

Tetra Tech's ISA Arborists completed individual property surveys to either verify all hazardous fire damaged trees were removed by the private resident or identify and digitally mark the remaining hazardous trees that require removal. The individual property surveys are being completed using Tetra Tech's automated survey tool, *RecoveryTrac™*. The electronic survey form reduces the amount of time required to perform a site survey, captures individual tree details and photographs, and uploads information directly to Tetra Tech's geospatial reporting tools. The geoportal provides the Town with real-time information regarding both surveys and the hazardous trees identified.

The Town also tasked Tetra Tech with completing surveys from the right-of-way (ROW) for parcels that were not entered into either the government or the private program. These parcels could potentially fall into an involuntary category that would significantly increase the Town's cost for recovery. As such, Tetra Tech performed ROW surveys to identify parcels with no remaining hazardous trees as identified from the ROW.

Client/Location

Town of Paradise, California

Start/End Dates

July 2020 – December 2022

Quantities & Type

1,445+ properties surveyed
2,432+ hazardous trees identified

Value of Contract

\$500,000 (part of the Butte County contract)

FEMA Declaration Name

Camp Fire (FM-2782-CA)

Reference

Brian Solecki, Project Manager,
Recovery and Economic
Development
530-872-6291 x165
bsolecki@townofparadise.com



Debris Disaster Monitoring

The devastating Oak Fire was first reported on July 22, 2022. Multiple officials stated that the fire showed unprecedented behavior, including the formation of a pyrocumulous cloud that could be seen almost 150 miles away. The Oak Fire threatened several areas in this rural county. Outside Yosemite National Park, nearly 6,000 people were evacuated. Ultimately, the fire burned **19,244 acres**, including damaging or destroying over 100 buildings, before being fully contained.

Tetra Tech and Mariposa County have a master service agreement (MSA); responding to the Oak Fire disaster was the first project under this MSA. Before the debris hauler contractor was procured, the Tetra Tech team completed surveys to allow for quick responses. The County reached out several occasions to encourage residents to complete the right of entry (ROE) forms for tree removal, and the County compared that list to the data compiled by CAL Fire to identify if any residents were missed. As a result of our close collaboration, the site assessments and asbestos assessments were conducted very quickly, resulting in rapid debris removal. The County provided a location for the Debris Removal Operation Center (DROC) in the middle of the burn scar, allowing for real-time communication with the affected residents and improved community relations due to increased visibility. By the end of the process, **debris was removed from 156 parcels of land, totaling more than 39,937 tons, including 3,000 leaners and hangers.**

For this project, the team has four division supervisors – three over debris, due to the remote locations of several parcels and the logistical challenges – and one for trees. There were 10 debris Task Force Leaders (TFLs), four tree TFLs, and eight disposal TFLs. All but two of the TFLs were California residents.

Client/Location

Mariposa County, California

Start/End Date

September 2022 – February 2023

FEMA Declaration Name

California Oak Fire (FM-5445-CA)

Quantities & Type

39,947 tons

3,000 leaners and hangers

Value of Contract

\$16,177,175

Reference Contact

Wes Smith, EOC Coordinator

209-966-3615 ex. 2306

wsmith@mariposacounty.org



Debris Disaster Monitoring

Following the California Butte County Wildfire in 2015, Tetra Tech was awarded a contract to identify and document the removal of non-viable trees damaged during the event. Tetra Tech immediately began hiring locally based arborists and field monitors to identify and mark trees that were damaged by the fire to the extent that they posed a threat to public safety. Additionally, our management team was tasked with ensuring project compliance with NEPA, CEQA, and Tribal Monitor requirements and regulations.

Congruent with the identification and documentation of non-viable trees along the public rights-of-way (ROW), the project management team also initiated public outreach to property owners along the public roadways to obtain right-of-entry forms (ROE). These ROE forms allowed the arborists on private property to assess and, as warranted, mark for eventual removal the trees that posed a threat to County-maintained roads and ROWs. Outreach consisted of phone calls, mailings, and postings at residential driveway entrances as well as public meetings to encourage residents to sign the ROE forms.

Ultimately, approximately 2,100 hazardous trees were marked as designated for removal on the public ROW, and 6,400 were on private property adjoining the public roads.

Tetra Tech recently dedicated over 100 hours to retrieving and analyzing data for Calaveras County, **an effort that directly saved the County an estimated \$13 million.** This substantial cost avoidance was achieved without charging the County for our time or services, exemplifying our commitment to client success. Our proactive, detailed support and exceptional data management have earned high praise from the County, who continue to view us as a trusted and responsive partner.

Client/Location

Calaveras County, California

Start/End Date

September 2015–December 2017

FEMA Declaration Name

Butte Fire (FEMA-4240-DR)

Quantities & Type

Total of 8,500 trees removed

2,100 public ROW

6,400 private property

Value of Contract

\$4,246,292

Reference Contact

Robert J. Pachinger, P.E., P.L.S.

Deputy Director of Public Works

rpachinger@calaverascounty.gov

(209) 754-6401



North Branch Wildfire Incident | California Department of Resources, Recycling and Recovery

In the wake of California wildfires in 2020, CalRecycle was tasked by CalOES to manage coordinated structural debris, environmental clearance, and hazard tree removal projects for structures and trees throughout the State (divided into four main branches). Tetra Tech was selected by CalRecycle to support the Northern Branch of California, which includes portions of Butte, Del Norte, Lassen, Nevada, Plumas, Shasta, Sierra, Siskiyou, Trinity, and Yuba Counties. **Over 2,100 properties in the Northern Branch required Structural Debris Removal Services, Environmental Support, and/or Hazard Tree Removal in the affected region.**

In addition to a multifaceted debris removal operation which combined both structural and hazardous tree services, Tetra Tech successfully coordinated the response in an extremely challenging area due to both size and terrain. A distance of 350 miles separated the northernmost and southernmost properties, and remote and perilous topography necessitated enhanced planning.

During this operation Tetra Tech collected **over 30,000 soil samples and 15,000 asbestos samples**. XRFs were used during this operation as a screening tool to ensure confirmation samples would meet cleanup goals. Level 2A data verification was completed on all soil analytical results. Individual property work includes daily coordination and interaction with impact residents.

Our team also performed debris management services and environmental monitoring operations for both private and commercial burned parcels, which included coordinating waste streams and appropriate landfill disposals; conducting hazardous materials assessments; and monitoring demolition, structural ash, and debris removal contractors. Tetra Tech managed environmental and removal data; performed real-time air monitoring; and collected soil confirmation samples from cleaned properties to ensure safe transfer back to their respective owners. Additionally, Tetra Tech worked with CalRecycle to develop several new survey tools to document the phases of structural debris removal.

Our team has also been assisting CalRecycle in the coordination, documentation, and related efforts necessary to coordinate with county, state, and federal agencies to document: structural debris data; environmental findings; hazard tree assessments; and removal, processing, and transport to end use/disposal facilities. The work performed is in full compliance with CalOES and FEMA project requirements, while protecting public health and safety and the environment.

Client/Location

California Department of Resources, Recycling and Recovery (CalRecycle)

Locations

Butte, Del Norte, Lassen, Nevada, Plumas, Shasta, Siskiyou, Trinity, and Yuba Counties

FEMA Declaration Name

California Wildfires (DR-4569-CA)

Start/End Dates

November 2020 – June 2022

Quantities & Type

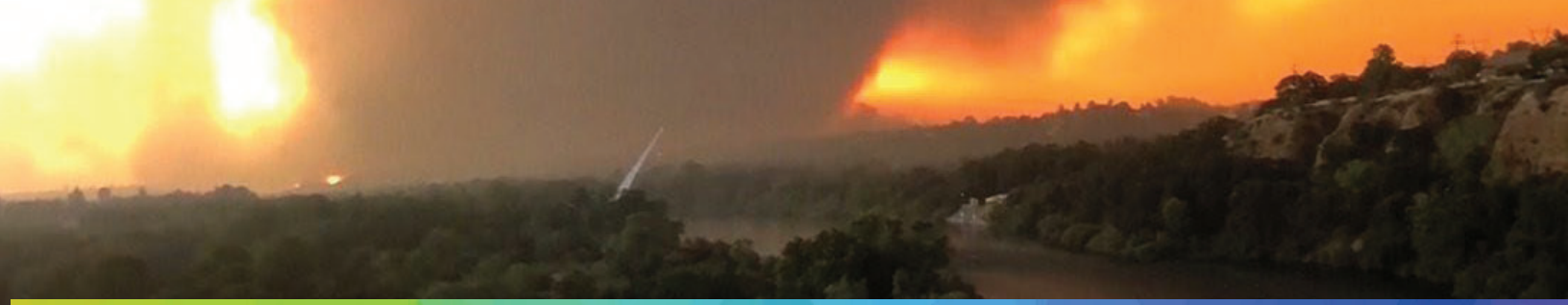
410,000 tons debris
30,000 soil samples
15,000 asbestos samples

Value of Contract

\$249,261,377

Reference Contact

Stephen Eto, North Branch, Debris Group Supervisor
(916) 341-6132
stephen.eto@calrecycle.ca.gov



Disaster Debris Management Services

Every year, California experiences devastating wildfires that claim lives, destroy property, and harm the environment. The Camp Wildfire of November 2018 damaged or destroyed more than 18,000 structures and scorched more than 153,000 acres of land in Butte County, making it the most destructive wildfire in California's history, as well as the world's costliest natural disaster in 2018. CalRecycle retained Tetra Tech to **provide certified arborists to assess hazardous trees that presented access issues on properties**, as well as administrative and technical support services for disaster debris and hazardous tree removal throughout Butte County. As with any private property debris removal program, the paperwork involved in the packet management of the individual properties is a tremendous undertaking.

Tetra Tech performed debris management services and environmental monitoring operations on behalf of CalRecycle for both private and commercial burned parcels. The hazardous material of concerns included asbestos, lead, polychlorinated biphenyls, mercury, and, in some cases, radiation. Tetra Tech provided this support within Incident Command System roles, including command, operations, and planning. Our team coordinated waste streams and appropriate landfill disposals; conducted hazardous materials assessments; monitored demolition, structural ash, and debris removal contractors; managed data; performed real-time air monitoring; and collected soil confirmation samples from cleaned properties to ensure safe transfer back to their respective owners. This complex, multifaceted project required Tetra Tech to continuously assess a myriad of logistical, regulatory, and technical challenges and develop solutions for CalRecycle to quickly restore property ownership to the residents of Butte County.

For the Camp Fire, Tetra Tech streamlined environmental and debris management activities, focusing on exact work products to rapidly deliver timely and accurate project information through an integrated and reliable information management system. This entailed the use of *RecoveryTrac™*, Tetra Tech's proprietary automated debris management system, to provide real-time financial tracking to all stakeholders.

Our team utilized in-house subject matter experts who worked directly with CalRecycle and local officials and functioned as an extension of CalRecycle Operations, dealing with homeowner issues and complex debris removal operations. Our team also used drones to capture difficult-to-collect information for debris operations on steep hillsides and assist in quickly locating debris over large areas during the site assessment phase.

Additionally, given that thousands of residents had been displaced and hotels in the area were at maximum capacity, Tetra Tech **established and maintained a base camp area to house 300 field personnel**.

While cleanup of burned properties was at the forefront of the Camp Fire Incident, Tetra Tech utilized sound environmental science and data innovation to complete multiple tasks on behalf of CalRecycle. This work included rigorous health, safety, and environmental assessments, both for workers on site and for the surrounding community; real-time data collection; evaluation of public health effects and impacts; and proper site and waste management to confirm that structural ash and debris were properly inspected and disposed. The Camp Fire Incident was a dynamic project with priorities and objectives that changed daily and, at times, even hourly. Tetra Tech's experts provided continuous expert support to CalRecycle with the shared goal of delivering responsive, safe, and cost-effective solutions to affected residents.

Client

CalRecycle/CalOES in Butte County,
California

Start/End Dates

January 2019 – March 2020

FEMA Declaration Name

Camp Fire (DR-4407-CA)

Quantities & Type

3,674,813 Tons

316 Hazard Trees Removed

Contract Value

\$1,114,883,816

Reference Contact

Cole Glenwright, Chief, Debris
Operations Unit
(916) 425-0302
cole.glenwright@caloes.ca.gov

5.3 Project Management Team and Key Personnel

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

Our staff members have **managed the removal of and reimbursement for over 256 million cubic yards (CYs) of debris as well as the demolition of over 22,000 uninhabitable residential and commercial structures.** Our team has monitored and obtained FEMA, FHWA, and NRCS reimbursement on over 30 debris removal projects in excess of 1 million CYs of debris and understands the significant resource commitment and effort that is necessary to manage and monitor large-scale debris removal operations for local governments. Our record of success includes serving over 450 state and local government clients in response to over 100 presidential disaster declarations over the last decade. Our team has obtained **over \$81 billion in reimbursement funds** for our clients from federal agencies. Tetra Tech is committed to providing Clackamas County an experienced project manager and consistent project management team that will expedite recovery efforts by establishing a coordinated and organized approach to debris removal. Our dedicated team is available to Clackamas County 365 days per year.

Senior Management and Advisory Team

Our senior management and advisory team will provide expert oversight and assistance at critical junctures. This team is prepared to provide both tactical and strategic guidance for the duration of any disaster recovery operation. These individuals bring decades of disaster debris monitoring and reimbursement expertise.



As business unit president of Tetra Tech Disaster Recovery, Jonathan provides executive-level oversight to help our team meet Clackamas County's needs and expectations and serves as an executive sponsor to overcome challenges faced in operation. Jonathan's disaster-related work has included serving as principal in charge of over 100 projects and helping clients throughout the country prepare for, respond to, and recover from natural and human-caused disasters. Jonathan has overseen operations for teams in communities in Buncombe County, NC (Hurricane Helene); Puerto Rico (Hurricane Maria); Miami-Dade

County and the City of Miami (Hurricane Irma); Richland County, SC (Historic 1,000 Flooding Event); the New Jersey Department of Environmental Protection (NJDEP) (Hurricane Sandy); State of Connecticut (Hurricane Sandy); State of Louisiana (Hurricane Isaac); City of New Orleans, LA (Hurricane Katrina Residential Demolition Program) to name a few.



Mr. Chuck McLendon, Deputy Business Unit Leader, has provided consulting engineering services to federal, state, and local governments across the U.S. for more than 30 years. His extensive experience in solid and hazardous waste management has propelled him to the forefront of national expertise in executing extensive post-disaster debris removal initiatives. He leads large teams to support major infrastructure and emergency response efforts, including Miami-Dade County's response to the Surfside condo collapse in 2021 and the devastation that struck the Southeast following Hurricanes Helene and Milton in 2024. Chuck

has served as principal in charge for upwards of 30 major disaster activations, including projects totaling more than 150 million CYs of debris and approximately \$3 billion in FEMA PA reimbursement. He lends this expert-level insight to help overcome any obstacles Clackamas County may encounter in recovery.



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

Project Field Operations Team

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

Proposed Staff	Summary of Qualifications	Key Areas of Expertise
Ralph Natale, Regional Project Manager	Mr. Ralph Natale is the Director of Post-Disaster Programs for Tetra Tech. He leads the practice by developing programs, providing daily project support, and providing oversight and guidance to his team of project managers and projects. An expert in FEMA-PA Grant Program reimbursement policies, Ralph has served as a principal in charge, project manager, data manager, and operations manager in response to some of the country's largest debris-generating disasters, including CalRecycle, Valley and Butte Fires, and Maui Wildfires. Ralph has led operations that resulted in the removal of over 66 million CYs of debris and over 1.7 million hazardous trees, the program management of over 35,000 demolitions, and over \$4.5 billion of reimbursed invoices.	• Program Development • Documentation Management • Private Property Debris Removal • Debris Removal Planning • Debris Removal Monitoring • Packet Management • Geospatial Reporting
Frank Guthman, Project Manager	Mr. Frank Guthman is a Civil Engineer and regional project manager for Tetra Tech. He has supported a wide range of disaster recovery, land development, and improvement projects for public and private clients. He has managed large program and debris monitoring projects, ensuring FEMA compliance of the PA and policy guidelines. As such, he has developed an extensive understanding of federal, state, and local regulations, protocols, processes, and guidance with respect to homeland security response, and recovery. Frank served as project manager for the City of Lake Charles, Louisiana, following Hurricanes Laura and Delta, which accounted for the removal of more than 4 million CYs of debris. Frank was selected as the Project Manager for Clackamas County because of his experience working with the County during the Wildfires and Straight-line winds in 2021, along with his management experience, and his oversight capabilities. Frank's proven track record of successfully managing and delivering projects on time and within budget will help guide the pace of this project. His adaptability and understanding of the County's needs make Frank a natural choice for this role.	• Project Management • FEMA PA • Civil Engineering • Disaster Recovery • Debris Monitoring • Compliance
Tim Quade, Operations Manager	Mr. Tim Quade is an experienced operations manager and is knowledgeable with truck certification, disposal operations, FEMA reimbursement requirements, scheduling and dispatching of monitors, quality assurance/quality control (QA/QC) of monitors, and general field management.	• Field Operations and Logistics • Monitor Training • QA/QC • Scheduling and Dispatch • Truck Certification
Will Coleman, Field Supervisor	Mr. Will Coleman has a diverse background in disaster response and recovery efforts. He has served in various roles including Operations Manager, Deputy Project Manager, Task Force Leader, Field Supervisor, and Field Monitor. He has experience working on recovery projects in multiple	• Supervision of Field Operations • Scheduling & Dispatch • Debris Removal Monitoring • Truck Certification

Proposed Staff	Summary of Qualifications	Key Areas of Expertise
	states, including Florida, Virginia, California, and Alabama. He has a strong track record of overseeing operations, ensuring compliance with regulations and standards, and managing resources. He has also demonstrated exceptional leadership skills and a commitment to ensuring efficient and effective operations. Will's experience has equipped him with a comprehensive understanding of the entire disaster recovery process, making him a valuable asset to any team.	
Ricardo Bosques, Data Manager	Mr. Ricardo Bosques is a data and automated debris management system (ADMS) technology specialist for Tetra Tech, where his understanding of FEMA eligibility and documentation requirements for public assistance debris removal programs have aided him in quality control and oversight of multiple projects. Ricardo is responsible for the implementation of Tetra Tech's <i>RecoveryTrac</i> ™ ADMS technology as well as oversight and management of field data managers and invoice analysts. He supports the implementation of ADMS in the field, as well as establishing quality assurance and project reporting standards for disaster debris monitoring operations. Ricardo has focused on providing complete auditable datasets that maximize reimbursement and are project worksheet ready.	• Disaster Debris Management • Data Collection, Utilization, and Validation • Data Management • Report designs • Reimbursement Policies and Procedures • Public Relations • Invoice Reconciliation
Macy Moore, Project Coordinator	Ms. Macy Moore is an accomplished Regional Project Coordinator with five years of experience in the disaster recovery industry. Since joining Tetra Tech in 2017, she has supported projects in California, as well as multiple states following tornadoes, and wildfires. Macy is responsible for onboarding, training, and assisting with the oversight of project coordination teams to ensure that projects run smoothly and efficiently.	• Project Coordination • Project Setup • Staff Training • Organization • QA/QC • Scheduling and Dispatch • Adherence to State Labor Laws
Jeff Dickerson, GIS Analyst	Mr. Jeffrey Dickerson has more than 30 years of experience in program management, with extensive experience in technical organizational management, training, and readiness exercises. He is a military veteran with skills in leadership, training, and personnel development. As the Director of Information Technology, Jeff is responsible for the planning, development, deployment of <i>RecoveryTrac</i> ™ applications supporting the delivery of professional services for our clients.	• Recovery Technology Solutions / ADMS • Resource Deployment and Tracking • Readiness Training and Exercises • Disaster Operations Support • 20+ Years Military Experience
Geoff Reinhart Billing/Invoice Analyst	Mr. Geoff Reinhart is an experienced CPA with both public and private sector experience. As a billing and invoice analyst at Tetra Tech, Geoff is responsible for reconciling contractor invoices and performing quality control on data to ensure that all FEMA guidelines for debris removal monitoring are successfully fulfilled.	• Accounting • Fixed Assets • Oracle • Peoplesoft
Brandon Moore, Health and Safety Specialist	Mr. Brandon Moore is an experienced Health & Safety professional with a proven record in developing and managing comprehensive safety programs across diverse industries. With expertise in regulatory compliance, incident investigations, and workers' compensation management, he has successfully led teams in continuous	• Workplace Safety • Health & Safety Policies and Procedures • Compliance with Federal, State, and Local Regulations

Proposed Staff	Summary of Qualifications	Key Areas of Expertise
	safety improvement initiatives. Brandon excels in creating effective training programs, interfacing with regulatory agencies, and overseeing risk management for complex projects. His leadership in emergency response protocols and safety system enhancements has consistently delivered measurable safety performance results, positioning him as a key contributor to organizational safety excellence.	
Steve MacNeill, Environmental Specialist	Mr. Steve MacNeill has over three decades of experience managing hazardous waste projects, including fire debris cleanup, remedial investigations, and CERCLA-related activities across multiple EPA regions. His expertise spans environmental assessments, site inspections, and restoration efforts. He has been instrumental in preparing and administering multimillion-dollar grant applications for federal, state, and local entities. Steve's environmental work covers soils, surface water, groundwater, and wetlands, including TMDL reporting and development. He has authored numerous environmental documents and conducted field investigations, including geophysical surveys, UST removals, and groundwater monitoring well installations. His comprehensive experience makes him a trusted leader in environmental and hazardous waste management projects.	• Project/Program Management • Disaster Response/Debris Cleanup Management • Grant Development/Management and Administration • Document Quality Control • Naturally Occurring Asbestos Assessments • Watershed Management • Stream Restoration/Fisheries Enhancement • TMDL Development • Clean Water Act Support • Water Quality Assessment • Hazardous Waste Investigation and Remediation

Project Management Team and Key Personnel

Provided on the following page, Tetra Tech has included *Table 1. Project Management Team and Key Personnel*.

5.3. Project Management Team and Key Support Personnel (20 Points):

Provide the names of Project Management Team and Key Support Personnel with debris monitoring and management experience that will be available to serve under the prospective contract by filling out Table 1. For purposes of this contract the “Project Management Team” consists of the Project Manager and Operations Manager. Alternates must be identified for both positions. Key Support Personnel include the Contractors FEMA Grant Manager; Environmental Specialist; Safety & Health Specialist; GIS Specialist; Safety & Health Specialist; Data Manager and Billing Analyst. All team members must have completed at least one (1) debris monitoring mission in the position they are filling and in the employment of the Contractor. Evaluation of the Contractors Project Management Team and Key Personnel shall be based on overall background and debris monitoring experience.

Table 1. Project Management Team and Key Personnel

Position	Name	FEMA Debris Missions ³	FEMA Debris Missions w/ Contractor	Years with Contractor ⁴
Project Manager	Frank Guthman	20+	20+	10
Project Manager (ALT)	Josh Jimerfield	15	3	3
Operations Manager	Tim Quade	15+	15+	6
Operations Manager (ALT)	Matt Wood	5+	5+	1
FEMA Grant Manager	Matt Mooneyham	25+	25+	6
Environmental Specialist	Steve MacNeil	6+	6+	6
GIS Specialist	Jeff Dickerson	14+	14+	12
Safety & Health Specialist	Brandon Moore	15+	15+	1
Data Manager	Ricardo Bosques	20+	20+	10
Billing Analyst	Geoff Reinhart	5	5	6

5.4. Proposer’s Resources (20 Points):

Provide a description of Contractor Resources (excluding the Project Management Team and Key Support Personnel). Describe supplemental personnel and construction, production, and/or technical facilities, equipment, and other contractor and subcontractor resources available to work under the prospective contract during major and potentially concurrent disaster operations. Include a description of the Contractors Automated Debris Management System and verify the system meets or exceeds Clackamas County ADMS Requirements specified in the Scope of Work, paragraph 1.7. Evaluation of Contractor Resources will be based on the proposer’s demonstrated capability to perform debris monitoring on major and/or concurrent disasters and deployment of an Automated Debris Management System meeting or exceeding Clackamas County ADMS requirements.

³ Number of FEMA disasters which team member has deployed to on-site (with exception of Billing Analyst) to perform debris monitoring services. Individual resumes should support data in Table 1.

⁴ Partial years of employment may be rounded up to the next higher whole number.

Professional Certifications, Training, and Licensing

Tetra Tech remains abreast of the latest guidance, issues being debated, and current best practices through participation in expert groups, attendance in training and conference sessions, and working with national experts in disaster recovery operations, emergency management, national security, information technology, public health, transportation, and critical infrastructure protection. **Our proposed team possesses key certifications that help them provide quality technical services and have attended numerous training courses related to debris operations and emergency management.**

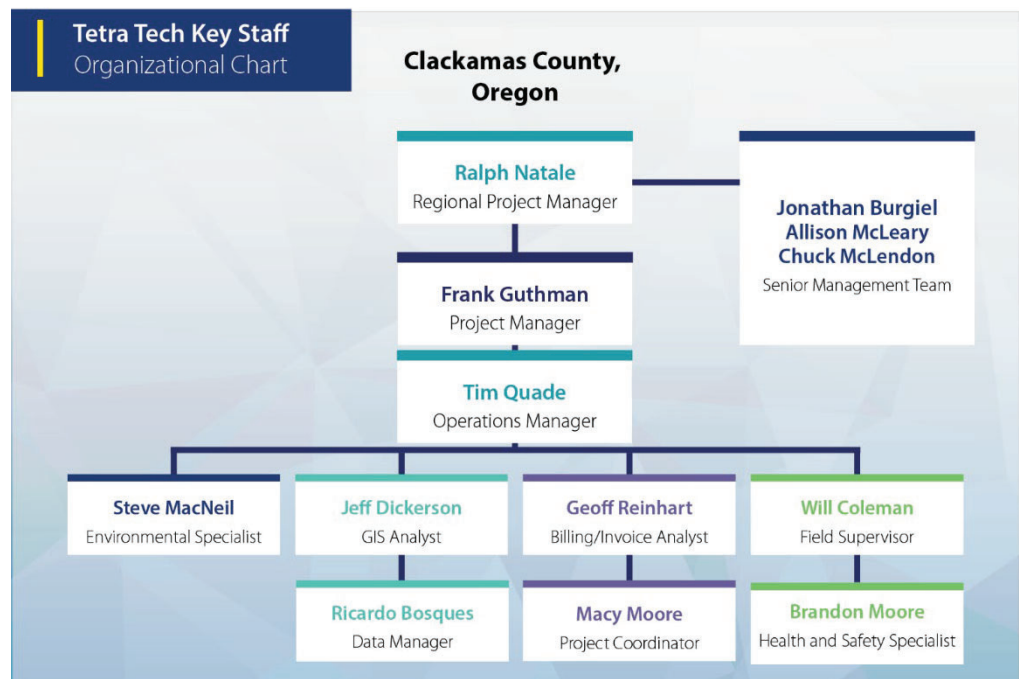
Some of these include:

- Occupational Safety and Health Administration (OSHA) Disaster Site Worker Course
- OSHA 10-Hour Construction Safety Certification
- OSHA 40-Hour HAZWOPER Certification
- G-202: Debris Management
- IS 100: Introduction to Incident Command System
- IS-120: Introduction to Exercises
- IS 191: ICS/EOC Interface
- IS-200: Basic Incident Command
- IS 242: Effective Communication
- IS-288: Local Volunteer and Donations Management
- IS-230: Fundamentals of Emergency Management
- IS-547: Introduction to Continuity of Operations (COOP)
- IS-631: Public Assistance Operations I
- IS-632: Introduction to Debris Operations
- IS-634: Introduction to FEMA's Public Assistance Program
- IS-700: National Incident Management System
- IS-800: National Response Program
- ICS 300: Intermediate ICS for Expanding Incidents

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

Organizational Chart

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

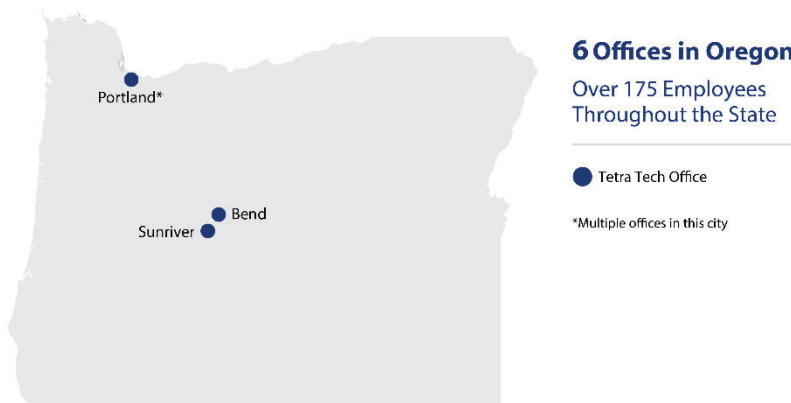


5.4 Proposer’s Resources

Tetra Tech has resources and experience to quickly and effectively respond to disaster grant administration and program management projects. Since 1990, Tetra Tech has been providing comprehensive emergency response services to both governmental and private clients. Most notably, we have continuously supported the U.S. Environmental Protection Agency’s (EPA) Emergency Response and Removal program since 1995, serving as prime contractor or subcontractor in eight of the ten regions across the country. Our team has successfully deployed large-scale mobilizations of hundreds of staff and thousands of dollars’ worth of equipment to multiple clients in a matter of days and on very short notice.

Locations

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



Personnel

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

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

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

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

Staffing Numbers

Tetra Tech will comply with the County’s staffing requirements and coordinate with Clackamas County and the debris removal contractor’s project manager to estimate the number of field monitors that will be required for the following day. To be responsive and mitigate overstaffing, Tetra Tech requests that the debris removal contractor release the next day’s schedule by 5 p.m. so that our project manager can dispatch the appropriate number of field monitors.

ADMS Reporting Systems

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

RecoveryTrac™ Automated Debris Management System

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

Our proprietary *RecoveryTrac*™ ADMS technology was validated by the U.S. Army Corps of Engineers (USACE) in 2015 and again in 2023.

The system provides real-time collection of data and offers multiple solutions to data management, reporting, invoice reconciliation, and project controls that cannot be achieved with a paper-based program.

Tetra Tech has implemented *RecoveryTrac*™ ADMS technology on our last 200 FEMA PA-eligible projects. On these projects, our clients and FEMA found this state-of-the-art technology to increase efficiency and improve the management of debris removal efforts.

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

- **Most Broadly Tested ADMS in the Industry** – *RecoveryTrac*™ ADMS is a proven system that has been used to execute the largest USACE activations involving ADMS technology, including the State of California NORCAL Fire response and the State of Georgia Hurricane Michael statewide activations. During simultaneous response to Hurricanes Harvey and Irma in 2017, Tetra Tech deployed approximately 6,000 ADMS devices to collect and manage data for over 100 projects. **No other system has tracked and documented as much debris as *RecoveryTrac*™.**
- **Stable and Secure ADMS System** – *RecoveryTrac*™ ADMS is the industry leader in secure data systems. The *RecoveryTrac*™ system is securely hosted in the Microsoft Azure Government high-availability, cloud-based data center with restricted access and transaction-level auditing. The database is continually backed up and immediately replicated to an off-site location. The database is geospatially based and is maintained and synchronized with the reporting database in near real-time to maximize system performance, availability, and security.
- **Unmatched Flexibility to Meet the Needs of Any Client** – The system is designed to be fully customizable and allows for multiple data collection methods to streamline the debris collection documentation process with a focus on minimizing the cost to our clients and improving the visibility and transparency of debris project operations.
- **Unrestricted by Hardware** – Because *RecoveryTrac*™ ADMS utilizes readily available hardware, there are no restrictions to the amount of ADMS units our team can provide. Our team stocks thousands of units and can expand to fit any client's needs, including multiple simultaneous activations.

Benefits of *RecoveryTrac*™ ADMS

Ability to Respond. Combined with the on-hand inventory of thousands of handheld devices and the ability to rapidly procure additional equipment through preferred vendor relationships, Clackamas County can rely on our mobilization strategy for zero-day activations in disasters covering large areas with little or no-notice. **The on-hand inventory can be on-site and ready to use within 24 hours of a notice to proceed**, and additional needs can be met quickly (in most cases, 72 hours or less).



Simple and Intuitive. A key foundation of our mobilization strategy is the ability to quickly hire and train local residents and begin debris removal operations. The mobile application is simple to understand and intuitive, allowing most users to begin using the device once the standard monitor training is completed.

Cost Effective. *RecoveryTrac™* ADMS combines the advantage of automation and the desire of our customers to control costs by utilizing widely available commercial equipment and increasing the simplicity of operations.

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

Technical Support. *RecoveryTrac™* ADMS is designed to be self-repairing when possible; most support needs are resolved by field supervisors who are able to reach field monitors within 15–30 minutes in most cases. In addition, we have dedicated technicians at disposal sites and provide a field service center to maintain and repair equipment.

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

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

RecoveryTrac™ Flex: Kiosk Mode Feature

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

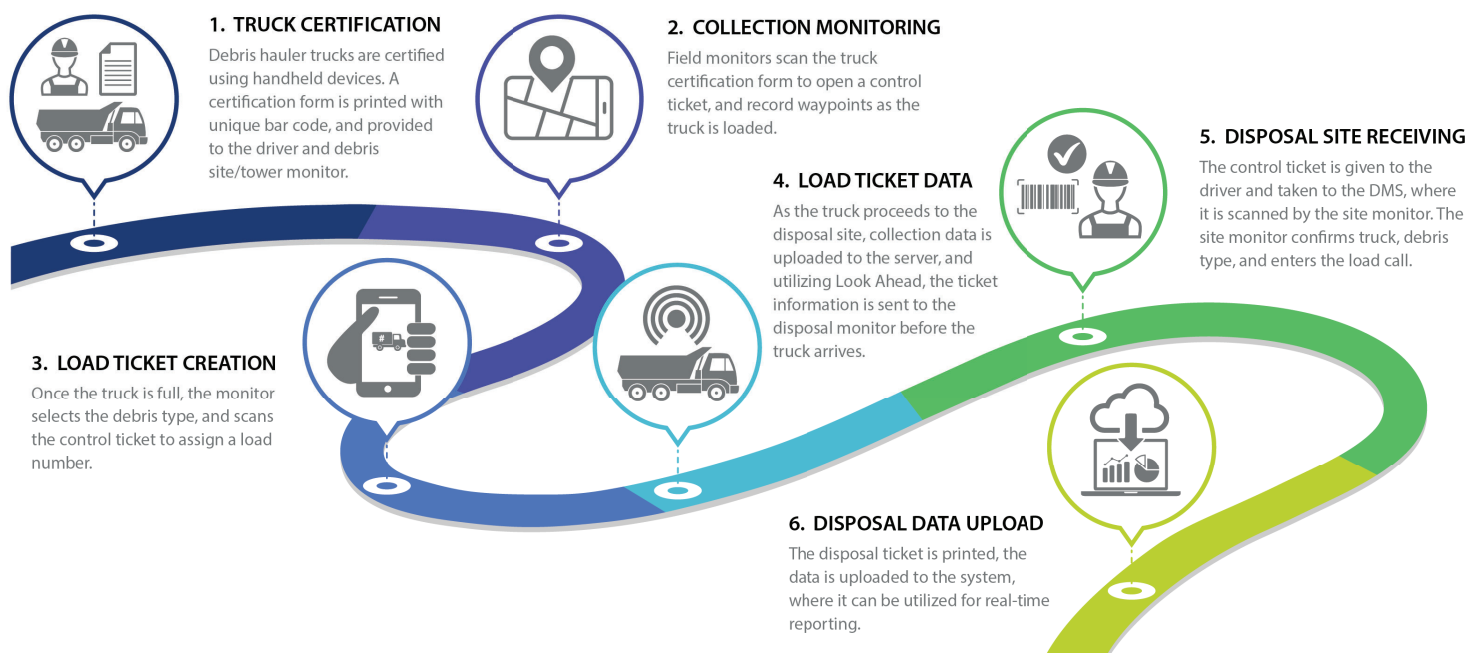


Several *RecoveryTrac™* applications have received SOC 2 certification. The purpose of Service Organization Control Type 1 (SOC 2) is to ensure that third-party service providers store and process client data in a secure manner. The framework SOC 2 utilizes is based on five trust service principles: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



The RecoveryTrac™ Process

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



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

RecoveryTrac™ ADMS Features

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

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

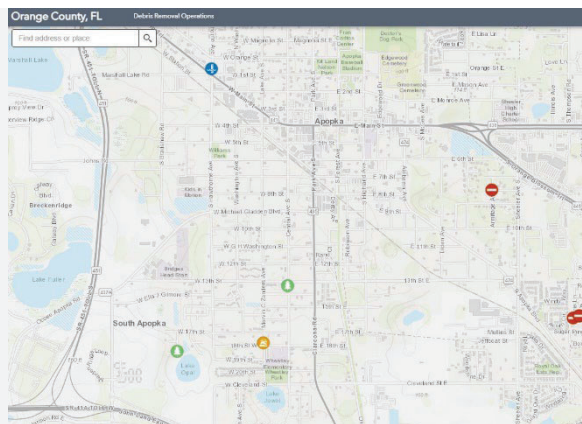
Our operational and data experience with disaster debris monitoring, combined with the best GIS and data professionals in the industry, results in top-shelf solutions to the most complicated data and tracking needs.

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

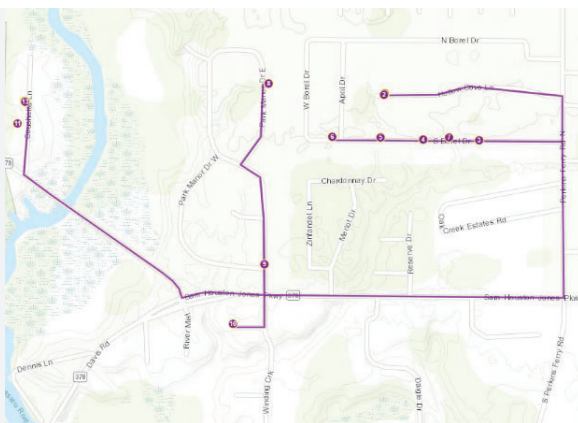
Services:

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

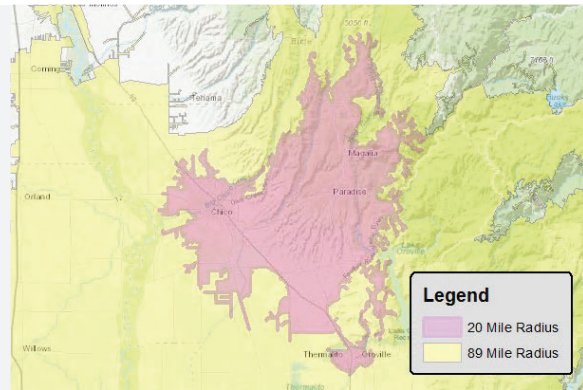
Initial Work Surveys document results of initial surveys to quickly collect, display, and summarize data into actionable operations planning. This data, including photographs, can be used to organize and deploy resources to improve speed and efficiency of the operation.



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

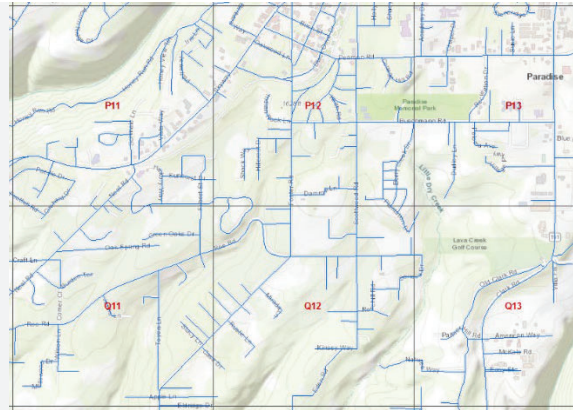


The **Driving Distance Analysis** tool is used to calculate estimated distance and drive time based on the existing road network. This planning tool is used as a parameter to design the shortest route, work list planning, and other operational factors.

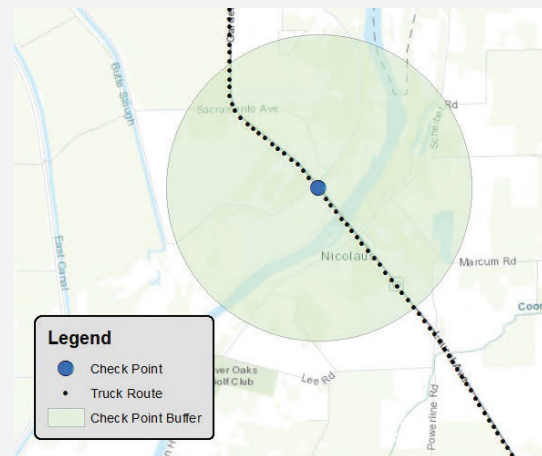


The **Standardized ROW Grid Index** layout is available in several formats, including GIS Mapping applications, mobile data collection apps, and hard copy maps.

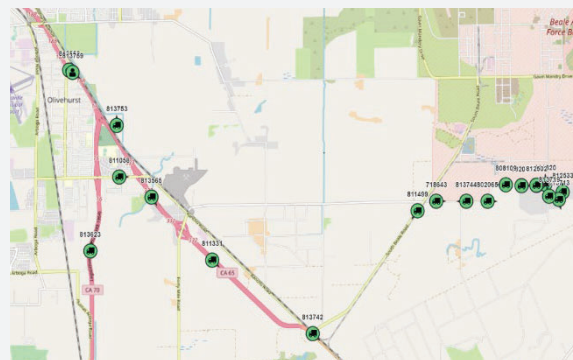
Map segment areas are configurable for size and allow attribute modification for tasks, including contractor, quality, and safety review tasks.



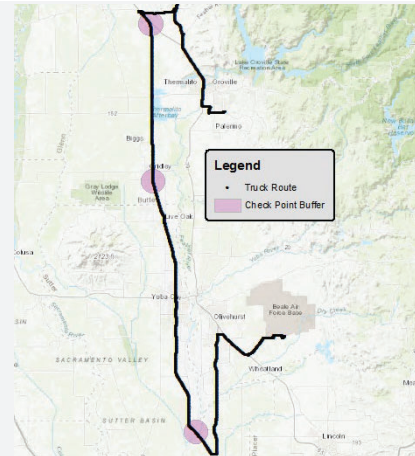
An **automation tool** built to validate routes taken to DMS locations. When a vehicle enters a checkpoint buffer area, the position record is annotated as passing the checkpoint. Route maps can be created, along with custom reporting as specified by operational requirements.



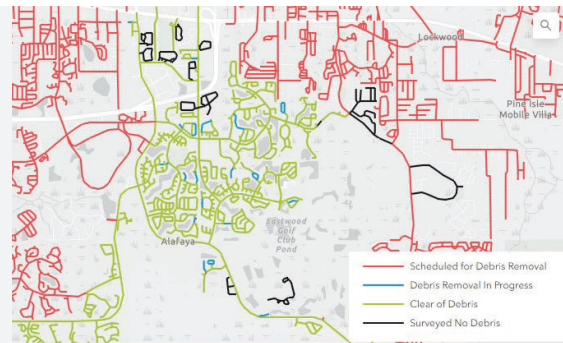
Fleet tracking is a powerful platform to manage mission resources, monitor and report on compliance. A key benefit of the *RecoveryTrac™* solution is the ability to start tracking simply and quickly without the need for expensive equipment installations, service contracts and other expenses of commercial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



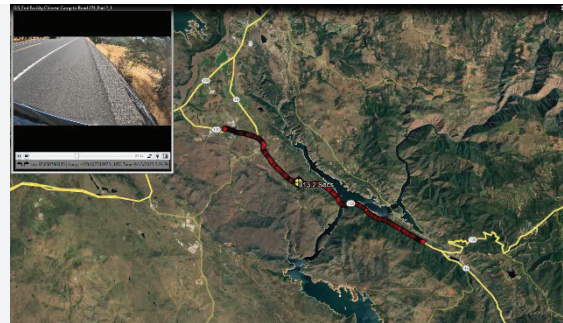
Fleet tracking data provides **complete route information**. The data can be made available to show live tracking or view route history. Transportation analysis services are available, or data exports can be provided for Clackamas County's requests.



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



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



Equipment

Tetra Tech's internal structure includes a Logistics Section responsible for acquisition, management, and distribution of all resources required to support our operations. Our warehouse stores over **120 fully stocked bays of supplies capable of supporting over 50 simultaneous recovery operations for over 90 days**, including supplies that may be necessary to support our staff in the field (for example, generators, lighting devices, tent structures, bottled water, nonperishable food, etc.). Tetra Tech has consistently deployed large-scale mobilizations of hundreds of staff and thousands of dollars' worth of equipment to multiple clients in a matter of days and on very short notice.

Field Equipment

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

Equipment for Project Sustainment

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

Equipment

Tetra Tech employs a robust inventory of equipment and resources to ensure effective debris monitoring operations. Our capabilities are enhanced by a fully stocked warehouse and an efficient internal logistics support system. A brief summary of our available equipment is provided below.

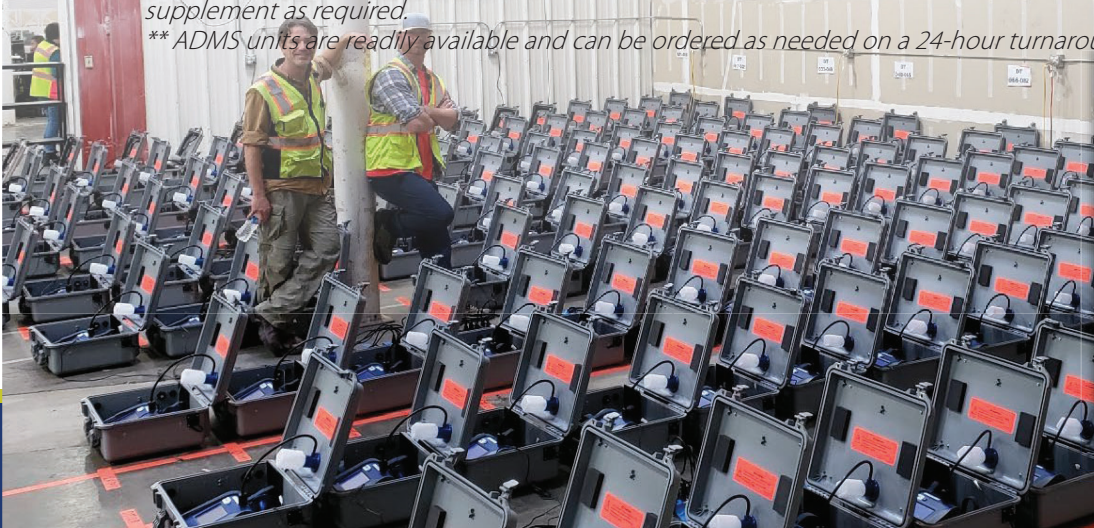
Resource	Standby Quantity Available for Deployment
ADMS Handheld Units	6,000
Time and Materials Forms	5,000
Truck Certification Forms	70,000
ADMS Ticket Stubs	3,600,000
Haul Out Ticket Stubs	600,000
Placards	11,000
Kits	
Project Manager Kits (1 Per 100 Monitors)	200
Project Coordinator Kits (1 Per 100 Monitors)	200
Human Resources Kits (1 Per 100 Monitors)	120
Collection Monitor Kits (1 Per 25 Monitors)	550
Disposal Monitor Kits (1 Kit Per Disposal Site)	330
Leaner/Hanger/Stump Kits (1 Per 50 Monitors)	280
IT Kits (Laptops, Monitors, etc.)	50
Equipment**	
Laptops	700
PPE Kits (Tyvek, respirator, nitrile gloves, safety vest, hardhats, cartridges, etc.)	100,000
Mifi (Mobile Wireless)	90
High Speed Scanners	70
Printers	145
Mobile Command Office	2
XRF Screening Devices	45
Generators	3
Emergency response trailers	2
Dust Trak II – Particulate Monitor (tripod / case)	145
Personal Low Volume Pump – Sampling Pumps	500
High Volume Air Sampling Pumps	100
Bio Dry Cal – High and Low	20
Soil Sampling Kits	500+

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

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

Rapid large-scale mobilization is what we do.

Tetra Tech has the equipment and resources necessary to deploy immediately. As pictured here, we have prepared **hundreds of debris monitoring kits** to support communities across the nation – we have never failed to respond to our clients' needs.



5.5 Project Approach

For the debris monitoring scenario provided in section 5.5 of the RFP, Tetra Tech has crafted the following solution. Table 1 lays out the assumptions for material moved per day and trucks required to clear material in 45 days. In general, for this type of event, three “passes” would be made to ensure citizens had sufficient time to bring eligible debris curbside. Depending on the area, affected each pass would have 4-8 days of separation between them. The recommendation would be to take construction and demolition (C&D) debris to final disposal at the Hillsboro landfill. The NWREC has sufficient capacity to handle all 200,000 cubic yards of vegetation. Roughly 8 acres per 100,000 cubic yards provides space for ingress/egress, safety factors, chipping and hauling, and on-site parking for monitors and equipment operators.

Table 1: Disaster Generating Event Scenario

Debris type	Quantity	Units	Per truck Amount	Loads Per Day	Trucks	Days to Complete	TDSR/Landfills	Per Day Quantity
Vegetation	200,000	Cubic Yards	45	6	20	45	NWREC	5400 CY
C&D	50,000	Tons	12	6	20	45	Hillsboro, OR LF	1440 TN

Tetra Tech would coordinate with the hauling contractors to provide matching staff during the ramp up and ramp down on each end of the project. Table 2 shows staffing assumptions for field operations. In addition to these positions many of the key positions would be working to support field staff.

Table 2: Staffing Assumptions

Staff Position	Estimated No. of Staff
Project Manager	1
Operations Manager	1
Field Supervisor	2
Field Monitor	4
TDSR & Landfill Monitors	4
Safety and Health Specialist	1

Project Understanding

Clackamas County faces a range of natural disasters from windstorms and wildfires to potential events associated with the Cascadia Subduction Zone. Each of these threats can generate significant volumes of debris, requiring a swift, coordinated, and compliant response to protect public safety and ensure eligibility for federal reimbursement. The County's need for a responsive and knowledgeable partner is especially critical given the geographic diversity of rural, and forested areas, and the potential for concurrent debris streams, including vegetative, construction and demolition, and hazardous materials.

Our team brings a strong familiarity with Clackamas County's operational environment, having supported the County during the 2021 Oregon wildfires and straight-line wind events. During that time, our project manager, Frank Guthman played a critical role by coordinating private property debris removal and hazardous tree operations within the County right-of-way. Frank served as the County's primary point of contact in the field, engaging directly with property owners, Oregon DOT personnel, and contractors to resolve field-level challenges and ensure the work progressed safely and efficiently. He also provided critical support in troubleshooting technical issues and advising on safe and environmentally sound work practices.

This direct, hands-on experience gives our team an understanding of Clackamas County's priorities, expectations, and coordination needs. We are fully prepared to build on this foundation to support the County in future disaster events with a comprehensive and responsive debris monitoring program.

Project Management

Tetra Tech's project management principles include **five critical pillars**: transparency, resources, compliance, efficiency, and mitigation.

Transparency: Maintaining visibility of the project's contractual scope, prioritization, schedule, budget, and cost areas. Real-time data sharing creates a common operating platform and allows the County, its debris removal contractors, and our team to access the same accurate information, which markedly improves their ability to execute efficiently.

Resources: Ensuring availability and proper distribution of staff and equipment. We have never failed to respond to a client, regardless of the size of the project. Our resources include the largest pool of qualified environmental and disaster recovery professionals in the nation.

Compliance: Maximizing reimbursement funding as well as documenting and managing potential issues. Tetra Tech's *RecoveryTrac*™ ADMS enables consistency, efficiency, and compliance in the documentation process. Tetra Tech field teams strictly adhere to funding agency requirements with up-to-the-minute awareness of changes in legislation, in-process quality controls, and guidance from our leadership team. As a result, the County benefits from maximum potential for reimbursement.

Efficiency: Keeping pace with scheduled goals and milestones throughout project work. We maintain the industry's largest staff of disaster professionals to facilitate immediate mobilization. *RecoveryTrac*™ ADMS reports real-time data, and our QA/QC team checks documentation as work is being completed. The County will have real-time access to data and can geospatially visualize work activities, whether in our system or as an export to their own system. Throughout project execution, Tetra Tech project managers monitor and adhere to project timelines and milestones to ensure pace with the County's expectations.

Mitigation: Identifying risks, managing the project risk matrix, and documenting risks encountered. Tetra Tech provides a unique understanding of the various critical functions of debris monitoring (project management, environmental, logistics, data, grant management, etc.). This experience allows our team members to proactively identify risks, appropriately develop and document mitigation measures, and continually improve.



Mobilization of Resources

Tetra Tech has a proven track record of rapid mobilization to ensure swift response to disaster events. Once a contract is awarded, our mobilization timeline is structured to ensure immediate action and efficient setup of operations. **Tetra Tech's project manager and lead planner will mobilize within 24 hours upon notice to proceed.**

Tetra Tech ensures a swift and efficient response with our FAST mobilization timeline, structured to provide immediate action and setup of operations upon notice to proceed.

Tetra Tech mobilization is FAST...

F

First Response
within 24 Hours

Upon receiving the Notice to Proceed, Tetra Tech's staff swiftly deploy to the affected area, with our **management and planning team on-site within 24 hours**. We establish immediate communication with the client to review specific needs and requirements. Simultaneously, we begin mobilizing project assets, including personnel, equipment, and supplies so that necessary resources are enroute to the site. This phase also includes the generation of our Health and Safety Plan and other potential plans that may be required for the project (Sampling Plans, QAPPs, or Hazard Tree Assessment Methodology).

A

Assess Work
within 48 Hours

Within 48 hours, we coordinate logistics for setting up operations and mobilizing our support team. During this period, our teams conduct initial damage/hazardous material assessments to understand the scope and scale of the debris and establish priorities for debris removal and monitoring. We use this estimate to begin our recruiting efforts for local staff.

S

Set Up Operations
within 72 Hours

By the 72-hour mark, we complete the setup of debris monitoring operations (including air monitoring if required). This includes the deployment of supervisory teams and equipment. We then begin initial monitoring and documenting debris removal activities, ensuring compliance with all relevant guidelines and standards to maintain efficiency and regulatory adherence.

T

Total Mobilization
within 7 Days

Within seven days, our projects are typically staffed with trained personnel, including local hires where possible to support the local economy. Full-scale operations are now set to begin, and we maintain regular communication with the client to adjust strategies as needed based on real-time observations and feedback, ensuring that the project progresses smoothly and effectively.

Mobilization Plan

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

Operational Response Timeline for Tornado/Severe Storm Immediate Response Timeline

Time	Task	Deliverables/Milestones
Impact (I)		
I+12	Execute responsibilities and activate contracts	- Review possible critical areas of concern, hospitals, major transit systems, historic districts, environmental issues, and critical infrastructure - Review protocols for private property, gated communities, and public drop-off sites - Review DMS locations and follow up with the State on permitting procedures - Estimate equipment requirements and DMS capacity to haul and stage debris - Prepare ADMS technology for mobilization - Conduct regular meetings with County staff as requested - Confirm staging location and begin mobilization of resources
I+12	Monitor storm track and continue preparations	- Mobilize project assets and begin base camp coordination and logistics (food, water, housing, etc.) with the County and Tetra Tech headquarters (if necessary) - Review list of priority roads and the operational plan - Obtain GIS files for municipalities that the County will assist with debris removal - Continue to update and gather updates from the County's debris hauler - Save all critical documents and files to the network drive, USB drive, and laptop hard drive
I+12-24	Prepare final reports	- Certify emergency road clearance equipment (in coordination with the County's debris hauler) - Determine emergency road clearance priorities
Execution		
I+24	Emergency push	- Receive notice to proceed with not to exceed - Begin emergency push - Maintain time and materials (T&M) logs for push equipment - Coordinate with the County to conduct preliminary damage assessments and road closures (if requested) - Supervisors report to pre-designated locations and prep staff on project - Begin establishing ADMS infrastructure - Begin recruiting and training monitors, project coordinators, and data staff - Initiate opening of DMS locations - Follow up with State-level environmental regulations on debris permits (if required) - Work with the County to establish public information protocols to respond to concerns and comments
I+48	Emergency push/ damage assessment	- Continue emergency push - Continue preliminary damage assessment - Develop debris cost estimate required for presidential disaster declaration - Develop operational plan for disaster-specific issues - Refine health and safety plan for disaster-specific issues
I+72	Disaster debris vehicle certification/ site preparation	- Begin hauling truck certification - Install ADMS tower monitor infrastructure - Train monitors on policies, ADMS, and safety - Open public drop-off sites as requested - Assign monitors to trucks
I+96	Begin debris collection monitoring	- Assign supervisors to monitors - Hold morning and afternoon meeting with the County staff and debris hauler - Implement QA/QC procedures
Week 1+	Right-of-way (ROW) debris collection monitoring	- Continue ROW collection - Address household hazardous waste (HHW) issues (if critical) - Issue daily reports/GIS maps

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

Emergency Push

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

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

Training

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

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

Vehicle Certification

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

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

Benefits of using Tetra Tech's mobile truck certification application include:

- Electronic volume calculations
- Instantaneous upload to the *RecoveryTrac™* database
- Immediate QA/QC checks to verify the truck certification calculations
- Automated photo-matching of truck and driver photographs

The truck certification application allows us to complete truck certifications in **30% less time than with a paper-based system.**

Debris Management Site Monitoring

Tetra Tech has industry-leading experience assisting local and state governments with locating and permitting DMS before a disaster event as well as post-disaster. Based on State environmental agency guidelines, DMS typically require baseline soil testing before use. Following the completion of work at the DMS, the baseline soil testing is used to verify site remediation is complete.

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

- **Load Ticket.** Documents that debris removal complies with all FEMA requirements.
- **Disposal Monitor Log.** Used as backup documentation as required by FEMA.
- **Scale Manifest Tickets.** For weight-based debris hauling contracts, Tetra Tech will digitize and catalog scale tickets.
- **Incident Report.** Tetra Tech will document property damage, arguments, unsafe practices, and injuries.
- **Photographic Documentation.** Tetra Tech disposal supervisors will photograph a DMS frequently to create a visual timeline of the site.
- **QA/QC of Field Tickets.** Disposal monitors review and verify collection monitors' work in the field.

Stumps and Leaners/Hangers

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

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

Reporting

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

Daily Report

Tetra Tech has a suite of reports that are automated from *RecoveryTrac*™ ADMS and available in real-time via PC, tablet, or smart phone. Although the reports are available at any time to the County, Tetra Tech will submit a daily status report that includes daily cubic yards/tons collected by material and program, cumulative cubic yard/tons collected, number of debris monitors in the field, cumulative cubic yards/tons hauled to final disposal, and daily/cumulative hazard removals. Below are samples of these reports created for recent projects. Additionally, Tetra Tech takes pride in the customization of reports to meet our client's specific needs and provided reports tailored to any metrics not captured in the generic reports.

Contractor Reconciliation

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

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

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

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

If *RecoveryTrac*™ ADMS will be used to document the debris contractor's work, Tetra Tech will review the automated reports generated by the system to verify that the dataset is sufficient to reconcile with that contractor's subcontractors, and to generate invoices for payment by the County. If another cost tracking system will be used to document the debris contractor's work, Tetra Tech will review the work that has to be documented to verify that our staff will be able to capture the information needed for accounting and invoice review.

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

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

1. Debris contractor manually enters ticket detail into a contractor database or imports ticket data based on debris contractor reports.

2. Debris contractor generates an invoice for a specified period and submits the invoice and electronic backup to Tetra Tech for review.
3. Tetra Tech reviews the contractor data against *RecoveryTrac*™ database records:
 - a. If no discrepancies are identified, Tetra Tech notifies the debris contractor of no discrepancies in the data set.
 - b. If discrepancies are identified, Tetra Tech generates a discrepancy report noting ticket numbers and differences between the two data sets.
4. If applicable, Tetra Tech will also perform a full reconciliation of end use/disposal facility data corresponding to debris contractor disposed debris.
5. Tetra Tech submits the discrepancy report for the debris contractor's review. The debris contractor revises its invoice based on the discrepancies and resubmits to Tetra Tech for review.
6. Once a debris contractor's invoice has been reconciled, Tetra Tech generates a payment recommendation and transmittal letter for each invoice and submits the invoice package for review by the County. Tetra Tech's invoice package includes the following:
 - a. Contractor invoice
 - b. Tetra Tech transmittal letter and payment recommendation
 - c. Cost allocation data, if applicable
7. Electronic copies of supporting documentation (i.e., load tickets, unit rate tickets, or time and material logs).

Final Report/Closeout

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

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

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

ADMS System

Our proprietary ADMS technology, *RecoveryTrac*™, is one of only three systems validated by the U.S. Army Corps of Engineers (USACE). The system provides real-time collection of data and offers multiple solutions to data management, reporting, invoice reconciliation, and project controls that cannot be achieved with a paper-based program. **Additional information on our ADMS can be found in Section 5.4: Proposer's Resources.**

FEMA Grant Management

Over the course of working with hundreds of local and state governments on disaster debris management projects, our team has developed a deep understanding of FEMA, FHWA, NRCS, and other reimbursement and regulatory agencies' policies and procedures. Our efforts allow clients to maintain their focus on continuing daily operations while relying on us to oversee the management of debris removal operations in compliance with programmatic guidelines and procedures. Provided on page 8, Tetra Tech has included a brief list of recent disaster management projects our team has successfully supported, demonstrating our proven ability to deliver compliant, efficient, and cost-effective debris monitoring services under a variety of complex federal, state, and local programs.

Comprehensive Fire Debris Monitoring Scope

In completing dozens of similar projects since 2011, Tetra Tech has delivered a wide range of services for communities to support the wildfire recovery process. Provided below is a detailed overview of the scope of services that Tetra Tech is able to provide:

Planning and Coordination

- Develop mobilization/demobilization plans
- Receive Right-of-Entry (ROE) permits
- Organize and manage data for each ROE
- Track operational status of parcels and road segments
- Prepare incident action plans (IAPs)
- Maintain ICS Activity Log forms
- Provide training and safety equipment

Site Assessment and Preparation

- Assess and document baseline conditions
- Conduct environmental and historic preservation documentation
- Implement environmental permit requirements
- Conduct DOT inspections on trucks
- Conduct pre- and post-operation soil sampling
- Identify hazard trees with Arborists/Registered Professional Foresters (RPFs)
- Monitor contractor progress
- Verify property boundaries
- Collect post-debris removal soil samples
- Issue work completion tickets
- Review contractor invoices

Documentation and Reporting

- Prepare final activity and cost reports
- Submit quarterly progress reports
- Set up detailed database collection and management systems
- Retain all documents and data
- Provide state access to records and systems
- Ensure timely documentation upload

Staffing and Training

- Deploy initial incident management staff
- Provide HAZWOPER, ICS, and operation-specific training
- Develop training programs for consistent assessment methods
- Secure water trucks for dust suppression

Traffic and Roadway Management

- Conduct DOT truck inspections
- Prepare traffic management plans
- Conduct roadway assessments
- Office and Equipment Management
- Secure local office and equipment storage space
- Develop soil sampling plans for laydown yards

Air Monitoring and Soil Sampling

- Prepare community air monitoring plans
- Collect background air monitoring samples
- Conduct ongoing air monitoring during debris removal
- Identify and sample soil for background and cleanup goals

Right-of-Entry (ROE) Management

- Process and verify ROE forms
- Update parcel status and inventory surveys

Hazard Tree Removal

- Develop hazard tree assessment methodology
- Conduct hazard tree assessments with RPFs and Arborists
- Monitor and document hazard tree felling and removal

Environmental and Historical Preservation

- Review and implement environmental protection plans
- Coordinate with resource agencies for BMPs and AMMs
- Conduct field surveys for environmental concerns

Debris Removal Monitoring

- Monitor contractor activities
- Conduct air monitoring and Tribal monitoring
- Perform site walks and soil sampling
- Oversee erosion control implementation
- Conduct final site walks and inspections

Additional Considerations

- Evaluate commercial and public agency parcels
- Provide assessment and monitoring for abatement properties

Fees

Tetra Tech strives to provide our clients with quality services at reasonable, competitive hourly rates. We know that our clients will seek state and federal reimbursement for our debris monitoring services and as such we are cognizant that our hourly rates and fees for services provided must be fair and reasonable. Tetra Tech has included the Fee Schedule on the following page.

PROPOSAL CERTIFICATION
RFP #2025-44

Submitted by: Tetra Tech, Inc.

(Must be entity's full legal name, and State of Formation)

Each Proposer must read, complete and submit a copy of this Proposal Certification with their Proposal. Failure to do so may result in rejection of the Proposal. By signature on this Proposal Certification, the undersigned certifies that they are authorized to act on behalf of the Proposer and that under penalty of perjury, the undersigned will comply with the following:

SECTION I. OREGON TAX LAWS: As required in ORS 279B.110(2)(e), the undersigned hereby certifies that, to the best of the undersigned's knowledge, the Proposer is not in violation of any Oregon Tax Laws. For purposes of this certification, "Oregon Tax Laws" means the tax laws of the state or a political subdivision of the state, including ORS 305.620 and ORS chapters 316, 317 and 318. If a contract is executed, this information will be reported to the Internal Revenue Service. Information not matching IRS records could subject Proposer to 24% backup withholding.

SECTION II. NON-DISCRIMINATION: That the Proposer has not and will not discriminate in its employment practices with regard to race, creed, age, religious affiliation, sex, disability, sexual orientation, gender identity, national origin, or any other protected class. Nor has Proposer or will Proposer discriminate against a subcontractor in the awarding of a subcontract because the subcontractor is a disadvantaged business enterprise, a minority-owned business, a woman-owned business, a business that a service-disabled veteran owns or an emerging small business that is certified under ORS 200.055.

SECTION III. CONFLICT OF INTEREST: The undersigned hereby certifies that no elected official, officer, agent or employee of Clackamas County is personally interested, directly or indirectly, in any resulting contract from this RFP, or the compensation to be paid under such contract, and that no representation, statements (oral or in writing), of the County, its elected officials, officers, agents, or employees had induced Proposer to submit this Proposal. In addition, the undersigned hereby certifies that this proposal is made without connection with any person, firm, or corporation submitting a proposal for the same material, and is in all respects fair and without collusion or fraud.

SECTION IV. COMPLIANCE WITH SOLICITATION: The undersigned further agrees and certifies that they:

1. Have read, understand and agree to be bound by and comply with all requirements, instructions, specifications, terms and conditions of the RFP (including any attachments); and
2. Are an authorized representative of the Proposer, that the information provided is true and accurate, and that providing incorrect or incomplete information may be cause for rejection of the Proposal or contract termination; and
3. Will furnish the designated item(s) and/or service(s) in accordance with the RFP and Proposal; and
4. Will use recyclable products to the maximum extent economically feasible in the performance of the contract work set forth in this RFP.

Name: Jonathan Burgiel

Date: July 14, 2025

Signature: 

Title: Business Unit President

Email: TDR.contracts@tetratech.com

Telephone: 407-803-2551

Oregon Business Registry Number: 110373-89

OR CCB # (if applicable): _____

Business Designation (check one):

☒ Corporation ☐ Partnership ☐ Sole Proprietorship ☐ Non-Profit ☐ Limited Liability Company

☐ Resident Quoter, as defined in ORS 279A.120

☒ Non-Resident Quote. Resident State: Delaware

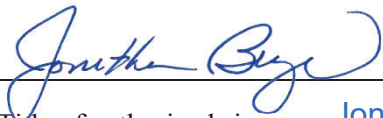
EXHIBIT E
FEE SCHEDULE

Fee Schedule for RFP#2025-44 Disaster Debris Monitoring and Management

Item	Position	Number	Hours/ Day	Total Days	Total Hours	Hourly Rate \$	Extended Cost \$
1	Project Manager	1	12	120	1440	\$85.00	\$122,400.00
2	Operations Manager	1	12	120	1440	\$69.00	\$99,360.00
3	FEMA/Grant Manager	1	4	120	480	\$110.00	\$52,800.00
4	Field Supervisors	4	12	120	5760	\$45.00	\$259,200.00
5	Field Monitors	20	12	120	28800	\$43.00	\$1,238,400.00
6	DMS & Tower Monitors	4	12	120	5760	\$36.00	\$207,360.00
7	Safety & Health Specialist	1	10	120	1200	\$59.00	\$70,800.00
8	Environmental Specialist	1	10	120	1200	\$45.00	\$54,000.00
9	GIS Specialist	1	10	120	1200	\$45.00	\$54,000.00
10	Data Manager	1	10	120	1200	\$65.00	\$78,000.00
11	Billing/Invoice Analyst	2	10	120	2400	\$42.00	\$100,800.00
12	Data Entry/Admin Staff	2	10	120	2400	\$20.00	\$48,000.00
						Total:	\$2,385,120.00

Total numerically: 2,385,120

Total (written in words): two million three hundred eighty five thousand one hundred twenty dollars

Signature: 

Name and Title of authorized signer: Jonathan Burgiel, Business Unit President

EXHIBIT F
ADDITIONAL FEDERAL TERMS AND CONDITIONS

As used herein, “Contractor” means **Tetra Tech, Inc.**, and “County” means Clackamas County, a political subdivision of the State of Oregon.

1. The County intends that all or a portion of the consideration paid to Contractor will be eligible for reimbursement by one or more federal agencies including, but not limited to, the Federal Emergency Management Agency (“FEMA”). This Contract is subject to the additional terms and conditions required by federal law for a federal award. All terms and conditions required under applicable federal law for a federal award including, but not limited to, 2 C.F.R. § 200.326 and 2 C.F.R. § Pt. 200, App. II, are hereby incorporated by this reference herein.
2. Termination. This Contract may be terminated by mutual agreement of the parties or by the County for one of the following reasons: (i) for convenience upon thirty (30) days written notice to Contractor; or (ii) at any time the County fails to receive funding, appropriations, or other expenditure authority as solely determined by the County.
3. By execution of this Contract, Contractor hereby certifies that it and all subcontractors will comply with (i) all Federal statutes relating nondiscrimination, including, but not limited to: Title VI of the Civil Rights Act of 1964 (P.L. 88-352) which prohibits discrimination on the basis race, color or national origin; Title IX of the Education Amendments of 1972, as amended (20 U.S.C. §§1681 et seq.), which prohibits discrimination on the basis of sex; the Age Discrimination Act of 1975, as amended (29 U.S.C. §§6101 et seq.), which prohibits discrimination on the basis of age; the Rehabilitation Act of 1973, as amended (29 U.S.C. §§793 et seq.), which prohibits discrimination against requires affirmative action for qualified individuals with disabilities; the Drug Abuse Office and Treatment Act of 1972 (P.L. 92-255), as amended, relating to nondiscrimination on the basis of drug abuse; the Comprehensive Alcohol Abuse and Alcoholism Prevention, Treatment and Rehabilitation Act of 1970 (42 U.S.C. §§4541 et seq.), as amended, relating to nondiscrimination on the basis of alcohol abuse or alcoholism; §§523 and 527 of the Public Health Service Act of 1912 (42 U.S.C. §§290 dd-3 and 290 ee-3), as amended, relating to confidentiality of alcohol and drug abuse patient records; Title VII of the Civil Rights Act of 1969 (42 U.S.C. §§3601 et seq.), as amended, relating to nondiscrimination in the sale, rental or financing of housing; any other discrimination provisions in the specific statute(s) under which for Federal assistance is being made; and the requirements of any other nondiscrimination statute(s) which may apply; (ii) will comply with the Byrd Anti-Lobbying Amendment (31 U.S.C. 1352 et. seq.), and shall file the required certification if the award is \$100,000 or more; and (iii) will comply with the provisions of the Hatch Act (5 U.S.C. §§1501-1508 and 7324-7328) which limit the political activities of employees whose principal employment activities are funded in whole or in part with Federal funds.
4. If this Contract involves a federal award that meets the definition of a “funding agreement” under 37 CFR § 401.2 (a), and the recipient or subrecipient wishes to enter into a contract with a small business firm or nonprofit organization regarding the substitution of parties, assignment or performance of experimental, developmental, or research work under that “funding agreement,” the recipient or subrecipient must comply with the requirements of

37 CFR Part 401, “Rights to Inventions Made by Nonprofit Organizations and Small Business Firms Under Government Grants, Contracts and Cooperative Agreements,” and any implementing regulations issued by the awarding agency.

5. If this Agreement is in excess of \$150,000, Contractor certifies that it and all subcontractors will comply with all applicable standards, orders or regulations issued pursuant to the Clean Air Act, 42 U.S.C. 7401 et seq., and the Federal Water Pollution Control Act, as amended 33 U.S.C. 1251 et seq. Violations shall be reported to the awarding Federal Department and the appropriate Regional Office of the Environmental Protection Agency. Contractor shall include these requirements in all contracts with subcontractors receiving more than \$150,000.
6. If this Agreement is in excess of \$100,000 and involves the employment of mechanics or laborers, Contractor and all subcontractors will comply with all applicable standards, orders or regulations issued pursuant to the Contract Work Hours and Safety Standards Act 40 USC §§3701 et seq. as supplemented by Department of Labor regulations at 29 C.F.R. Part 5. See 2 C.F.R. Part 200, Appendix II, ¶ E. Under 40 U.S.C. § 3702, each contractor must be required to compute the wages of every mechanic and laborer on the basis of a standard work week of 40 hours. Work in excess of the standard work week is permissible provided that the worker is compensated at a rate of not less than one and a half times the basic rate of pay for all hours worked in excess of 40 hours in the work week. Further, no laborer or mechanic must be required to work in surroundings or under working conditions which are unsanitary, hazardous, or dangerous. Contractor shall include and require all providers to include in all contracts with subcontractors receiving more than \$100,000, language requiring the subcontractor to comply with the federal laws identified in this section.
7. Contractor shall comply with 2 CFR Part 180 (including executive orders 12549 and 12689). These regulations restrict sub-awards and contracts with certain parties that are debarred, suspended or otherwise excluded from or ineligible for participation in federal assistance programs or activities. Contractor is responsible for further requiring the inclusion of a similar term or condition in any subsequent lower tier covered transactions. Contractor may access the Excluded Parties List System at <https://www.sam.gov>. The Excluded Parties List System contains the names of parties debarred, suspended, or otherwise excluded by agencies, as well as parties declared ineligible under statutory or regulatory authority other than E.O. 12549 and 12689. Awards that exceed the simplified acquisition threshold shall provide the required certification regarding their exclusion status and that of their principals prior to award. Contractor is required to verify that none of the Contractor's principals (defined at 2 C.F.R. 180.995) or its affiliates (defined at 2 C.F.R. 180.905) are excluded (defined at 2 C.F.R. 180.940) or disqualified (defined at 2 C.F.R. 180.935). The Contractor must comply with 2 C.F.R. pt. 180, subpart C and 2 C.F.R. pt. 3000, subpart C, and must include a requirement to comply with these regulations in any lower tier covered transaction that Contractor enters into. This certification is a material representation of fact relied upon by the County. If it is later determined that the Contractor did not comply with 2 C.F.R. pt. 180, subpart C and 2 C.F.R. pt. 3000, subpart C, then in addition to remedies available to the County, the Federal Government may pursue available remedies, including but not limited to suspension and/or debarment.

8. **Record Retention.** Contractor will retain and keep accessible all such financial records, books, documents, papers, plans, records of shipments and payments and writings that are directly related to this Agreement for a minimum of six (6) years, or such longer period as may be required by the federal agency or applicable state law, following final payment and termination of this Agreement, or until the conclusion of any audit, controversy or litigation arising out of or related to this Agreement, whichever date is later, according to 2 CFR 200.333-337. Contractor agrees to provide to the County, to the FEMA Administrator, to the Comptroller General of the United States, or to any of their authorized representatives, access to any books, documents, papers, and records of the Contractor which are directly pertinent to this contract for the purposes of making audits, examinations, excerpts, and transcriptions. Contractor agrees to permit any of the foregoing parties to reproduce by any means whatsoever or to copy excerpts and transcriptions as reasonably needed.
The Contractor agrees to provide the FEMA Administrator or the Administrator's authorized representative's access to construction or other work sites pertaining to the Work being completed under the Contract. In compliance with the Disaster Recovery Act of 2018, the County and the Contractor acknowledge and agree that no language in this Contract is intended to prohibit audits or internal reviews by the appropriate federal administrator, including the FEMA Administrator, or the Comptroller General of the United States.
9. **DHS Seal, Logo, and Flags:** Contractor shall not use the DHS seal(s), logos, crests, or reproductions of flags or likenesses of DHS agency officials without specific FEMA pre-approval.
10. **Compliance with Federal Law, Regulations, and Executive Orders:** This is an acknowledgement that FEMA financial assistance may be used to fund this Contract only. Contractor will comply with all federal law, regulations, executive orders, FEMA policies, procedures, and directives.
11. **No Obligation by Federal Government:** The Federal Government is not a party to this Contract and is not subject to any obligations or liabilities to the non-Federal entity, Contractor, or any other party pertaining to any matter resulting from the contract.
12. **Program Fraud and False or Fraudulent Statements or Related Acts:** Contractor acknowledges the 31 U.S.C. Chapter 38 (Administrative Remedies for False Claims and Statements) applies to the Contractor's actions pertaining to this Contract.
13. Contractor will comply with all applicable requirements of 2 CFR 200.216, 2 CFR 200.321, and 2 CFR 200.322.
14. **Procurement of Recovered Materials (2 CFR 200.323):** Contractor must comply with section 6002 of the Solid Waste Disposal Act, as amended by the Resource Conservation and Recovery Act. Information about this requirement, along with the list of EPA-designate items, is available at EPA's Comprehensive Procurement Guidelines web site, <https://www.epa.gov/smm/comprehensive-procurement-guideline-cpg-program>.

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

Contractor hereby makes the following certification:

Byrd Anti-Lobbying Amendment Certification
for Contracts, Grants, Loans, and Cooperative Agreements

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

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

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

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

Statements, apply to this certification and disclosure, if any.

Signature of Contractor's Authorized Official

Name and Title of Contractor's Authorized Official

Date