

Lawton – Fort Sill Joint Land Use Study

Request for Proposal (RFP) 16-10-20





October 20, 2016

Mr. Steve Kelly, CED Planner
Association of South Central Oklahoma Governments (ASCOG)
P.O. Box 1647
Duncan, OK 73534-1647

SUBJECT: Response to Request for Proposals for Lawton-Fort Sill Joint Land Use Study (RFP 16-08-01)

Dear Mr. Kelly:

The interaction among surrounding communities and military installations is a vital component in the ongoing relationships that enable a positive and productive partnership. Tetra Tech has been very active in these relationships/partnerships, and is pleased to submit the enclosed original cover letter and three hard copies of our proposal to perform the required services for the Lawton-Fort Sill Joint Land Use Study (JLUS). The structure of our proposal follows the sequence of information requested in ASCOG's Request for Proposals (RFP).

Tetra Tech has formed a strategic partnership with **Guernsey**, an architectural, engineering, and consulting firm headquartered in Oklahoma City, OK, to provide Fort Sill, ASCOG, and the JLUS Policy Committee with a proven Team with award-winning qualifications on projects similar in size, scope, locale, and complexity.

Brief Overview. Tetra Tech was founded in 1966 to provide technical service expertise to government and private sector clients. We have proven JLUS experience on multiple award-winning JLUS studies over a multi-year period. Our team has recent and relevant experience in the geographic area, both with communities, Fort Sill, and the Tribal Councils of the region. We will not produce a formulaic product, rather one that is well based in the local needs of Fort Sill and the surrounding entities. Our "toolbox" of solutions will be tailored for the needs of this JLUS and not simply modified from other studies. Also, our public involvement process is proven through many field experiences and ensures that the public is consulted and involved in the process. We look forward to providing you the best suited team for the Fort Sill JLUS process.

Contact Information. Following is contact information for our Program Manager who has the authority to negotiate on behalf of Tetra Tech. Mr. Jeff Mathieu is authorized to legally bind our firm to this contract and to respond to ASCOG regarding the confidential nature of our information. Enclosed is our Statement of Qualifications describing our understanding of the project, capabilities, team, and references.

Benjamin Recker
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Colorado Springs, CO 80919
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Our Team shall in all aspects conform to and comply with Equal Opportunity Employment requirements. We are in good standing with the State of Oklahoma and certify that this proposal is made without prior understanding,

agreement, or connection with any corporation, firm or person submitting a proposal for the same services and is in all respects fair and without collusion or fraud. This agreement will not result in a conflict of interest for our firm.

We pledge not only the complete dedication and attention of our locally-based resources to this contract, but also the full resources of our combined offices. Thank you again for your consideration and we look forward to the opportunity to serve you and the Fort Sill community.

Sincerely,



Benjamin Recker
Director

Lawton – Fort Sill Joint Land Use Study (JLUS)

October 20, 2016

PRESENTED TO

**Association of South Central
Oklahoma Governments (ASCOG)**

Mr. Steve Kelly, CED Planner

ASCOG
P.O. Box 1647
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PRESENTED BY

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Restriction on Disclosure and Use of Data

This proposal includes data that shall not be disclosed outside the Government and shall not be duplicated, used, or disclosed—in whole or in part—for any purpose other than to evaluate this proposal. If, however, a contract is awarded to this offeror as a result of—or in connection with—the submission of this data, the Government shall have the right to duplicate, use, or disclose the data to the extent provided in the resulting contract. This restriction does not limit the Government's right to use information contained in this data if it is obtained from another source without restriction. The data subject to this restriction are constrained on each sheet of this submittal.

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1.0 COVER LETTER AND SUMMARY

The Tetra Tech Team has placed the highest priority on preparing this response to Request for Proposal (RFP) 16-10-20 for the Lawton-Fort Sill Joint Land Use Study. We are excited about the opportunity to serve on this assignment and present the information contained herein in response to the items requested in the RFP. *Please see separate attached cover letter.*

1.1 TETRA TECH AND GUERNSEY OVERVIEW

1.1.1 Tetra Tech/Guernsey Team

Tetra Tech has assembled a team for this project that represents the best available national and local professionals in each of the categories needed by this effort. Our team:

- Has recent and award winning JLUS experience.
- Has local community knowledge and recent experience with the very stakeholders of this project.
- Has recent planning, environmental, and engineering experience at Fort Sill.
- Understands the complexities of developing specific mechanisms to control encroachment and will be creative and engaged in resolving new challenges associated with Fort Sill. Our product will **not** offer a bland, generic approach to a typical generic “tool box” of solutions.
- Understands both “inside the fence” and the communities that surround Fort Sill; Guernsey has specific local community experience with the City of Lawton.
- Brings a polished and proven public involvement team to the effort.

We combine the resources of a global, multibillion dollar company with local, client-focused delivery.

1.1.2 Contractual Contact Information for Tetra Tech

The primary Tetra Tech Point of Contact for this proposal:

Benjamin Recker
Director
Tetra Tech, Inc.
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Colorado Springs, CO 80919
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2.0 FIRM BACKGROUND, PRINCIPAL OFFICERS, AND PRIOR EXPERIENCE

2.1 TETRA TECH CORPORATION: LOCATION, OFFICERS, DIRECTORS, AND OVERALL FORM OF THE ORGANIZATION

Tetra Tech is a corporation organized in the State of Delaware. The firm was established in 1966 and has always operated under the Tetra Tech name. There is not a parent company for Tetra Tech. Our corporate address is: 3475 East Foothill Blvd., Pasadena, CA 91107; phone: +1 (626) 351-4664; and website: www.tetrattech.com.

2.2 CORE TECHNICAL STAFF

Expert JLUS, GIS, and planning staff from Tetra Tech's Colorado Springs office and Guernsey's Oklahoma City office will complete the work requirements outlined in the RFP. Our Team will be led by two distinguished professionals that bring over 80 years of experience in municipal planning programs and military facility joint planning efforts—Mr. Rudy Bauer, AICP, CCF, CMP with Tetra Tech and Mr. Ken Senour, CEP, QEP with Guernsey. Summaries of Mr. Bauer's and Mr. Senour's experience are provided in the resume section.

In preparing for this proposal, our Team has defined specific roles and responsibilities for each project activity. This delineation of responsibilities provides the basis for selecting the key professionals supporting the Lawton-Fort Sill JLUS.

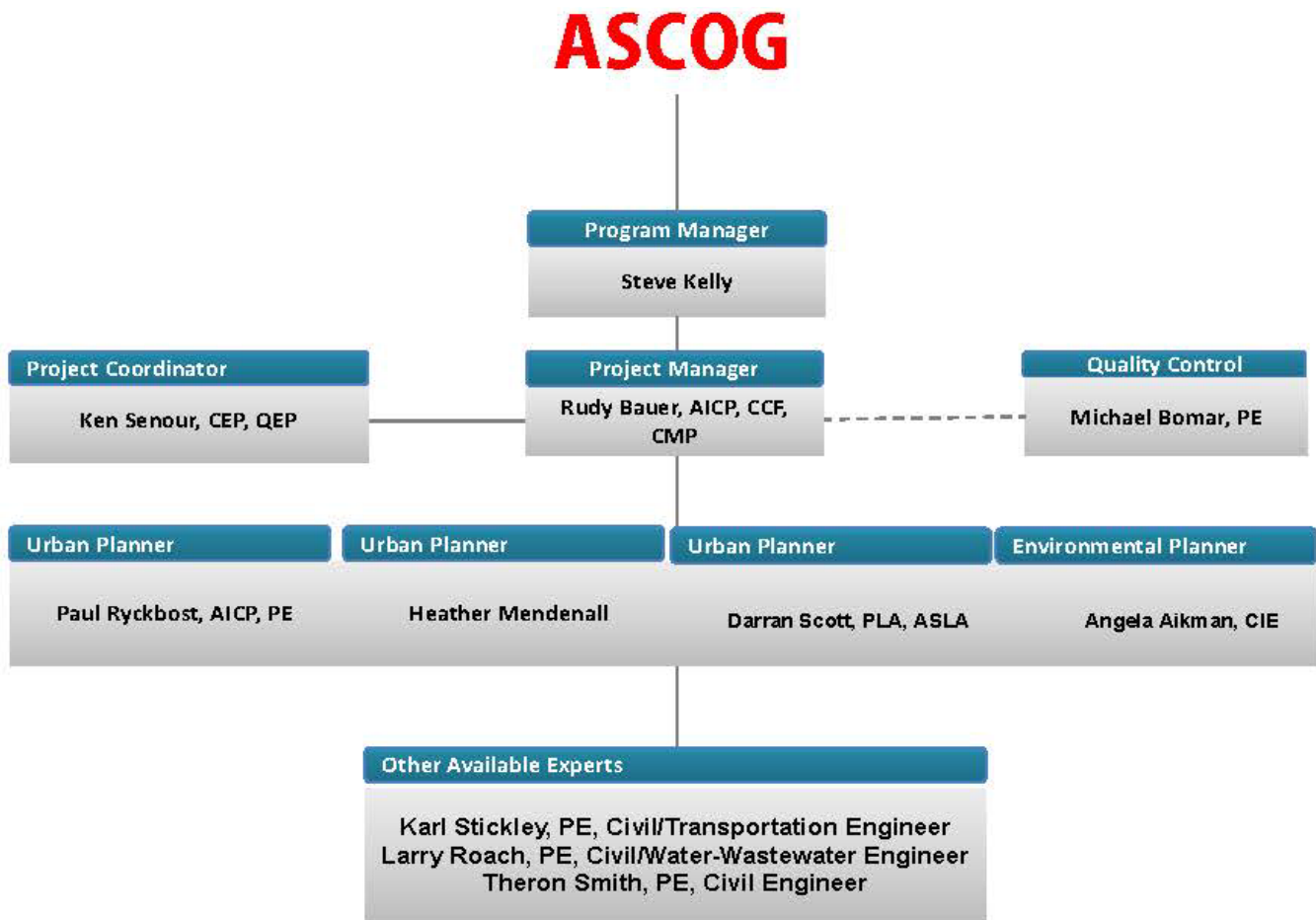
The primary Team members for each phase have been identified and committed to begin this project immediately upon contract award. Key technical staff will be involved in every phase to ensure project goals and concepts are consistently achieved from data collection at the onset of the project through to public release of the Final JLUS.

Ready to Go and "In the Saddle" Our Team of professionals, assembled specifically for the Lawton-Fort Sill JLUS, is immediately available to begin this important process for the entire community of stakeholders. The information requested in the RFP about our Team is included above and in subsequent sections hereafter, but a quick summary of key points about our Team follows:

- *Award-winning Past JLUS Experience* - Our previous JLUS projects have been highly recognized for content and individuality ; they are not cookie-cutter projects.
- *Successful Experience Working as a Team* - Members of the Lawton-Fort Sill JLUS Team we have proposed have successfully worked together to complete other JLUS projects.
- *Specific Expertise in the Areas Needed to Adequately Complete the Lawton-Fort Sill JLUS* - Our professionals are well experienced in the fields of land use planning, Military Master Planning, Community Comprehensive Plans, GIS Mapping, noise studies, environmental planning, and project management.
- *Local Presence* - Tetra Tech has two offices around Lawton-Fort Sill. Our teaming partner, Guernsey, has a local office in Oklahoma City, OK.
- *Local Experience & Knowledge* – The Tetra Tech/Guernsey team has worked with Lawton and Fort Sill on multiple projects.


2.2.1 Project Organization Chart

The following organizational chart displays the key employees supporting the project. Each person identified has been selected for this project based on their key leadership and related technical experience.



2.2.2 Key Team Members

Resumes for the key personnel assigned to this project are presented in the following pages.

Rudy Bauer, AICP, CCP, CCF		
	Role:	Project Manager, Public Outreach Specialist
	Title	Senior Planner and Project Manager
	Years of Experience	38
	Years with Tetra Tech	2
	Education	BA, Geography and Environmental Studies, University of Colorado
	Location	Colorado Springs, CO
	Availability	60% available

*Mr. Bauer will be ASCOG’s single- point-of-contact for the JLUS effort. His focus and primary mission is to treat ASCOG as if they are our **only** client!*

Mr. Bauer has 38 years of planning and project management experience in preparing various planning and programming documents and has been directly involved in developing DOD community and military facilities planning documents, including Installation Development Plans, Area Development Plans, Strategic Plans and

facilities requirements analyses. He is a certified planner through the American Institute of Certified Planners, a Certified Charrette Facilitator and a Certified Meeting Facilitator through the National Charrette Institute. In the past three years, Mr. Bauer has facilitated 17 different public involvement processes in five different countries.

Relevant Project Experience

Pikes Peak Area JLUS, CO. Tetra Tech is part of a multi-disciplinary team that is under contract with the Pikes Peak Area Council of Governments (PPACG) to assist in developing the JLUS that includes Peterson Air Force Base, Fort Carson, the United States Air Force Academy, Cheyenne Mountain Air Force Station, and Schriever Air Force Base. Mr. Bauer is coordinating the Public Involvement Plan and public meetings that address areas of concern that include noise, trails, and transportation impacts, among others. This project is ongoing.

Cannon Air Force Base JLUS, Curry County, NM. To ensure the operational effectiveness of the base and training range, the Cannon JLUS project was designed to help mitigate land use incompatibility between the military, Curry and Roosevelt Counties, local land owners, and governmental agencies. Additionally, land use strategies between the military and local communities were developed to foster better planning and consistent land use development. Mr. Bauer was the Project Manager for this effort and instrumental in facilitating the public participation workshops, which had a high degree of difficulty due to wind turbine pressures from neighboring land owners in the restricted air space of Canon AFB.

Minot AFB JLUS, ND. The primary purpose of the JLUS is to foster cooperative land use planning discussions between the Minot AFB and the tribal and local units of government within the Military Influence Planning District (MIPD). Strategies developed with the community and the base will balance the needs of the base with the long-term development plans and economic viability of the surrounding communities. Mr. Bauer set up the interfaces with community and the Air Force to ensure successful completion of this project.

Real Property Inventory, Fort Sill, OK. Under this delivery order, Mr. Bauer’s team furnished all subject matter expertise (SME) necessary to provide professional Real Property Inventory (RPI) Assets Validation, Army Stationing and Installation Plan (ASIP) and Real Property Planning and Analysis System (RPLANS) updates at Fort Sill, OK. This required direct interface with the Director of Public Works office and their team.

Land Use and Real Property Utilization Study, Waldron Field, Corpus Christi, TX. Project Manager. The Navy tasked Mr. Bauer’s team to complete a Land Use Study of the Naval Auxiliary Field Waldron in Corpus Christi, TX. Waldron Field is a 903 acre training airfield that is used for practice approaches and landings for the T-34C aircraft in support of TW-4 pilot training operations. The team conducted interviews with community stakeholders and Navy leadership and gathered data to produce three alternative development scenarios that included evaluation of real estate monetization potentials through mechanisms such as Enhanced Use Leasing, Real Property Exchange, and In-Kind Construction. Preferred plan options were presented to Navy leadership, selected and presented in a report.

Ken Senour, CEP, QEP



Role:	Project Coordinator, Public Outreach Specialist, Local Liaison
Title	Program Manager, Community Planning
Years of Experience	43
Years with Guernsey	18
Education	BS, Biology/Geography Double Major, Bowling Green State University (Ohio)
Location	Oklahoma City, OK
Availability	70% available

Mr. Senour will be ASCOG’s secondary point of contact for the JLUS effort.

Ken has 43 years’ experience involving military planning, community planning, water/wastewater planning, environmental planning, and numerous related activities. He has been involved in assessing the interrelationship among military installations and communities from both perspectives having worked on military plans and inherent

community interaction, and also on community/municipal plans requiring connections to military installations. He understands the various factors and nuances involved on both sides. He has also been involved in various multidisciplinary planning and infrastructure projects for the Department of Defense nationally and with numerous municipalities regionally and specifically in Oklahoma. He has specific experience with both Fort Sill and the City of Lawton.

Relevant Project Experience

Spill Prevention Control and Countermeasure (SPCC) Plan, Fort Sill, OK. Ken served as the Principal-in-Charge (PIC) for a base-wide SPCC plan that was developed for the US Army Corps of Engineers, Tulsa District, and Fort Sill. The project involved the update to the SPCC Plan and the Installation Spill Contingency Plan (ISCP) for the installation. As an active military installation with a significant component of large-scale industrial activities, Fort Sill required the usage and storage of hundreds of thousands of gallons of petroleum products and other hazardous materials. The distribution of the storage and the quantity of the containers at over 50 different facilities on the Post presented an uncommon facility profile as it pertains to SPCC Plans and ISCPs. The uniqueness and the importance of the watershed, including several major waterways in and adjacent to the cantonment area, provided additional incentive for an active SPCC Plan and program. The update included the facilities on-post that must comply with the rule – removing old facilities and adding new ones. Other existing data was modified to mesh with the SPCC requirements, including a significant amount of Geographic Information System data.

National Environmental Policy Act (NEPA) Environmental Assessment (EA) for Proposed Helipads at Henry Post Army Airfield, Fort Sill, OK. Ken was the project manager for this fast-track EA that was completed in 12 weeks. The preliminary draft was provided within six weeks. The proposed project involved the construction of a series of helicopter landing pads at Henry Post Army Airfield. The additional pads would allow Fort Sill to take on more aircraft and prepare them and their crews for deployment. Major issues addressed in the EA included noise impacts and concerns regarding cultural resources at the airfield. Ken worked closely with the USACE, Tulsa District as the EA was expedited through the Army's execution process and legal review.

Multimodal Transfer Center Feasibility Design Concept, City of Lawton, OK. Ken was the PIC for this project. The primary goal of the project was to recommend the best location and provide a conceptual layout for the new center for the City of Lawton. The new facility will provide cover passenger boarding areas, interior passenger amenities, connections between passenger platforms, connections to local and interstate bus services, taxis, and future fixed guideway technologies. Guernsey reviewed all aspects of the Lawton Metropolitan Planning Organization (LMPO) region of influence, areal responsibilities, and transit routes. Two sites were identified and a conceptual site plan was prepared for the facility that were maintenance-friendly and cost-sensitive. A phased implementation plan was developed to accommodate gradual introduction of functions in the facility (factors include site acquisition, availability of funding, functional requirements, impact on customer service and construction constraints.)

Comprehensive Community Master Plan, Moore, OK. Ken is the PIC for this project. Moore has experienced exceptional growth over the past two decades and Moore's location just south of Oklahoma City provides a top-notch education system, great place to raise a family, strong local economy, and relatively low cost of living that continues to draw thousands of new residents to the City every year. The City is located within "Tornado Alley" with an average of one tornado every five years. Ken is leading the team to develop a plan that is both sustainable and resilient. The plan will also allow Moore to remain a development-friendly, fiscally and socially responsible community.

Base Comprehensive Plans (BCPs), US Air Force, TX, TN, and MA: Ken served as project manager for three US Air Force BCPs including Brooks AFB, TX (1300 acres); Arnold AFB, TN (40,000 acres); and Hanscom AFB, MA (1000 acres). The plans were all accomplished within a five-year period and were designed to comprehensively evaluate all aspects of the installations including land use, facilities, utilities/infrastructure, and environmental conditions. Additionally base architectural standards were evaluated throughout the process. Future land use/facility conditions/programs were proposed and the BCPs were all reviewed with a comprehensive NEPA EA to evaluate potential impacts of the proposed plans on the environment.

Michael Bomar, PE



Role:	Quality Control
Title	Vice President
Years of Experience	15
Years with Tetra Tech	11
Education	Bachelor Environmental Engineering United States University of Florida
Location	New York, NY
Availability	10% available

Mr. Bomar’s management of JLUS projects dates back to 2003 with the preparation of the award-winning NAS Whiting Field JLUS, the first adopted JLUS in the state of Florida. His expertise in large-scale land use planning projects has been sought across the US on a variety of other JLUS, military installation growth, and revitalization/redevelopment projects. He has proven experience with breaking down complex projects for public understanding and consensus building.

Relevant Project Experience

Eglin Air Force Base JLUS/ Santa Rosa, Okaloosa, and Walton Counties, FL - Project Manager responsible for the creation of a study identifying recommendations for land use and planning actions to help ensure development around Eglin AFB is compatible with Eglin’s mission while protecting the public’s health safety and welfare in 14 different jurisdictions. Efforts included 18 different public presentations including the public and JLUS Policy Committee. Mr. Bomar also led presentations and meetings with the JLUS Technical Advisory Group to discuss and review the technical aspects of the JLUS effort. The Final JLUS report identified potential land use or procedural constraints and/or conflicts with Eglin’s Mission and provided recommendations to each county and city for opportunities to minimize or eliminate the constraints and/or conflicts.

NAS Whiting Field JLUS/Santa Rosa County, FL - Project Manager responsible for the JLUS establishing land use recommendations to protect military air installations from encroachment by incompatible development and population concentrations. Since completion of the NAS Whiting Field JLUS, the recommendations were adopted and the majority successfully implemented. Also, this project has been recognized on two separate occasions for professional technical awards. The JLUS recommendations include modification to the County’s comprehensive plan and land development regulations that use planning principles such as special overlay zoning districts, subdivision regulations, structural height restrictions, clustering development away from military installations, increased sound attenuation in existing and new buildings, land exchanges, real estate disclosure near airfields, and improved communications between the County and NAS Whiting Field.

Avon Park Bombing Range JLUS/Polk, Highlands, Okeechobee, and Osceola Counties, FL - Responsible for the preparation of the JLUS report for the Central Florida Regional Planning Council. Avon Park Range is the largest bombing and gunnery range east of the Mississippi River with approximately 400 square miles of restricted airspace and 1,000 square miles of military operating area. The Range is 106,000 acres providing an important training facility for active duty, guard, and reserve military units from the Army, Navy, Air Force, Marines, and Coast Guard.

Kirtland AFB JLUS/Albuquerque, NM - Performing as the lead JLUS consultant for the Mid-Region Council of Governments (MRCOG) JLUS. Areas of focus for this JLUS include comprehensive GIS mapping efforts incorporating existing land use, future land use, vacant and undeveloped lands, and transportation improvement programs. We are also responsible for performing land use analysis across the study area for aircraft noise contours, Accident Potential Zones (APZs), impulse or explosive noise zones, CV-22 Osprey helicopter training routes, and light encroachment and making recommendations pertaining to compatible land use.

Heather C. Mendenall



Role:	Planner, Installation Communication Specialist, GIS
Title	Senior Planner and Project Manager
Years of Experience	11
Years with Tetra Tech	2
Education	BA, American Academy of Vedic Art and Science
Location	Colorado Springs, CO
Availability	70% available

Ms. Mendenall’s planning career includes a variety of technical leadership, project management, charrette facilitation, and military master planning. She has a multidisciplinary background that includes Project Management, planning, GIS, web integration, workshop and charrette facilitation, operations management, staff development, graphic design, and editing.

Ms. Mendenall has facilitated, managed, and completed numerous Installation Development Plans (IDPs) for the Air Force. She served as the Technical Manager to guide and implement Air Mobility Command (AMC) IDPs at four installations. Working in partnership with AMC, the team implemented both the art (planning) and science (web-based application) of the IDP program. Additionally, Ms. Mendenall worked as the Task and Program Manager for the Headquarters Air Force (HAF) funded Installation Development Plans (IDPs), accountable for managing the execution 11 IDPs. Under the guidance of Ms. Mendenall, the planning team established the new Air Force template which has been established as direction for all IDPs. Both IDP planning programs won American Planning Association, Federal Planning Division, Outstanding Federal Program awards.

Relevant Project Experience

Pikes Peak Area JLUS, CO. Tetra Tech is part of a multi-disciplinary team that is under contract with the Pikes Peak Area Council of Governments (PPACG) to assist in developing the JLUS that includes Peterson Air Force Base, Fort Carson, the United States Air Force Academy, Cheyenne Mountain Air Force Station, and Schriever Air Force Base. Ms. Mendenall is assisting with the Public Involvement Plan and public meetings that address areas of concern that include noise, trails, and transportation impacts, among others. This project is ongoing.

Minot AFB, Ward County and Souris Basin Planning Council, ND – The Minot Air Force Base Joint Land Use Study (JLUS) identifies encroachment issues that impact both the base and the communities around the base and recommends strategies to address these impacts. The primary purpose of the JLUS is to foster cooperative land use planning discussions between the Minot AFB and the tribal and local units of government within the Military Influence Planning District (MIPD). Strategies developed with the community and the base will balance the needs of the base with the long-term development plans and economic viability of the surrounding communities. Ms. Mendenall served as the Project Manager and lead planner for this effort.

Cannon AFB JLUS, Curry County Administrative Office, NM – The Cannon Air Force Base JLUS identifies encroachment issues that impact both the base and the communities around the base and recommends strategies to address these impacts. Strategies developed with the community and the base will balance the needs of the base with the long-term development plans and economic viability of the surrounding communities. The study area includes Curry and Roosevelt counties. Ms. Mendenall served as the GIS, graphics, and website lead.

Installation Development Plans, 11 installations, CONUS and OCONUS (2013-2015) – Ms. Mendenall served as the task and Program Manager for the Headquarters Air Force (HAF) funded Installation Development Plans (IDPs), accountable for managing the execution of Task Order activities: clarification of scope, budgets, execution schedules, resources, and deliverables on 11 ongoing projects. In this role she led an innovative team of professionals to work closely with HAF and a select IDP Review Committee of 16 made up of HQ USAF, Air

Force Civil Engineering Center (AFCEC) and Command planners to create a new IDP template and then implement for all installations. This program received the 2014 Outstanding Federal Program Award, Federal Planning Division, APA.

Air Mobility Command (AMC) BGP Updates/AFCEE (2010-2012) – Ms. Mendenall served as the Technical Manager for the overall AMC IDP web-based application which was tested and implemented at four AMC installations. She also provided planning, GIS, and graphic design support. The IDP developed for AMC includes an IDP report and an interactive web-based application that links to the AMC GeoBase. The report condenses and updates the previous master plan, which is replaced. The web application is a means to distribute this report information as well as house a multitude of additional information to create a planning and decision-making tool for base planners and AMC leadership. This application established a planning environment that will be used as a model for future planning efforts. Deliverables included IDPs, web application, base specific brochures, User's Guide, and onsite training. The project also included updating Area Development Plans and was awarded Honorable Mention for Federal Planning Programs, AMC IDPs, 2012 Federal Planning Division, APA.

Darran Scott, PLA, ASLA



Role:	Public Outreach Specialist, Local Liaison, Data Collection, Landscape Architecture, Planning
Title	Landscape Architect/Planner
Years of Experience	12
Years with Guernsey	3
Education	BLA, Landscape Architecture, Oklahoma State University, Stillwater, OK
Location	Oklahoma City, OK
Availability	60% available

Darran has 12 years' experience involving landscape architecture, community planning and numerous related activities. He has been involved in comprehensive planning, site master planning, site layout and development for municipal, state, federal and private entities. He has also been involved in various multidisciplinary planning and infrastructure projects for the Department of Defense nationally and with numerous municipalities regionally and specifically in Oklahoma. He has specific experience with ASCOG, Fort Sill and the City of Lawton.

Relevant Project Experience

Multimodal Transfer Center Feasibility Design Concept, City of Lawton, OK. Darran was the Landscape Architect for this project. The primary goal of the project was to recommend the best location and provide a conceptual layout for the new center for the City of Lawton. The new facility will provide covered passenger boarding areas, interior passenger amenities, connections between passenger platforms, connections to local and interstate bus services, taxis, and future fixed guideway technologies. Guernsey reviewed all aspects of the Lawton Metropolitan Planning Organization (LMPO) region of influence, areal responsibilities, and transit routes. Two sites were identified and a conceptual site plan was prepared for the facility that were maintenance-friendly and cost-sensitive. A phased implementation plan was developed to accommodate gradual introduction of functions in the facility (factors include site acquisition, availability of funding, functional requirements, impact on customer service and construction constraints).

Downtown Park/Urban Plaza, Lawton, OK: Darran is the project manager and landscape architect for the downtown park located at SW 2nd St. and SW C Ave. The park will serve as a gateway into the downtown area. The park is being designed to correlate with the recent streetscape improvement. Elements of the park include art/sculpture, plaza areas, information center, iconic shade structures, water features and landscaping.

Grant Assistance for FHWA Transportation Alternatives Program (TAP), City of Apache, OK. Darran was the project manager and landscape architect assisting the City of Apache in conjunction with ASCOG to submit an

application for the TAP funding. Darran’s role was to oversee the effort to provide graphics identifying possible routes and cost estimates for each of the sidewalk routes.

Comprehensive Community Master Plan, Moore, OK. Darran is serving as a landscape architect/planner for this project. Moore has experienced exceptional growth over the past two decades and Moore’s location just south of Oklahoma City provides a top-notch education system, great place to raise a family, strong local economy, and relatively low cost of living that continues to draw thousands of new residents to the City every year. The City is located within “Tornado Alley” with an average of one tornado every five years. Darran is coordinating daily activities to develop a plan that is both sustainable and resilient. The plan will also allow Moore to remain a development-friendly, fiscally and socially responsible community.

Comprehensive Plan and Transportation Analysis, Enid, OK. Darran served as a Landscape Architect/Planner for this project. Over the past decade the City of Enid’s population has grown at a rate of approximately 0.5% per year. This trend is expected to continue over the next 20 years. Enid has become and will continue to grow as a major regional retail hub for northwestern Oklahoma. Darran assisted the planning effort to create a plan and environment that will allow Enid to manage its future infrastructure needs and continue to remain a community that will attract businesses and residents in the future.

Paul Ryckbost, AICP, PE



Role:	Urban Planning
Title	Urban Planner/Civil Engineer
Years of Experience	11
Years with Guernsey	5
Education	BS, Civil Engineering, Calvin College, and MS, Urban Planning, University of Michigan
Location	Oklahoma City, OK
Availability	15% available

Mr. Ryckbost is responsible for a broad range of activities supporting planning and public engagement opportunities. He is also responsible for financial and engineering analysis of utility systems. He has assisted with various environmental activities, including investigation, report authoring and responding to customer feedback. Mr. Ryckbost provides quality control for a diverse array of documents, including reports, executive summaries, presentations, and marketing copy. He worked for over six years in the Public Works and Planning Departments to create a better community in Oklahoma City. The work included extensive interaction with non-profits, private industry, state agencies, municipal governments, and industry.

Relevant Project Experience


Tinker Air Force Base “Municipalization” Involving the City of Oklahoma City, OK: Paul is overseeing technical requirements for the project. The City of Oklahoma City has been identified by Tinker AFB (TAFB) as the sole source candidate to privatize the water and wastewater utilities at TAFB. Paul was responsible for researching existing processes and writing a proposal for the Oklahoma City Water Utilities Trust (Trust) to the Department of Defense for the acquisition, operation and maintenance of the water and wastewater systems at TAFB. The proposal creation required constant communication with the Trust and the creation of multiple documents that synthesized the Trust’s current operations and standards and their applicability to TAFB.

Comprehensive Community Master Plan, Moore, OK. Ken is the PIC for this project. Moore has experienced exceptional growth over the past two decades and Moore’s location just south of Oklahoma City provides a top-notch education system, great place to raise a family, strong local economy, and relatively low cost of living that continues to draw thousands of new residents to the City every year. The City is located within “Tornado Alley” with an average of one tornado every five years. Ken is leading the team to develop a plan that is both sustainable and resilient. The plan will also allow Moore to remain a development-friendly, fiscally and socially responsible community.

Former City Planner, City of Oklahoma City, Oklahoma City, OK. Responsible for the management of projects in the City of Oklahoma City's General Bond Obligation Bond construction program prior to moving to the management of three urban design districts in the Comprehensive and Urban Design program. Projects ranged from small infrastructure repair to large-scale, multi-million dollar capital improvement projects. Mr. Ryckbost was actively involved in developing the projects and associated cost estimates for the 2007 General Obligation Bond Election.

planokc, City of Oklahoma City, OK. One of multiple staff assigned to planokc, the City of Oklahoma City's process to create a new comprehensive plan. Served as lead staff member for the Preservation, Appearance, and Culture element, and assisted other staff on the Environmental and Natural Resources, Communities, and Public Services elements. Attended and led various public meetings, coordinated the initial stages of the Community Appearance Survey, and assisted with the evaluation and analysis of trends, issues, and goals.

Comprehensive Plan and Transportation Analysis, Enid, OK. Paul served as project manager. Over the past decade the City of Enid's population has grown at a rate of approximately 0.5% per year. This trend is expected to continue over the next 20 years. Enid has become and will continue to grow as a major regional retail hub for northwestern Oklahoma. Paul lead the planning effort to create a plan and environment that will allow Enid to manage its future infrastructure needs and continue to remain a community that will attract businesses and residents in the future.

Angela Aikman, CIE		
	Role:	Environmental Planner
	Title	Environmental Planner
	Years of Experience	15
	Years with Guernsey	15
	Education	BS, Environmental Health Science, East Central University (Oklahoma)
	Location	Oklahoma City, OK
	Availability	30% available

Ms. Aikman specializes in performing environmental studies and investigations for clients throughout the United States. Ms. Aikman performs a variety of projects related the National Environmental Policy Act (NEPA), regulatory compliance permit applications, conducts multimedia audits, and assists with remedial action projects. She has conducted scores of SPCC Plans and updates as well as over 300 environmental site assessments (ESA). For the facilities that require additional studies, Ms. Aikman performs Phase II and III Environmental Site Investigations that often consist of geophysical assessments, surface water studies, design and installation of groundwater monitoring systems, collection of sediment, soil and groundwater samples, aquifer testing, acquiring laboratory analytical data, regulatory agency interaction, and technical report writing. Remedial actions include pump and treat, air sparging, vacuum extraction, bioremediation, and land application technologies.

Relevant Project Experience

Spill Prevention Control and Countermeasure (SPCC) Plan, Fort Sill, OK. Ms. Aikman was the technical leader for this project. A base-wide SPCC plan was developed for the US Army Corps of Engineers, Tulsa District, and Fort Sill. The project involved the update to the SPCC Plan and the Installation Spill Contingency Plan (ISCP) for the installation. As an active military installation with a significant component of large-scale industrial activities, Fort Sill required the usage and storage of hundreds of thousands of gallons of petroleum products and other hazardous materials. The distribution of the storage and the quantity of the containers at over 50 different facilities on the Post presented an uncommon facility profile as it pertains to SPCC Plans and ISCPs. The uniqueness and the importance of the watershed, including several major waterways in and adjacent to the cantonment area, provided additional incentive for an active SPCC Plan and program. The update included the facilities on-post that must

comply with the rule – removing old facilities and adding new ones. Other existing data was modified to mesh with the SPCC requirements, including a significant amount of Geographic Information System data.

National Environmental Policy Act (NEPA) Environmental Assessment (EA) for Proposed Helipads at Henry Post Army Airfield, Fort Sill, OK. Ms. Aikman was a lead Environmental Scientist for this project. She provided technical input for the various environmental resources. The proposed project involved the construction of a series of helicopter landing pads at Henry Post Army Airfield. The additional pads would allow Fort Sill to take on more aircraft and prepare them and their crews for deployment. Major issues addressed in the EA included noise impacts and concerns regarding cultural resources at the airfield. Ken worked closely with the USACE, Tulsa District as the EA was expedited through the Army’s execution process and legal review. The preliminary draft was provided within six weeks and the entire project was completed in 12 weeks with a Finding of No Significant Impact (FONSI).

Phase II Environmental Site Investigation, Lawton, OK. Ms. Aikman was the Project Manager for this project. A site investigation on a property located south of Gore Street between South Railroad Street and Southeast Larrance Street was prepared and conducted. The Site Investigation consisted of the installation of five soil bores (SBs) and the collection of soil samples to determine possible contamination in the soil. The SBs were analyzed and a report was prepared describing the field activities, summary of laboratory analyses, conclusions and recommendations.

Environmental Assessment (EA) & AAI Phase I Environmental Site Assessment (ESA) for Proposed Commercial Spaceport Facility, Former Clinton-Sherman AFB, Burns Flat, OK. Ms. Aikman was a staff Environmental Scientist for this project. The Oklahoma Space Industry Development Authority (OSIDA) was required to prepare an EIS prior to obtaining a Federal Aviation Administration (FAA) launch license for the facility. The FAA made an executive decision to change the document from an Environmental Impact Statement (EIS) to an Environmental Assessment (EA). Guernsey addressed all on-the-ground study activities to characterize and assess the environmental conditions that might be impacted by the project. There were two public scoping meetings and two public hearings for this project. Major issues addressed included noise, air quality, launch accident potential, socio-economics, land use development, previous solid waste/hazardous waste releases at the site--Clinton-Sherman AFB, and existing permits.

Larry Roach, PE



Role:	Population and Demand Projections, Water and Wastewater Specialist and Utility Systems Planner
Title	Program Manager, Water and Wastewater
Years of Experience	43
Years with Guernsey	12
Education	BS, Biology Oklahoma State University; MS, Bioenvironmental Engineering, Oklahoma State University, Advanced MBA studies, University of Central Oklahoma
Registrations	Oklahoma PE #12241
Location	Oklahoma City, OK
Availability	45% available

Larry has over 40 years of experience in service to Oklahoma municipalities. This experience includes master planning, design, construction phase services and coordination/collaboration with DOD military installations. Larry is a retired USAR Lieutenant Colonel and lived for three years in Lawton. He was activated during Operation Desert Storm and mobilized an artillery unit to Fort Sill. In addition, Larry prepared a Wastewater Treatment and City wide collection system Facility Plan for the City of Lawton and is currently providing planning and design services to communities in the region. Larry is very familiar with Lawton, Fort Sill and the surrounding area.

Relevant Project Experience

Wastewater Treatment and Wastewater Collection System Facility Plan, Lawton, OK. Larry was the principal author of a comprehensive plan to develop one of the first advanced wastewater treatment plants in the region. In

addition, Larry led an effort to model the wastewater collection system and performed a system wide infiltration/inflow analysis to reduce excessive wet weather flows.

Enid Comprehensive Water Plan, Enid, OK. Larry has provided master planning and design services to the City of Enid since the mid-1980s. The most current Master Plan involved the assessment of three-\$300 million potential new reservoirs (with recreation), two 10,000 acre wellfields and a 36-inch pipeline to Kaw Reservoir in North Central, Oklahoma. In addition, the project required close coordination with Vance AFB to determine the effect of a water supply on flight patterns and the potential for increased bird-strike risk.

Comprehensive Water, Wastewater and Stormwater Master Plan, Ardmore, OK. Larry was the PIC for a City wide masterplan for water distribution, water supply, water treatment, sewage collection, sewage treatment and stormwater management planning. This project had an extensive public outreach effort and resulted in a new greenfield wastewater treatment plant, expansion of a 12 MGD water treatment plant previously designed by Larry, and adoption of storm water management ordinances and management districts across the City.

Comprehensive Water and Wastewater Master Plan, Chickasha, OK. Larry is PM for a variety of projects including master plans for the water treatment and distribution system, a master plan for the sewer collection system, design of two major water lines, design of major sewer improvements and design of water and wastewater treatment plant modifications. Larry also participated in a Category 2 wastewater reuse design project that provides irrigation water to the Oklahoma State University Agricultural Research operation in Chickasha.

Water Master Plan, Absentee Shawnee Tribe, Shawnee, OK. Larry is PM for a study to manage, protect and optimize the Tribe’s groundwater and surface water assets. The project includes an inventory of the water resources, assessment of water rights, and projection of the future demands in the region. The plan also includes an evaluation of the past and currently shifting Native American, legal climate

Theron Smith, PE



Role:	Engineering and Planning Support
Title	Program Manager/Sr. Civil Engineer
Years of Experience	36
Years with Guernsey	1.5
Education	AS Life Sciences, St. Gregory’s College, Shawnee, OK BS Agriculture. Oklahoma State University, Stillwater, OK
Location	Oklahoma City, OK
Availability	75% available

Theron has 36 years’ experience in environmental, planning, and engineering with more than 25 projects at 17 military installations for the Department of Defense. This includes Installation Master Planning and Community Development Management Planning for privatized military housing, design. The types of projects included traditional Design-Bid-Build; Design-Build; Simplified Acquisition of Base Engineering Requirements (SABER); Task Order Contracts (TOC), scope definition, conceptual design, and solicitation documents for Design-Build by others. Mr. Smith has extensive transportation and water/sewer planning and design experience for numerous municipalities throughout Oklahoma including the City of Lawton. In addition, he served as Public Works Deputy Director/Engineering Manager for the City of Stillwater, Oklahoma and was responsible for all phases (design through construction management) of a \$32M Transportation and Infrastructure Capital Improvement Program.

Relevant Project Experience

Freight Route Feasibility Study, Lawton Metropolitan Planning Organization (LMPO), Lawton, OK. Project Manager for a study that included three freight route alternatives (including three interchange variations on one option) to connect the West Industrial Park area to the State Highway system avoiding the highly commercialized NW 82nd Street corridor. The study considered traffic and safety issues, conflicts and congestion, route length and projected travel time, construction costs, etc.

Family Housing Privatization at Fort Stewart and Hunter Army Airfield (\$353M). Lead Civil Engineer preliminary design and development of the Community Development Management Plan (CDMP). The CDMP included preliminary design, cost projections and a management plan narratives for the demolition of 1178 units, new construction of 1872 units, remodeling 1829 units, new construction of one sports complex, and seven community centers; on-site water, wastewater, and storm drainage systems; 11,900 LF of off-site force mains; five lift-stations; and 9430 LF of off-site water mains. The CDMP, submitted by the Department of the Army and approved by U.S. Congress, covered a 50-year privatization/management plan and represented revenues totaling \$2 billion over the 50-year period. *Hinesville and Savannah, Georgia*

Base Civil Engineer Support for a 68-Project \$17M Capital Program for DynPar LLS, Tinker Air Force Base, OK. Theron served as Civil Engineering Manager for a variety of projects including as examples:

- **Taxiway “Echo” Reconstruction,** – Design for \$895,000 reconstruction project for portions of a fifteen-inch Portland cement concrete taxiway including joint repairs and slab/edge drain improvements. The Design Analysis (DA) included a detailed survey of all slab joints in the taxiway followed by pavement/slab condition assessment. Prioritization of reconstruction/improvements within the budgeted construction funds were based on the DA recommendations. PCASE was used for the pavement/subgrade section design.
- **Repair/Replace Sewer Service Lines in the 5000 Military Family Housing Area, Phases 2, 3, & 4,** – Sewer line evaluation and Fast-Tracked design of a \$665,000 reconstruction project for deteriorated VCP sanitary sewer laterals serving 77 single/multi-family units. Project also included separation of combined laterals for multi-family units and extensive pavement cut/repair to connect new laterals to mains beneath the street pavement.
- **Construct Parking Along East Drive of Building 2280** – Design for 119, 90-degree POV parking spaces. Project included protection of numerous above ground utilities near parking spaces and a large, three-landing reinforced concrete stairway to cross a large retaining wall between the building and the parking area.
- **Reconstruct EIG Jogging Trail** – Design for the construction of an \$82,000, 6,800-foot long asphalt jogging trail. Initially programmed as resurfacing project, the condition of the pavement warranted complete reconstruction of the subgrade and the seven-foot wide trail due to severe cracking/buckling of the pavement throughout most of its length. The trail winds through manicured fields and timbered areas serving as a park, picnic, and recreation facility. The trail is heavily used by Tinker personnel throughout the complex.

2.3 TETRA TECH BACKGROUND, LONGEVITY AND FINANCIAL STABILITY.

Headquartered in Pasadena, CA, Tetra Tech is a full-service engineering and science firm with a substantial global presence. We were established in 1966 as a Delaware corporation and we have always operated under the Tetra Tech name. We help our clients conceptualize and execute innovative solutions to their most difficult problems.

From front-end science and planning to design, construction management and operations, Tetra Tech’s global service network, facilitated by our Initiatives program that coordinates resources for specific markets and provides best-in-class experts with worldwide project experience. We deliver a high level of integrated services for the full project life-cycle in five service areas: water, natural resources, the environment, infrastructure, and energy.

ENR magazine ranks Tetra Tech a national and international leader in several markets.

Tetra Tech's Global Reach

Tetra Tech has offices and operational infrastructure throughout the United States, Canada, and abroad.

Company Facts

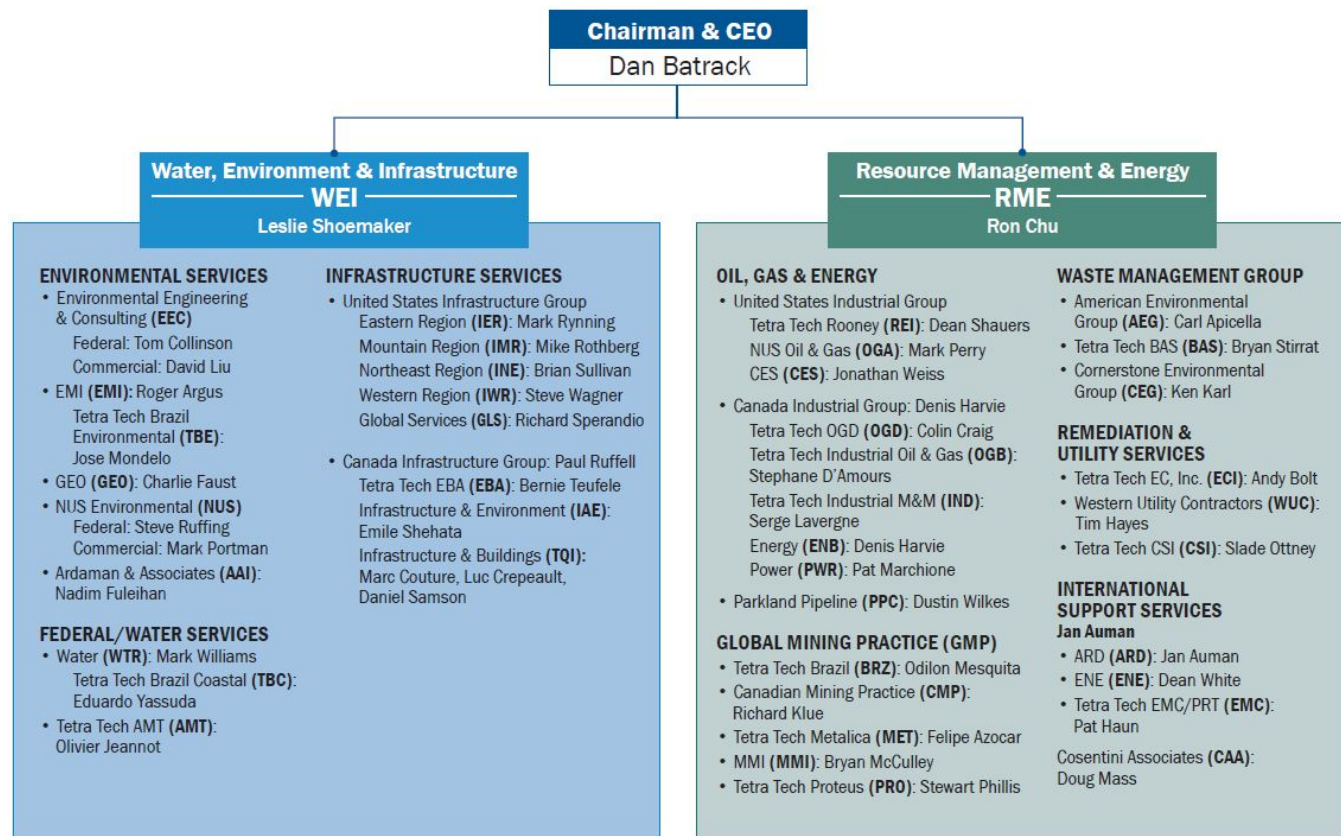
- Employees: 16,000
- Revenue: \$2.3 billion (FY 2015)
- NASDAQ Symbol: TTEK
- Corporate Office: 3475 East Foothill Boulevard, Pasadena, California 91107; +1 (626) 351-4664
- Geographic reach: 400 offices worldwide

Tetra Tech's technical knowledge and hands-on site work is broad and deep. Our staff is supported by a uniform administrative and management system that project teams can access immediately to ensure work is completed effectively.

Tetra Tech has expanded its geographic presence significantly in recent years through strategic acquisitions and internal growth, especially in Canada, Latin America, and Australia. We also have considerable operations in Asia, Europe, and the Middle East.

Tetra Tech's Organization

Tetra Tech is organized into two business groups: Water, Environment and Infrastructure (WEI) and Resource Management and Energy (RME). Through these groups, Tetra Tech focuses its services collaboratively to facilitate outstanding project planning and execution.



Tetra Tech History

Tetra Tech was founded as a civil engineering firm by four graduates of the California Institute of Technology and has based itself in Pasadena, California since 1966. Its select group of technical experts provided engineering services for waterways, harbors, and coastal areas. During these first decades, Tetra Tech completed projects that had global significance, from a groundbreaking tsunami wave study for the Atomic Energy Commission to master planning and designing coastal protection measures for Egypt's Nile River Delta.

During the 1980s, Tetra Tech met the expanding need for environmental remediation, which involved groundwater modeling, landfill closing, and restoring contaminated military and manufacturing facilities and sites. The firm completed highly visible projects on behalf of the Department of Defense, the Environmental Protection Agency, and other federal agencies, all of which launched the company to its place among the leading environmental and engineering firms in the United States.

In December 1991, Tetra Tech became a publicly traded enterprise. Since its initial public offering, the company has grown substantially, expanding its markets, services, and clientele through internal growth and international acquisitions.

Today, Tetra Tech is a global leader in providing engineering and technical services. The company is acknowledged for its cutting-edge expertise in sophisticated environmental analysis, modeling, and design and for delivering this expertise effectively across an entire project life cycle. Our markets include oil & gas, energy, mining, transportation, and ports & harbors.

Tetra Tech established itself in Canada in 2009 and now is the largest engineering and science firm in the country with more 3,500 employees. Its resources across Canada and the globe for collaboration on complex projects worldwide provide our clients in Canada and elsewhere a shared experience unmatched in the industry.

2.3.1 Guernsey Background, Longevity and Financial Stability.



Guernsey is a mosaic of engineering, architectural, and consulting services. If you examine us closely, you might only see the component pieces. But if you look at the bigger picture, you see a unique, cohesive, employee-owned firm, capable of handling a wide array of projects, private or public, with a client-first commitment.

Guernsey is a multi-discipline firm employing engineers, architects, urban planners, consultants, environmental planners, designers, analysts, accountants, and managers. Clients include federal and state entities; **municipalities**; **military organizations**; utilities; **Native American tribes**; universities; Fortune 500 companies; oil and gas companies; and more. Because we offer all these services under one roof, we are able to collaborate efficiently, giving you access to expert advice in a variety of disciplines and business sectors.

Guernsey is a well-established firm with 88 years (founded in 1928) of experience in engineering, architecture and consulting and is headquartered in Oklahoma City.



Guernsey is:

"A diverse team of professionals utilizing expertise in energy, infrastructure, and environmental technologies to develop proactive, enduring solutions for clients"

The services that **Guernsey** offers extend to the eventual design of planned facilities, the utility systems that support them as well as any infrastructure that is required. **Guernsey's** qualifications include long-standing working relationships with municipalities, institutional, governmental, and corporate organizations in Oklahoma.

Services offered by **Guernsey** to support the proposed project include community/urban/land use planning, architecture, transportation planning, civil engineering, infrastructure analysis, environmental planning, and landscape architecture. Discipline specialists from these practice areas will support the project. Key disciplines/certifications supporting the project include:

- Urban/Community planning (AICP)
- Transportation engineering (PE)
- Civil/Water Resources engineering (PE)
- Environmental planning (CEP, QEP, CIE)
- Landscape architecture (PLA, ASLA)
- GIS mapping

Guernsey has a long history of providing services to military installations and municipalities. We have a unique understanding and perspective of the processes and systems necessary for consolidated communities to function resiliently. We comprehend the big picture, but do not overlook the various components that must be sustainable. Key elements of the process in which we have familiarity and experience include:

- Land use
- Zoning
- Water
- Wastewater
- Transportation
- Infrastructure
- Facilities
- Parks
- Sustainability
- Public involvement
- Sustainable practices
- Regional collaboration

Additionally, Guernsey has provided a variety of professional services to the Department of Defense, and specifically the US Army, over the past 30 years. Guernsey is highly recognized as the select/preferred service provider for the US Army to provide management and analysis of utility systems (water, wastewater, electric, natural gas, storm water) for potential privatization of utility systems throughout the United States and US territories. **Guernsey has worked at over 130 military installations including the US Army, US Navy, and US Air Force.**

Guernsey is employee-owned and supports 140 employees in its Oklahoma City office. Guernsey is an S-Corporation and is financially stable, with no debt.

2.4 TETRA TECH OFFICERS:

Corporate Officers	Title and Role
Dan L. Batrack	Chairman, Executive Officer, and President
Steven M. Burdick	Executive Vice President, Chief Financial Officer and Treasurer
Ronald J. Chu	Executive Vice President, Resource Management & Energy
Leslie L. Shoemaker	Executive Vice President, Water, Environment & Infrastructure
James R. Pagenkopf	Executive Vice President, Federal Programs
William R. Brownlie	Senior Vice President, Enterprise Risk Management Officer
Brian N. Carter	Senior Vice President, Corporate Controller and Chief Accounting Officer
Craig L. Christensen	Senior Vice President, Chief Information Officer
Richard A. Lemmon	Senior Vice President, Corporate Administration
Kevin P. McDonald	Senior Vice President, Corporate Human Resources
Janis B. Salin	Senior Vice President, General Counsel and Secretary

2.5 TETRA TECH CORPORATE DIRECTORS:

Corporate Directors	Year
Dan L. Batrack	Chairman of the Board, Director since 2005
Hugh M. Grant	Director since 2003
Patrick C. Haden	Director since 1992
Kimberly E. Ritrievi	Director since 2013
Albert E. Smith	Director since 2005
Richard H. Truly	Director since 2003
Kirsten M. Volpi	Director since 2013
J. Christopher Lewis	Director since 1988
J. Kenneth Thompson	Director since 2007
Li-San Hwang	Chairman Emeritus

2.6 FINANCIAL STATEMENTS

The following pages are a portion of Tetra Tech's 2015 annual report. The full report is available on our web site.

TETRA TECH, INC.
Consolidated Balance Sheets
(in thousands, except par value)

	<u>September 27, 2015</u>	<u>September 28, 2014</u>
ASSETS		
Current assets:		
Cash and cash equivalents	\$ 135,326	\$ 122,379
Accounts receivable – net	636,030	701,892
Prepaid expenses and other current assets	42,125	52,256
Income taxes receivable	10,294	22,076
Total current assets	<u>823,775</u>	<u>898,603</u>
Property and equipment – net	64,906	73,864
Investments in and advances to unconsolidated joint ventures	1,886	2,140
Goodwill	601,379	714,190
Intangible assets – net	40,332	63,095
Other long-term assets	26,964	24,512
Total assets	<u>\$ 1,559,242</u>	<u>\$ 1,776,404</u>
LIABILITIES AND EQUITY		
Current liabilities:		
Accounts payable	\$ 150,284	\$ 175,952
Accrued compensation	103,866	110,186
Billings in excess of costs on uncompleted contracts	93,989	103,343
Deferred income taxes	20,787	20,387
Current portion of long-term debt	11,904	10,989
Estimated contingent earn-out liabilities	609	3,568
Other current liabilities	69,003	79,436
Total current liabilities	<u>450,442</u>	<u>503,861</u>
Deferred income taxes	34,759	28,786
Long-term debt	180,972	192,842
Long-term estimated contingent earn-out liabilities	3,560	3,462
Other long-term liabilities	32,711	34,397
Commitments and contingencies (Note 18)		
Equity:		
Preferred stock – Authorized, 2,000 shares of \$0.01 par value; no shares issued and outstanding at September 27, 2015 and September 28, 2014	–	–
Common stock – Authorized, 150,000 shares of \$0.01 par value; issued and outstanding, 59,381 and 62,591 shares at September 27, 2015 and September 28, 2014, respectively	594	626
Additional paid-in capital	326,593	402,516
Accumulated other comprehensive loss	(143,171)	(42,538)
Retained earnings	672,309	651,475
Tetra Tech stockholders' equity	<u>856,325</u>	<u>1,012,079</u>
Noncontrolling interests	473	977
Total equity	<u>856,798</u>	<u>1,013,056</u>
Total liabilities and equity	<u>\$ 1,559,242</u>	<u>\$ 1,776,404</u>

See accompanying Notes to Consolidated Financial Statements.

TETRA TECH, INC.
Consolidated Statements of Operations
(in thousands, except per share data)

	Fiscal Year Ended		
	September 27, 2015	September 28, 2014	September 29, 2013
Revenue	\$ 2,299,321	\$ 2,483,814	\$ 2,613,755
Subcontractor costs	(580,606)	(623,896)	(588,923)
Other costs of revenue	(1,402,925)	(1,577,481)	(1,757,842)
Selling, general and administrative expenses	(170,456)	(187,298)	(199,732)
Contingent consideration – fair value adjustments	3,113	58,694	9,560
Impairment of goodwill and other intangible assets	(60,763)	–	(56,600)
Operating income	87,684	153,833	20,218
Interest income	680	804	1,003
Interest expense	(8,043)	(10,294)	(8,689)
Income before income tax expense	80,321	144,343	12,532
Income tax expense	(41,093)	(35,668)	(14,038)
Net income (loss) including noncontrolling interests	39,228	108,675	(1,506)
Net income attributable to noncontrolling interests	(154)	(409)	(635)
Net income (loss) attributable to Tetra Tech	<u>\$ 39,074</u>	<u>\$ 108,266</u>	<u>\$ (2,141)</u>
Net income (loss) attributable to Tetra Tech per share:			
Basic	<u>\$ 0.64</u>	<u>\$ 1.68</u>	<u>\$ (0.03)</u>
Diluted	<u>\$ 0.64</u>	<u>\$ 1.66</u>	<u>\$ (0.03)</u>
Weighted-average common shares outstanding:			
Basic	<u>60,913</u>	<u>64,379</u>	<u>64,544</u>
Diluted	<u>61,532</u>	<u>65,146</u>	<u>64,544</u>
Cash dividends paid per share	<u>\$ 0.30</u>	<u>\$ 0.14</u>	<u>\$ –</u>

See accompanying Notes to Consolidated Financial Statements.

TETRA TECH, INC.
Consolidated Statements of Comprehensive Income (Loss)
(in thousands)

	Fiscal Year Ended		
	September 27, 2015	September 28, 2014	September 29, 2013
Net income (loss) including noncontrolling interests	\$ 39,228	\$ 108,675	\$ (1,506)
Other comprehensive loss, net of tax:			
Foreign currency translation adjustments	(98,287)	(45,480)	(28,817)
Gain (loss) on cash flow hedge valuations	(2,489)	1,029	(389)
Other comprehensive loss, net of tax	(100,776)	(44,451)	(29,206)
Comprehensive income (loss) including noncontrolling interests	(61,548)	64,224	(30,712)
Net income attributable to noncontrolling interests	(154)	(409)	(635)
Foreign currency translation adjustments, net of tax	143	55	47
Comprehensive income attributable to noncontrolling interests	(11)	(354)	(588)
Comprehensive income (loss) attributable to Tetra Tech	<u>\$ (61,559)</u>	<u>\$ 63,870</u>	<u>\$ (31,300)</u>

See accompanying Notes to Consolidated Financial Statements.

2.7 SAMPLE MANAGEMENT REPORTS

**MONTHLY STATUS REPORT
TETRA TECH CONTRACT FA3002-07-D-0016 TASK ORDER 3094**

FIVE YEAR TANK INSPECTIONS FOR JOINT BASE SAN ANTONIO

PROJECT DESCRIPTION: Conduct a five (5) year potable water supply storage tank inspection on 24, potable water storage systems across JBSA as identified in the scope of work. Tetra Tech will conduct the inspections in accordance with Title 30 Texas Administrative Code (TAC) 290.46(f)(3)(D)(ii), American Petroleum Standard 653, Occupational Safety & Health Administration (OSHA), Unified Facilities Criteria (UFC) 3-601-02, UFC 3-230-02, American Water Works Association (AWWA), National Fire Protection Association (NFPA), and Environmental Protection Agency (EPA) specifications/regulations.

REPORTING PERIOD:	1 September 2016 through 30 September 2016
PERIOD OF PERFORMANCE:	18 August 2016 through 20 January 2017
DISTRIBUTION:	Carmen Minerva (CO) – 338 SCONS/PKD Frank Carbonell (COR) – 502 CES Lt Cassandra Ayala (Contract Administrator)
TETRA TECH PROJECT MGR:	Colby Hoefar (Tt-COS)

ACTIVITIES CONDUCTED THIS REPORTING PERIOD

TASK 1 – Project Management

- Completed monthly status report and invoice.
- Reviewed project budget and schedule.
- Project Kick Off meeting scheduled for 1000, 14 Sep at building 5585, Lackland AFB.
- Health and Safety Plan completed, subcontracts put in place.

TASK 2 – Tank Inspections

- To be scheduled at KO meeting.

TASK 3 – Reporting

- None this period.

MODIFICATIONS DURING REPORTING PERIOD

- None.

PERCENTAGE PROJECT COMPLETE

- The total project is 1.47 percent complete (see attached table).

ISSUES AND RESOLUTIONS

- None.

facilities and training ranges fit into the larger picture of the military presence and mission in the study area. Different degrees of compatible and incompatible development in the vicinity will be demonstrated.

It is also important to get a good understanding of the immediate local community to better understand dynamics. Subsequent to the initial general tour of the installation, the team will tour the City of Lawton would be important. Observing and characterizing the community is very important at an early stage of the project. Our teaming partner, Guernsey, has excellent familiarity with the Lawton community and other communities who are stakeholders in the JLUS.

During both the general and detailed tour, Policy and Technical Committee members will have an opportunity to discuss the JLUS project, goals, and objectives. An added benefit of this collaboration is that it allows committee members to become more familiar with each other during an informal experience of learning, allowing for a higher level of communication and cooperation as the study progresses.

Task 1 Deliverable: Meeting minutes and Policy and Technical Committee roster and contact information.

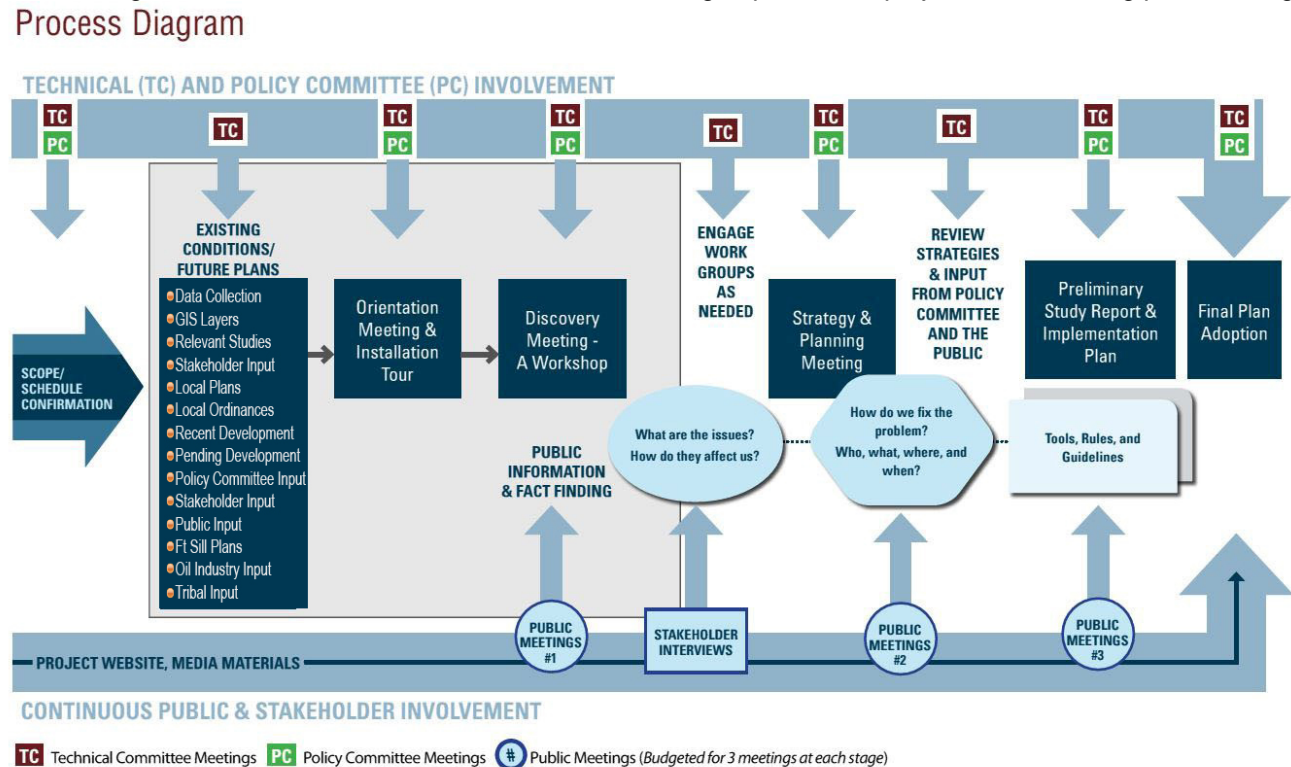
2.9 TASK 2: STAKEHOLDER AND PUBLIC INVOLVMENT

The JLUS planning process is accomplished through the collaborative efforts of key stakeholders working together to identify compatible land uses and growth management guidelines within and adjacent to active military installations. The intent of the process is to establish and foster a working relationship among military installations and nearby communities to work as a team to avoid and/or curb encroachment issues associated with future mission expansion and local growth.

To help meet this goal of the JLUS, stakeholder and public involvement activities are critical to the process.

Public Involvement Strategy

A JLUS is a collaborative planning effort among the military and the surrounding communities and stakeholders; therefore, the project will be transparent and conducted in an open and public forum. Public engagement involving a wide range of stakeholders and media relations is an integral part of this project. The following process diagram



illustrates our overall approach. The Tetra Tech/Guernsey team is highly regarded for our public engagement processes, which are thorough and creative, often taking advantage of established groups and networks to disseminate information about upcoming public engagement opportunities. Our straightforward professionalism will instill public trust and confidence in the process.

Policy and Technical Committees

Two JLUS Committees will guide the project. A Technical Advisory Committee will function as an advisory board to the Policy Committee by considering the technical information and making recommendations. We envision that the Technical Committee will meet in advance of each Policy Committee meeting and up to three additional times during the course of the study for a total of seven meetings prior to final plan adoption.



If issues emerge that require further attention, the Technical Committee and consultant team may determine that the best approach is to assemble a working group to focus on a specific item or issue. A working group may need to meet or may simply need to convene via email and phone conversations for the purpose of gathering the desired information or resolving a specific issue at hand. The results of the working groups will always return to the Technical Committee and Policy Committee for their information and consideration.

Project Manager Rudy Bauer has conducted effective public engagement programs for multiple JLUS projects. As a long-time planner, Mr. Bauer understands the challenges that local communities are facing and connects with stakeholders. Guernsey will provide local support for public engagement activities. Guernsey has extensive experience in conducting and participating in such programs for the DoD, public agencies, and municipalities. Ken Senour, Project Coordinator and Senior Outreach Specialist with Guernsey, will be the local contact for support.

Policy Committee

A Policy Committee will be composed of a blend of local and regional leaders who represent their communities and/or have a stake in sustaining the Fort Sill and its facilities. Since many of the Policy Committee members hold elected or appointed positions, this group is at the heart of the public participation program. After the Final Work Plan is approved, we anticipate four meetings with the Policy Committee.

Our team of professionals with direct recent experience with JLUS and community-based planning, will team with ASCOG and the Policy and Technical committees to identify key stakeholders for public involvement throughout the JLUS process.

Key Stakeholders

Key stakeholders in the Lawton-Fort Sill JLUS will likely include:

- Association of South Central Oklahoma Governments (ASCOG), JLUS sponsor
- JLUS Policy Committee
- JLUS Technical Advisory Committee
- Fort Sill
- Altus Air Force Base
- Tinker Air Force Base
- Sheppard Air Force Base
- NAS Fort Worth
- Oklahoma Strategic Military Planning Commission
- Sheppard Military Affairs Commission
- Comanche County
- City of Lawton
- City of Elgin

- City of Fletcher
- Town of Sterling
- Town of Medicine Park
- City of Cache
- Town of Indianola
- City of Apache
- City of Frederick
- Kiowa County
- Jackson County
- Tillman County
- Caddo County
- Oklahoma Strategic Military Planning Commission
- Oklahoma House Districts 62, 63, 64 and 65
- Oklahoma Senate Districts 26, 31, and 32
- Oklahoma Department of Environmental Quality
- Oklahoma Department of Transportation
- Oklahoma Commissioners of Land Office
- Oklahoma Land Legacy Conservancy
- United States Congressional Districts 3 and 4
- Wichita Mountains Wildlife Refuge
- Bureau of Indian Affairs
- South West Oklahoma Development Authority
- Cameron University
- Great Plains Technology Center
- Lawton School District
- Elgin School District
- Cache School District
- Comanche Nation
- Apache Nation
- Kiowa Nation
- Fort Sill Apache Nation
- Community business leaders, land owners, and developers
- Cattleman's Association
- Lockheed Martin Corporation
- BAE Systems

Public and Elected Officials

Outreach will be extended to elected and public officials at the local, state, and federal levels. Our team will assist ASCOG in relationship building. We will be available to provide briefings on the purpose and goals of the JLUS to public officials at the request of the project sponsor. Our team will work with a designated ASCOG staff person who will coordinate all such requests from federal, state, and local officials.

The elements of this collaborative public information/public participation strategy, combined with the survey/interviews of key stakeholders in Task 2 and the final plan adoption process, are part of our team's public

involvement strategy. The objective of this process is to increase public awareness, obtain public input and achieve and maintain public trust and confidence in the project and recommendations. Our team is flexible and will work with ASCOG and the Technical and Policy Committees to fine tune the public involvement process to best meet the needs of the project and key stakeholders. The public involvement strategy will be presented to the JLUS Committees along with the overall work plan for approval as one of the initial steps in the process.

Public Meetings

Public participation involving stakeholders is an integral part of this project. As part of the public participation process, as mentioned above, four public meetings will be held at critical points in the study process. Additional information on this process is included below:

- Project Initiation
- Interim Findings and Preliminary Recommendations
- Final Recommendations
- Final Report and Implementation Plan

These four public involvement events will be scheduled at appropriate times between Policy Committee meetings. Public input is desired early on, as part of the discovery or data collection process. It is sought again after the study findings have begun to clarify the issues in the study area, allowing our team to formulate preliminary recommendations and strategies. And finally, public input is sought near the end of the process, when the final recommendations have been formulated, but not yet adopted by the local governmental units. In each of the meetings, public dialogue will be encouraged with question/answer sessions and requests for verbal and written comments.

Public Meeting #1 Project Initiation	Public Meeting #2 Interim Findings and Preliminary Recommendations	Public Meeting #3 Final Recommendations	Public Meeting #4 Final Report and Implementation Plan
Attendance by Policy Committee members and applicable elected officials of local governments is critical to the success of this first meeting. We will provide information about the purpose of the JLUS and the importance of Fort Sill to the local economy. The purpose of the JLUS, goals, and objectives will be presented. Comments about possible land use conflicts with military facilities will be sought, and the public will have an opportunity to ask questions.	Based on discussion and feedback from the Policy Committee, we will present the results of our analysis and strategies that are being considered as preliminary recommendations to deal with the identified land use incompatibilities or encroachments. Preliminary recommendations to eliminate the threat of additional future incompatibilities and encroachments will also be discussed. Public comments will again be solicited.	Prior to any formal action from the Policy Committee our team will present final recommendations for addressing identified land use incompatibilities or encroachments and the Implementation Plan. This final JLUS report will be based on the findings identified by all stakeholders in the JLUS development.	After incorporation of final comments from the JLUS Policy Committee and general public, we will present the final JLUS Report and Implementation Plan to the Policy Committee for formal approval. The Team will be available, if requested, to present the final JLUS Report and Implementation Plan before the legislative bodies of the participating jurisdictions.

Discovery Meeting

To be held prior to the first Public Involvement Meeting

The Discovery Meeting will be held prior to the first Public Involvement Meeting. Our team will work with Policy Committee members at this meeting to familiarize them with the project and the characteristics of the study area and, in return, to gather their input and knowledge about local government within their county and their input on

questions and potential concerns about study outcomes. The early products of our GIS data collection efforts for the study area will be presented. This meeting will also kick off an information gathering or “discovery” phase of the project, where local staff and leaders assist in gathering and compiling information about land uses around military installations within their jurisdictions. Meeting topics will be focused on:

What issues have led to the need for this study?

What are the concerns of committee members with respect to the outcomes of the study?

To what extent is extraterritorial zoning authority being used by the cities within each county?

Who are the key stakeholders that need to be added to mailing lists regarding public meetings and other public involvement strategies? Based on environmental document mailing lists already used by our team, combined with input from the Policy Committee, we will compile a list of agencies, institutions, local government officials, and utility providers that should be notified of future public involvement opportunities and those that should be contacted specifically for a stakeholder interview.

At this meeting, prepared maps of Lawton-Fort Sill will be provided to the appropriate Policy Committee members. Committee members will be asked to work as a liaison with military staff and other local leaders to identify military installation locations where encroachment has occurred or sites that require further examination by the consultant team.

Comments and input from the Policy Committee on the materials presented at this meeting will be used to update presentation materials in preparation for the initial public meeting.

Strategy and Planning Meeting

To be held prior to the second public meeting where interim findings and preliminary recommendations are presented.

At this meeting, we will present:

Compilation of the data regarding the study area based on GIS data collection

Information gathered at stakeholder interviews

Working group results

Pertinent data gathered during field reviews combined with information gathered from the local units of government about conditions around the installation and in the study area

Our findings regarding the manner in which current land use plans, zoning ordinances, and other policies and practices are affecting land around the installation will also be presented. Case studies will be shown. Existing and anticipated future conflicts between development and military facilities/operations will be presented along with alternative strategies to prevent conflicts in the future and address those that exist at this time.

Preliminary recommendations will be made for strategies that could be implemented or changed to improve upon communication between local governments and other entities working in the study area with military personnel who are responsible for maintaining the integrity and security of military installations in the study area.

Feedback from the Committee will be used to finalize presentation materials for the second public meeting.

Implementation Plan

To be held prior to the third public involvement meeting when the final recommendations of the study are presented.

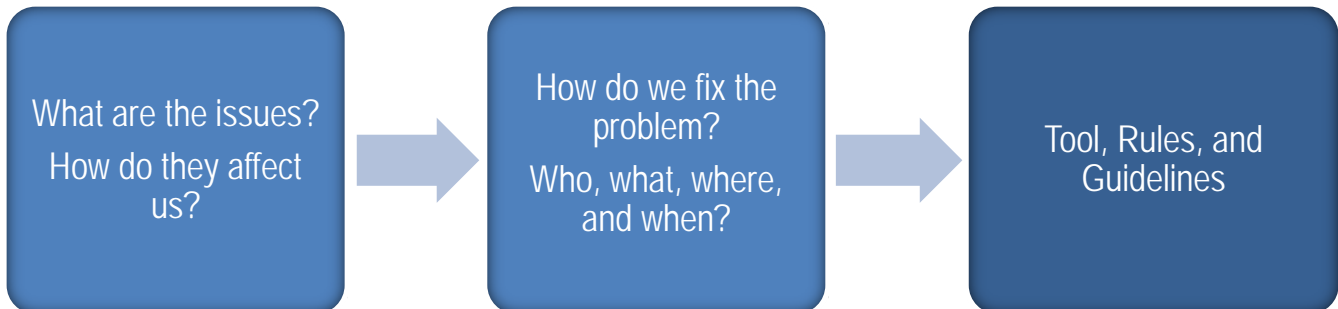
Our team will present the public input received during the last public meeting when interim findings and preliminary recommendations were presented. Based on that input, combined with the findings of the study, final recommendations will be made to the Committee.

Our team’s responsibilities as they pertain to the public meetings include:

Meeting Preparations

Scheduling and Locating – Collaborating with ASCOG and Policy Committee to schedule meetings on appropriate dates and times, and finding acceptable meeting facilities.

Special Accommodations – Coordinating with ASCOG to communicate the need for any special accommodations to ensure compliance with the Americans with Disabilities Act and/or non-English speaking participants, as needed.



Providing Ample Notice

Public Notifications of Meetings – Our team will prepare verbiage for public notices for all public meetings. We will provide this content for ASCOG to distribute to the various newspapers in the study area. It is our assumption that ASCOG will pay the cost of publishing notices.

Email Notifications – Our team will collaborate with the stakeholders to create an email list of public officials from all affected jurisdictions and any agency, institution, business, or citizen who wishes to be informed of study meetings and events. Once this list is formulated, it will be provided to ASCOG for the dissemination of meeting notices. For those without email addresses, notices will be mailed upon provision of a mailing address.

Providing Project Information and Facilitating Public Involvement

- Prior to the meeting, our team will prepare agendas, handouts, display materials, presentations, and maps, comment forms, sign-in sheets, and to document attendance at the meeting we will gather comments, and effectively inform participants about the project.
- Presentation of key study findings, such as study objectives, draft reports, maps, preliminary and final recommendations.
- Encourage questions and feedback on study findings and recommendations. Respond to questions, seek input from study area officials when appropriate, and encourage the public to document their comments in written format.

Documentation

It is important that public meetings are documented through meeting minutes or a record of meeting. In other JLUS projects, the sponsoring entity takes on the role of preparing draft and final meeting minutes for public meetings, however, that can be a role that the Tetra Tech team can accomplish if desired by ASCOG. The consultant team will review the minutes and provide feedback.

Of utmost importance is the collaboration effort with local officials such as county and city commissioners, tribal leadership, and staff. With a project objective of guiding compatible land use decisions at the local level, implementation measures will include comprehensive planning policies and land use regulations which only the local governments can adopt and exercise. The cooperation and participation of local governments is essential in achieving development standards that will be applied in a uniform manner throughout the study area.

Tetra Tech and Guernsey have already developed good working relationships with many of the local governments in the study area. We have been involved in several projects in the region and have established a credible reputation with our proven expertise in planning, environmental, and engineering activities.

Project Website and Optional Facebook Page

The Tetra Tech/Guernsey team will prepare a project website and Facebook page (if desired). The website will be linked to and from the ASCOG website, and cities or townships that wish to provide project information to their residents. The main purpose of the Facebook page, in addition to the website, is to take advantage of the feature that informs “friends” that updated information has been posted to the project timeline and website. Through the project website, the public will have access to information about the purpose of the project, committee membership, meeting agendas, informational packets, meeting minutes, draft report products, and the final report.

Media Materials

Information on the project will also be provided to the media in the form of press releases, media interviews, newsletters, fact sheets, and published public notices of scheduled meetings and events. Our team is very well-versed in working with the media. Our projects routinely require us to provide press releases, interviews, and informational materials to the media. As with other project materials, printed media materials will be made available to the ASCOG project manager for review prior to providing to the media, and contacts from radio or television will be directed to ASCOG until such time as ASCOG has given the project team the go-ahead to participate in interviews about the project.

Task 2 Deliverables: Public Involvement Plan, Press Releases, Log of all workshops and public involvement activities, Website

2.10 TASK 3: EXISTING AND HISTORICAL CONDITIONS ANALYSIS AND MAPPING

In order to prepare a thorough, accurate conflict/compatibility analysis and solicit appropriate input from the various parties participating in the stakeholder and public involvement process, collecting the right data will be crucial. Tetra Tech and Guernsey will use our existing GIS databases to present much of the data requested under Task 3. However, coordination will take place with participating jurisdictions to obtain localized data not already acquired or available online.

Task 3A: Existing Data Collection; Survey/Interview Key Stakeholders

Our Team will leverage its knowledge on the City of Lawton 2016 State of the City, analyze existing and anticipated land use that are identified in local comprehensive plans, to include Ft. Sill master planning documents. Examining the full range of current and potential conflicts will result in a sound approach to preventing such incompatibilities in the future. Tetra Tech and Guernsey will also work to acquire data from the appropriate agencies of existing policies and regulations that govern siting of wind farms, tribal land uses, and air quality.

Existing compatible land uses will be examined from the context of identifying all appropriate adjacent land uses and activities. Sustainability of the current situation and an assessment of risk will be identified based on various factors. Risk factors will be further defined through discussions with military personnel.

Stakeholder interviews will be critical to gain an understanding of existing issues or situations that will contribute to the conflict/compatibility analysis. Interviews will also provide an opportunity to foresee potential conflict resolution strategies that already work or might work with implementation. Interviews provide a method of gathering information that is not written down in a study or posted on a website. Interviews will allow the project team to gain unique insight on the following:

- Compatibility and conflict issues that could not be discovered otherwise.
- How individuals think and feel about compatibility and conflicts and why they hold certain opinions.
- Detail on sensitive topics that stakeholders may feel uncomfortable discussing in a group setting.

Prior to conducting the stakeholder interviews, our team will work with the Technical Committee to compile a list of questions that will be posed during stakeholder interviews. This will ensure that the key topics are discussed for each applicable entity. Interviews will also help the project team deepen their understanding.

The following stakeholders will be interviewed.

- **Participating local government staff and elected officials (cities, counties, and townships).** Key local government contacts would include, at a minimum, the staff persons responsible for planning and zoning in their jurisdiction. For the most part, this task will include Policy Committee members.
- **Office of Economic Adjustment representatives.**
- **Local military installation personnel.** These personnel would include staff and officers of Fort Sill. It will be important to include not just personnel with knowledge of the installation, but also those with knowledge and experience involving the mission and any outlying facilities.
- **State government staff and elected officials.** Oklahoma state government agencies that could provide particularly valuable information for this project include the Aeronautics Commission, the Department of Commerce, the Department of Transportation, Department of Environmental Quality, Water Resources Board, State Historic Preservation Officer, Department of Agriculture, and the Department of Mines. State senators and representatives from the study area will also be included.
- **Agency/Institution management.** In addition to local and State governmental agencies, there may be regional and federal agencies that would fall under this category such as the Local District Health Units of the State Department of Health; local Water Conservation Districts; US Environmental Protection Agency, US Army Corps of Engineers, Tulsa District/Fort Worth Division; and US Fish and Wildlife Service
- **Affiliated Tribal officials or designated representatives.**
- **Oil, gas, and wind industry representatives.**

After the noted stakeholders have been interviewed, we will compile and review the results to identify opportunities and constraints to increasing compatibility and reducing conflicts between Fort Sill and other entities.

Once organized, the information will be presented to the Technical and Policy Committees, and the public. The information will be presented in a format that is both as engaging and informative as possible, using tables, charts, images, diagrams, and other graphic representatives where possible. Our focus will be on formatting the information in a way that is easily accessible to the public. The interview findings will then be published on the JLUS website, also in an easily accessible format.

Task 3B: Create GIS Layers

Tetra Tech/Guernsey will compile the following information as requested in Task 3B:

- Base maps to establish desired scale and map layout for presentation and report-sized maps
- Parcel-specific GIS-based coverage for noise contours, clear zones, and accident potential zones (APZ)

- Parcel-specific existing land use maps for the study area
- Currently adopted parcel-specific zoning district maps for the study area using data obtained from local governments
- Current and historical aerial photography to analyze development patterns and pressures in the State of Oklahoma
- Buildings permit data and subdivision approval data from local governments
- Current and proposed utility infrastructure and transportation systems
- Current environmental features and constraints in the study area using data collected from the State of Oklahoma and local sources, including stream buffers and existing buffer areas surrounding Fort Sill
- Current and historic population maps that depict population growth in the area using US Census data and other projections available from the State of Oklahoma
- Potential sites for future wind or solar projects outside the installation perimeter.
- Mapping of critical habitat areas
- Other mapping as required to complete this task

Land use plan and/or zoning designations, non-conforming uses, proposed development, and proposed capital improvement plan/projects.

For these items, coordination must take place with participating cities, counties, and Tribal Nations. The amount of information available is dependent upon the local government or other entity providing their jurisdiction's information to our team. We intend to assist local governments and other entities in providing this information by providing those that need assistance with base maps that include the location of military installations. We can then work with each jurisdiction to help them show the needed data elements.

The Fort Sill Integrated Natural Resources Management Plan will be an excellent source of data for biological resources in the vicinity of the base. In addition, our team routinely uses the county by county listing of habitat areas for threatened and endangered species prepared by the US Fish and Wildlife Service. To obtain information on biological resources in the study area, we will utilize the Oklahoma Biological Survey, Oklahoma Department of Wildlife Conservation, USDA Natural Resources Conservation Service, the, and US Fish and Wildlife Service databases. If necessary, we can obtain this information from environmental documents recently prepared in the study area. Also, any relevant studies available from Fort Sill, other Federal entities, or State agencies on any sensitive species and/or habitats will be utilized.

The Oklahoma State Historic Preservation Office (SHPO) and the Oklahoma Archaeological Survey will be used to obtain cultural resources information within the focus area. If needed, studies on cultural resources archived with the US Army, other federal entities, or state agencies will be utilized.

The intent of this data is to document existing information about the habitat areas of threatened or endangered species or cultural resource sites as they may pertain to policies, rules, or guidelines recommended as a result of the JLUS.

Other key data to be considered in GIS layers for the JLUS are:

- Agriculture Suitability Factors
- Oil and gas drilling activities.
- Flood controlled areas and special resource areas.
- Population forecasts and mapping growth trends.
- Local, state, and federal regulatory frame-work for community development.

Task 3 Deliverables: Updated GIS mapping, Hard Copy Maps, Draft Report

2.11 TASK 4: IDENTIFICATION AND ANALYSIS OF LAND USE AND FACILITY CONFLICTS

This element of the JLUS program is at the core of the study. As a result of economic pressures and opportunity areas that surround Fort Sill, there may be some sites that are even now being considered as potential sites for industrial, commercial, and residential development. Future encroachments must be avoided to protect the safety and quality-of-life of area residents and protect the military's mission.

Analysis of existing and anticipated land use incompatibilities will shape the recommendations for updates to local comprehensive plan policies and development controls. Examining the full range of current and potential conflicts will result in a sound approach to preventing such incompatibilities in the future.

Task 4A: Identify Existing Land Uses Located Within Current Noise Contours and APZs

Existing land use conflicts near Fort Sill will be identified, especially those associated with noise. It is possible that a special noise working group will be established. Information will be obtained from the City of Lawton and Fort Sill personnel on known locations of adjacent land uses that may present risks to civilians or impair military readiness and operations. Additional information on existing conflicts will be obtained through interviews with the local governments, state agencies, and input from the JLUS Committees, data collection, and public comments. Field inspections will reveal the nature and extent of such situations. Each site deemed as an existing conflict will be analyzed and mapped. Information on how the incompatibility occurred will be pursued to gain insight for preventing future reoccurrences.

Task 4B: Evaluate Master Plans Impacting Fort Sill

A review of the current comprehensive plan policies, zoning maps, existing land use regulations, and development review procedures of all jurisdictions in the study area will be conducted. Information about pending developments will be gathered. Results of this research will show the current level of land use controls and identify opportunities for improvements in promoting compatible land use.

Existing Compatible Land Use

Existing compatible land uses will be examined from the context of identifying all appropriate adjacent land uses and activities. Sustainability of the current situation and an assessment of risk will be identified based on various factors, such as proximity of the closest city and the direction of predominant direction of its growth, availability of municipal services, tendency of the local government unit to allow rural non-farm development, and proximity to highly traveled highways. Risk factors will be further defined through discussions with military personnel.

Mapping Land Use Conflicts and Impacts

As mentioned earlier, location-specific conflicts will be mapped, explained, and presented to the JLUS Committees for their feedback and for input from the public in attendance. Mapping products will also be posted on the website for public review and comment. This exercise will facilitate an awareness of the issues which present risks not only to the military's mission but to public safety and quality of life.

Task 4 Deliverables: Portions of draft report to include:

- **Identifying existing and future land uses as well as existing and potential conflicts within noise management plan areas to include existing land use compatibility maps.**
- **Presenting a description of Fort Sill, Installation Command (IMCOM), and Assistant Chief of Staff Installation Management (ACSIM) plans, growth objectives and operating procedures, and current impacts on surrounding areas**
- **Presenting a description of community plans, growth objectives, and development review process.**

2.12 TASK 5: FUTURE COMMUNITY DEVELOPMENT POTENTIAL AND ASSESSMENT OF FUTURE LAND USE CONFLICTS

Future potential conflicts will be considered from two perspectives. One perspective will look at how private sector developments could affect military facilities and operations. The other perspective will look at how changes in military operations or expansions of facilities could affect the public. A technical framework will be established to assess the risks posed by various types of potential development. Undesirable uses for areas adjacent to military facilities will be identified through the use of clear, objective standards.

Task 5 Deliverable: Future Land Use Compatibility Maps delineating alternatives, proposed future land use and zoning maps, including an inventory of vacant lands that cannot be developed due to infrastructure or environmental constraints and existing buffers around Fort Sill.

· ***Draft report sections including land use analysis and conflict assessment.***

2.13 TASK 6: LAND USE POLICY AND REGULATION RECOMMENDATIONS

All of the study efforts and information gathered to this point will be used to shape the conflict resolution strategies, mutually agreeable solutions that reflect local values, and the over-arching planning mission of local governments and the military.

Task 6A: Existing Regulations/Policies

All codes and existing regulations collected from Counties identified as part of the Lawton –Fort Sill JLUS throughout the process will be analyzed to determine their current effectiveness. Public input will be used to gauge their usefulness as well as interviews with public officials and Fort Sill personnel.

Task 6B: New Regulations/Policies

Conflict resolution strategies will include a tool box of policies, regulations, ordinances, agreements, and recommended procedures to address existing incompatibility issues and guide future compatible development. Continued private sector growth and development will be supported by removing the mystery and financial risks by clarifying what can be built where and by gaining an increased understanding of how the development approval process works.

The JLUS Policy and Technical Committees along with cities, counties, Native American Tribes, and involved landowners will review the study recommendations and provide the input needed to make refinements. The proposed conflict resolution strategies will be distributed and posted on the project website for any interested persons to see and comment on. In this way, practical and mutually agreeable solutions will be established.

Strategies for addressing current conflicts will be contingent on the urgency of the encroachment problem. Existing land use incompatibilities will need to be addressed on a case-by-case basis. Regulatory tools available for resolving existing conflicts include the enforcement of zoning violations and the amortization of nonconforming uses.

Future land use conflicts can be minimized or avoided altogether. The inclusion of policies in a community's comprehensive land use plan will provide the foundation for guiding future development. These policies will also provide the basis for subsequent regulatory controls. The tool box of regulatory controls is extensive and will contain a list of alternative solutions, a few examples of which are outlined in the Planning Tools and Techniques section below.

Supporting Compatible Land Uses

Mapping will show the locations of existing compatible land use within the study area. Recommendations will be made on preserving and sustaining these locations.

Planning Tools and Techniques

Planning tools and techniques will be developed to guide compatible development. Chief among these will be goals, objectives and policies for local comprehensive plans pertaining to the protection of military facilities within their jurisdiction. State law requires that any jurisdiction that exercises zoning authority must have a comprehensive plan. Although there is no regulatory enforcement authority in a comprehensive plan, the comprehensive plan provides foundation policies and serves as the basis for zoning regulations.

Language for various planning and regulatory tools may include:

Agricultural zoning districts which strictly allow the raising of crops and livestock with no structures, residences, or other potentially conflicting uses (or other variations of such a zoning district) for use within a certain distance of outlying military facilities,

- A military overlay special district pertaining to the area around Fort Sill,
- No-build easements,
- Minimum distances around military facilities, within which, any form of development application initiates a requirement for the local jurisdiction to coordinate with Lawton-Fort Sill officials,
- Transfer of development rights (TOD),
- Anti-encroachment regulations,

Others as suggested through the public and stakeholder involvement process.

Land Use Regulations

In addition to planning tools and techniques, model land use regulations will also be developed to correspond with foundation land use policies. The objective is to provide local governments with the tools they need to guide and regulate development.

If the ability to regulate development in a manner that 1) protects the safety and welfare of the public relative to the presence of military facilities, and b) protects the mission readiness of Fort Sill and its facilities is determined to be jeopardized by limits on land use regulations at the local, state or federal level, those limitations will be identified, and changes will be recommended.

Procedural Recommendations

To avoid future land use conflicts, procedural recommendations will be developed to facilitate coordination between local governments and the military, especially in regard to development proposals. When a local government receives a request for approval of a proposed development, a new subdivision plat, a rezoning or any other type of request, the military can be informed and weigh-in on issues that may have direct or indirect impacts to military operations or facilities.

A corresponding procedural aspect that will be examined is the local governments' administrative processes for review and approval. Are building permits being required for all new or moved-in structures? What is the current enforcement process for situations where development occurs without local approvals? These are some of the questions that will lead to recommendations for improved procedures which will facilitate compatible development.

Transportation Infrastructure

Fort Sill and its outlying facilities are dependent upon the presence of an adequate and reliable transportation infrastructure.

In addition, our team will provide model goals, objectives, and policies for incorporation into local governments' planning documents that pertain to roadways that serve as part of the military mission. Policies on future roadway networks can be addressed in the transportation component of local governments' comprehensive plans. Future roadway master planning can occur to identify suitable routes, and corresponding development patterns. These, and other tools for managing future growth, will be examined and reported as part of the JLUS.

Task 6 Deliverables:

- ***Draft report sections, including recommendations summary and implementation strategies tailored for each jurisdiction.***

- **Proposed amendments, if necessary, to regulatory and development codes, and relevant planning documents.**
- **Recommendations to reduce adverse impacts on surrounding properties tailored for Fort Sill's present and foreseeable missions and operations without compromising its mission or continued viability.**

2.14 TASK 7: DRAFT AND FINAL JLUS REPORT

Task 7A Draft Plan

The Tetra Tech/Guernsey team will prepare a JLUS report that is a comprehensive compilation of all findings, public input, stakeholder input, data collection, and strategies that were gathered, identified, or prepared throughout the course of the project. The JLUS report will include resolution strategies to resolve existing and potential conflicts between civilian land use and military facilities. Photos, diagrams, tables, and maps will be used within the report where ever they serve the purpose of simplifying the sharing of information.

Task 7A Deliverable: All Draft Report Sections of the JLUS Plan

Task 7B-H: Final Plan

After input from the Technical and Policy Committees, and all the various reviews and updates, a final document and a four-page overview will be prepared. This overview will be a high quality, graphic Executive Summary will be developed in a pre-agreed upon format with the agreed number of copies delivered to the client. An appendix will be used to document all public and stakeholder meetings. We will provide ASCOG with the required number copies of the report and a digital version of the document, both as a whole, and broken down into chapters.

Task 7 Deliverable: Final JLUS Plan including: Log of all comments received from the sponsor, technical working groups, Policy Committee and the public, and a record of how comments were addressed; Resolution of Adoption for Policy Committee and legislative bodies of participating jurisdictions; Hard copy and digital copy of final report; A four-page summary of the study for public distribution; Draft and final reports on website

2.15 TASK 8: IMPLEMENTATION AND ACTION STEPS

The JLUS Plan Implementation strategy will include specific actions that federal, state, local, and non-governmental agencies can or should take to improve existing and future compatibility. The strategies will be presented in tabular format, and will include each action step scheduled for Short-, Medium-, or Long-Term implementation and the following items within each action:

- Parties responsible for implementation
- General recommended timeline for implementation
- Estimated cost of the implementation measure
- Potential funding mechanism that could be utilized to fund the action.

The document will include the implementation strategy for issues involving Lawton-Fort Sill. The section will be further divided into three separate tables for short-, mid-, and long-term priorities.

A monitoring plan will be developed to ensure the implementation actions are being achieved over time. The monitoring plan will identify a number of different indicators to measure the implementation actions. These indicators may include military-related zone districts adopted, comprehensive plans adopted with JLUS recommendations, acres acquired in easement or fee title in identified installation buffer areas, and other indicators that will provide a reasonable gauge of the progress made toward implementation.

While the monitoring plan will be adopted as part of the JLUS, it will be the most useful document to be utilized in helping to ensure that the action steps identified are actually implemented over time. We will recommend a willing

entity to be responsible for regular use of the monitoring plan (i.e., annually, semi-annually, etc.) to update progress or lack thereof toward implementation of the plan. This entity could likely be ASCOG, or some other entity that has a significant stake in ensuring the success of the implementation strategy.

Task 8 Deliverable: Implementation plan and action steps; A plan for a continued dialogue among Fort Sill and project partners; Public relations pieces related to JLUS recommendations and implementation

2.16 TASK 9: PRESENTATION OF REPORT AND IMPLEMENTATION PLAN TO PARTICIPATING JURISDICTIONS

The Tetra Tech/Guernsey team will present the report at a final meeting of the Technical and Policy Committees and other participating jurisdictions for the purpose of adopting the study.

2.17 TETRA TECH PRIOR EXPERIENCE

Tetra Tech is uniquely qualified to complete the Lawton-Fort Sill JLUS because of our successful past, award winning JLUS projects, comprehensive understanding of the importance of this project on the participants based on our team's past work in the Study Area, and our ability to provide responsive services from our personnel permanently based in our Oklahoma offices. In addition, last year Tetra Tech made two key hires with valuable JLUS experience and has recently won the Colorado Springs Public involvement portion of the Pikes Peak Area JLUS effort.

Tetra Tech is part of a multi-disciplinary team that is under contract with the Pikes Peak Area Council of Governments (PPACG) to assist in developing the JLUS that includes Peterson Air Force Base, Fort Carson, the United States Air Force Academy, Cheyenne Mountain Air Force Station, and Schriever Air Force Base. This study is focused on unique community impacts like the training noise produced by the Air Force Academy, the storm water issues that all the installations are experiencing, and the training impacts from Fort Carson. This is a complicated, multi-year effort that Tetra Tech is proud to be a part of.

Tetra Tech prepared the award-winning Avon Park Bombing Range JLUS report for the Central Florida Regional Planning Council (CRRPC). Tetra Tech successfully completed the Final JLUS Report on time and on budget. The Report included a series of recommendations by jurisdiction addressing the Areas of Concern identified and agreed upon at the onset of the project. The recommendations included land use policy and code changes fostering positive growth for the surrounding region and on the installation. Following the completion of the JLUS the project has been recognized on two separate occasions for achievement in the planning community both at the state and national levels.

Additional Tetra Tech JLUS experience includes the Lemoore, Kings County, and Fresno County JLUS for Naval Air Station (NAS) Lemoore in the San Joaquin Valley of California.

The JLUS identified current and future encroachment sources, including new physical developments and potential natural environmental promotion such as conservation corridors, conservation easements, and designated wetlands. There were also land use recommendations accepted as a result of the JLUS that promote and encourage compatible development and land use planning in all three participating jurisdictions.

In the Eglin JLUS, Tetra Tech addressed significant mission changes as the location for the Army's 7th Special Forces Group and the new F-35 Joint Strike Fighter (JSF) Training Site. This Tri-County JLUS paralleled the Air Force's Environmental Impact Statement (EIS) efforts supporting the new BRAC missions at the base. The JLUS involved 14 different jurisdictions in Northwest Florida—Santa Rosa County, Okaloosa County, Mary Esther, Fort Walton Beach, Destin, Cinco Bayou, Shalimar, Niceville, Valparaiso, Crestview, Laurel Hill, Walton County, DeFuniak Springs, and Freeport.

Close coordination with Eglin AFB, Okaloosa County, and DoD was crucial to ensure the data from upcoming BRAC 05 changes at Eglin AFB were accounted for in the JLUS. GIS maps showing existing zoning and future land use in a common nomenclature were coordinated and prepared with the 14 different jurisdictions. Land use analysis and recommendations were drafted and presented to the Technical Advisory Group, Policy Committee, and public.

There were 18 different public meetings as part of the Eglin JLUS process which included identifying critical issues between civilian activities and military missions, alternative land use strategies to address the issues, and recommendations for each jurisdiction. The Final Eglin JLUS was successfully accepted by the JLUS Policy committee and subsequently all 14 participating jurisdictions.

Tetra Tech prepared one of the first adopted Joint Land Use Studies (JLUS) in the state of Florida providing growth management recommendations through a joint effort between Santa Rosa County officials, residents, NAS Whiting Field, and US Department of Defense (DoD). As part of this effort, Tetra Tech prepared highly detailed GIS maps showing Navy flight patterns, aircraft noise contours, existing and future land use, anticipated growth areas, conservation lands, parcel lines, and proposed growth strategies for seven Naval Facilities (Whiting Field and Six NOLFs) and Peter Prince Field (Municipal Airport).

There were 11 participating organizations including the County, Navy, environmental regulatory agencies, WFRPC, FAA, and HUD. Our recommendations included special overlay zoning districts, subdivision regulations, structural height restrictions, clustering development, increasing sound attenuation in existing and new buildings, land exchanges, real estate disclosure near airfields, and improved communications.

The County has successfully implemented most of the recommendations allowing them to become one of the leading pro-military, and subsequently pro-economic development, communities in the state of Florida. This project is routinely referenced by OEA, Florida Defense Alliance, and conservation groups, including The Nature Conservancy, as the model for JLUS planning AND implementation.

Tetra Tech assisted with the preparation of the Kirtland AFB JLUS for the Mid-Region Council of Governments (MRCOG). The JLUS focused on addressing community growth issues, including future transportation infrastructure requirements and economic impact of Kirtland AFB (including non-Department of Defense activities) on the MRCOG region (Bernalillo, Valencia, Sandoval, and Tarrant Counties). The study also included recommendations for City, County, and State legislation and ordinances providing additional direction for municipal, county, and regional planning and development.

Kirtland AFB is a complex military installation with many units and a diverse mission: Air Force special operations and rescue training; Air Force research and development pertaining to space vehicles and directed energy; space development and testing; munitions storage; virtual, realistic war-gaming and military exercises; para-rescue training; operational test and evaluation; education; and the New Mexico Air National Guard. The airfield is further complicated by the fact that the City of Albuquerque owns and maintains all of the runways, taxiways, and adjacent areas up to aprons utilized by the installation's tenants.

2.18 GUERNSEY PRIOR EXPERIENCE

Guernsey is a highly recognized planning, architectural, and engineering firm with deep roots embedded in the fabric of Oklahoma. Founded in 1928 in Cherokee, OK, Guernsey has a very strong appreciation for Oklahoma communities in general and the importance of the military presence in the State. Guernsey has provided multidisciplinary services to more than 30 Oklahoma communities in the last 20 years and has routinely performed projects at all Oklahoma military installations, including specifically, Fort Sill, Altus AFB, Sheppard AFB, and Tinker AFB. Guernsey's reputation with these installations and the USACE, Tulsa District, is excellent. ***Our experience at Fort Sill specifically includes landfill closure, NEPA Environmental Clearance, Spill Control and Countermeasure Plan, petroleum storage tank inspections, transportation engineering analysis, culverts and parking lots survey, and numerous other architectural/engineering projects.***

Guernsey's services to municipalities in general include transportation, streetscapes, water/wastewater planning and engineering, comprehensive planning, parks and trails, electric distribution planning and design, and environmental compliance. ***Guernsey is a service provider for the City of Lawton that includes transportation, water supply, environmental, architecture, and landscape architecture. Guernsey has strong familiarity with City of Lawton administrative and staff personnel.***

According to 2010 population data, Lawton is the fifth largest city by population (almost 97,000) in Oklahoma and with Wichita Falls, TX, are the two largest communities in the region. The City is relatively diverse economically, but like other Oklahoma communities, can be impacted by the cyclic nature of the oil & gas industry and natural phenomena. The economy is largely dependent on manufacturing, higher education, health care, retail, and most importantly, Fort Sill.

Southwest Oklahoma is very susceptible to extreme weather conditions from tornadoes, to ice storms, to drought conditions. The most recent drought, which generally occurred from October 2011 to May 2015, severely impacted southwest Oklahoma, including the Lawton/Fort Sill area. The drought created many activities in the area to plan for future drought conditions. Projects have included the “Southwest Oklahoma Water Supply Action Plan” and has caused the City of Lawton to evaluate other water supply alternatives including wastewater reuse and groundwater. The City and Fort Sill are currently served by surface water involving a connected network of reservoirs. The referenced projects have a direct impact on the region, Lawton, and Fort Sill.

Guernsey also has a strong history working Native American Tribes, other communities, and electric utilities in the area. Experience includes projects for the communities of Duncan, Walters, Apache, Altus, and Ringling. Guernsey was also involved with the Blue Canyon Wind Farm north of Fort Sill. Guernsey also has experience with Comanche County, Wichita & Affiliated Tribes, and Western Farmers Electric Cooperative in Anadarko.

3.0 REFERENCES

3.1 REFERENCES

Project	Client Project Manager	Address and Contact Information
Pikes Peak Area Joint Land Use Study	Brian Potts, AICP JLUS Project Manager Joint Land Use Study Program	Pikes Peak Area Council of Governments Email: bpotts@ppacg.org Phone: 719.471.7080 x126
NAS Lemoore JLUS	Ms. Chris Lehn	Kings County Association of Governments 339 W. D Street, Suite B Lemoore, CA 93245 Email: chris.lehn@co.kings.ca.us Phone: 559.582.3211 x2677
Various Projects with the City of Lawton	Mr. Jerry Ihler, City Manager	City of Lawton 212 SW 9 th Street Lawton, OK 73501 Email: jihler@cityoflawton.ok.us Phone: 580.581.3301
Various Projects at Ft. Sill, US Army Corps of Engineers, Tulsa District	Mr. Mike Abate, PMP. Chief, Civil Works Branch	USACE, Tulsa District 1645 S. 101 E. Avenue Tulsa, OK 74128 Email: mike.r.abate@usace.army.mil Phone: 918.669.7527

3.2 RELEVANT PROJECT DESCRIPTIONS

The following table presents a summary matrix of our JLUS experience followed by detailed project descriptions detailing how our Team’s recent and relevant experience parallels the requirements outlined in the RFP.

The Lawton-Fort Sill JLUS is ideal for Tetra Tech/Guernsey Team because of our successful past JLUS experience, comprehensive understanding of the importance of this project on the participants based on our past work in the Study Area, and our ability to provide responsive services from our personnel permanently based in our Oklahoma offices.

As previously identified, Guernsey has strong familiarity with both Fort Sill and the City of Lawton.

Tetra Tech JLUS Experience	Number and Name(s) of Jurisdictions Included in Study Area	Military Branch Included in Study	Key Facts
Pikes Peak Area JLUS	5: Colorado Springs, El Paso County, Pueblo County, Freemont County, Teller County	Army and Air Force	<ul style="list-style-type: none"> Four Installation JLUS with noise, storm drainage, and trails as major concerns Prepared a Public Involvement Plan to coordinate over 50 workshops and/or public meetings

Tetra Tech JLUS Experience	Number and Name(s) of Jurisdictions Included in Study Area	Military Branch Included in Study	Key Facts
NAS Lemoore JLUS	3: Counties of Fresno and Kings; City of Lemoore	Navy Marines National Guard	<ul style="list-style-type: none"> • Incorporated New Noise Contours Provided During the Creation of the Installation’s AICUZ • Extensive Public Information and Stakeholder Meetings Conducted • Included Recommendations for Both Privately Owned Lands and NAS Lemoore
Kirtland AFB JLUS	7: Albuquerque; Bernalillo, Valencia, Socorro, Sandoval, & Torrance Counties; Isleta Pueblo	Air Force National Guard	<ul style="list-style-type: none"> • Multi-tenant Installation With Wide Variety of Missions • Unique Land Ownership of Runways and Taxiways Creates Vital Need for Effective Communication of the Issues and Potential Strategies • Working for the local Council of Governments—Mid-Region Council of Governments (MRCOG)

3.3 PROJECT REFERENCES

As can be seen by our related experience, our project Team has provided the services sought for the Lawton-Fort Sill JLUS to a number of other clients. Detailed project descriptions show the depth of our JLUS experience.

NAS Lemoore Joint Land Use Study Kings and Fresno County, CA



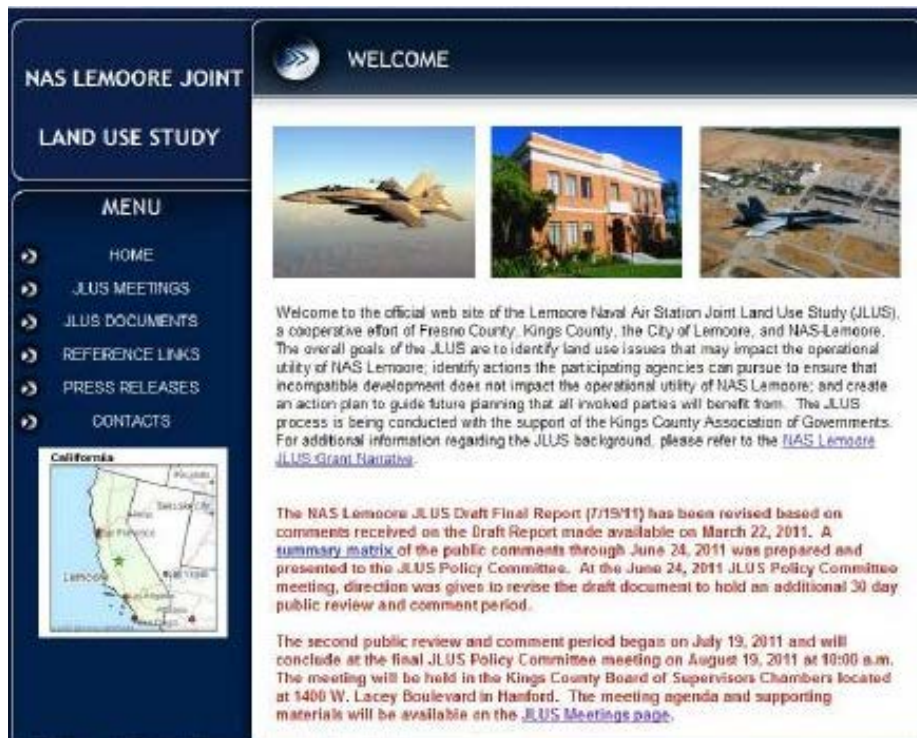
Project Relevance:

- Prepared Land Use Plan for Kings County Association of Governments on Behalf of Local Governments
- Conducted JLUS Policy Committee and Technical Working Group Meetings
- OEA funded JLUS
- Leveraged Preservation of Agriculture Land Use Around the Installation
- Project Successfully Completed and Accepted On Time and On Budget

Tetra Tech was retained to prepare the Lemoore, Kings County, and Fresno County Joint Land Use Study (JLUS) for Naval Air Station (NAS) Lemoore in the San Joaquin Valley of California. NAS Lemoore is located in Kings County and abuts Fresno County. This study was completed in 2011.

Military personnel at the base total approximately 7,500 enlistees and officers. NAS Lemoore serves as the master training center for carrier-based fighter squadrons for the United States Pacific Fleet. NAS Lemoore is also currently home to operating units that include 4 Carrier Air Wings (CVW), Strike Fighter Wing Pacific, 14 operational fleet squadrons, 2 fleet replacement squadron (FRS), Strike Fighter Weapons School Pacific (SFWS), Fleet Readiness Center (FRC)-West, and the Center for Naval Aviation Technical Training.

The JLUS identified current and future encroachment sources, including new physical developments and potential natural environmental promotion such as conservation corridors, conservation easements, and designated wetlands. There were also land use recommendations accepted as a result of the JLUS that promote and encourage compatible development and land use planning in all three participating jurisdictions.



The NAS Lemoore JLUS included the preparation of a website solely devoted to the JLUS at www.lemoorejlus.com. Each version of the JLUS Report and all presentations, agendas, and meeting minutes (Policy Committee and Technical Committee) prepared during the Study were made available for viewing and/or download from the website. In addition, the Final JLUS Report and Appendices were provided on CD-ROMs.

PROJECT OWNER:
King County

START DATE: May 2010

COMPLETION DATE: November 2011

PROJECT FEE: \$140,000

Kirtland AFB JLUS Albuquerque, NM



The Kirtland AFB JLUS in Albuquerque, NM covers an installation and surrounding community with multiple base tenants and complex property ownership concerns.

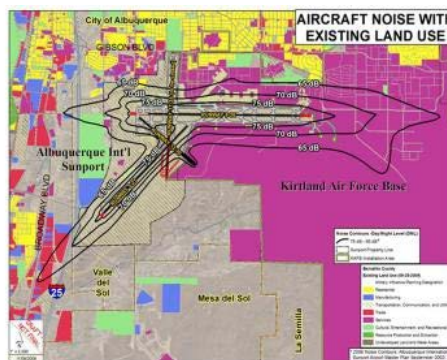
Tetra Tech assisted with the preparation of the Kirtland AFB JLUS for the Mid-Region Council of Governments (MRCOG). The JLUS focused on addressing community growth issues, including future transportation infrastructure requirements and economic impact of Kirtland AFB (including non-Department of Defense activities) on the MRCOG region (Bernalillo, Valencia, Sandoval, and Torrance Counties). The study also included recommendations for City, County, and State legislation and ordinances providing additional direction for municipal, county, and regional planning and development. This study was completed in late 2010.

Kirtland AFB is a complex military installation with many units and a diverse mission: Air Force special operations and rescue training; Air Force research and development pertaining to space vehicles and directed energy; space development and testing; munitions storage; virtual, realistic war-gaming and military exercises; para-rescue training; operational test and evaluation; education; and the New Mexico Air National Guard. The airfield is further complicated by the fact that the City of Albuquerque owns and maintains all of the runways, taxiways, and adjacent areas up to aprons utilized by the installation's tenants.

Our work included GIS Mapping, land use analysis to identify compatible and incompatible uses, recommending land uses and/or policies and procedures to avoid or diminish encroachment, report preparation, client meetings, and public presentations.

Project Relevance:

- Included Multiple Base
- Tenants With Varying Mission Activities
- Prepared Land Use
- Recommendations for Surrounding Cities, Counties and State Legislation
- Economic Impact Task
- Recommended Land Uses and/or Policies and Procedures to Avoid or Diminish Encroachment
- Public Consensus Meetings



Our Land Use Analysis included identifying compatible and incompatible uses in the Accident Potential Zones (APZ's) (left) and high aircraft noise areas

PROJECT OWNER:
 Keystone International

START DATE: November 2008

COMPLETION DATE: August 2010

PROJECT FEE: \$133,000

Environmental Assessment for Helipads at Henry Post Army Airfield



PROJECT OWNER:
Fort Sill Military Reservation
& USACE, Tulsa District
1645 S. 101 East Ave.
Tulsa, OK 74128

POINT OF CONTACT:
Ken Shingleton
Archaeologist
918.669.7661

START DATE: October 2005

COMPLETION DATE: December 2005

PROJECT FEE: \$65,000

LOCATION: Fort Sill, OK

TYPE OF PROJECT: Environmental Assessment

GUERNSEY'S RESPONSIBILITY: Study, Analysis, & Report

DESCRIPTION: Guernsey was contacted by way of a reference from a previous teaming partner to prepare an Environmental Assessment (EA) for Fort Sill near Lawton, Oklahoma. The USACE, Tulsa District, using their contract with EA Engineering, Science, and Technology (EAEST), needed a NEPA EA completed in less than 12 weeks.

The proposed project involved the construction of a series of helicopter landing pads at Henry Post Army Airfield. The additional pads would allow Fort Sill to take on more aircraft and prepare them and their crews for deployment.

The EAEST-Guernsey Team delivered the Preliminary Draft EA within six weeks.

The review and comment period, including a public workshop and an agency and public review, was completed in conjunction with the document preparation.

Major issues addressed in the EA included noise impacts and concerns regarding cultural resources at the airfield. Guernsey worked closely with the Tulsa District as the EA was expedited through the Army's execution process and legal review.

By exhibiting task-oriented flexibility, Guernsey was able to complete the Final EA within the tight time constraints, thus enabling Fort Sill to proceed to the next steps in realizing a vital enhancement to its mission.

The Client provided the following testimonial for the work that the Guernsey performed.

"... just wanted to say thanks for the great job Guernsey did on the Fort Sill EA. I know the Tulsa COE was pleased along with the folks at Fort Sill. Guernsey did a fantastic job and we feel we have a great partner in them. We hope to be able to work with Guernsey again."

Brian Yost
EA Engineering, Dallas, TX

Fort Sill Transportation Engineering Analysis

OWNER: Tulsa Corps of Engineers
1645 South 101st East Ave.
Tulsa, OK 74128

CONTACT: Jeremie Evans
918.669.7045 (pavement)
Daniel Foyil (traffic)
918.669.7045

START DATE: July 2007

COMPLETION DATE: March 2008

LOCATION: Ft. Sill, Oklahoma

TYPE OF PROJECT: Transportation & Engineering Analyses

GUERNSEY'S RESPONSIBILITY: Engineering Analyses

PROJECT FEE: \$71,000 (pavement)
\$87,210 (traffic)

DESCRIPTION: Amongst Fort Sill residents, civilian employees, contract employees, contractors and vendors, there are approximately 16,000 individuals that enter Fort Sill each day. There are six entry points to gain access with different days and hours of operation. There are 589 miles of paved streets and roads and 727 lane miles of roads, most in constant use.

The use of Fort Sill roads will drastically increase with the addition of new BRAC missions coming to Fort Sill. A complete traffic survey and analysis of road use, traffic flow and traffic signal placement and operation is required for the installation to be able to make adjustments in gate operations, road use and signal operation in order to alleviate bottlenecks and other traffic flow impediments.

Guernsey performed a Traffic Flow Analysis that included:

- Kick-off Meeting
- Data Collection
- Traffic Counts (two-way traffic volumes in no more than 15 minute increments were mechanically counted for primary and secondary roads)
- Evaluation of turning lanes at entrances to the Post (turning movements were taken at a total of 16 intersections, during the morning, noon, and afternoon peak hours)
- Research existing traffic studies/reports
- Charrette
- Report Preparation
- Review Meeting
- Final Report

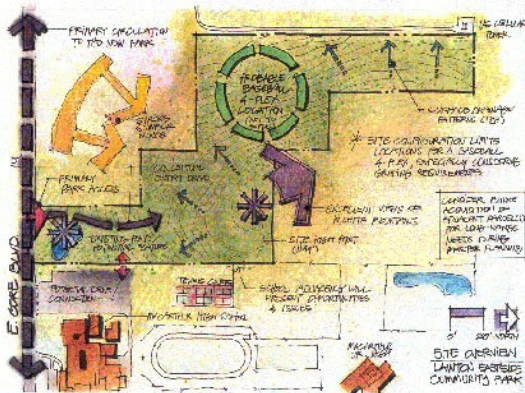
PAVEMENT ANALYSIS

Fort Sill infrastructure SRM programs have gone under-funded for years. As a result, infrastructure systems and components have been and continue to deteriorate. Specific assistance is required to assess the condition of the various pavements of some 589 miles of paved roads. This mileage includes primary, secondary, and tertiary streets and tank trails at Fort Sill, with specific emphasis on high traffic intersections, entrances and exits from the Post.

GUERNSEY provided a pavement analysis of the following:

- Primary Roads - 26.3 miles
- Secondary Roads - 24.8 miles
- Tertiary Roads - 32.2 miles
- Tank Trails - 6.9 miles

Eastside Community Park Complex



START DATE: October 2001
COMPLETION DATE: June 2002
CONSTRUCTION: \$1,722,884
PROJECT NUMBER: OK07587000

LOCATION: Lawton, Oklahoma

TYPE OF PROJECT: Recreational Complex Design/Build

GUERNSEY'S RESPONSIBILITY: Planning, Architecture, and Engineering Services

DESCRIPTION: Guernsey designed a community park for the City of Lawton, Oklahoma. The 40-acre park site is adjacent to MacArthur Senior High School and shares amenities with the school.

The scope of work included providing civil, landscape, architectural, structural, mechanical and electrical design services for the park. The project consisted of four youth baseball fields with parking, utilities, concession stand, restrooms, a storage building, ballfield and security lighting, bleachers, dugouts, and park and picnic areas with playgrounds.

The Civil design included the complete regrading of the hilltop site to accommodate a four-plex little league baseball complex and provide for future development of additional park, playground and picnic areas. Approximately 130,000 cubic yards of earth was moved to achieve the grades necessary for the proper layout and grading of the ball fields.

The undeveloped site also included the design of infrastructure systems to serve the ball field complex including approximately 2,200 lf of roadway, a 220 car parking lot, 2,600 lf of 8 inch water line, 1,800 lf of 8 inch sanitary sewer.

In addition, power to the concession building and scoreboards included the infrastructure required for all exterior lighting. An overhead electric line was extended north along the west property line and provides service to the various park facilities.

PROJECT OWNER:

City of Lawton
103 SW 4th Street
Lawton, OK 73501

POINT OF CONTACT:

M.M. Azim
580.581.3385

Comprehensive Plan and Transportation Analysis



LOCATION: Enid, OK

TYPE OF PROJECT: Comprehensive Planning and Transportation

GUERNSEY'S RESPONSIBILITY: Study, Analysis, & Report

DESCRIPTION: Over the past decade the City of Enid's (City) population has grown from 47,045 in 2000 to 49,379 in 2010, an annual growth rate of 0.5 percent per year. Since 2010, additional residential and commercial developments have occurred in the community, and this trend is expected to continue over the next 20 years. Enid has become and will continue to grow as a major regional retail hub for northwestern Oklahoma.

The Guernsey Team assisted the City with the preparation of a comprehensive plan and transportation plan. Services included:

- Project management: kick-off meeting; project communication, cost control, schedule control, quality control
- Stakeholder visioning and engagement: strategy, create website, social media, mind-mixer site, meetings, plan and facilitate vision activities & public events
- Planning analysis: prepare community profile; analyze: economic development, infrastructure (drainage, floodplains, storm water, water supply, and wastewater management), land use, housing trends & needs, education, safety, and community health; and identify important environmental/cultural issues
- Transportation analysis: data collection (functional classification, roadway right of way, accident data); evaluate existing conditions; travel demand forecasting; recommend an access management strategy; evaluate future transportation system; develop project costs and sequence; and develop transportation plan
- Scenario development: access existing conditions, challenges, constraints, and opportunities; recommend land use plan; "Big Ideas;" produce a specific projects list
- Final comprehensive plan
- Modify zoning and subdivision regulations
- Plan Implementation

PROJECT OWNER:

City of Enid
401 W. Owen K. Garriott
Enid, OK 73702

POINT OF CONTACT:

Chris Bauer
Planning Administrator
580.616.7217/580.234.8946-fax
e-mail: cbauer@enid.org



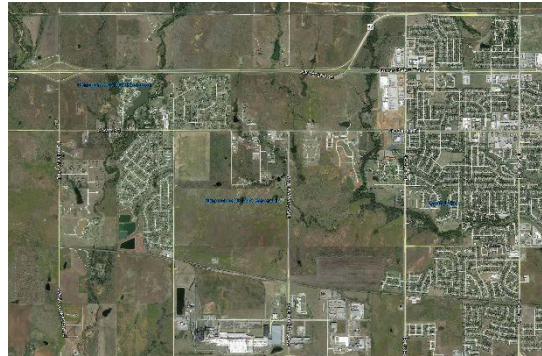
START DATE: July 2014

COMPLETION DATE: January 2015

FEES TO DATE: \$395,785

PROJECT NUMBER: OK07793004

Freight Route Feasibility Study



START DATE: April 2015

COMPLETION DATE: December 2015

FEE: \$40,305

PROJECT NUMBER: OK07587002

LOCATION: Lawton, Oklahoma

TYPE OF PROJECT: Transportation

GUERNSEY'S RESPONSIBILITY: Engineering Study/Analysis

DESCRIPTION: Guernsey conducted a feasibility study for a freight route to the City of Lawton's (City) West Industrial Park for improvements to traffic congestion and traffic flow near and around the Lawton Industrial Park. A large commercial retail center has recently opened at NW 82nd Street and Quanah Parker Trailway, which has created an increase of local traffic. This conflicts with the heavy freight truck flow on NW 82nd Street.

The study will provided alternatives along with preliminary cost estimates for a freight route to connect the Lawton Industrial Park to US-62 which will alleviate traffic congestion on NW 82nd Street. The Lawton Metropolitan Planning Organization preliminary identified three options for improvements. Guernsey studied the three options and provided a report with the results of the study along with cost estimates and recommendations.

Guernsey's services included:

- Site reconnaissance
- Data collection & review (traffic counts, accident data and traffic classifications, etc.)
- Coordination with LMPO and ODOT
- Study Phase
 - Identification of utilities
 - Right-of-way identification & availability
 - Soil mapping identification (as it relates to constructability of new roadway or widening)
 - Develop design criteria (capacity analysis, accident evaluation, intersection evaluation, & recommendations)
- Conceptual design for viable route
- Cost estimates
- GIS
- Prepare final study document

PROJECT OWNER:

City of Lawton
Lawton Metropolitan Planning Organization (LMPO)
103 SW 4th Street
Lawton, OK 73501

POINT OF CONTACT:

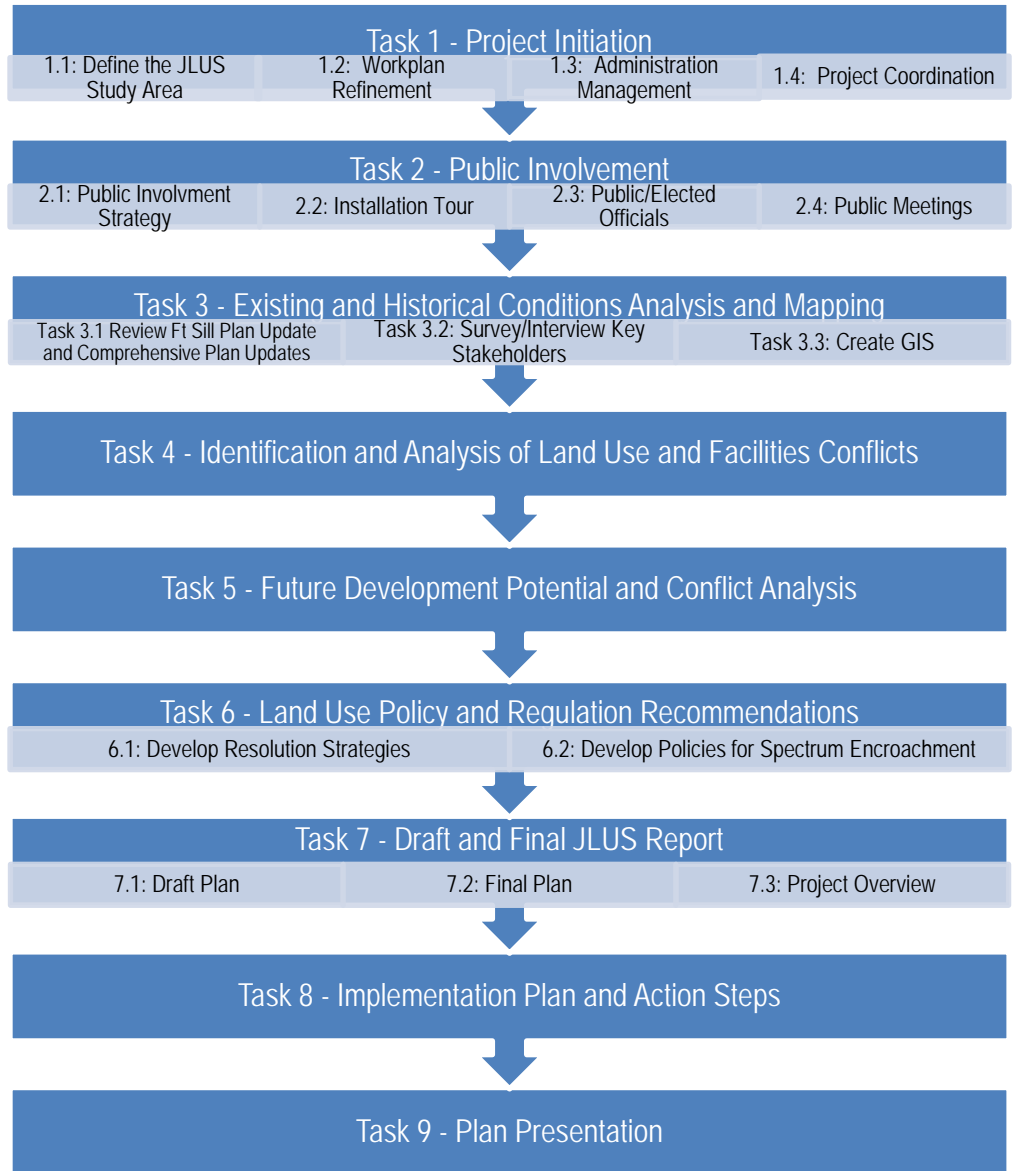
Debbie Dollarhite
LMPO Secretary
580.581.3375
e-mail: ddollarhite@cityof.lawton.ok.us

4.0 OUTLINE

4.1 OVERALL APPROACH TO THE PROJECT

In order to accomplish the Lawton-Fort Sill JLUS's objectives, we have divided our work effort into nine separate phases following the scope of work in the RFP:

- Task 1** – Overall Project Initiation and Management
- Task 2** –Public Involvement
- Task 3** – Existing and Historical Conditions Analysis and Mapping
- Task 4** – Identification and Analysis of Land Use and Facilities Conflicts
- Task 5** – Future Development Potential and Conflict Analysis
- Task 6** – Land Use Policy and Regulation Recommendations
- Task 7** – Draft and Final JLUS Report
- Task 8** – Implementation Plan and Action Steps
- Task 9** –Plan Presentation



The adjacent figure depicts the phasing of our project approach and highlights the key elements of each phase.

Task 1 – Project Initiation

Upon being awarded this project, the team will meet with the project sponsor to review and refine the work plan outlined in this proposal. Tetra Tech and Guernsey will meet with ASCOG CED Planner, Steve Kelly, and other key staff to discuss the details of the work plan, including the proposed public involvement strategy. The work plan and public involvement strategy will then be presented to the JLUS Technical and Policy Committees for approval.

Task 1A: Kick Off Meeting

Our team will hold a meeting with the JLUS Policy Committee to kick off the project to explain the JLUS project, goals, and objectives. Public comments will be sought, including conflicts with the installation or military operations, and recommendations for analysis.

One item included in JLUS is to define the specific planning area. Our Team feels this is a critical part of a successful JLUS and needs to be a collaborative effort by the town's and counties' staffs, Technical Advisory Committee, the JLUS Working Group, and the Policy Committee. It will be presented for review and approval.

Task 1B: Installation Tour

The Tetra Tech/Guernsey Team, working with the project sponsor, will coordinate an installation tour, including the outlying facilities as appropriate. Upon completing the tour, the Tetra Tech/Guernsey Team, JLUS Technical Committee, and JLUS Policy Committee will have a comprehensive understanding of the Lawton-Fort Sill missions, issues, and constraints associated with incompatible development.

Tetra Tech and Guernsey representatives will meet with ASCOG representatives to discuss the details of the final work plan, including the proposed public involvement strategy. The work plan and public involvement strategy will then be presented to the JLUS Technical and Policy Committees for approval.

Specific Administrative and Operational Management Expertise to be Employed

It cannot be overstated that the critical step in preparing an "implementable" JLUS is the effort made to involve the Technical Committee, Policy Committee, and public as part of the joint planning process. Our Team's approach to presenting the JLUS process in a simple and easily understood manner lies in a three step process: identify the ISSUES, identify potential STRATEGIES to address the issues, and provide RECOMMENDATIONS. The following figure provides our simplified JLUS approach that we maintained throughout the previous JLUSs when describing our work to the different committees and the public.



Task 2 – Public Involvement

Public Involvement Strategy

The Tetra Tech Team shares a common vision with the community surrounding Fort Sill. That vision is to establish reasonable planning approaches protecting and enhancing the viability of the communities surrounding Fort Sill and protect Fort Sill's mission capabilities by protecting it from urban encroachment.

To that end, we have assembled a team of professionals with direct recent experience with JLUS and community-based planning who will team with the community and the Lawton-Fort Sill JLUS Policy and Technical Committees in the preparation of a document showing the way toward successful coexistence. The Team will embark, along with the surrounding communities and Fort Sill, on a collaborative effort to create long-term land use compatibility while protecting the health, safety, and welfare of the community and the critical mission of Fort Sill.

The two primary goals of the JLUS are to protect the health, safety, and welfare of citizens living and working near Fort Sill and protect the operational and training missions of the installation. These goals are accomplished through improved understanding of the operations at Fort Sill and through improved local land use planning. The JLUS will be used to make recommendations for changes to regulatory and non-regulatory policies regarding compatible land uses around Fort Sill, allowing the community to better manage encroachments near the installation.

The JLUS shall be a comprehensive analysis of current and potential encroachments that may negatively impact Fort Sill and surrounding areas. The JLUS will identify actions that could and should be taken jointly by the community and the installation to solve existing encroachment problems and to prevent new problems.

Public/Elected Officials

Our team will assist with relationship building and outreach to local, State and Federal public officials representing the participating jurisdictions who will ultimately be responsible for implementing the JLUS recommendations.

Public Meetings

The Tetra Tech/Guernsey Team will hold public meetings throughout the study to educate the public about the purpose of the JLUS, the JLUS planning process, JLUS recommendations, and to seek input from the public during key phases of the study. At a minimum, public meetings will be held at the following key intervals:

- Project Initiation
- Interim Findings and Preliminary Recommendations
- Final Recommendations
- Final Report and Implementation Plan

Task 3 – Existing and Historical Conditions Analysis and Mapping

As with many of our other successful JLUS Studies, we will incorporate our group of GIS Professionals and Data Analysts to work alongside the towns' and counties' staffs and Working Group members in collecting GIS shapefiles and data sets.

Task 3A: Existing Data Collection

Our Team will collect and review data and mapping developed by Fort Sill plan updates and local general plan update projects; determine additional data needs and acquire data from appropriate agencies.

Although our Team's focus will be on the noise, air hazard zones, and Military Operations Areas (MOAs) attributes, we propose a kickoff meeting with the towns' and counties' staffs to review maps and GIS data available for this study. The collaboration of our Team with participating staff will provide a strong front in ensuring the best available data and maps are utilized in this JLUS.

Based on our knowledge and experience with Fort Sill and surrounding community, our Team will identify areas where potential competition of resources exists or likely to exist in the future. We plan to execute this task through one on one discussions with Fort Sill staff and other US Army personnel and military representatives familiar with concerns across the region. The information collected will be transferred into map form for easy dissemination to the Technical Advisory Committee, Working Groups, and JLUS Policy Committee, and Fort Sill staff.

Task 3B: GIS Mapping

We will approach the GIS Mapping effort as a joint effort between our Team and the towns' and counties' staffs. Utilizing the deliverables coordinated by others, our Team will prepare parcel specific GIS based coverage's for Fort Sill's Activities and Requirements.

At a minimum, the following GIS layers will be created:

- Land use plan and/or zoning designations
- Non-conforming uses
- Proposed development

- Proposed capital improvement plan/projects
- Sensitive biological and/or cultural resource areas
- Agriculture suitability factors
- Special resources areas, i.e. aquifer recharge zones, wetlands, wellhead protection zones, etc.
- Noise contours for military operations
- Military flight operations, i.e. Clear Zone, APZs
- Military blast arcs
- Military operation line of site corridors
- Commercial airport flight paths in study area
- Potential alternative energy resource areas
- Regional transportation system
- Population forecasts from participating jurisdictions
- Projected growth trends related to population forecasts
- Compile and review local, State and Federal regulatory framework for community development
- Compile and review military documents to map footprint for military operations, and any other pertinent documents.
- Identify existing policies and regulations that govern siting of on-shore alternative energy projects, transmission lines, natural gas storage and pipelines, and oil drilling, as applicable.

Task 4 – Identification and Analysis of Land Use and Facilities Conflicts

Based on accepted land use practices, our Team will classify compatible and incompatible uses in areas around Lawton-Fort Sill. Types of land use conflicts will be identified based on their impacts on the Installations operations and civilian concerns. During this task we will also evaluate altitudes, pattern speed, maneuvers, ranges and maneuver areas operations, hours of operations and other relevant impacts associated with Fort Sill Standard Operating Procedures (SOPs).

Based on the combined GIS Mapping efforts of our Team, we will further refine our Study Area for the Lawton-Fort Sill JLUS as part of this task. The extent of the Study Area shall be based on available data from the installation representing the current mission and the nature of the conflict current and future activities have beyond the Fort Sill boundary. We anticipate this data will include the various mission noise contours for current and future noise zones, air hazard zones, flight corridors, minimum flight altitudes, impulse or explosive noise intensities, nighttime training needs, and other relevant data associated with Fort Sill's mission activities. It is possible to have a Study Area with varying issues such as one part focused on noise with another area dealing with nighttime lighting encroachment. The strategies developed to address these different issues in a Study Area vary and therefore, the recommendations to address these conflicts in a single Study Area may vary.

Task 5 – Future Development Potential and Assessment of Future Land Use Conflicts

The Team will perform a study of impacts/and potential remedies from an analysis of future development potential buildout scenarios. This will include various “what-if” possibilities and potential courses of action to mitigated end results.

Task 6 – Land Use Policy and Regulation Recommendations

The toolbox of policies and guidelines developed in this portion of the process becomes the major output and benefit of the JLUS planning process. This is an area where both team members excel in. The team will bring this experience directly to bear on the issues. Oklahoma has unique characteristics when it comes to planning regulations, and this team is uniquely qualified to produce the desired end product.

Task 7 – Draft and Final JLUS Report

The preparation of the end reports and recommendations will be of the highest graphic quality, with high quality maps and photos that tell the story. It will be directly related to the web site design to produce a family of products

that are recognizable and form a brand for the JLUS that quickly and easily communicates the key concepts. The format of all products will be vetted with the Policy Committee and the Project Director at the outset of the project to ensure the desired end product is delivered with no surprises.

Task 8 – Implementation Plan and Action Steps

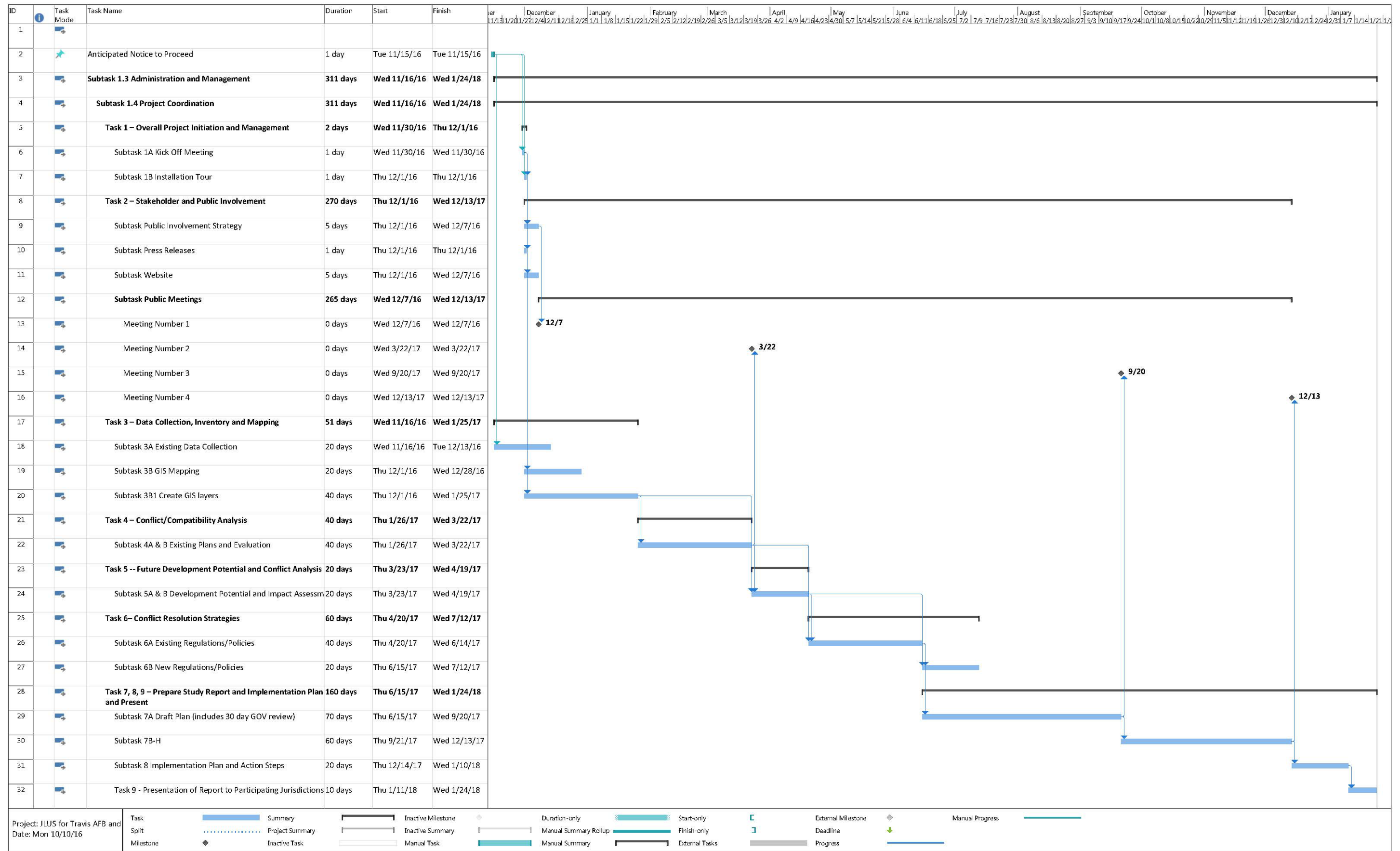
The final document will include the plan for jurisdictions to “follow through” and implement the recommendations of the report. This section will be a method of tracking the successes and documenting what actions still need to be completed.

Task 9 – Presentation of Report and Implementation Plan to Participating Jurisdictions

The team will present the findings to the participating cities, counties, and other interested parties.

4.2 PROJECT SCHEDULE

Please see the following page for the proposed project schedule. We’ve included a 30 day government review period in each of the planned deliverables. We’ve also assumed a notice to proceed date of November 15, 2016. Our expected completion date is end of January, 2018; there are several efficiencies that could be gained to shorten this time frame to be discussed at the initial project kick off meeting.



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5.0 CONCLUDING REMARKS

The following information is provided as part of our Lawton-Fort Sill JLUS Approach with the intent of providing additional details to ASCOG's advertised scope of work.

Tetra Tech and Guernsey certify that there is no conflict of interest and certify that we comply with Rule 4 Title 74E of the Oklahoma Statutes. Tetra Tech has a detailed Conflict of Interest process that is followed on every proposal to ensure that no conflict, either perceived or actual, exists.

All of the Addenda are included here as copies and also included in the submittal package as stand-alone documents when original ink signatures are required.



**CERTIFICATE OF GOOD STANDING
FOREIGN FOR PROFIT BUSINESS CORPORATION**

I, THE UNDERSIGNED, Secretary of State of the State of Oklahoma, do hereby certify that I am, by the laws of said State, the custodian of the records of the state of Oklahoma relating to the right of certain business entities to transact business in this state and am the proper officer to execute this certificate.

I FURTHER CERTIFY that TETRA TECH, INC., a Foreign For Profit Business Corporation organized and existing by virtue of the laws of the state of DE, whose registered agent is THE CORPORATION COMPANY, with its registered office at 1833 S MORGAN RD OKLAHOMA CITY 73128 USA Oklahoma, is duly qualified as a Foreign For Profit Business Corporation to transact business within the state of Oklahoma and is in good standing according to the records of this office.

This certificate is not to be construed as an endorsement, recommendation or notice of approval of the entity's financial condition or business activities and practices. Such information is not available from this office.



IN TESTIMONY WHEREOF, I hereunto set my hand and affixed the Great Seal of the State of Oklahoma, done at the City of Oklahoma City, this 6th, day of October, 2016.

Secretary Of State

Certification Regarding Responsibility Matters (Apr 2010)

52.209-5 Certification Regarding Responsibility Matters.

As prescribed in 9.104-7(a), insert the following provision:

CERTIFICATION REGARDING RESPONSIBILITY MATTERS (APR 2010)

- (a)(1) The Offeror certifies, to the best of its knowledge and belief, that—
- (i) The Offeror and/or any of its Principals—
- (A) Are ___ are not X presently debarred, suspended, proposed for debarment, or declared ineligible for the award of contracts by any Federal agency;
- (B) Have ___ have not X, within a three-year period preceding this offer, been convicted of or had a civil judgment rendered against them for: commission of fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a public (Federal, State, or local) contract or subcontract; violation of Federal or State antitrust statutes relating to the submission of offers; or commission of embezzlement, theft, forgery, bribery, falsification or destruction of records, making false statements, tax evasion, violating Federal criminal tax laws, or receiving stolen property (if offeror checks "have", the offeror shall also see 52.209-7, if included in this solicitation);
- (C) Are ___ are not X presently indicted for, or otherwise criminally or civilly charged by a governmental entity with, commission of any of the offenses enumerated in paragraph (a)(1)(i)(B) of this provision;
- (D) Have ___ have not X within a three-year period preceding this offer, been notified of any delinquent Federal taxes in an amount that exceeds \$3,000 for which the liability remains unsatisfied.
- (1) Federal taxes are considered delinquent if both of the following criteria apply:
- (i) *The tax liability is finally determined.* The liability is finally determined if it has been assessed. A liability is not finally determined if there is a pending administrative or judicial challenge. In the case of a judicial challenge to the liability, the liability is not finally determined until all judicial appeal rights have been exhausted.
- (ii) *The taxpayer is delinquent in making payment.* A taxpayer is delinquent if the taxpayer has failed to pay the tax liability when full payment was due and required. A taxpayer is not delinquent in cases where enforced collection action is precluded.
- (2) *Examples.*
- (i) The taxpayer has received a statutory notice of deficiency, under I.R.C. § 6212, which entitles the taxpayer to seek Tax Court review of a proposed tax deficiency. This is not a delinquent tax because it is not a final tax liability. Should the taxpayer seek Tax Court review, this will not be a final tax liability until the taxpayer has exercised all judicial appeal rights.
- (ii) The IRS has filed a notice of Federal tax lien with respect to an assessed tax liability, and the taxpayer has been issued a notice under I.R.C. § 6320 entitling the taxpayer to request a hearing with the IRS Office of Appeals contesting the lien filing, and to further appeal to the Tax Court if the IRS determines to sustain the lien filing. In the course of the hearing, the taxpayer is entitled to contest the underlying tax liability because the taxpayer has had no prior opportunity to contest the liability. This is not a delinquent tax because it is not a final tax liability. Should the taxpayer seek tax court review, this will not be a final tax liability until the taxpayer has exercised all judicial appeal rights.
- (iii) The taxpayer has entered into an installment agreement pursuant to I.R.C. § 6159. The taxpayer is making timely payments and is in full compliance with the agreement terms. The taxpayer is not delinquent because the taxpayer is not currently required to make full payment.
- (iv) The taxpayer has filed for bankruptcy protection. The taxpayer is not delinquent because enforced collection action is stayed under 11 U.S.C. 362 (the Bankruptcy Code).

Certification Regarding Responsibility Matters (Apr 2010)

(ii) The Offeror has ___has not ___ within a three-year period preceding this offer, had one or more contracts terminated for default by any Federal agency.

(2) "Principal," for the purposes of this certification, means an officer, director, owner, partner, or a person having primary management or supervisory responsibilities within a business entity (e.g., general manager; plant manager; head of a division or business segment; and similar positions).

This Certification Concerns a Matter Within the Jurisdiction of an Agency of the United States and the Making of a False, Fictitious, or Fraudulent Certification May Render the Maker Subject to Prosecution Under Section 1001, Title 18, United States Code.

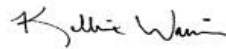
(b) The Offeror shall provide immediate written notice to the Contracting Officer if, at any time prior to contract award, the Offeror learns that its certification was erroneous when submitted or has become erroneous by reason of changed circumstances.

(c) A certification that any of the items in paragraph (a) of this provision exists will not necessarily result in withholding of an award under this solicitation. However, the certification will be considered in connection with a determination of the Offeror's responsibility. Failure of the Offeror to furnish a certification or provide such additional information as requested by the Contracting Officer may render the Offeror nonresponsible.

(d) Nothing contained in the foregoing shall be construed to require establishment of a system of records in order to render, in good faith, the certification required by paragraph (a) of this provision. The knowledge and information of an Offeror is not required to exceed that which is normally possessed by a prudent person in the ordinary course of business dealings.

(e) The certification in paragraph (a) of this provision is a material representation of fact upon which reliance was placed when making award. If it is later determined that the Offeror knowingly rendered an erroneous certification, in addition to other remedies available to the Government, the Contracting Officer may terminate the contract resulting from this solicitation for default.

(End of provision)



Kellie Warriner

Signature,

Name

Director, Finance/Contracts

10/4/16

Title,

Date

Tetra Tech, Inc.

Co. Name

6.0 QUALIFICATIONS QUESTIONNAIRE – ATTACHMENT A

ATTACHMENT A QUALIFICATIONS QUESTIONNAIRE

The Association of South Central Oklahoma Governments is interested in entering into a relationship with a consultant who is able to assist with the Lawton Fort Sill Joint Land Use Study. This will require a consultant who is experienced with the cities and/or other public entities within a 25-mile radius of Fort Sill and who is available and accessible to the staff and employees.

To assist in the evaluation of qualifications, please answer the following questions:

1. Please explain what separates your company from its competitors and what specifically qualifies you to be a consultant for the City.

Tetra Tech has assembled a team for this project that represents the best available national and local professionals in each of the categories needed by this effort. Our team:

Has recent and award winning JLUS experience

Has local community knowledge and recent experience with the very stakeholders of this project

Has recent planning, environmental, and engineering experience at Fort Sill

Understands the complexities of developing specific mechanisms to control encroachment and will be creative and engaged in

resolving new challenges associated with Ft. Sill. Our product will not offer a bland, generic approach to a typical generic "tool box" of solutions

Understands both "inside the fence" and the communities that surround Fort Sill; Guernsey has specific local community experience with the City of Lawton

Brings a polished and proven public involvement team to the effort

We combine the resources of a global, multi-billion dollar company with local, client-focused delivery.

2. Please describe your philosophy for encouraging public participation.

The key to a well attended and positively viewed public participation process is communication. Invitations through many public and civic groups, a well-publicized web site, and attractive press releases are the beginning to a vibrant public involvement process. The next key is a well run meeting, with every participant feeling as if they were heard and their opinion was not marginalized. This allows for the most powerful of tools to be utilized: word of mouth. This is tied with a robust social media campaign to assure that all that have interest in the process are reached with the information so they can be well informed about the process and share it with their neighbor. The last key ingredient is free food. This often works when no other tool does.

TO THE BEST OF MY KNOWLEDGE, THE ABOVE INFORMATION IS TRUE AND CORRECT.

Name and Signature of Principal

Steve Burdick
(Name)

Steve Burdick
(Signature)

Title of Principal: CFO

Company Name: Tetra Tech Date: 10/18/16

7.0 COMPLETED RESPONDENT'S CERTIFICATION FORM – ATTACHMENT B

ATTACHMENT B

RESPONDANT'S CERTIFICATION

NOTE: THIS PAGE MUST BE INCLUDED WITH YOUR RESPONSE

I, the undersigned, by signing the following statement agree that I have read and understand all of the instructions, specifications, and terms and conditions contained on each page of this Request for Proposals. I also understand that if this response is accepted by the Association of South Central Oklahoma Governments that all of the instructions, specifications, and terms and conditions submitted in my response and any additions, changes, or deletions made during negotiations will be made a part of this response under a binding Contract between my company and ASCOG. I also certify that this response is made without previous understanding, agreement, or connection with any person, firm, or corporation making a response for the same materials, and is in all fair and without collusion or fraud:

Our company is a (Check One):

Corporation (The response MUST be signed by an Officer of the company)

Partnership (The response MUST be signed by a General Partner)

Joint Venture (The response MUST be signed by an Officer of the company)

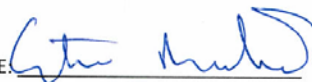
Sole Proprietor (The response MUST be signed by the Owner)

Compensation requirements:

Any compensation paid to the Respondent concerning the products and services should be outlined in detail in the response on a page immediately following the Respondent's Certification. The undersigned agrees not to accept remuneration or commission from any other source for any services related in the response.

AUTHORIZED COMPANY REPRESENTATIVE PLEASE SIGN BELOW:

NAME (TYPED/PRINTED): Steve Burdick

SIGNATURE: 

DATE: 10/18/16

[Your signature attests to your offer to provide the goods and/or services in this response according to the published provisions of this Request for Proposals. Contract is not valid until response/Contract is approved by ASCOG. When an award letter is issued, it becomes a part of this contract.]

[Appropriate Acknowledgment must be completed]

CALIFORNIA ALL-PURPOSE ACKNOWLEDGMENT

CIVIL CODE § 1189

A notary public or other officer completing this certificate verifies only the identity of the individual who signed the document to which this certificate is attached, and not the truthfulness, accuracy, or validity of that document.

State of California)
County of LOS ANGELES)
On 10/18/16 before me, C. STEVENS, NOTARY PUBLIC,
Date Here Insert Name and Title of the Officer
personally appeared STEVE BURDICK
Name(s) of Signer(s)

who proved to me on the basis of satisfactory evidence to be the person(s) whose name(s) is/are subscribed to the within instrument and acknowledged to me that he/she/they executed the same in his/her/their authorized capacity(ies), and that by his/her/their signature(s) on the instrument the person(s), or the entity upon behalf of which the person(s) acted, executed the instrument.

I certify under PENALTY OF PERJURY under the laws of the State of California that the foregoing paragraph is true and correct.

WITNESS my hand and official seal.



Signature C. Stevens
Signature of Notary Public

Place Notary Seal Above

OPTIONAL

Though this section is optional, completing this information can deter alteration of the document or fraudulent reattachment of this form to an unintended document.

Description of Attached Document

Title or Type of Document: _____ Document Date: _____

Number of Pages: _____ Signer(s) Other Than Named Above: _____

Capacity(ies) Claimed by Signer(s)

Signer's Name: _____

Corporate Officer — Title(s): _____

Partner — Limited General

Individual Attorney in Fact

Trustee Guardian or Conservator

Other: _____

Signer Is Representing: _____

Signer's Name: _____

Corporate Officer — Title(s): _____

Partner — Limited General

Individual Attorney in Fact

Trustee Guardian or Conservator

Other: _____

Signer Is Representing: _____

8.0 FEE SCHEDULE

Our overall price proposal for this effort is \$268,262. A detailed estimate of our hours, labor costs, and expenses, broken down by each task described above, is shown on the following page. Within Tetra Tech's estimate, Guernsey's labor and expenses are combined as part of the overall team.

Response to Request for Proposal
 JLUS for Lawton-Fort Sill

TETRA TECH, INC.																		
Joint Land Use Study for Lawton and Fort Sill																		
Estimated Period of Performance: November 2016 through January 2018																		
Firm Fixed Price Cost Table																		
DIRECT LABOR		Task 1		Task 2		Task 3		Task 4		Task 5		Task 6		Task 7, 8, 9		TOTAL HOURS	TOTAL LABOR	
LABOR CATEGORY	RATE	Overall Project Initiation and Management	Stakeholder and Public Involvement	Data Collection, Inventory, and Mapping	Conflict/Compatibility Analysis	Future Development Potential and Conflicts Assessments	Conflict Resolution Strategies	Prepare Study Report and Implementation Plan and Present										
Planner, IV	\$ 156.62	8.0	72.0	40.0	40.0	40.0	40.0	72.0	312.0	48,865.73								
Planner, III	\$ 147.34	8.0	60.0	32.0	40.0	8.0	32.0	72.0	252.0	37,130.29								
GIS Analyst	\$ 51.71	20.0	0.0	8.0	24.0	16.0	16.0	48.0	132.0	6,825.35								
Financial Analyst/Procurement	\$ 83.14	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.00								
Vice President	\$ 192.74	0.0	0.0	0.0	0.0	0.0	0.0	12.0	12.0	2,312.92								
Senior Director Level III	\$ 275.40	0.0	0.0	0.0	0.0	0.0	0.0	12.0	12.0	3,304.80								
Director Level II	\$ 221.40	12.0	88.0	40.0	52.0	2.0	36.0	48.0	278.0	61,549.20								
Director Level III	\$ 232.20	4.0	52.0	40.0	40.0	2.0	36.0	48.0	222.0	51,548.40								
Planner, I	\$ 87.25	0.0	0.0	16.0	16.0	16.0	48.0	100.0	196.0	17,101.00								
TOTAL HOURS		52.0	272.0	176.0	212.0	84.0	208.0	412.0										
TOTAL LABOR COST		\$ 7,051.45	\$ 51,674.85	\$ 30,933.45	\$ 35,596.31	\$ 10,574.09	\$ 32,324.71	\$ 60,482.83	1416.0	\$ 228,637.69								
OTHER DIRECT COSTS (ODCs)																		
	Rate	Qty	Unit Price	Qty	Unit Price	Qty	Unit Price	Qty	Unit Price	Qty	Unit Price	Qty	Unit Price	Qty	Unit Price			
IN HOUSE ODCs																		
Reproduction	\$ 0.09	ea.	-	-	800	72.00	40	3.60	-	-	200	18.00	40	3.60	800	72.00	1,880	169.20
Freight	\$ 6.00	pkg.	-	-	-	-	-	-	-	-	4	24.00	-	-	4	24.00	8	48.00
TRAVEL																		
Local POV	\$ 0.560	mi.	400	224.00	800	448.00	400	224.00	-	-	-	-	-	-	-	-	1,600	896.00
Airfare		ea	2	1,300.00	3	1,950.00	1	650.00	-	-	-	-	-	3	1,950.00		9	5,850.00
Rental Car		day	5	375.00	13	975.00	5	375.00	-	-	-	-	-	9	675.00		32	2,400.00
PerDiem - Lodging		day	10	830.00	13	1,079.00	5	415.00	-	-	-	-	-	9	747.00		37	3,071.00
PerDiem - Meals		day	10	460.00	13	598.00	5	230.00	-	-	-	-	-	9	414.00		37	1,702.00
SUBTOTAL ODCs			\$ 3,189.00		\$ 5,122.00		\$ 1,897.60		\$ -		\$ 42.00		\$ 3.60		\$ 3,882.00			\$ 14,136.20
G&A on ODCs	14.13%		450.61		723.74		268.13		-		5.93		0.51		548.53			1,997.45
Fee on ODCs	8.00%		291.17		467.66		173.26		-		3.83		0.33		354.44			1,290.69
TOTAL ODCs			\$ 3,930.77		\$ 6,313.40		\$ 2,338.99		\$ -		\$ 51.77		\$ 4.44		\$ 4,784.97			\$ 17,424.34
TOTAL PROJECT COST			\$ 10,982.22		\$ 57,988.25		\$ 33,272.44		\$ 35,596.31		\$ 10,625.86		\$ 32,329.15		\$ 65,267.80			\$ 246,062.03

9.0 EXCEPTIONS/DEVIATIONS TO SPECIFICATIONS – ATTACHMENT C

ATTACHMENT C

RFP for
FORT SILL JOINT LAND USE STUDY

NOTE: THIS PAGE MUST BE INCLUDED WITH YOUR

RESPONSE EXCEPTIONS/DEVIATIONS TO SPECIFICATIONS


Please initial:

SB we have not made exceptions or deviations to specifications

_____ we have made exceptions or deviations to specifications. Please list exceptions/deviations in the space below:

FIRM NAME: Tetra Tech, INC.

SIGNATURE OF PERSON AUTHORIZED TO SIGN ON BEHALF OF FIRM:


SIGNER'S NAME AND TITLE Steve Burdick, CFO

DATE 10/18/16

10.0 COMPLETED W-9 – ATTACHMENT D

Form W-9 (Rev. December 2014) Department of the Treasury Internal Revenue Service	Request for Taxpayer Identification Number and Certification	Give Form to the requester. Do not send to the IRS.
Print or type See Specific Instructions on page 2.	1 Name (as shown on your income tax return). Name is required on this line; do not leave this line blank. Tetra Tech, Inc.	
	2 Business name/disregarded entity name, if different from above	
	3 Check appropriate box for federal tax classification; check only one of the following seven boxes: <input type="checkbox"/> Individual/sole proprietor or single-member LLC <input checked="" type="checkbox"/> C Corporation <input type="checkbox"/> S Corporation <input type="checkbox"/> Partnership <input type="checkbox"/> Trust/estate <input type="checkbox"/> Limited liability company. Enter the tax classification (C=C corporation, S=S corporation, P=partnership) ▶ _____ Note. For a single-member LLC that is disregarded, do not check LLC; check the appropriate box in the line above for the tax classification of the single-member owner. <input type="checkbox"/> Other (see instructions) ▶ _____	
	4 Exemptions (codes apply only to certain entities; not individuals; see instructions on page 3): Exempt payee code (if any) _____ Exemption from FATCA reporting code (if any) _____ <i>(Applies to accounts maintained outside the U.S.)</i>	
	5 Address (number, street, and apt. or suite no.) 3475 Foothill Blvd	Requester's name and address (optional)
	6 City, state, and ZIP code Pasadena, CA 91107	
	7 List account number(s) here (optional)	

Part I Taxpayer Identification Number (TIN) Enter your TIN in the appropriate box. The TIN provided must match the name given on line 1 to avoid backup withholding. For individuals, this is generally your social security number (SSN). However, for a resident alien, sole proprietor, or disregarded entity, see the Part I instructions on page 3. For other entities, it is your employer identification number (EIN). If you do not have a number, see <i>How to get a TIN</i> on page 3. Note. If the account is in more than one name, see the instructions for line 1 and the chart on page 4 for guidelines on whose number to enter.																																																					
	<table border="1" style="width:100%; border-collapse: collapse;"> <tr> <td colspan="10" style="text-align: center;">Social security number</td> </tr> <tr> <td style="width:20px; height: 20px;"></td> <td style="width:20px; height: 20px;"></td> <td style="width:20px; height: 20px;"></td> <td style="width:20px; height: 20px;"></td> <td style="width:20px; height: 20px;"></td> <td style="width:20px; height: 20px;"></td> <td style="width:20px; height: 20px;"></td> <td style="width:20px; height: 20px;"></td> <td style="width:20px; height: 20px;"></td> <td style="width:20px; height: 20px;"></td> <td style="width:20px; height: 20px;"></td> </tr> <tr> <td colspan="10" style="text-align: center;">or</td> </tr> <tr> <td colspan="10" style="text-align: center;">Employer identification number</td> </tr> <tr> <td style="width:20px; height: 20px;">9</td> <td style="width:20px; height: 20px;">5</td> <td style="width:20px; height: 20px;">-</td> <td style="width:20px; height: 20px;">4</td> <td style="width:20px; height: 20px;">1</td> <td style="width:20px; height: 20px;">4</td> <td style="width:20px; height: 20px;">8</td> <td style="width:20px; height: 20px;">5</td> <td style="width:20px; height: 20px;">1</td> <td style="width:20px; height: 20px;">4</td> <td style="width:20px; height: 20px;"></td> </tr> </table>	Social security number																					or										Employer identification number										9	5	-	4	1	4	8	5	1	4	
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Employer identification number																																																					
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Part II Certification Under penalties of perjury, I certify that:	
1. The number shown on this form is my correct taxpayer identification number (or I am waiting for a number to be issued to me); and 2. I am not subject to backup withholding because: (a) I am exempt from backup withholding, or (b) I have not been notified by the Internal Revenue Service (IRS) that I am subject to backup withholding as a result of a failure to report all interest or dividends, or (c) the IRS has notified me that I am no longer subject to backup withholding; and 3. I am a U.S. citizen or other U.S. person (defined below); and 4. The FATCA code(s) entered on this form (if any) indicating that I am exempt from FATCA reporting is correct.	
Certification instructions. You must cross out item 2 above if you have been notified by the IRS that you are currently subject to backup withholding because you have failed to report all interest and dividends on your tax return. For real estate transactions, item 2 does not apply. For mortgage interest paid, acquisition or abandonment of secured property, cancellation of debt, contributions to an individual retirement arrangement (IRA), and generally, payments other than interest and dividends, you are not required to sign the certification, but you must provide your correct TIN. See the instructions on page 3.	

Sign Here	Signature of U.S. person ▶	Date ▶ _____
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General Instructions

Section references are to the Internal Revenue Code unless otherwise noted.

Future developments. Information about developments affecting Form W-9 (such as legislation enacted after we release it) is at www.irs.gov/w9.

Purpose of Form

An individual or entity (Form W-9 requester) who is required to file an information return with the IRS must obtain your correct taxpayer identification number (TIN) which may be your social security number (SSN), individual taxpayer identification number (ITIN), adoption taxpayer identification number (ATIN), or employer identification number (EIN), to report on an information return the amount paid to you, or other amount reportable on an information return. Examples of information returns include, but are not limited to, the following:

- Form 1099-INT (interest earned or paid)
- Form 1099-DIV (dividends, including those from stocks or mutual funds)
- Form 1099-MISC (various types of income, prizes, awards, or gross proceeds)
- Form 1099-B (stock or mutual fund sales and certain other transactions by brokers)
- Form 1099-S (proceeds from real estate transactions)
- Form 1099-K (merchant card and third party network transactions)

- Form 1098 (home mortgage interest), 1098-E (student loan interest), 1098-T (tuition)
- Form 1099-C (canceled debt)
- Form 1099-A (acquisition or abandonment of secured property)

Use Form W-9 only if you are a U.S. person (including a resident alien), to provide your correct TIN.

If you do not return Form W-9 to the requester with a TIN, you might be subject to backup withholding. See *What is backup withholding?* on page 2.

By signing the filled-out form, you:

- Certify that the TIN you are giving is correct (or you are waiting for a number to be issued),
- Certify that you are not subject to backup withholding, or
- Claim exemption from backup withholding if you are a U.S. exempt payee. If applicable, you are also certifying that as a U.S. person, your allocable share of any partnership income from a U.S. trade or business is not subject to the withholding tax on foreign partners' share of effectively connected income, and
- Certify that FATCA code(s) entered on this form (if any) indicating that you are exempt from the FATCA reporting, is correct. See *What is FATCA reporting?* on page 2 for further information.

11.0 ADDENDA

All of the Addenda are included here as copies and also included in the submittal package as stand-alone documents when original ink signatures are required.



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