



August 31, 2017

Crystal Rink  
Solicitation No: CEOI ADJ1800000002  
Department of Administration, Purchasing Division  
2019 Washington Street East  
Charleston, WV 25305-0130

Subject: Expression of Interest, Camp Dawson Installation Master Plan

Dear Ms. Rink,

It is with respect that Mead & Hunt, with our sub-consultant Tetra Tech, sets forth our qualifications for the Camp Dawson Installation Master Plan. Our team has completed other Army National Guard Installation Master Plans that have been well received by State clients as well as the National Guard Bureau. We have a proven team that has worked well together in the past and stands ready to offer the West Virginia Army National Guard and the staff at Camp Dawson the same proven, efficient process that has earned us the best client references, as well as National honors for our planning products. As a statement to our ability in Installation Master Planning, the California Army National Guard has recently awarded us with the Camp Roberts Installation Master Plan. This award was a direct result of the Installation Master Plan produced at Joint Force Training Base Los Alamitos, which served as the standard for Installation Master Planning in their state. Included in our proposal are details of our experience that will support the following statements:

- Recent ARNG Installation Master Planning experience and more than 100 UFC 2-100-01 compliant master plans
- Second five-year NGB A/E IDIQ contract selection
- Expertise from having written the National Guard NEPA handbook on the EA Process, and teaching the Guard's writer's course
- Exceptional Past Performance Reviews, with numerous planners with ample capacity

Sincerely,

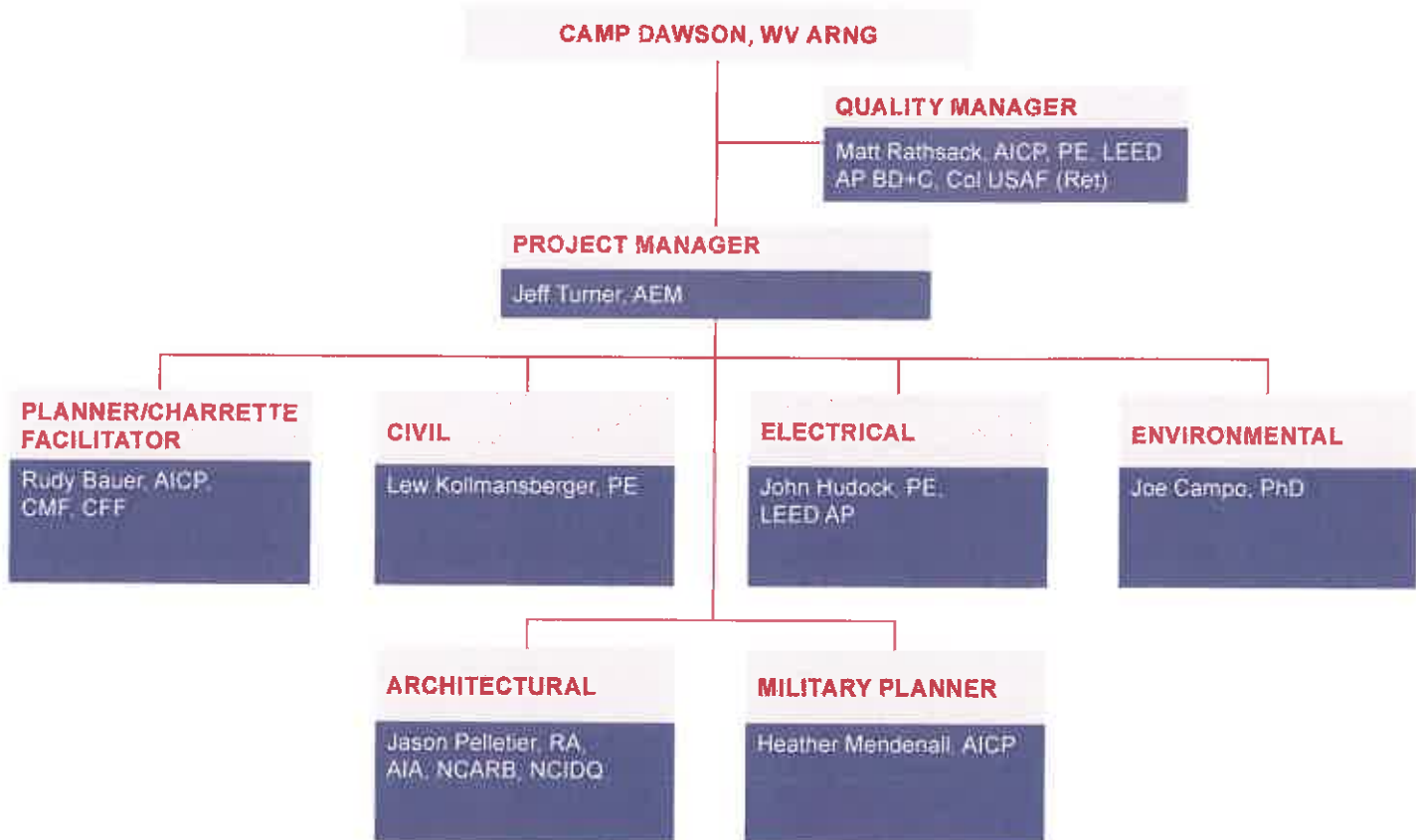
MEAD & HUNT, Inc.

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Jeffrey S. Turner, Project Manager

08/31/17 11:17:38  
WV Purchasing Division

# Qualifications and Experience




*“...timely and thorough engineering services in performing programming and initial siting efforts... The firm was very responsive to the customer’s desires throughout all phases of the project, and was exceptionally easy to work with.”*

–Excerpted from Very Good CPARS Rating, Battlefield Airman Initiative for JBSA

**E. RESUMES OF KEY PERSONNEL PROPOSED FOR THIS CONTRACT**

**(Complete one Section E for each key person)**

12. NAME Matt Rathsack, PE, LEED AP BD+C AICP		13. ROLE IN THIS CONTRACT Quality Manager	14. YEARS OF SERVICE	
			a. TOTAL 24	b. WITH CURRENT FIRM 23
15. FIRM NAME AND LOCATION (City and State) Tetra Tech, Inc. – Port Huron, MI		16. EDUCATION (Degree and Specification) MPA, Public Administration – Community Planning and Economic Development BS, Civil Engineering		
		17. CURRENT PROFESSIONAL REGISTRATION (State and Discipline) Professional Engineer (Civil): MI, WI LEED Accredited Professional BD+C Certified with American Institute of Certified Planners		
18. OTHER PROFESSIONAL QUALIFICATIONS (Publications, Organizations, Training, Awards, etc.) <b>Expertise:</b> Military planning, installation and regional real property master planning, ADPs, IDPs, GIS analysis and development, encroachment analysis, environmental analysis and project management. <b>Organizations:</b> Society of American Military Engineers (SAME); American Planning Association, US Green Building Council, NGAUS. <b>Clearance:</b> Top Secret.				

**19. RELEVANT PROJECTS**

a.	(1) TITLE AND LOCATION (City and State) Conceptual Design Requirements, Battlefield Airmen (BA) Consolidation Joint Base San Antonio, Texas	(2) YEAR COMPLETED	
		PROFESSIONAL SERVICES 2016	CONSTRUCTION (if applicable) N/A
	(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE <b>Quality Manager.</b> Participated in two-week charrette that developed requirements for the BA Group and four squadrons to determine the overall cost savings from consolidation of the BA combining their training location from multiple areas across the country to one central location. Utilized specialized training documents, as well as AFI 32-1084 for requirements justifications.	<input checked="" type="checkbox"/> Check if project was performed with current firm	
b.	(1) TITLE AND LOCATION (City and State) Master Planning Services for Installation Boundary Mapping, Joint Base San Antonio, Texas	(2) YEAR COMPLETED	
		PROFESSIONAL SERVICES 2015	CONSTRUCTION (if applicable) N/A
	(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE <b>Quality Manager.</b> Provided master planning services leadership for this infrastructure assessment project. Using ArcGIS and ESRI tools assessed accuracy of historical surveys and real property at Joint Base San Antonio, as well as more than 60 other ANG installations nationwide. The project team's overall services include converting new survey data to ArcGIS compatible formats and incorporating into DoD-approved Spatial Data Standards for Facilities, Infrastructure, and Environment (SDSFIE) v3.0 compliant GIS databases.	<input checked="" type="checkbox"/> Check if project was performed with current firm	
c.	(1) TITLE AND LOCATION (City and State) Transformation Master Plan, Army National Guard Nationwide	(2) YEAR COMPLETED	
		PROFESSIONAL SERVICES 2015	CONSTRUCTION (if applicable) N/A
	(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE <b>Quality Manager.</b> Performed complex analyses in support of statewide National Guard Transformation Master Plans for Wyoming, Nevada, Utah and Nebraska. Used ESRI's Business Analyst to determine optimal location for future readiness centers based on demographic data which is then compared with existing readiness center locations. The team developed a customized analysis tool to identify the location of each state's ideal recruit. This profile is used to identify varying demographics among the state's existing recruitment, and includes an analysis of soldier commute times and distances to their assigned readiness centers and training facilities.	<input checked="" type="checkbox"/> Check if project was performed with current firm	
d.	(1) TITLE AND LOCATION (City and State) KC-46A Hangar Design Guide, NH ANG Pease ANGB, NH	(2) YEAR COMPLETED	
		PROFESSIONAL SERVICES 2013	CONSTRUCTION (if applicable) N/A
	(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE <b>Quality Manager.</b> As a subcontractor to the A/E Prime, employed specialized experience as a civil engineer, military planner, LEED Accredited Professional and Air Force Reserve KC-135 Pilot to support development of a PPDC package. Building materials, codes, and customer needs were addressed; and plans and sketches of conceptual site layout, floor plans, building elevations, and parametric cost estimate, revised DD 1390/91 and LEED checklist documenting sustainability goals.	<input checked="" type="checkbox"/> Check if project was performed with current firm	

**E. RESUMES OF KEY PERSONNEL PROPOSED FOR THIS CONTRACT**

(Complete one Section E for each key person)

12. NAME Jeff Turner, AEM LTC (Ret)		13. ROLE IN THIS CONTRACT Project Manager	14. YEARS OF SERVICE	
			a. TOTAL 31	b. WITH CURRENT FIRM 3
15. FIRM NAME AND LOCATION (City and State) <b>Mead &amp; Hunt</b> 7900 W 78th Street, Suite 370 Minneapolis, MN 55439		17. CURRENT PROFESSIONAL REGISTRATION (State and Discipline) N/A		
16. EDUCATION (Degree and Specification) MS, Engineering Management BS, Industrial Engineering		18. OTHER PROFESSIONAL QUALIFICATIONS (Publications, Organizations, Training, Awards, Etc.) <b>Expertise:</b> Facilities management, installation real property development planning, range planning and development, capital investment strategies, master planning, contract and construction management. <b>Certifications:</b> Associate Engineering Manager (AEM). <b>Training:</b> Seven-course Construction and Facilities Management Office (CFMO) certification training; Contract Officer Representative (COR) training; CGSC; Master of Engineering Management training.		


**19. RELEVANT PROJECTS**

(1) TITLE AND LOCATION (City and State)	(2) YEAR COMPLETED	
	PROFESSIONAL SERVICES	CONSTRUCTION (if applicable)
Nationwide National Guard Bureau Report on Readiness Centers Texas, Utah, Wyoming, Nevada, Nebraska and South Dakota	2014	N/A
(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE <input checked="" type="checkbox"/> Check if project was performed with current firm <b>Quality Assurance Manager.</b> Assigned to 12 states as an NGB quality assurance manager in order to complete requirements for the Readiness Center Transformation Master Plan. Worked directly with Mead & Hunt to complete requirements in data collection, course-of-action development, course-of-action selection by the adjutant general, state final reports and the national report submitted to Congress during this two year project. Completed the requirements for the master plan by himself when fiscal constraints did not allow an A&E firm to be hired in one of the 12 states. Hired directly by Mead & Hunt for Quality Assurance when fiscal constraints did not permit oversight from NGB in Nebraska. Completed all 12 state requirements on time and within budget and successfully integrated all state reports into the National Report to Congress.		
Installation Master Plan, Joint Forces Training Base Los Alamitos, CA	2016	N/A
(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE <input checked="" type="checkbox"/> Check if project was performed with current firm <b>Military Master Planner.</b> Responsible for the development of the Los Alamitos Training Center Master Plan. Worked directly with senior leadership to develop and outline the vision requirements of the Training Center Master Plan. Ensured requirements contained in UFC 2-100-01 for data collection and site analysis were accurately identified in order to correctly calculate future requirements of the Training Center. Conducted data analysis for integration into Master Plan and identified site specific requirements in order to meet current and future requirements in support of the senior leader vision. Conducted visioning charrette with a specific user group at the training center to understand on-site constraints and requirements for integration into the Master Plan. Developed three separate Course of Actions for the Training Center Master Plan culminating into a preferred Course of Action specific to the user group. Preferred Course of Action approved by the senior leadership and turned into the Master Plan for future development of the Training Center. Size: Master Plan (Training Center - 1,375 acres). Cost: \$492K.		
Replace Training Facilities, MN ARNG Camp Ripley, Minnesota	2017	Ongoing
(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE <input checked="" type="checkbox"/> Check if project was performed with current firm <b>Program Manager.</b> MILCON funded, fast-track project to replace four facilities housing six functions due to tornado damage. Includes 46,622-sf consolidated barracks, dining facility and company headquarters facility; 23,710-sf transient training officer quarters; 9,938-sf vehicle maintenance facility; and 3,326-sf battalion headquarters and supply building. Work also includes demolition, site and utilities. Size: 83,596 sf. Cost: \$27M.		



**E. RESUMES OF KEY PERSONNEL PROPOSED FOR THIS CONTRACT**

**(Complete one Section E for each key person)**


12. NAME <b>Rudy Bauer, AICP</b>		13. ROLE IN THIS CONTRACT <b>Planner/Charrette Facilitator</b>	14. YEARS OF SERVICE	
			a. TOTAL <b>38</b>	b. WITH CURRENT FIRM <b>2</b>
16. EDUCATION (Degree and Specialization) <b>BA, Geography, Environmental Sciences</b>		17. CURRENT PROFESSIONAL REGISTRATION (Title and Discipline) <b>Certified by American Institute of Certified Planners</b>		
15. FIRM NAME AND LOCATION (City and State) <b>Tetra Tech, Inc. – Colorado Springs, CO</b>				
18. OTHER PROFESSIONAL QUALIFICATIONS (Publications, Organizations, Training, Awards, etc.) <b>Expertise: Preparing various DOD master planning and programming documents, including extensive experience developing programming documents, RPMP documents, installation design guides, infrastructure capacity assessments, area development plans and facility use studies.</b>				

**19. RELEVANT PROJECTS**

(1) TITLE AND LOCATION (City and State) <b>Installation Master Plan, Joint Forces Training Base Los Alamitos, CA</b>	(2) YEAR COMPLETED	
	PROFESSIONAL SERVICES <b>2016</b>	CONSTRUCTION (if applicable) <b>N/A</b>
(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE <input checked="" type="checkbox"/> Check if project was performed with current firm <b>Lead Urban Planner and Charrette Facilitator. Led the development of the long-range master plan for this California National Guard Base. Facilitated the planning and vision charrette, which included General Officer participation, and resulted in facility, mission and requirements analysis. The planning and vision charrette resulted in a decision brief that was presented at the end of the charrette week and paved the way for continued progress on the report immediately following the charrette week. Developed UFC-compliant elements of this plan including buildable areas, regulating plan, form-based codes, capital improvement plan, parametric cost estimates, and DD1391s for proposed projects. A complete infrastructure capacity analysis was completed for all of the utility systems on the installation.</b>		
(1) TITLE AND LOCATION (City and State) <b>Area Development Plan, 65 Air Base Group Lajes Field, Azores, Portugal</b>	(2) YEAR COMPLETED	
	PROFESSIONAL SERVICES <b>2017</b>	CONSTRUCTION (if applicable) <b>N/A</b>
(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE <input checked="" type="checkbox"/> Check if project was performed with current firm <b>Lead Urban Planner and Charrette Facilitator. Led development of RPMP and ADP. Led week-long planning charrette to develop vision, goals and objectives, three alternative courses of action, preferred course of action and a capital investment strategy for a draw down at this strategic air field. Led the charrette participants in creating a requirements analysis for each of their units. This resulted in a facility utilization study portion of the process to determine "right-sizing" of space requirements for individual units. Created an outbrief that was accepted as an interim submittal and served as a decision brief for the plan. The resulting plan allowed divestment of two million square feet of real property to right size the installation. This was necessary because of a mandated drawdown of 1,800 personnel.</b>		
(1) TITLE AND LOCATION (City and State) <b>Metroplex Real Property Master Plan, USACE Huntsville Multiple Sites</b>	(2) YEAR COMPLETED	
	PROFESSIONAL SERVICES <b>2015</b>	CONSTRUCTION (if applicable) <b>N/A</b>
(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE <input checked="" type="checkbox"/> Check if project was performed with current firm <b>Lead Urban Planner. Led various teams to complete more than 28 metroplex studies for the Army Reserve over the span of 11 years. These RPMPs for Army Reserve included but were not limited to the following metropolitan areas: San Diego, San Antonio, Washington DC, Detroit, New York City, Kansas City, Dallas/Fort Worth, Southeast Florida, Cincinnati/Dayton, Nashville, Seattle, Virginia Beach, Richmond, Albany, American Samoa, Saipan, Guam, Boston and Denver. All RPMPs compiled, documented and analyzed existing real property and space utilization data; balanced excesses and shortfalls against future requirements; provided demographic analysis for the area in question including growth projections; assessed the sustainability of existing Army Reserve training centers; and prepared a RPMP guiding the metroplex area for the RSC.</b>		

**E. RESUMES OF KEY PERSONNEL PROPOSED FOR THIS CONTRACT**

**(Complete one Section E for each key person)**


12. NAME Lew Kollmansberger, PE		13. ROLE IN THIS CONTRACT Civil Engineer	14. YEARS OF SERVICE	
			a. TOTAL 33	b. WITH CURRENT FIRM 25
16. EDUCATION (Degree and Specification) BS, Civil Engineering		17. CURRENT PROFESSIONAL REGISTRATION (State and Discipline) Licensed Professional Engineer (Civil): IA, MN, WI		
15. FIRM NAME AND LOCATION (City and State) <b>Mead &amp; Hunt</b> 2440 Deming Way Middleton, WI 53562				
18. OTHER PROFESSIONAL QUALIFICATIONS (Publications, Organizations, Training, Awards, etc.) <b>Expertise:</b> Geotechnical engineering, project management, soils testing, materials testing, civil site design and development, sewer and water distribution, construction administration. <b>Certifications:</b> Radioactive Materials License (WI); Certified Radiation Safety Officer; ACI Grade I Concrete Inspector; Ready Mixed Concrete Association; Certified as AGGTEC I and II, HMA-IPT, HMA-TPC, Grading Tech I, NuDensity Tech I and PCCTEC I. <b>Training:</b> Pavement Interlayer Design; Project Management; Ethics for the Design Professional; Naseca – Erosion Control; Managing Construction Phase Risks; Helical Foundation Systems; Load and resistance factor design (LFRD) for Shallow Foundations; Geogrid Design; LFRD for Driven Piles; Foundation Energy and Design.				

**19. RELEVANT PROJECTS**

(1) TITLE AND LOCATION (City and State)	(2) YEAR COMPLETED	
	PROFESSIONAL SERVICES	CONSTRUCTION (if applicable)
RPA Beddown, MI ANG Battle Creek ANGB, Michigan	2016	2016
(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE <input checked="" type="checkbox"/> Check if project was performed with current firm <b>Civil Engineer.</b> Performed site grading and utility design. Project consisted of the alteration and repair of a supply warehouse to accommodate Remotely-Piloted Aircraft (RPA) ground control operations including sensitive compartmented information facility (SCIF) spaces. Size 24,671 sf. Cost \$6.2M.		
Repair Sanitary Lift Station and Mains, WI ANG Volk Field Combat Readiness Training Center, Wisconsin	2016	Ongoing
(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE <input checked="" type="checkbox"/> Check if project was performed with current firm <b>Civil Engineer.</b> Overseeing geotechnical investigation, creating boring logs and plot areas of groundwater and bedrock. Made force main route selection. Selected area for directional drilling under pavements. Led grading and erosion control design. Provided cost estimating. Size: Facility 600 sf + Lift Station and Force Main. Cost: \$1.25M.		
Repair/Renovation of Building 29, MO ANG Jefferson Barracks, Missouri	2017	2017
(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE <input checked="" type="checkbox"/> Check if project was performed with current firm <b>Civil Engineer.</b> Performed quality control reviews for the civil site design of the alteration and repair of a 115-year-old historic structure. Reviews included grading, utility design and pavements. Size: 23,000 sf. Cost: \$7M.		
Repair Aircraft Maintenance Hangar, Building 2305 March Air Reserve Base, California	2016	2016
(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE <input checked="" type="checkbox"/> Check if project was performed with current firm <b>Civil Engineer.</b> Designed site plans and civil details for the complete renovation of the building. Prepared civil/site specifications. Improvements included a new roof, new exterior siding and all new interior administration, training, and support areas. Project utilized CADD, BIM and EMCS. Size: 26,400 sf. Cost: \$5.2M.		

**E. RESUMES OF KEY PERSONNEL PROPOSED FOR THIS CONTRACT**

(Complete one Section E for each key person)

12. NAME John Hudock, PE, LEED AP		13. ROLE IN THIS CONTRACT Electrical Engineer	14. YEARS OF SERVICE	
			a. TOTAL 13	b. WITH CURRENT FIRM 3
		15. FIRM NAME AND LOCATION (City and State) <b>Mead &amp; Hunt</b> 10700 West Research Drive, Suite 155 Wauwatosa, WI 53226		

16. EDUCATION (Degree and Specialization) BS, Architectural Engineering	17. CURRENT PROFESSIONAL REGISTRATION (State and Discipline) Licensed Professional Engineer: CA, IA, IL, IN, FL, GA, KS, MN, MO, NC, OR, SC, VA, WI; NCEES Certified; LEED AP
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18. OTHER PROFESSIONAL QUALIFICATIONS (Publications, Organizations, Training, Awards, etc.)  
**Expertise:** Medium and Low-Voltage Distribution Systems Design, On-site Power Generation System Design, Fire Alarm System Design, Solar Photovoltaic System Design, Coordination Studies, Arc Flash Studies. **Organizations:** Wisconsin Society of Professional Engineers. **Training:** Navigating Lighting Control, Quantifying the Impact of Lighting Control, Keeping Projects Under Budget, Transfer Switch Applications.

**19. RELEVANT PROJECTS**

(1) TITLE AND LOCATION (City and State)	(2) YEAR COMPLETED	
	PROFESSIONAL SERVICES	CONSTRUCTION (if applicable)
RPA Beddown, MI ANG Battle Creek ANGB, Michigan	2016	2016
(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE <input checked="" type="checkbox"/> Check if project was performed with current firm <b>Electrical Engineer.</b> Led the electrical effort from design through construction administration. Designed a new electrical service fed from existing overhead medium voltage distribution, 500kW on-site power generation, dual uninterrupter power supply lineup, data center, power distribution, lighting and fire alarm while meeting all unified facilities criteria SCIF requirements, including higher level tiered classification rooms for ongoing and future operation. Project consists of the alteration and repair of a supply warehouse to accommodate Remotely-Piloted Aircraft (RPA) ground control operations including sensitive compartmented information facility (SCIF) spaces. Size: 24,671 SF. Cost: \$6.2M.		
Replace Training Facilities, MN ARNG Camp Ripley, Minnesota	2017	Ongoing
(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE <input checked="" type="checkbox"/> Check if project was performed with current firm <b>Electrical Engineer.</b> MILCON funded, fast-track project to replace four facilities due to tornado damage. Designing re-work of base's existing medium voltage distribution system to allow for installation of four new medium voltage transformers. Also included design of lighting, lighting controls, power distribution and fire alarm/mass notification. Size: 83,596 sf. Cost: \$27M.		
Renovate Milwaukee Readiness Center, WI ARNG Milwaukee, Wisconsin	2017	Pending
(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE <input checked="" type="checkbox"/> Check if project was performed with current firm <b>Electrical Engineer.</b> Upgrading existing interior/exterior lighting to LED, a new combination fire alarm/mass notification system, replacement of existing branch circuit panelboards and addition to existing electrical system to accommodate new HVAC system. Alteration/repair of 45,000 sf of an existing armory and 1,500 sf of a new mechanical room addition. Size: 45,000 sf. Cost: \$6M.		
Back-Up Gate, CA ANG Moffett Federal Air Field, California	Ongoing	Pending
(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE <input checked="" type="checkbox"/> Check if project was performed with current firm <b>Electrical Engineer.</b> Led the electrical effort for design of the back-up gate. Coordinated with base civil engineer to meet electrical requirements of the project. Project consists of utilizing an existing transformer to feed a new electrical equipment rack to provide power to a back-up gate and required lighting. Lighting was designed to be at a minimal level when the back-up gate is not in use, but if the gate has to be used as the main entrance gate, the lighting levels will increase to provide UFC required illumination for primary entrance facilities. Empty conduit was installed to provide all necessary provisions for a future gate house. Size: N/A. Cost: \$710K.		



**E. RESUMES OF KEY PERSONNEL PROPOSED FOR THIS CONTRACT**

(Complete one Section E for each key person)

12. NAME Joe Campo, PhD		13. ROLE IN THIS CONTRACT Environmental Engineer	14. YEARS OF SERVICE	
			a. TOTAL 35	b. WITH CURRENT FIRM 4
		13. FIRM NAME AND LOCATION (City and State) Tetra Tech, Inc. – Norfolk, VA		
16. EDUCATION (Degree and Specialization) PhD, Wildlife Ecology MS, Wildlife Ecology BS, Forestry		17. CURRENT PROFESSIONAL REGISTRATION (State and Discipline) Certified Wildlife Biologist, Professional Wetland Scientist, Certified Environmental Professional, Certified Project Manager		

18. OTHER PROFESSIONAL QUALIFICATIONS (Publications, Organizations, Training, Awards, etc.)  
 Dr. Campo has 25 years of experience as a contractor for Department of Defense environmental and natural resources programs, including Naval Facilities Engineering Command Atlantic and Pacific, Air Combat Command, U.S. Army Corps of Engineers, U.S. Army, and Air Force Center for Engineering and the Environment. **Expertise:** Integrated natural resources management plans, environmental assessments and impact statements, wetlands delineations and mitigation, threatened and endangered species surveys, floristic surveys, and forest and wildlife management. **Publications:** 19 technical manuscripts published in scientific proceedings and journals.


**19. RELEVANT PROJECTS**

(1) TITLE AND LOCATION (City and State)	(2) YEAR COMPLETED	
	PROFESSIONAL SERVICES	CONSTRUCTION (if applicable)
North Carolina Wetland and Land Use Assessment, Naval Facilities Engineering Command Mid-Atlantic Marine Corps Air Station Cherry Point, North Carolina	2014	N/A
(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE <input checked="" type="checkbox"/> Check if project was performed with current firm <b>Environmental Engineer/Project Manager.</b> Assisted the Navy in compliance with OPNAV 5090.1C, Sikes Act, ESA, DODI 4715.3, and 32 CFR Part 190. The assessments support current and future capital improvement projects, support the sustainment of training lands, and support the enhancement of the USMC mission. Prepared a report that will be used during a real estate assessment/appraisal process. Cost: \$24K.		
Vegetation Management, Naval Facilities Engineering Command Mid-Atlantic Marine Corps Air Station Cherry Point, North Carolina	2014	N/A
(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE <input checked="" type="checkbox"/> Check if project was performed with current firm <b>Environmental Engineer/Project Manager.</b> The purpose of this work was to continue implementation of herbicide control requirements identified in the Invasive Plant Species Survey and Management Plan. In addition, this work was improving forestlands with mechanical vegetation control at specific locations that have not been subject to frequent managed, prescribed fire. Cost: \$58K.		
Invasive Species Inventory and Control Plan, Naval Facilities Engineering Command Mid-Atlantic – Joint Expeditionary Base Fort Story, Virginia	2014	N/A
(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE <input checked="" type="checkbox"/> Check if project was performed with current firm <b>Environmental Engineer/Project Manager.</b> Conducted an invasive species inventory and developed a control plan in accordance with EO 13112 and DODI 4715.3. Conducted stakeholder coordination with VDCR and USFWS to prepare a target list of invasive species. Prioritized invasive species and sites according to significance of impact and feasibility of control. Developed a control plan to eradicate species, protect uninfested areas, limit dispersal, and reduce the spread of invasive species. Geospatial data were created in accordance with the NAVFAC GIS Data Guide GIS Data Deliverable Specifications. Cost: \$66K.		
Baseline Migratory Bird Surveys, Naval Facilities Engineering Command Mid-Atlantic – Various Installations in Southeastern, Virginia	2014	N/A
(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE <input checked="" type="checkbox"/> Check if project was performed with current firm <b>Environmental Engineer/Project Manager.</b> Provided project management for conducting seasonal bird surveys at JEB Little Creek, NWS Yorktown, NWS Earle, and Naval Submarine Base New London in accordance with the DoD Coordinated Bird Monitoring Program. Point counts, area searches, shorebird surveys, hawk watches were conducted at each installation. Cost: \$126K.		



**E. RESUMES OF KEY PERSONNEL PROPOSED FOR THIS CONTRACT**

**(Complete one Section E for each key person)**


12. NAME Jason Pelletier, AIA, NCIDQ LEED AP BD+C		13. ROLE IN THIS CONTRACT Architect	14. YEARS OF SERVICE	
			a. TOTAL 15	b. WITH CURRENT FIRM 8
		15. FIRM NAME AND LOCATION (City and State) <b>Mead&amp;Lunt</b> 878 South Lake Drive Lexington, South Carolina 29072		
16. EDUCATION (Degree and Specialization) MA, Architecture BS, Design		17. CURRENT PROFESSIONAL REGISTRATION (State and Discipline) Registered Architect: FL, WI, SC, LA, MN, NC, GA Registered Interior Designer: FL, LA, MN		
18. OTHER PROFESSIONAL QUALIFICATIONS (Publications, Organizations, Training, Awards, etc.) <b>Expertise:</b> Sustainable design, interior design, energy improvements, military facilities. <b>Certifications:</b> NCIDQ. <b>Training:</b> 30 CEUs in health, safety and welfare; sustainability; accessibility; and general knowledge of practices and products in the building and construction industry.				

**19. RELEVANT PROJECTS**

a.	(1) TITLE AND LOCATION (City and State) RPA Beddown, MI ANG Battle Creek ANGB, Michigan	(2) YEAR COMPLETED	
		PROFESSIONAL SERVICES 2016	CONSTRUCTION (if applicable) 2016
	(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE <input checked="" type="checkbox"/> Check if project was performed with current firm <b>Architect.</b> Led alteration and repair of a supply warehouse to accommodate RPA ground control operations including 12,000 square feet of SCIF spaces. Defined scope and coordinated investigation for potential presence of hazardous materials, lead-base paint (LBP) and asbestos. Designed to meet all UFC SCIF requirements, including higher level tiered classification rooms for ongoing and future operations. Selecting all materials including those with high-acoustic properties to meet sound transmission coefficient (STC) wall and ceiling ratings. Providing adequate layout to accommodate server rooms redundant electrical and mechanical systems. Designed raised floors for data center and ground support operations areas. Configuring open-office workspaces with demountable systems furniture style partitions. Developing furniture plan for pre-wired work stations. Size: 24,671 sf. Cost: \$6.2M.		
b.	(1) TITLE AND LOCATION (City and State) Construct Two-Company Fire Station, USACE Fort Worth Fort Polk, Louisiana	(2) YEAR COMPLETED	
		PROFESSIONAL SERVICES 2016	CONSTRUCTION (if applicable) 2017
	(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE <input checked="" type="checkbox"/> Check if project was performed with current firm <b>Architect.</b> Conducted design charrette with users to define scope and needs to D/B a new two-company fire station with kitchen, sleeping spaces and six vehicle bays. Incorporated sustainable elements such as a cool roof, daylighting, pre-engineered walls, local and recycled materials and low-emission finishes to meet LEED Silver goal. Selecting aesthetics, including interior finishes, furnishings and equipment for complete interior design. Size: 26,620 sf. Cost: \$12.6M.		
c.	(1) TITLE AND LOCATION (City and State) Replace Squadron Operations Facility, CA ANG Fresno ANGB, California	(2) YEAR COMPLETED	
		PROFESSIONAL SERVICES 2012	CONSTRUCTION (if applicable) 2014
	(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE <input checked="" type="checkbox"/> Check if project was performed with current firm <b>Architect.</b> Made final selection of materials, finishes and colors through design, construction and submittal review process to see that coordination and sustainability goals were being met. Facility is used for staff training and preparing for flying missions. Pending LEED Gold certification. Size: 23,300 sf. Cost: \$9.8M.		
d.	(1) TITLE AND LOCATION (City and State) Construct Railhead Expansion and Container and Deployment Processing Facilities, USACE Louisville – Camp Atterbury JMTC, Indiana	(2) YEAR COMPLETED	
		PROFESSIONAL SERVICES 2014	CONSTRUCTION (if applicable) 2014
	(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE <input checked="" type="checkbox"/> Check if project was performed with current firm <b>Architect.</b> Provided interior design and architectural services for all three facilities of the Railhead Expansion. Designed facilities with the intent of utilitarian use. Selected finishes and materials on the interior and exterior of these facilities to be durable and maintenance free for the function and use by personnel. Size: 31,520 sf (facilities). Cost: \$26M.		

**E. RESUMES OF KEY PERSONNEL PROPOSED FOR THIS CONTRACT**

**(Complete one Section E for each key person)**

12. NAME <b>Heather Mendenall, AICP</b>		13. ROLE IN THIS CONTRACT <b>Military Planner</b>	14. YEARS OF SERVICE	
			a. TOTAL <b>11</b>	b. WITH CURRENT FIRM <b>2</b>
16. EDUCATION (Degree and Specialization) <b>B, Arts and Sciences</b>		17. CURRENT PROFESSIONAL REGISTRATION (State and Discipline)		
18. OTHER PROFESSIONAL QUALIFICATIONS (Publications, Organizations, Training, Awards, etc.) <b>Expertise:</b> Facilitated, managed and completed numerous Installation Development Plans (IDPs) for the Air Force; served as the Technical Manager to guide and implement Air Mobility Command (AMC) IDPs at four installations; Task and Program Manager for the Headquarters Air Force (HAF) funded Installation Development Plans (IDPs), accountable for managing the execution 11 IDPs. <b>Awards:</b> American Planning Association, Federal Planning Division, Outstanding Federal Program awards. <b>Organizations:</b> American Planning Association, Project Management Institute.				

**19. RELEVANT PROJECTS**

(1) TITLE AND LOCATION (City and State)	(2) YEAR COMPLETED	
	PROFESSIONAL SERVICES	CONSTRUCTION (if applicable)
Conceptual Design Requirements, Battlefield Airmen (BA) Consolidation Joint Base San Antonio, Texas	2016	N/A
(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE <input checked="" type="checkbox"/> Check if project was performed with current firm <b>Military Planner/Charrette Facilitator.</b> Facilitated a two-week charrette that developed requirements for the BA Group and four squadrons to develop their individual facility requirements to meet their training mission. Used specialized training documents as well as AFMAN 32-1084 for requirements justifications. Review of the validated requirements was accomplished to identify commonalities and opportunities for consolidation. The consolidated opportunities were documented in a preliminary Battlefield Airman Integrated Facilities List (BAIFL). The BAIFL identifies each facility, functionality, and size. The BAIFL developed is being used to determine the overall cost savings from consolidation of the BA and combining their training locations from multiple areas across the country to one central location.		
Installation Master Plan, Joint Forces Training Base Los Alamitos, CA	2016	N/A
(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE <input checked="" type="checkbox"/> Check if project was performed with current firm <b>Military Planner.</b> Served as a lead planner for the Training Center Master Plan (TCMP). Responsible for developing the TCMP for a key, multi-service military training installation that has a high degree of encroachment concerns and constraints. Provided technical support during the week-long visioning and concept development planning charrette. The Plan considered personnel movements to better utilize space and illustrated the process through a graphic and informative report. Responsible for developing all plan content for the project, including Form-Based codes, Plan-Based Programming, buildable areas, and regulating plan.		
Foreign Military Sales, USACE Middle East Royal Saudi Naval Forces, Saudi Arabia	2016	N/A
(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE <input type="checkbox"/> Check if project was performed with current firm <b>Military Planner.</b> A short-term plan for the beddown of 10 MH-60R Helicopters was accomplished in the Draft Submittal as well as a long term build-out plan for the entire base, including UAV beddown, family housing, all support facilities, and a 1600 person training academy. The plan includes an infrastructure capacity plan, transportation plan, fuels plan, and all support facilities. In the role of military planner, Ms. Mendenall evaluated constraints and utility capacities to identify developable areas, provide GIS mapping support, and helped develop planning alternatives/COAs.		

21. TITLE AND LOCATION (City and State) National A-E IDIQ, National Guard Bureau Nationwide	22. YEAR COMPLETED	
	PROFESSIONAL SERVICES Various	CONSTRUCTION (if applicable) Various

**23. PROJECT OWNER'S INFORMATION**

a. PROJECT OWNER National Guard Bureau	b. POINT OF CONTACT NAME Doug Rowand	c. POINT OF CONTACT TELEPHONE NUMBER 240-612-8112
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**24. BRIEF DESCRIPTION OF PROJECT AND RELEVANCE TO THIS CONTRACT (include scope, size and cost)**

Mead & Hunt, as a majority JV Partner, is one of the eight teams across the country to hold a nationwide contract for the National Guard Bureau (NGB). The contract serves National Guard locations throughout the U.S. and its territories and possessions including Guam, the Virgin Islands, and Puerto Rico, and is available, at NGB discretion, to other DoD, Federal and State agencies. This is Mead & Hunt's second five-year IDIQ contract for the NGB.

Services under this contract have included engineering and environmental studies, investigations and survey; master planning; development of construction documents and construction submittals; construction inspections; and program management for a number of project types.

Facilities types have included but are not limited to masonry construction, unheated enclosed vehicle storage, backup/emergency generator, military vehicle parking and organizational vehicle parking and other support facilities.

Our firm has also provided services for roadway and military airfield pavements and base utility and infrastructure (water, sewer, storm sewer, power, gas, communications systems and aircraft fuel storage and distribution systems).

In total, our team has executed over \$45M in design fees for military construction projects over the seven years we have held this contract, reinforcing our reputation as a national leader in military construction.

Army National Guard projects have included:

- Camp Atterbury Railhead Facilities, IN ARNG, \$26M
- Joliet Field Maintenance Shop Add/Alter, IL ARNG \$1.9M
- Crestwood Armory Parking, IL ARNG \$1.6M
- Camp Guernsey ECOP, WY ARNG \$50K
- Readiness Center Transformation Master Plans in NE, NV, SD, TX, UT, WY \$2M

**Readiness Center Transformation Master Plans**

Completed requirements in six states for the Readiness Center Transformation Master Plan (RCTMP). Worked to complete requirements in data collection, course-of-action development, course-of-action selection by the adjutant general, state final reports and the national report submitted to Congress during this two year national project. Developed both short-term and long-term Capital Investment Strategies for all Readiness Centers in each of the six states. Competed all six state requirements on time and within budget and successfully integrated all state reports into the National Report to Congress.



**25. FIRMS FROM SECTION C INVOLVED WITH THIS PROJECT**

a.	(1) FIRM NAME	(2) FIRM LOCATION	(3) ROLE
	Mead & Hunt, Inc.	Middleton, WI; Wauwatosa, WI; Minneapolis, MN; Denver, CO; Tulsa, OK	Architecture, Civil, Structural, Mechanical, Electrical, Planning, Environmental, Technology



<b>21. TITLE AND LOCATION (City and State)</b> Installation Master Plan, Joint Forces Training Base Los Alamitos, CA	<b>22. YEAR COMPLETED</b>	
	PROFESSIONAL SERVICES 2016	CONSTRUCTION (if applicable) N/A

**23. PROJECT OWNER'S INFORMATION**

<b>a. PROJECT OWNER</b> California Military Department	<b>b. POINT OF CONTACT NAME</b> LTC Edward Landrith	<b>c. POINT OF CONTACT TELEPHONE NUMBER</b> 916-854-3516
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**24. BRIEF DESCRIPTION OF PROJECT AND RELEVANCE TO THIS CONTRACT (include scope, size and cost)**

As a task order under the California Military Department (CMD) Indefinite Delivery Indefinite Quantity (IDIQ), Mead & Hunt was selected to complete an Installation Master Plan (IMP) for Joint Force Training Base (JFTB) Los Alamitos located in Los Alamitos, California. The goal of the CMD was to complete a compliant Unified Facilities Code (UFC) IMP as outlined in UFC 2-100-01 in order to accurately plan for future requirements at the Joint Multi-Use Training Installation. CMD was completing National Guard Bureau (NGB) requirements contained in NGB Policy Letter "Real Property Master Plans for Army National Guard Training Installations" that requires all training installations to have a compliant IMP no later than May 1, 2018. As part of this process, CMD also wanted to update their Real Property Development Plan (RPDP) that was completed in 2010 but currently does not adequately reflect the future requirements of the installation.

was able to provide the CMD with the information necessary to support the next critical milestone of the IMP process during the visioning charrette.

**Vision Plan**

Mead & Hunt conducted a visioning charrette to determine the basis of planning & concept development for development of an Installation Mission Statement. The development of the Installation Mission Statement is critical in the development of the IMP as it focuses on the future requirements of the installation to support a specific mission as different courses of action (COA) are developed meeting the need of the organization. During the visioning charrette three COAs were developed to support the mission, and from those COAs a preferred COA developed that integrated requirements for the entire installation.

**Project Initiation**

Mead & Hunt began the JFTB IMP with a project initiation phase to accurately define the project scope and outline the key components used to develop the Master Plan for CMD. During this phase, key individuals were identified and interviewed to further develop project goals and all future meetings and milestones were established to support the IMP process. At the completion of the project initiation phase a detailed work plan, project schedule and outline of all project deliverables was developed.



**Data Collection / Site Analysis**

After the project initiation phase, Mead & Hunt started data collection and site analysis necessary to support the visioning Plan of the IMP Process. Understanding infrastructure existing conditions is critical in the development of the Master Plan as future requirements developed through the process will put additional demand on infrastructure that may not support the future requirement. By attaining and analyzing this data and conducting the site analysis necessary to support these types of requirements, Mead & Hunt

**Documenting Master Plan**

This final phase documents the Master Plan and pulls together existing conditions in support of the future IMP. The Documented Master Plan contains an executive summary which outlines the organizational structure and illustrative plan that provides a high level and general over view of the IMP.

Size: Master Plan (Training Center - 1,375 acres)  
 Cost: \$492K

**25. FIRMS FROM SECTION C INVOLVED WITH THIS PROJECT**

#	(1) FIRM NAME	(2) FIRM LOCATION	(3) ROLE
1.	Mead & Hunt, Inc.	Minneapolis, MN	Master Planning
2.	Tetra Tech, Inc.	Colorado Springs, CO	Master Planning





**F. EXAMPLE PROJECTS WHICH BEST ILLUSTRATE PROPOSED TEAM'S QUALIFICATIONS FOR THIS CONTRACT**

10. EXAMPLE PROJECT KEY NUMBER  
3

11. TITLE AND LOCATION (City and State) Master Plan, MH-60R Jubail Naval Air Base Upgrades Kingdom of Saudi Arabia	12. YEAR COMPLETED	
	PROFESSIONAL SERVICES 2016	CONSTRUCTION (if applicable) N/A

**20. PROJECT OWNER'S INFORMATION**

13. PROJECT OWNER USACE Middle East District	14. POINT OF CONTACT NAME Joseph Moyer	15. POINT OF CONTACT TELEPHONE NUMBER
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**24. BRIEF DESCRIPTION OF PROJECT AND RELEVANCE TO THIS CONTRACT (include scope, size and cost)**

The Kingdom of Saudi Arabia, on behalf of the Royal Saudi Naval Forces (RSNF) and U.S. Government under an FMS program, engaged Tetra Tech as prime to develop a Site Survey and Master Plan, conduct a planning and design charrette, prepare a vision plan as part of the overall master plan, complete geotechnical and topographic studies, and prepare designs for construction documents for facilities, pavements, and supporting infrastructure at Jubail Naval Air Base.

The Site Survey and Bed Down Master Plan will include considerations for the specifics of the MH-60R Seahawk Helicopter, and address future requirements for other platforms to support the RSNF Modernization Program, such as:

- Fixed wing reconnaissance aircraft
- Unmanned Aerial Vehicles
- Other support equipment

Under this TO (W912ER-14-D-0004, TO 0005), Tetra Tech is providing master planning services to identify and prioritize recommended design and construction activities to support the base's current and future mission over at least 25 years. Tetra Tech conducted a vision and design charrette, reviewed existing plans and basic design documentation, completed a site visit, updated the layouts and facility requirements, and developed a draft Comprehensive Master Plan.

Following the vision and design charrette, Tetra Tech team personnel conducted a base site walk. The planning team performed stakeholder interviews and conducted site inspections to aid in developing layouts and cost estimates for proposed facilities and basewide utilities. Our team, met with the base commander to review site visit findings; and to conduct out-briefs with the RSNF, U.S. Navy, and USACE.

During the site visit, our program management office provided support in identifying floor plans from our inventory of previous projects that could be reviewed/ modified to meet RSNF facility requirements and reviewed/document data collected. To date during this project, Tetra Tech has applied planning skills, planning charrettes, work with host nation agencies, and cost estimate development in an OCONUS setting.

In December 2015, Tetra Tech submitted a draft Master Plan for the base that identified existing conditions, capacity planning, and future development plans for new construction of facilities, utilities, infrastructure, cost estimates, and construction schedules.

Tetra Tech team members worked with the RSNF headquarters and base representatives, through their commanders, to prioritize planned construction projects over a 25-year planning period.

Tetra Tech will attend a three-day, in-country review meeting with RSNF, USN, and USACE to discuss the draft master plans. Following the review, Tetra Tech will then develop the final Master Plan incorporating the draft report information, cost estimates, and additional recommendations and action items. Subsequent to the submittal of the final plan, the same Tetra Tech team will attend a second in-country review conference with RSNF, USN, and USACE, where all parties will sign off on the long-range development and implementation plan which will form the basis for preparation of the construction documents.

Size: Master Plan  
Cost: \$1.9M

**25. FIRMS FROM SECTION C INVOLVED WITH THIS PROJECT**

(1) FIRM NAME	(2) FIRM LOCATION	(3) ROLE
Tetra Tech, Inc.	Marlborough, MA; Colorado Springs, CO	Program Management, A-E Services, Master Planning



**F. EXAMPLE PROJECTS WHICH BEST ILLUSTRATE PROPOSED TEAM'S QUALIFICATIONS FOR THIS CONTRACT**

**10. EXAMPLE PROJECT KEY NUMBER**  
4

<b>21. TITLE AND LOCATION (City and State)</b> Area Development Plan, 65 Air Base Group Lajes Field, Azores, Portugal	<b>22. YEAR COMPLETED</b>	
	PROFESSIONAL SERVICES 2017	CONSTRUCTION (if applicable) N/A

**23. PROJECT OWNER'S INFORMATION**

<b>a. PROJECT OWNER</b> 65 Air Base Group	<b>b. POINT OF CONTACT NAME</b> Susana Simoes	<b>c. POINT OF CONTACT TELEPHONE NUMBER</b> +351-295-573143
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**24. BRIEF DESCRIPTION OF PROJECT AND RELEVANCE TO THIS CONTRACT (include scope, size and cost)**

Tetra Tech developed an Area Development Plan (ADP) for this strategic air field in the middle of the Atlantic Ocean. The central issue for the 65 Air Base Group was their recent drawdown of 1,800 personnel, creating a need to divest over 1.5 million square feet of real-estate and infrastructure assets and focus their current mission in just over 600,000 square feet of space. Air Force Manual (AFMAN) 32-1084, Facility Requirements, 26 February 2016, was used as a basis for the requirements analysis completed for this effort. Programmatic cost estimates were developed for over 44 actions included in the Capital Investment Strategy.

unable to attend or if additional details were needed. As a result, a complete requirements analysis was developed as foundation for the ADP.

Unique to this ADP was a section on how the U.S. works with the Government of Portugal (GOP) on facilities. Because of one year personnel rotation, this was crucial for ADP implementation. The complicated "Tech Agreement" was summarized, and graphically depicts the necessary steps needed for real property divestment allowing for seamless transition for the next CES group.

Tetra Tech personnel conducted interviews and data gathering over a week on-site followed by a week-long planning charrette. During the week long planning charrette, a Vision for the ADP, Goals and Objectives, three Courses of Action, and a Preferred Alternative were developed. The result of the Preferred Alternative culminates into a Capital Investment Strategy (CIS). Of particular interest to the Installation was the complex schedule for the implementation of the CIS, which became as the "Waterfall" schedule. The CIS for Lajes Field as represented in a "Waterfall" timeline included rough order of magnitude (ROM) cost estimates and was one of the primary deliverables of this planning process. It allows the Lajes Field consolidation to take place and a schedule of facilities that will be returned to the Government of Portugal (GoP) over a staggered and deliberate process. This was delivered to the Installation in Microsoft Project to allow 65 Civil Engineering Squadron (CES) to continually update the process.

The final ADP included a Framework Plan for the Preferred Alternative and a consolidated Circulation and Trails Plan. The Circulation Plan identified savings by eliminating unneeded roads and also implemented life/safety recommendations to minimize vehicle/pedestrian interaction. The trails plan included a bike sharing plan to decrease vehicle miles traveled on the installation.

Size: N/A  
Cost: \$240K

Senior leadership at Lajes Field provided direction to the planning team that a key principal of the ADP development is to concentrate on defining and meeting current mission requirements. During the charrette, a brief tutorial on how to apply AFMAN 32-1084 to each of the groups was presented. The discussion assisted each group in defining their space requirement based on their current mission and manning. Individual meetings were scheduled to assist in those

**25. FIRMS FROM SECTION C INVOLVED WITH THIS PROJECT**

(1) FIRM NAME	(2) FIRM LOCATION	(3) ROLE
Tetra Tech, Inc.	Colorado Springs, CO; Port Huron, MI	Master Planning Services, Requirements Analysis, Charrette Facilitation, QA/QC



**F. EXAMPLE PROJECTS WHICH BEST ILLUSTRATE PROPOSED TEAM'S QUALIFICATIONS FOR THIS CONTRACT**

**10. EXAMPLE PROJECT KEY NUMBER**  
5

21. TITLE AND LOCATION (City and State) Conceptual Design Requirements, Battlefield Airmen (BA) Consolidation Joint Base San Antonio, Texas	22. YEAR COMPLETED	
	PROFESSIONAL SERVICES 2016	CONSTRUCTION (if applicable) N/A

**23. PROJECT OWNER'S INFORMATION**

a. PROJECT OWNER AFCEC	b. POINT OF CONTACT NAME Vistasp M. Jijina	c. POINT OF CONTACT TELEPHONE NUMBER 210-395-8277
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**24. BRIEF DESCRIPTION OF PROJECT AND RELEVANCE TO THIS CONTRACT (include scope, size and cost)**

Tetra Tech, as a joint venture partner, completed a Battlefield Airmen (BA) Consolidation Initiative task order to identify facility requirements in support of Air Force Special Operations Command (AFSOC). Training for BA is conducted by the BA Training Group, which consists of five (5) squadrons. The BA Group conducts training at Joint Base San Antonio (JBSA): Lackland AFB, Kirtland AFB, Pope AFB, Hurlburt Field, NAS Panama City, Camp Bullis, Fort Benning and Yuma Proving Grounds. The Combatant Commanders requested Air Education and Training Command (AETC) to increase the output of the AFSOC Airman. The objective of the BA consolidation initiative project was to identify facilities requirements associated with consolidation of training onto one installation, layout of the ideal training campus, and development of programmatic cost estimates. AETC puts 1500 Battlefield Airmen through training each year.

Air Force Manual (AFMAN) 32-1084, Facility Requirements, 26 February 2016, was used as a basis for the requirements and supplemented by the BA Facilities Requirements Documents (FRD), Volumes 1-3, which provide the basis for calculating the unique facility requirements associated with the eight (8) functional categories from the FRD: Free Fall, Combat Dive, Para Rescue, Combat Rescue Officer, Combat Control, Special Operations Weather, Special Tactics Officers, Air Liaison Officers, and Tactical Air Control Party.

Tetra Tech facilitated a two-week, on-site charrette with the BA Group and each Squadron to develop and validate their individual requirements. These requirements were documented in the BA Requirements Validation Worksheet; once documented a review of the validated requirements was accomplished to identify commonalities and opportunities for consolidation. The consolidated opportunities were documented in a preliminary Battlefield Airman Integrated Facilities List (BAIFL). The BAIFL identifies each facility, functionality, and size and budgetary project cost estimate

(Programed Amount). The cost estimate was developed by utilizing the DoD pricing guide with area cost factor, a size factor, and an inflation escalation factor of 1.

Once the BAIFL was finalized, it was used to develop an ideal campus plan which assumed no constraints (i.e., land, environmental, utilities) and no pre-existing facilities. The BA leadership and Subject Matter Experts (SME) attended an over the shoulder review at the AE office to provide input on adjacencies and functionalities for the campus layout. The next task included developing a preliminary conceptual floor plan and DD1391 for each building on the BAIFL. Subsequently, the AE made a site visit to Lackland AFB to dissect the BAIFL requirements and develop a two- and three-base beddown alternative with a new revised BAIFL developed for each of these alternatives. This effort also required associated programmatic-level cost estimates.

Size: N/A  
Cost: \$397K

**25. FIRMS FROM SECTION C INVOLVED WITH THIS PROJECT**

(1) FIRM NAME	(2) FIRM LOCATION	(3) ROLE
Tetra Tech, Inc.	Port Huron, MI; Colorado Springs, CO	Project Management, Master Planning, Requirements Analysis, Charrette Facilitation/ Participation



**F. EXAMPLE PROJECTS WHICH BEST ILLUSTRATE PROPOSED TEAM'S QUALIFICATIONS FOR THIS CONTRACT**

**G. EXAMPLE PROJECT KEY NUMBER**  
6

<b>21. TITLE AND LOCATION (City and State)</b> Nationwide National Guard Bureau Report on Readiness Centers Texas, Utah, Wyoming, Nevada, Nebraska and South Dakota	<b>22. YEARS COMPLETED</b>	
	<b>PROFESSIONAL SERVICES</b> 2014	<b>CONSTRUCTION (if applicable)</b> N/A

**23. PROJECT OWNER'S INFORMATION**

<b>a. PROJECT OWNER</b> National Guard Bureau (Army)	<b>b. POINT OF CONTACT NAME</b> Sherrell Crow	<b>c. POINT OF CONTACT TELEPHONE NUMBER</b> 703-607-7942
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**24. BRIEF DESCRIPTION OF PROJECT AND RELEVANCE TO THIS CONTRACT (include scope, size and cost)**

As part of the Tetra Tech and Mead & Hunt joint venture (TtMHJV), Mead & Hunt applied our comprehensive Army National Guard knowledge and experience to the national RCTMP, assessing the readiness centers and Armed Forces Reserve Centers of the Army National Guard in six states.

This project evaluated how each state's facilities and long-range plan supported the vision and objectives of the state leadership. Courses of action developed met the vision of the Adjutant General while meeting and addressing space and mission requirements in accordance with National Guard Pamphlet 415-12. A Capital Investment Strategy (CIS) for each state considered SRM projects and MILCON proposals.

Our team analyzed statewide demographics using business analyses to evaluate demographic shifts and current facility locations. This analysis included evaluating the population around the facilities to assess the viability of these facilities in the face of demographic change. Often the analysis determined that the location of existing readiness centers did not coincide with future population centers and the state chose to divest those facilities in favor of new facilities where the analysis recommended. Soldier drive times were also analyzed to ensure recruits were within acceptable driving distances.

Twice we used existing statewide master plans to compare existing analyses with more current data. Where past analyses did not coincide with existing demographic patterns, we recommended adjustments to the future plan and facilities to more closely align with where the state's readiness centers would be. This ensured that potential recruits would live near the readiness centers for longer periods of time.

The project included an evaluation of facilities based on a set of criteria to determine which facilities should be retained, upgraded or divested. Based on a national program and planning guidance, this led to recommended projects and rough order of magnitude costs; recommendations were evaluated against state and national goals and requirements. These recommendations were then prioritized for SRM and MILCON based on state leadership input.

The result was a future development plan that met the needs of existing soldiers while balancing the long-term future of potential recruitment. We balanced the state's dual mission of the National Guard: support the Army and support domestic operations as needed. We helped six states address shortfalls and excesses throughout their facility inventory through divestiture, construction and renovation, and helped them consider re-stationing to more fully support the state populous, ensuring long term recruit potential.

**25. FIRMS FROM SECTION C INVOLVED WITH THIS PROJECT**

a.	(1) FIRM NAME	(2) FIRM LOCATION	(3) ROLE
	Mead & Hunt, Inc.	Sacramento, CA; Santa Rosa, CA; Middleton, WI; Portland, OR, Richmond, VA	Project Management, Master Planning, Requirements Analysis, Demographic Analysis, Condition Assessment
b.	(1) FIRM NAME	(2) FIRM LOCATION	(3) ROLE
	Tetra Tech, Inc.	Huntsville, AL; Orlando, FL; Houston, TX; Annapolis, MD	Master Planning, Requirements Analysis, Demographic Analysis, Condition Assessment



# Proposed Project Management

## **Methodology**

Installation Master Planning is a collaborative, interactive process that brings together requirements, visioning, capacities, mission capabilities, and short-, mid-, and long-range development into a comprehensive plan to guide an organization into the future. To achieve this comprehensive plan, a series of tasks are completed and developed by stakeholders, users, leadership and other entities that have ownership in the development and outcome of the Installation Master Plan.

## **Approach**

The Installation Master Planning process is designed to provide a five-year (short-range), six- to 10- year (mid-range) and 11- to 20-year (long-range) look at mission based facility and infrastructure requirements at an installation. In addition to a review of the requirements, a full capacity build-out plan based on the requirements is identified and provided. Additionally, an illustrative plan siting for future buildings identified as part of the charrette and visioning process conducted in the overall planning process. The Installation Master Plan also provides a suggested phasing for logical growth at the installation for the primary missions of the stakeholders including training and support requirements critical to the organization.

The development of the Installation Master Plan is conducted through a series of tasks that support the planning process. These tasks provide the framework for the plan and incorporate key control measures to include Project Management and Quality and Cost Control measures that are critical to the successful completion of a Master Plan. The following tasks support the development of the Master Plan:

1. Project Initiation
2. Visioning
3. Program Development/Requirements Analysis
4. Data Collection
5. Site Analysis
6. Determine the Basis of Planning and Master Plan Drivers
7. Concept Development
8. Prep and Document the Master Plan
9. Delivery of the Master Plan

## 1. Project Initiation

During this phase the project schedule is defined and all critical meetings and milestones that support the development of the Master Plan are developed. Key project individuals are identified and interviewed to understand the organizational requirements of the installation allowing for the further development of the project goals. Data collection requirements are developed for programming and site analysis requirements used during the process along with identifying all stakeholders and critical players required during the various stages of the project. Finally, a detailed work plan, project schedule, and outline of all project deliverables is defined that will be part of the master planning process.

## 2. Visioning

Vision development takes place in two ways. First, the senior leadership is interviewed to obtain the overall direction and key concepts for vision development. This forms the basis that is brought forward to the charrette process.

Second, a week long Visioning Charrette is facilitated on-site. All stakeholders are present and led through an interactive process to develop a comprehensive vision for the future development. This is the vision of the stakeholders for the development of the facility and is specifically not a spoon fed, generic vision developed by a consultant. During the charrette, stakeholders work together to develop the alternatives based on three possible future scenarios, each considering the pressures on the mission and facilities in the current funding environment. The alternatives and the vision, goals, and phasing are developed during the on-site charrette that documents the physical environment and improvement possibilities for the site.



## 3. Program Development/Requirements Analysis

The requirements upon which the plan is to be built are reviewed and confirmed through an interactive process with each user. Applicable organization, operational, and/or mission requirements documents will be used and cited during this analysis. This is a crucial step that insures the future facilities are right sized for the user, taking into account any special uses that they might have. This step is anchored in the requirements guidance put out by higher headquarters, but modified by end user specific needs.

## 4. Data Collection

Data Collection begins with the project initiation, but continues throughout the process, with key interviews and especially the gathering of the subject matter experts (SMEs) at the charrette. By bringing the stakeholders together at the charrette, much of the re-work of the planning process is eliminated. As part of the charrette there is an "issues" exercise that many times brings out areas that information is required to better understand the ramifications of specific site concerns. This is designed to minimize surprises later in the process.

## 5. Site Analysis

Site Analysis is conducted during the on-site visit as part of the charrette with the stakeholders in attendance. This way the SMEs can explain their operations and concerns to the group, so that not only the consultant understands but other stakeholders also can intertwine the new information into the overall solution.

## 6. Determine the Basis of Planning and Master Plan Drivers

There are unique aspects to each plan and it is vital to the planning process to understand the facts and assumption that are driving the plan. Many times these are sensitive and need to be considered in light of many different needs for the plan. These are documented in the plan and use to shape and form the alternatives. Also part of this is fully developing the goals and objectives that flow from the vision. These clearly define the path needed to accomplish the successful implementation of the master plan.

## 7. Concept Development

This task incorporates alternatives developed during the charrette. On the third day of the charrette, stakeholders develop three different alternatives, each under different direction developed by the group. Each concept is documented so that others reviewing the plan can understand the options that were considered. Next, the three alternatives are compared with the weighted matrix that was developed through the issues exercise earlier in the charrette week to develop the preferred alternative. The preferred alternative is refined and presented to leadership for approval during the out-brief of the charrette. It is then costed and presented in the report.



## 8. Prep and Document Master Plan

The development of the master plan after the charrette is an iterative process, with a preliminary submittal that the client reviews. All comments are tracked and incorporated into the final document. There is a strict quality control process that ensures that each comment is addressed and corrected in the document. This includes a "peer review" by another qualified planner that has not been associated with the project as well as a separate technical editor, ensuring an error free report.



Cost control is included in this task also. There are two aspects of cost control. One aspect is the assurance that the master plan report stays on schedule and in budget. We have a robust project management process complete with weekly reports that allow the PM to track resources used on the project. This enables any irregularities to be identified early and corrected. This, along with monthly reporting to the Contractor's Authorized Representative, ensures the project stays on time and within budget.

The second aspect of cost control is ensuring that the master plan can be implemented. This is accomplished by developing Rough Order of Magnitude (ROM) costs for the preferred alternative. This provides the end user of the plan with the next steps in the government procurement process to move forward on a firm foundation of facts. Even though one aspect of the master plan is a full build out alternative, this is very rarely the preferred alternative. The preferred alternative is the plan that the client needs to enable their operations into the future, aligns with the vision, while being grounded in reality and current requirements. The ROM costing exercise ensures an implementable plan is produced by the master planning process.

## 9. Delivery of the Master Plan

The master plan is delivered as an electronic document. All files used to develop the plan, to include but not limited to Geographic Information Systems (GIS), Adobe, Word, and Excel are delivered as part of the final deliverable. Also, as dictated by the scope of work, full color, high-quality hard copies are delivered.

# Quality and Cost Control Plans

## Quality Control

Our Team's corporate Quality Practices Manual (QPM) provides the framework for, and QA/QC requirements to develop, detailed Quality Assurance Project Plans (QAPPs) and Quality Management System implementation procedures to meet client requirements.

## Quality Assurance Process

Our quality assurance process applies the fundamental principles of a four-step Plan-Do-Check-Act model of continuous improvement (Figure 1). The process begins with the Plan step by developing an internal Project Management Plan (PMP) on the basis of the project's SOW. The PMP identifies key personnel and responsibilities, the process for communication with POCs, the internal review process for all deliverables, project milestones, and a Health and Safety Plan, if needed.

**Step 1: Plan** – The success of a project or task is highly dependent on proper planning. Quality is built into the project at the planning stage. Our QAPPs define:

- Mead & Hunt/Tetra Tech/subcontractor roles and responsibilities
- Customer requirements
- Key program and project elements
- Processes and steps to be taken
- Identified risks and mitigation

**Step 2: Do** – Key elements to implementing, inspecting, and completing the QA/QC process include the following:

- Communicating the plan and its importance to the team
- Identifying actions needed to be successful and clearly defining quality objectives
- Executing the plan through procedural and regulatory compliance
- Providing status of actual progress versus plan intentions
- Conducting self-inspection of work as it progresses
- Stating the completion requirements of the project when the project begins

**Step 3: Check** – During a project, the process of collecting data for and evaluating a document and the project against the criteria established during the planning phase is continually occurring through document checks and project reviews:

- Document checks are conducted through Project Manager reviews, peer technical reviews, and editorial reviews.
- Project reviews check the status of project objectives, including schedule, scope, budget, quality, and quality objectives as defined in PMPs and work plans, and final customer reviews and acceptance.

**Step 4: Act** – After the Check step is performed, either work continues as planned, or deviations are identified. If deviations are identified, the plan needs to be changed, the process needs to be changed, or a combination of the two. Acting on deviations identified in the Check step will result in a corrective action plan that includes lessons learned, event reports, corrective actions, and continuous improvement.

## Corrective Actions

Quality assurance is a top priority, but we know that unintended situations arise so we have plans in place for corrective measures. The PM will work with key personnel to determine why the situation occurred, what corrective action(s) can be taken to rectify it, and how to prevent similar situations in the future. They work directly with the district's Project Manager to ensure the situation is agreeably resolved and with the least impact to critical timelines.



### **Project Scheduling**

Mead & Hunt/Tetra Tech is well-known for complying with delivery schedules and responding to customers' work requests quickly, accurately, and with the highest level of quality. Our Project Managers develop a detailed milestone schedule based on requirements of the SOW and through communication with the Client and key stakeholders. We regularly assess the workloads of key staff to ensure the right people are available at the right time to meet or beat the schedule. The Team has the depth of resources to extend to nearly 2,365 additional qualified professionals so that we can always meet our commitments. Our Project Managers look for effective ways to shorten the project schedule to allow for flexibility when the client's needs change or delays occur in the receipt of key information or during external document review periods.

### **Cost Control**

Cost Control is of paramount importance in the overall success of the project. The effectiveness of our team's cost control capability is best demonstrated through our performance on projects. Negotiating collaboratively on scopes of work, carefully preparing cost estimates, and strictly adhering to schedules have been our most effective tools for controlling cost on fixed-price contracts. Our web-based cost management and reporting systems provide project managers with the ability to execute projects independently, but within a management approach that delegates decision-making and, through programmatic oversight, ensures safe, consistent quality performance, on schedule and within budget.

Our Financial and Management Information Systems enhance our ability to manage multiple complex projects and control direct and indirect costs. At the core of our overall system are seven Government-audited financial and cost tracking systems. All of our Government-audited financial and cost-tracking systems have been determined to be compliant and adequate:

- Accounting system
- Billing system
- Estimating system
- Purchasing system
- Cost Accounting Standards Disclosure Statement
- Government property management system
- Timekeeping/labor system

Our Project Management Plan requires that each Project Manager review the project's budget against the work plan weekly to ensure that the project is being accomplished within the approved budget. In addition, periodically (the frequency depends on the size of the project and client requirements, but never less than once quarterly) the project is audited by our financial controller and a vice president during a Project Evaluation and Estimate at Completion review meeting. The purpose of the review meeting is to perform a cost control review of the project to ensure that the Project Manager is able to complete the scope of work as required by the contract.

Our QA/QC program's success is based on project planning excellence, quality of work, responsiveness to client needs, and dedication to reliable performance that complies with schedules. Our QA Program promotes excellence, program conformance, schedule maintenance, budget control, and minimization of errors and omissions in project deliverables.

Along with cost control and QC, our internal Project Management Manual places "Schedule Adherence" as one of the most important aspects of a successful project. Our Project Manager maintains effective communication channels with the client representatives to inform them of any possible critical path issues so appropriate adjustments can be made well ahead of deliverable milestones. In other words, we will work closely with the client to ensure that there are no last minute surprises.



Purchasing Division  
 2019 Washington Street East  
 Post Office Box 50130  
 Charleston, WV 25305-0130

State of West Virginia  
 Centralized Expression of Interest  
 02 — Architect/Engr

Proc Folder: 364242  
 Doc Description: CAMP DAWSON MASTER PLAN EOI DESIGN  
 Proc Type: Central Purchase Order

Date Issued	Solicitation Closes	Solicitation No	Version
2017-08-10	2017-08-31 13:30:00	CEOI 0603 ADJ1800000002	1

**BID RECEIVING LOCATION**  
 BID CLERK  
 DEPARTMENT OF ADMINISTRATION  
 PURCHASING DIVISION  
 2019 WASHINGTON ST E  
 CHARLESTON WV 25305  
 US

**VENDOR**  
 Vendor Name, Address and Telephone Number:  
 Mead and Hunt, Inc.  
 400 Tracy Way, Suite 200  
 Charleston, WV 25311  
 304-345-6712

**FOR INFORMATION CONTACT THE BUYER**  
 Crystal Rink  
 (304) 558-2402  
 crystal.g.rink@wv.gov

Signature X *Jana Brummond* FEIN # 39-0793822 DATE 8-29-17

All offers subject to all terms and conditions contained in this solicitation

**DESIGNATED CONTACT:** Vendor appoints the individual identified in this Section as the Contract Administrator and the initial point of contact for matters relating to this Contract.

James A. Bumgarner, Jr., Vice President  
(Name, Title)  
James A. Bumgarner, Jr., Vice President.  
(Printed Name and Title)  
400 Tracy Way, Suite 200, Charleston, WV 25311  
(Address)  
304-345-6712 / 304-345-6714  
(Phone Number) / (Fax Number)  
jamie.bumgarner@meadhunt.com  
(email address)

**CERTIFICATION AND SIGNATURE:** By signing below, or submitting documentation through wvOASIS, I certify that I have reviewed this Solicitation in its entirety; that I understand the requirements, terms and conditions, and other information contained herein; that this bid, offer or proposal constitutes an offer to the State that cannot be unilaterally withdrawn; that the product or service proposed meets the mandatory requirements contained in the Solicitation for that product or service, unless otherwise stated herein; that the Vendor accepts the terms and conditions contained in the Solicitation, unless otherwise stated herein; that I am submitting this bid, offer or proposal for review and consideration; that I am authorized by the vendor to execute and submit this bid, offer, or proposal, or any documents related thereto on vendor's behalf; that I am authorized to bind the vendor in a contractual relationship; and that to the best of my knowledge, the vendor has properly registered with any State agency that may require registration.

Mead and Hunt, Inc.  
(Company)  
James A. Bumgarner, Jr., Vice President  
(Authorized Signature) (Representative Name, Title)  
James A. Bumgarner, Jr., Vice President  
(Printed Name and Title of Authorized Representative)  
8-29-17  
(Date)  
304-345-6712 / 304-345-6714  
(Phone Number) (Fax Number)

ADDENDUM ACKNOWLEDGEMENT FORM  
SOLICITATION NO.: CE01 ADJ1800000002

Instructions: Please acknowledge receipt of all addenda issued with this solicitation by completing this addendum acknowledgment form. Check the box next to each addendum received and sign below. Failure to acknowledge addenda may result in bid disqualification.

Acknowledgment: I hereby acknowledge receipt of the following addenda and have made the necessary revisions to my proposal, plans and/or specification, etc.

Addendum Numbers Received:

*(Check the box next to each addendum received)*

- |   |  |
|---|--|
| <input type="checkbox"/> Addendum No. 1 | <input type="checkbox"/> Addendum No. 6  |
| <input type="checkbox"/> Addendum No. 2 | <input type="checkbox"/> Addendum No. 7  |
| <input type="checkbox"/> Addendum No. 3 | <input type="checkbox"/> Addendum No. 8  |
| <input type="checkbox"/> Addendum No. 4 | <input type="checkbox"/> Addendum No. 9  |
| <input type="checkbox"/> Addendum No. 5 | <input type="checkbox"/> Addendum No. 10 |

I understand that failure to confirm the receipt of addenda may be cause for rejection of this bid. I further understand that any verbal representation made or assumed to be made during any oral discussion held between Vendor's representatives and any state personnel is not binding. Only the information issued in writing and added to the specifications by an official addendum is binding.

Mead and Hunt, Inc.  
Company

Jay A. Brumby  
Authorized Signature

8-29-17  
Date

NOTE: This addendum acknowledgement should be submitted with the bid to expedite document processing.



STATE OF WEST VIRGINIA  
Purchasing Division  
**PURCHASING AFFIDAVIT**

**MANDATE:** Under W. Va. Code §5A-3-10a, no contract or renewal of any contract may be awarded by the state or any of its political subdivisions to any vendor or prospective vendor when the vendor or prospective vendor or a related party to the vendor or prospective vendor is a debtor and: (1) the debt owed is an amount greater than one thousand dollars in the aggregate; or (2) the debtor is in employer default.

**EXCEPTION:** The prohibition listed above does not apply where a vendor has contested any tax administered pursuant to chapter eleven of the W. Va. Code, workers' compensation premium, permit fee or environmental fee or assessment and the matter has not become final or where the vendor has entered into a payment plan or agreement and the vendor is not in default of any of the provisions of such plan or agreement.

**DEFINITIONS:**

**"Debt"** means any assessment, premium, penalty, fine, tax or other amount of money owed to the state or any of its political subdivisions because of a judgment, fine, permit violation, license assessment, defaulted workers' compensation premium, penalty or other assessment presently delinquent or due and required to be paid to the state or any of its political subdivisions, including any interest or additional penalties accrued thereon.

**"Employer default"** means having an outstanding balance or liability to the old fund or to the uninsured employers' fund or being in policy default, as defined in W. Va. Code § 23-2c-2, failure to maintain mandatory workers' compensation coverage, or failure to fully meet its obligations as a workers' compensation self-insured employer. An employer is not in employer default if it has entered into a repayment agreement with the Insurance Commissioner and remains in compliance with the obligations under the repayment agreement.

**"Related party"** means a party, whether an individual, corporation, partnership, association, limited liability company or any other form or business association or other entity whatsoever, related to any vendor by blood, marriage, ownership or contract through which the party has a relationship of ownership or other interest with the vendor so that the party will actually or by effect receive or control a portion of the benefit, profit or other consideration from performance of a vendor contract with the party receiving an amount that meets or exceeds five percent of the total contract amount.

**AFFIRMATION:** By signing this form, the vendor's authorized signer affirms and acknowledges under penalty of law for false swearing (W. Va. Code §61-5-3) that neither vendor nor any related party owe a debt as defined above and that neither vendor nor any related party are in employer default as defined above, unless the debt or employer default is permitted under the exception above.

**WITNESS THE FOLLOWING SIGNATURE:**

Vendor's Name: Mead and Hunt, Inc.

Authorized Signature: *Jana Bugma* Date: 8-29-17

State of West Virginia

County of Roane, to-wit:

Taken, subscribed, and sworn to before me this 29 day of Aug, 20 17

My Commission expires Aug 15, 20 21

AFFIX SEAL HERE

NOTARY PUBLIC

*Curt Paxton*

*Purchasing Affidavit (Revised 07/01/2012)*

