



M E M O R A N D U M
COMMUNITY DEVELOPMENT/RESOURCE AGENCY
PLANNING SERVICES DIVISION
County of Placer

TO: Board of Supervisors DATE: April 5, 2016

FROM: Michael J. Johnson, AICP
Agency Director

BY: Gregg McKenzie, PCCP Administrator

SUBJECT: Contract Amendments for the Placer County Conservation Plan

ACTION REQUESTED

1. Approve a sixth amendment to the contract with ICF Jones & Stokes, Inc. for support in finalizing, submitting, and responding to comments for the Second Administrative Draft of the Placer County Conservation Plan for \$123,149, increasing the total to \$735,779.
2. Approve a seventh amendment to the contract with Salix Consulting, Inc. for continued support in the preparation of the Placer County Conservation Plan, including additional sub-consultant services in support of finalizing the Draft County Aquatic Resources Program and Second Administrative Draft of the Placer County Conservation Plan for \$100,000, increasing the total to \$434,942.
3. Approve an eighth amendment to the contract with Hausrath Economics Group for continued support in finalizing, submitting, and responding to comments for the Cost and Funding sections of the Second Administrative Draft of the Placer County Conservation Plan for \$34,000 increasing the total to \$988,362.
4. Approve a thirteenth Amendment to the contract with MIG/TRA Environmental Sciences for support in finalizing, submitting, and responding to comments for the Second Administrative Draft of the Placer County Conservation Plan for \$96,000, increasing the total to \$2,038,855.

BACKGROUND

Placer County Conservation Plan

The Community Development Resource Agency is continuing with the preparation of the Placer County Conservation Plan (PCCP), including the County Aquatic Resources Program (CARP) and the continued conservation strategy negotiations with the Wildlife Agencies. The PCCP work program is presently focusing on the submittal of the 2016 Agency-review draft document and on the combined Environmental Impact Report / Environmental Impact Statement (EIR/EIS). The County received both verbal and written comments from Wildlife Agencies (California Department of Fish and Wildlife, U.S. Fish and Wildlife Service, the National Marine Fisheries Service (NMFS) and other Regulatory Agencies including U.S. Army Corps of Engineers and U.S. Environmental Protection Agency) on various draft Chapters of the PCCP document and the draft CARP document.

The PCCP work program is currently focusing on finalizing the draft conservation strategy and incorporating the agreed-upon strategy into the planning document. The conservation strategy addresses the overall habitat protection commitments as well as the proposed restoration/creation commitments to mitigate for the projected impacts from urban/suburban development. The work program also includes moving from individual chapter development into the preparation of a completed document for submittal expected in the Spring of 2016. In addition, there are other tasks such as response to comments on the recently released agency review draft CARP policy document, the development of the in-lieu fee program, and habitat management plans being completed which will advance the overall PCCP work schedule. To accomplish revisions to the PCCP planning document and the additional work program tasks, staff is

requesting an amendment to the contracts with ICF Jones and Stokes, Salix Consulting, Hausrath Economics Group, and MIG/TRA Environmental Sciences. Descriptions of the requested amendments are discussed below.

ICF Jones & Stokes Inc.

ICF Jones & Stokes (ICF) has been under contract with Placer County since May 2004. One contract is for the preparation of an Environmental Impact Report (EIR) and Environmental Impact Statement (EIS), and a second contract is for the purpose of assisting in the preparation of the PCCP Conservation Strategy and editing, submitting, and responding to comments for the Second Administrative Agency Review draft. To continue its work on the PCCP, a contract amendment to ICF's second contract of \$123,149.00 is required to fund tasks which will continue to support Placer County in the PCCP process. This additional work will focus on finalizing various chapters of the conservation strategy, editing and submitting the Agency Review Draft, and responding to agency and stakeholder comments. In addition, ICF will be preparing a draft sampling protocol for vernal pool crustacean occupancy to support implementation of the plan. A complete description of the Scope of Work associated with the proposed contract amendment is provided in Attachment 1.

Salix Consulting Inc.

Salix Consulting Inc. is currently under contract with Placer County to prepare portions of the PCCP conservation strategy, negotiate a Programmatic Section 106 Agreement and Historic Property Management Plan for the PCCP Plan Area, and to prepare the final County Aquatic Resources Program (CARP). This additional work in the amount of \$100,000.00 includes tasks for Salix and its sub-consultants in preparing and finalizing the Second Administrative Draft of the PCCP, the recently submitted Agency Review draft of the CARP, and continued overall strategy and meeting support. A complete description of the Scope of Work associated with the proposed contract amendment is provided in Attachment 2.

Hausrath Economics Group

Hausrath Economics Group is currently under contract with the Placer County for preparation of the PCCP economic and growth models, as well as the Cost and Funding Chapter of the policy document. This additional work in the amount of \$34,000.00 includes continued support in finalizing, submitting, and responding to agency and stakeholder comments on the Second Administrative Draft of the PCCP, preparing revisions and alternative scenarios to the Cost and Funding model, as well as technical analysis and support of the EIR/EIS. A complete description of the Scope of Work associated with the proposed contract amendment is provided in Attachment 3.

MIG/TRA Environmental Sciences

MIG/TRA Environmental Sciences is currently under contract with the Placer County for preparation of the draft PCCP Chapters 1 through 4, the conservation strategy, and GIS modeling in support of the PCCP take models. This additional work in the amount of \$96,000.00 includes finalizing and responding to comments from agencies and stakeholders on the Second Administrative Draft of the PCCP, preparation of an executive summary and appendices to the plan, as well as preparing additional GIS modeling of plan scenarios and the EIR/EIS alternatives analysis. A complete description of the Scope of Work associated with the proposed contract amendment is provided in Attachment 4.

FISCAL IMPACT

The total amount of the four contract amendments is \$353,149.00 and will be funded from existing monies in the Agency's FY2015-16 budget. The PCCP Finance Plan will include a cost recovery component that will reimburse all General Fund revenues used to development the PCCP. Additionally, the County and the City of Lincoln have executed a Memorandum of Understanding that will insure that the City of Lincoln reimburses the County for its fair share of plan development costs once the plan is being implemented.

- Attachment 1: Sixth Amendment to the planning services agreement for professional consultant services – ICF Jones & Stokes
- Attachment 2: Seventh Amendment to the planning services agreement for professional consultant services – Salix Consulting

- Attachment 3: Eighth Amendment to the planning services agreement for professional consultant services – Hausrath Economics Group
- Attachment 4: Thirteenth Amendment to the planning services agreement for professional consultant services – MIG/TRA Environmental Sciences

ATTACHMENT 1
SIXTH AMENDMENT TO PLANNING SERVICES AGREEMENT
PROFESSIONAL CONSULTANT SERVICES – ICF JONES & STOKES, INC

THIS SIXTH AMENDMENT TO THE CONSULTANT SERVICES AGREEMENT is made and entered on this _____ day of _____, 2016, by and between the COUNTY OF PLACER, hereinafter referred to as COUNTY, and ICF JONES & STOKES, INC, hereinafter referred to as CONSULTANT.

WHEREAS, on April 6, 2010, COUNTY and CONSULTANT entered into a Contract whereby consulting services would be provided to the COUNTY; and

WHEREAS, the parties have agreed to additional services to be provided by Consultant under said contract and the compensation for those additional services.

NOW, THEREFORE, IT IS MUTUALLY AGREED by and among the parties as follows:

1. That section 1 of the original Contract shall be amended to provide for the additional services and compensation as follows:

The CONSULTANT agrees to perform the additional professional services as set forth in Exhibit "A" attached hereto and incorporated herein by reference, and the total compensation to be paid CONSULTANT for these additional services shall not exceed \$123,149.00 as set out in Exhibit "A".

2. The COUNTY agrees to pay to CONSULTANT \$735,779.00 as the sole compensation under the Contract and as amended by the First, Second, Third, Fourth, Fifth and this Sixth Amendment.

EXCEPT as specifically modified above, all of the remaining terms and conditions of the said Contract shall remain and continue in full force and effect.

COUNTY OF PLACER:

By: _____
David Boesch, County Executive Officer

Date: _____

CONSULTANT:

By: _____

Date: _____

By: _____

Date: _____

APPROVED AS TO FORM:

By: _____
County Counsel

Date: _____

APPROVED AS TO CONTENT:

By: _____
Michael J. Johnson, AICP
Agency Director

Date: _____

Supplemental Tasks for Placer County Conservation Plan Scope of Work

This scope of work describes how ICF Jones & Stokes, Inc. (ICF) will support Placer County through the end of this fiscal year (June 30, 2016). ICF has been under contract with Placer County since May 2004 to prepare the environmental impact report (EIR) and environmental impact statement (EIS) for the PCCP. In 2014, ICF assumed additional work on the HCP/NCCP under task 15 of the existing contract. This scope of work adds new subtasks (15.16 – 15.21).

Task 15

Placer County requires support to complete the administrative draft and to move towards a public draft. The consulting team is currently working towards a deadline of March 1 to submit a revised administrative draft PCCP (2nd Administrative Draft). The wildlife agencies will review this document for two months. The consulting team will then have two months to prepare a screencheck draft PCCP for agency review by June 30. All work described under this task would be completed by June 30, 2016. Any unfinished tasks or funds will be used to fulfill goals in the subsequent fiscal year, per the County's discretion.

- **USFWS/CDFW Workshops:** a series of 6 half-day workshops is proposed in March and April to incorporate feedback from the agencies on the administrative draft. **(Task 15.16)**
- **Additional Administrative Draft Document Support:** additional work was and will be required to complete the administrative draft. This work includes final response to USFWS comments for Chapters 5 and 7, as well as unanticipated work on indirect effects for Chapter 4. **(Task 15.17)**
- **Response to CDFW Comments:** after the administrative draft is submitted, ICF will respond to CDFW comments received after the comment deadline and not yet incorporated into the published draft. **(Task 15.18)**
- **Strategic Guidance and Coordination** – additional coordination, communications, calls, and other strategic guidance and unforeseen requirement covering February – June, as budget provides. **(Task 15.19)**
- **Protocol Development for Vernal Pools** – development of sampling design, survey protocol, and proposed statistical analysis of vernal pool crustacean occupancy data to determine occupancy compliance. **(Task 15.20)**

- **Preliminary Public Draft Development** – once the administrative draft is submitted, ICF will begin coordinating development of all chapters needed for the public draft. Some of these changes can be made prior to agency feedback. **(Task 15.21)**

Table 1. Cost Estimate for Placer County Conservation Plan

Task	Employee Name <i>Labor Classification</i>	Consulting Staff									Subtotal	Labor Total	Direct Expenses	Total Price		
		Baker N	Bernazzani P	Berryman E	Zippin D	Gaffney K	Rogers J	Dickman K	Kozlowski J	Gabbe A						
		Assoc Consult II	Sr Consult III	Tech Dir	Sr Proj Dir	Sr Consult III	Assoc Consult II	Associate Consultant III	Sr Tech Analyst	Tech Dir						
Task 15.16 Workshops and Meetings																
Chapters 1&2			12		12						8	\$6,660	\$6,660			
Chapters 3&4			12		12					8	4	\$7,800	\$7,800			
Chapter 5				12	12					8	12	\$9,600	\$9,600			
Chapters 6&7			12	4	12	8				8	12	\$11,560	\$11,560			
Chapters 8&9			4		12							\$3,820	\$3,820			
Chapters 10&11			12		12					4	8	\$7,560	\$7,560			
Other Meetings	4	12	4	8						8	12	\$9,680	\$9,680			
Task 15.17 Additional Administrative Draft Document Support	8	8	8	8						8	16	\$9,120	\$9,120			
Task 15.18 DFW response to comments - Chapter 5		2	8	2		4				1	12	\$5,223	\$5,223			
Task 15.19 Strategic Guidance and Coordination	16	40	8	16							16	\$18,800	\$18,800			
Task 15.20 Protocol Development for Vernal Pools			2	2			24				40	\$11,050	\$11,050			
Task 15.21 Preliminary Public Draft Development	8	24	8	8	2	8				2	24	\$15,126	\$15,126			
ODC - travel costs associated with meetings												\$0	\$0		\$6,500	
Total hours		36	138	54	108	10	12	24	47	164						
ICF E&P 2015 Billing Rates		\$165	\$190	\$230	\$255	\$190	\$72	\$145	\$225	\$165						
Subtotals		\$5,940	\$26,220	\$12,420	\$27,540	\$1,900	\$864	\$3,480	\$10,575	\$27,060	\$115,999	\$115,999				
Direct Expenses																
Mark up on all non-labor costs and subcontractors:		10%														\$650
Direct expense subtotal																\$7,150
Total price																\$123,149

ATTACHMENT 2
SEVENTH AMENDMENT TO PLANNING SERVICES AGREEMENT
PROFESSIONAL CONSULTANT SERVICES – SALIX CONSULTING, INC

THIS SEVENTH AMENDMENT TO THE CONSULTANT SERVICES AGREEMENT is made and entered on this _____ day of _____, 2016, by and between the COUNTY OF PLACER, hereinafter referred to as COUNTY, and SALIX CONSULTING, INC, hereinafter referred to as CONSULTANT.

WHEREAS, on August 24, 2011, COUNTY and CONSULTANT entered into a Contract whereby consulting services would be provided to the COUNTY; and

WHEREAS, the parties have agreed to additional services to be provided by Consultant under said contract and the compensation for those additional services.

NOW, THEREFORE, IT IS MUTUALLY AGREED by and among the parties as follows:

1. That section 1 of the original Contract shall be amended to provide for the additional services and compensation as follows:

The CONSULTANT agrees to perform the additional professional services as set forth in Exhibit "A" attached hereto and incorporated herein by reference, and the total compensation to be paid CONSULTANT for these additional services shall not exceed \$100,000.00 as set out in Exhibit "A".

The CONSULTANT agrees to comply with the additional requirements as set forth by Department of Fish and Game in Exhibit "B" attached hereto and incorporated herein by reference.

2. The COUNTY agrees to pay to CONSULTANT \$434,941.68 as the sole compensation under the Contract and as amended by the First, Second, Third, Fourth, Fifth, Sixth and this Seventh Amendment.

EXCEPT as specifically modified above, all of the remaining terms and conditions of the said Contract shall remain and continue in full force and effect.

COUNTY OF PLACER:

By: _____
David Boesch, County Executive Officer

Date: _____

CONSULTANT:

By: _____
Jeff Glazner, President

Date: _____

APPROVED AS TO FORM:

By: _____
County Counsel

Date: _____

APPROVED AS TO CONTENT:

By: _____
Michael J. Johnson, AICP
Agency Director

Date: _____



February 26, 2016

Gregg McKenzie
 Placer County CDRA
 3091 County Center Drive
 Auburn, CA 95603

Re: Request for Supplement to Scope of Work and Budget for PCCP/CARP project, #CN012862

Dear Gregg,

At your request, the following describes the additional tasks and budgets requested on the PCCP/CARP project beginning April 1, 2016 through June 30, 2016. This budget would augment our existing contract's Statement of Work.

Task #	Description	Amount
1	<ul style="list-style-type: none"> • Review, comment on, and edit the following documents: <ul style="list-style-type: none"> • draft chapters of the PCCP conservation strategy, • administrative draft chapters of the EIR/EIS (consistent with direction from the USFWS as the lead agency under NEPA), • draft habitat management plans, and • draft implementing agreement. • Provide strategic planning support for land acquisitions and reserve design. • Prepare policy documents, administrative draft reports, Power Point presentations, and administrative draft memorandum to support County staff for meetings, hearings, and conference calls. • Provide assistance, as directed, to support County staff and the consultant team for meetings with stakeholders (BWG), Ad Hoc Committee, interagency meetings, elected officials, and public hearings/workshops. <p>While there are no distinct deliverables for this task, Salix staff will assist the County and other members of the PCCP consulting team on the completion of the PCCP Conservation Strategy, the EIR/EIS, CARP, habitat management plans, and other documents as directed by the County. Distinct deliverables may be identified once work is assigned.</p>	\$ 42,900

2	Additional Consulting Services as requested by County for tasks as yet to be determined.	\$ 53,000
3	Expenses and Administration associated with Tasks 1 and 2	\$ 4,100
	TOTAL	\$100,000

We look forward to continuing our participation with Placer County on the PCCP. Please contact me if you need further detail or have any questions.

Sincerely,



Jeff Glazner
Principal

**ATTACHMENT 3 EIGHTH AMENDMENT TO CONSULTANT SERVICES –
FINANCIAL ALTERNATIVES, FISCAL IMPACT, AND
OPEN SPACE MITIGATION FEE ANALYSIS**

THIS EIGHTH AMENDMENT TO THE CONSULTANT SERVICES AGREEMENT is made and entered on this _____ day of _____, 2016, by and between the COUNTY OF PLACER, hereinafter referred to as COUNTY, and HAUSRATH ECONOMICS GROUP, hereinafter referred to as CONSULTANT.

WHEREAS, on April 6, 2004, COUNTY and CONSULTANT entered into a Contract whereby consulting services would be provided to the COUNTY; and

WHEREAS, the parties have agreed to additional services to be provided by Consultant under said contract and the compensation for those additional services.

NOW, THEREFORE, IT IS MUTUALLY AGREED by and among the parties as follows:

1. That section 1 (c) of the original Contract shall be amended to provide for the additional services and compensation as follows:

The CONSULTANT agrees to perform the additional professional services as set forth in Exhibit "A" attached hereto and incorporated herein by reference, and the total compensation to be paid CONSULTANT for these additional services shall not exceed \$34,000.00 as set out in Exhibit "A".

The CONSULTANT agrees to comply with the additional requirements as set forth by Department of Fish and Game in Exhibit "B" attached hereto and incorporated herein by reference.

2. That sections 10 through 16 of the original Contract shall be amended to provide updated insurance and indemnity language as set out in Exhibit "C"
3. The COUNTY agrees to pay to CONSULTANT \$988,362.30 as the sole compensation under the Contract and as amended by the First, Second, Third, Fourth, Fifth, Sixth, Seventh and this Eighth Amendment.

EXCEPT as specifically modified above, all of the remaining terms and conditions of the said Contract shall remain and continue in full force and effect.

COUNTY OF PLACER:

By: _____
County Executive Officer

Date: _____

CONSULTANT:

By: _____
Hausrath Economics Group
Title: President/Vice President

Date: _____

By: _____
Hausrath Economics Group
Title: Secretary

Date: _____

APPROVED AS TO FORM:

By: _____
County Counsel

Date: _____

APPROVED AS TO CONTENT:

By: _____
Michael J. Johnson, AICP
Agency Director

Date: _____



February 26, 2016

Gregg McKenzie
PCCP Administrator
Community Development Resource Agency
3091 County Center Drive
Auburn CA 95603

Dear Gregg:

To continue work on the Placer County Conservation Plan (PCCP) through June 2016, Hausrath Economics Group (HEG) requires funds be added to our contract. The addition of these funds will enable HEG and our sub-consultant Willdan Financial Services/Urban Economics to provide the documentation, technical analysis, and on-going support to the development of the PCCP through responding to comments on the 2nd Administrative Draft document and preparing the screencheck PCCP. We anticipate work on the following tasks during this period.

- ◆ Prepare Chapter 9 Cost and Funding document through the screencheck PCCP, including providing technical appendices and related supporting reports and worksheets on costs and funding. Respond to staff, agency, and stakeholder comments and revise text and tables as necessary. Coordinate with staff and other members of the consultant team on issues of consistency between chapters of the document.
- ◆ Provide support to staff as requested in engaging with the City of Lincoln. Attend meetings and prepare meeting materials as requested by staff.
- ◆ Participate in meetings of the Ad Hoc Committee as needed to support the PCCP cost and funding analysis. Provide meeting materials as requested.
- ◆ Provide on-going support to staff and consultant team with respect to economic aspects of HCP / NCCP development.
- ◆ Provide technical analysis and support for definition of EIR/EIS alternatives.

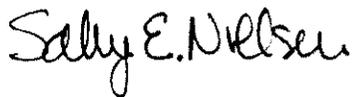
Gregg McKenzie
February 26, 2016
page 2

The following table provides estimates of consultant costs to work on the above-noted tasks through June 2016.

**Estimate of Additional Costs for Economics Consulting - Placer County
Conservation Plan March 2016 - June 2016**

Tasks	Cost
Chapter 9 2nd Administrative Draft and screencheck PCCP	\$15,000
City of Lincoln	5,000
EIR/EIS Alternatives	2,000
On-going support to staff and consultant team	<u>12,000</u>
Total	<u>\$34,000</u>

Thank you for your consideration of this request.



Sally E. Nielsen
Vice President

ATTACHMENT 4
THIRTEENTH AMENDMENT TO PLANNING SERVICES AGREEMENT
PROFESSIONAL CONSULTANT SERVICES – MIG / TRA ENVIRONMENTAL SCIENCES

THIS THIRTEENTH AMENDMENT TO THE CONSULTANT SERVICES AGREEMENT is made and entered on this _____ day of _____, 2016, by and between the COUNTY OF PLACER, hereinafter referred to as COUNTY, and MIG / TRA ENVIRONMENTAL SCIENCES, hereinafter referred to as CONSULTANT.

WHEREAS, on April 6, 2010, COUNTY and CONSULTANT entered into a Contract whereby consulting services would be provided to the COUNTY; and

WHEREAS, the parties have agreed to additional services to be provided by Consultant under said contract and the compensation for those additional services.

NOW, THEREFORE, IT IS MUTUALLY AGREED by and among the parties as follows:

1. That section 1 of the original Contract shall be amended to provide for the additional services and compensation as follows:

The CONSULTANT agrees to perform the additional professional services as set forth in Exhibit "A" attached hereto and incorporated herein by reference, and the total compensation to be paid CONSULTANT for these additional services shall not exceed \$96,000 as set out in Exhibit "A".

The CONSULTANT agrees to comply with the additional requirements as set forth by Department of Fish and Game in Exhibit "B" attached hereto and incorporated herein by reference.

2. The COUNTY agrees to pay to CONSULTANT \$2,038,855.00 as the sole compensation under the Contract and as amended by the First, Second, Third, Fourth, Fifth, Sixth, Seventh, Eighth, Ninth, Tenth, Eleventh, Twelfth and this Thirteenth Amendment.

EXCEPT as specifically modified above, all of the remaining terms and conditions of the said Contract shall remain and continue in full force and effect.

COUNTY OF PLACER:

By: _____
David Boesch, County Executive Officer

Date: _____

CONSULTANT:

By: _____
Daniel Iacofano
MIG / TRA Environmental Sciences

Date: _____

APPROVED AS TO FORM:

By: _____
County Counsel

Date: _____

APPROVED AS TO CONTENT:

By: _____
Michael J. Johnson, AICP
Agency Director

Date: _____



February 26, 2016

Gregg A. McKenzie, PCCP Administrator
Placer County Community Development Department
3091 County Center
Auburn, California 95603

Subject: Proposal for Continued Services, Placer County Conservation Plan

Dear Mr. McKenzie:

The following tasks describe supplemental services for the continued preparation of the Placer County Conservation Plan (PCCP) Western Placer County HCP/NCCP.

1. **Public Review Draft.** A few tasks are necessary to complete the March 2016 public review draft. This entails chapters for which MIG|TRA has primary responsibility (chapters 1 through 4) and assistance with chapters being prepared by others.
2. **Response to agency review -- communication and documentation.** Some additional work will be needed to convey to the agencies the manner in which we were able to respond to their earlier review. Additional agency comments on the public review draft may arise that require further technical analyses, supporting information, and communication.
3. **Representation and coordination.** Further participate in stakeholder and agency meetings. MIG|TRA staff shall participate, as requested, in meetings with County staff, outside counsel, and staff from participating cities and special districts. MIG|TRA shall provide documents and make presentations, as needed.
4. **Executive summary.** MIG|TRA will take primary responsibility for drafting the executive summary.
5. **Documentation of the technical analysis.** MIG|TRA has conducted an extensive GIS-based modeling effort in support of the take analysis and conservation strategy. The analysis is the basis for most of the figures and tables in the HCP/NCCP. Documentation needs to be added to the analysis in order for it to become useful to others as the plan is finalized and moves to the implementation.
6. **Prepare appendices and other supporting documents.** MIG|TRA has responsibility for three appendices: Species Accounts/Envirograms, Take Assessment Methodology, Project Specific Take and Mitigation Assessment Example. These will need to be updated, completed, and prepared for publication.
7. **Assist economics contractor.** MIG|TRA will continue to provide information to, and review work products from, the Hausrath Economics Group and its subcontractors.
8. **Assist CEQA/NEPA contractor.** MIG|TRA will continue to provide information to, and assist ICF and its subcontractors with the HCP/NCCP EIR/EIS.

We suggest a budget augmentation of \$96,000 to cover the time frame from March 1, 2016 through July 1, 2016. We anticipate this augmentation will allow adequate program support during public and agency review of the HCP/NCCP PCCP document.

Thank you for your consideration.

Sincerely,

A handwritten signature in black ink that reads "Thomas Reid". The signature is written in a cursive style with a large, stylized 'T' and 'R'.

Thomas S. Reid

Senior Project Manager

