



TETRA TECH EC, INC

TO: Derek Lord-Economic Director-City of Green Bay

From: Ray Mangrum VP of Remediation-Tetra Tech EC, Inc.

Date: March 25, 2009

Subject: Local Work Force

Tetra Tech EC, Inc. (TTECI) is a world leader in environmental services and has performed work in every state within the United States and many countries abroad. As a leader in our industry, we take pride in our work and insist on using qualified personnel to ensure the work is performed correctly the first time around.

During the bidding phase of the project, Tetra Tech determined that we would use local union labor and union subcontractors to assist in the completion of this project. As the Project Manager for the massive project, I have not been disappointed with our decision.

Project Background:

The Lower Fox River Project was awarded to TTECI in April 2008. At the time of contract award the project design was less than 30% complete. We had a very tight schedule to meet the remaining deliverables to ensure we achieved 100% design and completion of the process facility prior to the beginning of full scale remediation of the river in the spring of 2009. In May 2008 we began clearing the 22 acre property in preparation for the construction of a 6-acre process facility. Also in May drill rig were mobilized to test the existing soils. Through this process we discovered the soils on the site would not support the weight of the building and process equipment as originally designed utilizing spread footers. The foundation had to be re-designed now that we knew the bearing capacity of the existing site soils. This caused a delay in the construction of the building which is required to be operational in the spring of 2009. In less than 10 months we re-designed and constructed 247,200 square foot process building which required approximately 25,000 cubic yards of concrete for the foundation. Other tasks we have completed are the installation of 8 of the world's largest filter presses along with a three step sand separation system, four phase wastewater treatment facility, and 30,000 sf. office for management staff. This facility was designed to process a continuous flow rate of 6,000 GPM of sediments 24 hours per day 5 days per week. Knowing that we would utilize a local workforce, our team brought forth a clear vision of the Tetra Tech EC, Inc. safety culture. We have completed this monumental task working numerous union disciplines who have worked hand in hand to ensure no one contractor delayed another. To date we have exceeded 280,000 man hours without a lost time accident while working through record snowfall in December 2008 and record cold weather in January 2009. The way we achieved this milestone was through "TEAM WORK" and complete buy in of our safety culture by all those working on the project. Through team work we tackled every problem and the union subcontractors assisted us by looking for ways to mitigate the risks associated with each definable work feature. Safety was not a one man show, every worker adopted our safety culture and followed the process to perfection. This enforces our ZERO INCIDENT PERFORMANCE (ZIP) pledge, where all incidents are preventable through proper planning.

As stated earlier, the union workers and union subcontractors were the key to completing this portion of the work, on time and without incidents. I personally have managed project in every state but Maine and by far this is the best work force I ever been associated with. The work ethics



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of the Wisconsin work force is by far the best I have ever seen. At no time did we have any issues with labor disputes within the work force. We average over 140 workers per day over the last 7 months and each worker understood our time schedule and did their share of the work to ensure we met the milestones established for this project.

The State of Wisconsin should be very proud of the work force and advertize this to businesses looking to relocate. Wisconsin has a winning team of highly trained workers ready to meet the challenges put before them.

Thanks again for the dedicated team and thank you Wisconsin for having such an excellent work force. We sure would not have completed this task in any other state.

Ray Mangrum

VP of Remediation
Tetra Tech EC, Inc.