

# COOPERATIVE PURCHASING AGREEMENT

The Town of Apex, North Carolina Agrees to  
Accept Wake County's Contract Term & Agreements Regarding

## Disaster Debris Monitoring Services

The Town of Apex, NC ("Town") hereby agrees to retain HDR Engineering, Inc. of the Carolinas (HDR), to perform disaster debris monitoring services and related services on behalf of the Town based on the executed and agreed upon contractual arrangements, terms, and conditions that exist between HDR Engineering, Inc. of the Carolinas (HDR), and Wake County, NC for Disaster Debris Monitoring Services dated July 13, 2020 (Contract No. 12624).

Any contract modifications including but not limited to change of scope, price schedule, or term without the written acceptance and execution of a Contract Amendment by Wake County and HDR, will be cause to nullify this Agreement.

An executed copy of this Agreement shall be either sent via email to [john.roberson@wakegov.com](mailto:john.roberson@wakegov.com) or sent via USPS mail to:

Wake County Solid Waste Management Division  
Attn: John Roberson, Director  
P.O. Box 550 – Room 747  
Raleigh, NC 27602-0550

Acknowledge the Town's acceptance of Wake County contract terms and conditions by having an authorized representative of the Town sign below.

**APPROVED BY THE TOWN OF  
APEX, NORTH CAROLINA:**

**APPROVED BY WAKE COUNTY:**

Signature: \_\_\_\_\_

Signature: \_\_\_\_\_

Name: \_\_\_\_\_

Name: \_\_\_\_\_

Title: \_\_\_\_\_

Title: \_\_\_\_\_

Date: \_\_\_\_\_

Date: \_\_\_\_\_

ATTACHMENT: Exhibit A: Wake County Contract No. 12624 for Disaster Debris Monitoring Services

**COOPERATIVE PURCHASING AGREEMENT**  
**Disaster Debris Monitoring Services**  
**WAKE COUNTY CONTRACT No. 12624**

**EXHIBIT A**

CT20200717...12624

**NORTH CAROLINA**

**SERVICES AGREEMENT**

**OVER \$50,000**

**WAKE COUNTY**

THIS AGREEMENT, is made and entered into this 13<sup>th</sup> day of July, 2020 by and between Wake County, North Carolina (the "County") party of the first part; and HDR Engineering Inc., of the Carolinas (HDR) (the "Provider"), party of the second part;

WITNESSETH:

For the purpose and subject to the terms and conditions hereinafter set forth, the County hereby contracts for the services of the Provider, and the Provider agrees to provide the services to the County in accordance with the terms of this Agreement.

**I. SERVICES TO BE PROVIDED**

The services to be performed by the Provider shall be as follows:

HDR is to be primary service provider of Disaster Debris Monitoring Services as described in Wake County Request For Qualifications (RFQ) #15-039 (Attachment "A" to this document) and in the Statement Of Qualifications (SOQ) provided by HDR (Attachment "B" to this document). Individual tasks will be authorized by Amendment to this Basic Services Agreement.

Provider shall not sub-contract all or any part of the services provided for in this Agreement without written approval of the County.

**II. TERM**

The services of the Provider shall begin on August 1, 2020 and shall be provided until June 30, 2021.

**III. PAYMENT**

Provider shall submit an invoice for services provided. The invoice shall contain Provider's name and federal tax identification number and shall be signed and dated by an officer of Provider. It shall detail all services provided in payment requests. The County will make payments to Provider upon receipt of and approval of the invoice by the contracting department.

**IV. RELATIONSHIP OF PARTIES**

Provider is an independent contractor of the County. Provider represents that it has or will secure, at its own expense, all personnel required in performing the services under this Agreement. Such personnel shall not be employees of or have any contractual relationship with the County. All personnel engaged in work under this Agreement shall be fully qualified and shall be authorized or permitted under state and local law to perform such services. It is further agreed that the Provider will obey all State and Federal statutes, rules and regulations that are applicable to provisions of the services called herein. Neither Provider nor any employee of the Provider shall be deemed an officer, employee or agent of the County.

## V. CANCELLATION

This Agreement may be canceled by Provider upon thirty (30) days' written notice to the County, and the County may terminate this agreement upon thirty (30) days' written notice to Provider.

## VI. INSURANCE REQUIREMENTS

The Provider shall obtain, at its sole expense, all insurance required in the following paragraphs and shall not commence work until such insurance is in effect and certification thereof has been received by Wake County's Finance Office.

Workers' Compensation Insurance, with limits for Coverage A Statutory- for State of North Carolina and Coverage B - Employers Liability \$500,000 each accident/disease each employee/disease policy limit.

Commercial General Liability - with limits no less than \$1,000,000 per occurrence and \$2,000,000 aggregate, including contractual liability.

Commercial Automobile Liability, with limits no less than \$1,000,000 per occurrence for bodily injury and property damage for any vehicle used during performance of contract services, including coverage for owned, hired, and non-owned vehicles. Evidence of commercial automobile coverage is only necessary if vehicles are used in the provision of services under this Agreement.

Professional Liability Insurance, applicable to any professional services provided under this Contract with limits of no less than \$1,000,000 per claim and \$2,000,000 aggregate.

If any coverage is on a claims-made basis, Provider agrees to maintain a retroactive date prior to or equal to the effective date of this Agreement and to purchase and maintain Supplemental Extended Reporting Period or 'tail coverage' with a minimum reporting period of not less than three (3) years if the policy expires or is cancelled or non-renewed. If coverage is replaced, the new policy must include full prior acts coverage or a retroactive date to cover the effective dates of this Agreement. Provider shall provide a Certificate of Insurance annually to Wake County indicating any claims made coverage and respective retroactive date. The duty to provide extended coverage as set forth herein survives the effective dates of this Agreement.

All insurance companies must be authorized to do business in North Carolina and have an AM Best rating of "A-/VII" or better; or have reasonable equivalent financial strength to the satisfaction of the County's Finance Office. Proof of rating shall be provided to the county upon request.

Insurance with limits no less than those specified above shall be evidenced by a Certificate of Insurance issued by a duly authorized representative of the insurer. In the case of self-insurance, a letter of explanation must be provided to and approved by Wake County Risk Management.

The Provider shall be responsible for providing immediate notice of policy cancellation or non-renewal during the term of this Agreement to the Wake County Finance Office and for three years subsequent for any claims made coverage.

If Provider does not meet the insurance requirements specified above, alternate insurance coverage satisfactory to Wake County may be considered.



VII. INDEMNIFICATION

Provider agrees to defend, indemnify, and hold harmless the County, for all loss, liability, claims or expense (including reasonable attorney's fees) arising from bodily injury, including death or property damage, to any person or persons caused in whole or in part by the negligence or misconduct of the Provider, except to the extent same are caused by the negligence or willful misconduct of the County. It is the intent of this section to require Provider to indemnify Wake County to the extent permitted under North Carolina law.

VIII. NO WAIVER OF SOVEREIGN IMMUNITY

Wake County and the Provider agree that nothing in this Agreement shall be construed to mandate purchase of insurance by Wake County pursuant to N.C.G.S. 153A-435; or to be inconsistent with Wake County's "Resolution Regarding Limited Waiver of Sovereign Immunity" enacted October 6, 2003; or to in any other way waive Wake County's defense of sovereign or governmental immunity from any cause of action alleged or brought against Wake County for any reason if otherwise available as a matter of law.

IX. NON-ASSIGNMENT

Provider shall not assign all or any portion of this Agreement, including rights to payments, to any other party without the prior written consent of the County.

X. ENTIRE AGREEMENT

The parties have read this Agreement and agree to be bound by all of its terms, and further agree that it constitutes the complete and exclusive statement of the Agreement between the parties unless and until modified in writing and signed by the parties. Modifications may be evidenced by telefacsimile signatures.

XI. NON-APPROPRIATION

Provider recognized that Wake County is a governmental entity, and the contract validity is based upon the availability of public funding under the authority of its statutory mandate.

In the event that public funds are not available and not appropriated to purchase the services specified in this Agreement, then this Agreement shall automatically expire without penalty to Wake County and without the thirty (30) day notice requirement set forth in Section VI.

In the event of a legal change in Wake County's statutory authority, mandate, and mandated functions which adversely affects Wake County's authority to continue its obligations under this Agreement, then this Agreement shall automatically expire without penalty to Wake County and without the thirty (30) day notice requirement set forth in Section VI.

XII. GOVERNING LAW

Both parties agree that this Agreement shall be governed by the laws of the State of North Carolina.

XIII. E-VERIFY REQUIREMENTS

To ensure compliance with the E-Verify requirements of the General Statutes of North Carolina, all contractors, including any subcontractors employed by the contract(s), by submitting a bid, proposal or any other response, or by providing any material, equipment, supplies, services, etc, attest and affirm that they are aware and in full compliance with Article 2 of Chapter 64, (NCGS 64-26(a)) relating to the E-Verify requirements.

XIV. IRAN DIVESTMENT

By signing this agreement; accepting this contract/purchase order; or submitting any bid, proposal, etc., vendors and contractors certify that as of the date of execution, receipt, or submission they are not listed on the Final Divestment List created by the NC Office of State Treasurer pursuant to *NCGS 147 Article 6E, Iran Divestment Act*, Iran Divestment Act Certification. Vendors and contractors shall not utilize any subcontractor that is identified on the Final Divestment List. Any organization defined under NCGS 147-86.80(2), Divestment from Companies Boycotting Israel, shall not engage in business totaling more than \$1,000 with any company/business, etc. that boycotts Israel. A list of companies that boycott Israel is maintained by the NC Office of State Treasurer, pursuant to NCGS 147-86.81(a)(1). Any company listed as boycotting Israel is not eligible to do business with any State agency or political subdivision of the State.

XV. FEDERAL FUNDS

If the source of funds for this contract is federal funds, the following federal provisions apply pursuant to 2 C.F.R. § 200.326 and 2 C.F.R. Part 200, Appendix II (as applicable): Equal Employment Opportunity (41 C.F.R. Part 60); Davis-Bacon Act (40 U.S.C. 3141-3148); Copeland "Anti-Kickback" Act (40 U.S.C. 3145); Contract Work Hours and Safety Standards Act (40 U.S.C. 3701-3708); Clean Air Act (42 U.S.C. 7401-7671q.) and the Federal Water Pollution Control Act (33 U.S.C. 1251-1387); Debarment and Suspension (Executive Orders 12549 and 12689); Byrd Anti-Lobbying Amendment (31 U.S.C. 1352); Procurement of Recovered Materials (2 C.F.R. § 200.322); and Record Retention Requirements (2 CFR § 200.324)

WAKE COUNTY, NORTH CAROLINA

PROVIDER

By:   
Wake County Department Head

By: 

Date: 7/14/20

Date: 7/10/20

By:   
Wake County Manager or Designee

HDR Engineering, Inc. of the Carolinas

440 South Church Street, Suite 1000

Charlotte, NC 28202-1909  
Mailing Address


Date: 7/28/2020

This instrument has been pre-audited in the manner required by the Local Government Budget and Fiscal Control Act.

  
FINANCE DIRECTOR

The person responsible for monitoring the contract performance requirements is

John Roberson

 Department Head Initials

WAKE COUNTY, NORTH CAROLINA

Request for Qualifications  
For  
Disaster Debris Monitoring Services



PROPOSAL NUMBER # 15-039

Proposal Deadline May 20, 2015

Before 2:00 pm ET

DATE: April 16, 2015

**REQUEST FOR QUALIFICATIONS  
FOR  
DISASTER DEBRIS MONITORING SERVICES**

**I. Introduction**

The County's Solid Waste Management Division intends to enter into an agreement with a qualified firm to provide consulting services in preparation for natural disasters or other debris generating events. These services include, at no additional cost to the COUNTY, participation in annual workshops or planning meetings with COUNTY Representatives to establish or review applicable policies and procedures associated with disaster debris management and monitoring and provide the COUNTY with a half day training session on the most current FEMA 325 *Public Assistance Debris Management Guide*, FEMA 327, *Public Assistance Debris Monitoring Guide*, resent FEMA Fact Sheets , policy guides and FHWA Emergency Relief Program changes.

Wake County is located in the central region of North Carolina. The population of Wake County is approximately 1,000,000. The County consists of 857 square miles of area with 300,000 parcels of land.

There are twelve (12) incorporated municipalities within Wake County. They include: Apex, Cary, Fuquay-Varina, Garner, Holly Springs, Knightdale, Morrisville, Raleigh, Rolesville, Wake Forest, Wendell, and Zebulon. Any or all of the incorporated municipalities may participate in the terms and conditions of the established contract.

It is the intent of Wake County to allow local governments and other governmental agencies within its jurisdictional boundaries to utilize this contract by entering into a Cooperative Purchasing Agreement. The Cooperative Purchasing Agreement stipulates that any modifications or changes to this document and resulting contract(s) including but not limited to Consultant requirements, scope, or price be submitted to Wake County in writing for acceptance and approval as originator of the contract.

The resulting contract term will be for five (5) years with the option to extend the contract for one (1) six (6) month period upon mutual agreement of both parties. All work set forth in the Scope of Work must be approved by personnel authorized by the County Manager to act as the "County Debris Manager" or the County Debris Manager's authorized representative.

Copies of the RFQ forms may be obtained by contacting Wake County Procurement Services, 919-856-6120 or on the Wake County Government website at [www.wakegov.com](http://www.wakegov.com). Click on Purchasing, and then click on New RFP's and Bids.

When responding to this RFQ, please follow all instructions carefully. Please submit proposal contents according to the outline specified and submit documents according to the instructions in Section II, C, and Proposal Submittal Requirements. Failure to follow these instructions may be

considered a non-responsive proposal and may result in immediate elimination from further consideration.

The County reserves the right to request additional information from the proposers and to reject any and all proposals. The County reserves the right to judgmentally select the successful bidder and agreement that best meets the needs of the County.

The County reserves the right to reject any or all proposals if it determines that select proposals are not responsive to the RFQ. The County reserves the right to reconsider any proposal submitted at any phase of the procurement. It also reserves the right to meet with select Proposers at any time to gather additional information.

The County will receive proposals at the time and place noted in this document. At that point, the County will close the receipt of proposals and begin the evaluation process. The only information that will be released will be the names of the respondent(s). No other information will be disclosed, except as required by the evaluation process, until a contract is awarded.

Any interlineations, alterations or erasures must be initialized by the signer of the proposal.

Negligence or error on the part of any Consultant in preparing its proposal confers no right of withdrawal or modification of their response after time has been called. Sureties and principals are advised that the COUNTY cannot give consideration to any "plea of error" in preparation of the bid, except in accordance with N.C.G.S. 143-129.

## II. General Requirements

### A. Proposal Contact

This RFQ and any subsequent action taken as a result thereof, are issued by Wake County Procurement Services on behalf of the County. Proposal responses should be directed specifically, as outlined herein. In regards to this RFQ and subsequent procurement process, vendors shall make NO CONTACTS, either written or verbal, with any Wake County employee, staff member, or Board of Commissioner members during the period beginning with the issuance of this document through approval of award unless authorized by the proposal contact. *Any attempt by a Proposer to contact or influence a member or members of the aforementioned may result in the immediate disqualification of the Proposer from award for items or services on this RFQ.*

### B. Proposal Format

Proposers are required to prepare their proposals in accordance with the instructions outlined in this part and elsewhere in this RFQ. Each Proposer is required to submit its proposal in a sealed package, with Proposer's name, RFQ number, and proposal closing time/date marked clearly on the proposal submission.

Provide one (1) original and eight (8) copies of complete proposal packages and one digital version on CD in a commonly accepted computer format such as Portable Document Format (.pdf). The proposal packages shall be arranged and presented as stipulated in Section II, C. Proposal packages are to be delivered to:

Wake County Finance/Procurement Services  
Wake County Justice Center, 2<sup>nd</sup> Floor, Room 2900  
301 S. McDowell Street  
Raleigh, NC, 27601  
Attn: Tom Wester

The County must receive proposals **BEFORE 2:00 pm, May 20, 2015**. The time of receipt shall be determined by the time clock in the Wake County Procurement Services office. The County will not be held responsible for the failure of any mail or delivery service to deliver a proposal response prior to the stated proposal due date and time. It is solely the Proposer's responsibility to: (1) Ascertain that they have all required and necessary information, documents and addenda, prior to submitting a response; (2) ensure that the response is received at the correct location and time. **Late responses, regardless of delivery means, will not be accepted. No fax or emailed responses will be accepted or considered.**

C. Proposal Submission Requirements

Submittals shall be made on 8 1/2" x 11" paper, side bound with Table of Contents and reference tabs for key sections. The package submitted shall not exceed twenty-five (25) sheets (50 pages double-sided). Front/back covers, Table of Contents and Tab pages are excluded from these totals. The proposal must be divided into twelve tabbed sections with references to all parts of this Request for Qualifications (RFQ) done on a section number/paragraph number/letter basis. The ten sections shall be named:

Complete responses to each of the following categories are required. All submittals must contain the following information:

1. Introduction- Executive Summary and Company Information

a. Executive Summary

The purpose of the Introduction is to provide information about the proposing Consultant, as well as the Consultant's approach to this type of contract. Specifically, the executive summary should be written in non-technical language that can be clearly understood by non-technical County officials. The section should be concise and should present only information that is relevant to this contract.

Each respondent shall provide the following company information:

- b. Consultant's name and business address, including telephone and fax number, email address, website address.
- c. The type of Consultant (individual, partnership, corporation, etc.) and list the names of all partners, principals, etc.
- d. Year established. Include former Consultant name(s) and year(s) established, if applicable.

- e. The name, title, address and telephone number of the Consultant's primary contact for this contract. The person identified must be empowered to make binding commitments for the Consultant and its subcontractors.
  - f. A copy of the most recently audited financial statement.
2. Technical Approach
- Provide a general discussion of the proposing Consultant's technical project approach to include startup procedures/requirements, debris estimate methodology, analysis of debris recovery operations and management of the debris recovery contractors, billing/invoices reporting procedures to FEMA, FHWA under MAP 21 legislation, and the County.
3. Training and Safety:
- Provide a copy of Consultant's internal training program. Provide under separate cover the Consultant's Debris Removal and DMS Monitors' training manual and Operations Plan to include Project Health and Safety Plans for all operations.
4. Qualifications of Consultant
- a. Provide evidence of satisfactory completion of disaster debris monitoring in the past ten (10) years at similar jurisdictions by providing the:
    - (1) Type of disaster: hurricane, tropical storm, tornado, flood, etc. . . .
    - (2) Type of jurisdiction: city, county, district, or combination Collection and DMS debris monitoring assignments- numbers of monitors deployed
    - (3) Scope, project budget, and operational duration
    - (4) FEMA/FHWA reimbursements actions and issue resolution
    - (5) Sub-consultant(s)/subcontractors that are proposed for this project
5. Claims
- Ten (10) year claims/litigation history, claims resolution, and status of the claims.
6. References
- Provide at least five (5) references for which the Consultant has performed services within the past ten (10) years that are similar to the requirements in the Scope of Services. Three of the references shall be from government entities for debris monitoring experience involving a minimum of 1,000,000 cubic years of debris. Provide the reference contact name, address, email address, telephone number along with date and amount of the contract.



## 7. Qualifications of Staff

Key project staff (management staff including, but not limited to: Debris Removal Operations project manager, collection and disposal operations field supervisors, clerical/data supervisor etc.) must be full-time employees of the proposing Consultant and have the following:

- a. Experience demonstrating current capacity and current expertise in debris removal, solid waste and hazardous waste management and disposal. Each proposed key project staff person must demonstrate experience managing debris monitoring for at least three (3) government entities involving a minimum of 1,000,000 cubic yards of debris for each client.
- b. Documented knowledge and experience of Federal, State and Local emergency agencies, state and federal programs, funding sources and reimbursement processes.
- c. Experience with special disaster recovery program management services including private property/right-of-entry (ROE) work, hauler invoice reconciliation, NRCS Emergency Watershed Protection Program.

## 8. Other Requirements

- a. Provide a time line detailing the pre-event planning (based on hours/days after award).
- b. Provide a conceptual Operations Plan and Budget responding to a Task Order issued after a disaster declaration with an estimated 1,000,000 cubic yards of debris in Wake County. Assume the Task Order(s) would specify the following:
  - i. Emergency debris clearance monitoring of fifteen (15) contractor debris clearing crews for seven (7) ten (10) hour days followed by;
  - ii. Debris removal monitoring of forty (40) contractor debris removal crews based on an average load of 38 CYs /load and 10 loads /day
  - iii. DMS monitoring at four (4) sites,
  - iv. Monitoring of 5,000 hazardous trees
  - v. Monitoring of 15,000 hazardous limbs one (1) per tree
  - vi. Monitoring of 800 hazardous stumps
  - vii. Clerical staff to support data entry of emergency clearance time and equipment tickets, loading site tickets, final disposal load tickets,



assimilation of monitors' daily documents and summary reports, and contractor invoice reconciliation

- viii. GIS support to provide debris removal contractors' physical progress on the project, physical location (origin) of hazardous tree, limb, and stumps geocoded
- ix. List any resources and budget required to provide monitoring services to complete the project.

9. Exceptions

List any exceptions/deviations to the RFQ specifications on a separate page.

10. Project Management

Consultants must provide a proposed organizational chart for services to be provided to the County. This must include:

- (a) Resumes of key professional staff anticipated to work on Wake County projects.
- (b) Description of the type of involvement by individuals within the firm with the County contract.
- (c) Information regarding the current workload for the key staff to address the applicants' ability to supply adequate staffing for the contract.
- (d) Detailed information on the staff's experience demonstrating current capacity and current expertise in debris removal management and disposal.

11. Existing Contracts

List all existing contracts the Consultant has in North Carolina, South Carolina, and Virginia.

12. Hourly Rates and Fees

Submit an hourly billing rate schedule for all RFQ required staff that will be assigned to work on this contract.

D. General Comments

- 1. Any cost incurred by respondents in preparing or submitting a proposal for the Project shall be the respondents' sole responsibility.
- 2. All responses, inquiries or correspondence relating to this RFQ will become the property of Wake County when received.

3. Respondents are requested to refrain from contact with the Selection Committee members.

E. Acceptance of Wake County Service Agreement

All applicants must be able to comply with the requirements of the standard Wake County Service Agreement and agree to the terms contained in the agreement. A copy of the agreement is attached to the RFQ. See "Attachment A".

F. Schedule:

Task/ Activity	Completion Date
Proposals Due from Consultants	May 20, 2015
Selection Committee Review Complete	
Interviews (if needed)	
Selection Approval by Wake County Board of Commissioners	

G. Selection Process

The Wake County Board of Commissioners has established a policy to be followed in selecting consultants. This policy is for the purpose of ensuring that consultants are selected in a fair and uniform manner, that those selected for work are qualified and experienced in the professional services desired and to ensure that every qualified consultant has the opportunity to be considered for providing professional services for the Project. The process for the Project will involve two stages:

1. Stage One: Qualifications

The initial phase has commenced with the establishment of a Selection Committee with members having been appointed by the County Manager. A Request for Qualifications Package is being sent to Consultants identified by the Division who have previously expressed interest in being considered for providing disaster debris monitoring services and consulting services for this type of project. The RFQ will be put on the Wake County website and the RFQ will be sent to others upon request. Upon receipt of the packages from respondents, Selection Committee members will review and select the Consultant that appear to be most favorable to provide services for the Project.

Promptly following the selection, the committee will forward their written recommendation to the County Manager for approval.

## 2. Stage Two: Final Selection

Following the County Manager's approval to begin negotiations with a specific Consultant, the Wake County Solid Waste Management Division will begin those negotiations. After successful negotiations of specific contract terms, conditions, fees, etc., with the selected Consultant, the proposed contract will be forwarded to the Wake County Board of Commissioners for approval.

### I. Evaluation Criteria

The following criteria will be the basis on which consultants will be selected for further consideration:

1. Specialized or appropriate expertise of the key professional staff with this particular type of project
2. Adequate depth of experienced staff and proposed team for the project
3. Demonstrated understanding of and current experience with FEMA 325, FEMA 327 and FHWA ER program monitoring and documentation requirements
4. References
5. Consultant's proposed hourly rates for services
6. Previous experience of the Consultant with disaster debris monitoring, management and training
7. Other factors that may be relevant to the proposal. The above listing does not indicate the order of importance. The selection committee shall establish a priority ranking for the final list of criteria for the project.

### J. Proposer Expenses

The County will not be responsible for any expenses incurred by any Proposer in the development of a response to this Request for Qualification or any other activities associated with this procurement including but not limited to any onsite (or otherwise) interviews and/or presentations, and/or supplemental information provided, submitted, or given to Wake County and/or its representatives. Further, the County shall reserve the right to cancel the work described herein prior to issuance and acceptance of any contractual agreement/purchase order by the recommended Proposer even if the Board of Commissioners has formally accepted a recommendation.

### K. Interpretations, Discrepancies, and Omissions

Submit written questions about this RFQ to Tom Wester, [twester@wakegov.com](mailto:twester@wakegov.com), by 5:00 p.m., April 28, 2015.

No questions or requests for clarifications will be accepted after this time.

Responses to questions will be posted at <http://www.wakegov.com>. *Hover on Departments & Division, click on RFP's & Bids, click on New RFP's & Bids.* Any addenda and clarifications will be issued by April xx, 2015.

The issuance of such written responses is the only official method by which interpretation, clarification or additional information will be given by the County. Only requests answered by formal written responses will be binding. Oral and other interpretations or clarification will be without legal effect.

L. Award

Wake County reserves the right to award a contract, based on initial offers received from Proposers, without discussion and without conducting further negotiations. Under such circumstance, the acceptance of a proposal by the County shall be deemed to be an acceptance of an offer and that such acceptance will be binding upon both parties. The County may also, at its sole discretion, have discussions with those Proposers that it deems to fall within a competitive range. The County may enter into negotiations separately with such Proposers. Negotiations may continue with a Proposer that the County has tentatively selected to award a contract to. The County shall not be deemed to have finally selected a Proposer until a contract has been successfully negotiated and signed by both parties.

M. Non-disclosure of County Information

The Proposer and its agents shall treat all data and information gathered by the Proposer and its agents, including this RFQ and all reports, recommendations, specifications, and data as confidential. The Proposer and its agents shall not disclose or communicate the aforesaid matters to a third party or use them in advertising, propaganda, and/or in another job or jobs, unless written consent is obtained from the County.

N. Retention of Proposer Material

Any and all information submitted in conjunction with this RFQ and the evaluation process will not be returned to the respondent.

### **III. Contracting Information**

#### **A. Certification**

The Proposer hereby certifies that it has carefully examined this Request for Qualifications I and the Proposer certifies that it understands the scope of the work to be done and that the Proposer has knowledge and expertise to provide the scope of the work. By signature on the response to the RFQ, the Proposer certifies that its proposal is made without prior understanding, agreement, or connection with any corporation, firm or person submitting a proposal for the same materials, supplies, or equipment, and is in all respects fair and without collusion or fraud, so that all proposals for the purchase will result from free, open and competitive proposing among all vendors. Further, the Proposer certifies that it understands that collusive bidding/proposing is a violation of Federal law and can result in fines, prison sentences, and civil damage awards.

#### **B. Conflict of Interest**

By submission of a response, the Proposer agrees that at the time of submittal, it: (1) has no interest (including financial benefit, commission, finder's fee, or any other remuneration) and shall not acquire any interest, either direct or indirect, that would conflict in any manner or degree with the performance of Proposer's services, or (2) will not benefit from an award resulting in a "Conflict of Interest." A "Conflict of Interest" shall include holding or retaining membership, or employment, on a board, elected office, department, division or bureau, or committee sanctioned by and/or governed by Wake County. Proposers shall identify any interests, and the individuals involved, on separate paper with the response and shall understand that the County, in consultation with legal counsel, may reject their proposal.

#### **C. Assignment**

No assignment of the Proposer's obligations or the Proposer's right to receive payment hereunder shall be permitted without prior consent of the County. The Proposer may not sell, assign, transfer or convey the contract resulting from this RFQ, in whole or in part, without the prior written approval from the County.

#### **D. Indemnification**

The Consultant will indemnify and hold the County harmless from any and all liability, expense, judgment, suit, or cause of action for personal injury, death, or direct damage to tangible property which may accrue against the County to the extent it is caused by the negligence of Consultant, its Sub-Consultants, or their employees or agents, while performing duties under this Agreement, provided that the County gives the Consultant prompt, written notice of any such claim or suit. The County shall cooperate with Consultant in its defense or settlement of such claim or suit. This section sets forth the full extent of the Consultant's general indemnification of the County from liabilities that are in any way related to Consultant's performance under this Agreement.

#### **E. Independent Consultant**

It is understood that in the performance of any services herein provided, the Proposer shall be, and is, an independent Consultant, and is not an agent or employee of the County and shall furnish such services in its own manner and method, except as required by the contract. Further, the Proposer has, and shall retain the right to exercise full control over the

employment, direction, compensation, and discharge of all persons employed by the Proposer in the performance of the services hereunder. The Proposer shall be solely responsible for, and shall indemnify, defend, and save the County harmless, from all matters relating to the payment of its employees, including compliance with Social Security, withholding, and all other wages, salaries, benefits, taxes, exactions, and regulations of any nature whatsoever.

#### F. Governing Law

This RFQ and any resulting contract shall be governed by and construed according to the laws of the State of North Carolina. Should any portion of any contract be in conflict with the laws of the State of North Carolina, the State laws shall invalidate only that portion. The remaining portion of the contract(s) shall remain in effect.

#### G. Confidential Information/Public Records Law

The County assumes no responsibility for confidentiality of information offered in a proposal. The RFQ does not intend to elicit proprietary information. However, if proprietary information is submitted as part of the proposal, the information is to be labeled as such. Proposals are not subject to public inspection until after the contract award. Wake County reserves the right to share any information submitted in response to this RFQ or process with any person(s) or firm(s) involved in the review and evaluation process. Proprietary or confidential information must be clearly labeled as such at the time of initial submission and to the extent provided by N.C.G.S. Chapter 132, will not be made available for public inspection. In the event that a request for inspection is made under public records law, the Proposer will be notified of the request and may participate in any subsequent civil action to compel disclosure of confidential information.

#### H. Compliance with Laws and Regulations

Proposer must comply with all applicable State and Federal Laws. In the event any Governmental restrictions may be imposed which would necessitate alteration of the material, quality, workmanship or performance of the items offered on this proposal prior to their delivery, it shall be the responsibility of the successful Proposer to notify Wake County at once, indicating in their letter the specific regulation which required such alterations. The County reserves the right to accept any such alterations, including any price adjustments occasioned thereby, or to cancel the contract.

#### I. Acceptance

Submission of any proposal indicates a Proposer's acceptance of the conditions contained in this RFQ unless clearly and specifically noted otherwise in the proposal.

Furthermore, the County is not bound to accept a proposal on the basis of lowest price, and further, the County has the sole discretion and reserves the right to cancel this RFQ, and to reject any and all proposals, to waive any and all informalities and/or irregularities, or to re-advertise with either the identical or revised specifications, if it is deemed to be in the County's best interests to do so. The County reserves the right to accept or reject any or all of the items in the proposal, and to award the contract in whole or in part and/or negotiate any or all items with individual Proposers if it is deemed in the County's best interest. Moreover, the County reserves the right to make no



selection if proposals are deemed to be outside the fiscal constraint or not in the best interest of the County.

#### J. New Services

From time to time during the period of work outlined in the RFQ and afterward, the County may elect to have the Proposer perform services that are not specifically described in the Statement of Work but are related to the contracted services (the "New Services"), in which event the Proposer shall perform such New Services on a time-and-materials basis, and at an hourly rate that does not exceed the hourly rate negotiated in the contract for each of the Proposer Personnel assigned to perform such New Services. This will be accomplished through an amendment to the contract and subsequent issuance of a Task Order.

#### IV. INSURANCE REQUIREMENTS

The Provider shall obtain, at its sole expense, all insurance required in the following paragraphs and shall not commence work until such insurance is in effect and certification thereof has been received by Wake County's Finance Department.

Commercial General Liability - with limits no less than \$1,000,000 per occurrence and \$2,000,000 aggregate, including contractual liability.

Commercial Automobile Liability, with limits no less than \$1,000,000 per occurrence for bodily injury and property damage for any vehicle used during performance of contract services, including owned, hired, and non-owned vehicles.

Workers' Compensation, with limits for Coverage A Statutory- for State of North Carolina and Coverage B - Employers Liability \$500,000 each accident, disease policy limit, and disease each employee.

Professional Liability, applicable to any professional services provided under this Contract with limits no less than \$1,000,000 per claim and \$2,000,000 aggregate.

If any coverage is on a claims-made basis, Provider agrees to maintain a retroactive date prior to or equal to the effective date of this Agreement and to purchase and maintain Supplemental Extended Reporting Period or 'tail coverage' with a minimum reporting period of not less than three (3) years if the policy expires or is cancelled or non-renewed. If coverage is replaced, the new policy must include full prior acts coverage or a retroactive date to cover the effective dates of this Agreement. Provider shall provide a Certificate of Insurance annually to Wake County indicating any claims made coverage and respective retroactive date. The duty to provide extended coverage as set forth herein survives the effective dates of this Agreement.

All insurance companies must be authorized to do business in North Carolina and have an AM Best rating of "A-/VII" or better; or have reasonable equivalent financial strength to the satisfaction of the County's Finance Department. Proof of rating shall be provided to the county upon request.

Insurance with limits no less than those specified above shall be evidenced by a Certificate of Insurance issued by a duly authorized representative of the insurer. In the case of self-insurance, a letter of explanation must be provided to and approved by Wake County Risk Management.

The Provider shall be responsible for providing immediate notice of policy cancellation or non-renewal during the term of this Agreement to the Wake County Finance Department and for three years subsequent for any claims made coverage.

If Provider does not meet the insurance requirements specified above, alternate insurance coverage satisfactory to Wake County may be considered.

Wake County Finance Office  
P.O. Box 550  
Raleigh, NC 27602

If the Consultant does not meet the insurance requirements of the specifications, alternate insurance coverage satisfactory to Wake County may be considered. Nothing in this section is intended to affect or abrogate the County's sovereign immunity defenses.

**V. Safety**

The Consultant shall be solely responsible to assure the safety of their personnel in all activities that they and their Sub-Consultants perform. The Consultant shall also provide and take measures to protect the public and county personnel during their activities. Actions may include but are not limited to removal of unsafe equipment and unsafe personnel. Consultant will also be solely responsible to ensure that all Consultants' personnel are compliant with OSHA workplace requirements and are familiar with and adheres to the Debris Removal Contractors' Safety Plan at the debris loading site and DMS(s). The DMS Field Supervisor or his designated DMS site monitor shall accompany the Debris Removal Contractors' Project Safety Officer on the daily DMS Site Hazard Analysis Inspection.

**VI. Termination By the County for Cause**

The COUNTY may terminate the pursuant contract if the Consultant:

1. Persistently or repeatedly refuses or fails to supply enough properly skilled personnel;
2. Fails to make payment to Sub-Consultants for materials or labor in accordance with the respective Contracts between the Consultant and Sub-Consultants;
3. Disregards laws, ordinances, rules, regulations or orders of a public authority having jurisdiction; or
4. Otherwise is guilty of breach of a provision of the contract documents.



When any of the above reasons exist, the County may without any other rights or remedies of the County and after giving the Consultant written notice, terminate employment of the Consultant and finish the work by whatever reasonable method the County may deem expedient.

When the County terminates the contract for one of the reasons stated above, the Consultant shall not be entitled to receive further payment, if any, until the work is finished.

If the unpaid balance of the contract sum exceeds additional costs incurred while finishing the work, including compensation for the County's services and expenses made necessary thereby, such excess shall be paid to the Consultant. If such costs exceed the unpaid balance, the Consultant shall pay the difference to the County. This obligation for payment shall survive termination of the contract.

The County may terminate the contract without cause by written notice.

#### **VII. Non - Waiver of Rights**

It is agreed that the County's failure to insist upon the strict performance of any provision of the pursuant contract, or to exercise any right based upon a breach thereof, or the acceptance of any performance during such breach, shall not constitute a waiver of any rights under the contract.

#### **VIII. Findings Confidential**

All of the information, reports, cost estimates, plans, specifications and documents prepared or assembled by the Consultant under the pursuant contract are the property of the County. The Contractor agrees that any such documents shall not be made available to any individual or organization other than the appropriate County officials without prior written approval of the County. Nothing contained in this paragraph shall be construed to prevent the Consultant from making information, reports and documents available to those individuals or firms directly concerned with the project involved with prior written consent of the County.

#### **IX. Binding Effect**

The pursuant contract shall be binding upon the heirs, successors, assigns, agents, officials, employees, independent Consultant and Sub-Consultant of the parties.

#### **X. Continuing Obligation**

The parties will make and execute all further instruments and documents required to carry out the purposes and intent of the pursuant contract.

#### **XI. References**

Use of the masculine includes feminine, singular includes plural; and captions and headings are inserted for convenience of reference and do not define, describe, extend or limit the scope of intent of the contract.

## **XII. Records Retention and Review**

The CONTRACTOR shall retain all records pertaining to the services and the contract for these services and make them available to the COUNTY for a period of three (3) years following notification by the COUNTY in writing that a Federal Emergency Management Agency, Public Assistance final status report (project close-out report) has been issued by North Carolina Department of Emergency Management.

## **XIII. Written Task Orders**

The County shall issue an official written Task Order for the services referenced in the contract. The Task Order shall be sent via facsimile followed by regular mail. Under no circumstances shall the County be liable for any services rendered unless the written Task Order has been sent and received by the Consultant. Contractor must acknowledge receipt of the written Task Order.

## **XIV. Location of Work**

The designated area for monitoring Contractor or County forces debris removal ("COUNTY ROW") is bounded by the County's jurisdictional boundaries and includes public property and Right-of-Ways ("ROWs"), easements, County parks, and County debris staging areas within the unincorporated areas of the County and may include private and orphan road segments within the jurisdictional boundaries of the County. Any debris removal performed on municipal roadways will be performed as identified and directed by the County Debris Manager or his authorized representative. The County Debris Manager or his authorized representative may also authorize the Consultant to monitor Contractor performing debris removal on Non-County roadways or other areas as directed in writing by the County Debris Manager or his authorized representative.

The Consultant may be tasked with monitoring debris removal, reduction/management and disposal of eligible storm debris on designated non-FHWA routes on the North Carolina State System Roads within the jurisdictional boundaries of Wake County. A separate Task Order will be issued for this work. All Consultants' associated cost to manage, monitor and document the work, including load tickets, debris management, reduction and final disposal, manifest and weight tickets, shall be tracked and invoiced separate from all other work.

NC Department of Transportation crews or their designated contractors will remove debris from FHWA eligible routes. The Consultants' monitoring personnel should not allow the County Debris Contractor to enter these routes and perform debris removal. A listing of secondary roads, *Secondary Routes Eligible for FHWA Reimbursement and Exempt from Release to the County*, not eligible for debris removal by the Contractor and a map, *FEDERAL AID ROADS*, showing the location of the routes are provided in Appendix X.

The Consultants' monitoring personnel should not allow the Contractor to remove debris from the ROW on Interstate routes, US-designated routes, NC-designated routes or secondary routes listed as eligible for FHWA reimbursement.

## **XV. Project Summary**

Provide Disaster Debris Monitoring Services on an as-needed basis. Wake County will contract with qualified Consultant(s) to assist in the monitoring of disaster debris collection and disposal operations within its jurisdictional boundaries ensuring compliance with Federal (FEMA and FHWA) requirements and County debris management plans as related to Debris Removal Consultant(s) oversight, truck certification, load ticket preparation and issuing, report precreation, and project administration.

## **XVI. Scope of Work Overview**

The County is seeking the services of qualified Consultants or individuals with extensive knowledge and background in providing disaster debris management and monitoring services to include all management, supervision, labor, transportation, and equipment necessary to initiate load tickets at debris loading sites, estimate the volume of debris being delivered to the DMS(s) and disposal site(s), and support the operations of the field supervisor(s), debris loading and observation tower monitors and clerical staff. Management and monitoring services may include eligible debris generated from the public rights-of-way, private property, drainage structures, public use areas, parks, County and other eligible local government public facilities. These Disaster Debris Monitoring Services include but are not limited to:

- Coordinating daily briefings, work progress, staffing, and other key items with the County Debris Manager or his authorized representative, County, and Debris Removal Contractor.
- Scheduling work with all team members and contractors on a daily basis.
- Hiring, scheduling, and managing field staff.
- Monitoring debris removal contractor operations and making/implementing recommendations to improve debris removal and monitoring efficiency to expedite recovery work.
- Assisting the County with responding to public concerns and comments.
- Certifying contractor hauling units for debris removal and final disposal using methodology and documentation practices as provided in the most current Federal Emergency Management Agency (FEMA) Public Assistance Debris Monitoring Guide.
- Entering load tickets into a monitoring Consultant provided database application.
- Digitization of source documentation (such as load tickets).
- Developing daily operational reports to keep the County informed of work progress. Refer to Section D for reports and documentation requirements.
- Development of maps, GIS applications, etc. as necessary.
- Comprehensive review, reconciliation, and validation of debris removal contractor(s) invoices prior to submission to the County for processing.
- Assimilation of County's copies (original and loading site monitor) of load tickets, Daily Debris Loading Site Monitor Log and Daily report, DMS Monitoring Log, debris removal Contractor Truck Certification, Daily Debris

Collection Summary Spreadsheet and any other documents in support of Debris Removal and Debris Monitoring Project Worksheets.

The Debris Monitoring Consultant may also be requested to provide the following services if tasked by the County:

- Procurement assistance for debris removal contractors and other services as requested.
- Selection and permitting of Debris Management Sites (DMS(s) locations and any other permitting/regulatory issues as necessary,
- Technical support and assistance in developing public information.
- Other training and assistance as requested by the County.
- Other reports and data as may be required by the County.
- Other debris management/consulting services identified/required and tasked by the County.

If requested, the debris monitoring Consultant may be tasked to assist with post-disaster damage assessment services for support of the Preliminary Damage Assessment (PDA).

#### **XVII. Scope of Services for Debris Monitoring**

Provide debris monitors and debris monitoring services to assist Wake County with monitoring Contractors' debris removal, management and reduction activities, and disposal operations. The services are debris removal contract compliance, documentation of contractors' field and Debris Management Site(s) (DMS) activities, coordination and inspection. All debris monitoring activities are to be in compliance with FEMA 321, FEMA 322, FEMA 325, FEMA327, FEMA Recovery Policy 9500 series, event issued Disaster Specific Guidance, FHWA Emergency Relief Program, NRCS Emergency Watershed grant requirements, and local, state and federal guidelines.

#### **XVIII. Pre-Event Requirements**

Consultant will provide assistance in preparation for disasters through participation in meetings and workshops and the establishment of data management and other integrated systems. Consultant will provide at no cost to the County a half-day debris management training session that meets at a minimum the requirements for debris monitors as outlined in the most current FEMA 327Public Assistance Debris Monitoring Guide.

#### **XIX. Post –Event Requirements**

Consultant will assist with load inspections of eligible disaster debris removal being performed by one or more debris hauling and disposal contractors or County agencies.

Consultant shall supply sufficient numbers of trained monitors and field supervisors to accommodate the volume of debris to be removed at loading sites, DMS(s) and final disposal sites.

The Consultants' resources and cost should be proportional to the eligible debris required to be removed.

Consultant shall provide one field supervisor to oversee no more than ten (10) loading, DMS, or final disposal site(s) monitors. The COUNTY DEBRIS MANAGER or his authorized representative will approve the numbers of specific personnel assigned to the project by issuance of a Task Order.

Consultant shall remove and replace employees immediately upon written notice from the County, County Debris Manager or his authorized representative for conduct or actions not in keeping with this contract. Consultant's personnel are expected to be safe, courteous, and professional in the manner by which they interact with the debris removal contractors' personnel, general public and County's personnel.

## **XX. Personnel Requirements and Responsibilities**

### **A. Debris Monitoring Field Supervisor**

Consultant will provide one (1) debris monitoring field supervisor for no more than ten (10) loading site monitors. Services included, but not limited to:

1. Overseeing and supervising loading site and disposal site debris monitoring activities
2. Scheduling debris monitoring resources and deployment times
3. Coordinating daily activities and future planning
4. Communicating and coordinating with County and County Debris Manager
5. Providing suggestions and implementing improvement measures to expedite project completion
6. Identifying, addressing, and troubleshooting any questions or problems that could affect work area safety and eligibility
7. Supervising the accurate measurement of loading units' compartments and accurately computing volume capacity in cubic yards, accurately completing and assimilating all Truck Certification forms and digital photo documentation into a master logbook
8. Compiling, reconciling, and documenting daily, in electronic format, all eligible debris, by category, hauled by the debris removal contractor

**B. Debris Loading Site Monitors**

Consultant shall provide on-site street level debris monitoring at all debris removal contractor loading sites to verify eligibility based on monitoring contract's requirements and initiate debris removal documentation using load tickets.

Services shall include, but not limited to:

1. Providing trained debris monitoring personnel at designated loading sites to check and verify information on debris removal operations
2. Constant observation of the collection activities of contractors crews and equipment
3. Issuing load tickets
4. Checking the area for safety considerations such as power lines, utilities, citizen on-lookers, and maintenance of traffic as prescribed in the Manual of Uniform Traffic Control Devices (MUTCD)
5. Ensuring that the debris removal contractor crews are not comingling debris categories as trucks are loaded
6. Perform a pre-loading inspection of the area to identify potential loading issues created by utilities, document existing damage to utilities, and document damages by contractor to utilities and homeowner personal property within the ROW
7. Properly monitor and record performance and productivity of debris removal crews
8. Ensure that loads are contained properly before allowing debris loaded trucks leave the site
9. Ensure only eligible debris is loaded by the debris removal crews
10. Ensure crews remove all eligible debris from the loading site area before allowing them to move to another loading site.

**C. DMS/Tower Monitors**

Consultant shall provide debris tower and Debris Management Site (DMS) monitors to verify estimated quantities of eligible debris hauled by the debris removal contractor(s) and documented on load tickets. Services include, but not limited to:

1. Provide trained debris monitoring personnel to perform and complete required Truck Certifications forms by accurately measuring load hauling units' compartments and accurately computing volume capacity in cubic yard for all



contractor hauling units prior to the start of debris removal operations by the debris removal contractor and conducting random Re-Certification of contractors' trucks during the life of the project.

2. Completing record of contract haulers' cubic yardage and other record keeping as required by the contract or county debris project manager
3. Signing each load ticket of eligible debris presented at the DMS entrance observation tower before allowing the truck to proceed to the appropriate off-loading area within the DMS
4. Remain in regular contact with the Field Monitoring Supervisor and the DMS Field Supervisor tower field supervisor.
5. Assist the DMS Field Supervisor as needed to conduct DMS daily hazard analysis inspections with the debris removal contractor.

**D. Clerical/Data Entry Supervisor**

Consultant shall provide a clerical/data entry supervisor to coordinate data entry and information management systems. Services include but are not limited to:

1. Supervising the preparation of detailed estimates and submitting them to the County Debris Manager or his authorized representative.
2. Implementing and maintaining a disaster debris management system linking the load ticket and debris management site information, including reconciliation and photographic documentation processes
3. Providing daily, weekly, or other periodic reports for the County Debris Manager or his authorized representative noting work progress and efficiency, current/revised estimates, project completion, and other schedule forecast/updates

**E. Clerical Staff/Data Entry Clerk**

Consultant shall provide clerical staff/data entry clerk(s) as required to accurately enter load ticket information into the consultant's information management systems and to respond to specific directions from data entry supervisor.

**F. GIS Technician**

Consultant shall provide GIS mapping services in support of data entry and documenting the debris removal contractors' progress in completing the project, location origin of hazardous trees, limbs and stumps, and document off-loading locations of debris by category within DMS(s), and other mapping and geocoding as may be requested by the County Debris Manager or his authorized representative.

## **XXI. Required Documentation and Reports**

The Consultant shall provide all documentation as required to support the progress of the debris removal contractor, monitors, and the general progress of the project. The following is a list of reports; who is responsible for providing information in support of the reports and the accuracy of the reports:

### **A. Project Manager's Daily Report**

The project manager must document time in accordance with Disaster Assistance Policy (DAP) 9525.6, Project Supervision and Management and Supervision cost differ from eligible debris monitoring cost and shall be accounted for with a level of documentation sufficient to meet reasonableness of effort and cost requirements. The Project Manager will be expected to participate in the Daily Debris Operations meetings with the debris removal Contractor's project manager, County Debris Manager or his authorized representative. Daily meeting topics will include, but not limited to:

- Volumes of each debris category collected
- Number of each debris category monitor confirmed to have worked the previous day, presently working in the project area and their location
- Geographic areas where debris has been removed and the "pass" associated with work
- CONSULTANT'S overall progress in completing all Task Orders and estimated completion date
- Any CONSULTANT'S coordination issues relating to the CONTRACTOR or COUNTY Representatives
- Debris collection and DMS(s) Site Hazard Analysis/Inspection Report issues and concerns
- Damage Claims Report and confirmation of CONTRACTOR'S progress in closing out claims

A written Daily Report shall be submitted to the County Debris Manager or his authorized representative each morning prior to the meeting. Frequency of meetings may be adjusted by the COUNTY DEBRIS MANAGER. CONSULTANT's Project Manager must be available twenty-four (24) hours-day, or as required by the County Debris Manager or his authorized representative.

The Project Manager is responsible for providing a written summary report each morning prior to the required Daily Debris Operations Meeting. The report shall include but not limited to the items listed above and a copy of the following documents and reports;

### **B. Loading Monitors Field Supervisor Daily Report**

Loading Monitors' Supervisor's daily report shall be filled out each day of work by the loading site field supervisor. The report shall include but is not limited to: work time with the start, lunch time taken and ending time indicated, debris removal category monitoring, names of each monitor under your direct supervision, areas worked, and issues encountered.



C. Load Tickets

Each loading site monitor shall have adequate load tickets to support his loading crew(s) for the entire work day. Load tickets will be initiated at the loading site by the loading site monitor, given to the debris hauler transporting the debris to the DMS or County approved final disposal site, transferred to the DMS tower monitor or final disposal facility monitor for completion. The tower/facility monitor is responsible for QA/QC of the ticket and ensuring the ticket is transferred to the DMS Field Supervisor or data entry personnel. Time and expense of correcting incomplete and inaccurate load tickets initiated by the Consultant's monitors is the responsibility of the Consultant.

D. Truck Certification Forms

Truck Certification Forms shall be calculated and completed by the Consultant's Project Manager, Field Supervisors or other qualified Consultant representative in conjunction with the Debris Removal Contractors representative(s). Debris Removal Contractors shall not certify trucks, but may assist the Consultant's representative.

E. Load Site Monitor's Daily Report/ Ticket Log

The loading site monitor's daily report shall be filled out each day of work by each loading site monitor. The report shall include but is not limited to: work time with the start, lunch time taken and ending time indicated, debris removal category monitoring, name of supervisor monitor reports to, areas worked, and issues encountered. The report shall also list each unique ticket number and debris category on all load tickets initiated including voided tickets.

F. DMS Monitor's Report/Ticket Log

DMS Monitor's Daily Report shall be completed each day of work by each DMS monitor. The report shall include but is not limited to: work time with start, lunch time taken and ending time indicated, debris category monitoring, and issues encountered. A Daily Debris Tower/Site Monitoring Log similar to the one listed in FEMA 327, Appendix B; Figure B-4 that captures the same information in addition to listing the loading site monitor that initiated the load ticket may be used.

G. DMS(s) Field Supervisors Report

DMS(s) Monitors' Supervisors Daily Report shall be completed each day of work by the loading site supervisor. The report shall include but is not limited to: work time with start, lunch time taken and ending time indicated, names of each monitor under your direct supervision, DMS(s)/Final Disposal Facility under your direct supervision worked, and issues encountered. Note any DMS Site Hazard Analysis issues noted for that day's inspection of the DMS.

H. Data Entry Staff Daily Report

The Data Entry Daily Staff Report shall be completed each work day by the Data Entry/Clerical Supervisor. The report shall include but is not limited to: work time with start, lunch time taken and ending time indicated for each data entry staff person working on this project, the number of tickets entered, and number of un-reconciled tickets. The total number

of reconciled tickets shall be listed by debris category. Denote any issues regarding monitors inability to correctly initiate and complete a load ticket, missing tickets and corrected tickets

I. Debris Collection Summary Sheet

The Debris Collection Summary Sheet shall be completed each day of work by the Data Entry Supervisor and confirmed accurate by the Consultant's Project Manager.

J. GIS Daily Report

The GIS Daily Report shall be completed each work day by the supervising GIS technician each day of work. The report shall include but is not limited to: work time with start, lunch time taken and ending time indicated for each GIS staff person working on this project, the total number of hazardous trees, limbs, and stumps geocoded during the work day and a listing of maps produced for the project, any issues encounter regarding information submitted from field staff and measures taken to correct any data.

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Attachment A

*SAMPLE AGREEMENT*

NORTH CAROLINA

SERVICES AGREEMENT  
OVER \$50,000

WAKE COUNTY

THIS AGREEMENT, is made and entered into this \_\_\_ day of \_\_\_\_\_, 20\_\_ by and between Wake County, North Carolina (the "County") party of the first part; and \_\_\_\_\_ (the "Provider"), party of the second part;

WITNESSETH:

For the purpose and subject to the terms and conditions hereinafter set forth, the County hereby contracts for the services of the Provider, and the Provider agrees to provide the services to the County in accordance with the terms of this Agreement.

I. SERVICES TO BE PROVIDED

The services to be performed by the Provider shall be as follows:  
Enter Services provided or add attachment.

Provider shall not sub-contract all or any part of the services provided for in this Agreement without written approval of the County.

II. TERM

The services of the Provider shall begin on \_\_\_\_\_, 20\_\_, and shall be provided until \_\_\_\_\_, 20\_\_.

III. MAXIMUM AMOUNT PAYABLE: \_\_\_\_\_  
(\$\_\_\_\_\_)

IV. PAYMENT

Provider shall submit an invoice for services provided. The invoice shall contain Provider's name and federal tax identification number and shall be signed and dated by an officer of Provider. It shall detail all services provided in payment requests. The County will make payments to Provider upon receipt of and approval of the invoice by the contracting department.

V. RELATIONSHIP OF PARTIES

Provider is an independent contractor of the County. Provider represents that it has or will secure, at its own expense, all personnel required in performing the services under this Agreement. Such personnel shall not be employees of or have any contractual relationship with the County. All personnel engaged in work under this Agreement shall be fully qualified and shall be authorized or permitted under state and local law to perform such services. It is further agreed that the Provider will obey all State and Federal statutes, rules and regulations that are applicable to provisions of the services called herein. Neither Provider nor any employee of the Provider shall be deemed an officer, employee or agent of the County.

## VI. CANCELLATION

This Agreement may be canceled by Provider upon thirty (30) days' written notice to the County, and the County may terminate this agreement upon thirty (30) days' written notice to Provider.

## VII. INSURANCE REQUIREMENTS

The Provider shall obtain, at its sole expense, all insurance required in the following paragraphs and shall not commence work until such insurance is in effect and certification thereof has been received by Wake County's Finance Office.

Workers' Compensation Insurance, with limits for Coverage A Statutory- for State of North Carolina and Coverage B - Employers Liability \$500,000 each accident/disease each employee/disease policy limit.

Commercial General Liability - with limits no less than \$1,000,000 per occurrence and \$2,000,000 aggregate, including contractual liability.

Commercial Automobile Liability, with limits no less than \$1,000,000 per occurrence for bodily injury and property damage for any vehicle used during performance of contract services, including coverage for owned, hired, and non-owned vehicles. Evidence of commercial automobile coverage is only necessary if vehicles are used in the provision of services under this Agreement.

Professional Liability Insurance, applicable to any professional services provided under this Contract with limits of no less than \$1,000,000 per claim and \$2,000,000 aggregate.

If any coverage is on a claims-made basis, Provider agrees to maintain a retroactive date prior to or equal to the effective date of this Agreement and to purchase and maintain Supplemental Extended Reporting Period or 'tail coverage' with a minimum reporting period of not less than three (3) years if the policy expires or is cancelled or non-renewed. If coverage is replaced, the new policy must include full prior acts coverage or a retroactive date to cover the effective dates of this Agreement. Provider shall provide a Certificate of Insurance annually to Wake County indicating any claims made coverage and respective retroactive date. The duty to provide extended coverage as set forth herein survives the effective dates of this Agreement. All insurance companies must be authorized to do business in North Carolina and have an AM Best rating of "A-/VII" or better; or have reasonable equivalent financial strength to the satisfaction of the County's Finance Office. Proof of rating shall be provided to the county upon request.

Insurance with limits no less than those specified above shall be evidenced by a Certificate of Insurance issued by a duly authorized representative of the insurer. In the case of self-insurance, a letter of explanation must be provided to and approved by Wake County Risk Management.

The Provider shall be responsible for providing immediate notice of policy cancellation or non-renewal during the term of this Agreement to the Wake County Finance Office and for three years subsequent for any claims made coverage.

If Provider does not meet the insurance requirements specified above, alternate insurance coverage satisfactory to Wake County may be considered.

#### VIII. INDEMNIFICATION

Provider agrees to defend, indemnify, and hold harmless the County, for all loss, liability, claims or expense (including reasonable attorney's fees) arising from bodily injury, including death or property damage, to any person or persons caused in whole or in part by the negligence or misconduct of the Provider, except to the extent same are caused by the negligence or willful misconduct of the County. It is the intent of this section to require Provider to indemnify Wake County to the extent permitted under North Carolina law.

#### IX. NO WAIVER OF SOVEREIGN IMMUNITY

Wake County and the Provider agree that nothing in this Agreement shall be construed to mandate purchase of insurance by Wake County pursuant to N.C.G.S. 153A-435; or to be inconsistent with Wake County's "Resolution Regarding Limited Waiver of Sovereign Immunity" enacted October 6, 2003; or to in any other way waive Wake County's defense of sovereign or governmental immunity from any cause of action alleged or brought against Wake County for any reason if otherwise available as a matter of law.

#### X. NON-ASSIGNMENT

Provider shall not assign all or any portion of this Agreement, including rights to payments, to any other party without the prior written consent of the County.

#### XI. ENTIRE AGREEMENT

The parties have read this Agreement and agree to be bound by all of its terms, and further agree that it constitutes the complete and exclusive statement of the Agreement between the parties unless and until modified in writing and signed by the parties. Modifications may be evidenced by telefacsimile signatures.

#### XII. NON-APPROPRIATION

Provider recognized that Wake County is a governmental entity, and the contract validity is based upon the availability of public funding under the authority of its statutory mandate.

In the event that public funds are not available and not appropriated to purchase the services specified in this Agreement, then this Agreement shall automatically expire without penalty to Wake County and without the thirty (30) day notice requirement set forth in Section VI.

In the event of a legal change in Wake County's statutory authority, mandate, and mandated functions which adversely affects Wake County's authority to continue its obligations under this Agreement, then this Agreement shall automatically expire without penalty to Wake County and without the thirty (30) day notice requirement set forth in Section VI.

#### XIII. GOVERNING LAW

Both parties agree that this Agreement shall be governed by the laws of the State of North Carolina.

**XIV. E-VERIFY REQUIREMENTS**

To ensure compliance with the E-Verify requirements of the General Statutes of North Carolina, all contractors, including any subcontractors employed by the contract(s), by submitting a bid, proposal or any other response, or by providing any material, equipment, supplies, services, etc, attest and affirm that they are aware and in full compliance with Article 2 of Chapter 64, (NCGS 64-26(a)) relating to the E-Verify requirements.

WAKE COUNTY, NORTH CAROLINA

PROVIDER

By: \_\_\_\_\_  
Wake County Department Head

By: \_\_\_\_\_

Date: \_\_\_\_\_

Date: \_\_\_\_\_

By: \_\_\_\_\_  
Wake County Manager or Designee

\_\_\_\_\_  
\_\_\_\_\_  
Mailing Address

Date: \_\_\_\_\_

This instrument has been pre-audited in the manner required by the Local Government Budget and Fiscal Control Act.

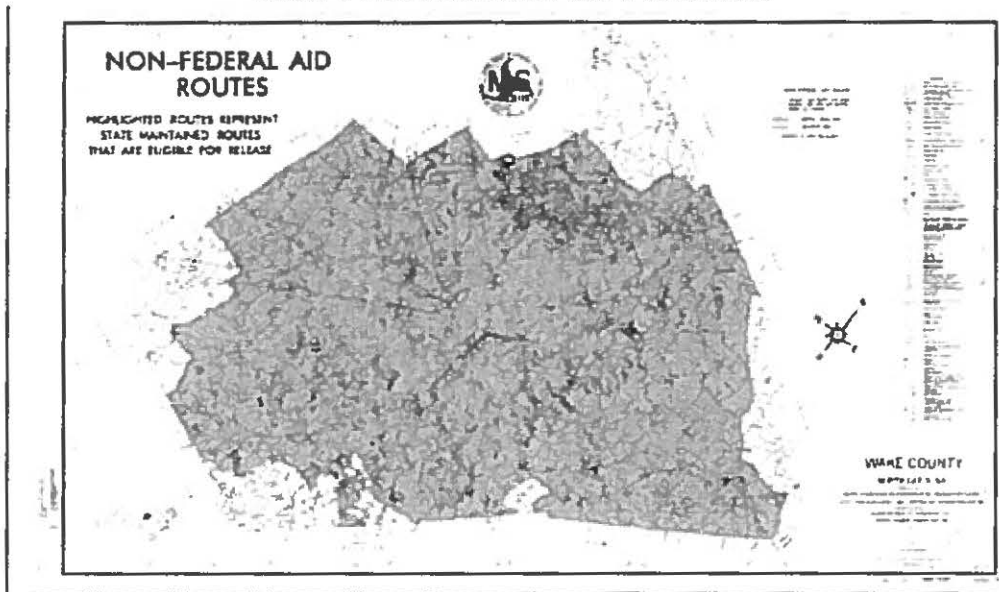
\_\_\_\_\_  
FINANCE DIRECTOR

The person responsible for monitoring the contract performance requirements is

\_\_\_\_\_  
Initials

\_\_\_\_\_  
Department Head

Appendix X  
NON-FEDERAL AID ROUTES MAP



The web link to the NCDOT NON-FEDERAL AID ROUTES map above is:

[http://dotw-xfer01.dot.state.nc.us/imgdot/DOTNonFederalAidMaps/Wake\\_Non\\_FEDAID.pdf](http://dotw-xfer01.dot.state.nc.us/imgdot/DOTNonFederalAidMaps/Wake_Non_FEDAID.pdf)



PROPOSER'S BID CERTIFICATION FORM

To Whom It May Concern:

I have carefully examined the Request for Proposal and any other documents accompanying or make a part of this Request for Proposal.

I hereby propose to perform the following prices as specified in this Request for Proposal No. 15-xxx at the rates described on SCHEDULE 1 – HOURLY EQUIPMENT AND LABOR PRICE SCHEDULE and SCHEDULE 1 – UNIT RATE PRICE SCHEDULE.

I certify that all information contained in this proposal is truthful to the best of my knowledge and belief. I further certify that I am duly authorized to submit this proposal on behalf of the firm as its act and deed and that the firm is ready, willing and able to perform if awarded the contract.

I further certify, under oath, that this proposal is made without prior understanding, agreement, connection, discussion, or collusion with any other person, firm or corporation submitting a proposal for the same product or service; no officer employee or agent of the County of Wake or any other proposer is interested in said proposal; and that the undersigned executed this Proposer's Certification with full knowledge and understanding of the matters therein contained and was duly authorized to do so.

It is distinctly understood that the Board of County Commissioners reserves the right to reject any or all proposals.

\_\_\_\_\_

NAME OF FIRM

Federal Tax ID: \_\_\_\_\_

Phone: \_\_\_\_\_

\_\_\_\_\_

AUTHORIZED SIGNATURE

Fax: \_\_\_\_\_

\_\_\_\_\_

Email: \_\_\_\_\_

NAME & TITLE, TYPED OR PRINTED

\_\_\_\_\_

MAILING ADDRESS

Subscribed and sworn to before me this \_\_\_\_\_ day of \_\_\_\_\_, 20xx

\_\_\_\_\_

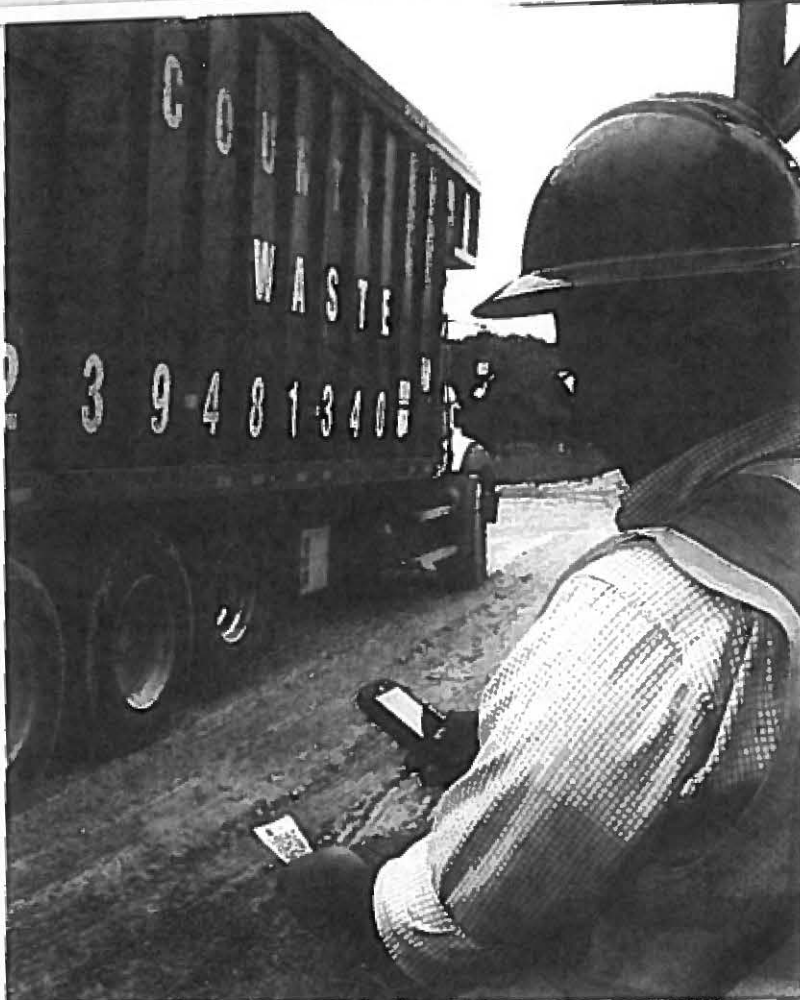
CITY, STATE, ZIP CODE

Notary Public \_\_\_\_\_

My Commission expires: \_\_\_\_\_

(SEAL)

ATTACHMENT  
B



Statement of Qualifications  
Disaster Debris  
Monitoring Services

RFQ #15-039

Wake County, North Carolina



**HDR**



May 20,  
**2015**



May 20, 2015

Wake County Finance/Procurement Services  
Wake County Justice Center, 2nd Floor, Room 2900  
301 S. McDowell Street  
Raleigh, NC 27601  
Attention: Tom Wester

**SUBJECT: Statement of Qualifications for Disaster Debris Monitoring Services**

Dear Members of the Selection Committee:

HDR Engineering of the Carolinas (HDR), along with our strategic teaming partners Thompson Consulting Services (TCS) and Tidal Basin Government Services (Tidal Basin), are pleased to provide the enclosed Statement of Qualifications (SOQ) to provide disaster debris monitoring services to Wake County and other governmental agencies. We have assembled our project team to provide Wake County with best in class disaster debris monitoring services and leading experts in the Federal Emergency Management Agency (FEMA) 325 and FEMA 327 policy implementation.

We feel that the HDR team should be strongly considered for this work for the following reasons:

- **A Local, Trusted Advisor that is Vested in Wake County:** HDR has been serving government agencies in North Carolina since 1948. Our Raleigh office includes more than 75 engineers, scientists, and other professionals. We have deep relationships with the municipalities and critical agencies (North Carolina Department of Transportation (NCDOT), North Carolina Department of Environment and Natural Resources (NCDENR), Duke Power, etc.) that may be heavily integrated in a recovery effort. Our Project Director, Jeff Murray, PE, is a solid waste management expert with a strong understanding of local solid waste management infrastructure, permitting requirements, and disposal and recycling markets.
- **Experience of Key Project Team Allows for Maximum Reimbursement:** Our key project team represents several of the foremost experts in disaster debris monitoring and FEMA policy and reimbursement. Our Project Manager, Chuck McLendon, has served as Principal in Charge and/or Project Manager for many of the largest disasters in U.S. history and has overseen more than \$2 billion in FEMA reimbursement. Jon Hoyle and Nathan Counsell of TCS are widely viewed as leading debris management experts having recently managed a massive ice storm recovery effort for the South Carolina Department of Transportation (SCDOT). Our team also includes former senior FEMA and State emergency management officials (Dan Craig – Former Director of Recovery for FEMA Headquarters and Steve Glenn – Former Deputy Chief of Operations for the North Carolina Emergency Management Agency) that could be instrumental in obtaining favorable policy reviews for the County.
- **Depth of Local Resources Ensures Service Delivery:** The collective firms on our team include nearly 10,000 infrastructure related employees. HDR employs more than 250 employees in North Carolina alone. Our project management team has sourced, trained, and managed thousands of local debris monitoring staff. We are confident in our ability to serve Wake County with a strong base of resources as well as leading technical expertise.

We sincerely appreciate the strong consideration of the County, municipalities, and other government agencies of Wake County to serve as the community's debris monitoring firm. If you have questions regarding our submittal, please feel free to contact Jeff Murray, Project Director, at (919) 232-6682 or Chuck McLendon, Project Manager, at (407) 353-0342.

Sincerely,

HDR Engineering, Inc. of the Carolinas

Jeff Murray, PE.  
Project Director

Kevin Mosteller  
Area Manager

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At HDR, we do things right to **make great things possible.**

We believe that the way we work can add meaning and value to the world. That ideas inspire positive change. That coloring outside the lines can illuminate fresh perspectives. And that small details yield important realizations. Above all, we believe that collaboration is the best way forward.

We specialize in engineering, architecture, environmental and construction services. While we are most well-known for adding beauty and structure to communities through high performance buildings and smart infrastructure, we provide much more than that. We create an unshakable foundation for progress because our multidisciplinary teams also include scientists, economists, builders, analysts, and artists.

Our employees, working in 225 locations around the world, push open the doors to what's possible each and every day. This is where great begins.

## Executive Summary

### Your Challenge

As a County government, Wake County has an obligation to its constituents to be prepared to respond to and recover from natural and man-made disasters. Part of this obligation relates to fielding the appropriate teams of qualified personnel and contractors to quickly and efficiently remove debris from public rights of way and other areas that may be deemed a threat to public health and safety. Wake County has issued this solicitation to retain a qualified firm with sufficient resources to provide debris monitoring and consulting services to the County. In addition to serving the County, the contract vehicle that results from this procurement effort will be made available to other local governmental agencies in the County (via a Cooperative Purchasing Agreement) that may be in need of debris monitoring or related consulting services.

As part of FEMA's Public Assistance (PA) Program, FEMA reimburses local governments for the federal cost share of eligible debris removal activities following a Presidentially-declared disaster. FEMA however requires that eligible applicants implement a debris monitoring program that properly documents the quantities and eligibility of debris removed from areas where the local government has a legal responsibility.

### Our Team

HDR, and our teaming partners TCS and Tidal Basin, is pleased to submit this proposal to Wake County and the County's twelve municipalities to provide disaster debris monitoring and consulting services. HDR is a local provider and has a long history of providing full service engineering and infrastructure related services to Wake County. TCS is one of the leading transportation engineering and debris monitoring firms in the Southeastern U.S., having managed a major 2014 ice storm recovery effort for SCDOT. Tidal Basin provides expertise in FEMA policy and PA Program reimbursement. Tidal Basin is led by the former Director of Recovery for FEMA Headquarters, Dan Craig, and the former Deputy Chief of Operations for the North Carolina Emergency Management Agency (NCEMA), Steve Glenn. Steve is based in Raleigh. HDR, TCS, and Tidal Basin have an established working relationship on many fronts (including general engineering and emergency management related services) and are confident in our ability to assist Wake County in preparing for debris generating events and maximizing reimbursement in their aftermath.

Our team will be led by Jeff Murray, PE as Project Director and Chuck McLendon as Project Manager. Jeff works in our Raleigh office and is an experienced solid waste management engineer. His knowledge of Wake County's solid waste management system, local knowledge of the Raleigh area, and experience with NCDENR and local disposal and recycling markets will be a



tremendous asset to the debris management effort. Jeff is also familiar to many of the solid waste department managers from the Wake County municipalities through his interaction with the South Wake Technical Advisory Committee. The HDR Raleigh office has also provided engineering services to a number of the communities in Wake County including recent projects for the City of Raleigh Solid Waste, Stormwater, and Utilities Divisions, and the Town of Cary Department of Public Works.

Chuck is an experienced program manager and debris management expert with more than 24 years of experience in the solid waste and emergency management sector. Prior to joining HDR, he was a partner with R.W. Beck, where he led the solid waste management practice in the Southeastern U.S. Chuck later served as President and COO of Beck Disaster Recovery (BDR) – the largest debris monitoring firm in the U.S. until their acquisition by Science Application International Corporation in 2009. He has been intimately involved in program management efforts for some of the largest disasters in U.S. history including Hurricane Katrina (New Orleans, LA), Hurricane Ivan (Pensacola, FL), Hurricane Ike (Galveston, TX), and the Deepwater Horizon Oil Spill (for several Gulf Coast communities).

Our senior project team will be supported by several of the leading debris management (Jon Hoyle and Nathan Couns TCS) and FEMA/NCEMA reimbursement experts (Dan Cr and Steve Glenn of Tidal Basin) in the nation. Our team has an established working relationship, having served together as part of the senior management team and/or Board of Directors at BDR. Our senior project team are experienced credentialed program management professionals with a high degree of expertise in FEMA policy, solid waste management program management, contract management, budgeting/scheduling/cost controls, and other functions critical to a monitoring operation. Our expertise and professionalism result in a well organized, efficient, transparent, and financially responsible debris removal process for Wake County and its local government agencies. We feel strongly that the depth of our senior project team will provide strong bench strength to service not only the County but any of the municipalities that elect to cooperatively purchase from the County's debris monitoring contract.

We look forward to serving the County and municipalities in a way that we can following an emergency event. We sincerely hope that you will find our proposal responsive and of great value to the Wake County community.



## Company Information

HDR Engineering, Inc. of the Carolinas  
3733 National Drive, Suite 207  
Raleigh, NC 27612-4845  
Phone: (919) 232-6600 | Fax: (919) 785-1187  
Jeffrey.Murray@hdrinc.com | [hdr.nc.com](http://hdr.nc.com)

### Type of Consultant

HDR Engineering, Inc. of the Carolinas is a corporation. Our signatories are listed in the table below.

NAME	OFFICER TITLE	LOCATION	BUSINESS TITLE
Eric Keen	President	Omaha, NE	President
Paul Bowdon	Sr. Vice President	Tampa, FL	Regional Director
Glen Elmers	Sr. Vice President	Raleigh, NC	W+NR East Region Director
Edwin Luttrell	Sr. Vice President	Charlotte, NC	Natl Bus Dir Hydro/Dept Mgr
Roger Moody	Sr. Vice President	Charlotte, NC	Transpo Bus Grp Manager
Lewis Masteller	Sr. Vice President	Charlotte, NC	Area Manager
Bruce Grenoble	Vice President	Charlotte, NC	SE Regional Manager
Jonathan Henderson	Vice President	Raleigh, NC	Managing Principal

### Year Established

HDR, Inc. was established in Omaha, Nebraska in 1917. The North Carolina office was established in 1948. Former names include HDR Engineering, Inc. of North Carolina; HDR Infrastructure, Inc. of North Carolina; Henningson, Durham & Richardson, Inc. of North Carolina; and B.O. Vannort Engineers, Inc.

### Primary Contact

Jeff Murray, Project Director  
3733 National Drive, Suite 207  
Raleigh, NC 27612-4845  
(919) 232-6600 | Jeffrey.Murray@hdrinc.com

### Financial Stability

As an employee-owned firm, our assets are managed and invested with exceptional care. We have established strong risk controls and are committed to managing our company with an eye toward long-term financial health and stability. This commitment has enabled us to thrive for nearly 100 years in every economic environment and allows us to be a reliable partner for our clients.

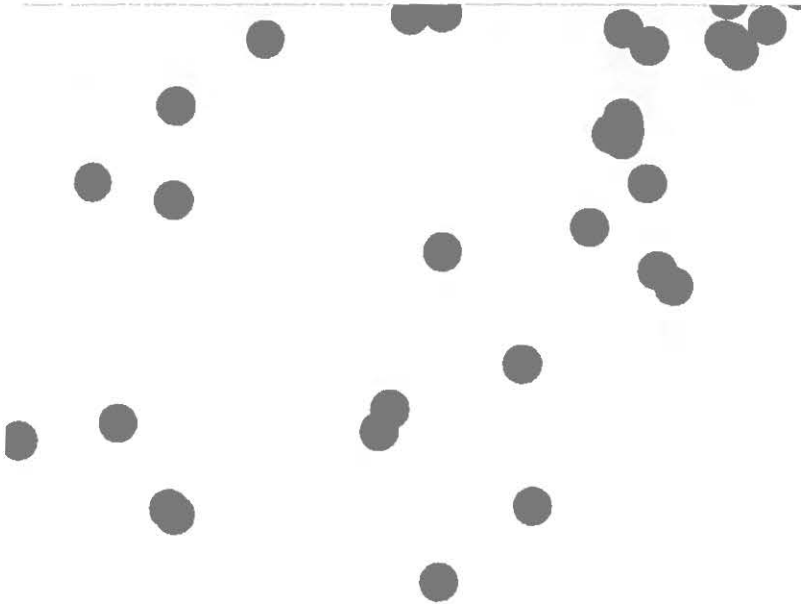
Our financial statements are prepared and audited annually by Ernst & Young LLC, including a Federal Acquisition Regulation audit. We are financially sound with gross revenues in excess of more than \$1.89 billion (2014) and a strong balance sheet with stockholders' equity in excess of \$1.24 billion (2014).

Due to proposal page restrictions, we are not able to submit the full financial statements. Full reports are available upon request.









Our team lives here and works here. We recognize the importance of **adding value to our local community by solving tough challenges and inspiring positive change.** We have been providing services in North Carolina since 1948 and have built solid working relationships with the majority of state agencies.

Our North Carolina area offices.

## Project Understanding

Wake County is located in central North Carolina and includes a population of approximately 1 million residents. The County consists of 857 square miles of area and 300,000 parcels of land. Wake County includes the municipalities of Apex, Cary, Fuquay-Varina, Garner, Holly Springs, Knightdale, Morrisville, Raleigh, Rolesville, Wake Forest, Wendell, and Zebulon.

Wake County has issued a Request for Qualifications (RFQ) to retain a firm with expertise in disaster debris monitoring in order to fulfill requirements of FEMA following a Presidentially-declared disaster event. It is the County's intent to make this contract available to the twelve incorporated municipalities and other County governmental agencies within Wake County for cooperative purchasing should they so desire.

We understand that, first and foremost, Wake County and its municipalities need a firm to protect their financial interests by implementing a debris monitoring program that will document the quantities and eligibility of debris removed from Wake County right-of-way (ROW) and other assigned areas. In addition, Wake County and its municipalities need a firm that can assist them in preparing for and responding to a disaster debris recovery effort in an orderly and efficient manner. We also understand that coordination amongst the local jurisdictions and with NCDOT and NCDENR will be an important element of this project. Our team is in a strong position to seamlessly assist with multi-jurisdictional coordination efforts given our strong local presence and working relationships with both NCDOT and NCDENR. Professionals from the HDR Raleigh office have also completed

numerous highway improvement projects, bridge and rail line inspections and designs, and studies for NCDOT, and have a solid rapport with the state and local department leaders. Our solid waste management teams in Raleigh and Charlotte have worked successfully with NCDENR officials for the permitting and compliance of various solid waste facilities across the state for more than 40 years.

We feel strongly that our location in Wake County and veteran leadership team can provide Wake County and its municipalities with the service and responsiveness you are looking for. We have a vested interest in being a part of Wake County's disaster recovery efforts.

## Time-Based Technical Approach

Our approach to debris monitoring is a multi-step process that has been refined through our staff's many years of field experience. Our objective is simple – to maximize the non-local (federal and state) cost share to Wake County and its municipalities for disaster debris management recovery expenses. We thoroughly understand the reimbursement process and the detailed audit process that the County will ultimately be subjected to. The sections that follow provide details on the specific recovery phases and tasks that we will deploy in order to achieve an efficient and cost effective debris management program for Wake County.

The timeline on the following page identifies several critical stages of the preparedness, response, recovery, and close-out process and specific activities that will take place during each stage.

## Times of Normalcy

- Announce training with Wake County municipalities and other contractors
- Update debris management plan
- Review MSDs etc. with NDDOT staff
- Review contracts, DMS files, etc.
- Assess DMS

## 48 Hours Prior

- Hold site debris conference with local County
- Evaluate existing and additional debris removal based on projections
- Prepare plans and forms for extended permit applications
- Verify ACMS technology ready for deployment

## 0-24 Hours After

- Initiate emergency plan activation
- Initiate damage assessment (debris quantities, etc.)
- Confirm permitting status of DMS locations
- Mobilize additional staff as necessary
- Prepare ACMS technology for deployment
- Begin recruitment of debris monitors and administrative staff
- Deploying staff to field on for debris disaster operations
- Hold site debris morning meeting (one day) involving both County monitors, hauler and data and debris staff
- Set up for daily debris pickups on days 2-4

## 72-96 Hours After

- Truck certification completed
- Begin load of ACMS collection

## 2+ Weeks After

- Assess equipment levels based on debris recovered (MMS)
- Initiate safety programs as necessary
- Assess health and safety program
- Assess recovery program effectiveness
- Meet with County Finance Department on recovering the investment
- Respond to and close out permit recommendations and contractor invoices

## Preparedness

### 72 Hours Prior

- ACMS begins initial monitoring of events
- Verify internal processes and resources
- Contact County to discuss proposed ACMS
- Establish initial deployment strategy

### 24 Hours Prior

- Assign project manager + senior staff
- Prepare plans for recovery training of field monitors
- Review debris management plan
- Mobilize County DMS and other ACMS technology based regionally (countywide)
- Assign field monitors (staff and contractor)
- Initiate emergency plan activation
- Establish emergency plan activation

## Impact

## Response

### 24-48 Hours After

- Continue damage assessment (post activation)
- Document debris haul
- Begin truck permit pickup (City/DC)
- Prepare ACMS equipment for deployment
- Prepare ACMS and DMS assessment (MMS) data

### 48-72 Hours After

- Begin debris truck permit pickup
- Continue monitoring of events
- Prepare ACMS Assessment data samples (MMS) for collection
- Begin emergency plan activation (MMS)
- Review ACMS and DMS (MMS) data

## Recovery

### 1 Week After

- Continue volume of ACMS collection
- Monitor DMS collection and equipment conditions
- Assess need for additional resources (staff)
- Assess recovery strategy components
- Maintain daily briefings with debris reporting
- Monitor truck monitoring staff as necessary
- Document damages to private property

## Close-Out

### Conclusion of Debris Hauling

- Document conditions and DMS locations for closure
- Complete financial reconciliation of contractor invoices
- Prepare data exports for State FEMA reconciliation
- Assist with Requests for Additional Information from State FEMA
- Provide audit and appeal support as necessary

## Annual Training and Preparedness Efforts

On an annual basis, our team will provide a half day training workshop to County and municipal staff. The training will focus on 1) refreshing staff on FEMA debris eligibility requirements and procedures, and 2) providing updates on any new FEMA policies or guidance. We will also review the County's disaster debris management plan and pre-event contracts to identify deficiencies. Most importantly, our training will focus on real-life best practices and mistakes (things to avoid) made by other jurisdictions.

As specified in the RFQ, we are prepared to assist the County with work to procure one or more qualified debris management contractors. Our Project Manager has assisted dozens of communities with their debris contractor procurement efforts.

## Public Information Reporting and Awareness

HDR excels at working with local governments to educate their elected officials and citizenry in preparing for or responding to a disaster event. We will work with the County to prepare public education notices and prepare press releases on proper set-out procedures for debris. We will also produce daily reports that can be utilized to clearly communicate progress in the recovery effort to elected officials and the general public.

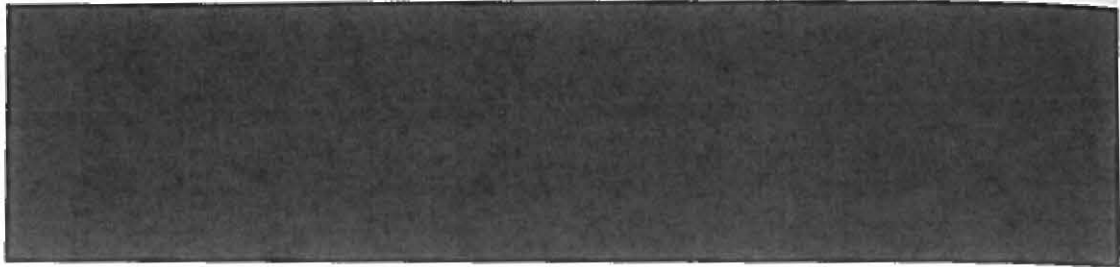
## Debris Monitor Recruitment and Training

Our team understands the importance of utilizing the local Wake County workforce as part of the recovery effort. We will make every effort to hire debris monitor staff from Wake County. We will utilize a variety of sources including print, radio, and internet (social media) sources to recruit local staff. We also anticipate that given our large staff presence in Wake County, we will be able to source quality staff through our own internal contacts (this is by far the best method to recruiting to ensure quality staff). Prospective candidates will be asked to report to an HDR office or another specified location to apply for debris monitoring positions.

Once individuals have provided the necessary employment documentation and they have been deemed qualified to serve as a debris monitor, they will receive training on the roles and responsibilities of a debris monitor. Specific elements of our training program will include:

- FEMA eligibility guidelines for disaster debris (FEMA 325 and FEMA 327)
- Authorized roadways (non Federal Highway Administration (FHWA)) for County debris operations
- Safety considerations for debris monitoring operations.





## Health and Safety

HDR takes the health and safety of our personnel very seriously as evident by our industry leading below average Enterprise Risk Management score. We will provide appropriate safety vests (that must be worn at all times) and requirements for the proper attire and identification that our employees will wear in order to protect them and present an appropriate image in the community. We will advise our employees on possible threats to their health and safety (traffic hazards, dehydration, insect bites, trip and fall, etc.) and best practices to prevent or minimize those hazards. We will also conduct periodic safety taigate talks regarding safety issues of particular concern.

## Emergency Push Operations

We are prepared to assist Wake County with emergency roadway clearance activities in the immediate aftermath of the event. This activity will include helping the County to identify blocked roads as well as maintaining time and material logs for push equipment (e.g., loaders, chain saw workers, etc). Particularly, if contractor crews are used for debris clearance activities, it is critical that push equipment is certified and logs are kept of labor and equipment time in service and location utilized.

## Damage Assessment/Debris Estimate Methodology

Utilizing our experienced disaster recovery personnel and our strong local presence of engineers, HDR is uniquely prepared to assist Wake County with the damage assessment process. Our methodology for estimating for the quantities of debris generated by a disaster is built on two primary methods: 1) utilizing debris estimating models created by the U.S. Army Corps of Engineers (USACE) and 2) most importantly, drive-by visual surveys of our experienced personnel to determine the approximate geographic scope of the disaster and the relative damage on a per property level. Quite simply, there is no better method of debris estimation other than drive-by surveys by experienced personnel and collaboration amongst those individuals to agree on an approximate range of damage (typically in cubic yards).

## Truck Certification

Our team will assist Wake County and its debris contractor(s) in identifying an appropriately sized staging area for debris contractor trucks to gather for the truck certification process to begin. As part of the truck certification process, the cubic yardage capacity of the storage area of a truck or trailer is measured. This calculation establishes the baseline by which load calls (percentage full) are made by tower monitors to determine the quantity of debris that a particular debris crew will be paid for each load that they collect. In addition to truck measurements, photographs are taken of the truck/trailer exterior, the inside of the truck or trailer cavity, and of the driver. Each hauling unit receives a placard with a unique identification number as well as the capacity of the hauling unit.

We understand the critical importance of the truck certification process and as such, will make certain that volume calculations are checked for accuracy.

## Debris Management Site Identification and Permitting

HDR understands that debris management sites (DMS) are often times challenging to identify in metropolitan areas. We are prepared to assist Wake County and/or its contracted debris haulers to identify potential undeveloped parcels via GIS analysis. We can establish criteria for DMS parcels and shortlist potential public or private properties. Site inspections can then be performed to determine if sites can be permitted and their suitability for debris management operations.

HDR also has a strong relationship with the NCDENR and can assist the County or debris hauler in permitting debris sites and maintaining the documentation required to fulfill the permit requirements.

## Right-of-Way Monitoring

After monitors have been trained, trucks have been certified, and debris management sites have been identified and prepared to receive debris, HDR will work with the County and debris hauler to commence ROW debris removal operations. Debris monitors will sign in and sign out each day at an HDR specified location (either an office or temporary construction trailer).

Debris monitors will be assigned to a crew (a crew typically includes anywhere from 1 to 3 trucks that are working together in a defined geographic area that a monitor can functionally observe). Field supervisors will also be deployed at roughly a 1:10 ratio of field monitors in order to coordinate activities of the debris monitor, maintain our culture of safety, and resolve any issues that may occur in the field.

Tailgate safety talks will be performed on a periodic basis to remind monitors of safety issues of particular concern. We intend to maintain communication with monitors by either radio or cell coverage when available.

If debris volumes warrant, we will utilize automated debris management system (ADMS) technology to record debris ROW and hazardous tree collection locations, truck and monitor numbers, date and time of collection, and other critical data. Modern ADMS systems have been proven to increase the efficiency of debris monitoring by reducing data entry efforts. HDR will also develop and maintain GIS based maps that report on first pass, second pass, incident sites, and other critical geo-spatial data.

## Daily Briefings and Reporting

During times of crisis, communication often breaks down. It is critical that the debris management team serving Wake County and its municipalities communicate effectively and clearly on overall mission, daily mission, progress being made, areas for improvement, and any areas of particular concern. The County has specified a number of daily reports in its RFQ and HDR is prepared to meet those requirements.

For the first week of debris removal operations, we recommend twice daily (morning and evening) briefings between the local government agency (County/City), debris contractor(s), and debris monitor personnel. It is often beneficial to include

State, FEMA, USACE, and/or other regulatory agency staff as necessary. At the County's request, HDR will produce a daily agenda and record minutes and action items from the meeting. The Project Manager is prepared to facilitate the meeting on a daily basis as necessary. As the recovery effort rolls on and operations become normalized, meetings are typically cut to once per day.

## Leaner, Hanger, Stump (LHS) Monitoring

Hazardous tree programs can be complex and are often the most likely element of a debris management effort to receive deobligations from FEMA. This is because extensive documentation is required to document hazardous tree programs (including multiple photographs per cut which create data storage challenges). FEMA has specified tight eligibility guidelines for leaners, hangers, and stumps and most LHS programs result in subsequent field audits by State and FEMA staff.

Improvements have been made to LHS monitoring programs as a result of ADMS technology. Using ADMS handhelds, HDR will collect necessary hazardous tree field documentation in real time. From the field data collection effort, a database will be created that allows for rapid contractor invoice reconciliation and auditing as necessary.

## Debris Management Site Monitoring

Our team is prepared to assist the County and its contractor(s) in assessing (identifying and permitting additional sites if necessary), and operating selected DMS locations. This will include making sure that sites are properly established with appropriate truck queuing capacity, towers, lighting, restrooms, etc. We will also photo-document the site periodically during the course of the project.

**Staffing:** Typically, two DMS monitors per tower are adequate. Sites that have particularly high volume (near the beginning of the job) and/or low volume (near the end of the job when few trucks are running) may require more or less tower monitors.

**Permitting and Regulatory:** HDR has a long history of permitting solid waste management sites in North Carolina. We will assist the debris contractor and the County in providing the proper documentation to NCDENR to rapidly permit temporary debris sites, if necessary.

**Documentation:** Since it is our intent to utilize an ADMS system, paper documentation will be minimal. Load calls will be documented in our electronic ADMS system. We will maintain





a disposal monitor log at the tower that maintains a written record of each load that passes by the tower (including date, time, truck number, capacity, load call, etc.). Paper logs remain important in the rare event of an electronic data loss.

### Residential Drop-Off Site Support

Residential drop-off sites are often good alternatives for those residents that have self-haul capability and want to handle debris hauling on their own. Drop-off sites are often located on smaller parcels (compared to contractor managed DMS locations) and may include a small loader to keep debris pushed up after unloading by residents. There are several important elements to residential drop-off sites including traffic control and documenting that only residential customers are bringing material to the site. Our team is prepared to provide the necessary staffing and support to Wake County to manage any residential drop-off sites that the County or its municipalities choose to open.

### Specialty Operations

In extreme cases, debris removal programs beyond the standard ROW may be required. We are prepared to assist Wake County in making the legal argument for the importance of these programs and obtaining FEMA authorization for these specialty programs.

**Private Property Debris Removal (PPDR):** In the interest of public health and safety, it may be in the County's interest to implement private property debris removal programs. We can assist the County in making the legal argument as well as gathering the necessary legal documentation (right of entry agreements, etc.) to support these programs.

**Demolition:** A more extreme version of PPDR, HDR can assist Wake County in implementing demolition programs including the necessary legal, environmental, and utility work involved in administering these programs. We can assist the County with asbestos and/or hazardous material testing as well as coordinating with local utilities for utility disconnects.

**Waterway Debris Removal:** Disasters can often result in underwater hazards to navigation and/or clogged drainage ways. We can assist Wake County and its municipalities in working with appropriate funding agencies (National Resources

Conservation Services (NRCS), FEMA, etc.) to determine programmatic eligibility and administer these programs.

### Data Management and Contractor Invoice Reconciliation

Debris monitoring operations generate large volumes of data that is necessary to support state and federal reimbursement. From Day 1 following a disaster, a program must be established and maintained to record, compile, digitize, and store critical data (permits, contracts, email communication from State and FEMA staff, etc.).

Perhaps the most important part of a debris monitoring operation is contractor invoice reconciliation. We will provide the County's debris contractor with a specified format for each invoice file (that are typically large data set files documenting each load hauled during a specified period of dates). The contractor's invoice will then be compared against our ADMS records to either approve or reject each load (due to discrepancies that will not pass audit). Any discrepancies that are identified will be provided to the contractor for correction and re-submittal. Once all discrepancies have been cleared, the contractor submits an invoice with associated back-up that is reviewed again and approved by HDR. HDR will then issue a payment recommendation letter to the County.

### Close-Out and Appeals Support

The conclusion of debris hauling operations and final approval of invoices is by no means the end of a debris removal mission. It often takes FEMA several years to close-out a disaster event and that often requires a significant amount of communication between state and FEMA auditors to provide them with necessary documentation, respond to inquiries, etc.

In some cases, FEMA may deny reimbursement under which case an appeal may be warranted. Our team – including Dan Craig and Steve Glenn of Tidal Basin – is prepared to assist the County with any appeals for reimbursement that may occur.



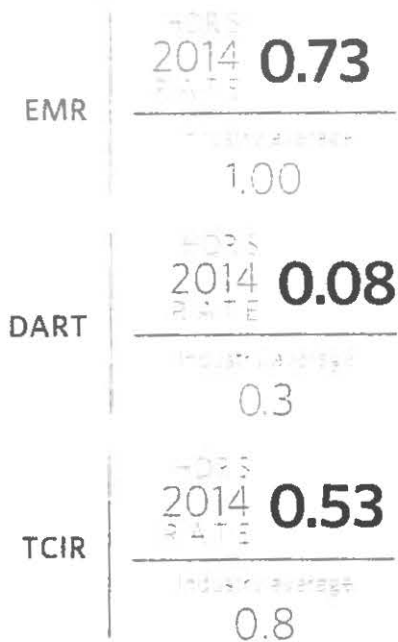
As an employee-owned company, nothing is more important to us than health and safety of our employees and partners. This is reflected in how we live and work in offices and on projects across the globe. Safety is an embedded part of our culture and a consistent emphasis on every project. Our goal is always that everyone associated with our projects goes home safe.

We support and grow our safety culture through a comprehensive health and safety program that has received national recognition for excellence. This program includes extensive mandatory safety training for all employees and is supported by a team of certified safety professionals. Our safety professionals help project teams navigate the sometimes complex web of local and national health and safety regulations.

We understand that no project is the same and develop custom-fit safety plans to address each project's unique needs. Our safety approach focuses on client requirements, avoids accidents that could result in unplanned delays, and reduces client's overall project risk.

### Safety Matters

We care about our people, and we're dedicated to keeping them safe. Our low safety rates and certification by third-party review programs show we're serious about safety:



Our internal Debris Monitoring Health and Safety Plan and our internal Debris Monitoring Training Program are included under separate cover with this submission.



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The strength of our team is in the experience and expertise of our senior project team members. The section below provides a summary table highlighting our team's experience with some of the largest debris removal missions in U.S. history followed by detailed project descriptions for several of our more high profile projects. Our collective staff experience reflected below has been gained while working at HDR as well as other leading industry firms.

We have been intimately involved in helping state and local government agencies recover from catastrophic natural disasters for many decades, however, our team's experience in the last ten years leads the industry. Our team has been routinely hired by "ground zero communities" because they require the expertise of the leading staff in the industry.

### HDR TEAM EXPERIENCE

#### HURRICANE CHARLEY - 2004

LOCATION	DEBRIS VOLUME	DEBRIS TYPE	DEBRIS TYPE	DEBRIS TYPE	DEBRIS TYPE	DEBRIS TYPE	DEBRIS TYPE	DEBRIS TYPE
Orlando, FL	1,000,000	✓	✓	✓	✓	✓	✓	✓
Polk County, FL	5000		✓					

#### HURRICANE FRANCES - 2004

Orlando, FL	250,000	✓	✓	✓	✓	✓	✓	✓
Boca Raton, FL	175,000	✓	✓	✓	✓	✓	✓	✓

#### HURRICANE IVAN - 2004

Escambia County, FL	6,000,000	✓	✓	✓	✓	✓	✓	✓
Pensacola, FL	1,250,000	✓	✓	✓	✓	✓	✓	✓
Ocala County, FL	250,000	✓	✓	✓	✓	✓	✓	✓
Florida Dept. of Transportation - District 3	400,000	✓	✓	✓	✓	✓	✓	✓

#### HURRICANE JEANNE - 2004

Orlando, FL	200,000	✓	✓	✓	✓	✓	✓	✓
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#### HURRICANE DENNIS - 2005

Santa Rosa County, FL	1,750,000	✓	✓	✓	✓	✓	✓	✓
Escambia County, FL	1,100,000	✓	✓	✓	✓	✓	✓	✓
City of Pensacola, FL	345,000	✓	✓	✓	✓	✓	✓	✓

#### HURRICANE KATRINA - 2005

USACE	7,000,000	✓	✓	✓	✓	✓	✓	✓
Miami Dade County, FL	2,250,000	✓	✓	✓	✓	✓	✓	✓
Miami, FL	300,000	✓	✓	✓	✓	✓	✓	✓
Plantation, FL	425,000	✓	✓	✓	✓	✓	✓	✓
Ft. Lauderdale, FL	400,000	✓	✓	✓	✓	✓	✓	✓
Hollywood, FL	355,000	✓	✓	✓	✓	✓	✓	✓
Cooper City, FL	80,000	✓	✓	✓	✓	✓	✓	✓
New Orleans, LA	150,000	✓	✓	✓	✓	✓	✓	✓
Gulfport, MS	2,500,000	✓	✓	✓	✓	✓	✓	✓
Harrison County, MS	1,750,000	✓	✓	✓	✓	✓	✓	✓

## HDR TEAM EXPERIENCE

PROJECT NAME	PROJECT VALUE	START DATE	END DATE	STATUS	PROJECT VALUE	PROJECT DURATION	PROJECT LEAD
<b>HURRICANE WILMA - 2005</b>							
Ft. Lauderdale, FL	900,000	✓	✓	✓	\$2M	6 MO	McLendon
Plantation, FL	800,000	✓	✓	✓	\$1.75M	6 MO	McLendon
Hollywood, FL	600,000	✓	✓	✓	\$1.4M	6 MO	McLendon
Cooper City, FL	125,000	✓	✓	✓	\$250K	6 MO	McLendon
Lauderdale Lakes, FL	40,000	✓	✓	✓	\$150K	6 MO	McLendon
Pembroke Pines, FL	925,000	✓	✓	✓	\$2.5M	6 MO	McLendon
Miramar, FL	750,000	✓	✓	✓	\$2M	6 MO	McLendon
<b>GROUND HOG DAY - TORNADOES - 2007</b>							
Lake County, FL	125,000	✓	✓	✓	\$500K	3 MO	McLendon
Volusia County, FL	100,000	✓	✓	✓	\$500K	3 MO	McLendon
<b>HURRICANE GUSTAV - 2008</b>							
Plaquemines Parish, LA	350,000	✓	✓	✓	\$1M	6 MO	McLendon
<b>TROPICAL STORM FAY - 2008</b>							
St. Johns County, FL	25,000	✓	✓	✓	<\$100K	1 MO	McLendon
Leon County, FL	15,000	✓	✓	✓	<\$100K	1 MO	McLendon
<b>HURRICANE IKE - 2008</b>							
Galveston, TX	3,000,000	✓	✓	✓	\$6M	2 YR	McLendon
Galveston County, TX	4,000,000	✓	✓	✓	\$8M	2 YR	McLendon, Ni Counsell
<b>HURRICANE IRENE - 2011</b>							
Dare County, NC	140,000	✓	✓	✓	\$400K	4 MO	McLendon
VA Dept. of Transportation	125,000	✓	✓	✓	\$500K	4 MO	McLendon, Johnson, Roy
<b>HURRICANE ISAAC - 2012</b>							
Jefferson Parish, LA	260,000	✓	✓	✓	\$1.25M	4 MO	McLendon
<b>APRIL 29 FLOODING EVENT - 2014</b>							
Escambia County, FL	8,000	✓	✓	✓	<\$100K	1 MO	McLendon
<b>SEVERE WINTER STORM PAX - 2014</b>							
South Carolina DOT	750,000	✓	✓	✓	\$8M	1 YR	Hoyle, Counsell, Brooks
Aiken County, SC	900,000	✓	✓	✓	\$1.5M	6 MO	Hoyle, Counsell
<b>HURRICANE SANDY - 2012</b>							
Town of Babylon, NY	100,000	✓	✓	✓	\$300K	4 MO	Hoyle, Counsell
<b>TORNADOES - 2011</b>							
Calhoun County, AL	350,000	✓	✓	✓	\$700K	6 MO	Hoyle, Counsell

Projects shown represent the collective experience of HDR team personnel and may have been performed while working for other firms.

## Project Experience

### 1. Wake County Projects

HDR has assisted the Wake County Solid Waste Management Division on a variety of projects for more than ten years. The work has included feasibility studies for waste to energy and organics diversion, landfill airspace and soil management analysis, design review, owner's representative for landfill construction, environmental compliance monitoring, and permitting and design for the East Wake landfill capping system repair, development of conceptual improvements to a convenience center, and erosion and sediment control permitting with NCDENR. Jeff Murray has served as the Client Manager and Project Manager for many of these assigned tasks since joining HDR in 2013.

### 2. City of Galveston, Texas | Hurricane Ike

On September 13, 2008, the City of Galveston was struck with the high winds and catastrophic storm surge of Hurricane Ike. Despite the City's 17 foot tall seawall that faces the Gulf of Mexico, storm surge and waves eclipsed the top of the wall. Because Galveston is a relatively thin barrier island, much of the island was flooded by gulf or bay-side storm surge.

Project Manager, Chuck McLendon, served as the Principal in Charge and Project Manager for the debris management recovery effort. Chuck assisted with a number of critical functions including:

- Certifying, documenting, and program managing an emergency push operation that included the removal of large quantities of beach sand
- Conducting an island-wide damage assessment and calculating costs projections
- Implementing a ROW collection program for eligible debris that collected over 3 million cubic yards
- Overseeing a hazardous tree removal and collection program
- Facilitating daily meetings with FEMA, State of Texas, and other relevant parties on the recovery effort
- Implementing a household hazardous waste and white goods collection program
- Monitoring an abandoned vehicle removal program with the Galveston Police Department resulting from hundreds of vehicles left by cruise ship passengers at the Port of Galveston cruise ship terminal
- Assisting the City and debris contractors to secure lease agreements for two debris management sites on the island

On the basis of economic recovery, Chuck McLendon was also able to assist the City in preparing a legal argument to allow the City to provide ROW collection to small commercial businesses in the downtown area of Galveston. Debris removal from commercial businesses is typically not eligible for FEMA funding.

Chuck further assisted with the long-term reimbursement process in responding to data calls and questions from FEMA and State representatives.

### 3. Municipalities of Broward County, Florida | Hurricane Wilma

Broward County, Florida is a large metropolitan county located in Southeast Florida. The County population includes more than 1.7 million people – nearly all of which reside in incorporated cities. On October 24, 2005, Broward County was struck by the high winds of Hurricane Wilma. Rather than a traditional east to west approach, Hurricane Wilma struck the County from the west (across the Peninsula of Florida). There was discussion that the storm actually gained strength as it raced across the Florida Everglades – striking Dade, Broward, and Palm Beach counties.

While President and COO of BDR, Chuck served as the Principal in Charge for the debris management effort for eight of Broward County's largest cities including Ft. Lauderdale, Hollywood, Pembroke Pines, Miramar, Plantation, Cooper City, Tamarac, and Lauderdale Lakes as well as the City of Boca Raton in Palm Beach County. He deployed debris monitoring teams to each of the cities and provided general oversight of all BDR operations in Broward County. Debris monitoring operations included ROW collection, debris management site oversight, hazardous tree removal, and waterways debris removal. Chuck's Broward County team oversaw nearly 4 million cubic yards of debris removal, processing, and disposal/recycling.

As a result of BDR's strong performance for the municipalities of Broward County, BDR was subsequently awarded the pre-position debris monitoring contract with Broward County (the scope of which would include ROW collection for the unincorporated County and DMS site monitoring for several County-operated debris management sites).

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#### **4. Santa Rosa County, Florida | Hurricane Dennis**

Hurricane Dennis made a direct hit in Santa Rosa County between Pensacola Beach and Navarre Beach on July 10, 2005. It was an early season storm and caused widespread wind related damages. Luckily, the County did not suffer the coastal flooding of homes from storm surge as it did with Hurricane Ivan.

Having grown up in Santa Rosa County, Project Manager Chuck McLendon offered assistance to the County to provide disaster debris monitoring services. The County had recently recovered from Hurricane Ivan (2004) only to be hit again approximately one year later. The County used internal staff to monitor the 2004 debris removal effort and had some concerns about performing the critical function again for Hurricane Dennis given their limited staffing.

Chuck provided assistance to the County in establishing the necessary debris monitoring program management infrastructure. He helped to rapidly begin the permitting process for debris management sites and quickly built a team to begin truck certifications. More than 100 local staff were hired to conduct the debris monitoring process in the County.

Based on feedback from County staff, the efforts led by Chuck resulted in 100 percent reimbursement with very few questions raised during the audit and close-out period. He has continued to provide emergency management and environmental related services to Santa Rosa since this event.

Jon Hoyle and Nathan Counsell of TCS were part of Chuck's project management team in supporting Santa Rosa County on this debris removal mission.

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#### **5. Escambia County, City of Pensacola, and FDOT District 3 | Hurricanes Ivan and Dennis**

Hurricane Ivan made landfall as a Category 3 hurricane just west of Pensacola, Florida in August, 2004. Ivan produced a catastrophic storm surge that flooded and destroyed hundreds of homes and created more than ten million cubic yards of debris across the Florida Panhandle and South Alabama. Approximately one year later, Hurricane Dennis made landfall in the Florida Panhandle – prior to the completion of Hurricane Ivan recovery efforts.

A native of the Pensacola, FL area, Chuck McLendon served as Principal in Charge and Project Manager for Escambia County, the City of Pensacola, and Florida DOT District 3 for the Hurricane Ivan and Dennis recovery efforts. He and his support team were on the ground and working with each of these clients within hours of the event passing.

The debris removal mission for Hurricane Ivan in particular was massive – with the County alone using as many as 5 debris removal contractors (assigned to specific zones) and more than five major debris management sites. As many as 600 debris monitors were deployed on a daily basis for County operations.

One of the more challenging elements of the work for Escambia County was cleaning the beaches of Pensacola Beach and Perdido Key. Chuck helped to organize and administer a private property right of entry program that removed excess sand from within beach front homes and properties and placed the sand back on the beach for screening. Roughly 20 miles of beach on Pensacola Beach and Perdido Key were sifted, screened, and shaped in order to ensure that the beaches – the economic lifeblood of the Florida Panhandle – could be safely reopened.

Chuck also oversaw the establishment and operations of a private property right of entry program for hazardous trees on private property as well as a waterways debris removal program. Jon Hoyle and Nathan Counsell of TCS worked with Chuck during the Hurricane Ivan recovery effort and were instrumental in the recovery effort.



## 6. Dare County, North Carolina (and municipalities) | Hurricane Irene

Project Manager Chuck McLendon served as Principal in Charge and Project Manager for debris monitoring efforts on behalf of Dare County, North Carolina in response to Hurricane Irene. Chuck oversaw debris monitoring efforts for the County as well as several communities in the County including Kitty Hawk, Kill Devil Hills, Southern Shores, Duck, and Manteo. A significant portion of the debris that was generated in the County resulted from bay-side storm surge.

## 7. Jefferson Parish, Louisiana | Hurricane Isaac

Hurricane Isaac made landfall just west of the Mississippi River in Jefferson Parish, Louisiana on August 12, 2012 as a Category 1 hurricane. Chuck McLendon served as Project Manager for debris monitoring efforts for Jefferson Parish. Debris monitoring efforts included truck certification, right of way collection monitoring, hazardous tree collection monitoring, and disposal site monitoring. He also assisted the Parish in establishing and operating two high-volume residential drop-off sites.

## 8. Escambia County, Pensacola, Florida | Emergency Flood Response Support

In late April, 2014, the Florida Panhandle was pelted with nearly 20 inches of rain over a 24-hour period. Escambia County, Florida (Pensacola) experienced widespread flooding and major losses to road, bridge, and drainage infrastructure.

HDR was retained by the County to serve as the County's General Consultant for the recovery effort. We assisted the County in organizing its damage assessment efforts into discrete projects and providing support in assigning projects to either the County Road Department or third party construction contractor(s). We also conducted preliminary engineering assessments on a number of sites with potential structural damage.

HDR staff provided procurement support to include writing scopes of work for emergency procurement efforts. We have also provided assistance to the County in procuring a debris contractor to remove flood debris from the right of way.

HDR is providing reimbursement support as the County applies for reimbursement with FEMA's PA Program as well as the Federal Highway Administration's Emergency Relief (FHWA-ER) program. In total, 24 homes were destroyed, more than 1,000 homes were flooded, two dams were lost, and more than 700 sites of County infrastructure were damaged. Uninsured losses to County infrastructure are preliminarily estimated at roughly \$100 million.

## 9. Okaloosa County, Florida | Hurricane Ivan Debris Management

Immediately after Hurricane Ivan devastated the Florida Panhandle on September 15-16, 2004, HDR responded to a request to assist in debris removal for Okaloosa County - one of HDR's principal clients in Northwest Florida. HDR was awarded a \$1.5 million contract for Debris Removal Management and a \$20,000 contract for Structural Analysis from Okaloosa County.

**Debris Removal Management** | HDR immediately mobilized a debris monitoring team to the County after the storm. Within a few days, HDR hired, trained, and mobilized debris monitors to oversee right of way collection activities. HDR also supported the County by providing tower monitoring and load calls at the County's debris management sites. HDR assisted the County and its debris removal contractors in collecting approximately 600,000 cubic yards of debris (vegetative and C&D). This included nearly 1,100 loads of debris per day of operation. HDR's documentation ensured that Okaloosa County obtained maximum FEMA reimbursement for the County's debris removal activities.

"I am **ecstatic with the performance of HDR** and once again, I can simply make the call and HDR is there."

Danielle Slaterpryce  
Okaloosa County Public Works Director



**Structural Analysis** | The day after Hurricane Ivan hit the Florida panhandle, officials from Okaloosa County requested HDR to assemble a team of four structural engineers to evaluate structures on the coastline and throughout the County that may have sustained damage from the storm. Within two days, HDR had a team of three structural engineers and one architect to begin the assessments.

Many of the buildings on the beach had experienced significant damage, especially on the first floors, with complete wash-out of breakaway structures and over 9-feet of sand deposits. HDR completed the structural evaluations of all of the buildings over two stories within one week and also assisted the County's building department with ride-out inspections of the balance of the affected structures within the County.

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## 10. South Carolina Department of Transportation

In February, 2014 Winter Storm Pax, a powerful ice storm, coated an 18 County area in South Carolina with up to 1.5" of ice and generated widespread vegetative debris. SCDOT activated its pre-event contract with TCS to monitor a six county area in the eastern part of the state including Horry, Georgetown, Williamsburg, Florence, Dillon, and Marion Counties. TCS monitored, documented, and substantiated reimbursement for the removal of 1,200,000 cubic yards of debris and the removal of hazardous limbs from 175,000 hazardous trees by three Primary Debris Removal contractors. TCS continues to support the SCDOT by providing FEMA Public Assistance Category A and B consulting services. TCS is overseeing the preparation of more than 115 large Project Worksheets on behalf of SCDOT and recovering more than \$155,000,000 in funding.



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## 11. Aiken County, South Carolina

In February, 2014 Winter Storm Pax, a powerful ice storm, coated an 18 County area in South Carolina with up to 1.5" of ice and generated widespread vegetative debris. Aiken County activated a contract with TCS following an emergency procurement to monitor debris removal from County maintained roads and parks. TCS monitored, documented, and substantiated reimbursement for the removal of 1,500,000 cubic yards of debris and the removal of hazardous limbs from 155,000 hazardous trees.



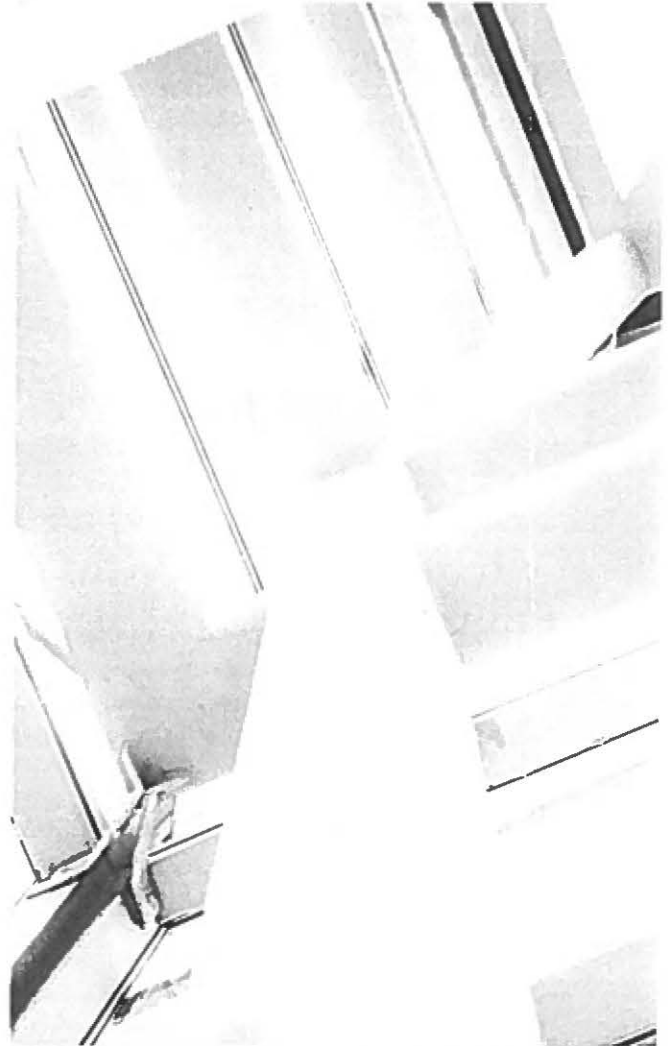
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## 12. United States Army Corps of Engineers, Vicksburg District

TCS provided 240 debris monitoring inspectors to support the Hurricane Katrina recovery effort in multiple counties in southern Mississippi. TCS mobilized 100 Inspectors in 3 days and reached the USACE staffing goal of 250 within the time-frame established by the mission managers. TCS debris removal monitoring responsibilities included daily quality assurance inspection, load ticket preparation, daily reports, by County, and project record keeping. TCS inspectors monitored the collection of over 7 million cubic yards of debris throughout the mission. TCS also served as a liaison between the USACE, state agencies, and county representatives to report debris removal progress and resolve issues in the field. There were no FEMA reimbursement issues on this project.

In today's legal environment, claims and litigation are a reality for any large company in the industry, regardless of performance or merit. When claims do occur, we are proactive and cooperative in reaching a resolution that is fair and reasonable to all. We value the confidences of our clients as well as our contractual commitments to confidentiality and do not discuss with third parties the circumstances involving ongoing projects. We would take the same position with information regarding our work on this project.

If necessary, we would be willing to meet in person with you to discuss the merits or background of past claims. There are no claims or litigation that could impede our ability to perform this project, and we have maintained professional liability insurance in force continually since 1958 for the protection of us and our clients.



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Our team takes great pride in the service that we provide to our clients. There is no better testament to the quality of our work than personal testimonials from these clients that we serve. We are confident that the clients referenced below can assert as to the responsiveness, quality, and professionalism of our team.

#### REFERENCE INFORMATION

<p>Jim Howes, Solid Waste Operations Manager Escambia County, Florida 13309 Beulah Road Cantonment, FL 32533 (850) 937-2160 jhowes@coescambia.fl.us</p>	08/2004 – 07/2006	\$25M	10 million cubic yards	HDR – Chuck McLendon TCS – Jon Hoyle TCS – Nathan Counsell
<p>Avis Whitfield, Public Works Director Santa Rosa County, FL 6495 Caroline St., Suite M Milton, FL 32570 (850) 393-9771 avisw@santarosa.fl.gov</p>	07/2005 – 04/2006	\$3.25M	1.75 million cubic yards	HDR – Chuck McLendon TCS – Jon Hoyle TCS – Nathan Counsell
<p>Charlie Kelly, Emergency Management Coordinator Galveston County Criminal Justice Center 601 54th St. Galveston, TX 77551 (409) 765-3710 kellycha@cityofgalveston.org</p>	09/2008-08/2010	\$6M	3 million cubic yards	HDR – Chuck McLendon
<p>Jim Minor, Solid Waste Manager Beaufort County, South Carolina 120 Shanklin Road Beaufort, South Carolina 29906 (843) 255-2800 jminor@bcgov.net</p>	07/2005 – 09/2011	\$50K	Debris planning, procurement, and general advisory services	HDR – Chuck McLendon
<p>Edward Consaul, Public Works Director City of Plantation, Florida 750 Northwest 91st Avenue Plantation, FL 33324 (954) 452-2535 econsaul@plantation.org</p>	09/2005-08/2006	\$6M	4+ million cubic yards County-wide	HDR – Chuck McLendon
<p>City of Pensacola, Chief of Department of Public Works Manager Chuck McLendon is responsible for many debris and stormwater management projects during the 2010s.</p>				
<p>Brian Willis, Sanitation Director Iberville Parish, Louisiana PO Box 389 Plaquemine, LA 70765-0389 (225) 776-1109</p>	02/2008 – 12/2008	\$1M	350,000 cubic yards	HDR – Chuck McLendon TCS – Nathan Counsell
<p>Danielle Slaterpryce, Deputy City Manager City of West Palm Beach Florida 401 Clematis Street West Palm Beach, FL 33401 (561) 494-1089</p>	09/2004 – 01/2005	\$1.5M	600,000 cubic yards	HDR – Pensacola office
<p>Former public works director of Okaloosa County</p>				

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Our project team includes a deep and robust roster of emergency management, debris management, and solid waste management professionals. We have constructed our project team to provide Wake County and its municipalities with a blend of policy and field operations expertise. We have many levels of expertise in all types of field operations, reimbursement agency programs, and administrative protocols to help the Wake County community recover from any type of disaster event (flood, tornado, ice storm, hurricane, etc.) that may impact the area.

The table below provides a brief summary of expertise for our key project staff. Section 10 of our proposal provides a project organizational chart and a short introduction to each of our key project staff.

QUALIFICATIONS OF STAFF		
Jeff Murray, PE   Project Director	<ul style="list-style-type: none"> <li>Senior solid waste engineer in HDR Raleigh, NC office with over 15 years of experience</li> <li>Expert in solid waste facility permitting, design, and regulatory compliance</li> <li>HDR's Client Manager for Wake County Solid Waste Department</li> <li>International Secretary for the Solid Waste Association of North America</li> </ul>	<ul style="list-style-type: none"> <li>Wake County, NC</li> <li>City of Raleigh, NC</li> <li>Southeastern Public Service Authority</li> <li>Duke Energy</li> <li>Waste Management of Virginia</li> </ul>
Chuck McLendon   Project Manager	<ul style="list-style-type: none"> <li>24 years of solid waste and disaster recovery expertise</li> <li>Overseen more than \$2 billion in FEMA reimbursement</li> <li>Recognized expert in debris program management and reimbursement</li> <li>Authored first FEMA approved debris management plan under FEMA PA pilot program</li> <li>Strong understanding of reimbursement policies for FEMA PA, FHWA-ER, NRCS-E/WP, etc.</li> <li>Administered ROW, Right of Entry, Hazardous Household Waste, waterways and numerous other debris removal programs</li> </ul>	<ul style="list-style-type: none"> <li>Escambia County, FL (Ivan)</li> <li>Galveston, TX (Ike)</li> <li>New Orleans, LA (Katrina)</li> <li>Orlando, FL (Charley)</li> <li>Boca Raton, FL (Francis)</li> <li>Dare County, NC (Irene)</li> </ul>
Jur Hoyle   Debris Advisor	<ul style="list-style-type: none"> <li>Expert in mobilizing large response teams for disaster events</li> <li>Strong understanding of FEMA PA and FHWA ER reimbursement programs</li> <li>Program Manager for SCDOT 2014 Ice Storm Recovery effort</li> </ul>	<ul style="list-style-type: none"> <li>SCDOT (Ice Storm)</li> <li>Santa Rosa County, FL (Dennis)</li> <li>Gulfport, MS (Katrina)</li> </ul>
Nathan Counsell   Debris Advisor	<ul style="list-style-type: none"> <li>Expert in FEMA 325 and 327</li> <li>Project Manager for City of New Orleans Demolition Program (Katrina)</li> <li>Special expertise in Right of Entry and specialized debris monitoring operations</li> </ul>	<ul style="list-style-type: none"> <li>New Orleans, LA (Katrina)</li> <li>Escambia County, FL (Ivan)</li> <li>City of Orlando, FL (Charley)</li> </ul>
Dan Craig   Reimbursement Specialist	<ul style="list-style-type: none"> <li>Former Director of Recovery – FEMA Headquarters</li> <li>Former Director – FEMA Region 1</li> <li>Recognized expert in FEMA Public Assistance Program</li> </ul>	<ul style="list-style-type: none"> <li>FEMA – Housing Inspection Services</li> <li>City of Babylon, NY</li> <li>University of Miami, FL</li> </ul>

## QUALIFICATIONS OF STAFF

<p>Steve Glenn   Reimbursement Specialists</p>	<ul style="list-style-type: none"> <li>• Former Deputy Chief of Operations for the North Carolina Emergency Management Agency</li> <li>• Former Infrastructure Branch Chief for FEMA Region IV</li> <li>• Oversaw implementation of the Public Assistance Program for eight states totaling \$7.6 billion in federal disaster funding</li> <li>• Served as FEMA Recovery Chief and Disaster Recovery Manager for the 2004 Florida Hurricanes and well as Hurricane Katrina within the State of Mississippi</li> </ul>	<ul style="list-style-type: none"> <li>• State of Alabama Dept. of Emergency Management</li> <li>• Orange County, FL (Charley)</li> <li>• State of Mississippi Dept. of Emergency Management (Katrina)</li> </ul>
<p>Matt Wigle   Logistics Manager</p>	<ul style="list-style-type: none"> <li>• Recently served as program manager for \$2.1 billion USACE reconstruction program</li> <li>• Required coordination with over 50 government agencies and major donors</li> <li>• Project Manager for over 20 major natural disasters</li> <li>• Responsible for complex global disaster response team mobilization, logistics, security and safety</li> </ul>	<ul style="list-style-type: none"> <li>• USACE</li> <li>• Federal Aviation Administration FAA</li> <li>• US Army Central Command</li> </ul>
<p>Willard Johnson   Operations Manager, Hazardous Trees</p>	<ul style="list-style-type: none"> <li>• Recently served as Public Assistance Debris Lead for South Carolina Emergency Management Agency</li> <li>• Expert in FEMA field validation audits particularly as they related to LHS programs</li> </ul>	<ul style="list-style-type: none"> <li>• South Carolina Department of Emergency Management</li> <li>• Texas Dept of Transportation (Ike)</li> <li>• State of Mississippi Dept. of Emergency Management</li> </ul>
<p>Gary Brooks   Operations Manager, ROW</p>	<ul style="list-style-type: none"> <li>• Expert at training and overseeing ROW/collection operations</li> <li>• Served as Project Manager for more than a dozen major debris monitoring activations</li> </ul>	<ul style="list-style-type: none"> <li>• SCDOT</li> <li>• Baytown, TX</li> <li>• Escambia County, FL</li> </ul>
<p>William Butler   Operations Manager, Debris Site</p>	<ul style="list-style-type: none"> <li>• Broad disaster recovery expertise</li> <li>• Specialized expertise in FEMA reimbursement programs</li> <li>• Numerous debris management and oversight engagements</li> </ul>	<ul style="list-style-type: none"> <li>• Chesterfield County, VA (Irene)</li> <li>• Wake County, NC</li> <li>• Chambers County, TX (Ike)</li> <li>• Mississippi EMA (Katrina)</li> </ul>
<p>Bob Roy   Data Manager</p>	<ul style="list-style-type: none"> <li>• Strong background and understanding of field documentation required for FEMA reimbursement</li> <li>• Highly organized, process oriented task leader</li> </ul>	<ul style="list-style-type: none"> <li>• Texas Dept. of Transportation (Ike)</li> <li>• Escambia County, FL (Ivan)</li> <li>• Gulfport, MS (Katrina)</li> </ul>



## Timeline for Pre-Event Planning

We understand the importance of preparedness. If awarded this contract, HDR would like to begin work immediately in familiarizing ourselves with Wake County's disaster debris management plan and concepts. The table below outlines several steps that we would take immediately following contract award.

ACTION ITEM	ESTIMATED DAYS AFTER AWARD
Schedule conference call to discuss Wake County's desired pre-event planning initiatives	1 day
Data request to Wake County requesting critical data	2 days
HDR comments on County debris management plan and debris contracts	5 days after receipt of information from the County
Annual half day debris management training session	At County's Request
Other technical assistance	At County's Request

## Conceptual Operations Plan and Task Order Budget

The section that follows represents the our proposed operating plan in responding to a debris generating event impacting Wake County. In the event of an actual event, we will work closely with the County and municipalities to customize our plans (including operations plans, safety plans, etc.) to the specific disaster event.

### PRE-DISASTER (DAYS 1 – 4 PRIOR TO EVENT)

**Objective:** Monitor forecast and begin preparatory measures

**Key Staff Required:** Project Manager, Project Director

#### Critical Path Items

- Discuss mobilization plan with County
- Prepare draft task order for execution
- Verify truck staging location with County
- Prepare ADMS for mobilization
- Prepare staffing plan
- Project manager mobilize to area
- Review debris management plan
- Review health and safety plan
- Discuss emergency push strategy
- Certify push equipment

### DAY OF DISASTER

**Objective:** Prepare for emergency push operations and subsequent phases

**Key Staff Required:** Project Manager, Project Director, Operations Managers

#### Critical Path Items

- Finalize staffing plan
- Ensure staff are safe with appropriate necessities
- Verify emergency push strategy

### EMERGENCY ROADWAY CLEARANCE/PUSH

**Objective:** Document emergency roadway clearance activities

**Key Staff Required:** Project Manager, Operations Managers, Field Supervisors

#### Critical Path Items

- Certify equipment
- Sign in/out labor and equipment
- Document progress areas made

### MOBILIZATION, STAGING, AND LOGISTICS

**Objective:** Provide support logistics for broader debris removal mission

**Key Staff Required:** Project Manager, Logistics Manager

#### Critical Path Items

- Confirm staging location
- Determine need for construction trailer, etc.
- Implement staffing plan
- Ensure lodging for key staff
- Ensure necessary supplies (safety vests, etc.) are available

### DEBRIS MANAGEMENT SITE PREPARATION

**Objective:** Identify, permit, and prepare DMS to receive debris

**Key Staff Required:** Project Director, Project Manager, Operations Manager

#### Critical Path Items

- Work with County and hauler to identify and confirm DMS locations
- Permit sites through NCDENR, if not a ready permitted (NCDENR permits expire after two years)
- Photograph and document site conditions (e.g. collect soil samples if required)
- Prepare truck routing, tower location, etc.

### TRUCK CERTIFICATION

**Objective:** Certify trucks and trailers for ROW collection

**Key Staff Required:** Operations Manager, Field Supervisors

#### Critical Path Items

- Assemble supplies for truck certification (ladders, tape measures, etc.)
- Confirm QA/QC procedures
- Converse with hauler to ensure necessary truck certification resources are in place

### MONITOR ON-BOARDING AND TRAINING

**Objective:** Recruit and train debris monitors

**Key Staff Required:** Project Manager, HR Manager, Logistics Manager

#### **Critical Path Items**

- Confirm adequate labor and equipment resources to on-board staff
- Schedule and hold multiple training/safety sessions
- Assign monitors to supervisors

#### **INITIATION OF ROW COLLECTION**

**Objective:** Commence ROW debris removal operations

**Key Staff Required:** Project Manager, Operations Manager, Field Supervisors

#### **Critical Path Items**

- Hold daily briefing with County and stakeholders
- Assign monitors to supervisors and crews
- Hold safety briefings
- QA/QC monitor documentation (fix errors on Day 1)
- Update daily briefing
- Update GIS maps

#### **INITIATION OF HAZARDOUS TREE PROGRAM**

**Objective:** Commence hazardous tree removal program

**Key Staff Required:** Project Manager, Operations Manager, Field Supervisors

#### **Critical Path Items**

- Assign monitors to supervisors and crews
- Hold safety briefings
- QA/QC monitor documentation (fix errors on Day 1)
- Update daily briefing
- Update GIS maps

#### **CLOSE-OUT OF ROW OPERATIONS/PUNCH LIST**

**Objective:** Conclude ROW debris removal operations

**Key Staff Required:** Operations Manager, Field Supervisors

#### **Critical Path Items**

- Issue press release on end of ROW operations
- Supervisors develop punch list of straggler piles

#### **CLOSE-OUT OF HAZARDOUS TREE OPERATIONS/PUNCH LIST**

**Objective:** Conclude hazardous tree removal operations

**Key Staff Required:** Operations Manager, Field Supervisors

#### **Critical Path Items**

- Supervisors develop punch list of straggler trees/piles

#### **SHUTTER DMS LOCATIONS**

**Objective:** Close and restore debris management sites

**Key Staff Required:** Environmental Specialists, Project Director, Operations Manager

#### **Critical Path Items**

- Process and haul-out remaining reduced debris piles
- Restore site to pre-use condition
- Notify NCDENR of site closure
- Photograph site following closure

#### **CONTRACTOR INVOICE RECONCILIATION**

**Objective:** Reconcile contractor invoices and issue payment recommendations

**Key Staff Required:** Data Manager, Billing/Invoice Analyst

#### **Critical Path Items**

- Reconcile invoices
- Issue discrepancy reports
- Final reconciliation
- Issue payment recommendations to County

#### **EVENT CLOSE-OUT**

**Objective:** Conclude data management elements

**Key Staff Required:** Project Manager, Data Manager, Billing Invoice Analyst, FEMA Reimbursement Specialists (as necessary)

#### **Critical Path Items**

- Prepare retainage release documentation
- Provide County with digitized documentation
- Respond to Requests for Additional Information from State and FEMA as requested

#### **ESTIMATED TASK ORDER BUDGET**

Wake County has outlined a debris removal scenario in its RFC that included the following unit quantities:

- Emergency debris clearance monitoring of fifteen contractor debris clearing crews for seven ten-hour days followed by
- Debris removal monitoring of 40 contractor debris removal crews based on an average load of 38 cubic yards per load and 10 loads per day
- Monitoring at four DMS locations
- Monitoring of 5,000 hazardous trees
- Monitoring of 15,000 hazardous limbs (one per tree)
- Monitoring of 800 hazardous stumps
- Clerical staff to support load ticket entry and management
- GIS support to document the physical progress of debris removal operations

Based on the scenario above, our team developed a task order based budget estimate to provide the necessary level of resources to complete the defined scope of work. Our total estimated task order budget totals just over \$1.9 million dollars. Tables 8.1 through 8.4 on the following pages provide supporting details on proposed staffing load by program element (e.g., Emergency push, ROW collection, hazardous tree removal, etc.) We would like to point out that there are many variables that can impact the cost of debris monitoring operations however the costs presented herein are reasonable expectations of anticipated costs based on the assumptions provided by the County.



**Table 8.2 - Emergency Push Monitoring  
Wake County, NC  
Cost Summary based on RFP Operational Scenario**

**PRODUCTION MODEL 8.2.1**

Crews	15
Days	7
Hours/Day	80

**LABOR FORCE MODEL 8.2.2**

POSITION	POLICY	STAFFING												TOTAL	TOTAL COST		
		1	2	3	4	5	6	7	8	9	10	11	12				
Project Director	\$ 95.00	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0	0	0	0	0	14	14	\$ 1,330.00
Project Manager	\$ 79.50	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0	0	0	0	0	17.5	17.5	\$ 1,391.25
Logistics / Safety Manager	\$ 69.00	0.25	0.25	0.25	0.25	0.25	0.25	0	0	0	0	0	0	0	15	15	\$ 1,035.00
Operations Mgrs	\$ 59.00	4	4	4	4	4	4	4	0	0	0	0	0	0	28	280	\$ 16,520.00
Data / ADMS Manager	\$ 59.00	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0	0	0	0	0	0	17.5	17.5	\$ 1,032.50
Billing / Invoice Analyst	\$ 49.50	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.5	0.5	0.5	0.5	0.5	0.5	4.25	42.5	\$ 2,101.75
Field Supervisors / Truck Cert.	\$ 49.50	4	4	4	4	4	4	4	0	0	0	0	0	0	28	280	\$ 13,860.00
GIS Analyst	\$ 49.50	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0	0	0	0	0	0	3.5	35	\$ 1,732.50
Project Coordinator	\$ 34.50	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0	0	0	0	0	0	3.5	35	\$ 1,207.50
Collection Monitors	\$ 34.50	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	\$
Tower Monitors	\$ 34.50	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	\$
Scheduler / Expeditor	\$ 34.50	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	\$
Data Entry Clerk	\$ 32.50	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	\$
<b>Total Emergency Push Staff</b>		10.2	10.2	10.2	10.2	10.2	10.2	10.2	9.95	0.5	0.5	0.5	0.5	0.5			<b>\$40,213</b>
<b>Total Daily Emergency Push Costs</b>		\$ 5,593	\$ 5,593	\$ 5,593	\$ 5,593	\$ 5,593	\$ 5,593	\$ 5,593	\$ 5,420	\$ 248	\$ 248	\$ 248	\$ 248	\$ 248			
<b>Total Cumulative Push Costs</b>		\$ 5,593	\$ 11,185	\$ 16,778	\$ 22,370	\$ 27,963	\$ 33,555	\$ 38,975	\$ 39,223	\$ 39,470	\$ 39,718	\$ 39,965	\$ 40,213				







HDR has no exceptions/deviations to the RFQ specifications



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# Together, we make **great things possible.**

Our project management approach is built on trust, a clear definition of shared goals and the mutual understanding of the necessary steps to achieve those goals and exceed your expectations. We have assembled a team that is custom-fit to helping Wake County and its municipalities respond to and recover from a major debris generating event. Our team is bound together by a commitment to one another and to be a true partner to the Wake County community on this project and beyond.

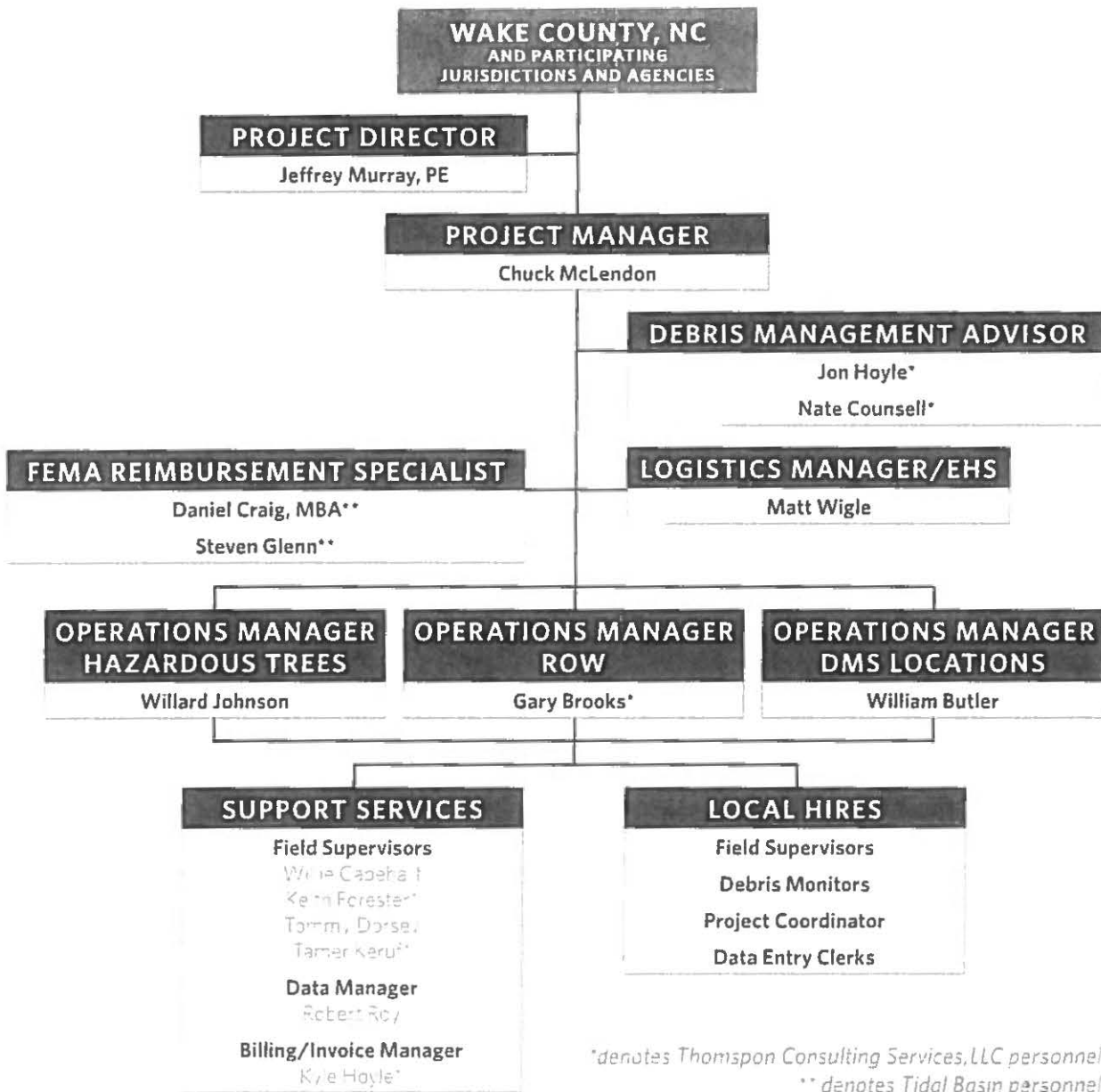
Project management is the strength of our team. Our proposed Project Director (Jeff Murray) and Project Manager (Chuck McLendon) are both highly respected professionals in the solid waste and disaster recovery industries. Jeff provides expert knowledge and contacts regarding North Carolina solid waste issues while Chuck is one of the leading debris management experts in the nation. Chuck also brings a more sophisticated program management-based approach to debris monitoring operations. Daily meetings will be held, minutes will be taken, goals will be set and progress towards achieving those goals will be measured. The debris management team will be held accountable for operational performance (cubic yards collected per day) and reimbursement objectives.

## **Our Team**

Our greatest asset is our people.

For your project, we have customized a team of professional to provide critical expertise in debris monitoring operations and state and federal agency reimbursement along with the ability to leverage our local office location and firm resources to serve the broader group of municipalities in Wake County (where our staff live).

We have included an organization chart and a short introduction to each of our key team members on the following pages. Full resumes for our entire team can be provided upon request.



\*denotes Thompson Consulting Services, LLC personnel  
 \*\* denotes Tidal Basin personnel

**JEFFREY MURRAY, PE**

**Project Director | Industry Tenure: 18 years**  
 Jeffrey Murray has worked with Wake County Solid Waste Department on a variety of projects since joining HDR in 2013. He is the project manager in support of the county's contracted operations of its 180 acre, 400,000 ton per year municipal solid waste landfill. Jeff's work includes disposal capacity evaluations, soil management planning, permit document reviews, construction inspection, and odor evaluations. He also managed a project that evaluated the feasibility of implementing a yard waste and food waste diversion program for the County and the design of significant improvements to one of the County's solid waste convenience sites. Jeff is currently managing the development of a Disaster Debris Management Plan for Chester County, Pennsylvania.

**CHUCK MCLENDON**

**Project Manager | Industry Tenure: 24 years**  
 Chuck McLendon first participated in emergency management projects after several of his solid waste clients in Florida were severely impacted by hurricane events in 2004/2005. All told, Chuck has worked on recovery efforts for Hurricanes Charley (2004), Frances (2004), Jeanne (2004), Ivan (2004), Dennis (2005), Wilma (2005), Katrina (2005), Gustav (2008), Ike (2008), Irene (2010), Isaac (2012), and Sandy (2012), the Deepwater Horizon Oil Spill; and numerous ice storm and tornado events. He has overseen more than \$2 billion in federal reimbursement associated with debris management. Over the past 11 years alone, Chuck has fielded debris monitoring teams totaling more than 5,000 staff (3,200 in the Houston area alone following Hurricane Ike). He offers a unique expertise in both

major infrastructure and debris management in times of critical need. His plans and training programs are considered industry standards. He has trained hundreds of state, county, and city staff on debris management protocols and best practices.

#### **DANIEL CRAIG, MBA**

**FEMA Reimbursement Specialist | Industry Tenure: 20 years**

Dan Craig served as Director of the Recovery Division for FEMA, part of the United States Department of Homeland Security. He was appointed by President Bush in 2003 and was responsible for overseeing the Federal government's recovery efforts on all Presidential declared events including the Space Shuttle Columbia crash, the wildfires of 2003, and the hurricanes of 2004 and 2005.

Before being the Director of the Recovery Division at FEMA, he was the Regional Director for the New England area (Region I), where he was responsible for all FEMA mitigation, preparedness, response and recovery, and training activities in the six-state New England region. Dan served on the Board of Directors of Beck Disaster Recovery (BDR) and formerly served on the Board of Directors for the Charter Oak Chapter of the Red Cross (Hartford, CT), and the Boston Federal Executive Board. He was formerly the Governor's representative to the American Red Cross' Board of Governors and on the Board of Advisors for Boston University's emergency management certificate program.

#### **STEVEN GLENN**

**FEMA Reimbursement Specialist | Industry Tenure: 24 years**

Steven Glenn has 24 years of experience managing large-scale disaster planning and response/recovery programs. He has trained local governments and private agencies in disaster planning, response, recovery and mitigation activities; coordinated local emergency planning committee activities; and trained, planned, conducted and evaluated large-scale disaster exercises.

As Infrastructure Branch Chief for FEMA Region IV, Steve oversaw the implementation of the Public Assistance Program for eight states totaling \$7.6 billion in federal disaster funding. He served as Recovery Chief and Disaster Recovery Manager for the 2004 Florida Hurricanes as well as Hurricane Katrina within the State of Mississippi. As the Deputy Chief of Operations for NCEMA, he managed \$250 million in FEMA grant programs and implemented the nation's first quality assurance program for the PA Program.

#### **JON HOYLE**

**Debris Management Advisor | Industry Tenure: 12 years**

Jon Hoyle has more than twelve years of experience providing management and oversight for disaster response and recovery efforts and grant writing administration/program management throughout the United States. He has managed 65 projects under contracts that total over \$1.5 billion in grant administration and recovery efforts that required the mobilization of over 5,000 field and professional personnel over the past 10 years. His programmatic experience includes FEMA-PA, FHWA-ER, NRCS-EWP, HUD-CDBG, FEMA-HMGP, and others. Jon has assisted clients throughout the U.S. including Houston, TX, Gulfport, MS, Tuscaloosa, AL and Virginia Beach, VA.

#### **NATE COUNSELL**

**Debris Management Advisor | Industry Tenure: 12 years**

Nate Counsell has managed more than 55 projects under contracts that total over \$1 billion in recovery efforts and required the mobilization of over 5,000 professional and field personnel. He has responded to a variety of other disasters on behalf of local and state government agencies in Louisiana, North Carolina, Virginia, New York, Florida, Alabama, Mississippi, South Carolina, and Texas.

#### **MATT WIGLE**

**Logistics Manager/EHS | Industry Tenure: 25 years**

Matt Wigle brings significant disaster recovery experience to the team having lead more than 20 major disaster recovery efforts throughout the US and US trust territories in the Pacific and Caribbean. He has recently served as a program manager in war zones and austere locations, working across all forms of infrastructure in complex political, logistic and funding environments. Matt will leverage this global experience to anticipate and support the project team's logistical needs to enable delivery of great services to Wake County in a manner compliant with reimbursement funding guidelines.

#### **WILLARD JOHNSON**

**Operations Manager, Hazardous Trees | Industry Tenure: 25 years**

Willard Johnson's experience was gained on several natural disaster management and prevention projects. He is an expert in the administration of engineering contracts, grant and loan programs, development of RFP and RFQ documents and as a liaison between local governments and State and Federal funding agencies. He is a federally trained disaster response officer involved in project coordination and also a trained emergency management instructor. Willard is an experienced debris assessment consultant with strong employee management, training and team development skills.

## GARY BROOKS

Operations Manager, ROW | Industry Tenure: 10 years

Gary Brooks is retired from the United States Marine Corps and has more than ten years of debris management experience. In 2004, following Hurricane Ivan in Pensacola, he managed the monitoring operations at one of the largest debris management sites, Bronson Field, where over 5 million cubic yards of vegetative, construction and demolition debris was reduced and processed. Since then, Gary has served as the Project Manager or Operations Manager on a number of projects across the Country following hurricanes, ice storms and tornadoes. Most recently, he managed two large scale tree trimming and debris removal operations in South Carolina for SCDOT and Williamsburg County.

## WILLIAM BUTLER

Operations Manager, DMS locations | Industry Tenure: 11 years

William Butler has multiple FEMA EMI certifications and extensive field supervisory/monitoring experience. He is an alternative housing installation specialist and has NRCS EWP program experience expertise in both wet and dry debris removal, structure demolition and DMS decommissioning. William has worked on recovery efforts for Hurricane Irene (2011), Hurricane Ike (2008), Hurricane Katrina (2005), Hurricane Charley (2004) and various tornadoes, straight line wind and flooding events.

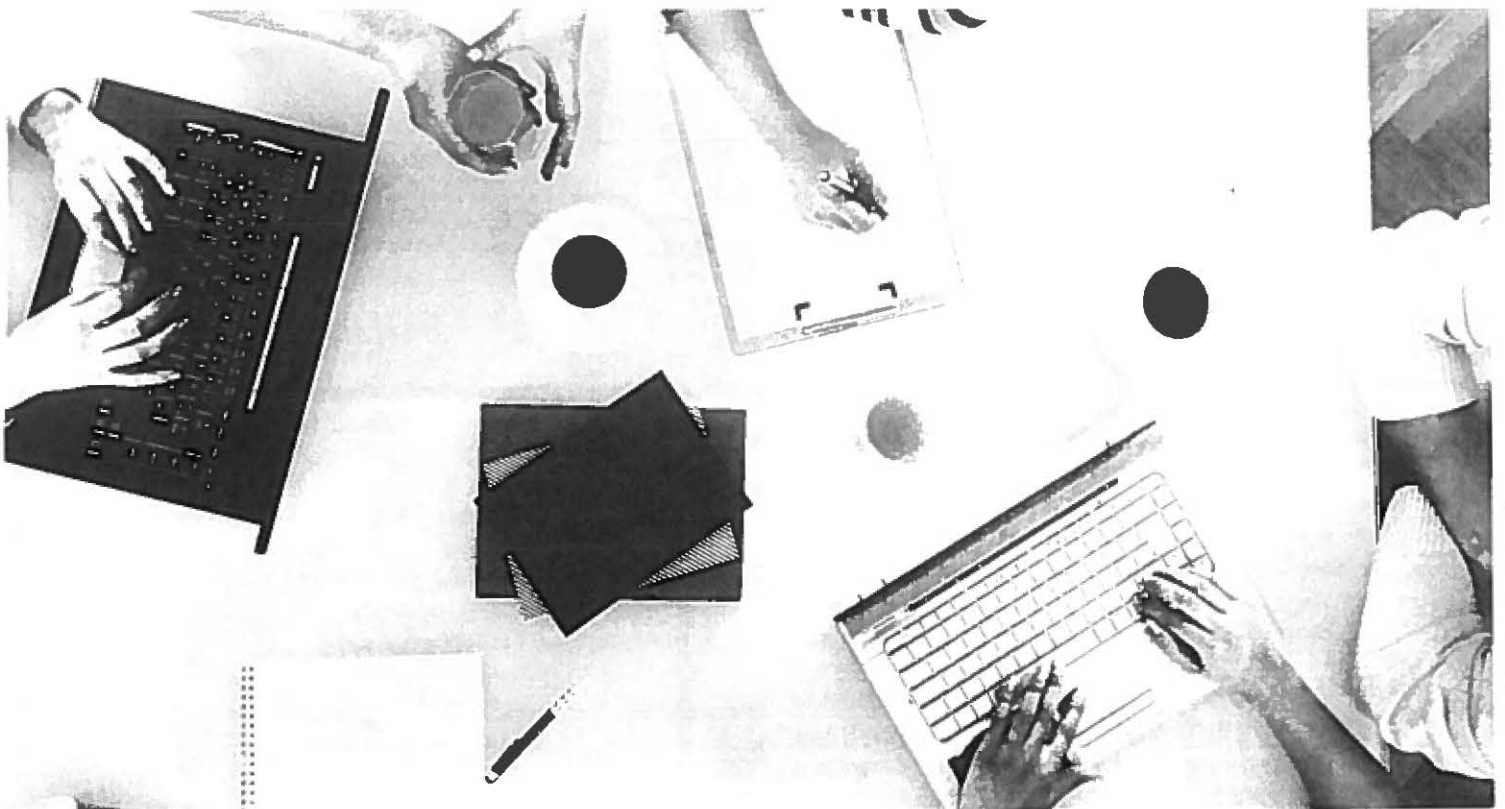
## Capacity

We understand the importance of delivering on our promises and commitments.

Due to the nature of emergency response and unpredictability of when disasters will occur, providing professional services in the emergency management and debris monitoring market is challenging. At HDR, we take on the challenge of being able to respond to our clients in times of critical need by using a multi-tiered approach including:

1. Leveraging the horsepower of the 9,200 person nationwide network of HDR professionals
2. Retaining expert FTE emergency management staff with reasonable utilization goals so that they are not overly bogged down on project work when disasters strike
3. Strong partnering relationships with firms that we have worked with (such as TCS and Tidal Basin) and that we know that can deliver when called upon
4. Using a cadre of retired public works and emergency management professionals that understand the debris management business and are anxious to respond to emergency events

Utilizing the methodology above, we are certain of our ability to respond to Wake County and its municipal jurisdictions when we are truly needed most.



# We recognize the importance of **adding value to our local community** by solving tough challenges and inspiring positive change.

Wake County is our ultimate priority. We are very selective in the emergency management related contracts that we take on and are generally limiting our pursuits to our core infrastructure clients. HDR has no active debris monitoring commitments in North Carolina, South Carolina or Virginia at this time. We do however provide our traditional transportation, water/wastewater, solid waste, and other infrastructure related services to dozens of clients in these states.

Our team lives here and works here. We recognize the importance of adding value to our local community by solving tough challenges and inspiring positive change. We have been providing services in North Carolina since 1948 and have built solid working relationships with the majority of state agencies. Through our local offices, we have a strong, local familiarity with a solid and in-depth understanding of the requirements and constraints involved in state projects.

HDR's Resources Group, which includes solid waste and power professionals, within the Carolinas region are currently providing engineering services to a number of municipal and county governments and private corporations in the South Atlantic. These existing contracts include the following clients:

- Wake County Solid Waste Department
- Wake County Facilities, Design & Construction
- City of Raleigh Solid Waste Services Department
- Orange County Solid Waste Division
- City of Greensboro Field Operations Department
- City of Winston/Salem Sanitation Division
- Rowan County Department of Environmental Management
- Gaston County Solid Waste Department
- Mecklenburg County Solid Waste Management Division
- City of High Point Public Services Department
- Greenville County, SC
- Charleston County, SC
- Three Rivers Solid Waste Authority, SC
- Horry County Solid Waste Authority, SC
- Roanoke Valle Resource Authority, VA
- Southeastern Public Service Authority, VA
- City of Newport News, VA
- Fairfax County, VA
- Charah, Inc.
- Duke Energy, Inc.
- Waste Management Inc. of Virginia







We are committed to charging our clients competitive, market based rates. Understanding that significant variances between our rates and those of our competitors can result in federal reimbursement challenges for our clients, we do our best to carefully align our rate structures with the prevailing market. This section summarizes the hourly rates and fees that HDR proposes to charge Wake County in providing debris monitoring and ancillary services. The hourly rates presented in the tables below include all applicable overhead and profit. Project expenses, including travel and per diem, for essential personnel will be billed to the County at cost with no mark-up utilizing published cost schedules (e.g., GSA rates).

## Disaster Debris Monitoring Services

### HOURLY RATES + FEES FOR DEBRIS MONITORING SERVICES

POSITION	HOURLY RATE
Project Director	\$95.00
Project Manager	\$79.50
Logistics/Safety Manager	\$69.00
Operations Manager	\$59.00
Data/ADMS Manager	\$59.00
Billing/Invoice Analyst	\$49.50
Field Supervisor	\$49.50
GIS Analyst	\$49.50
Project Coordinator	\$34.50
Collection Monitor	\$34.50
Tower Monitor	\$34.50
Scheduler	\$34.50
Data Entry Clerk	\$32.50

## Emergency and Debris Management Planning and Training Services

To the extent that Wake County request emergency management planning services beyond those required as part of the debris monitoring scope of work (e.g., annual training workshop) then such services would be billed to the County at the rates included in the table below. Please note that the hourly rates shown below for planning and training services are consistent with the rate schedule included in HDR's general solid waste management engineering services contract with the County.

### HOURLY RATES FOR EMERGENCY + DEBRIS MANAGEMENT PLANNING + TRAINING SERVICES

POSITION	HOURLY RATE
Principal in Charge	\$ 210.00
Project Manager	\$ 170.00
Senior Engineer/Planner	\$ 160.00
Engineer/Planner	\$ 130.00
Associate Engineer/Planner	\$ 95.00
Administrative Assistant	\$ 75.00

## FEMA Grant Management Consulting and Reimbursement Services

The scope of work for HDR's debris monitoring services includes contractor invoice reconciliation and basic assistance to the County in reconciling debris management costs. To the extent that the County would need to engage HDR's experienced grant management team for debris management or other reimbursement related matters, the hourly rates for our grant management professionals are included in the table below

### HOURLY RATES FOR FEMA GRANT MANAGEMENT CONSULTING + REIMBURSEMENT SERVICES

Principal Grant Management Consultant	\$195.00
Senior Grant Management Consultant	\$145.00
Grant Management Consultant	\$120.00
Administrative Assistant	\$75.00

