

## Public Records Request #6417

The following materials have been gathered in response to public records request #6417. These materials include:

- FY18-RFQ-15: Owner's Advisor for the Long Creek WWTP and Associated Regional Infrastructure – HDR Engineering, Inc. of the Carolinas

This information was provided as a response to a public records request on 10/26/21 and is current to that date. There is a possibility of more current information and/or documents related to the stated subject matter.

### Further Information

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For further information about this request or the Citywide Records Program, please contact:

Cheyenne Flotree  
Citywide Records Program Manager  
City of Charlotte/City Clerk's Office  
600 East 4<sup>th</sup> Street, 7<sup>th</sup> Floor  
Charlotte, NC 28202  
Cheyenne.Flotree@charlottenc.gov

Amelia Knight  
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City of Charlotte/City Clerk's Office  
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Charlotte, NC 28202  
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INTEGRATE TEAM. PRIORITIZE CAPITAL. OPTIMIZE DELIVERY.



May 4, 2018

**COPY**

Statement of Qualifications

**Owner's Advisor**  
for the Long Creek WWTP  
and Associated  
Regional Infrastructure

FY18-RFQ-15







May 4, 2018  
 Charlotte Water  
 Procurement Department, 2nd Floor  
 ATTN: Abby Dolan, Procurement Manager  
 5100 Brookshire Blvd.  
 Charlotte, NC 28216

RE: **OWNER'S ADVISOR FOR THE LONG CREEK WWTP AND ASSOCIATED REGIONAL INFRASTRUCTURE**

Dear Ms. Dolan and Selection Committee Members,

In response to Charlotte Water's request for an Owner's Advisor (OA) for the Long Creek WWTP and Associated Regional Infrastructure (Long Creek OA), the HDR Team is excited about the opportunity to work alongside your staff. Charlotte Water needs a partner that can integrate and perform at a high level on day one, has the institutional knowledge and local resources to work efficiently, and has the expertise to successfully manage cost, schedule and risk.


We offer a unique, fresh perspective, and an established familiarity with the project elements – at just the right time in the project development. With our Charlotte office serving as a regional hub for HDR's water operations, we have more water design-build (DB) experience than any other firm in the Carolinas and our experience comes on all sides – including OA. Our team has been preparing for this OA role by gaining critical background information and securing the resources needed. Our leadership team has developed a Fast Start plan and cost-schedule risk analysis. Using advanced program control tools, we will provide real-time information on schedule and budget allowing us to quickly adjust accordingly. From the beginning, we will work with you to capture all requirements and move toward utilizing eBuilder for this Long Creek OA.


**SELECTING THE HDR TEAM WILL PROVIDE THE FOLLOWING BENEFITS:**


- Project Director, David Saunders** – A respected leader who understands the challenges of implementing large capital programs and NC Alternative Delivery. David will serve as a true extension of your staff.
- Proven OA Experience for Progressive DB** – Our experience being an OA for large capital programs over \$200M in NC and other locations provides Charlotte Water with a partner who understands NC procurement rules, programs with multiple concurrent projects, and the responsibility of being in the OA role.
- Understanding of Charlotte Water Preferences** – HDR's team comprises people you know, who've set out to earn your trust by being responsive, looking out for your best interests, and providing you with advice you can rely upon. The expertise and commitment of this team will result in significant risk reduction for Charlotte Water.
- Local Specialty Services** – Essential skill sets such as strategic communications, cost-schedule-risk analysis, scheduling, cash-flow analysis, estimating checks, and risk register management will be provided by our local staff to successfully deliver the program. While this is not an engineering/design assignment, we have the technical capabilities to develop parameters for the DB teams and review their work.
- Meaningful MSBE Participation** – We are committed to the Charlotte Business Inclusion (CBI) Program. Our integrated project team includes multiple firms that add significant, meaningful minority and small business participation.

We are eager to continue being your trusted partner, and are ready to get to work! If you have any questions or would like to request further qualifications regarding our SOQ please contact David Saunders by phone (336.416.3462) or email (David.Saunders@hdrinc.com).

Respectfully Submitted,  
 HDR Engineering, Inc. of the Carolinas

  
 David Saunders, PE  
 Project Director

  
 Kip Kalisiak, PE, SVP  
 Project Principal

  
 Kevin Mosteller, PE, SVP  
 Area Manager

Kevin is empowered to commit HDR to a contractual arrangement with the City of Charlotte.

# 1 PROJECT TEAM

Our streamlined organizational structure efficiently addresses all OA responsibilities while minimizing the management hierarchy. Combined with the flexibility of our local staff, this structure will help you maximize value for each management dollar.

On the following pages, please find our detailed organizational chart followed by brief bios for team members and subconsultant information.

**HDR RANKED#1  
ENGINEERING  
FIRM IN 2018**

Our Charlotte-area employees are part of this community and committed to the Long Creek Project's success.

**CHARLOTTE  
BUSINESS JOURNAL**

## DAVID SAUNDERS Project Director

- ✓ Manage the project tasks
- ✓ Guide the team to confirm objectives are met
- ✓ Provide the information needed for Charlotte Water to make informed, timely decisions

## BILL M'COY Planning Overall Lead

- ✓ Technical resources to prepare planning/pre-design documents
- ✓ Establish standards
- ✓ Develop initial budgeting and project cash-flow
- ✓ Develop a master schedule
- ✓ As needed updates for all phases of the project as it progresses

## KEVIN MOSTELLER Procurement Overall Lead

- ✓ Assist in development of procurement documents
- ✓ Assist in RFQ/P development and interview planning
- ✓ Facilitation of the pre-proposal conferences
- ✓ Review of cost estimates and guaranteed maximum price (GMP)

## KIP KALISIAK Project Principal

- ✓ Assure team resources are available for project duration
- ✓ Review project controls (schedules, budgets, risk, documents, and reporting)

## BRIAN THORSVOLD & MATT SHULTZ Design Team Leads

- ✓ Lead projects from inception through commissioning
- ✓ Interact with and draw resources from all functional areas to efficiently oversee the design work
- ✓ Technical/construction resources for a range of assignments

## MARY KNOSBY Permitting / Funding Lead

- ✓ Coordinate permitting activities and communication with NC DEQ
- ✓ Assist with funding applications and communication with SRF

## JIM REZBA Construction Lead / Master Scheduler

- ✓ Manage and support construction oversight, quality assurance and claims management services

## DAWAYNE CRITE (CRITEK) Procurement, Design, Construction Teams

- ✓ Integrated part of OA team from inception through commissioning

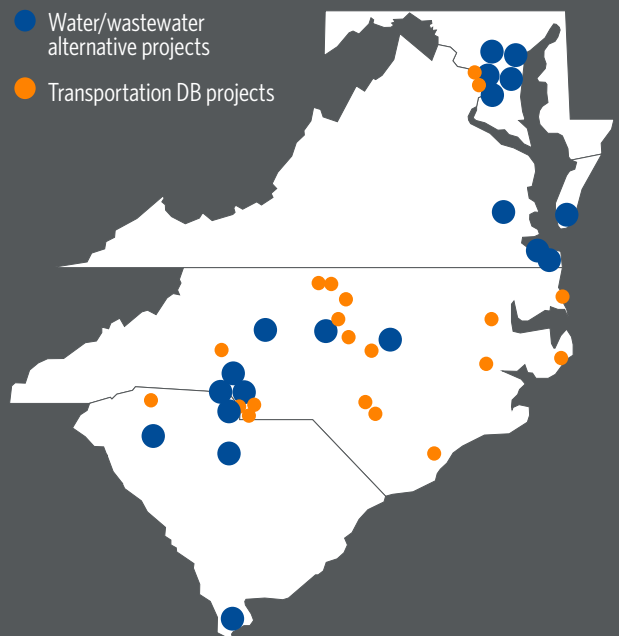
## FAST START TEAM

This team includes key members who will promptly establish the fundamental structure, plans, and tools to efficiently launch the Long Creek project. Following this initial effort, the Fast Start Team will integrate into other functional areas and keep the momentum going.



## ALTERNATIVE DELIVERY LEADERS

HDR's extensive regional DB and CMAR experience provides Charlotte Water a partner who understands OA, engineers, contractors, team models, delivery methods, rules, and procurement strategies.



# CHARLOTTE WATER

**PROJECT PRINCIPAL**  
Kip Kalisiak, PE, SVP

**PROJECT MANAGER**  
David Saunders, PE

## CORE TEAM

**FAST START TEAM**

<b>Project Director</b> David Saunders, PE	<b>Project Controls Implementation</b> Matt DeMarco, PMP
<b>Delivery Plan</b> Bill M'Coy, PE, BCEE	<b>Strategic Communications Plan</b> Theresa McClure
<b>Permitting Plan</b> Mary Knosby, PE	<b>Constructability</b> Jim Rezba
<b>Alternative Delivery</b> Norm Gadzinski	<b>Process</b> JB Neethling, PhD, PE
<b>Cost-Schedule Risk Analysis</b> Jose Theiler, PE, CVS	

**MSBE Inclusion**  
CriTek (Dawayne Crite, PE)

Task 1 PLANNING		Task 2 PROCUREMENT		Task 3 DESIGN		Task 4 CONSTRUCTION	
<b>LEAD</b> Bill M'Coy, PE, BCEE	<b>LEAD</b> Kevin Mosteller, PE, SVP	<b>LEAD</b> Brian Thorsvold, PE, CDT	<b>LEAD</b> Matt Shultz, PE	<b>LEAD</b> Jim Rezba			
<b>Mt. Holly/Belmont PS</b> Kevin Plemmons, PE	<b>Procurement</b> Mary Knosby, PE Norm Gadzinski	<b>Mt. Holly PS</b> Jerome Marez, PE	<b>Belmont PS</b> Jerome Marez, PE	<b>Resident Inspector Mt. Holly/Belmont PS</b> Jerry Mullen			
<b>Long Creek WWTP</b> Bill M'Coy, PE, BCEE	<b>MSBE Inclusion</b> CriTek (Alvin Fuller, PE)	<b>Long Creek WWTP</b> Brian Thorsvold, PE, CDT	<b>MSBE Inclusion</b> CriTek	<b>Owner's Construction Manager Long Creek WWTP</b> Mark Rogge, PE			
				<b>MSBE Inclusion</b> G&D / CriTek			

**COMMISSIONING**  
Chris Malinowski, PE, ENV SP

**Operations Support Team Lead**  
Chris Sheridan, WWTPO-IV

**Operator Training**  
Jerry McClary

**O&M Manuals**  
Ed Griffenburg, WWTPO-IV

## AVAILABLE PROJECT RESOURCES

An OA role is not an engineering or design assignment. Our organization chart shows available resources that could be utilized during this project. We offer our depth of expertise to work alongside Charlotte Water staff to provide insight and value at appropriate times throughout the project.

TECHNICAL RESOURCES		STRATEGIC COMMUNICATIONS	PROJECT CONTROLS INTEGRATION MANAGER	CONSTRUCTION SUPPORT
<b>Architectural/Community Spaces</b> Richard Alsop, AIA, LEED AP	<b>Process Modeling</b> Deepthi Kalyanam, PE	<b>Theresa McClure</b>	<b>Matt DeMarco, PMP</b>	
<b>BIM &amp; Asset Management</b> John Bowen, NICET, PCSI	<b>Pumping and Conveyance</b> Jerome Marez, PE	<b>Stakeholder Strategy</b> Amy Stabler	<b>Master Scheduler</b> Jim Rezba	<b>Construction Manager</b> Drew Zirkle, PE
<b>DB Contracts Specialist</b> Catherine Lang	<b>Solids</b> Tom Kochaba, PE	<b>Communications Support</b> Alma Begic	<b>Lead Cost Estimator</b> Dan Blackwell	<b>Senior Inspector</b> Bo Denbo Joe Kelly Paul Lyman
<b>Environmental</b> Thomas Blackwell, PWS	<b>Standards and Preferences</b> Christopher Crotwell, PE	<b>Graphics, Social Media and Website Development</b> Drew Watts	<b>eBuilder</b> Brad Robinson	<b>Constructability</b> Brad Hall, CPC, LEED AP BD+C
<b>Hydraulics</b> David McPherson, PhD, PE	<b>Treatment Process</b> J.B. Neethling, PE Bryce Figdore, PhD	<b>MSBE Inclusion</b> Richa Graphics	<b>CBI COORDINATION</b> Will Shull, PE	<b>Risk Management</b> Jose Theiler, PE, CVS
<b>ISI Envision</b> Bruce Willey, ENV SP	<b>Trenchless Tunneling</b> Steve McKelvie		<b>MSBE Inclusion</b> Lil Associates	<b>Claims Avoidance</b> Bill M'Coy, PE, BCEE
<b>Liquids</b> Manish Bhandari, PE	<b>Water Quality / Lower Catawba TMDL</b> Andy Thuman Tom Gallagher, PE			<b>Safety</b> Bryon Williams, CRIS
<b>Permitting/Funding</b> Mary Knosby, PE				

**MSBE FIRMS**

- CriTek Engineering Group (MSBE)
- Gavel & Dorn (SBE)
- Lil Associates (MSBE)
- Richa Graphics (MSBE)

**REGISTRATION LEGEND**

**BCEE** - Board Certified Environmental Engineer American Academy of Environmental Engineers | **CDT** - Construction Document Technologist | **CPC** - Certified Professional Constructor | **CRIS** - Construction Risk and Insurance Specialist | **CVS** - Certified Value Specialist | **EIT** - Engineer in Training | **ENV SP** - ISI Envision Sustainability Professional | **LEED AP** - LEED Accredited Professional | **LEED AP BD+C** - LEED AP Building Design + Construction | **NICET** - National Institute for Certification in Engineering Technologies Associate Engineering Technician | **PCSI** - International Code Council PreStressed Concrete Special Inspector | **PE** - Professional Engineer | **PMP** - Project Management Professional | **PWS** - Professional Wetland Scientist | **WWTPO-IV** - Wastewater Treatment Plant Operator, Group IV Certification

## GET TO KNOW YOUR PROJECT DIRECTOR

### PROJECT DIRECTOR

**David Saunders**, PE

5 YEARS WITH HDR

34 YEARS INDUSTRY

### PROFESSIONAL REGISTRATIONS/ CERTIFICATIONS

Professional Engineer NC

### LOCATION

Winston-Salem, NC



David has first-hand experience managing a large program with multiple, concurrent DB contracts. He has had many progressive supervisory and management roles beginning with oversight of the collection system operations, and culminating with 13 years as Director of the City of Winston-Salem/Forsyth County Utilities Commission (City/County Utilities). This experience gives David a unique understanding of how Charlotte Water works and how we can best serve you. David is a proven leader, with an Owner's mentality, that you can depend on.

### RELEVANT EXPERIENCE

**Collection System Improvement Program Management** **A**, City/County Utilities, NC. **Program Manager**. The program consists of both an HDR engineering/consulting contract and an HDR progressive design-build (PDB) contract. As projects are identified, HDR through a PDB approach is providing pre-design, design services, and procuring GMP. HDR simultaneously finalizes design and commences construction. This is a unique and first-time approach to streamline delivery to meet schedule and budget.

**Operational Optimization and Workforce Development Project, City of Raleigh Public Utilities Department, NC. Project Manager**. HDR is assisting CORPUD with an operational and optimization review for the wastewater collection system, and water distribution system operations.

**Executive Director & Program Support Services Yadkin-Pee Dee River Basin Association (YPDRBA), NC.**

**Executive Director**. Since 2013, HDR has served as the Executive Director and provided program support services for the YPDRBA - an advocacy group comprised of wastewater discharges dedicated to preserving and improving water quality in the Yadkin-Pee Dee River and its tributaries so they remain a viable water-supply source.

## “ VESTED PROJECT DIRECTOR

*I have spent my career in the public works and environmental industry. There was never really any other consideration other than to “do the right thing” for the neighbors, the customers, and the environment of the system I was responsible for. I have invested not only my working day providing clean water for the citizens of North Carolina, but also my personal time in the professional associations that support our clean water initiatives. I am committed to being a key member of the team that delivers this new treatment facility for a growing region.*

## Leadership Team Bios

### PLANNING OVERALL LEAD

**Bill M’Coy**, PE, BCEE



14 YEARS WITH HDR

37 YEARS INDUSTRY

### PROFESSIONAL REGISTRATIONS/ CERTIFICATIONS

PE (DC, MD, VA , NC-pending); BCEE (VA)

### LOCATION

Virginia Beach, VA

Bill has served as Project Manager and Design Manager on numerous large and complex WWTP expansions, many of them being alternative delivery (DB and CMAR) projects. His wastewater experience and organizational skills make him well-suited as your planning lead.

### RELEVANT EXPERIENCE

**Manchester Creek WWTP Upgrades and Expansion** **A**, City of Rock Hill, SC. **Project Manager**. PDB services for upgrade and expansion of the Plant from 20 to 26 mgd, with provisions for future expansion to 30 mgd, and to provide additional nutrient removal.

**Atlantic Treatment Plant Cambi THP and FOG Receiving Station** **A**, HRSD, VA. **Client Service Manager**. CMAR procurement, improved odor control, and capacity increase of the digester and cake storage facilities.

**York River Treatment Plant Discharge Outfall and Diffuser** **A**, HRSD, VA. **Project Manager/Owner’s Agent**. Bill developed the outfall’s conceptual design, prepared the RFQ/P for the design-builder, and oversaw services.

### PROCUREMENT OVERALL LEAD

**Kevin Mosteller**, PE, SVP



27 YEARS WITH HDR

27 YEARS INDUSTRY

### PROFESSIONAL REGISTRATIONS/ CERTIFICATIONS

PE (NC)

### LOCATION

Charlotte, NC

Kevin is a Senior Vice-President at HDR and has dedicated his 27 year career to the planning, design, and construction of water and wastewater infrastructure. Kevin has been involved with nearly all of our water and wastewater DB roles in NC and SC.

### RELEVANT EXPERIENCE

**Yadkin River Water Supply Project** **A**, Union Co., NC. **Program Manager**. Program manager to deliver a new raw water intake and pumping station, 20+ miles of pipeline, and a treatment plant via several alternative-delivery packages.

**McAlpine Creek WWMF, Effluent Filter Upgrades** **A**, Charlotte Water, NC. **Project Principal**. This was Charlotte Water’s pilot project for alternative delivery. Expanded the existing filter complex from 40 to 80-mgd deep-bed sand filters.

**Collection System Improvement Program Management** **A**, City/County Utilities, NC. **Program Principal**. HDR through a PDB approach is providing pre-design, design services, and procuring GMP. HDR simultaneously finalizes design and commences construction.

## PROJECT PRINCIPAL

**Kip Kalisiak**, PE, SVP

Kip has proven experience on diverse teams across a wide array of water and wastewater projects. He has served various roles on 10 DB's and 4 CMAR projects across the country – ranging in construction value from \$0.5M to \$253M. Kip has partnered with Owners in NC for their first alternative delivery projects.

7 YEARS WITH HDR

18 YEARS INDUSTRY

PROFESSIONAL REGISTRATIONS/CERTIFICATIONS  
PE (NC)

LOCATION  
Raleigh, NC

## RELEVANT EXPERIENCE

**Yadkin River Water Supply Project** **A**, Union Co., NC. **Alternative Delivery Advisor.**

**Anacostia River Tunnel and CSO Facilities** **A**, DC Water, DC. **Project Principal.**

**R.B. Simms WTP Intake and Raw Waterline OA** **A**, Spartanburg Water, SC. **DB Advisor.**

## DESIGN OVERSIGHT OVERALL LEAD

**Matt Shultz**, PE

Matt is HDR's Pump Stations and Pipeline Group leader for our South Atlantic Area; a testament to his technical expertise. With 1,000,000+ linear feet of pipe installed and 30+ pump stations built under his design or management, Matt is skilled at addressing the issues that can arise on renovation projects.

17 YEARS WITH HDR

21 YEARS INDUSTRY

PROFESSIONAL REGISTRATIONS/CERTIFICATIONS  
PE (NC, SC, KY)

LOCATION  
Charlotte, NC

## RELEVANT EXPERIENCE

**Collection System Improvement Program Management** **A**, City/County Utilities, NC. **Design Manager.**

**Yadkin River Water Supply Project** **A**, Union Co., NC. **Preliminary Engineering Lead.**

**High Shoals Sewer Interconnect, Gaston County, NC.** **Design Manager.**

## CONSTRUCTION LEAD / MASTER SCHEDULER

**Jim Rezba**

Jim's project experience highlights heavy construction in water and wastewater facilities, including infrastructure for collection, pumping, conveyance, treatment, and distribution. but Jim's ability to manage the process, administer construction contracts, challenge assumptions, strike collaborative resolution and reduce delays makes him essential to any large project. Jim's large DB oversight experience will reduce project risks for Charlotte Water.

5 YEARS WITH HDR

37 YEARS INDUSTRY

LOCATION  
Fulton, MD  
(relocating to Charlotte)

## RELEVANT EXPERIENCE

**Anacostia River Tunnel Construction Management, DC Water** **A**, Washington, DC. **Assistant Resident Engineer.**

**Freeport Regional Water Project, Intake Structure** **A**, Sacramento, CA. **Construction Manager.**

## DESIGN OVERSIGHT OVERALL LEAD

**Brian Thorsvold**, PE, CDT

Brian's extensive experience with alternative delivery, leadership and communication skills will create efficiency. He is focused on the design and construction administration of WWTPs, and specializes in plans hydraulics, pumping systems, odor control, and headworks facilities.

15 YEARS WITH HDR

23 YEARS INDUSTRY

PROFESSIONAL REGISTRATIONS/CERTIFICATIONS  
PE (NC, SC), CDT

LOCATION  
Charlotte, NC

## RELEVANT EXPERIENCE

**McAlpine Creek WWMF, Effluent Filter Upgrades** **A**, Charlotte Water, NC. **Project Manager.**

**Sugar Creek WWTP, Reliability Improvements** **A**, Charlotte Water, NC. **Project Manager.**

**Hardeeville WRF Expansion** **A**, Beaufort-Jasper Water and Sewer Authority, SC. **Technical Advisor.**

## PROCUREMENT TEAM / PERMITTING LEAD / FUNDING LEAD

**Mary Knosby**, PE

Mary has spent the majority of her career working for Charlotte Water. She had a major role (with a previous employer) in the initial feasibility study, alternatives analysis, water quality evaluation, NPDES bubble permit strategies, meetings with NC DEQ and EIS preparation for the Long Creek Regional WWTP. She has permitted several NC alternative delivery projects.

9 YEARS WITH HDR

18 YEARS INDUSTRY

PROFESSIONAL REGISTRATIONS/CERTIFICATIONS  
PE (NC)

LOCATION  
Charlotte, NC

## RELEVANT EXPERIENCE

**McAlpine Creek WWMF, Effluent Filter Upgrades** **A**, Charlotte Water, NC. **Permitting Lead.**

**Eagle Road WWTP and Long Creek WWTP NPDES Bubble Limit, City of Gastonia, NC.** **Permitting Lead.**

**Sugar Creek WWTP, Reliability Improvements** **A**, Charlotte Water, N. **Permitting and Funding Lead.**

## PROCUREMENT TEAM

**J. Dawayne Crite**, PE, CDT

Dawayne founded CriTek Engineering Group in 2014. He served as the project manager and lead engineer on projects ranging from construction management and inspection, to pipeline design, pump station design, water treatment plant design, WWTP design and master planning. He is a versatile team member and will partner with Mary Knosby to complete Procurement-related tasks.

4 YEARS WITH CRITEK

20 YEARS INDUSTRY

PROFESSIONAL REGISTRATIONS/CERTIFICATIONS  
PE (NC, SC, GA, CA), CDT

LOCATION  
Greensboro, NC

## RELEVANT EXPERIENCE

**Collection System Improvement Program Management** **A**, City/County Utilities, NC. **HDR Team Project Engineer.**

**Liberty Mega-Site Development, City of Greensboro, NC.** **HDR Team Project Engineer.**



# HDR Team Bios

NAME, ROLE   LOCATION   REGISTRATION (STATES)   YEARS EXPERIENCE (HDR/TOTAL)	RELEVANT EXPERIENCE
<b>CORE TEAM</b>	
<b>NORM GADZINSKI, Alternative Delivery</b>   Cleveland, OH   1/36	Extensive experience with alternative delivery procurement and GMP negotiation.
<b>JOSE THEILER, PE</b> (NC, FL, TX, GA), CVS (Nationwide), <b>Cost-Risk Schedule Analysis</b>   Charlotte, NC   2/39	Scheduling, value engineering, risk management. Development and implementation of cost and time-saving strategies.
<b>MATT DEMARCO, PMP</b> (Nationwide), <b>Project Controls Implementation</b>   Harrisburg, PA   6/12	Scheduling contractual compliance and progress tracking. Successful implementing of eBuilder.
<b>THERESA MCCLURE, Stakeholder Strategy</b>   Charleston, SC   8/14	Leads project specific outreach plans and development of interactive websites, social mediastrategies, outreach communications and issues management.
<b>J.B. NEETHLING, PE</b> (NV, CA), <b>Treatment Process</b>   Folsom, CA   28/40	Understanding of cutting-edge technologies and innovative process solutions, focused on creative, cost-saving solutions.
<b>KEVIN PLEMMONS, PE</b> (NC), <b>Planning Manager</b> (Mt. Holly and Belmont PS)   Charlotte, NC   <1/11	Specializes in utility planning and hydraulic modeling, with extensive experience in planning studies.
<b>ALVIN FULLER, PE, Procurement Team</b>   Gastonia, NC   1/23	Wastewater treatment and collection, conveyance, and land development. Preparing construction documents, permitting and project management.
<b>JEROME MAREZ, PE</b> (NC, NM), <b>Project Manager (Belmont PS); Pumping &amp; Conveyance</b>   Charlotte, NC   13/18	Seasoned design lead for pipeline projects and experienced field engineer.
<b>CHRISTOPHER MALINOWSKI, PE</b> (TX, OK); ENV SP, <b>Commissioning Lead</b>   Houston, TX   5/31	Over 30 years leading startup and commissioning services for WWTPs.
<b>CHRIS SHERIDAN, WWTPO-IV</b> (WA), <b>Operations Support Team Lead</b>   Olympia, WA   14/31	Specialized in developing written O&M management strategies that direct activities critical to the performance of a WWTP.
<b>JERRY MCCLARY, Operator Training</b>   Lexington, KY   5/42	Specializes in partnering with O&M staff on operations planning, training and commissioning.
<b>ED GRIFFENBERG, WWTPO-IV</b> (WA), <b>O&amp;M Manuals</b>   Everett, WA   12/34	Develops and implements standard operating procedures and O&M manuals while contributing a practical, operator oriented approach.
<b>JERRY MULLEN, Resident Inspector</b> (Mt. Holly and Belmont PS)   Charlotte, NC   <1/39	Served as an RPR on numerous WWTP and pipeline projects. Experienced with new construction.
<b>MARK ROGGE, PE</b> (OH), <b>Owner's Construction Manager</b>   Blue Ash, OH   3/40	Construction phase services lead for water and WWTPs, including multi-phased and DB.
<b>WILL SHULL, PE</b> (NC), <b>Project Engineering Support</b>   Charlotte, NC   5/6	Experience in all phases of wastewater plant projects for Charlotte Water, including projects utilizing SRF funding. Very familiar with Charlotte Water standards and processes.
<b>DAN BLACKWELL, Lead Cost Estimator</b>   Boise, ID   5/39	Experienced in managing multiple estimators and estimating for complex WWTP projects, as well as negotiated conceptual cost estimates on projects up to \$300M in value.
<b>CATHERINE LANG, DB Contracts Specialist</b>   Denver, CO   <1 year/26	Provides review and guidance for owners in the procurement and administration of DB projects.
<b>THOMAS BLACKWELL, PWS, Environmental</b>   Charlotte, NC   3/13	Extensive environmental permitting experience in the Charlotte area.
<b>AUDRI BAKER, Project Administrator</b>   Charlotte, NC   13/42	Project administrator for numerous large and multi-phased projects. Supported by eight staff in Charlotte office.
<b>BYRON WILLIAMS, CRIS, Safety</b>   Kansas City, MO   18/10	Specializes in DB project safety, including risk management, training, and owner's representation on overall construction processes.
<b>TOM KOCHABA, PE</b> (VA), <b>Solids</b>   Virginia Beach, VA   12/28	Biosolids management and combined heat and power.

## SUBCONSULTANTS

**100% MSBE**

NAME & POINT OF CONTACT	VENDOR # & CERTIFICATION STATUS	ROLE
<b>CriTek Engineering Group, P.C.</b> (Gastonia, NC) - Dawayne Crite 336.348.1889	300564 / MBE, SBE	Procurement Team, Design, Review, Construction, Inspection, Value Engineering
<b>Lil Associates II, Inc.</b> (Charlotte, NC) - Carolyn Lilly 704.483.2054	122803 / MBE, SBE	CBI Coordination
<b>Gavel &amp; Dorn Engineering, PLLC</b> (Charlotte, NC) - Kirk Gavel 704.372.3331	122596 / SBE	Construction Inspections
<b>Richa Graphics</b> (Charlotte, NC) - Rita Vyas 04.331.9744	5340 / MBE, SBE	Reprographics

NAME, ROLE | LOCATION | REGISTRATION (STATES) | YEARS EXPERIENCE (HDR/TOTAL)

RELEVANT EXPERIENCE

## AVAILABLE PROJECT RESOURCES

In addition to our core team members, we offer our depth of expertise to work alongside Charlotte Water staff at appropriate times throughout the project. This support team will provide the diverse technical resources needed to address the Long Creek project's evolving needs. In addition to developing parameters for the DB teams and oversight, skill sets such as cost-schedule-risk analysis, scheduling, cash-flow analysis, and estimating checks are essential. HDR brings local team members with these skills.

<b>BRAD ROBINSON</b> , eBuilder   Concord, NH   1/39	eBuilder implementation on small and large projects including WWTP and \$2B transportation project.
<b>TOM GALLAGHER</b> , PE (NY), <b>Water Quality/Lower Catawba TMDL</b>   Mahwah, NJ   137/52	Providing technical support regarding the Draft TMDL for the Lower Catawba in SC just downstream of proposed Long Creek WWTP.
<b>CHRISTOPHER CROTWELL</b> , PE (NC, SC), <b>Standards and Preferences</b>   Charlotte, NC   6/15	Detailed design engineer and project manager focused on complex and DB WWTP projects.
<b>MISTY BROWN</b> , EIT, <b>Project Engineering Support</b>   Charlotte, NC   1/3	Evaluation, design, and permitting experience for Charlotte Water, including projects utilizing SRF funding.
<b>BRIAN BALCHUNAS</b> , PE (VA, MD, DC), BCEE, <b>Value Engineering Team</b>   Fulton, MD   4/23	Experience as an OA, design manager, construction manager and resident engineer on large-scale wastewater treatment projects.
<b>BRAD HALL</b> , CPC, LEED AP, <b>Value Engineering Team</b>   Charlotte, NC   3/20	Entire career focused on alternative delivery, and familiar with all phases of construction. Core competencies include risk management and constructability.
<b>LARRY HENTZ</b> , PE (GA, PA, VA, Guam, N. Mariana Islands), <b>Value Engineering Team</b>   Fulton, MD   6/23	National reputation for advances in biosolids processing and odor control, as well as enhanced nutrient removal.
<b>BRYCE FIGDORE</b> , <b>Treatment Process</b>   Bellevue, WA   <1/14	Innovative WW process including fundamentals, applications, and new horizons for granular sludge (Nereda).
<b>MANISH BHANDARI</b> , PE (NC, MD), <b>Liquids</b>   Raleigh, NC   5/11	Design lead on numerous wastewater treatment projects. Seasoned team communications and scheduler.
<b>DEEPTHI KALYANAM</b> , PE (MD), <b>Process Modeling</b>   Raleigh, NC   <1/11	Design and construction of WWTP projects, process modeling, alternatives, equipment selection.
<b>BRUCE WILLEY</b> , ENV SP (CA), <b>ISI Envision</b>   Nashville, TN   38/41	Envision® certification lead for evaluating the community, environmental, and economic benefits.
<b>DAVID MCPHERSON</b> , PhD, PE (OH, TX, OR), <b>Hydraulics</b>   Charlotte, NC   3/23	Specializes in large-diameter pipeline and pump station design.
<b>STEVE MCKELVIE</b> , PE (CA), <b>Trenchless Tunneling</b>   Mahwah, NJ   10/42	Extensive experience in large-scale water conveyance projects and served as various leadership roles on similar size projects.
<b>JOHN BOWEN</b> , NICET (Nationwide), PCSI (Nationwide), <b>BIM &amp; Asset Management</b>   Round Rock, TX   17/33	Assists owners with planning and implementing new processes and technologies while minimizing disruption to their current operations utilizing digital implementation services.
<b>ANDY THUMAN</b> , <b>Water Quality/Lower Catawba TMDL</b>   Newark, NJ   20/30	TMDL development to address point and nonpoint sources, including water quality modeling to assess the impact of point source discharges.
<b>JOE KELLY</b> , <b>Senior Inspector</b>   Virginia Beach, VA   10/51	Complex WWTP expansions and upgrades, including BNR and critical schedule components.
<b>BO DENBO</b> , <b>Senior Inspector</b>   Raleigh, NC   6/26	Served as an RPR on numerous WWTP and pipeline projects. Experienced with new construction.
<b>PAUL LYMAN</b> , <b>Senior Inspector</b>   Virginia Beach, VA   5/47	Complex WWTP expansions and upgrades, including BNR and critical schedule components.
<b>AMY STABLER</b> , <b>Stakeholder Strategy</b>   Raleigh, NC   <1/7	Leads visionary development of communication plans, specializing in authentic strategies that engage a community.
<b>ALMA BEGIC</b> , <b>Communications Support</b>   Charlotte, NC   <1/4	Supports the development and implementation of project specific outreach plans, including public meetings or other stakeholder meetings.
<b>DREW WATTS</b> , <b>Graphics, Social Media and Website Development</b>   Charleston, SC   2/8	Led many creative teams on a large variety of projects ranging from branding and identity to interactive touch screens.
<b>RICHARD ALSOP</b> , AIA (IL, NC), LEED AP, <b>Architectural/Community Spaces</b>   Charlotte, NC   2/24	Lead architect for greenfield planning for Yadkin (Union County) WTP and raw water intake.
<b>DREW ZIRKLE</b> , PE (VA), <b>Construction Manager</b>   Virginia Beach, VA   9/10	Led design and construction-phase services for numerous WWTP projects.

# 2 EXPERIENCE

Charlotte Water will benefit from our understanding from all sides of alternative delivery and large, complex projects.

This section demonstrates the experience that our assigned key team members bring from working in our local/regional market. We encourage you to call our references to hear first-hand about our performance.

## SELECTED SIMILAR EXPERIENCE

PROJECT	COST	ROLE	DELIVERY
Yadkin River Water Supply Project   Union County	\$220M	PM	PDB
Piscataway WWTP Bio-Energy Program   WSSC	\$250M	PM	PDB
York River TP Outfall and Diffuser Modifications   HRSD	\$20M	OA & CM	PDB
Atlantic TP Thermal Hydrolysis Process & FOG Receiving Station   HRSD	\$65M	OA & DE	CMAR
Manchester Creek WWTP Expansion   Rock Hill	\$130M	DE & C	PDB
McAlpine Creek WWMF Effluent Filter Rehabilitation   Charlotte Water	\$25M	DE	PDB
Sugar Creek WWTP Rehabilitation and Upgrades   Charlotte Water	\$25M	DE & CM	CMAR
Collection System Improvements Program Manager   City/County Utilities	\$50M	PM & DB	PDB IDIQ
Townsend WTP, Upgrade and Expansion   City of Greensboro	\$20M	C	CMAR
Hardeeville WWTP, Upgrade and Expansion   BJWSA	\$30M	OA DE CM	DBB
Hopewell Regional WWTF Alternative 4A-1 Light Phase 2   City of Hopewell	\$70M	DE C	DB
WWTP Resiliency Improvements Program   Passaic Valley Sewerage Commission	\$400M	PM	DBB
Anacostia River Tunnel and CSO Facilities   DC Water	\$253M	OA	DB
Little Patuxent WRP Biosolids Improvements   Howard County	\$120M	DE CM	CMAR
OA for New Treatment Plant   City of Annapolis	\$40M	OA	PDB

**HDR ROLES KEY:** PM Program Manager | OA Owner's Advisor | CM Construction Manager | DE Design Engineer | C Contractor | DB Design-Builder | **DELIVERY MODEL KEY:** PDB Progressive Design Build | DB Fixed Price or Lump Sum Design Build | DBB Design Bid Build | CMAR Construction Manager at Risk | IDIQ Federal on-call services of indefinite delivery/indefinite quantity



BRAND AND WEBSITE CREATED BY HDR FOR THE PROGRAM

## Yadkin River Water Supply Program

Owner: Union County Public Works (UCPW) | Union County, NC | Program Manager | \$220M | 2017 (preliminary design complete) 2018 (DB teams selected)

The program will include a new water intake and pump station on Lake Tillery, a new water treatment plant in Union County and an approximately 28-mile pipeline to bring water to Union County residents.

### Program Confirmation and Preliminary Engineering

A collaborative workshop-based approach was used to refine the scope.

- Site selection for pump station and water treatment plant
- Transmission main route analysis
- Preliminary design
- IBT Certificate and FERC permitting coordination
- Environmental documents
- Basin-wide water quantity modeling assessment
- Water quality analysis of source water
- Financial analysis of water supply alternatives

### Procurement Strategy Development

Evaluated various project delivery and project packaging alternatives, including the alternative delivery market, local participation opportunities, schedule, and cost. Two concurrent PDB packages were selected.

### Design Builder Procurement

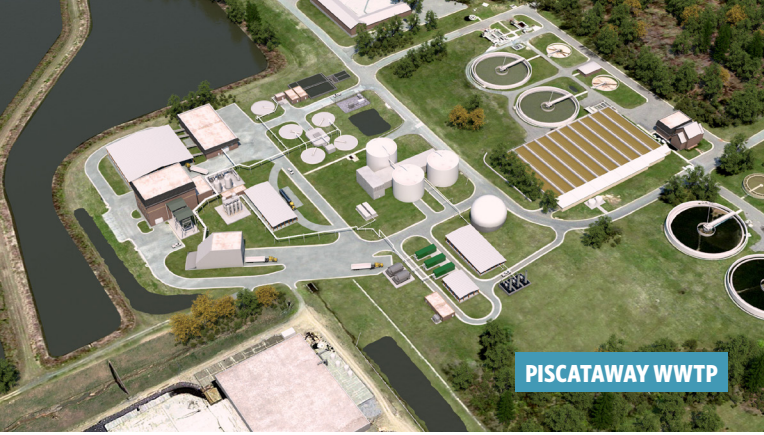
Procurement of the design builders by working with the County's attorneys and outside counsel to develop a balanced contract agreement. Proposed team members, Norm Gadzinski and Kevin Mosteller are heavily involved with this procurement.

### Strategic Communications

Comprehensive strategic communications approach included several in-person and online tactics to educate and engage members of the community. Website created by HDR: [www.yadkinwater.com](http://www.yadkinwater.com)

RELEVANCY TO THIS PROJECT	REFERENCE
✓ Multi-phase DB (PDB)	John Shutak, CIP Program Manager 704.283.3651 john.shutak@unioncountync.gov
✓ Planning, permitting, and design of WTPs >5 mgd	
✓ Permitting relative to constructing new WTP	
✓ Pipeline river crossings	
✓ Design of new WTP or plant expansions using multiple treatment technologies	John Shutak, CIP Program Manager 704.283.3651 john.shutak@unioncountync.gov
✓ Lift station design	
✓ Greenfield siting	

KEY SIMILAR TEAM MEMBERS	SIZE
Mosteller (Program Manager), Kalisiak (Alternative Delivery Advisor), Thorsvold (Pumping/Hydraulics Engineer), Gadzinski (DB Procurement/Contracts), Shultz (Preliminary Engineering), McPherson (Preliminary Engineering, System Hydraulics) McClure, Begic, Watts (Strategic Communications)	12 mgd



PISCATAWAY WWTP

## Atlantic Treatment Plant Thermal Hydrolysis Process & FOG Receiving Station

Owner: HRSD | Virginia Beach, VA | OA & Design Engineer | \$65M | 2016 (design complete) 2017-ongoing (construction anticipated completion 2019)

Implement fats oil and grease (FOG) receiving and improve biosolids cake dewaterability and produce a Class A product by processing through the Cambi Thermal Hydrolysis Process (THP) System. This CMAR project includes sludge screening, centrifuge pre-dewatering upstream of the THP, a new steam generation plant, cooling heat exchanger system and modifications to anaerobic digestion and digester gas management to support the THP. OA, assisted with:

- Pre-purchase of the Cambi Thermal Hydrolysis Equipment
- Selection of a CMAR
- Project funding using the SRF
- Detailed design
- Construction administration and inspection

## Piscataway WWTP Bio-Energy Program

Owner: Washington Suburban Sanitary Commission (WSSC) | Accokeek, MD | Program Manager | \$250M | Ongoing | 2017 (preliminary design complete 2018 (DB teams to be selected))

HDR is supporting WSSC in the implementation of their bio-energy program, which will provide centralized biosolids management at the Piscataway WWTP. Our team is managing project delivery at the five different plants, from procurement and management of alternative delivery teams; specialty equipment packages and construction contracts; through construction management.

- Workshop-based approach to refine the scope
- Evaluated various project delivery and project packaging alternatives, including a thorough risk analysis using HDR's Risk Management Tool, the current alternative delivery market, schedule, cost and other factors
- PDB with an early work package was selected. Projects at the other treatment plants will be completed as a single design-bid-build project to improve standardization
- Assisted with the procurement of the design builder by working with WSSC's attorneys and outside counsel to develop a balanced contract agreement
- Led the scope negotiations
- Led the facilitation of communication and coordination workshops, along with information exchanges, to keep all teams well-coordinated
- Led proactive strategic communications and public outreach
- Implemented WSSC's e-Builder platform, as well as Primavera P6 software, for program planning and monitoring efforts, and to implement effective program budgeting and cost control measures
- Assisted in obtaining grants and low-interest loans

## York River Treatment Plant Outfall and Diffuser Modifications

Owner: HRSD | Seaford, VA | OA & Construction Manager | \$20M | 2014 (design complete) 2017 (construction complete)

HRSD needed an expedited delivery of a new outfall. Because of the challenges of permitting, designing, and constructing under a compressed schedule, HRSD requested our assistance with a DB project approach.

- Immediately evaluated outfall options and began
- Prepared a request for proposals from DB teams
- Initiated a fast track Joint Permit Application process with the U.S. Army Corps of Engineers that included eight different regulatory agencies
- Served as the Owner's representative and participated in design phase technical reviews and performed Construction Administrative services

RELEVANCY TO THIS PROJECT	REFERENCE
<ul style="list-style-type: none"> <li>✓ Multi-phase DB (PDB)</li> <li>✓ DBB</li> <li>✓ State funding</li> <li>✓ Planning, permitting, and design of WWTPs &gt;5 mgd</li> </ul>	<ul style="list-style-type: none"> <li>✓ Design of new WWTP or plant expansions using multiple treatment technologies</li> <li>✓ Lift station design</li> <li>✓ Greenfield siting</li> </ul>

KEY SIMILAR TEAM MEMBERS	SIZE
M'Coy (Design Development Lead), Neethling (Process Evaluations Lead), Balchunas (Deputy Program Manager), Hentz (Program Manger), Kochaba (Planning and Solids) McClure, Watts (Strategic Communications)	96 mgd (Centralized facility for 5 WWTPs)

RELEVANCY TO THIS PROJECT	REFERENCE
<ul style="list-style-type: none"> <li>✓ DB (York) CMAR (Atlantic)</li> <li>✓ Federal and State funding</li> <li>✓ Planning, permitting, and design of WTPs &gt;5 mgd</li> <li>✓ Lift station design</li> <li>✓ Pipeline river crossings</li> </ul>	<ul style="list-style-type: none"> <li>✓ Design of new WWTP or plant expansions using multiple treatment technologies</li> </ul>

KEY SIMILAR TEAM MEMBERS	SIZE
<b>Atlantic:</b> M'Coy (Design Development Lead), Hentz (Solids), Zirkle (Construction), Kochaba (QA/QC) <b>York River:</b> M'Coy (Design Development Lead), Thuman (Permitting), McPherson (Hydraulics)	54 (Atlantic) mgd 15 (York River) and



ATLANTIC TP



BRAND AND WEBSITE CREATED BY HDR FOR THE MCWWTP PROJECT



MCWWTP

## Manchester Creek WWTP Upgrades and Expansion (PDB)

Owner: City of Rock Hill | Rock Hill, SC | Designer and DB Contractor | \$130M | 2018 (design anticipated complete) 2020 (construction anticipated complete)

The Manchester Creek Wastewater Treatment Plant (MCWWTP) will be upgraded and expanded from 20 mgd to 30 mgd, with provisions for future nutrient removal, to serve the demands of the retail and wholesale customers, replace aged equipment, install more appropriate technologies, reduce energy consumption, and provide more efficient treatment. The Lower Catawba TMDL (in progress) will impact the future nutrient limits of the MCWWTP.

Prior to constructing capacity expansion facilities, significant initial upgrades are required to address hydraulic limitations with the existing facilities and to allow demolition of trickling filters to make way for construction of new aeration tanks. The Initial Upgrades include a new influent pump station, screening, grit removal, equalization, odor control, new secondary clarifier, upgrades to existing secondary clarifiers and related civil/electrical and instrumentation. Design and construction are scheduled for a 55-month period to meet the City's funding schedule.

RELEVANCY TO THIS PROJECT	REFERENCE
<ul style="list-style-type: none"> <li>Multi-phase DB (PDB)</li> <li>State funding</li> <li>Planning, permitting, and design of WWTPs &gt;5 mgd</li> <li>Design of new WWTP or plant expansions using multiple treatment technologies</li> <li>Lift station design</li> </ul>	City of Rock Hill Jimmy Bagley, Asst City Manager, Jimmy.Bagley@cityofrockhill.com 803.329.5518

KEY SIMILAR TEAM MEMBERS	SIZE
M'Coy (Project Director), Mosteller (Project Principal), Crotwell (Design Manager), Thorsvold (Task Lead), Shultz (Pump Station), Thuman (Permitting), Gallagher (TMDL), Neethling (Lead Process), Kochaba (Solids), Hall (Construction Manager), Blackwell, (Lead Estimator), McClure, Begic, Watts (Strategic Communications)	20 mgd

## High Shoals Sewer Interconnect

Owner: Gaston County | Gaston County, NC | OA and Design Engineer | \$12M | 2011 (design complete) 2012 (construction anticipated complete)

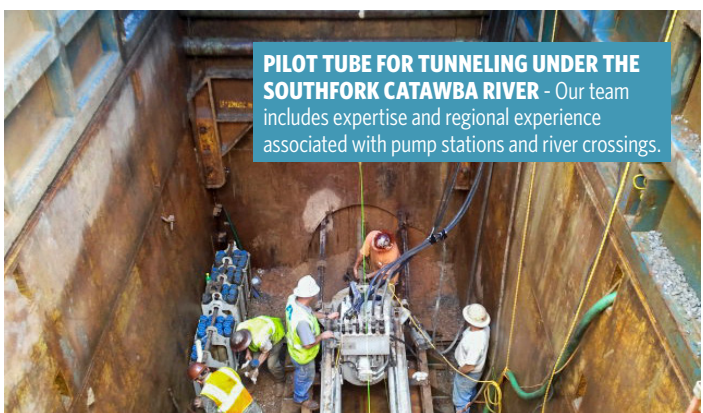
Regionalization project to design and construct a 9-mile sewer interconnect from High Shoals to Long Creek WWTP, owned and operated by the City of Gastonia. The design included approximately 54,000 LF of collection lines and 5 pump stations. The project was split into four construction contracts to expedite the schedule

This project posed unique technical aspects due to the terrain. Several trenchless technologies were used, including microtunneling and 3 river crossings.

HDR also assisted in securing a combination of grants and loans to fund the project. This required coordination with numerous funding agencies, neighboring utilities, and other consulting engineers. The schedule for this project was a challenge, because specific deadlines needed to be met, as required by the funding agencies. Close coordination management was needed to meet the schedule.

RELEVANCY TO THIS PROJECT	REFERENCE
<ul style="list-style-type: none"> <li>State funding</li> <li>DBB</li> <li>Pipeline river crossings</li> <li>Lift station design</li> <li>Greenfield siting (for new lift stations)</li> </ul>	Gaston County Ray Maxwell, PE, Public Works Director 704.862.7551

KEY SIMILAR TEAM MEMBERS	SIZE
Shultz (Design Manager), Knosby (Project Manager), Mosteller (Project Principal), Crotwell (Construction Administration)	16 mgd



PILOT TUBE FOR TUNNELING UNDER THE SOUTHFORK CATAWBA RIVER - Our team includes expertise and regional experience associated with pump stations and river crossings.

# 3 APPROACH

The regional Long Creek WWTP is a legacy project for Charlotte Water. A significant amount of time and energy has already been invested to develop the concepts, design alternatives, preliminary engineering, and permitting requirements.

This project will eliminate excessive pumping over long distances, eliminate 2 WWTP discharges, and provide high quality regional treatment required to meet the Lake Wylie TMDL. Our understanding is based upon many interactions with your staff over the last year, and is supported by our significant project work for Charlotte Water over several decades.

## Project Objectives

We are fully prepared to address each objective as your partner, providing the experience, capacity, and sense of urgency to respond to the size, complexity, and pace of this project.

OBJECTIVES / CHALLENGES	BENEFITS OUR TEAM BRINGS
<p>Achieve the lowest <b>COST</b> while still implementing Charlotte Water preferences</p> <p><b>CHALLENGE</b> Defining low life-cycle treatment solutions, optimizing construction costs, and keeping DB team costs in check</p>	<ul style="list-style-type: none"> <li>Streamlined OA approach</li> <li>Capacity and flexibility to integrate seamlessly with Charlotte Water's staff</li> <li>Responsive to peaks in the overall project</li> <li>Provide the right expertise, including staff expertise in tunneling, pump stations, advanced treatment, environmental/regulatory, controls, operations, sustainability and commissioning</li> </ul>
<p>Meet the <b>SCHEDULE</b> and achieve continuous permit compliance</p> <p><b>CHALLENGE</b> Addressing uncertainties and complex technical challenges while meeting schedule</p>	<ul style="list-style-type: none"> <li>Our team comprises people you know, who've set out to earn your trust, to be responsive, and to provide you with advice you can rely upon</li> <li>Understanding of your alternative delivery strategies and construction challenges</li> <li>Scheduling, cash-flow analysis, estimating checks, and risk register management</li> </ul>
<p>Deliver <b>OPERATIONS</b> ease so that O&amp;M staff embrace the new facilities</p> <p><b>CHALLENGE</b> Creating a forum for obtaining timely, relevant input/buy-in from O&amp;M staff</p>	<ul style="list-style-type: none"> <li>O&amp;M staff will have an active voice during the planning and design phases</li> <li>O&amp;M staff will lead all commissioning and operational training and integration activities</li> <li>Our wastewater process and operations experts provide solid leadership for MOPO, start-up, and commissioning</li> </ul>
<p>Produce tangible <b>COMMUNITY</b> benefits</p> <p><b>CHALLENGE</b> Showing the community the value of Charlotte Water beyond its physical assets</p>	<ul style="list-style-type: none"> <li>Charlotte is OUR community</li> <li>Giving back and being a part of our community is not only important, it is simply ingrained in our culture</li> <li>As your OA, we will actively engage local minority and small businesses</li> </ul>

## STRATEGIES TO MEET YOUR OBJECTIVES

As your OA, we will collaborate with you to develop and implement strategies that positively affect each component of the project. We have identified five key strategies that tie into our main objectives.

### FAST START APPROACH

Our experience with other large multi-phased projects has taught us that no other phase of the overall project is as crucial to success as the startup phase, when the tasks with the greatest beneficial influence on the schedule and overall cost must be identified and completed. During the first few months, we are committed to completing several tasks that will facilitate the fastest progress while mitigating risks and optimizing costs.

### CONVERT KNOWLEDGE TO COST AND SCHEDULE SAVINGS

Our understanding of Charlotte Water facilities and preferences, combined with our regional alternative delivery experience and our leading-edge project support team, is unmatched. We will make certain that technical excellence, operational ease, sustainable solutions, and asset management principles are fully incorporated in all design and construction packages. Our institutional knowledge, plus the work we have already started, has allowed us to develop a realistic schedule.

### CREATE A COHESIVE TEAM

Previous experience working together goes a long way! Your vision will be achieved through strong collaboration and an intense focus on delivery of each project component. We are working on the project from day 1, not trying to get to know each other. Our Project Director, David Saunders, understands the challenges of implementing large capital programs and NC alternative delivery. He will serve as a true extension of your staff.

### CONTROL BUDGET, SCHEDULE AND RISK

To deliver a successful project controls solution, we will use a phased approach for implementation that is straightforward and includes the following steps: (1) project baseline validation, (2) implementation of the project management information system (PMIS), and (3) project control information monitoring. Utilizing these approaches and the right tailored technology, we will successfully manage cost, schedule and risk throughout the program life.

### BUILD THE FACILITIES YOU ENVISION

When the Long Creek WWTP and associated regional infrastructure is completed, Charlotte Water and the community must have a high-performing facility that achieves continuous compliance. The facilities we help you build will meet your high standards while being easy to operate and maintain.

# Task Descriptions & Approach

As requested, in this section we have described the general tasks required to fulfill project requirements and the HDR team's approach to completing those tasks. This is not a linear project, and we anticipate concurrent projects and numerous project components underway simultaneously.

## TASK 1 PLANNING

The planning phase will encompass a wide range of concurrent activities. A substantial amount of work will be carried out simultaneously that will require close team coordination and input by Charlotte Water.

<b>GOAL</b>	<b>Establish meaningful criteria through "Fast Start"</b>	<b>TACTIC</b>	Form core team, integrate right blend of staff, and increase ownership
<b>TASKS</b>			
1.1	Engage the right blend of internal and external stakeholders for a meaningful process		
1.2	Develop a clear decision-making matrix, communications, and levels of authority		
1.3	Kick-off Mount Holly project immediately		
1.4	Engage HDR's Strategic Communications to assist Charlotte Water in establishing external communications strategy and internal communications strategy (including City Council)		

### HDR TEAM MEMBER VALUE

Bryce Figdore is a granular sludge (Nereda), expert. He is focused on fundamentals, applications, and new horizons to implement full-scale in the U.S.!



<b>GOAL</b>	<b>Leverage PER, but identify best available wastewater process and project delivery method</b>	<b>TACTIC</b>	Focus resources to confirm decisions, budget, schedule and/or explore other options
<b>TASKS</b>			
1.5	Engage our team of local and national wastewater engineering and delivery experts		
1.6	Prioritize budget by providing Charlotte Water with the best possible approach to timing, phasing and constructing these projects at the lowest possible overall risk and cost		
1.7	Complete cost-schedule-risk analysis to allow team to better understand the impact key decisions will have on cost, schedule, and risk with probabilistic projections.		
1.8	Develop parameters to allow creative ideas from DB (or other types of delivery) teams, without exposing Charlotte Water to unnecessary risk		
1.9	Based on the findings of the Fast Start Team, develop a Project Management Plan to be updated throughout the life of the project		



### ENHANCED PROJECT CONTROLS

Enhanced Project Controls to manage schedule, risk, and budget. We are experienced in implementing and using eBuilder to deliver projects of all sizes within schedule and budget.

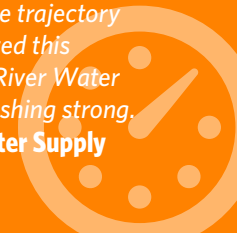
<b>GOAL</b>	<b>Identify and execute appropriate permitting steps and agreements</b>	<b>TACTIC</b>	Assist Charlotte Water with completion of NPDES permit and agreements
<b>TASKS</b>			
1.10	Utilize our local experience with Lake Wylie TMDL and working relationships with NC DEQ		
1.11	Provide a fresh perspective on agreements and investment into regional water quality solutions		

<b>GOAL</b>	<b>Implement project controls to effectively manage schedule, budget, and risk</b>	<b>TACTIC</b>	Focus on all phases of the project life cycle, from initiation and planning, to execution, control, and closeout
<b>TASKS</b>			
1.12	Validate project baseline		
1.13	Implement the project management information system (PMIS)		
1.14	Monitor control information throughout the life of the project		
1.15	Capture all requirements for e-Builder		



### EXECUTE A FAST-START - CONVERT EXISTING KNOWLEDGE TO COST AND SCHEDULE SAVINGS

“A key to success is executing a fast-start, by investing in early activities that will dictate the trajectory of the project over its life span. We recently utilized this strategy successfully for Union County's Yadkin River Water Supply Project. A fast-start initiative is key to finishing strong.”  
**Kevin Mosteller, Union County, Yadkin River Water Supply Program Manager**



## TASK 2 PROCUREMENT

An OA partners with the owner to make decisions that lead to successful procurement strategies. We will work with you to assess the most appropriate project delivery methodologies for each component of the overall project.

<b>GOAL</b>	<b>Determine project delivery methodologies</b>	<b>TACTIC</b>	Evaluate all delivery methods to meet schedule while optimizing value and quality
<b>TASKS</b>			
2.1	Evaluate all delivery methods during fast start regardless of initial plans or intentions		
2.2	Prescribe a delivery approach that will meet the schedule but still optimize the value and quality		
2.3	Deliver projects efficiently to meet the needs of the service area		
2.4	Conduct outreach meetings to generate interest and accurately convey procurement status, chosen delivery methods and schedule		

<b>GOAL</b>	<b>Develop procurement documents that reduce Charlotte Water's risk for protests or contract negotiation challenges</b>	<b>TACTIC</b>	Assist Charlotte Water with developing the procurement documents and selection process
<b>TASKS</b>			
2.5	Workshops to implement lessons learned from other OA roles		
2.6	Implement plan for confidentiality/control of sensitive documents		
2.7	Coordinate preparation of contract documents, based on previous Charlotte Water documents, HDR developed documents, and Standard DBIA documents		

<b>GOAL</b>	<b>Develop MSBE skill sets to maximize long-term value to Charlotte Water and the community</b>	<b>TACTIC</b>	Create meaningful opportunities for the performance of work on this project
<b>TASKS</b>			
2.8	Leverage Lil Associates (MBE) as CBI liaison for contracts		
2.9	Build on Critex's established relationship with HDR to further develop their personnel in productive roles		
2.10	Assist with community outreach and solicitation		

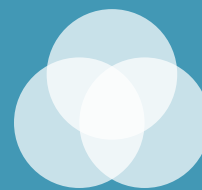
<b>GOAL</b>	<b>Provide high probability cost certainty</b>	<b>TACTIC</b>	Leverage previous experience to negotiate fair and reasonable GMPs
<b>TASKS</b>			
2.11	Utilize our experienced estimators to review DB teams GMP documentation		
2.12	Utilize at-risk DB experience to to verify costs with parallel estimates		
2.13	Lead GMP negotiations for each phase of the project		

## TASK 3 DESIGN

Our design oversight will focus on issues that directly impact Charlotte Water, such as operations and maintenance issues, constructability, manufacturers and materials, and any issue that could adversely impact project cost or schedule. We will also review the specifications and plans to identify and eliminate ambiguities and unenforceable phrases.

<b>GOAL</b>	<b>Value-added and effective design oversight and constructability reviews</b>	<b>TACTIC</b>	Define documentation, processes and procedures
<b>TASKS</b>			
3.1	Participate in design workshops with value-added ideas		
3.2	Conduct periodic design reviews and constructability reviews		
3.3	Value engineering – develop formal process and decision support tools		
3.4	Review and analyze value-added changes orders		
3.5	Monitor design development for compliance with contract cost and schedule		
3.6	Continuous update of cost-schedule-risk analysis		
3.7	Include the appropriate team members during the design phase with the commissioning phase in mind		

<b>GOAL</b>	<b>Establish use of e-Builder throughout the project</b>	<b>TACTIC</b>	Define goals of cost controls, process automation, reports and dashboards, scheduling, document management, and bid management
<b>TASKS</b>			
3.8	Identify requirements		
3.9	Assist integrating preferred project controls		



### LEVERAGING EXPERIENCE GAINED FROM ALL SIDES OF ALTERNATIVE DELIVERY

HDR's local OA, design, At-Risk DB, and CMAR experience provides a unique perspective from all sides of Alternative

Delivery. We will leverage this experience to provide value-added ideas and work collaboratively with the selected delivery teams. HDR's fully integrated delivery experience exclusively equips us with the most comprehensive perspective for productive collaboration.



## TASK 4 CONSTRUCTION MANAGEMENT

Our approach will emphasize construction logistics to mitigate risks and claims, reduce costs, and eliminate schedule obstacles. We will include the processes for construction claims avoidance and resolution, change-order management, and required analyses and reporting by the contractors for progress payments.

<b>GOAL</b>	<b>Quality Construction</b>	<b>TACTIC</b>	Clearly define documentation, processes and procedures
<b>TASKS</b>			
4.1	Monitor and administer DB or construction contracts		
4.2	Include the services of a resident project representative for each project		
4.3	Continue to utilize e-Builder during construction to monitor and track budget, logs, work change directives, pay requests, etc.		

<b>GOAL</b>	<b>Clear and Efficient Communications</b>	<b>TACTIC</b>	Determine the most appropriate frequency for regular communications and progress meetings
<b>TASKS</b>			
4.4	Lead construction progress meetings		
4.3	Provide updates to appropriate Charlotte Water staff, stakeholders and assist with City Council updates on project progress		
4.5	Organize and lead specialty meetings as required		

<b>GOAL</b>	<b>Successful commissioning of all new facilities and processes</b>	<b>TACTIC</b>	Integrate Charlotte Water staff into the commissioning phase of all major start-up and commissioning activities
<b>TASKS</b>			
4.5	Lead start-up planning meetings		
4.6	Oversee performance-testing		
4.7	Confirm compliance with performance guarantees		
4.8	Monitor compliance with the startup and testing plan		



Jerry McClary (right), Proposed Operator Trainer

### TOP-NOTCH COMMISSIONING TEAM

HDR's commissioning team includes experts in equipment and process start-up, performance testing, and operator training.

## Workload/Availability

The availability of key team members will provide Charlotte Water the continuity vital to the success of the Long Creek OA.



The HDR team is 100% committed to the success of the Long Creek WWTP and Regional Infrastructure Projects. All key team members are available and committed to deliver the project from Day 1 through the end of the warranty period. The execution of multiple projects and multiple GMPs and phasing make this project much more a "marathon," not a "sprint." As such, it is important to have an OA that has proven long-term sustained commitment and a strong local depth of resources.

	2018	2019	2020
David Saunders			
Bill M'Coy			
Kip Kalisiak			
Mary Knosby			
Kevin Mosteller			
Brian Thorsvold			
Matt Shultz			
Kevin Plemmons			
Jim Rezba			
Norm Gadzinski			
Jose Theiler			
Dawayne Crite			
Alvin Fuller			
Theresa McClure			
Dan Blackwell			
Matt DeMarco			
Jerome Marez			
Jerry Mullen			
Mark Rogge			
Will Shull			



# Why Select HDR?

**Trusted advisor role as an extension of Charlotte Water staff.** From his experience as a Utility Director, David Saunders understands the challenges implementing large capital programs and NC alternative delivery. He will serve as a true extension of Charlotte Water staff.



1

**Charlotte Business INclusion (CBI) program commitment.** Nationally recognized commitment to partnering with minority and small businesses. We built an integrated team consisting of multiple firms that add significant meaningful Minority and Small business participation.

2



5

**Fresh perspective.** We are familiar with the Long Creek project's needs and drivers, but new to the details and decisions that have brought the project to this point. Therefore we are uniquely qualified to assess the planning decisions and suggest new ideas that reduce risks and costs.

3



**4 National expertise.** We have multi-phased large alternative project delivery expertise and innovative wastewater treatment expertise. Our depth of resources will maximize the opportunities for Charlotte Water to obtain the best possible final product at the best value.

4

**Fast Start approach.** We have a proven approach to rapidly establish the fundamental structure, plans, and tools to efficiently launch the Long Creek project.



6

**Tangible alternative delivery experience.** We are the leader in NC for alternative delivery projects, and can provide innovative project delivery solutions to expedite schedules and minimize risk. We are currently Program Managers for the largest water DB project in NC history and have multi-phase progressive DB experience.

**8 Enhanced Project Controls to manage schedule, risk, and budget.** We are experienced in implementing and using eBuilder to deliver projects of all sizes within schedule and budget.

**Established working knowledge of the Lake Wylie TMDL.** We have been instrumental in helping steer the implementation of nutrient trading and "bubble" permit limits in the Catawba River Basin. Our excellent working relationships with regulatory agency staff will be valuable throughout the project.

**7 Unmatched local resources.** Skill sets such as cost-schedule-risk analysis, scheduling, cash-flow analysis, and estimating checks are essential. We bring team members with these skills, locally.

7



9



**Commitment to Charlotte.** HDR has over 250 employees located in Charlotte and have been here since 1961. We are committed to our community!

10

# 4 MSBE PLAN

As the OA, HDR plans to subcontract at least 5% of the total contract to City of Charlotte certified Minority and Small Business Enterprises (MSBE).

HDR is committed to implementing an integrated and effective program that fully utilizes City of Charlotte certified minority and small businesses. Our team includes firms that bring the best experience and track record, along with the most talent and ambition. HDR is committed to maximizing opportunities for minority and small businesses at all levels to provide both significant participation and development of individual and firm capabilities.

## Long Creek OA MWBE Plan

We have included Lil Associates on our team to help develop a project specific MSBE participation plan. We are open to including additional MSBEs firms on the OA team, as well as assisting Charlotte Water and the future DB teams with maximizing inclusion.

### OUTREACH EFFORTS ALREADY CONDUCTED FOR THIS RFQ:

- ✓ Numerous calls to existing MSBE partners
- ✓ Registered for "Crowns of Enterprise" on May 10 – the 2018 MSBE Awards Ceremony
- ✓ Placed an advertisement in the Charlotte Observer and online

**Notice Type :** Public Notice **Posting Date :** 4/27/2018  
Printer Friendly

PUBLIC NOTICE HDR is pursuing several water and wastewater treatment and conveyance projects in the Charlotte area and is hereby soliciting information for City of Charlotte-certified SBE firms and NC HUB-certified M/WBE firms headquartered in the Charlotte Combined Statistical Area (CSA) interested in participating in performing professional services such as cost estimating, project controls, scheduling, e-Builder, procurement, project management, sustainability, architectural, construction management and public involvement. Refer to [www.charlottebusinessinclusion.com](http://www.charlottebusinessinclusion.com) for additional information on Charlotte CSA and other registration requirements. If interested, please send a 1-pg max qualifications statement to [amy.jones@hdrinc.com](mailto:amy.jones@hdrinc.com). LP3633337

## MSBE Team Members

HDR built an integrated team consisting of multiple major subcontractors. With the support of our local and MWBE partners, our team has the expertise to deliver a superior project.

NAME & POINT OF CONTACT	VENDOR # & CERTIFICATION STATUS	ROLE
<b>CriTek Engineering Group, P.C.</b> (Gastonia, NC) - Dawayne Crite 336.348.1889	300564 MBE, SBE	Procurement Team, Design, Review, Construction, Inspection, Value Engineering
<b>Lil Associates II, Inc.</b> (Charlotte, NC) - Carolyn Lilly 704.483.2054	122803 MBE, SBE	CBI Coordination
<b>Gavel &amp; Dorn Engineering, PLLC</b> (Charlotte, NC) - Kirk Gavel 704.372.3331	122596 SBE	Construction Inspections
<b>Richa Graphics</b> (Charlotte, NC) - Rita Vyas 04.331.9744	5340 MBE, SBE	Reprographics

**COMMITMENT TO TO M/WBE IN WINSTON-SALEM**

We have worked closely with HDR to identify innovate ways to meet M/WBE participation goals, and to ensure the continued success of M/WBE firms. HDR staff has consistently been responsive, flexible, and understanding to the program's policies and procedures, in which we are very grateful. We look forward to working with HDR in the future. **Tiesha Hinton, Business Inclusion Manager, City of Winston-Salem**

## MSBE Utilization on Similar/ Past Projects

HDR has successfully partnered with numerous MSBEs on past projects, not only in Charlotte but across NC and the nation. We have been successful using a collaborative approach and utilizing meaningful participating firms. HDR understands that the intent of the City's program is to widen opportunities for historically underutilized businesses. For prior/ongoing Charlotte Water projects – we utilize Gavel & Dorn (SBE, special inspections, CA), Joel E. Wood (SBE, geotech), R. Joe Harris (SBE, survey), CITI (MBE, integration), Richa Graphics (MSBE, printing). Critek is currently integrated with HDR on significant projects in Greensboro and Winston-Salem.

### OUR TYPICAL OUTREACH TO MAXIMIZE INCLUSION EFFORTS INCLUDE:

- ✓ Attend all MSBE networking events
- ✓ Host our own outreach events
- ✓ Partner with other business groups across HDR to gain insight on eligible local MSBEs

## Benefits of our MSBE's Team Members

**CRITEK'S STRONG RELATIONSHIP WITH HDR**

CriTek has enjoyed a long-lasting relationship working with HDR since 2015. As part of our relationship, HDR works with CriTek to assist in developing staff through software training, professional certification programs, and providing key project scoping opportunities. We look forward to continuing our relationship with HDR to deliver exceptional project delivery to our clients. **Dawayne Crite, PE, President, CriTek**

**DEMONSTRATED SUCCESS**


**Lil Associates II, has consistently demonstrated success and results as a leader in diversity within the construction industry.** With a strong focus in the Charlotte Metro area, Lil has been involved in over \$1B of construction projects with over \$100M impacting the local economy for over 35 years. They begin every project by developing a project specific MSBE Participation Plan that starts during pre-construction and is maintained through construction.

**EXHIBIT 1****FIRM INFORMATION**

Project: Owner's Advisor for the Long Creek WWTP and Associated Regional Infrastructure

Exhibit 1 consists of the following 2 pages and should be signed by a person empowered to commit the firm to a contractual arrangement with the City of Charlotte. The person executing Exhibit 1, on behalf of the Company, being duly sworn, solemnly swears (or affirms) the following:

- He/she has fully read the RFQ document and agrees to the contents.
- The information contained in this Proposal, including its forms and other documents, delivered or to be delivered to the City, is true, accurate, and complete. This Proposal includes all information necessary to ensure that the statements therein do not in whole or in part mislead the City as to any material facts.

Signature: 

Printed Name: L. Kevin Mosteller, PE

Title: Senior Vice President

Date: May 3, 2018

**PROPOSER INFORMATION**

Company Legal Name: HDR Engineering, Inc. of the Carolinas

NC Board of Examiners for Engineers and Surveyors License No.: N.C.B.E.L.S. License Number: F-0116

Mailing Address (Headquarters): 440 S. Church St., Suite 1000  
Charlotte, NC 28202

Mailing Address (Local Office, if different from above): \_\_\_\_\_

City of Charlotte Vendor Number: \_\_\_\_\_

Person(s) to Contact Regarding Proposal (including questions and selection announcements):

Contact 1 Name: David Saunders, PE

Contact 1 Email: david.saunders@hdrinc.com      Phone: 336.416.3462

Contact 2 Name: \_\_\_\_\_

Contact 2 Email: \_\_\_\_\_      Phone: \_\_\_\_\_

**Type of Company** (check one box)

- Sole Proprietor       Partnership       Corporation | State of Incorporation: NC
- Limited Liability Company | State of Incorporation: \_\_\_\_\_
- Joint Venture (Exhibit 1 must be completed by each joint venture company)  
Name of Joint Venture: \_\_\_\_\_

**EXHIBIT 1 – FIRM INFORMATION (CONTINUED)**

**Does the Company or any key individual have any conflicts of interest with this project?**

No  Yes (If yes, please attach an additional sheet explaining.)

**Does the Company or any key individual:**

- a) currently have any unresolved claims, disputes, and/or litigation with the City of Charlotte?
- b) have claims, disputes, and/or litigation with the City of Charlotte resolved/settled within the past 5 years?

No  Yes (If yes, please attach an additional sheet explaining.)

**Proposal contains confidential / proprietary / trade secret information:**

No  Yes (If yes, pages must be clearly identified as described in Item 8 under “Additional Information About This RFQ”.)

**Acknowledgement of Addenda:**

No.: \_\_\_\_\_ Date: \_\_\_\_\_

No.: \_\_\_\_\_ Date: \_\_\_\_\_

No.: \_\_\_\_\_ Date: \_\_\_\_\_

No.: \_\_\_\_\_ Date: \_\_\_\_\_

## EXHIBIT 2

## COMMERCIAL NON-DISCRIMINATION CERTIFICATION

Project: Owner's Advisor for the Long Creek WWTP and Associated Regional Infrastructure

All requests for proposals issued for City contracts shall include a certification to be completed by the proposer in substantially the following form:

The undersigned Bidder or Proposer hereby certifies and agrees that the following information is correct:

1. In preparing its enclosed bid or proposal, the Bidder or Proposer has considered all proposals submitted from qualified, potential subcontractors and suppliers, and has not engaged in discrimination as defined in Section 2.
2. For purposes of this Section, *discrimination* means discrimination in the solicitation, selection, or treatment of any subcontractor, vendor or supplier on the basis of race, ethnicity, gender, age, or disability or any otherwise unlawful form of discrimination. Without limiting the foregoing, *discrimination* also includes retaliating against any person or other entity for reporting any incident of *discrimination*.
3. Without limiting any other remedies that the City may have for a false certification, it is understood and agreed that, if this certification is false, such false certification will constitute grounds for the City to reject the proposal submitted with this certification, and terminate any contract awarded based on such proposal. It shall also constitute a violation of the City's Commercial Non-Discrimination Ordinance and shall subject the Bidder or Proposer to any remedies allowed thereunder, including possible disqualification from participating in City contracts or bid processes for up to two years.
4. As a condition of contracting with the City, the Bidder or Proposer agrees to promptly provide to the City all information and documentation that may be requested by the City from time to time regarding the solicitation and selection of suppliers and subconsultants in connection with this solicitation process. Failure to maintain or failure to provide such information shall constitute grounds for the City to reject the proposal and to any contract awarded on such proposal. It shall also constitute a violation of the City's Commercial Non-Discrimination Ordinance, and shall subject the Bidder or Proposer to any remedies that are allowed thereunder.
5. As part of its bid or proposal, the Bidder or Proposer shall provide to the City a list of all instances within the past ten years where a complaint was filed or pending against Bidder or Proposer in a legal or administrative proceeding alleging that Bidder or Proposer discriminated against its subcontractors, vendors or suppliers, and a description of the status or resolution of that complaint, including any remedial action taken.
6. As a condition of submitting a bid or proposal to the City, the Bidder or Proposer agrees to comply with the City's Commercial Non-Discrimination Policy as described in Section 2, Article V of the Charlotte City Code, and consents to be bound by the award of any arbitration conducted thereunder.

HDR Engineering, Inc. of the Carolinas

Name of Company



Signature of Company's Authorized Official

L. Kevin Mosteller, PE

Print Name

May 3, 2018

Date

Senior Vice President

Title

**EXHIBIT 3**

**E-VERIFY CERTIFICATION**

Project: Owner's Advisor for the Long Creek WWTP and Associated Regional Infrastructure

This E-Verify Certification is provided to the City of Charlotte (the "City") by the company signing below ("Company") as a prerequisite to the City considering Company for award of a City contract (the "Contract").

1. Company understands that:
  - a. E-Verify is the federal program operated by the United States Department of Homeland Security and other federal agencies to enable employers to verify the work authorization of newly hired employees pursuant to federal law, as modified from time to time.
  - b. Article 2 of Chapter 64 of the North Carolina General Statutes requires employers that transact business in this state and employ 25 or more employees in this state to: (i) verify the work authorization of newly hired employees who will be performing work in North Carolina through E-Verify; and (ii) maintain records of such verification (the "E-Verify Requirements"). Section 126-7.1 of the North Carolina General Statutes requires state agencies to verify their employees' work statuses through E-Verify.
  - c. North Carolina General Statute 160A-20.1(b) prohibits the City from entering into contracts unless the contractor and all subcontractors comply with the E-Verify Requirements.
  
2. As a condition of being considered for the Contract, Company certifies that:
  - a. If Company has 25 or more employees working in North Carolina (whether now or at any time during the term of the Contract), Company has complied and will comply with the E-Verify Requirements with respect to Company employees working in North Carolina; and
  - b. Regardless of how many employees Company has working in North Carolina; Company will take appropriate steps to ensure that each subcontractor performing work on the Contract that has 25 or more employees working in North Carolina complies with the E-Verify Requirements.
  
3. Company acknowledges that the City will be relying on this Certification in entering into the Contract, and that the City may incur expenses and damages if the City enters into the Contract with Company and Company or any subcontractor fails to comply with the E-Verify Requirements. Only in the manner and to the extent permitted by the North Carolina Tort Claims Act, N.C.G.S. § 143-291, et seq., and without waiver of its sovereign immunity, company agrees to indemnify and save the City harmless from and against all losses, damages, costs, expenses obligations, duties, fines and penalties (collectively "Losses") arising directly or indirectly from violation of the E-Verify Requirements by Company or any of its subcontractors, including without limitation any Losses incurred as a result of the Contract being deemed void.

HDR Engineering, Inc. of the Carolinas

\_\_\_\_\_  
Name of Company

  
\_\_\_\_\_  
Signature of Company's Authorized Official

L. Kevin Mosteller, PE  
\_\_\_\_\_  
Print Name

May 3, 2018  
\_\_\_\_\_  
Date

Senior Vice President  
\_\_\_\_\_  
Title



EXHIBIT 5

SENSITIVE DISTRIBUTION LIST

**Firms must submit this form with their proposal if they received a hard copy of the Preliminary Engineering Report.**

Project: Owner's Advisor for the Long Creek WWTP and Associated Regional Infrastructure

Firm: HDR Engineering, Inc. of the Carolinas

This form is to be used to track the distribution of the Preliminary Engineering Report to subconsultants for the above named RFQ. Failure to include the list may render the proposal non-responsive. If no copies were distributed, write NONE below and submit with proposal. Reproduce the form if necessary.

Subconsultant Name:	NONE
Contract Person:	
City and State of Subconsultant Firm:	
Subconsultant Name:	
Contract Person:	
City and State of Subconsultant Firm:	
Subconsultant Name:	
Contract Person:	
City and State of Subconsultant Firm:	
Subconsultant Name:	
Contract Person:	
City and State of Subconsultant Firm:	
Subconsultant Name:	
Contract Person:	
City and State of Subconsultant Firm:	
Subconsultant Name:	
Contract Person:	
City and State of Subconsultant Firm:	





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