

May 10, 2013

Ms. Gena Johnson
Contracting Officer
Department of Public Works
Office of Administrative Services
2000 14th Street, NW 6th Floor
Washington, DC 20009

Re: Best and Final Offer in Response to Solicitation Doc97300, Solid Waste Management and Consulting Services

Dear Ms. Johnson:

Thank you for your continued interest in the HDR Team. Enclosed is our response to the Request for Best and Final Offer (BAFO) issued by the District of Columbia Office of Contracting and Procurement on May 7, 2013. Our response addresses the six (6) questions listed in the BAFO as well as the following additional items:

- Revised Page 2 of the Bidder/Offeror Certification Form (Item No. 7)
- Revised Price Proposal reflective of HDR's new Subcontracting Plan (Item No. 8)

We believe that our team brings superior qualifications to this important project. The HDR Team looks forward to the opportunity to partner with the District in the evaluation and development of sound approaches to achieving its goals for the solid waste management system. Please feel free to contact me should you have any questions regarding our submittal. I can be reached at (845) 735-8300 ext. 243 or via email at Kevin.DeLange@hdrinc.com.

Sincerely,



Kevin De Lange
Senior Vice President

cc: Adele Smith, District of Columbia

ITEM NO. 1

Please provide a more descriptive detail on the SROI tool. What metrics will the tool generate? How had the SROI tool been applied on other specific projects and how would it be applied in performance of this project?

Introduction to HDR's Sustainable Return on Investment

HDR's Sustainable Return on Investment (SROI) provides decision makers with a credible, transparent and proven method for evaluating sustainability goals. Sustainability and the environment are at the forefront of local and global concerns today – and the tradeoffs in decisions are felt no more acutely than in cities. Cities, such as Washington, D.C., face mounting budget pressures as they chart an uncertain path toward enhanced prosperity and aim to do so in ways that enhance quality of life and sustainable development. Challenges normally arise when cities attempt to integrate sustainability into investment and operating decisions because of uncertainties in how to evaluate investment tradeoffs. What they need is a credible and transparent approach to evaluating the “triple bottom line” of investments – its financial, environmental and societal outcomes.

HDR|Decision Economics is the market leader in conducting Sustainable Return on Investment (SROI) analyses for cities who aim to take steps towards sustainability – one project at a time. In fact, we pioneered the SROI approach, which is now a widely recognized process for evaluating the triple bottom line. SROI originated from a Commitment to Action by HDR to develop a new generation of public decision support metrics for the Clinton Global Initiative (CGI) in 2007. SROI was developed with input from Columbia University's Graduate School of International Public Affairs and launched at the 2009 CGI annual meeting. Since then, the SROI process has been used by HDR to evaluate the monetary value of sustainability programs and projects with a combined value of well over \$10 Billion. The SROI methodology has been carefully scrutinized and proven to be valid and defensible. It has been used by corporations and all levels of government.

General Approach

SROI provides decision makers with the broadest possible perspective on a project's triple bottom line. The approach builds on financial analyses by assigning monetary values to environmental and social impacts, whenever possible, in the areas that are relevant to a decision maker's goals. Such goals can include reduce carbon emissions, improve waste management processes, or improve drinking water quality. SROI considers both the total and distribution of net benefits and evaluates both whether and when a project is justified. Typical questions that are evaluated in a process include:

- What are our short and long-range goals and how do projects help achieve these goals?
- Which projects are best? Is it the right time to implement them?
- Are they affordable? How should they be integrated into an overall capital plan?

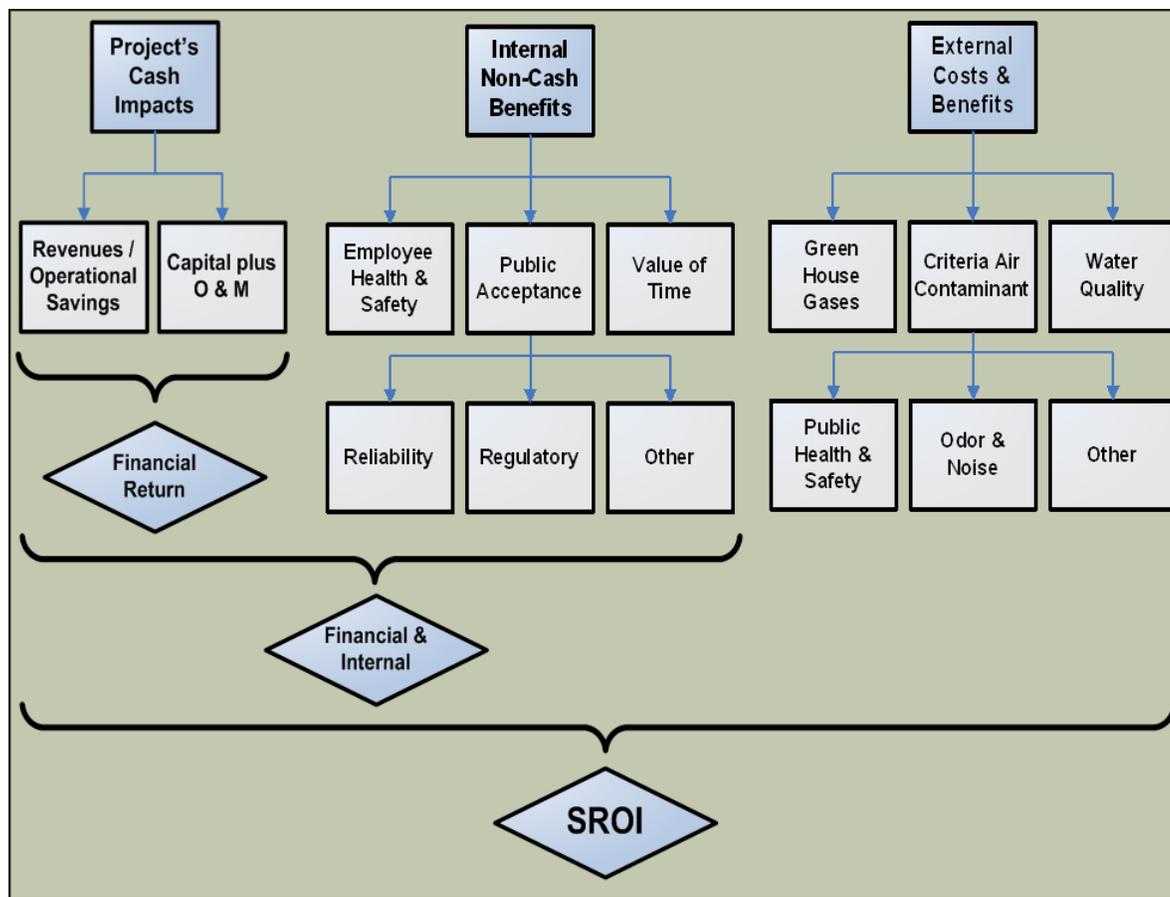
The SROI process has provided clients with a variety of ways to consider both outcomes and tradeoffs, and has been applied in the public and private sectors at all levels.

SROI draws principally from economic theory in performing cost-benefit analysis, business-case analysis, and assessment of economic impacts and job creation. SROI analyses also delve into the often difficult issues of monetizing environmental and social outcomes. The process involves in-depth research, consults latest research findings, and computes proxy variables to appropriately value environmental and social impacts.

SROI also applies risk analysis methods to account for uncertainty in cost, performance and benefits of a project. Then, through Monte Carlo modeling, these uncertainties are used to provide decision makers with knowledge of upside and downside risks and ultimately, with a probabilistic level of confidence that a decision is the correct one.

In comparison with traditional financial evaluation tools that rely exclusively on financial impacts, the SROI process directly accounts the entire scope of potential costs and benefits related to sustainability measures. Figure 1 illustrates how the SROI approach includes traditional inputs, such as savings on utility bills or reduced operating and maintenance costs, but also input data such as monetized environmental savings from reduced carbon emissions, reduced potable water use, reduced waste, enhanced safety, etc.

Figure 1: Comparison of Benefits in Financial and Sustainable Return on Investment

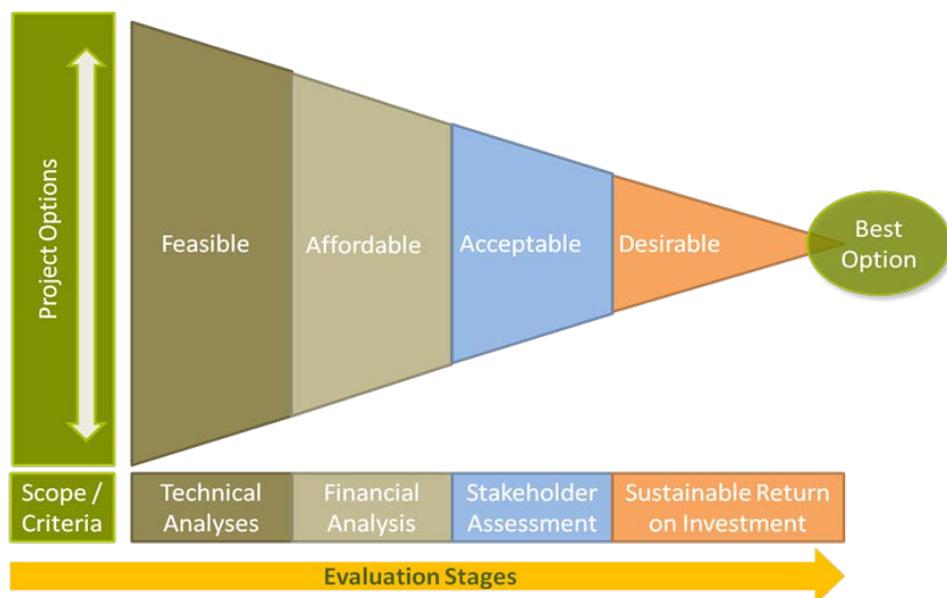


HDR will work closely with representatives from the District to determine the specific application of SROI on this project. The SROI tool will be developed, in large part, based on the results of preceding tasks conducted in this study. The following descriptions and methodology provide relevant examples of where SROI has been implemented successfully to aid in project decision making.

SROI Methodology

Often, a SROI is applied when a number of project alternatives are being considered. Most of our clients use screening criteria prior to using SROI to determine the best option(s). The graphic below indicates that these screening criteria involve determining what projects are: technically feasible, financially affordable, and publicly acceptable and ultimately, desirable overall.

Figure 2: Project Option Screening Process with SROI



Projects selected for SROI undergo a series of analytical steps which involve engaging the client in considering analytical methods, data and uncertainties. In some cases, the client provides its own perspective on a valuation metric after looking at the evidence. For example, standards on how to value of reduced GHG exist, but are inconsistent. Clients have been engaged to determine a locally-specific GHG reduction value. Key steps¹ in the SROI Process include:

1. **Establish and communicate scope of analysis:** This step defines and illustrates the approach to computing costs and benefits for each proposed investment in the scope.
2. **Collect and analyze data:** This step builds a preliminary SROI model, by populating the model with initial data assumptions and performing initial calculations.

¹ Note that for our proposed project, these steps are integrated into specific tasks in the proposal.

3. **Facilitate a risk assessment workshop:** This meeting involves a facilitated, consensus-oriented discussion on data values and related uncertainties.
4. **Finalize model and simulate results:** The final step finalizes the model, data and uncertainties. Results on a project’s economic worthiness in terms of affordability and highest value-for-money are produced – along with upside and downside risks.

SROI Results

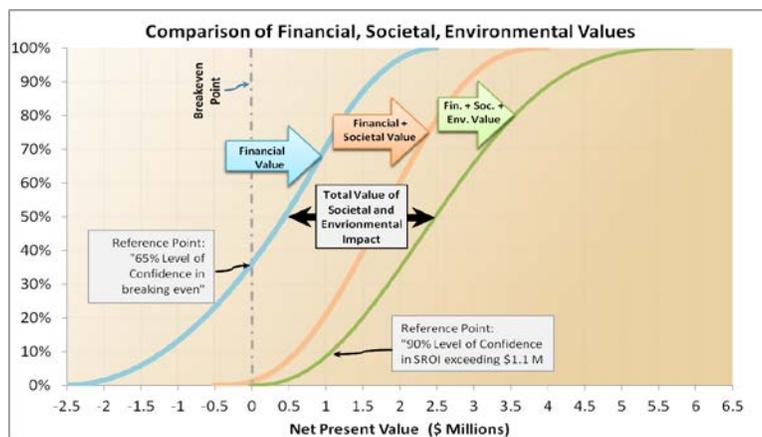
The SROI analysis produces risk-based results on the financial, societal and environmental outcomes using key measures of project worthiness, such as:

- **Net Present Value:** Monetary value of a project: present value of benefits minus costs
- **Benefit/Cost Ratio (B/C ratio):** “Value for money” of a project: ratio of the present value of benefits relative to its costs.
- **Return On Investment:** Ratio of the net value of an investment relative to its cost

As in illustration, the graphic in Figure 3 illustrates the risk-based output of an SROI analysis. Each of the three “S-curves” represents an additional component of value. The green SROI curve represents the full value of a project – including all dimensions of the triple bottom line. The range of NPV that each curve spans (e.g. the green curve ranges from \$0 to \$6 M NPV) provides a comprehensive perspective on all future potential outcomes of an investment decision. In this example, key remarks about the hypothetical results include:

- **Probability of FROI affordability:** there is a 65% level of confidence that the project will breakeven – where benefits exceed costs (i.e. where the “blue” financial curve crosses the breakeven NPV of 0, 65% of the range is above this level)
- **90% assurance of a minimum SROI value:** the project will generate at least \$1.1 M in financial, societal, and environmental value, with a 90% level of confidence (i.e. where the “green” SROI curve crosses the 10% probability, 90% of the range is above this level)

Figure 3: Illustration of SROI Risk-Based Output



Sample Results

City of Omaha

HDR evaluated four potential waste treatment facilities for the City of Omaha: (a) Mass Burn Waste-to-Energy; (b) Refuse Derived Fuel Waste-to-Energy, with combustion in waterwall furnace; (c) Refuse Derived Fuel Waste-to-Energy, with combustion in fluidized bed; and (d) Anaerobic Digestion. The SROI approach assesses each of the four alternatives compared to the status quo – which in this case is involves using a landfill for most of the solid waste.

The financial return for each alternative varies around the break-even point, since fees are structured to produce such results. The mean Net Present Values (NPV) for the three waste-to-energy alternatives are greater than zero because of revenues would be earned from the city's composting facility. These would not be available if anaerobic digestion is implemented.

Figure 4: Mean Net Present Value of Waste Management Options

| Financial Metrics (Mean Values) | Mass Burn WTE | RDF Combustion in Waterwall Furnace | RDF Combustion in Fluidized Bed | Anaerobic Digestion |
|------------------------------------|---------------|--|------------------------------------|---------------------|
| Metrics | Values | Values | Values | Values |
| FROI | | | | |
| Net Present Value (NPV) | \$46.8 | \$48.3 | \$47.8 | (\$0.0) |
| Return on Investment | 2.1% | 1.7% | 2.0% | 0.7% |
| Discounted Payback Period | 16.4 yrs | 16.6 yrs | 16.4 yrs | 17.6 yrs |
| Internal Rate of Return (%) | 3.6% | 3.6% | 3.6% | 2.3% |
| Benefit-to-Cost Ratio | 1.12 | 1.11 | 1.11 | 1.01 |
| SROI | | | | |
| Net Present Value (NPV) | \$224.6 | \$174.1 | \$216.7 | \$463.3 |
| Return on Investment | 3.4% | 2.4% | 3.3% | 16.2% |
| Discounted Payback Period | 13.5 yrs | 14.8 yrs | 14.0 yrs | 5.8 yrs |
| Internal Rate of Return (%) | 6.0% | 5.0% | 6.0% | 24.6% |
| Benefit-to-Cost Ratio | 1.31 | 1.19 | 1.30 | 3.23 |

*Dollar values in millions

Specific results include:

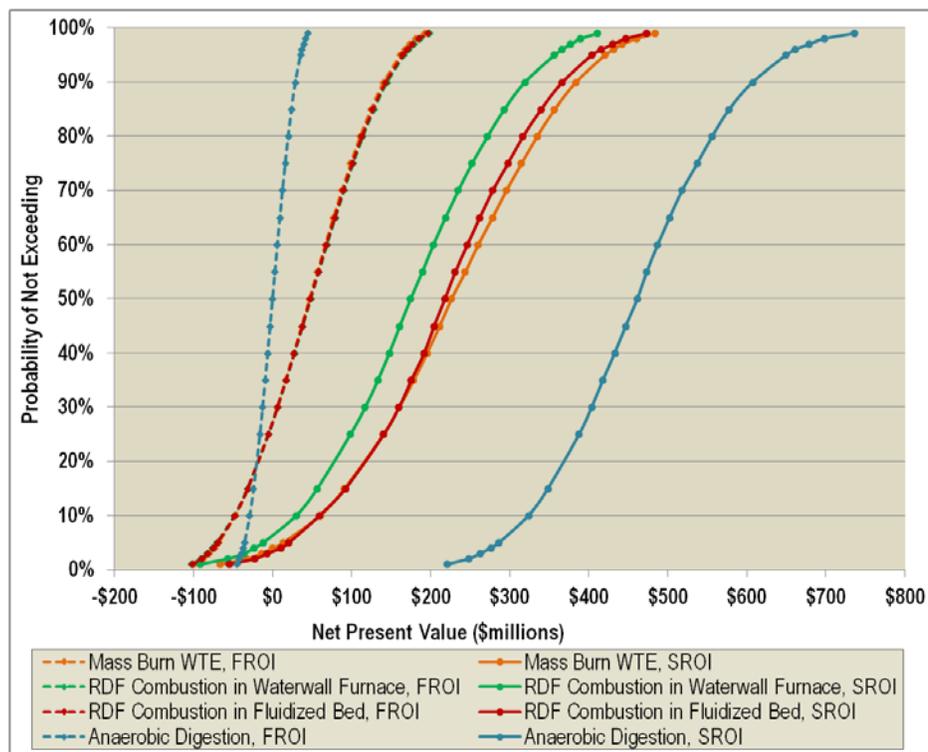
- Alternative 1 – Mass Burn WTE: The mean expected NPV is positive for the FROI, and SROI scenarios (\$46.8M and \$224.62M respectively). The analysis accounted for benefits in: revenue associated with electricity generation, revenue from tipping fees, and the environmental benefit of decreased greenhouse gas and criteria air contaminant emissions.
- Alternative 2 – RDF Combustion in Waterwall furnace: The mean expected NPV is positive for the FROI, and SROI scenarios (\$48.3M and \$174.1M respectively). This analysis yielded the lowest expected SROI NPV, at \$174.1M because of the relatively lower energy recovery efficiency of this technology.
- Alternative 3 – RDF Combustion in Fluidized Bed: The mean expected NPV is positive for the FROI, and SROI scenarios (\$47.8M and \$216.7M respectively). This alternative outperforms the other refuse derived fuel technology across each calculated performance metric from a triple bottom

line perspective. This can be attributed to its greater energy recovery efficiency.

- Alternative 4 – Anaerobic Digestion: The mean expected NPV is very close to break-even from a FROI perspective. From a SROI perspective, this alternative has a far greater NPV than the three other alternatives (expected value of \$463.3M) because of significant environmental cost savings and lower capital cost. However, this facility is expected to generate less electric revenue (\$13.4M) and will lower tipping fees normally collected by the city’s compost facility.

Below, Figure 5 illustrates how SROI are presented in probabilistic terms. In this case, the four projects from purely a financial perspective are all less than the SROI value - three projects have nearly the same financial returns. The project that provides the greatest value for sustainability is anaerobic digestion, which generates value over the next best alternative – mass burn WTE – by around \$250M for each level of probability.

Figure 5: Risk-Based Net Present Value of Waste Management Options



Contact Information:

Kristi Wamstad-Evans, Sustainability Coordinator
City of Omaha
402-444-6731
Kristina.Wamstad-Evans@ci.omaha.ne.us

Contract Dates: June 2012
HDR Project Manager: Matt Carlson



City and County of Honolulu

HDR performed an SROI analysis to evaluate optimal disposal of curbside collected co-mingled recyclables. The analysis estimated the full triple bottom line impact of several alternatives including: local waste-to-energy expansion versus shipping recyclable materials to China. The complete waste disposal process involved alternatives in collection, sorting, packaging and shipping materials under each alternative. This analysis determined the best reuse option for the material from society’s perspective by including not only the financial or net “cash” benefits of the project, but also incorporating the value of broader social and environmental impacts.

The waste management scenarios are defined as:

- **Landfill:** This alternative applies to all waste stream sub-components and is also the baseline condition. It assumes using the Waimanalo Gulch Sanitary Landfill on Oahu.
- **H-POWER:** This alternative applies to all waste stream sub-components and assumes WTE at the Campbell Industrial Park on Oahu.
- **Composting:** This alternative applies only to Green Waste, and assumes a windrow composting design on Oahu
- **Recycling to China:** This alternative applies only to the Low Quality Paper and Low Quality Plastics sub-components and assumes shipping the sorted recyclables to China for the materials recovery
- **TDF in Mexico:** This alternative applies only to rubber tires and assumes they are collected and shipped to Mexico to be used as Tire Derived Fuel (TDF) for cement kilns.

The scope of analysis included four waste streams (green waste, low-quality paper, low-quality plastics, and rubber tires) and five applicable waste management scenarios (landfill, waste-to-energy (WTE), composting, recycling, and tire derived fuel (TDF)). The analysis took into account all of the numerous upstream and downstream impacts and benefits associated with the management of post-recovery MSW for the alternative waste management scenarios. Four waste stream sub-components and associated waste management scenarios were analyzed using SROI.

| Waste Stream | Tons/ Year | Waste Management Scenario |
|--------------------------|---------------|---|
| 1. Green Waste | 103,666 | <ul style="list-style-type: none"> • Landfill disposal • WTE at the HPOWER facility • Composting |
| 2. Low- quality Paper | 145,000 | <ul style="list-style-type: none"> • Landfill disposal • WTE at the HPOWER facility • Recycling in China |
| 3. Low- quality Plastics | 80,000 | <ul style="list-style-type: none"> • Landfill disposal • WTE at the HPOWER facility • Recycling in China |
| 4. Tires | 13,504 | <ul style="list-style-type: none"> • Landfill disposal |

- WTE at the HPOWER facility
- Tire-derived fuel (TDF) for use at cement kiln facilities in Mexico

Figure 6 summarizes financial (blue shaded text) and SROI (green shaded text) results as a mean expected NPVs for each alternative waste management scenario relative to disposing in a landfill. These projects are ranked in Figure 7. Based on the waste management options and waste stream sub-components analyzed:

- FROI results show that diverting waste from the landfill generally provides more value-for-money to the client. Green waste should be composted, while paper, plastics, and tires should be sent to H-POWER.
- SROI results also indicate that diverting waste from the landfill generates net benefits to society, except for sending plastics to China. Also, green waste, plastics and tires should be sent to H-POWER, while paper should be recycled in China

Figure 6: Summary of Results – NPV as Compared to Landfill (\$2012)

| Incremental Over Landfill | | | | |
|---------------------------|-------------------|---------------------------|---------------------------|--------------------------|
| Financial Metrics | Green Waste | Low Quality Paper | Low Quality Plastics | Tires |
| (Mean Values) | | | | |
| Metrics | Values | Values | Values | Values |
| FROI | H-POWER | H-POWER | H-POWER | H-POWER |
| Net Present Value (NPV) | (\$20,209,600) | \$134,296,600 | \$377,592,100 | \$31,254,935 |
| NPV per Ton | (\$195) | \$926 | \$4,720 | \$2,314 |
| FROI | Composting | Recycling in China | Recycling in China | Burning in Mexico |
| Net Present Value (NPV) | \$70,645,500 | \$74,363,700 | \$27,339,700 | \$13,390,617 |
| NPV per Ton | \$681 | \$513 | \$342 | \$992 |
| SROI | H-POWER | H-POWER | H-POWER | H-POWER |
| Net Present Value (NPV) | \$208,767,462 | \$670,872,100 | \$1,033,538,300 | \$86,758,270 |
| NPV per Ton | \$2,014 | \$6,471 | \$9,970 | \$837 |
| SROI | Composting | Recycling in China | Recycling in China | Burning in Mexico |
| Net Present Value (NPV) | \$79,634,400 | \$1,076,800,700 | (\$175,445,500) | \$68,220,040 |
| NPV per Ton | \$768 | \$10,387 | (\$1,692) | \$658 |

Figure 7: Summary Ranking of ‘Absolute NPV’ Results (NPV/ton)

| | Green Waste | | Low Quality Paper | | Low Quality Plastics | | Tires | |
|--------------------|---------------|---------------|-------------------|---------------|----------------------|---------------|---------------|---------------|
| | FROI NPV Rank | SROI NPV Rank | FROI NPV Rank | SROI NPV Rank | FROI NPV Rank | SROI NPV Rank | FROI NPV Rank | SROI NPV Rank |
| | Landfill | 2 | 3 | 3 | 3 | 3 | 2 | 3 |
| H-POWER | 3 | 1 | 1 | 2 | 1 | 1 | 1 | 1 |
| Recycling in China | | | 2 | 1 | 2 | 3 | | |
| Composting | 1 | 2 | | | | | | |
| TDF in Mexico | | | | | | | 2 | 2 |

Contact Information:

Stephen Langham,
Energy Recovery Administrator
91-174 Hanua Street, Honolulu, HI 96707
808-768-5452
slangham@honolulu.gov



ITEM NO. 2

Please provide a more descriptive detail on the SROI tool. What metrics will the tool generate? How had the SROI tool been applied on other specific projects and how would it be applied in performance of this project?

International Speedway Boulevard Corridor Sustainability Plan, Volusia County Office of Sustainability and Energy Management, Volusia County, FL

HDR was engaged to provide an economic evaluation, utilizing its Sustainable Return on Investment (SROI) analysis, for Volusia County on a series of infrastructure scenarios and alternatives. The goal of this task was to research waste generation and composition, identify the most prevalent recyclable materials along the ISB corridor, and assess the feasibility of implementing additional recycling programs, including both year-round and special event recycling opportunities. HDR estimated the amount and types of waste most prevalent along the ISB corridor. With these data, HDR analyzed potential strategies for increasing waste diversion in the corridor including:

- Organics Recycling - Green Organics: A green waste only organics facility will be built at the landfill, which will convert the green organics into compost that will be sold
- Organics Recycling - Food Waste: A food waste only facility will be built at the landfill, which will convert the food waste into electricity using a digester
- The planning effort was divided into the following task areas:
- Assessment of existing plans from major entities along the corridor to determine an overall strategy for the ISB Corridor Sustainability Plan.
- Development and analysis of a waste diversion strategy for the corridor including traditional recycling and organics recycling.
- Analysis of potential locations for a multi-modal transportation hub at or near DBIA.
- Determination of renewable energy feasibility, specifically solar, for the corridor.
- Analysis of Land Development Code Green Standards and Strategies.
- Identification, prioritization, and analysis of green strategies for the corridor.
- Sustainable return on investment (SROI) analyses for selected strategies.

SROI was applied for several strategies to inform decision making related to the triple bottom line. The SROI process provided a transparent, objective evaluation of the strategies to be considered along the ISB Corridor, which included producing a comprehensive risk analysis considering the costs and benefits over the program's life cycle. As shown in the attached brochure, SROI evaluated strategies relating to solid waste and recycling involved food scraps and organics processing. In these cases, neither of these strategies was ultimately recommended in part because SROI revealed that the higher costs of processing and transporting the waste did not yield overall net



SROI Tool for Sustainable Community Initiative, Air Force Center for Engineering and the Environment, Department of Defense

HDR developed a SROI Analysis Tool for the Department of Defense's Sustainable Community Initiative that computed the triple bottom line value of waste management, water and energy programs. The Sustainable Community Initiative aims to develop a Tool to assist installations make sound investment planning decisions to meet or exceed minimum standards. Key features of the waste management tool include: financial benefits of reduced tipping fees; environmental air pollution benefits of reduced energy use; societal benefits of reduced trucking miles; and other factors. The tool produces a measure of the financial performance (e.g. savings-to-investment ratio) and public value (e.g. benefit-cost ratio) on relevant credits to assess their affordability and sustainability, respectively. The Tool is designed as a user-friendly, web-based software that helps installation commanders evaluate options.

The methodology focused on municipal solid waste. Materials evaluated included: Metals (including aluminum cans, steel cans, and copper wire); Glass; Plastic; Paper; Food Discards; and, Yard Trimmings. Five solid waste management options are considered:

- Source reduction
- Recycling
- Composting
- Combustion
- Landfill

The change in capital and operations costs of implementing different solid waste management options relative to the baseline is calculated in LCCA. The outcome is a financial savings-to-investment ratio that is consistent with DOD guidelines. In addition to financial benefits, reducing the amount of waste generated and disposed has several environmental implications. For example, waste prevention, recycling and composting divert organic wastes from landfills, and thereby reduce the methane, a potent greenhouse gas, released when these materials decompose. These waste management options would also reduce air pollutants and greenhouse gases emissions that results from waste combustion. Since typically the manufacturing of goods from recycled materials requires less energy than producing goods from virgin materials, these options would also reduce energy consumption and associated air pollution.

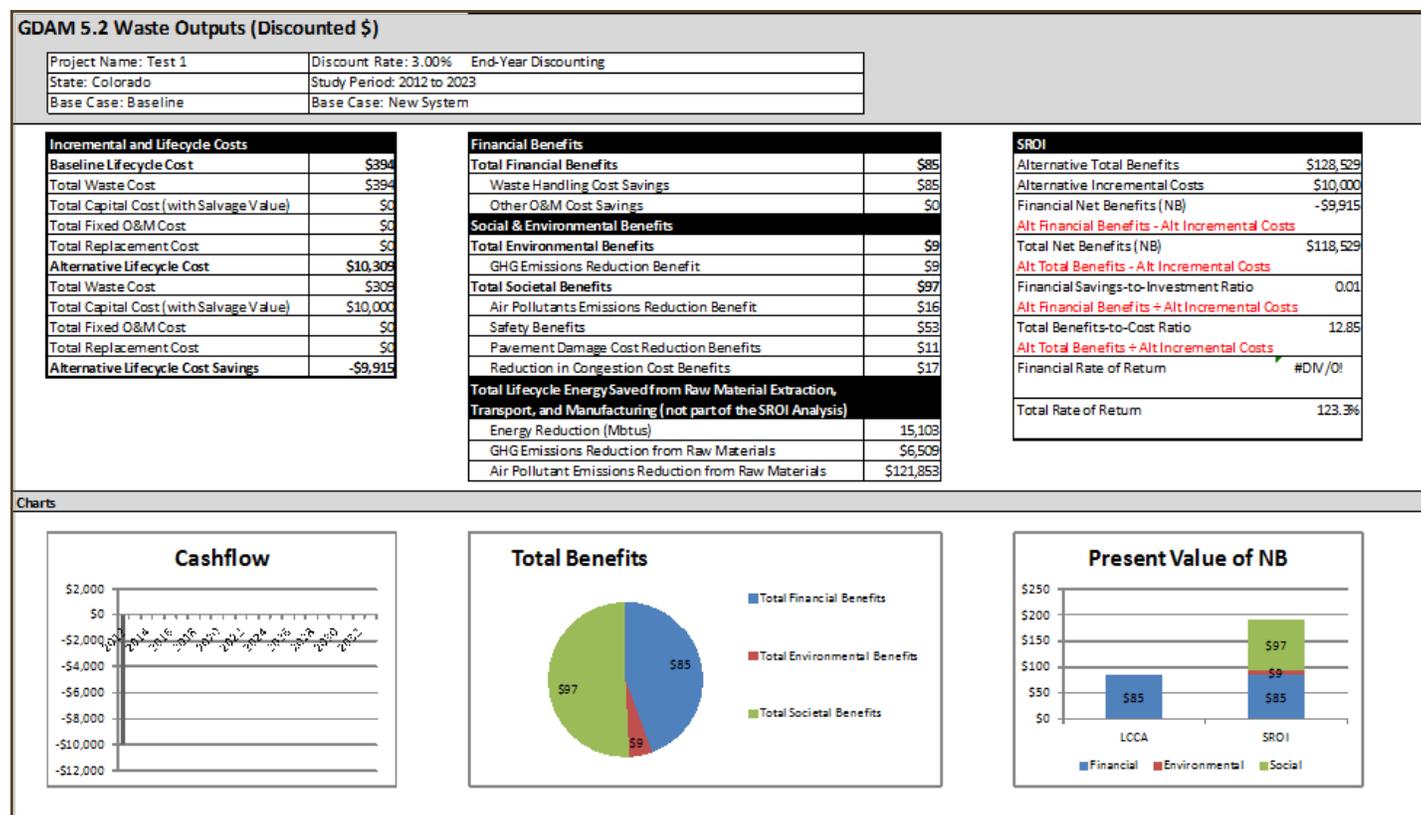
Depending on the solid waste management options deployed to improve waste diversion and their respective distances to the base, there will be a change in the truck-miles travelled in the base case and alternative. There are several benefits associated with a reduction in truck-miles travelled. These benefits include reduced congestion, accidents, and pavement maintenance costs and a reduction in greenhouse gases and air pollutants emissions during waste transportation. The reduction in greenhouse gas emissions and air pollutants are estimated on a lifecycle basis, using data on unit air pollutants per unit of truck miles and then aggregated across pollutants types using damage cost estimates for the different types of pollutants.

SROI outputs are calculated based on the total value that implementing waste diversion programs would have, namely financial benefits from avoided tipping fee and other operation costs, environmental benefits that result from reduced greenhouse

gases emissions and the social benefits that result from the reduction in the emitted air pollutants, congestion, accidents, and pavement damage.

Figure 3 illustrates the outputs of the Tool for waste management program evaluation. As shown, one of the outputs is the Lifecycle Cost that is presented for the baseline and alternative. This output is a function of the total waste handling cost, total capital cost (with salvage value), non-utility O&M costs, and total replacement cost. The sustainability net benefits (i.e. Sustainability NPV) is the discounted difference between total lifecycle benefits through reduced waste and incrementally higher capital costs for increased waste diversion, and is calculated as alternative total benefits minus alternative incremental cost. Projects that have a Sustainability NPV greater than zero, meaning that lifecycle value of all benefits exceed costs, are worthwhile for the local community and the Nation.

Figure 3: Sample Image of SROI Tool for Evaluating Waste Management Options



Contact Information:

Chris P. Kruzel
Air Force Center for Engineering and the Environment, Department of Defense
Mechanical Engineer, Project Support
Lackland AFB, TX
(210) 395-8390
christopher.kruzel@us.af.mil

Contract Dates: May 2011 through April 2012
HDR Project Manager: Chris Behr



Solid Waste Management Master Plan, Department Of Solid Waste Management, Miami-Dade County, FL

Our proposal included reference to the work we are conducting for Miami-Dade County, Florida to prepare a long-term Solid Waste Master Plan for the Department of Solid Waste Management (DSWM). The stated goal of the Solid Waste Master Plan is to identify and develop activities, programs, facilities and technologies that will provide sustainability, resource conservation, source reduction, recycling, diversion, disposal and collection options for the next generation of County residents.

In the next year, our effort will conduct a financial evaluation (FROI) and Sustainable Return on Investment (SROI) process. Traditional FROI tools rely exclusively on financial impacts, and are not able to accurately: (i) quantify the non-cash benefits and costs accruing to both the DSWM and to the community as a whole resulting from a specific investment; and (ii) incorporate the element of risk and uncertainty.

The HDR SROI process will take into account the entire scope of potential costs and benefits related to sustainability measures, while simultaneously incorporating a risk analysis component over the project's life-cycle. This task will allow the planning team and the SWAC to gauge the relative sustainability of each of the planning scenarios in order to make a more informed decision regarding the recommended plan.

Contact Information:

Paul Mauriello, AICP
Assistant Director for Waste Operation
Miami-Dade County Department of Public Works and Waste Management
2525 NW 62nd Street, Suite 5100
Miami, FL 33147
(305) 514-6623

Contract Dates: Ongoing
HDR Project Manager: Brenda Clark



ITEM NO. 3

On page 19 of your proposal, it indicated that PEER worked on a solid waste management plan. To what entity was the Solid Waste Plan for DC submitted?

PEER Consultants, P.C. participated in the development of a Comprehensive Solid Waste Management Plan that was prepared for and submitted to the District of Columbia Department of Public Works. The project was completed in 1994 with Mr. Kenneth Laden serving as the DPW contact for this contract. A detailed description of PEER's involvement in this project is provided below.

PEER Consultants, P.C. provided technical assistance to the District of Columbia for the development of an integrated solid waste management plan through the year 2010. The plan addressed the environmental, social, financial and political impacts of solid waste management alternatives. The plan recommended a strategy which applied the most environmentally sound and cost-effective waste management techniques which reduced discarded volume, to minimize the waste stream to the landfill or incineration, to increase reuse of materials, and to market all recyclable materials. The work required the review of the current solid waste management plan, analysis/characterization of existing solid waste and sludge management systems and programs, and the identification and evaluation of integrated solid waste management component options. This task included the following subtasks:

- Description and analysis of existing solid waste and sludge management systems and programs. This task included the review and evaluation of current solid waste disposal facilities including the Solid Waste Reduction Center (SWRC #1), the Lorton landfill, Fairfax County's (VA) Waste Recovery and Reduction Facility, Blue Plains WWTP, and Montgomery County's (MD) Composting Facility. PEER reviewed and evaluated the then existing transfer station to determine the efficiency of current operations. PEER also reviewed and evaluated management practices associated with the landfill. PEER analyzed various landfill options available to the District. Available options included expansion of the existing landfill, design and construction of a new landfill, entering into a regional landfill agreement and private contracting for landfill capacity.
- PEER also reviewed and evaluated current solid waste management practices for the Water and Sewer Utility Administration's (DC Water) sludge program, ash from SWRC #1, special wastes, household hazardous waste, construction debris and tires. The work included conducting a feasibility study for the evaluation of alternatives for administration, financing, and economic development of new markets for solid waste recycling within the District.

ITEM NO. 4

Please clarify the scope and timing of the public stakeholder involvement activities during the base period of the contract.

The following outline reflects the activities that will be undertaken during the public stakeholder involvement process. Additionally, this clarification provides a clearer indication of when these tasks will be completed. It is important to note that under the HDR Team's original proposal PRR served a lead role in Task 3 – Visioning Workshop and Task 12 – Public Involvement Plan. In order to address the District's 35% CBE requirement, the HDR Team proposes CSMI as the lead firm for these tasks with PRR lending strategic support in these areas.

| Task | Original Proposal | Revised Approach | Year |
|---|---|---|--------|
| Task 3. Visioning Workshop (Base Year 1) | | | |
| Stakeholder Matrix | PRR served as lead with support from CSMI | CSMI will develop and submit the stakeholder matrix | Year 1 |
| Executive Interviews & Summary (Up to 20 Stakeholders) | PRR would facilitate executive interviews and prepare a summary | CSMI will conduct the executive interviews and provide summary | Year 1 |
| Visioning Workshop with Stakeholders & Meeting Notes | PRR served as lead with support from CSMI | PRR will take the lead role in facilitating the workshop with support from CSMI | Year 1 |
| Workshop Materials (agenda, fact sheet, boards, supplies) | PRR would develop materials for the Visioning Workshop | PRR will develop materials for the Visioning Workshop | Year 1 |
| Responsibilities: <ul style="list-style-type: none"> Develop stakeholder matrix (CSMI) Conduct executive interviews with up to 20 stakeholders (including ANC environmental committee chairs) (CSMI) Executive interview summary (CSMI) Prepare and provide workshop materials, based on previous tasks, via email (PRR) Up to three key personnel will facilitate the workshop (PRR) Prepare and provide meeting notes, via email (PRR) Develop city-wide stakeholders database/listserv for ongoing communications (CSMI) Identify a small contingent of key stakeholders that will make-up a Solid Waste Management Coordination Group (CSMI) | | | |
| Task 12. Public Involvement Plan (PIP) | | | |
| Develop PIP. Assumes 2 reviews | PRR served as lead with support from CSMI | CSMI will lead in development of PIP with PRR providing strategic support | Year 1 |
| Timeline for PIP (Share task with CSMI). Assumes 2 reviews | PRR served as lead with support from CSMI | CSMI will lead in development of PIP with PRR providing strategic support | Year 1 |
| Key Messages (Document within the plan) | PRR would craft messaging for the PIP | PRR will serve as the lead in crafting messaging for the PIP | Year 1 |
| Responsibilities: <ul style="list-style-type: none"> Deliver PIP plan and schedule/master timeline (assumes two reviews by DCDPW) (CSMI lead, PRR support) Prioritize outreach activities based on resources (CSMI lead, PRR support) | | | |

| Task 13. Public Participation Implementation | | | |
|--|--|---|--------------------------|
| Public Meetings (assumes no more than 5) | CSMI would facilitate meetings with support from PRR | CSMI will facilitate all meetings (Assumes 3 meetings in Year 1 and 2 meetings in Year 2) | 3 - Year 1 2 - Year 2 |
| Database Maintenance & Mailings | PRR would set up database and CSMI to manage ongoing updates | CSMI will set up database and manage ongoing updates | Years 1 & 2 |
| Outreach Materials for Public Meetings | CSMI and PRR would share duties in the development of materials | CSMI will develop all materials for Public Meetings | Years 1 & 2 |
| Traveling Display/Booth at Community Events/Meetings | CSMI served as lead | CSMI will serve as lead | Years 1 & 2 |
| Focus Groups with Stakeholders | CSMI facilitated 2 focus groups. PRR facilitated 2 focus groups. | CSMI will facilitate 4 stakeholder focus groups | Year 2 |
| Traditional Open House Events | CSMI and PRR would share duties | CSMI will promote and facilitate open houses | Year 2 |
| Final Report | CSMI would lead with support from PRR | CSMI will prepare the Public Involvement report | Year 2 |
| <i>E-Open Houses (Optional)</i> | <i>PRR would lead this optional task</i> | <i>PRR will lead this optional task (Note: not included in budget)</i> | <i>Year 2</i> |
| <i>Door-to-Door Handouts (Optional)</i> | | <i>CSMI will lead this optional task (Note: not included in budget)</i> | <i>Year 2</i> |
| <i>Robo Calls (Optional)</i> | | <i>CSMI will lead this optional task (Note: not included in budget)</i> | <i>Year 2</i> |
| Responsibilities: <ul style="list-style-type: none"> Promote and facilitate up to 5 public meetings (CSMI) Draft schedule of public meetings (CSMI) Prepare marketing collateral and visual aids as identified above (includes: display materials for community events and public meetings) (CSMI) Final reports and summaries from meetings (CSMI) | | | |



ITEM NO. 5

The percentage of CBE subcontracts added up to only 21.6% (Item 4a/Item 2 of the Subcontracting Plan). Provide a Subcontracting Plan showing that at minimum 35% of the contract will be subcontracted to CBEs.

The following pages contain a revised copy of HDR's Subcontracting Plan that achieves the District's goal of 35% CBE participation.

SUBCONTRACTORS LIST

(List each subcontractor that will be awarded a subcontract to meet your total subcontracting goal.)

| SUBCONTRACTOR INFORMATION: (use continuation sheet for additional subcontracts) | | | | | | | | | | | | | | | |
|--|--|------------------------|---|------|------|------|------|--|--|---|--|--|--|---|--|
| Name | Address & Telephone No. | NIGP Code(s) | Description of Work | | | | | | | | | | | | |
| Capitol Services Management, Inc. | 3200 Martin Luther King, Jr. Avenue SE Washington, DC 20032 (202) 563-5033 | 918-00-00 961-56-00 | Public Involvement Planning and Implementation | | | | | | | | | | | | |
| Total Subcontract Amount: \$ <u>50,000</u> Base Year: <u>\$32,000</u> Year 2 Percentage of Subcontracted Effort (excluding the cost of materials, good, and supplies) : <u>40.86</u> % Tier: : <u>1</u> <small>1st, 2nd, 3rd</small> CBE Certification Number: <u>LSDZR30816082013</u> Certification Status: (check all that apply) <table border="1" style="display: inline-table; vertical-align: middle;"> <tr> <td>SBE:</td> <td>LBE:</td> <td>DBE:</td> <td>DZE:</td> <td>ROB:</td> <td>LRB:</td> </tr> <tr> <td></td> <td></td> <td>X</td> <td></td> <td></td> <td></td> </tr> </table> | | SBE: | LBE: | DBE: | DZE: | ROB: | LRB: | | | X | | | | Point of Contact: <u>Monica T. Ray</u> <small>Name (Print)</small> Contact Telephone Number: <u>202-563-5201</u> Fax Number: <u>202-563-0911</u> Email Address: <u>Monica@thecsmi.com</u> | |
| SBE: | LBE: | DBE: | DZE: | ROB: | LRB: | | | | | | | | | | |
| | | X | | | | | | | | | | | | | |
| SUBCONTRACTOR INFORMATION: | | | | | | | | | | | | | | | |
| Name | Address & Telephone No. | NIGP Code(s) | Description of Work | | | | | | | | | | | | |
| PEER Consultants, PC | 888 17TH St., NW, Washington, DC 20006 (202) 478-2060 | 818-42-00 918-43-00 | Environmental/Engineering Consulting | | | | | | | | | | | | |
| Total Subcontract Amount: \$ <u>\$48,300</u> Base Year Percentage of Subcontracted Effort (excluding the cost of materials, good, and supplies) : <u>39.47</u> % Tier: : <u>1</u> <small>1st, 2nd, 3rd</small> CBE Certification Number: <u>LSR24523062014</u> Certification Status: (check all that apply) <table border="1" style="display: inline-table; vertical-align: middle;"> <tr> <td>SBE:</td> <td>LBE:</td> <td>DBE:</td> <td>DZE:</td> <td>ROB:</td> <td>LRB:</td> </tr> <tr> <td></td> <td></td> <td>X</td> <td></td> <td></td> <td></td> </tr> </table> | | SBE: | LBE: | DBE: | DZE: | ROB: | LRB: | | | X | | | | Point of Contact: <u>Dr. Christian Davies-Venn, PE, BCEE</u> <small>Name (Print)</small> Contact Telephone Number: <u>202-478-2060</u> Fax Number: <u>202 478-2050</u> Email Address: <u>daviesc@peerpc.com</u> | |
| SBE: | LBE: | DBE: | DZE: | ROB: | LRB: | | | | | | | | | | |
| | | X | | | | | | | | | | | | | |
| SUBCONTRACTOR INFORMATION: | | | | | | | | | | | | | | | |
| Name | Address & Telephone No. | NIGP Code(s) | Description of Work | | | | | | | | | | | | |
| PRR, Inc. | 1000 Potomac St NW, 5th Floor Washington, DC 20007 202-338-1961- Main Line | 915-73-00 | Public Involvement Planning, Marketing/Graphic Design, and Implementation | | | | | | | | | | | | |
| Total Subcontract Amount: <u>\$24,056</u> Percentage of Subcontracted Effort (excluding the cost of materials, good, and supplies) : <u>19.66%</u> % Tier: : <u>1</u> <small>1st, 2nd, 3rd</small> CBE Certification Number: <u>N/A</u> Certification Status: (check all that apply) <table border="1" style="display: inline-table; vertical-align: middle;"> <tr> <td>SBE:</td> <td>LBE:</td> <td>DBE:</td> <td>DZE:</td> <td>ROB:</td> <td>LRB:</td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> </table> | | SBE: | LBE: | DBE: | DZE: | ROB: | LRB: | | | | | | | Point of Contact: <u>Keri Shoemaker</u> <small>Name (Print)</small> Contact Telephone Number: <u>202-298-2174</u> Fax Number: <u>202-338-1960</u> Email Address: <u>kshoemaker@prrbiz.com</u> | |
| SBE: | LBE: | DBE: | DZE: | ROB: | LRB: | | | | | | | | | | |
| | | | | | | | | | | | | | | | |

| FOR CO USE ONLY | | | |
|---|---|------------------------|--|
| Date Plan Received by CO: _____ | | | |
| Plan: <input type="checkbox"/> Acceptable | <input type="checkbox"/> Not Acceptable | Contract Number: _____ | |
| Name of CO | Signature | Date | |



ITEM NO. 6

Please acknowledge receipt of all four (4) amendments issued for Solicitation Doc97300.

HDR acknowledges the receipt of all four (4) amendments issued during the open bid period for Solicitation Doc9730. The following pages contain signed copies of the amendments as confirmation.

| | | | | | |
|---|-------------------------------------|-------------------------------------|---|--|------------------------------------|
| AMENDMENT OF SOLICITATION / MODIFICATION OF CONTRACT | | | 1. Contract Number | Page of Pages 1 3 | |
| 2. Amendment/Modification Number Doc97300-001 | 3. Effective Date 3/11/13 | 4. Requisition/Purchase Request No. | 5. Solicitation Caption – Solid Waste Management Consulting Services | | |
| 6. Issued by: Office of Contracting and Procurement Transportation and Specialty Equipment Commodity Group 2000 14th Street, NW, 6th Floor Washington, DC 20001 | | Code | 7. Administered by (If other than line 6) | | |
| 8. Name and Address of Contractor (No. street, city, county, state and zip code) Potential Offerors | | Code | Facility | 9A. Amendment of Solicitation No. Doc97300 | |
| | | | | 9B. Dated (See Item 11) February 28, 2013 | |
| | | | | 10A. Modification of Contract/Order No. | |
| | | | | 10B. Dated (See Item 13) | |
| 11. THIS ITEM ONLY APPLIES TO AMENDMENTS OF SOLICITATIONS | | | | | |
| <input checked="" type="checkbox"/> The above numbered solicitation is amended as set forth in item 14. The hour and date specified for receipt of Offers <input type="checkbox"/> is extended. <input checked="" type="checkbox"/> is not extended. Offers must acknowledge receipt of this amendment prior to the hour and date specified in the solicitation or as amended, by one of the following methods: (a) By completing Items 8 and 15, and returning <u>1</u> copy of the amendment; (b) By acknowledging receipt of this amendment on each copy of the offer submitted; or (c) BY separate letter or fax which includes a reference to the solicitation and amendment number. FAILURE OF YOUR ACKNOWLEDGMENT TO BE RECEIVED AT THE PLACE DESIGNATED FOR THE RECEIPT OF OFFERS PRIOR TO THE HOUR AND DATE SPECIFIED MAY RESULT IN REJECTION OF YOUR OFFER. If by virtue of this amendment you desire to change an offer already submitted, such may be made by letter or fax, provided each letter or telegram makes reference to the solicitation and this amendment, and is received prior to the opening hour and date specified. | | | | | |
| 12. Accounting and Appropriation Data (If Required) | | | | | |
| 13. THIS ITEM APPLIES ONLY TO MODIFICATIONS OF CONTRACTS/ORDERS, IT MODIFIES THE CONTRACT/ORDER NO. AS DESCRIBED IN ITEM 14 | | | | | |
| A. This change order is issued pursuant to (Specify Authority): The changes set forth in Item 14 are made in the contract/order no. in item 10A. | | | | | |
| B. The above numbered contract/order is modified to reflect the administrative changes (such as changes in paying office, appropriation data etc.) set forth in item 14, pursuant to the authority of 27 DCMR, Chapter 36, Section 3601.2. | | | | | |
| C. This supplemental agreement is entered into pursuant to authority of: | | | | | |
| D. Other (Specify type of modification and authority) | | | | | |
| E. IMPORTANT: Contractor <input type="checkbox"/> is not <input checked="" type="checkbox"/> is required to sign this document and return 1 copy to the issuing office. | | | | | |
| 14. Description of Amendment/Modification (Organized by UCF Section headings, including solicitation/contract subject matter where feasible.) Solicitation Doc97300 is hereby amended as outlined on pages 2-3 of this amendment. | | | | | |
| Except as provided herein, all terms and conditions of the document is referenced in Item 9A or 10A remain unchanged and in full force and effect. | | | | | |
| 15A. Name and Title of Signer (Type or print) Kevin De Lange Senior Vice President | | | 16A. Name of Contracting Officer <i>Gene Johnson</i> | | |
| 15B. Name of Contractor HDR Engineering, Inc. | | 15C. Date Signed 4/3/2012 | 16B. District of Columbia <i>[Signature]</i> (Signature of Contracting Officer) | | 16C. Date Signed 3/11/13 |

AMENDMENT OF SOLICITATION / MODIFICATION OF CONTRACT

1. Contract Number

Page of Pages

2

3

2. Amendment/Modification Number
Doc97300-0013. Effective Date
3/11/13

4. Requisition/Purchase Request No.

5. Solicitation Caption
Solid Waste Management
Consulting Services**A. Section B.3 – See Attached Revised Price Schedule****B. Section M.3.2 Price Criteria (25 Points) – Revised to read as follows:**

The price evaluation will be objective. The offeror with the lowest price (determined on the basis of the calculation below) will receive the maximum price points. All other proposals will receive a proportionately lower total score.

For evaluation purposes, the District will calculate the offeror's price by using a weighted average of the labor rates as shown in the examples below. The District will then use the following formula to determine each offeror's evaluated price score:

Lowest weighted average labor rate proposal

----- x 25 = Evaluated price score Weighted
average labor rate of proposal being evaluated

Example:

| Contract Line Item Number (CLIN) | Description | Unit Price/hour | Estimated Number of hours | % of Total Number of Hours |
|----------------------------------|---|-----------------|---------------------------|----------------------------|
| 0001AA | Labor Category 1 - Sr. Consultant | \$100 | 1000 | 45% |
| 0001AB | Labor Category 2 - Consultant | \$90 | 500 | 23% |
| 0001AC | Labor Category 3- Consultant | \$90 | 500 | 23% |
| 0001AD | Labor Category 4 – Administrative Assistant | \$50 | 200 | 9% |
| | Total Estimated Project Hours | | 2200 | |

Weighted Average Labor Rate:

$$(\$100 \times .45 + \$90 \times .23 + \$90 \times .23 + \$50 \times .09) = \$90.90$$

AMENDMENT OF SOLICITATION / MODIFICATION OF CONTRACT

1. Contract Number

Page of Pages

3

3

2. Amendment/Modification Number

3. Effective Date

4. Requisition/Purchase Request No.

5. Solicitation Caption
Solid Waste Management
Consulting Services

Doc97300-001

3/11/13

Vendor 2- Price Proposal:

| Contract Line Item Number (CLIN) | Description | Unit Price/hour | Estimated Number of hours | % of Total Number of Hours |
|---|--|------------------------|----------------------------------|-----------------------------------|
| 0001AA | Labor Category 1 - Project Manager | \$200 | 600 | 18% |
| 0001AB | Labor Category 2 - Senior Consultant/Analyst III | \$150 | 1200 | 36% |
| 0001AC | Labor Category 3- Senior Consultant/Analyst II | \$120 | 1200 | 36% |
| 0001AD | Labor Category 4 – Administrative Assistant | \$60 | 300 | 9% |
| | Total Estimated Project Hours | | 3300 | |

Weighted Average Labor Rate:

$$(\$200 \times .18 + \$150 \times .36 + \$120 \times .36 + \$60 \times .09) = \$138.60$$

In this example, Vendor 1 would receive the maximum number of price points (25 points) and Vendor 2 would get a proportionately lower total score (16.40 points) using the evaluation formula above $(90.90/138.60) \times 25 = 16.40$.

C. Responses to offeror's questions presented in the Pre-Proposal Conference are provided below:

- Question: Will subcontractors have to provide labor category?
Answer: No, the subcontractor does not need to submit cost and pricing data.
- Question: What subcontracting plan form should be used?
Answer: The offeror shall use the form referenced in section 3.3 of the eSourcing event.
- Question: What is the approximate time period for the project?
Answer: The due date for the final report is nine (9) months after contract award.
- Question: What is the expectation for public meetings?
Answer: For the purposes of developing a price proposal, the offeror shall assume it will facilitate and participate in 3-5 public meetings.

SECTION B: CONTRACT TYPE, SUPPLIES OR SERVICES AND PRICE/COST

- B.1** The District of Columbia Office of Contracting and Procurement, on behalf of the Department of Public Works, Solid Waste Management Administration (SWMA), (the “District”) is seeking a contractor to provide solid waste management consulting services.
- B.2** The District contemplates award of a labor-hour contract.
- B.3** The prices stated shall include all items necessary to effectively conduct and complete the required service described in Section C – Work Statement. This includes, but is not limited to, the cost of labor, travel, overhead, administrative charges, taxes, profit, insurance and other expenses.

B.3.1 BASE YEAR

| CLIN | Item Description | Unit Price/hour | Estimated Number of hours | % of Total Number of Hours |
|--------------------------------------|-------------------------|-----------------|---------------------------|----------------------------|
| 0001 | Labor Category 1: _____ | | | |
| 0002 | Labor Category 2: _____ | | | |
| 0003 | Labor Category 3: _____ | | | |
| 0004 | Labor Category 4: _____ | | | |
| Total Estimated Project Hours | | | | |
| Total Not to Exceed Amount | | | \$300,000 | |

B.3.2 OPTION YEAR 1

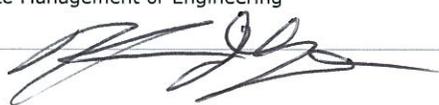
| CLIN | Item Description | Unit Price/hour | Estimated Number of hours | % of Total Number of Hours |
|--------------------------------------|-------------------------|-----------------|---------------------------|----------------------------|
| 1001 | Labor Category 1: _____ | | | |
| 1002 | Labor Category 2: _____ | | | |
| 1003 | Labor Category 3: _____ | | | |
| 1004 | Labor Category 4: _____ | | | |
| Total Estimated Project Hours | | | | |
| Total Not to Exceed Amount | | | \$300,000 | |

- B.4** An offeror responding to this solicitation must submit with its proposal, a notarized statement detailing any subcontracting plan required by law. Proposals responding to this RFP shall be deemed nonresponsive and shall be rejected if the offeror fails to submit a subcontracting plan that is required by law. For contracts in excess of \$250,000, at least 35% of the dollar volume of the contract shall be subcontracted in accordance with section H.9.1.

View Message

[\(Done\)](#) [\(Reply\)](#)

Id: MSG39760
From: Government of the District of Columbia - Office of Contracting and Procurement (Gena Johnson) Sent: 15-Mar-13 10:22 PM
To: Participants; Project Team
Subject: Amendment #2 -Doc97300 - Request For Proposals - Solid Waste Management or Engineering Consulting Services



The closing date has been extended to March 27, 2013 at 2:00 pm.

[\(Done\)](#) [\(Reply\)](#)

View Message[\(Done\)](#) [\(Reply\)](#)

Id: MSG39777
From: Government of the District of Columbia - Office of Contracting and Procurement (Adele Smith) Sent: 18-Mar-13 10:23 AM
To: Participants; Project Team
Subject: Doc97300 - Request For Proposals - Solid Waste Management or Engineering Consulting Services

Attachment:  Pre Bid Sign In Sheet.pdf



Amendment #3 Solicitation Doc97300 is hereby amended to provide bidder's a copy of the pre-proposal conference meeting attendees.

[\(Done\)](#) [\(Reply\)](#)

AMENDMENT OF SOLICITATION / MODIFICATION OF CONTRACT

1. Contract Number
Page of Pages
1 3

2. Amendment/Modification Number: Doc97300-004
3. Effective Date: 3/22/13
4. Requisition/Purchase Request No.
5. Solicitation Caption - Solid Waste Management Consulting Services

6. Issued by: Office of Contracting and Procurement
Transportation and Specialty Equipment Commodity Group
2000 14th Street, NW, 6th Floor
Washington, DC 20001
Code
7. Administered by (if other than line 6)

8. Name and Address of Contractor (No. street, city, county, state and zip code)
Potential Offerors
Code Facility
9A. Amendment of Solicitation No. Doc97300
9B. Dated (See Item 11) February 28, 2013
10A. Modification of Contract/Order No.
10B. Dated (See Item 13)

11. THIS ITEM ONLY APPLIES TO AMENDMENTS OF SOLICITATIONS
 The above numbered solicitation is amended as set forth in item 14. The hour and date specified for receipt of Offers is extended. is not extended.
Offers must acknowledge receipt of this amendment prior to the hour and date specified in the solicitation or as amended, by one of the following methods:
(a) By completing items 8 and 15, and returning 1 copy of the amendment; (b) By acknowledging receipt of this amendment on each copy of the offer submitted; or (c) BY separate letter or fax which includes a reference to the solicitation and amendment number. FAILURE OF YOUR ACKNOWLEDGMENT TO BE RECEIVED AT THE PLACE DESIGNATED FOR THE RECEIPT OF OFFERS PRIOR TO THE HOUR AND DATE SPECIFIED MAY RESULT IN REJECTION OF YOUR OFFER. If by virtue of this amendment you desire to change an offer already submitted, such may be made by letter or fax, provided each letter or telegram makes reference to the solicitation and this amendment, and is received prior to the opening hour and date specified.

12. Accounting and Appropriation Data (If Required)
13. THIS ITEM APPLIES ONLY TO MODIFICATIONS OF CONTRACTS/ORDERS, IT MODIFIES THE CONTRACT/ORDER NO. AS DESCRIBED IN ITEM 14
A. This change order is issued pursuant to (Specify Authority):
The changes set forth in Item 14 are made in the contract/order no. in item 10A.
B. The above numbered contract/order is modified to reflect the administrative changes (such as changes in paying office, appropriation data etc.) set forth in item 14, pursuant to the authority of 27 DCMR, Chapter 36, Section 3601.2.
C. This supplemental agreement is entered into pursuant to authority of:
D. Other (Specify type of modification and authority)

E. IMPORTANT: Contractor is not is required to sign this document and return **1** copy to the issuing office.

14. Description of Amendment/Modification (Organized by UCF Section headings, including solicitation/contract subject matter where feasible.)
Solicitation Doc97300 is hereby amended as outlined on pages 2-3
Except as provided herein, all terms and conditions of the document is referenced in Item 9A or 10A remain unchanged and in full force and effect.

15A. Name and Title of Signer (Type or print): Kevin De Lange, Senior Vice President
15B. Name of Contractor: HDR Engineering, Inc.
15C. Date Signed: 5/8/2013
16A. Name of Contracting Officer: Gena Johnson
16B. District of Columbia
16C. Date Signed: 3/22/13

AMENDMENT OF SOLICITATION / MODIFICATION OF CONTRACT

2 | 3

2. Amendment/Modification Number
Doc97300-0043. Effective Date
3/11/13

4. Requisition/Purchase Request No.

5. Solicitation Caption
Solid Waste Management
Consulting Services**A. Section C.1 SCOPE: Delete in its entirety and replace to read:**

Mayor Gray's Sustainable DC goal for waste management is to achieve zero waste in 2032 first by producing less waste through reuse, recycling, and composting and then with what waste that remains capturing value from energy production. To achieve this goal the District will rethink its solid waste management program to craft an integrated system that redefines solid waste from a burden that just needs to disappear to a resource with economic, environmental and social value. To determine those values, the District needs to understand exactly what natural and financial capital investments need to be made to sustain the designed system and quantify the benefits that will be realized from its implementation.

The Department of Public Works (DPW) is seeking a solid waste management or engineering consulting firm to develop an evaluation strategy and framework to quantitatively compare the natural and financial capital investments required by three to five alternative integrated solid waste management scenarios (including the current state) that are crafted by the contractor in conjunction with DPW. Each scenario will be designed to meet the zero waste goal and then to capture the energy and imbedded value of the managed material streams. Each scenario and must include waste reduction, recycling, reuse, organics composting and residuals processing components. The contractor will also be required to run each scenario through the designed framework and to comparatively evaluate the results. By quantifying and comparing investments needed for current baseline operations and alternatives, the District will be in a better position to identify impact mitigation, cost savings, value creation and positive environmental justice outcomes

B. Section C.2 BACKGROUND: Delete the last paragraph and insert:

The objectives to be achieved from the project are:

- Meet the zero waste goals of the Mayor's Sustainable DC plan
- Identify how to economically increase the District's recycling diversion rate
- Determine how DC can best capture the economic value and embedded energy of the waste stream that remains until the zero waste goals are achieved
- Identify the optimal set of components to maximize the value of the waste stream while providing economic sustainability over the long term
- Identify whether the District should seek jurisdictional partners for the solid waste management system.

C. Section C.3 REQUIREMENTS – Revised C.3.1(A) to read as follows:

The contractor shall define three to five alternative integrated solid waste management scenarios (including the current state) that capture the energy and imbedded value of the managed material streams. Each of these scenarios must include waste reduction, recycling, reuse, organics composting and residuals processing components.

| | | | | | |
|---|------------------------------|-------------------------------------|--|---------------|---|
| AMENDMENT OF SOLICITATION / MODIFICATION OF CONTRACT | | | 1. Contract Number | Page of Pages | |
| | | | | 3 | 3 |
| 2. Amendment/Modification Number Doc97300-004 | 3. Effective Date 3/11/13 | 4. Requisition/Purchase Request No. | 5. Solicitation Caption Solid Waste Management Consulting Services | | |

D. Section F.3 DELIVERABLES – C.3.1A Revise to read: Three to five alternative integrated solid waste management scenarios that are consistent with the Mayor's zero waste goals.

E. Section L.2.4.1 Technical Approach – Revise the first bullet to read:

- Description of the offeror's approach to developing (1) alternatives for managing the District's solid waste that captures the energy and imbedded value of the managed material streams that are consistent with the Mayor's zero waste goal (2) an evaluation strategy and framework that will quantitatively compare the natural and financial capital required of each alternative, (3) the process to identify siting, regulatory, institutional and legal requirements for each alternative, and (4) the framework of a public participation process and staff and facilitate stakeholder technical workgroup(s) to provide review and input on the project progress and deliverables.

F. Section M.3.1.1 Technical Approach – Revise the first bullet to read:

- The Offeror has demonstrated its approach to (1) crafting alternatives for managing the District's solid waste that maximizes the energy and imbedded value of the managed material streams that are consistent with the Mayor's zero waste goals, (2) developing an evaluation strategy and framework that will quantitatively compare the natural and financial capital required of each alternative (3) identifying siting, regulatory, institutional and legal requirements for each alternative, and (4) designing the framework of a public participation process and staff and facilitate stakeholder technical workgroup(s) to provide review and input on the project progress and deliverables.

G. Bid due date has been extended from March 27, 2013 to April 4, 2013.

APR 2

APR 2



ITEM NO. 7

You had an affirmative response to one of the questions on your Bidder/Offeror Certification Form. Are you willing to discuss via conference call the nature of the claims against your organization that you identified in the Bidder/Offeror Certification Form?

As per our discussion with Ms. Gena Johnson on Tuesday, May 7th, HDR is submitting its revision to Page 2 of the Bidder/Offeror Certification Form on the following page. Please include this as an amendment to our original submittal.

Additional Instructions for Section I, Parts 2 through 8: Provide an explanation of the issue(s), relevant dates, the government entity involved, any remedial or corrective action(s) taken and the current status of the issue(s).

Within the past five (5) years, has any current or former owner, partner, director, officer, principal or any person in a position involved in the administration of funds, or currently or formerly having the authority to sign, execute or approve bids, proposals, contracts or supporting documentation on behalf of the bidder/offeror with any government entity:

| | |
|---|---|
| 2.1 Been sanctioned or proposed for sanction relative to any business or professional permit or license? | <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No |
| 2.2 Been under suspension, debarment, voluntary exclusion or determined ineligible under any federal, District or state statutes? | <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No |
| 2.3 Been proposed for suspension or debarment? | <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No |
| 2.4 Been the subject of an investigation, whether open or closed, by any government entity for a civil or criminal violation for any business-related conduct? | <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No |
| 2.5 Been charged with a misdemeanor or felony, indicted, granted immunity, convicted of a crime, or subject to a judgment or a plea bargain for: (a) Any business-related activity; or (b) Any crime the underlying conduct of which was related to truthfulness? | <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No |
| 2.6 Been suspended, cancelled, terminated or found non-responsible on any government contract, or had a surety called upon to complete an awarded contract? | <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No |

Please provide an explanation for each "Yes" in Part 2.

PART 3: BUSINESS RESPONSIBILITY

Within the past five (5) years, has the bidder/offeror:

| | |
|---|---|
| 3.1 Been under suspension, debarment, voluntary exclusion or determined ineligible under any federal, District or state statutes? | <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No |
| 3.2 Been proposed for suspension or debarment? | <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No |
| 3.3 Been the subject of an investigation, whether open or closed, by any government entity for a civil or criminal violation for any business-related conduct? | <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No |
| 3.4 Been charged with a misdemeanor or felony, indicted, granted immunity, convicted of a crime, or subject to a judgment or plea bargain for: (a) Any business-related activity; or (b) Any crime the underlying conduct of which was related to truthfulness? | <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No |
| 3.5 Been disqualified or proposed for disqualification on any government permit or license? | <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No |
| 3.6 Been denied a contract award or had a bid or proposal rejected based upon a non-responsibility finding by a government entity? | <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No |
| 3.7 Had a low bid or proposal rejected on a government contract for failing to make good faith efforts on any Certified Business Enterprise goal or statutory affirmative action requirements on a previously held contract? | <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No |
| 3.8 Been suspended, cancelled, terminated or found non-responsible on any government contract, or had a surety called upon to complete an awarded contract? | <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No |

Please provide an explanation for each "Yes" in Part 3.

PART 4: CERTIFICATES AND LICENSES

Within the past five (5) years, has the bidder/offeror:

| | |
|---|---|
| 4.1 Had a denial, decertification, revocation or forfeiture of District of Columbia certification of any Certified Business Enterprise or federal certification of Disadvantaged Business Enterprise status for other than a change of ownership? | <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No |
|---|---|

Please provide an explanation for "Yes" in Subpart 4.1.

4.2 Please provide a copy of the bidder's/offeror's District of Columbia Office of Tax and Revenue Tax Certification Affidavit.

PART 5: LEGAL PROCEEDINGS

Within the past five (5) years, has the bidder/offeror:

| | |
|--|---|
| 5.1 Had any liens or judgments (not including UCC filings) over \$25,000 filed against it which remain undischarged? | <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No |
|--|---|

Revised 5/8/2013
Initial: KD

ITEM NO. 8

HDR has revised its rate schedule to reflect the changes made to the Subcontracting Plan (Item No. 5) as part of this submittal. These revisions are largely the result of a reduction in HDR's scope in an effort to achieve the 35% CBE requirement.

| BASE PERIOD | | | | |
|-----------------------------------|---|-----------------|---------------------------|----------------------------|
| CLIN | Item Description | Unit Price/Hour | Estimated Number of Hours | % of Total Number of Hours |
| 0001 | Labor Category 1: Sr. Consultant/Analyst II | \$ 242.17 | 193 | 18.68% |
| 0002 | Labor Category 2: Sr. Consultant/Analyst I | \$ 211.27 | 270 | 26.92% |
| 0003 | Labor Category 3: Consultant/Analyst | \$ 149.47 | 272 | 21.43% |
| 0004 | Labor Category 4: Junior Consultant/Analyst | \$ 118.57 | 387 | 32.97% |
| Total Not to Exceed Amount | | | 910 | |

| OPTION YEAR 1 | | | | |
|-----------------------------------|---|-----------------|---------------------------|----------------------------|
| CLIN | Item Description | Unit Price/Hour | Estimated Number of Hours | % of Total Number of Hours |
| 0001 | Labor Category 1: Sr. Consultant/Analyst II | \$ 249.43 | 45 | 13.35% |
| 0002 | Labor Category 2: Sr. Consultant/Analyst I | \$ 217.61 | 80 | 23.74% |
| 0003 | Labor Category 3: Consultant/Analyst | \$ 153.95 | 100 | 29.67% |
| 0004 | Labor Category 4: Junior Consultant/Analyst | \$ 122.12 | 112 | 33.23% |
| Total Not to Exceed Amount | | | 337 | |