

May 16, 2013

Ms. Sundé McCann
Purchasing Agent
North Carolina Department of Public Safety
Purchasing and Logistics Office
3030 Hammond Business Place
Raleigh, NC 27603

Re: Disaster Individual Assistance and Public Assistance Contract, RFP #19-012082-MSX

Dear Ms. McCann:

Major disasters can place a significant strain on the resources of state government emergency management staff. This fact has been demonstrated again by recent events in Alabama (tornadoes), Virginia (Irene), and of course the devastating impact of Hurricane Sandy in New York and New Jersey. As our proposal shows, Atkins is leader in the emergency management field and has provided supplemental recovery staff to the emergency management agencies in Alabama, Virginia, New York, and New Jersey in order to help them manage recovery efforts from these disaster events. As the incumbent contractor for individual and public assistance program support to the North Carolina Division of Emergency Management over the past seven years, Atkins remains ready to assist the State of North Carolina (the State) in the event of a major disaster.

Our team of professional emergency managers includes many staff members with individual and public assistance experience in North Carolina. Most of the staff assigned to this project, including the program coordinator and many grant managers, are located in our Raleigh office, or other offices in North Carolina. This allows Atkins to respond rapidly to the needs of the State.

Atkins also has the ability to provide our services statewide, while reducing overhead and travel costs. Atkins' Lenoir office houses our company's logistical warehouse facility with the ability to support remote operations across North Carolina. This facility houses portable offices and housing units with the capacity to support living and work operations in remote locations under austere conditions for up to 120 people. These self-contained base camps provide Atkins and the State of North Carolina with the ability to support sustained recovery operations in the most heavily impacted areas following a disaster event.

In addition, we have formed a strategic alliance, called Vanguard Emergency Management, with three other A-E firms to provide further depth and technical capability to our team. The Louis Berger Group is a large, national A-E firm that will provide additional programmatic support, as needed, and will also provide additional technical capability in a variety of disciplines. HDR is a large, national engineering firm which will provide additional technical capability as required. Vanguard member Tidal Basin Government Consulting will assist with grants management and policy consultation, when needed. Our team also includes Adjusters International, Inc. to provide public insurance adjusting capability, as required. At this time, we do not guarantee percentages of work among our partners and subcontractors. They will only be assigned work when their resources are requested and approved by the State.

Atkins has the experience, capacity, and knowledge to immediately deploy and support disaster recovery efforts across North Carolina. Our team is excited and challenged by this possibility and the chance to serve the needs of the citizens of North Carolina. We are ready to deploy and begin operations immediately upon receipt of a notice to proceed. Please feel free to call me at 919.431.5304 should you have any questions regarding this proposal. I may also be reached by email at bertram.shipman@atkinsglobal.com.

Sincerely,



Bertram F. Shipman, Esq.
Senior Group Manager

3. Cost Proposal

The Atkins team has an established presence in the field of emergency management. Our staff represent decades of service in managerial and program specialties involving a comprehensive emergency management approach. As outlined within this request for proposal, our staff includes former senior managers within FEMA and North Carolina Emergency Management (NCEM), individual and public assistance program managers, and attorneys specialized in the complex areas of the Stafford Act.

Although it is understood that the man hour level of effort to meet the specific tasks of work in the project will be established at the time of need (after a declared disaster) the following cost table has been developed in accordance with Section X of RFP 19-012082-MSX. The "not to exceed" for such a project is difficult to predict, but the Atkins team is providing the cost amount below based on the assumption that over the course of the three-year contract, a major disaster could require that NCEM request the entire Atkins team to work 72-hour weeks for the entire 3-year period.

Also as requested, the daily rates included in the cost proposal include the hourly rate for each position, plus estimated expenses which for this project are estimated to be \$125 per day for non-local personnel.

Estimated expenses of \$125 per day were determined by using the following table to calculate potential expenses.

Reimbursable costs	Per day
Lodging (State rates)	\$65.90
Meals (State rates)	\$35.15
Rental car/gas	\$54.00
Flights*	\$350.00/round trip
Total	Approx. \$125.00/day

*The Atkins team also includes staff located in states outside of North Carolina that can be called upon to support NCEM and our Raleigh staff. In all cases, it will be the priority of the Atkins team to provide local staff to support NCEM, to minimize travel costs. However, some flights may be required over the duration of this contract if the disaster is large enough to warrant utilizing these out of state staff members. The cost of these flights has been factored in to the approximately daily expenses for each team member.

Travel and subsistence expenses

Atkins currently has offices located in Raleigh, Charlotte, and Lenoir. As such, many the employees assigned to this project will not require significant overnight travel. This will facilitate a more prompt response and offer significant cost savings.

Atkins understands that all activities, travel, and incidental expenses associated with travel within North Carolina will be reimbursed within established policies and FEMA-approved per diem rates.

Equipment

The Atkins team will provide all necessary equipment to support the daily activities of our staff, including laptop computers, digital cameras, GPS equipment, cell phones, and general office supplies at no cost to NCEM.

Subcontractor costs

Subcontractor costs have been factored into the personnel costs.

Position	Year 1 Hourly Labor Rate	Year 2 Hourly Labor Rate	Year 3 Hourly Labor Rate	Year 1 Daily Rate	Year 2 Daily Rate	Year 3 Daily Rate	Potential Maximum Number of Staff	Year 1 - Not To Exceed Amount	Year 2 - Not To Exceed Amount	Year 3 - Not To Exceed Amount	Contract Total
	N/A	N/A	N/A	N/A	N/A	N/A		Year 1 - Not To Exceed Amount	Year 2 - Not To Exceed Amount	Year 3 - Not To Exceed Amount	
Principal	N/A	N/A	N/A	N/A	N/A	N/A	1	N/A	N/A	N/A	N/A
Program/Deputy Program Coordinator	\$160.00	\$164.80	\$169.74	\$1,920.00	\$1,977.60	\$2,036.93	2	\$1,198,080	\$1,234,022	\$1,271,043	
Technical Advisor	\$165.00	\$169.95	\$175.05	\$2,105.00	\$2,164.40	\$2,225.58	3	\$1,970,280	\$2,025,878	\$2,083,145	
Quality Assurance	\$150.00	\$154.50	\$159.14	\$1,800.00	\$1,854.00	\$1,909.62	1	\$561,600	\$578,448	\$595,801	
Team Leader	\$140.00	\$144.20	\$148.53	\$1,805.00	\$1,855.40	\$1,907.31	3	\$1,689,480	\$1,736,654	\$1,785,244	
Grant Manager	\$95.00	\$97.85	\$100.79	\$1,265.00	\$1,299.20	\$1,334.43	15	\$5,920,200	\$6,080,256	\$6,245,114	
Administrative Support	\$40.00	\$41.20	\$42.44	\$480.00	\$494.40	\$509.23	1	\$149,760	\$154,253	\$158,880	
Accountant	\$90.00	\$92.70	\$95.48	\$1,080.00	\$1,112.40	\$1,145.77	1	\$336,960	\$347,069	\$357,481	
Total							27	\$11,826,360	\$12,156,581	\$12,496,708	\$36,479,649

Note: Year 2 and Year 3 includes cost of living adjustment of 3% added to the labor rate
 Formula for Daily Rate: Hourly rate x 12 + \$125/day (expenses) for non-local positions
 Formula for Yearly Not to Exceed Rates: Daily rate x potential max # of staff x 6 days/week x 52 weeks/year

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RFP No: 19-012082-MSX

OFFEROR: Atkins North America, Inc.

X. COST PROPOSAL

The Cost Proposal shall contain:

Personnel costs (including hourly rates and total hours)

Travel and Subsistence Expenses

Subcontractor Costs (if any)

Other Costs (e.g., office expenses)

TOTAL COST A total not to exceed cost representing the maximum amount for all work to be performed must be clearly indicated under this heading.

\$36,479,649

List below the position/title of personnel to be assigned to this project and daily rate (daily rate for each position to include all expenses i.e salary/wages, benefits, travel/subsistence and office expenses):

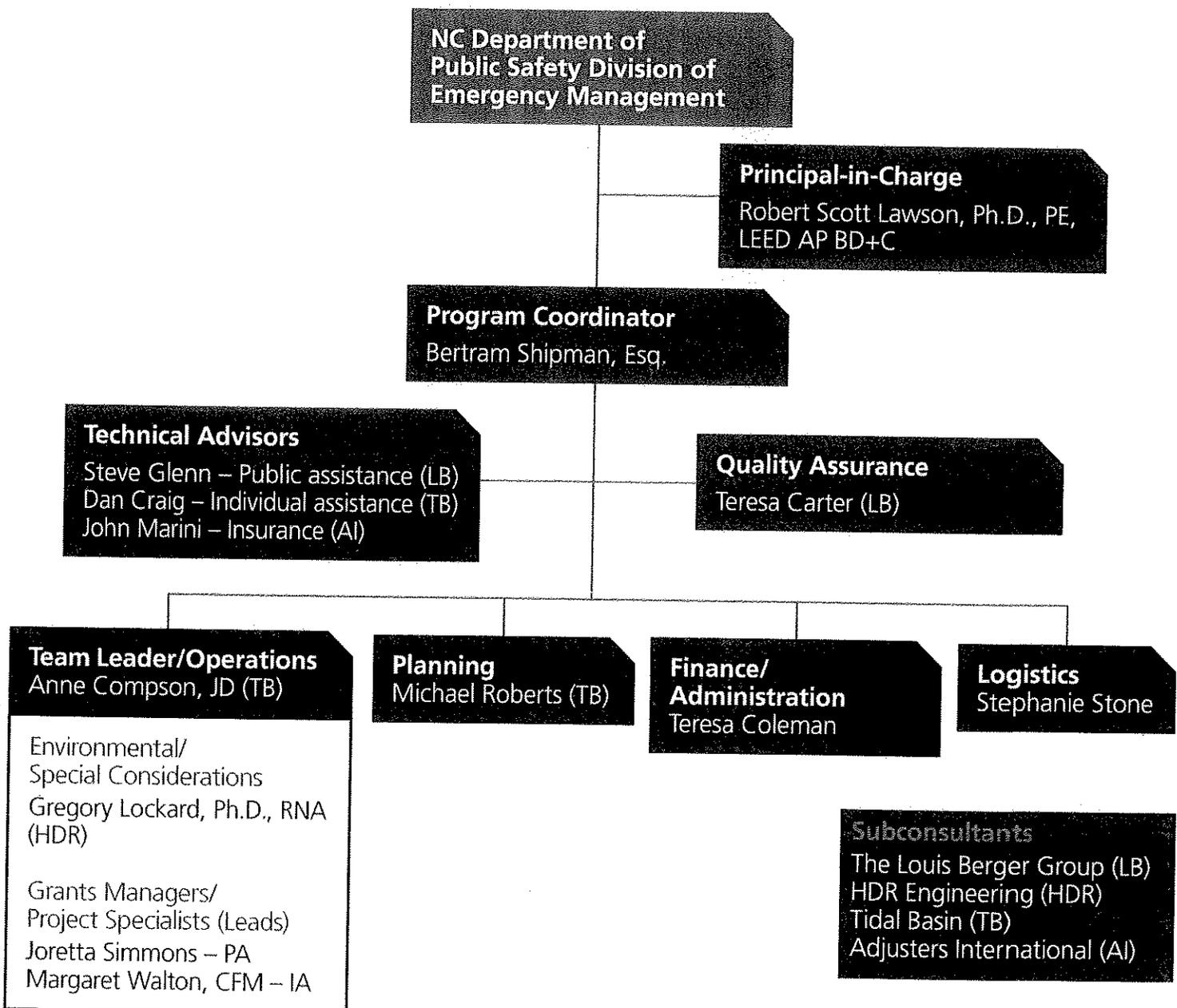
POSITION/TITLE	DAILY RATE
Principal	\$ N/A (years 1 – 3)
Program Coordinator	\$ \$1,920 – 2,036.93 (years 1 – 3)
Technical Advisor	\$ \$2,105 – 2,225.58 (years 1 – 3)
Quality Assurance	\$ \$1,800 – 1,909.62 (years 1 – 3)
Team Leader	\$ \$1,805 – 1,907.31 (years 1 – 3)
Grant Manager	\$ \$1,265 – 1,334.43 (years 1 – 3)
Administration	\$ \$480 – 509.23 (years 1 – 3)
Accounting	\$ \$1,080 – 1,145.77 (years 1 – 3)

5. Project Organization

Atkins' primary goal is to provide the highest quality product to our clients by assigning the best-qualified personnel. Each individual has significant experience in similar projects related to post-disaster damage assessments, preparation of specifications for contract work, disaster debris management and monitoring, preparation of audit-ready documentation of field activities, tracking of debris

activities using GIS-based systems, project worksheet formulation, grants management, disaster recovery training, and familiarity with the local concerns in North Carolina.

An organization chart is provided below and resumes of key team members follow. Resumes of additional grant managers can be provided upon request.



Additional available personnel

Name	Title	Location
Atkins		
M. Wayne Floyd	Senior Project Manager	Raleigh, NC
Caroline Cunningham	Planner	Raleigh, NC
Thomas Durham	Senior Project Manager	Fairfax, VA
James Healy	Senior Engineer	Tampa, FL
Kimrey Hilton	Technical Coordinator	Orlando, FL
Eric Coughlin	Program Manager	Raleigh, NC
Harold Joyner	Project Manager	Tallahassee, FL
Ronald Knepper	Technical Coordinator	Coraopolis, PA
Edward Mayfield	Senior Project Manager	Jacksonville, FL
Bryan Lambeth	Senior Engineer	Raleigh, NC
Michael Tucker	Senior Fleet Specialist	Lenoir, NC
Andrew Healy, PE	Project Manager	Orlando, FL
Adam Reeder	Project Manager	Raleigh, NC
Sara Reynolds	Planner	Raleigh, NC
The Louis Berger Group		
James Aicholtz	Professional Engineer/Structural Engineer	Richmond, VA
Mark McElwain	Professional Engineer/Highway Engineer	Richmond, VA
Charles Smith	Professional Engineer/Highway Engineer	Richmond, VA
John Vandergriff	Professional Engineer/Highway Engineer	Richmond, VA
Erin Callahan	Engineer-Associate/Traffic Engineer	Richmond, VA
Jay Gill	Engineer-Associate/Traffic Engineer	Richmond, VA
Steven McKinnon	Engineer-Associate/Traffic Engineer	Richmond, VA
Santanu Moitra	Engineer-Associate/ Construction Inspector/Manager	Richmond, VA
Andrew Payne	Engineer-Associate/Traffic Engineer	Richmond, VA
Lorraine Perfetti	Engineer-Associate/Traffic Engineer	Richmond, VA
Roland Riley Jr.	Senior Inspector/ Construction Inspector/Manager	Richmond, VA
Jerry Howell	Senior Inspector/ Construction Inspector/Manager	Richmond, VA
Eric Voigt	Assistant Director/Archeologist	Richmond, VA
Tracey Jones	Senior Archeologist	Raleigh, NC
Stuart Fiedel	Senior Archeologist	Richmond, VA
Katherine Kosalko	Archeologist	Richmond, VA
Gregory Labudde	Archeologist	Richmond, VA
Debra McClane	Archeologist/Architectural Historian	Richmond, VA
Joseph Parfitt	Archeologist/Crew Coordinator	Richmond, VA
Douglas Alvey	Manager/Disaster Readiness and Training	Raleigh, NC
Joseph Tippet	Senior Archeologist	Raleigh, NC

Additional available personnel

Name	Title	Location
Dean Hatfield	Professional Engineer/Highway Engineer	Raleigh, NC
Stephen Cook	Professional Engineer/Structural Engineer	Raleigh, NC
Richard Coffman	Professional Engineer/Structural Engineer	Raleigh, NC
Ana Passman	Engineer-Associate/Hydraulic Engineer	Raleigh, NC
Matthew Payne	Engineer-Associate/Structural Engineer	Raleigh, NC
Rana Dydula	Engineer-Associate/Hydraulic Engineer	Raleigh, NC
Steven Kaplan	Engineer-Associate/ Structural CADD Technician	Raleigh, NC
Rodney Knight	Engineer-Associate/ Senior Engineering Technician	Raleigh, NC
Murry Phillips	Senior Inspector/ Construction Inspector/Manager	Raleigh, NC
Jon Seckinger, PG	Program Manager/ Subsurface Investigation/ Disaster Response and Recovery	Exton, PA
Steven Egnaczyk	Program Manager/ Disaster Response and Recovery	Exton, PA
Steve Dovidio	Manager/Storage Tank Management	Exton, PA
Joe Dietrich, PE	Manager/Geotechnical Engineering	Exton, PA
Stephanie Kraska, PE	Senior Engineer/Disaster Response	Charlotte, NC
Amanda Tamburro, PE	Principal Engineer	Exton, PA
Gary Moore, PE	Manager/Wastewater Engineering	Exton, PA
Chad Huber	Engineer/Disaster ResponseDeployment	Exton, PA
Tim Mitchell	Industrial Hygienist/ Health and Safety/ Asbestos & Lead-Based Paint/ Mold & Moisture Evaluation	Exton, PA
Peter Lamont, PG, CHMM	Principal Geologist/ Subsurface Investigation/Disaster Response/ Emergency Generator Deployment	Exton, PA
Alvin Harvey	Designer/CADD Technician	Exton, PA
Tom Lewis, PE, JD	Senior VP, Appeals	Morristown, NJ
Maureen Rabbitt	Engineer	Morristown, NJ
Virginia Westervelt	Engineer	Morristown, NJ
Taylor Lee	Disaster Specialist	Raleigh, NC
Kathleen Cure, Esq.	Disaster Support Coordinator	Richmond, VA
HDR Engineering		
Jim Parker	Archeology Crew Chief	Vienna, VA
Melissa Wiedenfeld, Ph.D.	Senior Historian	Vienna, VA
Jeanne Barnes	Architectural Historian	Vienna, VA
Bill Jurgelski, Ph.D.	Archeology Crew Chief	Ridgeway, SC
Ricah Marquez	Archeology Crew Chief/Lab Director	Atlanta, GA

Additional available personnel

Name	Title	Location
Tidal Basin Government Consulting		
James J. Schumann	Project Management/Recovery Services	Alexandria, VA
Michael Wiles	Finance Director	Alexandria, VA
Will Marsh	Project Manager	Alexandria, VA
Adjusters International		
Mark Albright	FEMA Grant Specialist	Lake Mary, FL
Anthony Bazunu	FEMA Grant Specialist	Orlando, FL
Horacio Mourino	FEMA Grant Specialist	St. Petersburg, FL
Knecole Blake	FEMA Grant Specialist	Casselberry, FL
Kevin Bryant	FEMA Grant Specialist	Shannon, GA
Marcos Rivera	FEMA Grant Specialist	Stone Mountain, GA
Anna Robinson Lindsey	FEMA Grant Specialist	Tampa, FL
Jeff Johnson	FEMA Grant Specialist	Woodstock, GA
Heather Southards	FEMA Grant Specialist	Etowah, TN
Ara Nahapetian	FEMA Grant Specialist	Tallahassee, FL
Soloman Ademuyiwa	FEMA Grant Specialist	Midway, FL
Latifu Jinadu	FEMA Grant Specialist	Tallahassee, FL
Laura Clemons	FEMA Grant Specialist	Birmingham, AL
Daniel Maye	FEMA Grant Specialist	Moore Haven, FL
Yusuf Mustafa	FEMA Grant Specialist	Ramer, AL
Jeremy Speaks	FEMA Grant Specialist	Beaufort, SC
Theodore Thompson	FEMA Grant Specialist	Tallahassee, FL
SiTerra Wallace	FEMA Grant Specialist	Tallahassee, FL
Royce Woodruff	FEMA Grant Specialist	Flowery Branch, GA
Allen Duff	FEMA Grant Specialist	Melbourne Beach, FL
Jeffrey Bair	FEMA Grant Specialist	Lake Placid, FL
David Molinari	FEMA Grant Specialist	McGaheysville, VA
David Christie	FEMA Grant Specialist	Orlando, FL
Shaurice Mullins	FEMA Grant Specialist	Grimesland, NC
David Fila	FEMA Grant Specialist	Orlando, FL
Rick Kammer	FEMA Grant Specialist	Milton, FL
Pete Guzman	FEMA Grant Specialist	Orlando, FL
Valerie Lyons	FEMA Grant Specialist	Fort Pierce, FL
Timothy Robinson	FEMA Grant Specialist	Barefoot Bay, FL
Robert Koch	Insurance Specialist	Rochester, NY
James Woods	Insurance Specialist	Macedon, NY
Greg Raab	Insurance Specialist	Frankfort, NY

6. Technical Approach

The following is a suggested plan for the mobilization, organization, and approach for Atkins staff. The following assumes that Atkins will need to provide sufficient field project specialists or grant managers as well as team leaders to assist North Carolina Emergency Management (NCEM) with an event significant enough to require our activation. For the purposes of this discussion, the term “project specialist” will be used interchangeably with the term “grant manager” and it is assumed that the same person may be a project specialist or a grant manager depending upon the specific tasks requested. The actual work plans will be developed based on extensive discussions with senior leadership of NCEM. Atkins recognizes that NCEM and FEMA have developed processes to support disaster recovery efforts. The discussion below therefore, includes suggested actions and time frames for our activities in the absence of full knowledge of such systems and processes.

Award phase

Within 24 hours of notification, the Atkins program coordinator will coordinate with the NCEM recovery manager to finalize the contract documents, clarify task order requirements and establish deployment timelines once activated.

NCEM will issue a notice to proceed based on its needs and will request the deployment of appropriate personnel based on its needs at that time.

Mobilization phase

Once a deployment task order is issued to Atkins, the Atkins management team (program coordinator, team leaders, and technical advisors, as needed) will report to the NCEM disaster recovery operation center or other location identified, within 24 hours. All project specialists are placed on standby to deploy. The management team will meet with the NCEM recovery manager to receive a

status briefing on current operations to date, major issues affecting the recovery, the state’s overall recovery strategies and plan, and their direction on limitations to our team’s responsibilities. From this meeting, the management team will then meet with the project specialists to determine appropriate assignments. As a part of this process, the team leaders will introduce each project specialist to any state or federal counterparts. Each team member will meet individually with their counterparts to establish an appropriate plan of action in support of the recovery process.

1. Pre-declaration

Upon contract award, Atkins will promptly develop comprehensive recovery training programs that will educate local governments and private non-profit agencies in federal disaster assistance programs. The training developed will focus on a comprehensive disaster recovery approach to educate local governments on preliminary assessments, joint preliminary damage assessments, the declaration process, and the available disaster relief programs. Atkins will work with NCEM on the development of these programs and obtain prior approval on all materials to be presented in the field.

Upon task order activation, Atkins will deploy project specialists to designated areas in order to support preliminary damage assessment activities. Once in designated areas, Atkins project specialists will report back to appropriate team leaders and establish contact with local authorities and FEMA. During all damage assessment activities, project specialists will communicate with team leaders to give progress reports and current damage estimates. At the conclusion of all damage assessment activities, each project specialist will submit all damage findings back to the program manager through each team leader and a comprehensive damage report will be submitted to the state for consideration of a federal disaster declaration request.

Atkins employees are professional emergency managers with years of experience dealing with local, state, and federal agencies. Our company understands the complex and sensitive relationships that exist between these entities and has the real-world experience at building and maintaining these relationships as a team.

2. Recovery operations

Upon activation, project specialists will report to the NCEM disaster recovery operations center or joint field office within 24 hours of their deployment notice. The program coordinator, team leaders, project specialists, and NCEM recovery manager will have an organizational meeting to discuss operations and make initial assignments. The project specialists will be introduced to their FEMA and state counterparts (if required) and each team will finalize their initial plans. Teams will review project status relating to their clients. All project specialists deployed will be outfitted with hardhats, steel-toed boots, safety vests, wireless notebook computers, cell phones, digital cameras, GPS units, and vehicles.

Atkins understands the complex and sensitive relationships that exist between local, state, and federal agencies and has the real-world experience at building and maintaining these relationships as a team.

Project specialists will coordinate with the state and FEMA to establish applicant briefing schedules within the impacted area. Each project specialist will deploy with a current copy of the state's approved applicant briefing presentation, handouts, and applicant request for public assistance forms.

Once all applicant briefings are complete, each project specialist will work with their respective team leader in reviewing and submitting all requests for public assistance to the state public assistance

program manager. Team leaders will review any pre-award applications and forward them to the NCEM public assistance program manager for approval. A comprehensive spread sheet on the status of each application will be maintained by the Atkins program manager and shared with the public assistance program manager on a regular basis to ensure each applicant's needs are addressed.

Once project specialists are assigned to an applicant, they will coordinate meetings to introduce themselves and to get local perspectives on progress and issues. The project specialist will review eligibility guidelines with the applicant's agent and identify eligible project costs and special considerations.

Project specialists will participate in the preparation of FEMA project worksheets (PWs). Scopes of work and narratives will be developed for small projects to describe the damages as thoroughly as possible and PW back-up documentation will be maintained in compliance with grant requirements. The project specialist will work with all departments involved with damage assessment and financial record maintenance to gather necessary information for PW preparation. Digital photos and GPS coordinates will support each PW as required. Once all information is gathered, it will be reviewed by a team leader and submitted to the state for FEMA review. Project specialists will work directly with applicants to ensure these award applications are submitted with adequate and appropriate information in order to simplify FEMA's approval.

Not all projects are simple and clear-cut. Atkins has an extensive pool of available technical specialists to assist project specialists with special considerations that may arise during the development of each scope of work. These specialists include archeologists, flood plain management experts, cost estimators, insurance specialists, and environmental specialists, including hazardous materials disposal experts.

Atkins can also provide the technology needed to track direct administrative costs on a project-by-project basis, as well as other innovative technologies to assist the state and its subgrantees with tracking and managing project progress.

Once small projects are written and approved, team leaders will work with the public assistance program manager to coordinate small project validation. A validation methodology will be developed and submitted to the state for approval. Once the methodology is approved, project specialists will conduct small project validations in coordination with FEMA representatives and the results of each validation will be submitted to the public assistance program manager.

Atkins has the unique ability to provide comprehensive support to large project development, execution, and closeout during a disaster.

Atkins has the unique ability to provide comprehensive support to large project development, execution, and closeout during a disaster. As a professional engineering consultant, we can develop complex scopes of work to support large PWs/awards. Accurate cost estimates are next and Atkins has experienced cost estimators on staff to minimize confusion to disaster victims and ensure PWs/awards are as accurate as possible.

Disasters are complex and navigating through the disaster assistance programs can be confusing at best. Project specialists will work with applicants on a daily basis to ensure they are aware of the status of each project. As misunderstandings occur, project specialists will work as advocates for the applicant and work through team leaders to ensure questions are answered and issues addressed by FEMA. Team leaders will maintain an "issues log" that will record potential problems, status, and resolution. This "issues log" will be shared with the public

assistance program manager on a regular basis to ensure that appropriate levels of state and federal government are informed.

Issues will arise out of every disaster that will require some applicants to submit appeals. Project specialists and team leaders will do everything within their power to avoid this complex and lengthy procedure. However, Atkins has experienced staff to coordinate these actions. All potential and active appeals will be routed to the public assistance program manager through our appeals specialist. Atkins' appeal specialist has extensive experience in FEMA processes and procedures. The appeals specialist will work with the applicant to properly develop and route appeals. Once at the state, the appeals specialist will collect any supporting documentation, develop a draft concurrence/non-concurrence position for the state and coordinate the delivery of the appeal to FEMA. The appeals specialist will maintain a current spreadsheet with the status and resolution of each appeal involved within a disaster. This report will be shared on a regular basis with the public assistance program manager.

As projects begin, project specialists will monitor the progress of each applicant. As deadlines approach, each project specialist will work with appropriate agencies to ensure there are no "obstacles" to completing a project. Applicants unable to complete work within the allowed timeframes will be required to submit requests for time extensions. Project specialists will work with applicants to develop the requests and ensure they are submitted in a timely fashion.

Applicants may desire to construct alternate or improved projects. Project specialists will first educate all applicants on each of these opportunities and then work with them to develop the appropriate requests and notifications. Project specialists will then work with applicants, state

agencies, and FEMA to ensure appropriate approvals, permits and coordination are received for each project. The project specialists will then track these projects through completion to ensure deadlines are met and appropriate costs are recorded and when necessary, advise the applicant of any cost containment issues.

Atkins recognizes the very long term nature of recovery operations. Our experience with Hurricanes Katrina and Andrew and the Northridge Earthquake demonstrates that final project closeout could easily exceed five years. As such, we are committed to identifying the most critical projects during our support of your operation and expediting disaster closeout activities through the production, monitoring, and closeout activities based on a total quality management approach. Each phase of recovery process that we are involved with will be constantly monitored and adjusted to ensure the best quality product is produced in a timely manner. It is the goal of Atkins to closeout all applicants we are involved with before they reach this critical five-year window.

Our project specialists will immediately identify the most critical projects relating to their clients. These projects will be given priority in PW preparation and approval. Such projects will include debris removal, reduction, and disposal. Damage to infrastructure projects may include water, wastewater, public buildings, and utilities. Our project specialists will ensure both funds and technical assistance are available to the applicants. Our teams will then work with FEMA to prioritize all other projects. If this process has already begun, we will review the work to date.

Attempting to identify "406" mitigation opportunities for each PW will be a high priority for each project specialist. To ensure the maximization of 406 mitigation opportunities, all project specialists will attend annual training on the recognition of potential 406 mitigation opportunities and each PW will be examined for these opportunities.

Daily operations include working with local officials to identify eligible recovery projects, address mitigation and special considerations, and resolve issues as quickly and effectively as possible. Developing consensus with their FEMA counterparts will reduce congressional inquiries and appeals.

Ensuring open lines of communications and providing routine reports to each applicant are important to keep them abreast of existing and new policies on eligibility, documentation and reporting requirements, special considerations, alternate/improved projects, and 406 mitigation opportunities.

Project specialists will expedite project approvals by identifying special considerations involving multi-peril and flood insurance claims, environmental laws and acts, floodplain and wetland requirements, historic preservation and cultural issues. By identifying the necessary approvals from state and federal agencies for projects that have special considerations, PWs will be approved more rapidly and work can be completed in compliance with federal requirements.

An important service project specialists will provide is to revisit project worksheets on a routine and regular basis to ensure each PW supported project is on time and the applicant has sufficient funds to support the effort. This process will allow identification of problem projects. Technical assistance can then be provided to expedite the project.

Information exchange will define the success of any recovery operation. Atkins will work with the public assistance program manager to conduct public outreach meetings when required and support other portions of the division with the individual assistance program delivery and administration.

Atkins can also support the state with advising subgrantees on the implementation of changes to the FEMA recovery programs brought forth through the Sandy Recovery Improvement Act of 2013. The Atkins team has first-hand experience with the underlying issues that brought about these changes and is currently involved with implementing some of these programmatic changes for clients in New York and New Jersey.

For the Individual Assistance program, Atkins will work with federal and state partners to maximize assistance provided to disaster survivors under the provisions of a major disaster declaration. Atkins will deploy project specialists to partner with FEMA personnel to provide comprehensive assistance to disaster victims.

Atkins staff have years of experience in the proper reporting and closeouts of federally declared disasters.

This assistance will include the ability of our project specialists to distribute information with community relations teams and other public relations campaigns to ensure eligibility requirements are properly communicated to disaster victims.

Atkins has the ability to establish, maintain and staff multiple disaster recovery centers (DRC) across the state of North Carolina. At these centers, project specialists will have the ability to serve as advocates for disaster victims, coordinate information exchange with appropriate authorities to eliminate confusion, and even help applicants file appeals and request time extension as appropriate.

These DRCs not only serve as a place for victims to come and receive assistance from FEMA, they serve as locations to apply for and obtain information on all federal disaster assistance programs provided by other federal agencies. Project specialists will be trained on the roles of coordinating legal assistance to victims, the disaster unemployment assistance program, and the national flood insurance program.

Having these trained project specialists present will facilitate efficient information flow between state and federal authorities. Atkins has the expertise to assist the state with managing temporary housing program. We have the ability to establish call centers to field maintenance and repair requests to ensure the timely coordination of repair teams to temporary housing sites as needed. These requests will be recorded on a spreadsheet and tracked for timeliness and quality of work. Our team will also be trained in the pre-placement interview process so if called upon they can properly take requests for housing assistance and from these lists conduct recertification interviews.

3. Reporting and closeout

Atkins staff have years of experience in the proper reporting and closeouts of federally declared disasters. Our project manager with work with the public assistance program manager to ensure current and future disasters are appropriately monitored and closed in accordance with FEMA and the office of management and budget (OMB) regulations.

As indicated above, several status sheets will be kept to follow the progress of each applicant. Project specialists will ensure copies of this data are placed within each applicant file to ensure proper reporting is conducted.

Once a quarter, a comprehensive closeout report will be developed under the supervision of the project manager. This report will track the status

of all large projects currently being managed by the state, the status of all monies paid out, and milestones to be accomplished within the next reporting period. These milestones will establish clear objectives that each applicant must meet in order to continue receiving federal funding in accordance with 44 CFR 13. The Atkins team will also assist the state in the preparation of standard form 268A, financial status report form, required by OMB to track financial obligations, and disbursements of grant monies to applicants.

Project specialists will maintain contact with each applicant through monthly progress meetings. These progress meetings will track project status, identify any issues to be resolved, and establish any required final inspections for large projects. The results of these meeting will be documented and recommendations for interim disbursement and final reconciliations of project worksheets will be forwarded to each respective team leader. These recommendations will be provided to the public assistance project manager and appropriate actions taken based on his/her approval.

The ability of a state to properly close out a disaster has always been a challenge. Multiple disaster declarations can make the tracking of grant funding very difficult. Project specialists and database programmers will assist the state in administering databases that track the progress of each project and the disbursement of funds to support these closeouts.

Once all large projects have been completed for a disaster, all small projects appropriately validated, all appeals resolved, and all funds have been distributed to each applicant, Atkins will work hand-in-hand with the state to prepare for disaster closure. The project manager, team leaders, and appropriate project specialists will prepare files for audit, compile all financial disbursements, and prepare the final standard form 269A for closure of the public assistance grant program. Atkins staff will then assist the state in the development of all appropriate memoranda and correspondence for submittal to FEMA for the closure of each grant program.

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RFP No: 19-012082-MSX

OFFEROR: Atkins North America, Inc.

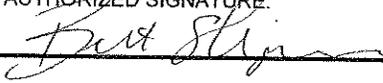
VI. EXECUTION OF PROPOSAL

By submitting this proposal, the potential contractor certifies the following:

- This proposal is signed by an authorized representative of the firm.
- It can obtain insurance certificates as required within 10 calendar days after notice of award.
- The cost and availability of all equipment, materials, and supplies associated with performing the services described herein have been determined and included in the proposed cost.
- All labor costs, direct and indirect, have been determined and included in the proposed cost.
- The potential contractor has read and understands the conditions set forth in this RFP and agrees to them with no exceptions.
- The offeror is registered in NC E-Procurement @ Your Service or agrees to register within two days after notification of contract award.

Therefore, in compliance with this Request for Proposals, and subject to all conditions herein, the undersigned offers and agrees to furnish the subject services as indicated in its proposal. Offer valid for forty five (45) days from date of proposal opening unless otherwise stated here: ___ days (See General Information on Submitting Proposals, Item 7).

Failure to execute/sign proposal prior to submittal shall render proposal invalid. Late proposals are not acceptable.

BIDDER: Atkins North America, Inc.		
STREET ADDRESS: 1616 East Millbrook Rd., Suite 310		P.O. BOX:
CITY & STATE & ZIP: Raleigh, NC 27609		ZIP: 27609
PRINCIPAL PLACE OF BUSINESS ADDRESS IF DIFFERENT FROM ABOVE (SEE INSTRUCTIONS TO BIDDERS ITEM #21): 		TELEPHONE NUMBER: 919.876.6888
		TOLL FREE TEL. NO (800) N/A
N.C.G.S. § 133-32 and Executive Order 24 prohibit the offer to, or acceptance by, any State Employee of any gift from anyone with a contract with the State, or from any person seeking to do business with the State. By execution of any response in this procurement, you attest, for your entire organization and its employees or agents, that you are not aware that any such gift has been offered, accepted, or promised by any employees of your organization.		
PRINT NAME & TITLE OF PERSON SIGNING: Bertram F. Shipman, Esq., Senior Group Manager		FAX NUMBER: 919.876.6848
AUTHORIZED SIGNATURE: 	DATE: 05/14/2013	E-MAIL: bertram.shipman@atkinglobal.com

 ACCEPTANCE OF PROPOSAL
 NC DEPARTMENT OF PUBLIC SAFETY
 BY: Janet McLann TITLE: Purchasing Agent DATE: 6/14/13

VII. Where Service Contracts Will Be Performed

In accordance with NC General Statute 143-59.4 (Session Law 2005-169), this form is to be completed and submitted with the offeror's (technical) proposal/bid.

Issuing Department: Department of Public Safety Solicitation # (Purchaser fill in)

Department Contact Person & phone #: Sunde' McCann, 919-743-8213

Solicitation Title / Type of Services: Disaster Individual Assistance & Public Assistance Contract

OFFEROR: Atkins North America, Inc.

City & State: Raleigh, NC

Location(s) from which services will be performed by the contractor:

Service	City/Providence/State	Country
<u>Public/Individual Assistance Disaster Svcs.</u>	<u>Raleigh, NC</u>	<u>USA</u>
_____	_____	_____
_____	_____	_____

Location(s) from which services are anticipated to be performed outside the U.S. by the contractor:

<u>N/A</u>	_____	_____
_____	_____	_____

Location(s) from which services will be performed by subcontractor(s):

Service	Subcontractor	City/Providence/State	Country
<u>Program/Technical Support</u>	<u>Louis Berger</u>	<u>Raleigh, NC</u>	<u>USA</u>
<u>Technical Support</u>	<u>HDR</u>	<u>Raleigh, NC</u>	<u>USA</u>
<u>Insurance Adjusting</u>	<u>Adjusters Int'l</u>	<u>Charlotte, NC</u>	<u>USA</u>
<u>Program Support</u>	<u>Tidal Basin</u>	<u>Alexandria, VA</u>	<u>USA</u>

Location(s) from which services are anticipated to be performed outside the U.S. by the subcontractor(s):

<u>N/A</u>	_____	_____	_____
_____	_____	_____	_____

(Attach additional pages if necessary.)