

## **REQUEST FOR BOARD ACTION**

### **HENDERSON COUNTY BOARD OF COMMISSIONERS**

**MEETING DATE:** August 5th, 2024

**SUBJECT:** NC State Budget Soil and Water Appropriation – Vendor Selection for Project Management Company

**PRESENTER:** Betsy Gerwig, Conservation Engineer

**ATTACHMENTS:** Yes

1. Request for Qualifications
2. Review Matrix Summary
3. Resource Institute Proposal

#### **SUMMARY OF REQUEST:**

On April 1, 2024, the Board authorized a scope of work and budget amendment for a State Budget allocation for the Henderson County Soils and Water Department in the amount of \$14,000,000. This allocation was made as directed by the NC General Assembly pursuant to Session Law 2023-134 (House Bill 259) for stream restoration and flood resiliency projects.

On July 17, 2024, the Board was presented with additional information provided by Senator Moffitt as a project listing. The Board requested to direct staff to incorporate these projects into the scope of work.

A request for qualifications was issued between June 19, 2024, and July 10, 2024. Three qualifying submissions were received on time. Based on the review by the Soil and Water Conservation District staff and Chris Todd, Assistant County Manager, the most qualified firm is Resource Institute. The Board is requested to approve the selection of the qualified firm chosen to provide project management services for this NC State Budget Allocation.

#### **BOARD ACTION REQUESTED:**

The Board is requested to accept the selection of Resource Institute to provide project management services for this NC State Budget Allocation and to authorize staff to enter into negotiations with the selected firm.

#### ***Suggested Motion:***

*I move the Henderson County Board of Commissioners to accept the selection of Resource Institute to provide project management services for this NC State Budget Allocation and to authorize staff to enter negotiations with the selected firm.*



## Henderson County Soil & Water

61 Triple Springs Road  
Hendersonville, North Carolina 28792

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**Memorandum To:** *Interested Qualified Firms*

**From:** *Betsy Gerwig  
Conservation Engineer*

**Subject:** **Request for Qualifications:** Request for Qualifications for Project Management Company to assist with implementation of the Disaster Relief and Recovery/Mitigation/Resilience Directed Grant

**Date:** June 19, 2024

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### Section 1: Purpose

Henderson County seeks Project Management services of highly qualified firms for the implementation of the Disaster Relief and Recovery/Mitigation/Resilience Directed Grant.

The purpose of the Request for Qualifications is to solicit responses from qualified firms to provide project management services to assist with project development and implementation of the Disaster Relief and Recovery/Mitigation/Resilience Directed Grant.

The Henderson County Soil & Water Conservation District requests qualifications from firms with a strong background in project management to oversee and execute multiple engineering projects concurrently; manage communication and coordination among engineering firms and construction companies; and supervise project schedule, budget, and communications with stakeholders.

### Section 2: Proposed Scope of Services

The goal is to complete as many projects as possible within four years. The final project list will be defined by the NC legislature, Henderson County Commissioners, and County staff. Currently, the project list includes two high hazard dams and ten possible stream restoration/floodplain development projects. Stream projects range in size from 500 to 8,000 linear feet on medium to large streams. All projects are located within Henderson County. Projects will be grouped by type and bid as a package for a design/build team. Due to the time constraints, projects will be completed concurrently, not in succession.

Firm is requested to provide the following services:

1. Develop Request for Qualification (RFQ) for design/build teams.
  - a. Develop a minimum of two RFQs.
  - b. Collect applications and review for completeness.
2. Develop Agreement Documents with Private Landowners.



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3. Manage Grant Budget.
  - a. Review and approve invoices from design/build teams.
  - b. Verify work has been completed.
  - c. Provide quarterly invoice for payment.
  - d. Provide quarterly expense/balance sheet.
4. Oversee Project Schedules.
  - a. Communicate with design/build teams.
  - b. Update project schedules.
5. Provide quarterly updates on all projects.
  - a. Provide update on all projects.
  - b. Provide updated schedule and cost per project.
  - c. Provide photos of construction progress, taken weekly.

The selected firm will work closely with Henderson County Soil & Water staff to ensure project designs meet the grant scope of work. The firm will also work with staff to address any public concerns about the projects. Firms with previous work experience involving large grants, stream restoration, and high hazard dams are encouraged to apply.

We desire that the RFQs for the design/build teams be developed and published within six months of receipt of a signed contract.

### Section 3: Proposal Requirements

Proposals shall include the following information:

1. Introduction: A brief description of the firm, its financial viability, and its program of services.
2. Team Experience and Availability: Identify key staff members and describe their experience in working with comparable projects, such as large grants and project management of stream/dam projects. This section should include any previous experience in project management as well as previous experience working with local, state, and federal government. Include examples of similar projects completed by the project team, and a list of all references. For each project listed, please include the name of the entity, the name and contact information of the person who would be familiar with the work performed.

Note: A personnel change cannot be made without prior written notice and approval by Henderson County.

3. Team Organization: Provide an organizational flow chart of the project team, annotated with a description of relevant qualifications possessed by key personnel. Identify the project lead and



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that person's availability. If applicable, please describe coordination and relationships with subconsultants.

4. **Project Approach:** Provide a statement of your firm's project approach to addressing the proposed scope of services outlined in this document. Include potential challenges, expected issues of concern, and a proposed schedule of completing the tasks identified within the RFQ.
5. **Insurance Requirements:** Provide a copy of a certificate of insurance which identifies current levels of professional liability insurance.
6. **Fee Schedule:** Include a fee schedule (hourly rate) of services to be provided by the project team.

Please note, firms may submit prior work products that show their competence in project management. However, firms may **NOT** submit work products or designs for the project described in this RFQ. Firms can **NOT** submit an estimated total fee, total contract price, or an estimation of hours involved in completing the project in response to this RFQ.

### Section 4: Submission Requirements

**Sealed** responses to the Request for Qualifications shall be received until 3:00 PM on July 10, 2024. Three (3) copies of the proposal should be signed by an authorized official and mailed or delivered in a sealed envelope to the address below. The envelopes should be clearly marked, "RFQ FOR PROJECT MANAGEMENT COMPANY" and indicate the name of the firm.

#### Responses must be submitted to:

Henderson County Soil & Water Conservation District  
Attn: Betsy Gerwig  
61 Triple Springs Rd  
Hendersonville, NC 28792

### Section 5: Selection Process

Proposals submitted by the deadline will be evaluated by a selection committee comprised of representatives and staff from Henderson County. Each firm will be evaluated based upon the following weighted criteria.

The following criteria will be used to evaluate the solicitations:

1. Evaluation of Project Team (15%)
2. Firm's history and ability to provide the required services (15%)



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3. Descriptions of previous management of projects and grants (30%)
4. Proposed approach and methodology to project management for large grants and similar design projects (10%)
5. References (25%)
6. Fee Schedule analysis (5%)

As a general guide to prospective proposers, the Professional Services selection procedures adopted by North Carolina, appropriately modified by Henderson County, will be employed in the selection process, and weighted as noted above. All proposals must include all aspects of North Carolina law and Henderson County policy. The owner may or may not interview potential candidates to assist in the selection process.

### Section 6: Standard of Award

The standard of award for this Request for Qualifications will be based on the demonstrated competence and qualifications of firms to provide project management services. Proposals will be reviewed after opening and will be ranked in order of choice based on selection criteria, at which point contract negotiations will begin with the most qualified firm. Should negotiations fail with the initial qualified firm, the County may, at its discretion, continue negotiations with lower ranked qualified firms. The County shall not be bound or in any way obligated until both parties have executed a contract. The County reserves the right to delay the award of a contract or to not award a contract.

Henderson County reserves the unqualified right to reject any and / or all statements of qualifications, and to waive any informalities in so far as it is authorized to do so and further specifically reserves the right to make the award in the best interest of Henderson County.

### Section 7: Minority and Disadvantaged Business

Pursuant to General Statutes of North Carolina Sections 143-128 and 143-131 as well as 2 CFR 200.321 of the Uniform Administrative Requirements, the County encourages and provides equal opportunity for Certified Minority and Women- Owned Business Enterprise (MWBE) businesses to participate in all aspects of the County's contracting and procurement programs.

For Disadvantaged Business Enterprise requirements, see Minority Business Participation Guidelines posted under Doing Business with Henderson County at <https://www.hendersoncountync.gov/county/page/doing-business-henderson-county>.

### Section 9: Terms and Conditions

Any proposal submitted to Henderson County shall be deemed to include all the Terms and Conditions shown in the document found online at



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[https://www.hendersoncountync.gov/sites/default/files/fileattachments/henderson\\_county/page/42611/terms\\_conditions.15.23\\_0.pdf](https://www.hendersoncountync.gov/sites/default/files/fileattachments/henderson_county/page/42611/terms_conditions.15.23_0.pdf)

These Terms and Conditions, which refer to a “purchase order”, shall be deemed to be included in any contract entered into as a result of this Request for Qualifications (“RFQ”).

Any attempt by a proposed contracting party (the “Bidder”) under the RFP to exclude any of these Terms and Conditions shall cause any Proposal made in response to this RFP to be deemed to be non-responsive (unless Henderson County has notified the Bidder that the funding source for the goods or work sought under this RFP is not federal funds, in which case those provisions under number 15 of the Terms and Conditions (and all subparts thereunder) may be excluded from a Proposal.

### Section 9: Funding Source

This request for qualifications is funded with funds from Disaster Relief and Recovery/Mitigation/Resilience Directed Grant.

### Section 11: Attachments

Attachment I: Vendor Information Form

## Attachment I: Vendor Information Form

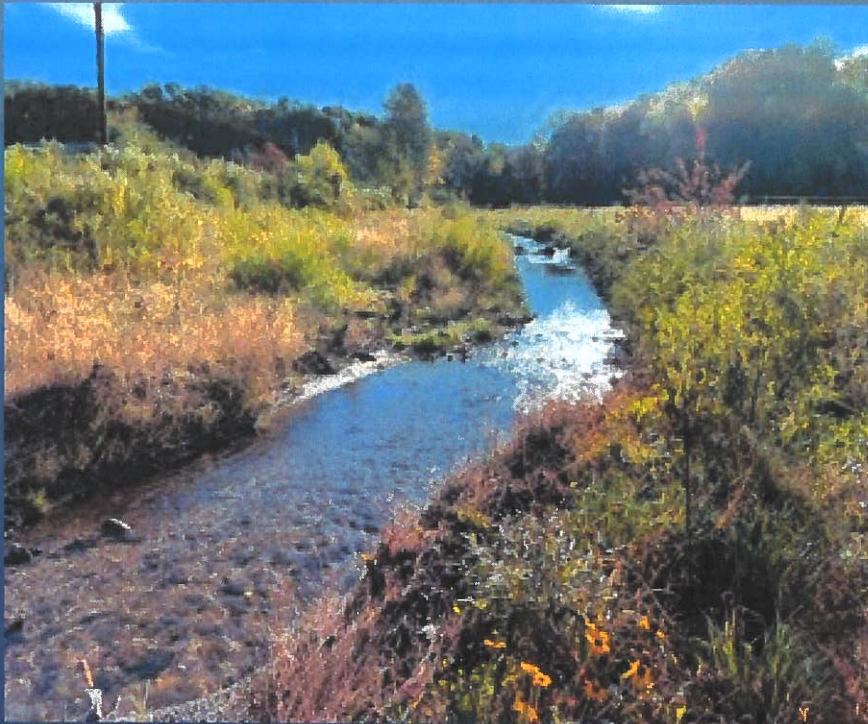
Company/Firm Name			
Mailing Address			
Contact Name		Contact Title	
Phone Number	Fax	Email	Website
Federal Tax ID Number		Unique Entity Identification Number (SAM.gov)	
Required Documentation		Internal Routing	
Completed IRS W-9 form dated within calendar year and signed by authorized personnel.		W9 Received	<input type="checkbox"/> YES
Minority and Women Owned Business (MWBE) certification, if applicable.		MWBE Certification Received	<input type="checkbox"/> YES <input type="checkbox"/> N/A
		Unique Entity Identification Number confirmed in SAM.gov	<input type="checkbox"/> YES

RFQ for Project Management Firm

Summary of Reviews

Reviewers	<b>Anchor QEA</b>	<b>IEM International Inc.</b>	<b>Resource Institute</b>
1	96	84	96
2	97	89	95
3	84	72	89
4	85	65	85
Average	90.5	77.5	<b>91.250</b>
Total Points	362	310	<b>365</b>





Request for Qualifications for Project Management Company to  
assist with implementation of the Disaster Relief and Recovery/  
Mitigation/Resilience Directed Grant

## RESOURCE INSTITUTE, INC

2631 Reynolda Road  
Winston Salem, NC 27106  
(336) 750-0522

*JULY 9, 2024*



July 9, 2024

Betsy Gerwig  
Conservation Engineer  
Henderson County Soil & Water  
61 Triple Springs Road  
Hendersonville, NC 28792

Re: Request for Qualifications for Project Management Company  
to assist with implementation of the Disaster Relief and Recovery/  
Mitigation/Resilience Directed Grant

Dear Ms. Gerwig and Members of the Selection Committee:

Please find attached Resource Institute, Inc's (RI) Statement of Qualifications for a Project Management Company to assist with implementation of the Disaster Relief and Recovery/ Mitigation/Resilience Directed Grant. The Resource Institute team intends to provide timely and professional services to Henderson County through our team of professionals. RI received the RFQ supporting information in Section 2: Proposed Scope of Services and are confident that our team has the capacity to deliver the services listed. Alan Walker ([awalker@resourceinstituteinc.org](mailto:awalker@resourceinstituteinc.org)) will be our local contact and point person for any communications regarding this proposal.

Resource Institute has a team that is qualified and eager to provide project management services to Henderson County related to the Disaster Relief and Recovery/ Mitigation/Resilience Directed Grant.

Please do not hesitate to contact Alan Walker should you have any questions or concerns. RI genuinely looks forward to collaborating with you and Henderson County on these resiliency projects.

Sincerely,

*H. Lee Rollins*

H. Lee Rollins  
Executive Director  
Resource Institute Inc.

Enclosures as stated.

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## 1. Introduction

Resource Institute, Inc. (RI) is a national 501(c)(3) nonprofit organization focused on resource conservation with a long history of implementing stream restoration conservation projects in conjunction with agricultural and urban land uses. For over 20 years, RI has helped to advance the science of stream and wetland restoration and provides educational services to convey that science to others. RI's partners are non-profit organizations, local, state, and federal government agencies, private organizations, and civic-minded individuals interested in improving the welfare of their communities through the conscientious development of community resources. These groups partner with Resource Institute because they value our assistance and guidance in successfully completing their projects. Resource Institute provides services from project definition to identifying and seeking additional funding sources. RI provides this assistance by directing conceptual planning, design, engineering, permitting, and construction. RI provides additional support through project management with our partners that includes developing Request for Qualifications (RFQ's) and/or Requests for Proposals (RFP's) to solicit teams for design/build projects as well as requests for engineering services and/or construction services. Through our network of agents and vetted engineers/contractors, we provide project oversight, on-the-ground construction management, manage grant reporting requirements, and, most importantly, we help assure project completion. In short, Resource Institute helps its partners transform worthwhile community projects into tangible community assets. Resource Institute, Inc. has an eight (8) member board, including the chair and a five (5) person staff located in Winston-Salem, NC. RI also has a group of five (5) consulting agents that assist with projects in North Carolina. RI has an agreement with nineteen (19) engineering firms and twelve (12) contractors with experience in stream stabilization/restoration and dam rehabilitation through a request for qualifications process completed in 2021 and updated in 2024.

Since 2013, Resource Institute has managed over \$43 million in grant funding related to Western NC Stream Initiative (WNCSI) stream restoration projects that included \$27 million in federal funding and \$16 million in state funding. This grant funding included the Natural Resources Conservation Service, N.C. Land and Water Fund (formerly the Clean Water Management Trust Fund), and the NC Division of Water Resources. In the previous four years RI has also managed grants from the Department of Water Infrastructure, Office of State Budget & Management, and the Department of Public Safety, assisting seven local units of government totaling over \$25 million. The work with these local units of government used the design/build approach to implement projects. In addition to these grants, RI has also worked through agreements with the US Forest Service and USDA-Natural Resources Conservation Service (NRCS). The federal agreements surpassed \$1.7 million. RI has an Regional Conservation Partnership Program (RCPP) agreement with NRCS that includes the Eastern Band of Cherokee Indians and Swain County for a stream project on Raven Fork Creek that has a budget of \$11 million.

Our team also includes Conserving Carolina. Founded in 1994, Conserving Carolina serves part of Western North Carolina and Upstate South Carolina, where it has helped to protect almost 49,000 acres, including adding land to public ownership at many of the region's state and national parks, forests, and game lands. CC holds and monitors over 300 conservation easements, which protect farms, forests, and natural land forever. CC is restoring a natural corridor along the French Broad River, with a growing chain of restoration projects that includes Mud Creek, Pleasant Grove, Kings Bridge, and Carolina Memorial Sanctuary. CC has also protected and restored mountain bogs at over a dozen sites across our region, in partnership with the U.S. Fish and Wildlife Service and their Mountain Bogs National Wildlife Refuge. Over the past 30 years, CC has successfully obtained and administered over \$50 million in grant funding from N.C. Land and Water Fund, N.C. Agricultural Development and Farmland Preservation Trust Fund, N.C. Division of Water Resources, U.S.D.A. Natural Resources Conservation Service, U.S. Fish and Wildlife Service, U.S. Forest Service, U.S. Environmental Protection Agency, the Corporation for National and Community Service, the National Fish and Wildlife Foundation and other funders.

*Furthermore, Kieran Roe and his team with Conserving Carolina are uniquely positioned to assist with the stream projects as they have worked on many similar projects to help landowners engage with the process and provide tools/information for the landowners. The Conserving Carolina team has experience collaborating with private landowners in the area to develop management agreements with landowners to ensure long-term maintenance of implemented projects.*

*We understand the challenges you face in helping the citizens of Henderson County and taking on the responsibility of managing this funding assigned to the stabilization/rehabilitation of two dams and the stream restoration and stabilization projects.*

*Our team is uniquely qualified to provide the requested project management services. We have practical experience working successfully with many design-build projects in North Carolina and have strong, effective, established working relationships with regulatory agencies.*

## 2. Team Experience & Availability

For over 20 years, Resource Institute (RI) has restored and enhanced water resources in North Carolina and across the United States. RI has implemented several types of projects, including stream and wetland restoration and enhancement, blueways, greenways, sewage infrastructure, and community development. RI has implemented 194 projects, restored, and enhanced 256 miles of stream, restored 2,135 acres of wetlands, and brought 7,363 acres under conservation easements. Additionally, RI is the leader in Natural Channel Design Restoration training. To date, over 7,500 restoration professionals have completed RI hosted training programs including Wildland Hydrology Courses taught by Dr. Dave Rosgen. We are fully capable and eager to work with Henderson County to complete the requested project management services.

RI is committed to excellence in the rehabilitation/stabilization of the two dam projects and in the stream restoration/stabilization arena, having served as leaders in developing successful design and implementation of projects over the last decade. We enjoy working together to create effective and efficient solutions for challenging water resource problems. We are known for our consistency in personnel, quality of work, follow-through and management style.

Resource Institute has vetted a list of contractors and engineering firms through an RFQ process that was completed in 2021. This list includes twelve (12) contractors and nineteen (19) engineering firms that we will forward information to solicit design-build teams to implement the projects in this RFQ. We would anticipate one design-build team to implement the two dam projects and another design-build team to implement the stream projects.

**Key Staff Members & Experience.** Our team members have years of experience working with federal and state funding to implement these types of projects as well as the experience with providing the supporting documentation to the respective governmental units. Alan Walker and Daphne Cartner are both retired federal and state employees respectively, with a combined experience of over sixty-five (65) years. Lee Rollins has experience in local government and served in many capacities including Town Manager and finance director for the Town of Bermuda Run. He is well versed in grant and project reporting to government entities: NCDOT for locally administered transportation projects; FEMA grants administration for storm debris cleanup; NCDEQ for grant funding to decommission and remove a wastewater treatment plant and connect to a regional system; oversee planning and administration for a new \$90 million dollar community hospital project from Atrium – Wake Forest Baptist Health.

Staff at RI have worked with numerous design-build projects and numerous watershed restoration projects. This includes the dam on the cover page which was a high-hazard dam in Surry County that required rehabilitation following a large storm event. The design-build contract was for repairing the principal spillway of a high-hazard dam on Camp Creek. This project was a part of a larger project management service agreement that included two stream restoration/stabilization sites on the Mitchell River and Big Elkin Creek with Surry County for \$3 million dollars. These projects were completed in 2022 and were a part of funding through the NC Department of Public Safety (DPS). RI is currently assisting Surry County with project management services with several design-build projects related to stream restoration and stabilization that are currently in various stages of design and implementation. These projects total over \$8 million and are funded through the DPS. Other dam rehabilitation projects included a high-hazard dam rebuild that was part of a stream restoration project with Surry SWCD. RI assisted the Western Piedmont Council of Government and the Town of Gamewell with a design /build project to stabilize 700 feet of stream that included the installation of a pedestrian bridge from the Townhall parking area to the Town's Park along Abingdon Creek funded through DPS. RI is currently working USDA-NRCS through a Regional Conservation Partnership Program (RCPP) agreement that includes an agreement with the Eastern Band of Cherokee Indians and Swain County for a stream project on Raven Fork Creek that has a budget of \$11 million. RI is responsible for all aspects of this project including project management and assurance that all the deliverables of the project in the agreement are met. This is a design/build project that includes stream restoration and dam removal.

RI assisted Conserving Carolina with projects in Henderson County (Pleasant Grove and Bat Fork) in the French Broad watershed by developing a RFQ for design build services for these projects. RI is assisting Blue Ridge RC&D with two stream restoration/stabilization projects in Watauga County. These projects were developed to meet the criteria for design/build contracts.

RI assisted with the USDA-NRCS Emergency Watershed Protection (EWP) Projects in Surry, Forsyth and Hoke counties totally over \$850 thousand dollars. This is another example of working with federal and state funding following federally declared disasters. The Surry County project consisted of 1 Damage Survey Report (DSR), and RI provided engineering, construction, and project management services. The Forsyth County project comprised 4 DSRs with RI providing engineering and project management services. RI also assisted the county in preparing bid packages, bid solicitation, and contractor selection. The Hoke County project was more complex. RI oversaw 10 sites from assessment to design, construction, project oversight, and project management. In addition to the project work with the USDA-NRCS EWP project management assistance, RI has worked with over 120 USDA-NRCS participants through the Environmental Quality Incentives Program (EQIP) to stabilize over 200,000 feet of streambanks. RI and its team of certified USDA-NRCS Technical Service Providers (TSP) provided the plans and permits for projects totaling over \$16 million dollars state dollars which were matched with over \$27 million in federal funds. RI provides project management services to ensure the work performed by TSPs and contractors implementing the projects meet USDA-NRCS standards and specifications. Additionally we provide the documentation to USDA-NRCS to certify the practices/projects as complete. Currently, RI also has two additional agreements with USDA-NRCS to assist landowners through RCPP, totaling over \$7 million dollars. RI submits annual reports to USDA-NRCS to document project activity and sends the required documentation to USDA-NRCS for reimbursement.

RI has a long history of working with many municipalities and government units to implement their projects. One example is the work with the City of Mount Airy to implement a project that involves over 66,000 feet of stream restoration and 6.2 miles of greenway. Another example is RI's project completed with Surry County and the Surry Soil and Water Conservation District (SWCD) through the Clean Water Management Trust Fund. This project

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restored and enhanced approximately 2,600 linear feet of streambanks along the Fisher River and adjacent riparian buffer within Fisher River Park in Surry County. Also included was an additional 770 feet of stream restored along an unnamed tributary to the Fisher River. In addition, RI has completed projects with Appalachian State University (dam removal and stream restoration), and over twenty-five soil and water conservation districts in North Carolina.

Resource Institute also assisted the North Carolina Department of Agriculture (NCDA) Division of Soil and Water with dams/ponds impacted by Hurricane Matthew. RI worked through an agreement with NCDA to provide engineering services for the landowners requesting assistance. RI provided project management services to coordinate the engineering teams (TSP's) with approval authority with the NRCS pond and dam practices as they examined the storm damaged dam/ponds in eastern North Carolina. This involved over 15 assessments. NCDA coordinated with the respective SWCD's and landowners to determine if they would proceed to restore the ponds for agriculture use. Nine (9) landowners moved forward with restoring the agriculture ponds. RI coordinated with the engineering firms to complete a design for the sites and coordinated a site visit for potential contractors to rebuild the ponds. RI solicited bids and cooperated with NCDA to select a contractor for construction. RI provided project management services for the construction and construction oversight of the ponds. RI ensured that each pond was constructed according to the design plans and provided NCDA with "as-built" plans and documents to assist NCDA to certify the pond construction including documents for USDA-Farm Services Agency (FSA) to support the financial commitment from USDA-FSA. RI managed each of the projects including paying engineers and contractors and then requesting reimbursement from NCDA. This project management work involved over \$2.2 million dollars.

The project team has experience with state and federal environmental laws, specifically requirements under the Clean Water Act, 401 Water Quality Certification, NCDEQ-DEMLR Dam Safety, NCDEQ-DEMLR Erosion & Sediment Control, US Army Corps Section 404, and Identification of Endangered species. Collectively, the project team has successfully applied for hundreds of permits under these regulations.

Our team's ability to collaborate with people is the foundation of our team's many years of implementing successful projects. We can, and have, conducted community meetings when appropriate. However, through our years of experience, we have found that one-on-one conversations with landowners are the best way to learn about them, their property, and their project goals. Consistent dialogue with landowners is the foundation to satisfied clients and project success. This is the standard you can be assured of when working with Resource Institute.

Resource Institute's team, including Conserving Carolina, has the capability and capacity to provide the project management services indicated in the RFQ.

## Similar Projects References

- 1) Mike LaVoie  
Natural Resources Director  
Eastern Band of Cherokee Indians  
P.O. Box 1747  
Cherokee, NC 28719  
(828) 359-6113 (office)  
(828) 788-3427 (cell)  
michlavo@ebci-nsn.gov
- 2) Chris Knopf  
Surry County - County Manager  
114 W. Atkins Street, PO Box 1467  
Dobson, NC 27017  
(336) 401-8201  
knopfc@co.surry.nc.us
- 3) Kieran Roe  
Executive Director  
Conserving Carolina  
847 Case Street  
Hendersonville, NC 28792  
(828) 697-5777  
kieran@conservingcarolina.org
- 4) Teresa Kinney  
Western Piedmont Council of Governments  
Senior Community & Regional Planner  
P.O. Box 9026 (mailing address)  
1880 2<sup>nd</sup> Avenue NW (physical address)  
Hickory, NC 28603  
(828) 322-9191 Ext. 238  
Teresa.Kinney@wpcog.org
- 5) Charles "Andrew" Jacobs II, MPA, CEM  
Emergency Management Coordinator, Hoke County  
227 N. Main St.  
Raeford NC 28376  
(910) 585-0808  
Cjacobs@hokecounty.org
- 6) Mike Bowman  
Soil & Water Conservationist  
Forsyth Soil & Water Conservation District  
1450 Fairchild Road Room 11  
Winston-Salem, NC 27101  
(336) 703-2840  
bowmanml@forsyth.cc



### 3. Team Organization

#### PROJECT TEAM

Resource Institute Mission: To enhance America's natural resources by restoring streams, rivers, and wetlands. The Resource Institute team will provide the noted key personnel for the duration of the project management services outlined in the RFQ. Our key staff members are committed to professional excellence within the stream restoration industry. Our team members have contributed to the science's growth and standard operating procedures in North Carolina, the Southeast, and across the United States. Alan Walker will serve as the Project Lead and will be available throughout the projects to provide project management services. Resource Institute has a positive and continuing working relationship with Conserving Carolina and their team.

Conserving Carolina is a 501c nonprofit organization with a mission to protect, restore and inspire appreciation of the natural world. Conserving Carolina's strategic directions, that support their mission, dovetails with RI's mission in the following areas: (1) protect land and water through care for the natural world in partnership with local communities, (2) engage communities by fostering a connection to nature and conservation ethic through partnership, education and outdoor experience, (3) advance climate crisis solutions by reducing climate change impacts and help communities adapt.

#### KEY PERSONNEL RESUMES



ALAN WALKER | RESOURCE INSTITUTE

##### *Senior Project Manager*

Alan Walker has dedicated his career to natural resource management and restoration. After graduating from the University of Tennessee in Knoxville, Mr. Walker joined USDA, NRCS, serving 36 years. He started as a Soil Conservationist and culminated with 6 years as the NC Assistant State Conservationist for Field Operations in Waynesville, NC. His significant duties included: providing supervision, guidance, and assistance to

to 33 western counties in NC, supervising the district conservationists at the field office level, serving as a coach and advisor to the area support staff, and coordinating a well-balanced resource conservation program. He was instrumental in forming a pilot project with federal, state, and a nonprofit partner to accelerate EQIP assistance in western NC. Alan is continuing to restore streams and wetlands as a senior project manager for Resources Institute. He is instrumental in managing the Western NC Stream Initiative. Alan has also completed all four levels of the Wildland Hydrology (Rosgen) Stream Courses and serves as a team assistant for courses in NC and some CO based courses.

*Years with the organization: 7*

*Education: Bachelor of Science, University of Tennessee*

*Certification: NRCS Certified Planner, Applied Fluvial Geomorphology (Level I), River Morphology and Applications (Level II), River Assessment and Monitoring (Level III), River Restoration and Natural Channel Design (Level IV)*

##### **Relevant Project Experience:**

- *Western NC Stream Initiative (WNCSI)*  
Since 2013, Resource Institute partnered with USDA NRCS and other state agencies to establish the WNCSI, managing over \$26 million dollars. The WNCSI was formed to address water resources issues in Western North Carolina, focusing on soil loss from stream bank erosion impacting cropland and pasture fields. The WNCSI has over 100 completed projects with 22 miles of restored stream. Another 13 projects are ongoing.
- *NRCS Technical Assistance Agreement* – managing \$1.5 million in funding to assist USDA-NRCS with technical assistance to clients
- *Expertise* – Stream Restoration, Watershed Planning



DAPHNE CARTNER | RESOURCE INSTITUTE

*Project Manager*

Daphne Cartner holds a Bachelor of Science Degree in Biological and Agricultural Engineering Technology from North Carolina State University in Raleigh NC and holds an Engineer-In-Training Certificate issued by the North Carolina Board of Professional Engineers and Land Surveyors. Daphne worked for NCDENR Land Resources (now NCDEQ DEMLR) for 5+ years before working with the North Carolina Division of Soil and Water Conservation as an Environmental Engineer for 27+ years. Her responsibilities included working with Soil and Water Conservation Districts to improve water quality and provide water resources on agricultural lands through the North Carolina Agricultural Cost Share Program (ACSP) and Agricultural Water Resources Assistance Program (AgWRAP). This included designing and overseeing the installation of animal waste management systems, erosion stabilization practices and farm ponds. She also worked with Districts to improve water quality on non-agricultural lands through the Community Conservation Assistance Program (CCAP). Both the ACSP and CCAP provided opportunities to collaborate with landowners to stabilize stream banks and short reaches of stream restoration. Daphne has completed the Natural Stream Restoration classes sponsored by Pilot View RC&D and Resource Institute. She has aided with these same classes to help train other stream professionals for over 20 years.

*Years with the organization: 2*

*Education:* Bachelor of Science Biological & Agricultural Engineering - North Carolina State University  
*Certification:* Applied Fluvial Geomorphology (Level I), River Morphology and Applications (Level II), River Assessment and Monitoring (Level III), River Restoration and Natural Channel Design (Level IV)

**Relevant Project Experience:**

- *Western NC Stream Initiative (WNCSI)*
- *Expertise - Stream Restoration, Wetland Restoration, Stormwater Mgt., Stormwater BMP's, Watershed Planning, ArcView GIS, RiverMorph, AutoCAD, Stream Classification and monitoring, Data Collection for the development of Regional Curves, Assessment of stream and the analysis of the field data, Surveying & Data Collection, Permit Compliance, and River Morphology Education.*



H. LEE ROLLINS | RESOURCE INSTITUTE

*Executive Director*

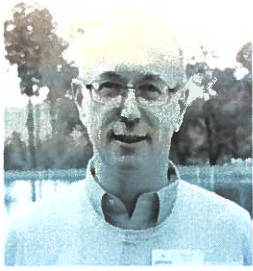
Lee Rollins has over 20 years of public sector experience as a town manager and finance director. His responsibilities included administering over \$30 million dollars in grants ranging from utilities, stormwater, greenway, and residential and commercial development projects. Through the vision of a repurposing project, connected to two regional indoor and outdoor sports park facilities; Mr. Rollins became acquainted with Resource Institute. Three underutilized ponds with significant dam maintenance issues will be repurposed into a stream project to include additional natural areas and walking trails to provide increased connectivity to the greater community.

*Years with the organization: 1*

*Education: Business Administration – High Point University, Municipal Administration -UNC School of Government, & Economic Development Course - UNC School of Government*

**Relevant Project Experience:**

- *Expertise – Nonprofit Management, Financial Management, Grant Management, Project Management, and Compliance Management.*



KIERAN ROE | CONSERVING CAROLINA

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*Executive Director*

Kieran C. Roe has been Executive Director of Conserving Carolina, and previously with Carolina Mountain Land Conservancy (CMLC), since 1999. As the first full-time staff person hired by CMLC, Kieran helped grow the organization into a powerful force for conservation in the region. With the merger of CMLC and the Pacolet Area Conservancy in July 2017, Kieran has led an organization that has conserved a combined total of

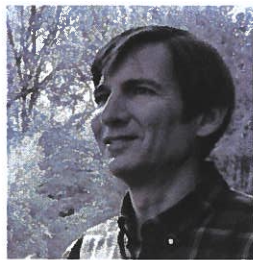
nearly 49,000 acres in Henderson, Polk, Transylvania, and parts of neighboring counties. Additionally, Kieran has partnered with public agencies to create and expand places such as DuPont and Headwaters State Forests, Chimney Rock State Park, Green River Game Lands and Pisgah National Forest.

*Years with the organization: 25*

*Education:* Bachelor of Arts, Anthropology and MLS in Library and Information Science – Rutgers University, Whole Thinking Leadership Program with the Center for Whole Communities and the Conservation Finance Boot Camp at the Yale Center for Business and the Environment, and was a participant in the 2012 White House Conference on Conservation

**Relevant Project Experience:**

- *Expertise – Conservation Easements, Project Management, Grant Management, Easement Monitoring, Nonprofit Management*



TOM FANSLOW | CONSERVING CAROLINA

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*Land Protection Director*

Tom served for three years as a Peace Corps volunteer in Togo, West Africa working in agricultural education and reforestation following his graduation from Emory University in 1988. After Law School graduation in 1996, Tom worked on coastal conservation issues in Georgia. A native of East Tennessee, Tom began working for Conserving Carolina in 2004 as an AmeriCorps member in the charter year of Project Conserve.

When he is not saving land on behalf of Conserving Carolina—more than 20,000 acres under his leadership—Tom can be found planting milkweed and diversifying the inventory of native plants in the Community Arboretum behind Conserving Carolina’s Hendersonville office.

*Years with the organization: 20*

*Education:* Juris Doctor – University of Georgia School of Law

Bachelor of Arts, History – Emory University

**Relevant Project Experience:**

- *Expertise – Conservation Easements, Project Management, Easement Monitoring*



REBEKAH ROBINSON | CONSERVING CAROLINA

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*Assistant Director for Programs*

Since 2012, Rebekah has served as Assistant Director for Programs. In this role she conducts land protection projects with a focus on public recreational assets, oversees conservation easement stewardship, land management and trail development programs, administers program-related grants and donations, and leads the organization’s public policy initiatives.

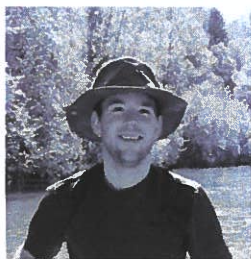
*Years with the organization:* 15

*Education:* Juris Doctor – Tulane Law School with a certificate in Environmental Law

Bachelor of Arts, Anthropology – Auburn University

**Relevant Project Experience:**

- *Expertise – Land Protection Projects, Public Recreational Assets, Conservation Easement Stewardship, Land Management and Trail Development, Public Policy*



DAVID LEE | CONSERVING CAROLINA

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*Natural Resources Manager*

David served as a Bog Steward for The Nature Conservancy for a summer before beginning his first AmeriCorps term as the Hickory Nut Gorge Steward for Conserving Carolina in 2012, where he gained substantial experience in control of non-native invasive species.

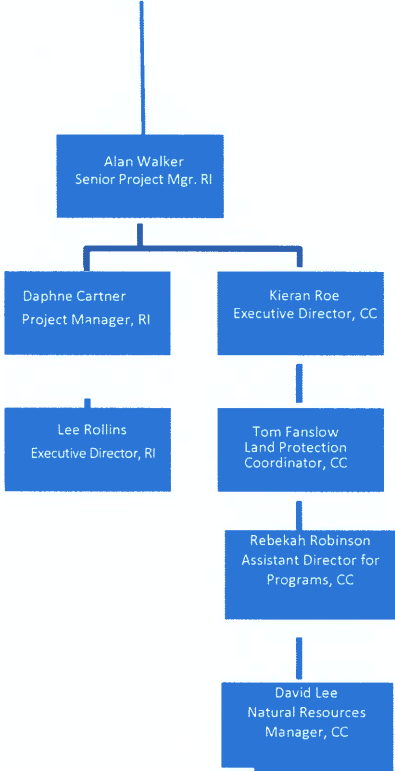
David joined Conserving Carolina as a full-time staff member in 2014 and has expanded his area of responsibility since that time. As Natural Resources Manager, he manages a team of three staff and two AmeriCorps members that conduct management of the organization’s fee-owned lands. In 2018, David coordinated the team of Conserving Carolina staff, partners and contractors that designed and implemented a comprehensive restoration of the 100-acre Mouth of Mud Creek property, located at the confluence of the Mud Creek and French Broad River. The project has become a model of large-scale conservation in the mountains of North Carolina and an inspiration for a subsequent series of floodplain restoration projects along the French Broad River corridor.

*Years with the organization:* 10

*Education:* Bachelor of Science, Environmental Science – West Florida University



The chart below illustrates our assigned team roles. A description of our project team, as well as personnel resumes and capabilities, are included on the previous pages.



## 4. Project Approach

Resource Institute approach to the project management services outlined in Section 2 of the RFQ will begin with the development of RFQ's for the design/build projects. There will be an RFQ developed for the two (2) dam projects that meet the required criteria for a design/build project that contains the required qualifications for the design/build team to implement the projects. The qualifications will include experience with design, permitting, and construction of projects with similar requirements. Including meeting the requirements of NC Dam Safety. RI will simultaneously develop an RFQ for the stream restoration/stabilization projects to include the required qualifications for the design/build team to utilize Natural Channel Design concepts and the experience with design, permitting, and construction of projects with similar requirements. RI will also share with Henderson County a draft contract that can be edited to include any specific language required by Henderson County to be used with the successful design/build team(s).

These RFQ's will be developed with a four (4) year timeline in mind for the implementation of the respective projects associated with the RFQ's.

RI will solicit applications for the respective RFQ's and collect the RFQ's based on the proposed dates as agreed to by Henderson SWCD/County. RI will coordinate with Henderson SWCD and Henderson County staff to review the RFQ submittals for completeness and ensure the qualifications for the respective RFQ's are documented in the submitted RFQ's. RI will assist in the development of a matrix to aid Henderson SWCD/Henderson County in selecting the design/build team(s). Following the selection of the design/build team(s), RI will coordinate with the team(s) to develop a contract that outlines the expectations of each milestone and date of expected completion of the respective milestones.

RI's team will develop Agreement Documents with the respective landowners that detail the expectations of private property owners in the operation and maintenance of the implemented projects. RI's team has examples of agreement documents that have been used previously with similar projects and will review the documents with Henderson SWCD and Henderson County staff to ensure expectations of operation and maintenance are met.

Our team will coordinate with Henderson SWCD and Henderson County staff to follow the budget for the respective projects. This will include managing the overall grant budget and the individual budgets associated with these projects and assisting Henderson County with being fiscally responsible for the funds and ensuring the projects remain within the respective budgets. RI will develop a budget spreadsheet for each project and provide Henderson County with a quarterly expense/balance sheet that includes project management services.

Resource Institute's team will develop milestones for each project that includes all phases of project from (1) survey/assessment, (2) 60% design that will be reviewed with respective property owners prior to permitting, (3) permitting, (4) final plans, (5) construction and (6) vegetation. The expectation is that the design/build team would submit an invoice following the completion of each of these milestones, except for construction, that would be invoiced monthly during construction work. Depending on the timing of the construction, permanent vegetation may be planted later to ensure the plantings occur during the proper season for success. RI has developed protocols that will provide documentation along these milestones and will use these tools to communicate with Henderson SWCD and Henderson County with the progress of each project. As each project budget and schedule is developed, RI will use an existing Project Communication tool to communicate with all project partners. This tool includes a project schedule and provides a means to communicate the progress of the project throughout the planned schedule. This tool will also be utilized to provide at a minimum, quarterly updates on the progress of the project(s). RI will provide a Pre-Construction meeting with all partners and

landowners to review the project design and document the items in this meeting that identifies staging areas for equipment and materials, identifies utilities or other special areas that may be in the “limits of disturbance area”, construction entrance(s), day(s)/hours that construction may not take place and where/how to dispose of excess material/dirt, as examples. RI uses a “Weekly Construction Project Communication Checklist” that includes digital photos of work progress and indicates the anticipated construction end date and planting dates for the permanent vegetation. This checklist provides a means to document progress during construction as well as any issues encountered during construction that may impact the project or the project schedule. This checklist provides an area to document a construction checkout and means to certify the items installed. RI will ensure the projects are constructed according to the design plans and provide a certified set of “as-built” plans approved by the engineer that sealed the design plans.

RI will review and approve the invoices associated with each of the milestones described above and communicate with Henderson County that the work has been completed. RI and its team will also provide Henderson County with documentation to support the project budgets and assist with documentation to close out the project(s) when completed.

**Potential Challenges & Issues of Concern:** The potential challenges expected are the unknown amount of time for plan approval and/or permit time for the two dams. NCDEQ-DEMLR Dam Safety office has been understaffed and the review time for their approval of the design plans and letter(s) to proceed will impact the schedule of these dams. We are confident that the design team will be timely and efficient with an appropriate plan, but the estimated time between plan submission and letter of approval may take a year to get through the process. We will plan for this timeframe and hopefully it will not take that long, but construction cannot begin until this approval is in place. RI will work with property owners and Henderson SWCD to provide a timeline for construction that will have the least impact, however this will also depend on when the letter of approval is received.

The only issue of concern regarding the stream projects is the potential impact of Threatened and Endangered (T & E) species and working around times when trees along the stream projects may be harvested for use in the project(s). The harvested wood is used in the project construction in areas for “toewood” and we will coordinate with the design/build team to work with USFWS to mitigate any impacts of T&E species in the buffer areas.

**Proposed Schedule:** Within the first six weeks of the notice to proceed (contract is in place between Henderson County and the RI Team) we will develop an RFQ for the dams and an RFQ for the first batch of the stream project(s). There would be a goal to have the solicitation for the RFQ’s back within a month. There should be selections made for both RFQ’s within two weeks of the RFQ acceptance date (provided there were acceptable RFQ’s received, and an adequate number are received). Following the selection of a design/build team for each RFQ, there should not be an issue to have the design/build teams under contract within a month.

The design/build team for the stream project will begin the survey/assessment phase, late fall/early winter would be a reasonable estimate should everything follow a good schedule. This would place the 60% plan reviews by late winter/early spring with submission for permitting to follow. The ideal desired outcome would have some of these stream projects under construction in the summer of 2025 with plantings to follow in the winter of 2025/26.

The design/build team for the dams would follow the same schedule up to the submission of permits/plan approval from NCDEQ-DEMLR Dam Safety office. Starting on construction will depend on the time it takes for plan/permit approval. RI would plan on dam construction in the fall/winter of 2026/27, based on previous experiences with NCDEQ-DEMLR Dam Safety office.

The RI team and Henderson SWCD/County will have an initial budget for each project according to the respective design/build RFQ’s. This will indicate the number of other stream projects mentioned in Sec. 2 of the RFQ that can be included in the next phase. Resource Institute would suggest holding a 10-15% contingency funding amount to cover any unforeseen issues that may arise during the rehabilitation of the two dams.





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## 6. Fee Schedule

The project team will provide project management services that are typically ten (10) percent of projects costs. This is calculated following the solicitation of Request for Proposals (RFP's) for design build services. Resource Institute anticipates a minimum of one (1) RFP for the two dams and a minimum of one (1) RFP for the stream projects depending on how the stream projects may be grouped in consultation with the Henderson SWCD. The ten (10) percent rate is consistent with the federal "de minimis" rate. This rate and/or percentage is negotiable with Henderson County if our team is chosen in response to the RFQ.

### Attachment I: Vendor Information Form

<b>Attachment I: Vendor Information Form</b>			
<b>Company/Firm Name</b>			
Resource Institute, Inc.			
<b>Mailing Address</b>			
2631 Reynolda Road, Winston Salem, NC 27106-4502			
<b>Contact Name</b>		<b>Contact Title</b>	
Lee Rollins		Executive Director	
<b>Phone Number</b>	<b>Fax</b>	<b>Email</b>	<b>Website</b>
(336) 750-0522		lrollins@resourceinstituteinc.org	<a href="https://resourceinstituteinc.squarespace.com/">https://resourceinstituteinc.squarespace.com/</a>
<b>Federal Tax ID Number</b>		<b>Unique Entity Identification Number (SAM.gov)</b>	
56-2251040		MH35C186FFX7	
<b>Required Documentation</b>		<b>Internal Routing</b>	
Completed IRS W-9 form dated within calendar year and signed by authorized personnel.		W9 Received	<input type="checkbox"/> YES
Minority and Women Owned Business (MWBE) certification, if applicable.		MWBE Certification Received	<input type="checkbox"/> YES <span style="float: right;">N/A</span>
		Unique Entity Identification Number confirmed in SAM.gov	<input type="checkbox"/> YES