

# Boone County Purchasing

**Melinda Bobbitt, CPPO, CPPB**  
Director of Purchasing



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## MEMORANDUM

TO: Boone County Commission  
FROM: Melinda Bobbitt, CPPO, CPPB  
DATE: November 8, 2024  
RE: Request for Proposal Award Recommendation: *39-20SEP24 (C000875)* –  
*Emergency Management Consultant Services* with IEM International, Inc.

Request for Bid *39-20SEP24 (C000875)* – *Emergency Management Consultant Services* closed on September 20, 2024. Six proposal responses were received.

Recommendation for award is to IEM International, Inc. of Research Triangle Park, North Carolina per the attached Evaluation Report and scoring. The evaluation committee consisted of the following individuals from Emergency Management Operations: Chris Kelley, Director, Jake Waller, Deputy Director, and Della Luster, Administrative Coordinator.

County contract number is C000875. Invoices will be paid from department 2702 – Emergency Management Operations, account 71101 – Professional Services. This is a Term and Supply contract so no encumbrance is required at this time.

ATT: Evaluation Committee Report with Scoring

cc: RFP File  
Chris Kelley, Emergency Management Operations

## Evaluation Report for Request for Proposal

### 39-20SEP24 – Emergency Management Consultant Services

#### OFFEROR #1: Arcadis U.S., Inc., d/b/a Arcadis of Michigan LLC

It has been determined that **Arcadis US Inc.** has submitted a **responsive** RFP response meeting the requirements set forth in the original Request for Proposal.

It has been determined that **Arcadis US Inc.** has submitted a **non-responsive** proposal.

#### Method of Performance (Project Approach)

Location: Detroit, Michigan (have offices in St. Louis & Kansas City)

#### Strengths:

- The company is well-established within the field (100 years).

#### Clarifications:

- What would be their process without technology?
  - Per Clarification Response #1, they are equipped to bring laptops, monitors, printers, power generators, fuel, cables, field equipment, ATVs, and trailers/workspaces. In the past have utilized Starlink, set up WiFi networks, radio systems, and mobile radio applications on cell phones. Have worked with cell phone providers and arranged first responder cellular network towers and trailers be onsite. In the past, they have used whiteboards, display boards, posters, pen, paper, and extra staff to serve as messengers/runners to relay and collect essential data. Have also tasked jobs to remote staff in other parts of the Country.
- They have a mark-up of 10% on direct costs. The County would only be willing to pay IRS per diem rates for Missouri.
  - Per Clarification Response #1, agree to IRS per diem rates for any associated travel costs.

#### Concerns:

- The company handles many large projects across the US, which could lead to resource scarcity if multiple disasters occur simultaneously.
- Pricing is high.

## **Experience and Expertise**

### **Strengths:**

- The company is a massive, global corporation with 6,000 US employees. 36,000 employees worldwide with more than \$6.5 billion in annual revenues (page 9-1).
- IMT deployed to East Palestine, OH train derailment for 580+ days.
- Has relevant experience with Norfolk railroad and Southern railways and CSX.
- ARMADA as subcontractor (veteran-owned small business).
- Has completed many large-scale projects in mitigation and recovery.
- Have offices in St. Louis and Kansas City. Proposed Project Manager, Sara Moore is a native of Columbia, so familiar with the area (cover letter) and has 20 years of experience in the field (page 9-1). Proposed Principal-In-Charge, Amy Smitley has 25 years of experience. She's located in the Lenexa, KS office.
- Provided an extensive list of previous emergency management consultant service projects.
- Provided two County references
- Arcadis U.S., Inc. in good standing with State of Missouri. Created in 02/06/1998.

### **Concerns:**

- We should probably have our Legal review their list of litigation if we short-list this vendor for negotiations. Have they been found at fault in any of this litigation?
- Mentioned they had worked in Missouri, but no Missouri projects, agencies, or references provided.

## OFFEROR #2: EM Partners (Emergency Management Partners, LLC)

  X   It has been determined that **EM Partners** has submitted a **responsive** RFP response meeting the requirements set forth in the original Request for Proposal.

       It has been determined that **EM Partners** has submitted a **non-responsive** proposal.

Location: Oilville, Virginia

## Method of Performance (Project Approach)

### Strengths:

- Incorporates EMAP standards because they have an EMAP assessor on staff. (cover letter, page 3)
- Small office size could lead to a more personal relationship between us and them, including a more tailored project approach. (cover letter)
- Provided rough timelines for typical projects such as the County proposed (page 25).
- Their hourly rates are competitive.

### Clarifications:

- Firm works remotely unless deployed to a project site, which the RFP states is rare. This could lead to issues if we need them to deploy to us. (page 2). What is their experience in supporting local EOC's with boots on the ground? What does that process look like?
  - Per Clarification #1 response, about 90% remote support and coordination. Can be through Google, Teams, Zoom and other resources.
- What would their process be without technology if technology was not available?
  - Per Clarification #1, they would implement their continuity of business plan and continue to support the county via telephone and in-person if needed. **(County doesn't really feel this was answered. What is their continuity of business plan?)**

### Concerns:

- Small office size could also cause issues with capacity.
- Pricing is high.

## Experience and Expertise

### Strengths:

- Have a pool of 160+ staff members. (cover letter).
- EM Partners founded in 2015 (page3). Tim Person & Associate founded in 1993 (page 3).

- They have many different office locations with varied experience they could call on for our various projects (pages 12 – 19).
- Never been found at fault for any litigation in the ten years they've been in business (page 29).
- Have a smaller list of Labor Category positions that our projects would fall in (page 29).
- Identified a Project Manager, Shandi Treloar who has 16 years of experience (page 31).
- Tim Person has worked with some Missouri agencies.
- Emergency Management Partners, LLC in good standing with state of Missouri. Created in 11/18/19.

**Clarifications:**

- Unknown when Outrider Insight LLC was founded (page 3-4).
  - Per Clarification response #1, April 11, 2022.
- How long has Shandi Treloar been with EM Partners?
  - Per Clarification response #1, 5 ½ years (March 2019).

**Concerns:**

- Uses several different firms to do specific types of work like public engagement consulting, which could cause issues with coordination. (page 3-4)
- They don't have many Missouri based projects. Not sure EM Partners has worked with any Missouri agencies, although Tim Person, President has.
- If we award to them, will need the MOU that goes with the Work Authorization.

### OFFEROR #3: IEM International, Inc.

X It has been determined that **IEM International, Inc.** has submitted a **responsive** RFP response meeting the requirements set forth in the original Request for Proposal.

\_\_\_\_\_ It has been determined that **IEM International, Inc.** has submitted a **non-responsive** proposal.

Location: Morrisville, North Carolina

### Method of Performance (Project Approach)

#### Strengths:

- Uses Six Sigma techniques like DMAIC to run projects (page 13).
- Provided some typical timeframes for our types of projects (page 10).
- IEM does not have debt payment obligations and maintains a solid cash balance so can pay all of the projects obligations, employees, subcontractors, and vendors prior to receiving payments from the County (page 41).
- They've responded to clients within two hours of request.
- They have equipment to be able to operate if the County were to lose ours. Satellite systems and phones.
- They reduced their hourly rates in BAFO #1.

#### Clarifications:

- What would be their process without technology?
  - Per Clarification Response #1, their response teams utilize ICS forms when technology such as WebEOC or other communication technology for response is not available.
- Rely heavily on remote operations for much of their work (page 1). What would be expectations with working with County for remote work for team's meetings with operations people and teams?
  - Since the COVID pandemic, they have found that clients like a combination of on-site and remote meetings. They are on-site for kickoff meetings, do initial data gathering, and support briefings at key decision points when deliverables are produced. Remote support reduces costs for clients.

#### Concerns:

- Leadership is spread out across several states, which could cause issues with coordination.
- 48-hour response for EOC support.

## **Experience and Expertise**

### **Strengths:**

- Established within the emergency management field (Since 1985). (Page 2)
- Have supported major national disaster preparedness and recovery efforts in all 50 states.
- Have managed large projects for local government (Florida and Virginia).
- Identified Mandy Gardner as the Project Manager who has 16-18 years of experience and has been with IEM International since 2019 (page 69, 77).
- Identified some Missouri agencies they have work with (page 3). Worked with MARC, Greene County.
- They've performed several THIRAs.
- IEM International, Inc. is in good standing with the State of Missouri. Created in 12/15/2000.
- They have been a repeat customer of Prince William County since 2017 with six projects. Assisted in the management of over \$180 million for the County and supported the County through numerous audits with zero findings (page 6).
- Have a number of different classifications of staff to support our EOC. They understand how the system could work and plug right in.
- Have staff in the field assisting North Carolina hurricane disaster right now. They have a history of serving in County and State EOC's since 2004.

### **Concerns:**

- Has worked with some Missouri agencies but not many.
- Rely on subcontractors/partners for some parts of projects which could cause issues with coordination.

## OFFEROR #4: Integrated Solution Consulting

  X   It has been determined that **Integrated Solution Consulting** has submitted a **responsive** RFP response meeting the requirements set forth in the original Request for Proposal.

       It has been determined that **Integrated Solution Consulting** has submitted a **non-responsive** proposal.

Location: Edwardsville, Illinois

## Method of Performance (Project Approach)

### Strengths:

- Successful work with public assistance grants with local communities and winning appeals with FEMA. Has a proprietary tool (Odysseus) for emergency management and disaster recovery (page 15).
- Has a 97% success rate in achieving favorable responses on appeals in audits (page 14).
- Have a large workforce.
- Good technology for damage assessment.

### Clarifications:

- Reliance on technology could also be a concern, if they don't have enough people to back up the technology.
  - Per Clarification #1 response, technology is just a value added to what they do. **(Did not really answer the question).**
- Also relies heavily on remote work/office structure, which could cause issues. What does it look like meeting with local community stakeholders? How do you get to know our technology?
  - Per Clarification #1 response, they will meet in-person (out of St. Louis office) with Boone County and local community stakeholders as requested or necessary to familiarize them with the County. Remote work is to take measures to reduce any unnecessary burden on the County and to control costs.
- What is their experience with local recovery and working with local recovery committees?
  - 20 years experience as detailed in Clarification #1 response.
- If going to support the EOC, what is the timeline?
  - Per Clarification #1 response, the management team within a 2-hour drive and also has experienced personnel through the State of MO. Can be available immediately to provide support.
- What is their experience with local EOC support? For that EOC support, what is their time on the ground?
  - Per Clarification #1 response,



- Provide more detail on working with long term recovery.
  - Per Clarification #1 response, they have proven expertise in FEMA's Public Assistance Program, Hazard Mitigation Grant Program, and the Community Development Block Grant Programs. They have responded to over 100 variety of disasters.

**Concerns:**

- Scenario #1 seems low in price. Not entirely sure what is being provided.

**Experience and Expertise**

**Strengths:**

- Have a lot of experience working with Missouri agencies.
- Have successfully helped clients secure over \$80 billion in grant funding.
- Have regional offices that contribute to an ability to quickly respond.
- Incorporated in 2005 (page 2).
- Provided a Missouri reference (page 34).
- Many proposed team members live in Missouri (page 40).
- Not involved in any litigation in the past three years (page 55).
- Proposed Project Manager Lauren Martin has 18 years' experience.
- Experience with public assistance grants and appealing denials with FEMA.

**Clarifications:**

- How long has proposed project manager Lauren Martin been with Integrated Solution Consulting?
  - Per Clarification #1 response, 16 years.

**Concerns:**

- Have a lot of experience with large metro areas and the federal government, which could translate into less experience at the local level.
- They submitted their proposal under the name Integrated Solution Consulting. The State of Missouri Certificate of Good Standing that they submitted is under the name of Integrated Solutions Consulting Corporation. When I go to the State of Missouri website, it appears as though that registration dissolved. Do not see Integrated Solution Consulting registered with the state of Missouri. Would need to see that they are currently registered or can get registered again with the State of Missouri if entering into a contract.
- A younger company.

## OFFEROR #5: Synergy Disaster Recovery, LLC

It has been determined that **Synergy Disaster Recovery, LLC** has submitted a **responsive** RFP response meeting the requirements set forth in the original Request for Proposal.

It has been determined that **Synergy Disaster Recovery, LLC** has submitted a **non-responsive** proposal.

Location: Lafayette, Colorado

## Method of Performance (Project Approach)

### Strengths:

- Uses technology heavily (SynTrax Recovery Process and SynTrax Grant Manager) in grant management.
- Uses GPS-enabled 360-degree camera technology for damage assessments.
- Will be continuity of personnel between the RFP proposal and any project work.
- The smaller team could provide more dedication to the County's project(s).

### Clarifications:

- What would be their process if no technology?
  - Per Clarification #1 response, following Hurricane Michael in Bay County, FL, the storm caused loss of all power, cell service and internet. They operated on generated power only, no technology. Satellite phones and runners. POS issued in hard copies. Kept meticulous records that later would be inputted in their financial management system. Additional detailed provided in their response. (County comment: They print off contracts in advance which would be helpful. The people they would send for the EOC scenario are replica of the County having a disaster monitoring contract who would be sending similar type of positions).
- What is experience with long term recovery and long-term recovery committees?
  - Provided in Clarification #1 response. 2013 floods in Colorado, strategic planning, working groups stakeholder and community engagement meetings; COVID-19 pandemic, Long Term Recovery & Implementation Plan for Larimer County, CO; Hurricane Michael, development and facilitation of their countywide long-term recovery group.

### Concerns:

- Has a small team that could become stretched thin if other clients also require their services.

- Pages of RFP response not numbered so hard to refer back to a section.

## **Experience and Expertise**

### **Strengths:**

- Strong relationship with FEMA.
- A lot of experience with public assistance grants.
- Provided relevant County references.

### **Clarifications:**

- Melinda Hutcherson is identified as the County's Project Manager. While she appears to have lots of experience, it doesn't say how many years or how long she's been with the firm.
  - Per Clarification #1 response, 10 years' experience with Emergency Management and with Synergy since 2019.

### **Concerns:**

- Is a new firm founded four years ago.
- No history of Missouri clients.
- Not much experience with projects in more rural areas.
- Do not see Synergy Disaster Recovery registered with the state of Missouri. They noted that they have applied and will provide that information when they receive it.

## OFFEROR #6: WSP Solutions, Inc.

It has been determined that **WSP Solutions, Inc.** has submitted a **responsive** RFP response meeting the requirements set forth in the original Request for Proposal.

It has been determined that **WSP Solutions, Inc.** has submitted a **non-responsive** proposal.

Location: Morristown, NJ (services will be provided from Kansas City, MO office)

## Method of Performance (Project Approach)

### Strengths:

- Uses technology (GIS, HAZUS-MH for loss estimation, and 2D modeling technologies)
- Provided an estimated time frame for services (page 13).
- They use Starlink satellite communications.
- The rapid assessment portal, can be used off-line.

### Clarifications:

- Would have to make sure that the firm doesn't over-rely on technology. What would their process be without technology?
  - Per Clarification Response #1, they would be utilizing Rapid Assessment Power Portal that they have invested in. It can be utilized mobile or off-line.
- What is your experience with supporting a local EOC with an incident support team?
  - Per Clarification Response #1, with Hurricane Helene, they supported EOCs in Raleigh, NC, Columbia, SC, and Tallahassee, FL. They have provided emergency power and logistical services. Sourced generators, shower trailers, laundry trailers, portable toilets, shelters, heavy equipment, and portable water tanks. Provided base campsites in 14 cities in SC with 120 non-WSP workers per base camp.
- What is experience with long-term recovery and long-term recovery committees?
  - Per Clarification Response #1, have provided emergency disaster recovery services on a full-time basis, year-round, for more than five years.
- How quickly can you be on the ground to assist?
  - Per Clarification Response #1, Teams are available 24/7/365 when a crisis occurs. Personnel and equipment can mobilize with 24-48 hours.

### Concerns:

- WSP is a very large company, which could lead to slower coordination and decision-making.

## **Experience and Expertise**

### **Strengths:**

- Been in operation since 1885, with over 50 years of consulting experience (page 2).
- Very large staff with many employees and several offices (5) in Missouri (page 2).
- Has experience in mobilizing for significant events like wildfires and hurricanes.
- Have public assistance grant experience.
- Proposed Deputy Project Manager, Conrad Maier is based in Kansas City.
- Provided a Missouri reference (page 14).
- WSP USA Solutions Inc. is in good standing with the State of Missouri. Created in 04/29/2016.
- Currently working in South Carolina, North Carolina and Florida.
- Have a lot of logistics experience.

### **Concerns:**

- WSP has several large contracts (FEMA and USPS) that could cause issues if several large declarations happen at once.
- If enter into a contract, need the Work Authorization form notarized and completed.

**SUMMARY:** The evaluation committee initially met on October 9, 2024. Clarification questions were identified for each Offeror. The committee also identified four scenarios to send to the Offerors in order to compare pricing. The Clarification/BAFO #1 was sent with a due date of October 18. The evaluation committee met on again on November 1 to review Clarification/BAFO #1. The committee scored the proposal responses.

Scenarios for the Clarifications:

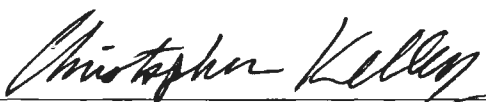
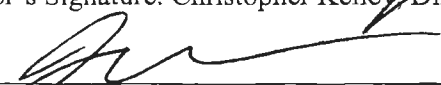
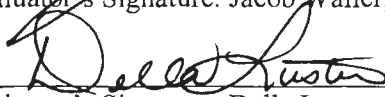
Scenario #1: Local emergency management office currently has an emergency operations plan where community stakeholders want to ensure a whole community approach is covered. (i.e. underserved communities, people with disabilities). Who from your firm will be here and what will be their hourly wage rates? Base the scenario on a two-week timeframe.

Scenario #2: Local emergency management office has been activated for a substantial disaster that has affected 80% of our community and is needing assistance in incident support in their emergency support operations center. Who from your firm will be here and what will be their hourly wage rates? Base the scenario on a two-week timeframe.

Scenario #3: Three to five months out of post disaster declaration in our community, which staff would you assign to assist with gathering community stakeholders with hourly rates to convene a long-term recovery committee and helping the community through the long-term recovery process. Base the scenario on a two-week timeframe.

Scenario #4: The Boone County community is hit with a large-scale disaster that is eligible for public assistance grant money. Who from your firm will be here and what will be their hourly wage rates? Base the scenario on a two-week timeframe.

**Recommendation for Award: IEM International, Inc.**

	<i>11-4-2024</i>
Evaluator's Signature: Christopher Kelley, Director, Emergency Management Operations	Date
	<i>11-4-24</i>
Evaluator's Signature: Jacob Waller, Deputy Director, Emergency Management Operations	Date
	<i>11/4/24</i>
Evaluator's Signature: Della Luster, Administrative Coordinator, Emergency Management Op	Date

**EVALUATION REPORT FORM**

**PURCHASING DEPARTMENT - BOONE COUNTY - MISSOURI**

**Request for Proposal: 39-20SEP24 - Emergency Management Consultant Services**

Melinda Bobbitt, CPPO, CPPB, Director of Purchasing

					For Purchasing Use Only	
	NAME OF OFFEROR	Method of Performance (Project Approach) (30 points)	Experience and Expertise (20 points)	TOTAL SUBJECTIVE POINTS (50 pts.)	COST POINTS (50 pts.)	TOTAL POINTS (Max 100 pts.)
1	Arcadis US, Inc.	25	15	40	5	45
2	EM Partners	10	10	20	10	30
3	IEM International, Inc.	30	20	50	14	64
4	Integrated Solutons Consulting, Corp	6	7	13	50	63
5	Synergy Disaster Recovery, LLC	14	14	28	33	61
6	WSP USA Solutions Inc.	23	18	41	22	63

We hereby attest that the subjective points assigned to each offeror above were scored pursuant to the established evaluation criteria and represent our best judgement of the subjective areas of the offerors' proposals. We have attached a narrative, which highlights some, but not all, of the reasons for our evaluation of the proposals as indicated by the scores above. Our comments represent our opinions only and do not represent the position of the Purchasing Department of Boone County, MO or any other party.

P24 - Emergency Management Consultant Services - Cost Comparison

	EM Partners	Arcadis U.S., Inc.	IEM International, Inc.	Integrated Solutions Consulting, Corp	Synergy Disaster Recovery, LLC	WSP USA Solutions Inc.
1	\$115,000.00	\$220,641.12	\$37,188.80	\$3,463.05	\$11,600.00	\$20,380.60
2	\$58,880.00	\$313,517.12	\$112,954.40	\$40,724.40	\$78,120.00	\$46,047.68
3	\$120,000.00	\$194,996.40	\$51,000.00	\$14,662.68	\$9,930.00	\$56,529.76
4	\$138,000.00	\$141,176.00	\$92,326.00	\$23,420.00	\$24,800.00	\$60,612.16
	<b>\$431,880.00</b>	<b>\$870,330.64</b>	<b>\$293,469.20</b>	<b>\$82,270.13</b>	<b>\$124,450.00</b>	<b>\$183,570.20</b>
	Separate line item for travel	Separate line items for travel	Separate line item for travel	Travel is included in the rates they provided	Travel is included in the rates they provided	Separate line items for travel
<b>ajnts</b>	<b>10</b>	<b>5</b>	<b>14</b>	<b>50</b>	<b>33</b>	<b>22</b>



**RFP Opening: 39-20SEP24 - Emergency Management Consultant Services**

**OFFERORS**

Arcadis US Inc.

EM Partners (Emergency Management Partners)

IEM International, Inc.

Integrated Solution Consulting

Synergy Disaster Recovery, LLC

WSP Solutions Inc.

**No Bids**

Bound Tree Medical, LLC

Unipak Corp