



Boulder County Purchasing

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Mailing Address: P.O. Box 471 • Boulder, Colorado 80306 • www.bouldercounty.org

RFP ANALYSIS AND RECOMMENDATION

Requesting Department: Public Works
Resource Conservation Division

RFP Title: Private Property Structural Debris
and Hazard Tree Removal Operations

RFP No.: 7301-22

RFP Opening Date: February 1, 2022

No. of Vendors Contacted: 792

No. of Minority Owned, Women Owned: 213

Disadvantaged, Veteran Owned Vendors Contacted

This RFP has been posted in accordance with County Policy.

Evaluated by:

- Darla Arians, Division Manager, Resource Conservation Division, Public Works, Boulder County
- Cody Lillstrom, Zero Waste Program Manager, Resource Conservation Division, Public Works, Boulder County
- Kurt Kowar, Director of Public Works and Utilities, City of Louisville
- Craig Duffin, City Engineer, Public Works and Utilities, City of Louisville
- Allison James, Disaster Preparedness and Recovery Manager, Town Manager's Office, Town of Superior
- Emily Clapper, Management Analyst, Town Manager's Office, Town of Superior

Bid Responses:

Company Name
Dig Deep Excavation, 4212 Aryshire Lane, Durango, CO
Environmental Restoration, LLC, 1666 Fabick Drive St. Louis, MO 63026
TFR Enterprises, Inc., 601 Leander Drive, Leander, TX 78641
Western State Reclamation, Inc., 3756 Imperial St, Frederick, CO 80516
KDF Enterprises, LLC, 370 Mountain View Rd, Springville, AL 35146
AshBritt, Inc., 565 E Hillsboro Blvd, Deerfield Beach, FL 33441
Ceres Environmental Services, Inc., 6968 Professional Pkwy, Sarasota, FL 34240
DRC Emergency Services, LLC, 111 Veterans Memorial Blvd, Ste 401, Metairie, LA 70005
Looks Great Services of MS, Inc., 1501 Highway 13 North, Columbia, MS 39429
Odin Construction Solutions, 1774 Platte St, Denver, CO 80202
ECC Constructors, LLC, 1746 Cole Blvd, Bldg 21, S-350, Lakewood, CO 80401

Background:

Beginning on December 30, 2021, grass wildfires and straight-line winds of epic proportions resulted in severe damage or total loss of more than 1,000 residential homes in Boulder County, including in the City of Louisville and Town of Superior (the “Marshall Fire”). The Marshall Fire involved hundreds of structure fires within a dense, and densely populated, area and generated a massive amount of structural debris across each jurisdiction. Due to public health concerns over structural fire debris, as well as economic recovery considerations, Boulder County submitted a Personal Property Debris Removal (PPDR) request to the Federal Emergency Management Agency (FEMA) seeking public assistance funding for private property debris removal.

Procurement Process:

Request for Proposals (RFP) #7301-22, Private Property Structural Debris and Hazard Tree Removal Operations, was issued on January 18, 2022. RFP #7301-22 was sent to 792 potential bidders. The County published the RFP on bouldercounty.org, the Rocky Mountain E-Purchasing System, and forwarded the RFP to the Minority Business Development Center. The County also emailed the RFP directly to 128 vendors. The project consists of three Operational Areas: Operation 1 (unincorporated Boulder County), Operation 2 (Town of Superior), and Operation 3 (City of Louisville).

Bidders had the opportunity to review RFP #7301-22 and submit questions to the County. On January 26, 2022, Boulder County (County) issued answers to 360 bidder questions via Addendum #1. Addendum #1 also included an Updated Rate Sheet (Rate Sheet) and Updated Submittal Checklist.

The County assembled a well-rounded and knowledgeable Evaluation Committee for RFP #7301-22 (Committee). The Committee included two (2) representatives from each jurisdiction – Boulder County, City of Louisville (City), and Town of Superior (Town). Committee members include government personnel experienced in disaster recovery, debris removal, solid and hazardous waste disposal, construction, public works, and project management.

Consistent with County Purchasing Procedures Manual Section 9.1(G)(4)(h), RFP #7301-22 includes the following evaluation criteria and corresponding priority:

Description	Points
Project Cost	50
Timeline for Project Schedule	20
Past Experience with Similar Projects	20
References from Similar Project Customers	10
Total Possible	100

The Committee met on February 1, 2022 to discuss County Purchasing procedures for the evaluation process, including RFP Evaluation Guidelines requiring fairness, confidentiality, and a prohibition on conflicts of interest.

The County received eleven (11) proposals as of the February 1, 2022 deadline, which County Purchasing shared with Committee members. On this date, the County sought additional information from all bidders through issuance of a Best and Final Offer. Responses were due on February 3, 2022 and provided to Committee members for their consideration.

On February 3, 2022, the County issued Written Interview #1 seeking additional information regarding each bidder’s past performance and quality of service delivery, including information from the past five (5) years concerning any criminal investigations, civil actions, debarments, or government contract terminations for breach involving the firm, any principle, owner, officer, or other person involved in the bidding and contracting process. Responses were due on February 4, 2022 and provided to Committee members for their consideration.

Committee members individually reviewed the proposals, including the additional information solicited by the County and provided by bidders, and evaluated them as a group. Due to the complex and advanced nature of the project, the Committee worked collaboratively to compile, analyze, and agree upon a single controlling Score Sheet (Score Sheet) and Rate Sheet (Rate Sheet). Committee members recorded individual notes and

informational calculations in addition to collectively compiling the Score Sheet and Rate Sheet.

The Committee worked collaboratively to assess project cost and value in consideration of the project's particular challenges. Project outcomes depend on numerous outstanding variables, such as the scope of FEMA-funded work and participating property details. Given these variables and the significance of project cost in evaluating proposals, the Committee conducted extensive calculations and evaluated various scenarios to refine its analysis.

The Committee held a two (2) hour evaluation meeting on February 2, 2022 and a one and one-half (1.5) hour meeting on February 3, 2022. On February 4, 2022, the Committee met for four and one-half (4.5) hours to evaluate the proposals. During this meeting, the Committee identified two (2) finalists and determined that finalist interviews were necessary to make a recommendation decision. Committee members continued to conduct independent review and analysis of proposals outside of meetings.

On February 7, 2022, the Committee conducted two (2) finalist interviews followed by another one and one-half (1.5) hour evaluation meeting. The Committee reconvened on February 8, 2022 for seven (7) additional hours of discussions, which resulted in a unanimous award recommendation as set forth herein. Committee members subsequently provided their evaluation materials to County Purchasing for its records.

Recommendation:

Upon consideration of the evaluation criteria in accordance with County Policy and Procedures, the Committee recommends that the Board of County Commissioners (BOCC) award RFP #7301-22, in its entirety, to DRC Emergency Services, LLC (DRC). Based on extensive review and consideration of the proposals and additional requested information, the Committee finds DRC's proposal to provide the best value to the County.

The Committee found DRC's proposal to be the most competitive in terms of project cost. RFP #7301-22 does not define the specific components of work for each property that will cumulatively comprise the total project. In order to assess project cost in light of the complex and variable nature of the project, the Committee carefully reviewed various scenarios as to how the project could proceed, such as whether or not foundations are removed and holes (i.e. basements) are filled. Upon completion of such analysis, DRC's proposal was determined to be the most cost reasonable on a per parcel basis.

DRC's proposal is also highly competitive based on timeline for project schedule. DRC's proposal includes thoughtful analysis with respect to project schedule and potential weather delays. The Committee believes that DRC is able to perform the project in an efficient and expeditious manner consistent with County goals and expectations. During its interview, DRC confirmed that it has sufficient resources to mobilize additional crews to complete the project by July 1, 2022, subject to circumstances outside DRC's control (e.g. weather delays). DRC's proposal indicated a greater resource capacity than other bidders.

In evaluating project cost and project schedule, the Committee determined that it would be most efficient to proceed with a single contractor for the entire project area. In evaluating the two finalists, DRC and ECC Constructors LLC, the Committee determined that it would be significantly more expensive to hire multiple contractors, as compared to a single contractor, as the bidders offered more favorable rates to be used if they received the entire award. Such an approach is industry standard based on economies of scale, which leads contractors to establish robust subcontracting relationships to facilitate project completion in an expeditious manner.

Given DRC's resource availability and ability to mobilize sufficient crews to target a July 1, 2022 completion date, the Committee unanimously determined that the increase in costs necessary to hire multiple contractors would not be matched or outweighed by any potential time savings in hiring multiple contractors. In making its determination, the Committee considered DRC's proposed subcontractors and internal resources, as well as project management efficiencies.

DRC received one of the highest scores for the Timeline for Project Schedule criteria, as determined by the Committee including representatives from each jurisdiction – Boulder County, the City of Louisville, and Town of Superior. The Committee unanimously agreed to give DRC a favorable score based on project schedule and to ultimately award the project to DRC in light of a July 1, 2022 project completion target date.

The Committee appreciated DRC's past experience with similar projects. DRC has extensive experience on FEMA-declared disaster projects, including debris removal for numerous large wildfires. The Committee particularly acknowledges the similarity of DRC's past work to the current project, as well as the size and complexity of DRC's past wildfire cleanup projects. During the evaluation process, the Committee found a number of other bidders lacked sufficient relevant experience. Based on DRC's extensive experience, the Committee believes DRC will be able to provide quality services and complete the project in a timely manner.

DRC also received excellent references for three prior debris removal projects. References indicate that DRC has a history of coming in under budget and working to avoid delays, including completing projects early when possible.

Based on extensive analysis and discussion, the Committee determined that DRC's proposal represents the best overall value to the County. The Committee believes that DRC is able to efficiently and expeditiously perform quality work in a cost reasonable manner.

The Committee hereby recommends that the BOCC award RFP #7301-22 to DRC in order to promote the best interests of the County.

SAM.gov: DRC Emergency Services, LLC is not debarred.

Contract Required: Yes No

Account Code:

_____/_____
Department Date

I certify this RFP has been conducted in accordance with Boulder County policy. County Purchasing makes no representation regarding the evaluations or recommendations contained in this analysis.

_____/_____
Purchasing Date

Comments:

_____/_____
Chair, Board of Commissioners Date

Attest:

_____/_____
Clerk to the Board Date

Date of Board Action: