

# FTI CONSULTING, INC. & BAKER & HOSTETLER LLP

## Request For Quotation: 768892S

RESPONSE TO THE REQUEST FOR QUOTATION FOR FINANCIAL  
AUDITING AND GRANT MANAGEMENT AND INTEGRITY  
MONITORING/ANTI-FRAUD SERVICES FOR DISASTER  
RECOVERY ASSISTANCE (HURRICANE SANDY)

Volume I – Technical Proposal for Pool 2 and Pool 3, Organizational  
Support and Experience and Required Forms

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## About FTI Consulting

FTI was founded in 1982 and is an integrated global business consulting firm with five multidisciplinary segments which bring practical insight to a broad spectrum of forensic litigation, technological, corporate finance, economic and strategic communications matters. FTI works collaboratively with a wide range of clients, including government agencies, corporations and their advisors, lawyers, lenders and investors and offers integrated services for today's complex business challenges. We are a NYSE-listed public company (symbol FCN) with \$1.58 billion in revenue in 2012. Our firm has over 3,900 professionals, throughout 24 countries on six continents and offices in most major financial centers around the globe, including four regional offices in New Jersey.



FTI's success is based on the quality and experience of our people, the breadth of our service lines and our commitment to bring together the best teams from across service lines and geographies to meet client needs. FTI's business is organized into five core segments, each of which is a global leader in its field and all of which collectively represent a depth and breadth of service capability that is unique in the world.

**Forensic and Litigation Consulting:** FTI is a leading global provider of strategic solutions for law firms, corporations and government agencies facing complex business needs around disputes, investigations and risk management. FTI's team of experienced professionals provides a complete range of services throughout the dispute, investigation and litigation lifecycle, which includes advisory and expert testimony, oversight/monitorship and technology development and deployment.

**Technology:** FTI helps clients manage the high-stakes risks of the information age. FTI offers end-to-end software, storage and analytical services and consulting to help corporations and their advisors take time, expense and risk out of managing electronically stored information. Our Technology practice works seamlessly with our other practices to support our client needs.

**Corporate Finance and Restructuring:** FTI is a leading provider of turnaround, performance improvement and financial and operational restructuring services. FTI's professionals address the full spectrum of banking, financial, strategic, operational and transactional challenges faced by governments, companies, boards, private equity sponsors, creditor constituencies and other parties-in-interest.

**Economic Consulting:** FTI is one of the world's leaders in economic consulting, providing law firms, corporations and government clients with clear analysis of complex economic issues for use in legal and regulatory proceedings, strategic decisions and public policy debates.

**Strategic Communications:** FTI's global communications practice is one of the world's most sought- after business and financial communications consultancies. We have helped many of the world's leading organizations harness the power of communications to solve critical business problems.

FTI's five practice areas deliver integrated services to benefit clients. This structure enables FTI to mobilize the right resources quickly and to implement the strategies we develop—whenever and wherever needed.

## About BakerHostetler

BakerHostetler, one of the nation's largest law firms, represents clients around the globe. With offices coast to coast and more than 800 lawyers, clients count on BakerHostetler to help them grow and protect their businesses in a complex business and regulatory environment.

BakerHostetler has five core practice groups: Litigation, Business, Employment, Intellectual Property and Tax. Within these groups are several large specialty practices, including white collar, construction, labor, government contracts and environmental law. Our attorneys have broad knowledge and experience in many industries, including energy, media, manufacturing, healthcare, financial services and insurance, consumer products and hospitality.

The New York office has a number of lawyers who are admitted and regularly practice in New Jersey, including team leaders assigned to this engagement. In addition to the 37 states where BakerHostetler's attorneys are admitted to practice, the firm also has a national network of local counsel to assist in areas where knowledge of local judges and procedures is of value. When local counsel is used, the firm manages their work on behalf of our clients.

BakerHostetler has significant international experience in government investigations, government contracts, construction, labor and employment and environmental law, as well as corporate transactions, tax, litigation, antitrust, employment and all areas of law facing U.S. corporations when they enter and compete in the global marketplace.

### ***Environmental***

BakerHostetler has significant experience to help clients successfully manage environmental challenges, including regulatory enforcement and permitting; Superfund clean ups; Toxic Substances Control Act compliance; Clean Air Act compliance; Clean Water Act and wetlands issues; NPDES permits; environment audits; underground tanks; soil and groundwater contamination; and labeling compliance.

In environmental matters, dispute resolution arises in many contexts, including agency enforcement actions; white collar crime; class action toxic torts; private cost recovery and contribution; business transaction litigation and ancillary areas of OSHA enforcement; wrongful death; workers' compensation; and others. BakerHostetler has a proven track record securing the best possible outcomes for clients in all aspects of dispute resolution in the environmental field, including mediation, arbitration, administrative hearings, federal and state court litigation and creative negotiated solutions.

### ***Labor***

BakerHostetler provides advice and counsel on the full array of employment and labor issues, including labor matters involving unions and collective bargaining. We help our management clients avoid litigation, if that is their goal, but when called to proceed with litigation, our lawyers are some of the most experienced trial lawyers in the field. Further, our lawyers defend clients at every stage in employment class action matters, particularly with regard to wage and hour claims.

### ***Government Contracts***

BakerHostetler's Government Contracts team advises and represents clients in all aspects of public contract law, including contract formation, performance and administration disputes and controversies, intellectual property rights, protests, claims and appeals, audits and investigations and criminal, civil and administrative proceedings and other enforcement proceedings.

## **About Holman Frenia Allison, P.C. (Small Business Contractor)**

Holman Frenia Allison, P.C. is a New Jersey licensed regional Certified Public Accounting firm, established in 1996 with offices in Toms River, Medford and Freehold New Jersey, as well as Troy and Rome, Pennsylvania. In 2013, Mr. Robert W. Allison, CPA, RMA, CMFO, CGMA, formerly with Hutchins, Farrell, Meyer & Allison, P.A. joined our firm. Our Toms River office is located at 10 Allen Street in the downtown area.

The five partners of Holman Frenia Allison, P.C., Frank B. Holman, III, Kevin P. Frenia, Robert W. Allison, Michael Holt and Rodney R. Haines come from very unique and different backgrounds and experience, which has allowed our firm to handle almost any type of accounting engagement. The five principals have combined experience of 140 years in the public accounting profession.

# Technical Proposal

## *Management Overview*

Numerous counties and local municipalities in the State of New Jersey suffered extensive damage to homes, small businesses infrastructure and public facilities as a result of Hurricane Sandy. State-owned infrastructure and facilities were similarly affected by the storm's devastation. The current estimate of the cost of recovery and rebuilding is in excess of \$38 billion. The New Jersey Department of Community Affairs (DCA) Action Plan vividly describes the physical and economic effects of Hurricane Sandy. Due to the enormity of the damage and the magnitude of the recovery efforts, the State is seeking assistance from qualified contractors to provide Program Process Management Auditing (Pool 1), Financial Auditing and Grant Management (Pool 2) and Integrity Monitoring/ Anti-Fraud (Pool 3) support services for the Disaster Recovery.

Our proposal seeks consideration for the work described in Pool 2 and Pool 3.

We believe our experience, technical expertise, resources and proven ability to work seamlessly across disciplines provides us with the requisite attributes to execute these projects. We understand the State's overarching goals to monitor recovery efforts and the reporting and compliance of those efforts with both the State and Federal requirements for the use and acquisition of appropriated disaster assistance funding. The continuum of activities from process management for funding, to financial auditing through integrity monitoring and anti-fraud measures all will demand sophisticated technology tools, open communication between all stakeholders and a commitment to innovative thinking to resolve issues as they arise. The FTI/BakerHostetler team will work together with the State to provide those essential services.

## *Background*

To provide context for the myriad inter-related issues which will impact the recovery and rebuilding efforts, macroeconomic factors must be considered. It is clear that a spike in construction activity will occur once the rebuilding efforts begin in earnest. Essentially, a construction boom lasting several years will occur in New Jersey with all of its attendant ramifications, including corruption. For example, after Hurricane Andrew devastated south Florida, contractors often abandoned private and even public projects to work on the more lucrative work associated with the storm recovery and rebuilding efforts. This caused an unanticipated disruption of all construction services and resulted in inflated pricing for work in the region. Similarly, during the casino construction boom in Atlantic City in the 1980s, prices became inflated, there were acute shortages of skilled labor and there were a number of corruption and kickback scandals, including allegations of bid rigging.

A construction boom will have other unintended consequences, including likely shortages of materials, equipment and skilled workers. Contractors, struggling to hire sufficient labor to execute projects, may resort to using nonunion workers disguised as union tradesmen. Contractors may also be forced to pay a premium to workers, which past experience teaches has often included paying for hours not worked and then

seeking reimbursement for all hours. Moreover, a concentrated boom in construction work often leads to substandard performance of the work, the use of substandard materials and payment of bribes to inspectors or others responsible for assuring the quality of the work.

Much of the rebuilding and recovery efforts will be led by the local government entities. As many counties, towns, municipalities and other local authorities begin their recovery efforts, new issues will arise. The financial risks to local governments, as well as to the state and federal governments arising from the rebuilding efforts are apparent. An increased level of scrutiny is appropriate so that the State can ensure that FEMA sub-grantees are providing the requisite level of financial oversight and supporting documentation required thereby limiting any disallowances by federal auditors after it is too late and payments have already been made. Ensuring proper oversight and documentation will also help curb fraud, waste and abuse.

As authorized by the Sandy Recovery Improvement Act of 2013, FEMA will issue permanent work grants based upon fixed estimates with the applicants accepting responsibility for any actual costs above the estimate. This methodology will significantly accelerate the distribution of grant funds and reduce the administrative costs for grants based upon actual costs.

For local governments anxious to start rebuilding their communities, this program is very enticing. However, there is a potentially steep price to pay for expedited service: the assumption of a higher degree of risk that the local entities will wind up bearing the cost of any disallowances due to non-compliance, as well as cost overruns. Because of these risks, these projects will require close oversight. The need for assistance in the planning, construction and close-out phases of the projects is evident. Compliance with the FEMA reimbursement requirements must be integral to the all efforts. Independent auditors and monitors, charged with enforcing integrity and compliance, will also provide local officials the support needed to avoid bid rigging, cronyism and other pressures from within the local community.

Thus, an important consideration in establishing an overall audit/compliance framework will be establishing a government relations aspect to the work. Auditors and monitors will provide valuable resources to assist the local entities in their rebuilding effort by making certain they receive every dollar, to which they are entitled, as well as fighting fraud and corruption during the process. The auditors and monitors should be prepared to educate and support local officials and establish the proper “tone” of compliance and integrity.

A recurring theme in our presentation is the mining, interpretation and analysis of data as the foundation for our tasks. One of our team’s key strengths is having personnel with financial and/or compliance expertise coupled with the requisite technology skills to quickly and efficiently identify and analyze complex data (Exhibit B). Data accumulation and analysis are critical elements to all of our efforts.

Simply stated, we view the tasks set forth in Pool 1 as establishing the “revenue” aspects for the recovery effort. Creating the revenue portion of the “books and records” for the rebuilding and recovery effort will serve as the basis for what follows. This work will result in an established reliable data source for funding amounts.

Understanding each of the funding sources and amounts by sub-grantee will serve as the baseline for the analyses undertaken in the Financial Auditing and Grant Management (Pool 2) and Integrity Monitoring/ Anti-Fraud (Pool 3) efforts . Reconciling the different funding amounts and sources with the actual expenditures will inform the State as to claimant’s compliance with regulations, appropriately credit payments from other sources such as insurance and define the ultimate recovery by the sub-grantee.

The work of all contractors and State and Federal agencies must be coordinated with continuous sharing of information including a constant focus on process and operational improvement.

### ***Pool 2 – Financial Auditing and Grant Management***

We view the tasks grouped in Pool 2 as creating the financial operational infrastructure to administer all aspects of the recovery effort. Taking the “revenue” data gathered in Pool 1 activities and developing the accounting systems to administer the recovery efforts demands experienced financial and technology professionals.

The creation of the “books and records” for the recovery effort will be integral to the performance of all other functions. These tasks are central to the intake of claims or requests for funding information, the processing of that information for reimbursement and critically important to the integrity monitoring.

Philip Daddona, while at KPMG, led the team which served as the extension of staff for the City for financial oversight for the debris removal after the terrorist attacks of September 11, 2001. The City recognized very early on that it needed to control and completely document debris removal costs to avoid a subsequent financial disaster. He designed and oversaw the implementation of the financial controls which ultimately resulted in no reimbursement disallowances by FEMA for work performed (Pool 2). He assembled a team of outstanding professionals, each with discrete responsibilities, to execute the project requirements. We provided field personnel to observe and verify the use of labor, equipment and materials at the site (see Pool 3). The data accumulated was analyzed and verified through data bases constructed in our offices. At the conclusion of the project we provided a complete digital record of the costs associated with the WTC debris removal project.

Technology and the use of technology tools is a constantly evolving reality. Our abilities and expertise change with an eye toward continuous improvement. Our data analytics team can rapidly deploy sophisticated tools that enable our professionals to collect, organize, understand and communicate complex information relevant to any initiative or event. We combine our proprietary tools and customized business processes to assist with the development of reporting requirements, the testing and analysis of data and the facilitation of real time review for key stakeholders.

We can develop a formalized reporting protocol serving as a centralized reporting platform available for review and develop workflows and programs to integrate the Electronic Grants program into the State's finance and accounting systems. We can provide fully flexible, web-based platforms, using a variety of software and databases, such as Oracle and SQL Server that allow for real time review and customized reporting.

We can implement the technology at any location, either on-site, or remotely. Often, the technology can be used to perform off-site reviews of data to reduce the costs and inefficiencies of travel.

Our technology can be leveraged to:

- **Evaluate data availability and suitability**
  - Understanding of most major ERP systems (likely including all transactional databases maintained by the different contractors);
  - Technical aptitude to support custom and proprietary systems;
  - Ability to understand and document IT infrastructure and process data flows; and
  - Knowledge and experience to ensure integrity and accuracy of data.
- **Gather, convert and synthesize data**
  - Experience to define and identify relevant data
  - Ability to apply industry best practices to extract, process and conform data provided to a normalized format to ensure data consistency across providers;
  - Capability to associate data from disparate systems into meaningful data compilations; and
  - Experience developing data review methodologies, processes and platforms.
- **Design and implement accounting, economic and financial models**
  - Ability to analyze and model transaction history (accounting systems);
  - Capability to develop and perform analysis of questionable activities; and
  - Ability to identify outliers and quantify monetary effects of exceptions.
- **Facilitate information sharing**
  - Expertise and skill set to provide robust customized database solutions to serve as centralized information repository;
  - Ability to provide real-time detailed project management and status reports via a secure web based platform; and

- Capability to develop an end user-focused platform allowing for defined summary and/or ad-hoc custom reporting.
- **Define and develop interactive dashboards to track goals against performance**
  - Ability to provide user-friendly web-based dashboards that allow users to interact with the data (i.e. users can point, click and drill down on data in real-time) in order to understand the details behind compliance and exception reporting; and
  - Capability to provide centralized access to all project team members.

To support these efforts, FTI operates multiple Tier IV datacenters which have been used for massive data analysis efforts in some of the largest investigations and litigations in the United States. Our datacenters have been designed to host mission critical computer systems, with fully redundant subsystems and compartmentalized security zones controlled by biometric access control methods. Our facilities are fully secured from physical and electronic breaches and are regularly updated with new software and hardware to prevent data loss and unauthorized access.

The data gathered in the Financial Auditing and Grant Management effort can serve many purposes in addition to appropriate documentation and reimbursement of costs. As described above, the construction boom will impact rebuilding and recovery costs. Through the accumulation of data and anomaly mapping and testing we will be able to do comparative analyses between geographies, types of construction or any other parameter using key performance indicators. For example, we can compare concrete construction costs in Ocean County with the same costs in Atlantic County. If the cost comparison yields substantial differences we could perform in depth reviews of the cost information and identify those particular activities for further investigation. Similarly we could develop baseline expected costs for various types of construction by geography and compare those costs to pre-Sandy levels to better understand the new reality of recovery reconstruction costs.

Recovery costs incurred in connection with “emergency work” should be an area of audit focus. These are costs for services provided in a time of need. Yet, for reimbursement the appropriate level of documentation and cost support is required under FEMA guidelines. Often times these are areas where sufficient documentation may be lacking. Auditing and assisting in the accumulation of supporting documentation is an early task for auditors.

The removal of debris resulting from the disaster is often also an area where insufficient documentation exists in support of incurred costs creating a high level of risk to the State for reimbursement. In many instances this work is performed on either a time and material or unit cost basis. For both emergency work and debris removal forensic reconstruction may be required to ensure the appropriate level of reimbursement.

Sharing information on a real time basis using web based data dashboards will encourage collaboration among all of the stakeholders and provide appropriate levels of

transparency. Data mining and analysis and forensic auditing tie directly to the work included in Pool 3, Integrity Monitoring/Anti-Fraud.

### ***Pool 3 – Integrity Monitoring / Anti-Fraud***

Data analyses can be used to identify anomalies in all construction processes, however, the interpretation of the data will focus areas requiring further inquiry. Our multi-disciplinary team of former prosecutors, attorneys, forensic accountants, data analysts, engineers, construction industry experts, investigators and communications experts will use their vast knowledge and experience to understand the significance of the data gathered. That understanding will lead to relentless follow up to ensure project integrity.

We expect to utilize the data dashboards to assist in the review of contractor certified payroll records, prevailing wage compliance, payment requisitions, change orders, payments from contractors to subcontractors, material purchases, equipment usage and any MBE/WBE requirements. We will link the background investigations to the database creating a “one source” repository of information.

As stated above, the boom in demand for construction services can have unintended consequences, including the likelihood of fraud. The pool of skilled labor will be stretched thin due to the magnitude of the rebuilding effort. Contractors struggling to find sufficient manpower may resort to using nonunion labor billed at union rates. This can be accomplished by a contractor, performing multiple projects, improperly using the same employee union identification on more than one project. We will be able to identify this type of activity through comparative analyses of certified payrolls in the database. Arranging for the labor unions to provide electronic copies of their monthly reports will also serve as a check for unusual and/or fraudulent activity when compared to the contractor’s certified payroll. Questionable activity will be dealt with on-site by checking employee identification on a random basis and through sign-in tracking. Additionally, these analyses will identify any discrepancies in hours worked, as set forth on certified payroll records, as compared to benefits paid.

Payment requisitions will be analyzed to determine if contractors are front loading their payment requests beyond a mobilization payment. For contractors or subcontractors performing multiple projects tracking their generated cash flow from payments, when compared to their financial wherewithal, will allow us to determine if or when a contractor is reaching critical cash flow thresholds. This circumstance can cause contractors to inflate payment requests or use cheaper materials than bargained for which can be another indicia of fraud. FTI’s recent monitorship of Aggregate Industries provides us with a wealth of experience regarding road, bridge and infrastructure projects using concrete, asphalt and other paving and building materials. Creating a cost index for various services will be a byproduct of the monitor’s investigative due diligence which can be utilized by stakeholders rebuilding their communities as a baseline for bidding after the initial wave of construction.

Equipment usage, trucking logs and direct field overhead costs can be monitored in the same fashion.

Having independent monitors verify and support reimbursement requests by the state and its localities will provide the federal government with a high level of assurance that such requests are accurate and trustworthy. And, the data dashboard will be available on a real time basis increasing transparency and enhancing communication.

Importantly, we will provide experienced boots on the ground to ensure that all policies and procedures are followed. Armed with background investigative research developed from a wide range of public records, including criminal, civil and regulatory records our field personnel will be well equipped to focus their efforts.

We will perform regular unannounced site inspections as another means of understanding the compliance environment of the projects. Our construction industry experts and engineers have the benefit of years of experience actually supervising construction activities in the field. Unusual procedures or construction sequencing may indicate areas of vulnerability requiring further investigation.

### *The Importance of Relationships*

The requirement of engaging integrity monitors on construction projects has become a common occurrence for large projects. In addition to government imposed monitorships we have performed and are currently performing, voluntary monitorships for contractors seeking to avoid issues with regulatory and law enforcement authorities. A professional relationship by the monitor in all circumstances is important to the success of the work. This begins with establishing a relationship that clearly defines the benefits to the contractor and explains the importance of oversight to the State. Every effort will be made to work cooperatively with the site and home office personnel so as not to negatively affect the performance or cost of the work. The use of electronic information will simplify the process and provide the basis for our work.

We do recognize that for many contractors involved in the rebuilding and recovery efforts there will be a degree of “change management” in the process. We need to clearly define our role and expectations and work with the parties to ensure they are moving in the appropriate direction during the “transition period” of accepting professional oversight in their businesses.

Positive working relationships with all of the stakeholders including local municipalities, multiple State agencies, Inspectors General, the Statewide Sandy Fraud Working Group, NJDOT and PANYNJ Project Corruption Prevention Program and other law enforcement authorities will be central to achieving the goals of the monitorship/anti-fraud program. In an undertaking of this magnitude, clear timely communication is an absolute requirement. Access to and use of the data dashboard by the stakeholders will furnish real time updates regarding the status of the work. Monthly in-person meetings will also be scheduled to allow for the exchange of information and ideas to constantly improve and evolve the process.

Our truly multi-disciplinary team provides a wealth of resources to execute these projects. Our experience in auditing and monitoring and performing complex investigations will serve us well as we move forward. We understand that one size does

not fit all projects and we will adapt and evolve our strategies and tactics as the projects progress. We firmly believe that our use of data analytics and technology will provide us with early insights into issues and potential areas of inquiry.

We understand that all work performed pursuant to this RFQ is eligible for HUD and FEMA Public Assistance grant funding and will be performed in accordance with all applicable federal and State regulations and policies.

Finally, we understand the importance of State's commitment to integrity and ethical practices. We are equally committed to assisting the State in setting the tone and implementing the processes and procedures to uphold these ideals.

### ***Contract Management***

We plan to take advantage of the depth of experienced monitors on our team. Philip Daddona and George Stamboulidis will assume overall responsibility for the project. In addition, there are five highly experienced monitors on our team who will serve in various roles as the specific work plans are developed. As project schedules are developed we will determine how best to deploy our resources in the most effective manner. The FTI/BakerHostetler team have worked together performing large investigations, receiverships and monitorships including the Madoff matter, the Michael Kenwood SEC Receivership and the BONY/Mellon Monitorship. Our ability to maximize the intellectual capital, across disciplines, provides additional innovations in our approach to dealing with critical issues.

Our goal will be to openly share information with the State Contract Manager and the Inspectors General. We will use the data dashboard and an internet portal as an avenue of communication. We will also have regular in-person status meetings to update all stakeholders regarding the progress of our work in accordance with the schedules set forth in the RFQ.

We are prepared to mobilize in conformance with the State's needs. As stated above, the depth of our resources will allow us to mobilize the right resources for each aspect of the work. We are equipped to handle the project and can provide the leadership necessary to meet even the most aggressive timetable.

We are including Holman Frenia Allison PC (HFA), a New Jersey Small Business Contractor, as part of our team. They will perform auditing and investigative work with us in this effort and will be part of our mobilization team. FTI has four (4) offices in New Jersey along with HFA's three (3) offices providing our team with a strong foothold in the State.

# Organizational Support and Experience

## FTI's Qualifications for this Engagement

Much of the work FTI anticipates providing in this matter will rely on our investigative, financial and monitorship experience and the knowledge and skills of our professionals.

### FTI's Experience

FTI professionals have served as investigators, financial analysts and monitors for some of the largest and most complex assignments. Experience is extremely beneficial in establishing the role and relationship with the entities subject to oversight. In addition, establishing the appropriate tone at the outset of the project sets the expectations of all parties. Building cooperation through focused performance contributes to the success of the engagement as well.

We understand that our primary responsibility is to assess and monitor the Contractor's compliance with relevant laws and regulations and to reduce the risk of misconduct. The benefits have many positive and diverse implications. In our experience, a balanced approach, employing robust communication with the appropriate stakeholders, has proven to be the most efficient and effective way of implementing auditing, investigative and monitoring services and maximizing the positive benefits.

To be sure, there will be unexpected events or situations that will arise over the course of the Engagement, which is where our experience will provide a tremendous advantage. Understanding and developing practical solutions versus theoretical ones will maximize the intended benefits of this monitorship.

Our practical experience in these matters is demonstrated in the discussion that follows on the related services we have provided on client engagements.

Importantly, FTI has technological expertise and capacity integrated into our processes. With offices throughout the country, we can efficiently staff personnel where they are needed. We have offices in 36 cities throughout the United States, including 4 offices in New Jersey. In addition, with our available technology, we can often perform work remotely, thus reducing the costs and inefficiencies of travel.

### FTI's Construction Solutions Practice

The Construction Solutions practice within FTI Consulting provides a variety of project and contract management, cost consulting and dispute resolution services. Our services range from upfront contract negotiation and advice, to project management, project planning, budgeting, cost review and controls, project controls development and management through completion and, if required, dispute resolution and expert witness services. Our Construction Solutions team has extensive experience in energy, oil and gas, industrial, infrastructure, education, health care, transportation, mining and metals,

environmental, hospitality and gaming, as well as government, military and commercial facilities and has performed many projects involving roadways, railways and bridges.

Our professionals are industry leaders and seasoned testifying experts, representing top talent across disciplines, including engineers, architects, certified public accountants, quantity surveyors, planning and scheduling specialists, cost engineers, project managers and strategic communications professionals.

Our construction solutions team has monitored and reviewed the costs and change orders of projects ranging from \$25 million to over \$1 billion. FTI routinely performs cost analysis, payment application review, contract compliance and schedule analyses for our construction clients in all industry sub-sectors from roadways to mining operations, to power plants.

### **FTI's Financial and Enterprise Data Analytics (FEDA)**

FTI has a dedicated team of data analytics and data management specialists who have deep experience in financial services. This team of information technology experts will also be heavily involved in the work we undertake in support of this proposal.

FTI provides full-service structured data collection, processing and analysis. Our seasoned professionals have decades of collective experience in using cutting-edge technologies that have been customized and deployed as a means to identify and mitigate potential risks as well as to assist clients through complex litigation and other crises driven events.

FEDA professionals conduct complex, data-intensive analyses focusing on class actions, government investigations, bankruptcies or other cases requiring the analysis of large amounts of data, complex modeling and/or information sharing. The data analytics team's ability to identify the relevant data within an organization and our experience with applying the appropriate technical tools to manage and analyze voluminous data gives FTI a competitive advantage in the industry.

FTI's FEDA team understands the complex relationships between various information systems and the impact they have on business processes. Accurate understanding of transactional data, whether from an enterprise resource planning (ERP) system, a trading system or any other operational source, is essential to model and design the appropriate solution. The information necessary to provide insight into the issues facing our clients vary from matter to matter. The FEDA methodology is not a "one size fits all" solution, but rather is a customized work plan to effectively and efficiently provide timely and relevant information in a format that fits the needs of the situation.

## FTI's Global Risk and Investigations Practice

FTI's multi-disciplinary investigators uncover and analyze critical background information to identify the risks inherent in a prospective transaction or strategic alliance. We identify risks that are typically not visible from routine legal or financial reviews by closely examining the history, reputation and track record of principals involved in a transaction. Our reports provide analysis and context enabling clients to assess the potential for future problems. Often the information we provide enables clients to negotiate deals on better terms and structure agreements to mitigate the identified risks. Our approach includes:

- Research in a wide range of public records, including criminal, civil and regulatory records, as well as a comprehensive review of public and proprietary data sources.
- Evaluation of the information published in company documents or offering memoranda for inaccuracies, omissions or misrepresentations.
- Analysis of the information collected through research to identify anomalies or inconsistencies, patterns of behavior and risk-relevant issues.
- Expansion of the investigation, when appropriate, to include contacts with live sources with firsthand information about critical issues.

## BakerHostetler's Qualifications for this Engagement

### Corporate Investigations, Monitorships and Examinerships

While many federal monitors have been named by the DOJ in the past few years, only BakerHostetler has been appointed by the government four times—for Merrill Lynch, the Bank of New York, Mellon Bank and Local 14-14B of the International Union of Operating Engineers. The BakerHostetler monitorship team brings to each engagement a recognized reputation for integrity, thorough analysis and sound judgment. The team has over a century of combined experience, coming to BakerHostetler from distinguished careers in government as Assistant United States Attorneys, Assistant District Attorneys and SEC enforcement attorneys. This depth of experience has proven invaluable in representing clients in dealings with the DOJ, SEC, HHS, IRS, FTC and other federal and state agencies.

### Corporate Investigations

Before a corporation can intelligently respond to a government inquiry, senior management and the board of directors need qualified counsel to quickly gather the relevant facts and assist them in assessing any potential liability. Similar prompt action is required when management becomes aware, from sources either inside or outside of the corporation, of the potential for government attention.

The team has extensive experience in conducting complex corporate investigations of suspected civil and criminal misconduct on an expedited basis, with sensitivity to the ongoing business and personnel needs of the corporation. Focused to go beyond determining the facts, the team's investigative approach is designed to identify potential liabilities and defenses, including any potential corporate criminal liability predicated on the collective acts of employees. At a time when prosecutors and regulators are pressuring corporations to cooperate and waive their attorney-client privilege, BakerHostetler's experience and knowledge of government protocol allows the team to design information sharing arrangements that earn cooperation credit without exposing confidential internal communications and reports to third parties.

Cognizant of a corporation's special obligations during a government investigation, BakerHostetler also provides counsel to companies regarding special disclosure and document retention obligations under federal and state laws.

When necessary, we also draw upon the significant resources of our nationwide firm, calling upon practitioners with experience in construction, labor, environmental, antitrust, tax, employment law, healthcare fraud, international crimes, homeland security and more.

## Construction

BakerHostetler's team of construction attorneys can help navigate every aspect of a project—site selection, regulatory approval, project finance, insurance and bonding needs, contract negotiation and administration, project closeout and claim resolution. Our team of construction lawyers has worked on some of the largest and most complex construction projects in the world and we are listed as a top construction firm in Florida in the 2012 edition of Chambers USA: America's Leading Lawyers for Business.

BakerHostetler attorneys do not limit their practice to a particular “side” of the construction paradigm. To the contrary, our team's capabilities includes representation of owners, contractors, design professionals, landowners and specialty subcontractors. We bring to each engagement not just a breadth of knowledge of the law governing construction disputes, but also an in-depth understanding of construction itself and of the practical needs that attend any construction project. With that background, we are able to quickly and proactively assess what will be the timeliest, most efficient and cost-effective approach to resolving each client's particular needs.

## FTI and BakerHostetler's Experience with Contracts of Similar Size and Scope

Described below are sample engagements performed that demonstrate our relevant experience and expertise. Our multidisciplinary expertise and use of technology is demonstrated throughout these engagements.

### Similar Jobs – Pool 2

#### *World Trade Center (September 2001 – December 2002)*

Philip Daddona, while at KPMG, led the team which served as the extension of staff for the City for financial oversight for the debris removal after the terrorist attacks of September 11, 2001. The City recognized very early on that it needed to control and completely document debris removal costs to avoid a second, financial disaster. He designed and oversaw the implementation of the financial controls which ultimately resulted in no reimbursement disallowances by FEMA for work performed. He assembled a team of outstanding professionals, each with discrete responsibilities, to execute the project requirements. We provided field personnel to observe and verify the use of labor, equipment and materials at the site. The data accumulated was analyzed and verified through data bases constructed in our offices.

In addition, we participated in regular meetings with NYC DOI and the four integrity monitors assigned to the contractors. We reviewed the findings of the monitors including “cost savings charts”, all of the supporting detail and source documentation accumulated by the monitors and reconciled that to our findings. We also incorporated the findings of DOI, as deemed appropriate, into the database, in essence creating one overall repository of the all of the financial and integrity related information. Ultimately, we produced a complete digital record for all of the financial information which was forwarded to FEMA.

#### *Michael Kenwood- Highview Point Investigation (February 2011 – Present)*

In February 2011, BakerHostetler was appointed as the Receiver of the Michael Kenwood Group, a group of offshore hedge funds and related entities located in Stamford, Connecticut. The Receiver retained BakerHostetler as counsel and FTI was retained by the Receiver to serve as the financial advisor in the seizure of the Michael Kenwood Group. Shortly after BakerHostetler and FTI's appointment, the principal of the hedge funds pled guilty to multiple counts of securities and wire fraud. The hedge funds were actually a Ponzi scheme of nearly \$1 billion. On March 1, 2011, the Court expanded the scope of the Receivership to include other affiliated entities, all of which were organized under the name of a Connecticut holding company, The Michael Kenwood Group, LLC. On June 22, 2011, the court expanded the Receivership to include Highview Point Partners and on March 1, 2013 the court expanded the Receivership to include the Highview Point Funds.

In the course of the representation, BakerHostetler has sought and received recognition from the Court of Grand Cayman to unwind numerous complex transactions and obtain

information from Cayman-based professionals and service providers. As counsel to the Receiver, the BakerHostetler team is responsible for the recovery of illegally misappropriated investor assets, as well as the management and liquidation of the assets of the Receivership Estate, including investments in more than a dozen private equity enterprises.

FTI's work encompassed a detailed forensic accounting reconstruction of more than 11,000 transactions without any accounting records, the electronic capture and storage of over 50 million pages of documents and conducted over 1,000 due diligence background investigations. FTI has also run the operational administration side of this Receivership. Work has included the winding down of business operations, liquidating assets and maintaining the Receiverships bank accounts and books and records. FTI has also created and managed the claims process for the estate.

#### ***Mount Vernon Monetary Management (February 2010 – January 2011)***

FTI was engaged by the United States Attorney for the Southern District of New York in February 2010 as Receiver and financial advisor for Mount Vernon Monetary Management (MVMM). MVMM was a multifunctional cash distribution business which included armored car services, ATM machine servicing and ownership, as well as check cashing operations. The facility was seized by the U.S. DOJ and FBI due to an ongoing fraud in excess of \$50 million. Our mandate pursuant to the Receivership Order was to preserve assets for the benefit of the victims. We took control of the estate, operated and sold the legitimate businesses and wound down operations and sold assets for the insolvent ones. We ultimately took the Receivership through the bankruptcy process and then to a liquidating trustee arrangement.

### **Similar Jobs – Pool 3**

#### ***Aggregate Industries Management, Inc. (March 2010 – November 2012)***

Aggregate Industries Northeast Region (AINE) is the largest concrete and asphalt company in the Boston metro area. It was indicted for supplying out of specification concrete and falsifying records during The Big Dig, the largest municipal highway project to date in the United States. Pursuant to an agreement finalized by the U.S. Attorney, the Massachusetts Attorney General and the U.S. Department of Transportation, AINE paid a \$50 million fine and agreed to hire a monitor in order to continue operations. Two years into the original monitorship, it was discovered that AINE had committed additional falsification of business records. As a result, the original monitor was fired and FTI was brought in to complete the monitoring assignment in March 2010. FTI's monitoring team includes a former prosecutor with experience in prosecuting concrete companies, forensic accountants, construction experts and experts in technical testing of the quality of concrete and asphalt. The team attends all management meetings, monitors the company's bidding and sales policies and practices and conducts independent quality testing of the its products. In addition, to insure transparency in the monitoring, the monitoring team established an intranet site where all of its reports are posted and are available to both the government and the company 24 hours a day. The monitoring team also issues a Report Card periodically to measure the company's compliance practices and performance.

### ***Japanese Engineering/Construction Company (2011 – Present)***

We were retained to work with one of the top global engineering/construction companies in Japan with many of their projects being multi-billion dollar infrastructure projects. The Company participated in a joint venture which became caught up in a bribery scandal. In 2011 The Company entered into a Deferred Prosecution Agreement with the Department of Justice which, among other things, required them to retain an Independent Compliance Consultant to evaluate the Company's corporate compliance program with respect to relevant anti-corruption laws. The Company retained FTI Consulting's Neal Hochberg as the Independent Compliance Consultant.

FTI's work has included evaluating the effectiveness of the Company's internal controls, record-keeping and financial reporting policies and procedures as they relate to their compliance with the anti-bribery provisions of relevant anti-corruption laws. FTI has also conducted approximately 100 interviews with the Company's top executives and employees. As the engagement is related to anti-corruption, the primary focus has been on construction projects outside of Japan, but we received and reviewed information for some domestic projects as well.

In April 2012 FTI issued its first report that described various recommendations on how the Company can continue to improve and enhance its compliance program. FTI is now in its second year working on the engagement and has evaluated how the company has implemented its recommendations and has also reviewed other policies and procedures that have been implemented. FTI's second and final report is due in early April 2013 and Neal Hochberg will be required to certify whether the company's compliance program, including its policies and procedures, is reasonably designed and implemented to detect and prevent violations of relevant anti-corruption laws

### ***Local 14-14B of the International Union of Operating Engineers (2009 – Present)***

In November 2009, George Stamboulidis of BakerHostetler was appointed by the United States District Court for the Eastern District of New York to serve as the Ethical Practices Attorney for Local 14-14B of the International Union of Operating Engineers. This five-year appointment as Ethical Practice Attorney is responsible for monitoring the labor union's job referral procedures, governance and practices in order to eradicate corruption and organized crime's influence from union business activities. Local 14-14B of the International Union of Operating Engineers is a powerful, 1,600 member union that represents most tower crane and heavy equipment operators in New York City. The firm's engagement includes investigation of corruption allegations, prosecution of disciplinary actions and supervision of elections. The engagement's oversight demands unannounced visits to construction sites throughout the city, as well as various levels of coordination with the Integrity Monitors at the World Trade Center site, local government agencies, the General Contractors Association and union leadership.

### ***Town of Brookhaven (2007 – Present)***

Since 2007, George Stamboulidis of BakerHostetler has served as the monitor for the Town of Brookhaven, the second largest municipality in New York State, to ensure the integrity of certain operations at the Town of Brookhaven Waste Department Landfill. In this role, BakerHostetler investigates the operations at the landfill, reviews applications for access to the landfill and approve haulers and vendors to mitigate the risk of further corruption or illegal dumping. Along with an outside investigative firm, the team monitors contracts and activities between the Town of Brookhaven's Department of Waste Management and suppliers of construction and demolition debris, ash and other waste material. This appointment has involved various levels of interaction and oversight with haulers, businesses in the town, city officials and landfill management.

### **Other Independent Monitorship/Compliance Engagements**

We have been engaged on the following monitoring assignments:

#### ***Bernard L. Madoff Investment Securities Investigation***

In the largest reported Ponzi scheme in U.S. history, Irving H. Picard, BakerHostetler partner, was appointed as the Trustee under the Securities Investor Protection Act (SIPA) for the liquidation of Bernard L. Madoff Investment Securities LLC (BLMIS). Since December 2008, BakerHostetler has served as court-appointed counsel to the SIPA Trustee for the global representation of SIPA liquidation of Bernard L. Madoff Investment Securities LLC in connection with one of the largest financial frauds in recorded history. The BakerHostetler Legal Team oversees and manages approximately two hundred lawyers in connection with the global investigations and litigations seeking tens of billions of dollars in worldwide asset recovery from hedge funds, funds of funds, investment banks, other financial institutions, investment managers and other hedge fund fiduciaries. Partner Lauren Resnick is a core member of the strategy team.

The SIPA Trustee retained FTI in December of 2008 to perform forensic accounting, complex financial and enterprise data analytics, document management and econometric analysis.

#### ***Stanford Financial Investigation and Receivership***

Stanford Financial Group, an international private banking institution, was raided and placed in receivership by the SEC under charges of an alleged Ponzi scheme and other fraudulent activity. This engagement began under extremely challenging circumstances that required FTI to deploy dozens of professionals to identify and gain an immediate understanding of a vast network of assets, cash flow processes, personnel and all of their underlying electronic data systems. The most significant requirements included the immediate identification of all liquid cash assets and their consolidation under the Receivership (via treasury payment system), all customer-related electronic data systems for immediate forensic extraction (via interviews and investigation of company networks) an identification of all key employees able to assist the receiver, as well as the immediate response to information requests on behalf of a variety of government entities and the court. The engagement has continued to evolve over the past two years

to involve technical and financial analysis related to the freeze/release of customer assets, asset recovery litigation and international litigation.

### ***Mellon Bank N.A.***

In May 2007, BakerHostetler was appointed by the Western District of Pennsylvania to serve as the Independent Monitor for Mellon Bank, N.A. in connection with a settlement agreement resolving the destruction of customer tax returns and vouchers by bank employees. FTI was subsequently retained by the Independent Monitor.

Following Mellon's merger with the Bank of New York, Partners George Stamboulidis and Lauren Resnick supervised a team of attorneys and forensic specialists, in connection with the firm's appointment by the U.S. Department of Justice, in the oversight of Bank of New York Mellon's enhanced governance around its compliance and audit functions and its development of robust protocols and procedures for the firm's key compliance risk areas. Examinations included review of suspicious activity reporting, anti-money laundering program, global compliance and training programs and periodic reporting of observations and recommendations for program enhancements to the Board of Directors and the government.

As part of the Independent Monitor's team, FTI was responsible for oversight of the Bank's compliance with the terms and conditions of a settlement agreement, conducting annual assessments of that compliance and providing detailed written reports to the United States Attorney. The monitoring included an examination of enhancements instituted by Mellon Bank to its compliance and ethics program, code of business conduct and ethics training curriculum. In addition to assessing Mellon's centralized compliance and ethics function, FTI assisted in monitoring the bank's internal compliance monitoring and audit process to ensure that these review functions were sufficiently robust and independent in their evaluation of business practices. This included an analysis of Mellon's case management system for ethics and compliance matters, trend assessment and escalation process for investigation and personnel action.

### ***Bank of New York***

In April 2006, BakerHostetler and FTI were jointly appointed as the Independent Examiner of the Bank of New York pursuant to the terms of a non-prosecution agreement reached between the Bank of New York and the U.S. Attorney's Offices. BakerHostetler partner, George Stamboulidis was selected as the Principal Partner along with Director Phillip Stern of FTI as the independent examiner, with Partner Lauren Resnick supervising the legal and forensic team.

Following Mellon's merger with the Bank of New York, the team was responsible for oversight of Bank of New York Mellon's enhanced governance around its compliance and audit functions and its development of robust protocols and procedures for the firm's key compliance risk areas. In a joint effort between BakerHostetler and FTI, the team was monitored the bank's suspicious activity reporting practices and anti-money-laundering procedures and its compliance with related laws and regulations. The team has conducted interviews, assessed compliance programs, tested systems and

provided detailed written reports of its observations to multiple parties. In addition to the bank, Mr. Stamboulidis reported directly to the United States Attorneys' Offices for the Southern and Eastern Districts of New York, the Federal Reserve Bank of New York and the New York State Banking Department. FTI was responsible for monitoring and reporting to the U.S. Attorney's Offices, the Federal Reserve Bank of New York, the New York State Banking Department and the Bank of New York on the state of the Bank of New York's suspicious activity reporting practices and anti-money laundering procedures.

## **Construction Solutions Engagements**

### ***The Big Dig***

Perhaps one of the largest (approximately \$14 billion in costs) and most famous construction projects in the US in the last 50 years is the Central Artery/Tunnel (CA/T or Big Dig) project in Boston. FTI professionals were selected to assist the CA/T with all of its audit-related issues on the project and have been assigned to that project from 2001 to the current time-frame. The Big Dig implemented a very successful project close out approach starting in 2003/2004, whereby virtually all of the major contracts were closed out without the need to resort to litigation. FTI professionals were an integral part of the team that assisted in these successful close outs. Our savings were significant in terms of documenting areas of overlap or overstatement in field office overhead rates, equipment rates, inefficiency assertions and other cost related issues.

As the Project is ongoing and most of our work was performed under Confidentiality Agreements, we cannot discuss specific contractors or conclusions, but can state that, in many instances, contractors' claims were reduced by 25-45% based solely on audit and costing issues (before consideration of delay responsibility or other entitlement issues).

### ***Southern New Jersey Light Rail Transit***

The project was the construction of a new 34-mile 20 station light rail system to link Trenton and Camden New Jersey under the jurisdiction of NJ Transit. At issue were work area access, delay and work sequence changes. Consultants at FTI provided analysis of delay and labor productivity on behalf of the electrical systems and switch and signal contractor.

### ***Tappan Zee Bridge Deck Replacement Project***

The project included a partial replacement of the roadway deck, as well as partial and full penetration concrete repairs in other areas under the jurisdiction of NYSDOT. The issues in dispute were repair methodology, the measurement of the work and delay. Consultants at FTI provided contract, schedule and cost analyses and demonstrative evidence for submission to the agency.

### ***Macombs Dam Bridge***

The rehabilitation of the Macombs Dam Bridge included the structural replacement and reinforcement of portions of the historic swing span and five elevated approach structures under the jurisdiction of NYCDOT Moveable Bridges. The issues in dispute

were undocumented deterioration of the existing structures, delay, acceleration and the resolution of the swing span testing and operation. Consultants at FTI provided schedule, labor productivity and damages analyses as well as litigation support.

## **FEDA-Specific Engagements**

Our approach to solving data-intensive problems serves as the foundation for planning business workflow and developing analyses that are essential to capturing critical business insights. In addition to FEDA's participation in many of the above engagements, described below are a few representative cases that highlight FTI's extensive relevant experience in complex data analytics and data management.

### ***U.S. Government***

For over 15 years, FTI has been retained by the Department of the Interior, the Department of the Treasury and the Department of Justice to provide litigation support related to the largest class action lawsuit brought against the U.S. Government (Cobell). Our responsibilities include, but are not limited to:

- Collecting, organizing and analyzing millions of annual transactions;
- Establishing the validity and reliability of the underlying records (including the identification and resolution of anomalous transactions); and
- Assisting with the re-issuance of account statements to class members.

### ***Large Global Custodial Bank (Confidential Matter)***

Our client was under investigation by the SEC for its implementation and enforcement of policies regarding a non-custodial service offering. FTI developed a methodology for assisting the Bank in assessing the extent of its potential exposure. Working directly with the client's internal and external legal team, FTI developed a strategic analytical approach and leveraged its information systems expertise to mirror the Bank's production servers, including reference, pricing, FX and client balance tables in its own Oracle environment. Although the database approached a terabyte in size, with some tables nearly a half-billion records, FTI deftly manipulated the data and was able to rapidly respond to analytical requests from the client and third parties. FTI used statistical methods of bootstrapping along with normalizing against industry-wide performance data to identify outliers. As standard normalization models proved inadequate in this case, FTI developed an innovative methodology for muting the impact of market price changes that was accepted by the regulator and became central to the Bank's ability to approach an agreement.

### ***Large Global Broker/Dealer (Confidential Matter)***

FTI worked with the top brokerage firm's financial and technology functions, in conjunction with Department of Justice investigation, to review, assess and test controls for various trading platforms, risk monitoring systems and procedures. To this end, FTI provided extensive recommendations in the areas of system controls, testing, configuration and risk management and implemented the recommendations to create a formal change management process and define the SDLC process. This included use

of change management systems, development of business requirements, testing procedures and quality assurance processes.

## References

FTI and BakerHostetler have performed services for the following clients within the last three years. Please contact these individuals to request information about FTI or BakerHostetler, our resources and our commitment to client service.

- 1) Aggregate Industries**  
AUSA Fred Wyshak  
John Joseph Moakley Federal Courthouse  
One Courthouse Way, Suite 9200  
Boston, MA 02210  
(617) 748-3100

Ed Bedrosian, Esq.  
First Assistant Attorney General  
Massachusetts Attorney General's Office  
One Ashburton Place  
20th Floor  
Boston, MA 02108  
(617) 727-2200  
ed.bedrosian@state.ma.us
- 2) Japanese Engineering/Construction Company**  
Manny Abascal  
Latham & Watkins LLP  
355 South Grand Avenue  
Los Angeles, CA 90071-1560  
(213) 891-7889  
manny.abascal@lw.com
- 3) Mount Vernon Monetary Management**  
Sharon Cohen Levin, Esq.  
Assistant United States Attorney  
United States Attorney  
Southern District of New York  
One Saint Andrew's Plaza  
New York, New York 10007
- 4) Local-14-14B**  
Richard Hayes, Esq.  
Assistant U.S. Attorney  
United States Attorney's Office  
Eastern District of New York  
271 Cadman Plaza East

Brooklyn, New York 11201  
(718) 254-6050  
richard.hayes@usdoj.gov

The Honorable Sterling Johnson, Jr.  
U.S. District Judge Sterling Johnson, Jr.  
Eastern District of New York  
225 Cadman Plaza East  
Brooklyn, New York 11201  
(718) 613-2460  
sterling.johnson@nyed.uscourts.gov

- 5) Town of Brookhaven**  
Annette Eaderesto, Esq.  
Town Attorney  
18 Railroad Avenue  
Center Moriches, NY 11934  
aeaderesto@brookhaven.org  
(631) 451-6501

Robert Quinlan, Esq.  
Former Town Attorney  
vmi70@optonline.net  
Mobile (631) 838-4617

- 6) Bernard L. Madoff Investments Securities Investigation**  
Mr. Irving H. Picard, Esq.  
45 Rockefeller Center, 14th Floor  
New York, New York 10111  
Phone: 212-589-4688  
ipicard@bakerlaw.com

- 7) Michael Kenwood Group Receivership**  
Mr. John J. Carney Esq.  
SEC Receiver  
BakerHostetler  
45 Rockefeller Center, 14th Floor  
New York, New York 10111  
Phone: 212-589-4255  
Fax: 212-589-4201  
[jcarney@bakerlaw.com](mailto:jcarney@bakerlaw.com)

FTI Consulting and BakerHostetler have many satisfied clients and success stories. We will be happy to provide additional references upon request.

## HFA'S (Small Business Contractor) Qualifications for this Engagement

The Holman Frenia Allison, P.C. practice is made up of a variety of clients including municipal & county governments, boards of education, fire districts, municipal utility authorities, not-for-profit organizations, private schools, construction contractors, manufacturers, retailers, distributorships, professional practices, condominium associations, nursing homes and real estate developers and gas/energy clients. Additionally, the Firm handles tax, management advisory services, personal financial planning engagements, litigation support and forensic accounting matters.

HFA's private sector experience includes the audits of contractors, professional service firms and non-profit agencies. This experience includes, but is not limited to, forensic investigations involving general contractors and sub-contractors who have individually and/or conspiratorially engaged in complex schemes designed to defraud government agencies, private corporations and individuals. Two of HFA's Forensics CPAs are former state and federal law enforcement officers, which uniquely qualifies us to handle forensic engagements of all magnitudes.

HFA's philosophy is simply to meet the needs of our clients and provide them with the highest quality of professional service possible.

## HFA'S (Small Business Contractor) Experience

### Monitor and Compliance Engagements

#### *General Electric Aerospace*

HFA professionals monitored the compliance of defense contractor General Electric Aerospace with terms and conditions of defense contracts they had with the United States government. They also monitored the contractor's compliance with the contract terms that pertained to inventory maintenance and disposition. In addition, HFA professionals interfaced with corporate officials and representatives of the United States government to ensure compliance.

#### *Monmouth County Prosecutor's Office*

HFA professionals monitored the compliance of the Monmouth County Prosecutor's Office with the terms and conditions of the National Crime Information Center (NCIC). In particular, HFA professionals monitored the agency's compliance with the terms that pertained to Complaint Warrants, motor vehicle information and information related to a person's history of arrest, conviction and incarceration. NCIC is a database utilized by state and federal law enforcement agencies in furtherance of fulfilling their respective missions. NCIC is maintained by the Federal Bureau of Investigation's Criminal Justice Information Services Division. Strict guidelines regulate each agency's utilization of the database and the information contained therein. Compliance therewith determines each agency's continued authorization to utilize the database. HFA professionals interfaced

with prosecutors, court administrators and municipal, county and state law enforcement officials to ensure compliance.

## **Construction Related Engagements**

### ***Newark Airport***

HFA professionals were retained by a national airline carrier regarding their participation in the construction of Terminal "C" at Newark Airport. They provided internal audit/consulting services for the airline and represented them in matters involving the Port Authority of New York and New Jersey (PANYNJ). Monthly funding requisitions were reviewed and analyzed for accuracy and then submitted to the PANYNJ. HFA professionals examined payroll records for compliance with prevailing wage requirements and regularly analyzed contractor submissions to detect and eliminate waste, abuse and fraud.

### ***Public Corruption (Confidential Matter)***

HFA professionals were retained in a public corruption matter involving the conspiracy between elected officials, construction contractors and project professionals in furtherance of a bribery and fraud scheme victimizing a county government. The project was related to the construction of a county-wide waste water treatment system. The investigation centered, in part, on the analysis of construction contracts and change orders. The analysis revealed that the participants in the scheme substituted contractually mandated materials with sub-standard materials. Further analysis revealed that the bribes were financed utilizing inflated change orders. Construction take-offs and contract credits were examined and recalculated wherein they were identified as key elements utilized by the participants in executing the scheme.

### ***Contractor Fraud (Confidential Matter)***

A general contractor conspired with the construction manager of a privately held corporation to defraud the corporation during the construction of a new corporate headquarters. The conspiracy included an agreement between the parties to utilize a ghost employee scheme. HFA professional's analysis of payroll records, certain invoices and the related supporting documentation, along with interrogations of key participants in the scheme, also revealed that the co-conspirators agreed to shift costs from the headquarters job to other jobs in an attempt to further conceal the fraud.

### ***Contractor Fraud (Confidential Matter)***

A general contractor engaged in questionable business practices while contractually obligated to provide construction services for a government entity in furtherance of a redevelopment project. HFA professionals' analysis of certain contracts revealed that terms of those contracts appeared to have been manipulated to the detriment of the government entity without their knowledge. Examination of AIA reports, invoices and supporting documentation submitted by sub-contractors, along with the supporting documentation for a significant change order submitted by the general contractor revealed that the general contractor may have diverted funds from this project to cover costs on an unrelated project.

### ***Schools Construction Corporation***

HFA professionals reviewed internal controls related to the acquisition of land, construction of schools and procurement practices of the Schools Construction Corporation. HFA professionals reviewed and analyzed the circumstances surrounding transactions that pertained to certain expenditures. They also examined various change orders related to questionable construction and architectural projects.

## **Staff Anticipated to Provide Services**

The following is a summary description of personnel expected to provide material services. CV's for each of these individuals are attached in **Exhibit C**. Each of the team members listed is a full-time employee of FTI or BakerHostetler and will be available to work on this matter as needed.

### **Partners/Principals**

#### ***Philip Daddona***

Philip Daddona is a senior managing director in the FTI Forensic and Litigation Consulting segment and is based in New York. Mr. Daddona has extensive experience in the resolution of complex disputes and significant operational and financial management experience in various industries. Philip Daddona led the team which served as the extension of staff for the City for financial oversight for the debris removal after the terrorist attacks of September 11, 2001.

#### ***George A. Stamboulidis***

George Stamboulidis is Co-Chair of BakerHostetler's national White Collar Defense and Corporate Investigations team and a member of the firm's Policy Committee. George Stamboulidis focuses on white collar and corporate criminal and regulatory matters. George assists corporations in conducting internal investigations and evaluating and making recommendations to enhance financial transaction controls and ensure adequate internal review procedures. He has been appointed by the DOJ as a federal monitor four times and currently serves as the Ethical Practices Attorney for Local 14-14B of the International Union of Operating Engineers. He is admitted to practice in New Jersey where he began his legal career in the U.S. Attorney's office in Newark.

#### ***Lauren J. Resnick***

Lauren Resnick is a partner and member of BakerHostetler's Policy Committee. She focuses her practice on white collar criminal and regulatory matters, internal corporate investigations and commercial litigation. As a member of the team serving as Counsel to the SIPA Trustee for the largest Ponzi scheme in history, Lauren Resnick supervises the extensive financial reconstruction of the decades-long operation of Bernard L. Madoff Investment Securities LLC for the ongoing liquidation and litigation proceedings. Ms. Resnick has supervised numerous monitorships in connection with the firm's appointment by the Department of Justice and other governmental agencies to assess compliance procedures and controls at labor unions, private companies, municipalities and banking institutions.

### ***Dan Castleman***

Daniel J. Castleman is a senior managing director in the FTI Consulting Forensic and Litigation Consulting practice and is based in New York. Mr. Castleman has more than 30 years of investigative and litigation experience. He provides domestic and international clients with expert consulting services in matters involving internal investigations, fraud investigations, investigative due diligence, compliance and monitoring, anti-money laundering investigations and integrity advisory services.

### ***Philip Stern***

Philip Stern is a senior managing director in the FTI Consulting Forensic and Litigation Consulting practice and is based in New York. Mr. Stern has 40 years of private sector consulting and federal, state and city government experience in corporate and banking fraud, computer fraud, litigation consulting and crisis management.

### ***Neal Hochberg***

Neal Hochberg is a senior managing director and is the global leader of the FTI Consulting Forensic and Litigation Consulting practice. He is also a member of the firm's executive committee. Based in New York, Mr. Hochberg has more than 35 years of professional experience.

### ***Allen Applbaum***

Allen D. Applbaum is a senior managing director in the FTI Forensic and Litigation Consulting segment and is based in New York. Mr. Applbaum has more than 20 years of litigation and investigative consulting experience. He provides domestic and international clients with expert consulting services in matters involving internal investigations, fraud investigations, investigative due diligence, Foreign Corrupt Practices Act investigations, compliance and monitoring, anti-money laundering investigations, corporate governance and integrity advisory services.

### ***Brian Ong***

Brian Ong is a senior managing director in the FTI Consulting Forensic and Litigation Consulting segment and is based in New York. Mr. Ong is a senior business adviser with over 20 years of providing accounting, financial analysis, business valuation and corporate transactional advisory services to a variety of clients including numerous corporate clients, corporate boards of directors, "C-level" executives, in-house legal counsel and external legal counsel.

### ***Rob Brunner***

Robert Brunner is a senior managing director in the FTI Consulting Forensic Litigation Consulting practice and is based in San Francisco. Mr. Brunner leads FTI Consulting's global Financial & Enterprise Data Analysis practice (FEDA), where he is a nationally recognized expert in the areas of collection and analysis of financial, transactional and operational data. Mr. Brunner specializes in complex, data-intensive cases, including government/regulatory investigations, financial/accounting investigations, class actions, bankruptcies and other cases requiring complex modeling or sharing of information.

### ***Anthony Tabb***

Anthony Tabb is a senior managing director in the FTI Consulting Forensic and Litigation Consulting practice and is based in New York. He is a member of the Forensic and Enterprise Data Analytic group (FEDA). Mr. Tabb is a leading expert in areas of information technology consulting services, including system integration, IT due diligence and valuation, system efficiency diagnostics regarding—data relationship, functional data flow, right sizing of various systems, identification of active vs. semi-active or inactive systems, streamlining server architecture to insure proper cost benefit and efficiency of data use, logical ERD analysis, financial and operational data mining/analysis, risk advisory services, assisting clients in structuring transactions and processes to reduce legal and other risks.

### ***Dennis Durkin***

Denis Durkin is a partner in BakerHostetler's litigation group with extensive experience advising clients on federal procurement, government contract administration, bid protests, procurement litigation and all aspects of construction management and scheduling. In 2004, Dennis represented a client in a million-dollar claim for FEMA funds given to the City of Winter Park, FL to aid in the cleanup following Hurricane Charlie which had devastated Central Florida in 2004.

### ***Hilary Cairnie***

Hilary Cairnie is a partner at BakerHostetler who focuses his practice in public contract law, encompassing virtually all aspects of government contract law, including contract formation, performance, administration and enforcement controversies at the federal and state levels. With two engineering degrees and several years' experience working as an engineer for various companies, Mr. Cairnie uses his unique technical background to represent clients involved in aerospace, automotive, shipbuilding, transportation, construction, engineering and research and development endeavors, among others.

## **Program Managers**

### ***Joe Slavis***

Joe Slavis is a senior managing director in the FTI Consulting Forensic and Litigation Consulting practice with over 20 years of experience. Mr. Slavis is a member of the Construction Solutions group assisting clients with monitoring of construction costs, including construction cost audits, delay claims and sub-contractor arrangements.

### ***Joseph Castellano***

Joseph Castellano is a senior managing director in the FTI Consulting Forensic and Litigation practice and is based in New York. Mr. Castellano is a member of the Construction Solutions group with over 25 years of experience in the construction industry with contractors, construction managers and consultants. He has provided various construction consulting services to owners, contractors, sureties and insurance companies including schedule delay analysis, change order reviews and contract compliance reviews. Mr. Castellano is a licensed professional engineer in New Jersey.

### ***Christopher Brophy***

Christopher Brophy is a managing director in the FTI Consulting Forensic and Litigation Consulting practice and is based in New York. He is a Certified Public Accountant with over twenty years experience assisting policyholders with complex insurance claims. This has included first party property and business interruption claim, builders risk claims, fidelity claims, contingent business interruption claims and FEMA claims.

### ***Anthony Milazzo***

Anthony Milazzo is a managing director in the FTI Consulting Forensic and Litigation Consulting practice and is based in New York. Mr. Milazzo has extensive experience in auditing, corporate finance and forensic accounting. He is responsible for leading forensic accounting engagements including internal investigations, disputes and general accounting advisory matters.

### ***Francesca Harker***

Francesca Harker is an associate in the New York Office of BakerHostetler. She is responsible for handling litigation matters and focuses her practice in the areas of general commercial litigation and white collar and corporate criminal matters. She represents individuals and corporations in complex commercial litigation matters as well as in formal and informal investigations by the United States Department of Justice and the Securities and Exchange Commission.

### ***Patrick Campbell***

Patrick Campbell is an associate in the New York Office of BakerHostetler. He focuses his practice in the areas of white collar and corporate criminal and regulatory matters, internal corporate investigations, employment litigation and general commercial litigation. Mr. Campbell has represented clients in formal and informal investigations by the Securities and Exchange Commission, United States Attorney's Office and the New York Attorney General's Office.

## **Project Managers**

### ***Jonathan Zambelli***

Jonathan Zambelli is a director in the FTI Consulting Corporate Finance and Restructuring practice and is based out of New York.

### ***Andrew Rosini***

Andrew Rosini is a senior director in the FTI Forensic and Litigation Consulting, Global Risk and Investigative Practice which specializes in investigative due diligence. Mr. Rosini is based out of New York.

### ***Javier Alvarez***

Javier Alvarez is a senior director in the FTI Forensic and Litigation Consulting practice and is based out of New York.

### ***Christopher de Lastic***

Christopher de Lastic is a director in the FTI Forensic and Litigation Consulting practice and is based out of New York.

### ***Denise Vasel***

Denise Vasel is an associate in the New York Office of BakerHostetler. She is responsible for handling a variety of litigation matters, including complex litigation involving foreign corporations.

## **Senior Consultants**

### ***Erin Dunn***

Erin Dunn is a senior consultant in the FTI Forensic and Litigation Consulting practice and is based out of New York.

### ***Jonathan Rosen***

Jonathan Rosen is a senior consultant in the FTI Forensic and Litigation Consulting practice and is based out of New York.

### ***Daniel DeLorenzo***

Daniel DeLorenzo is a senior consultant in the FTI Forensic and Litigation Consulting practice and is based out of New York.

### ***Greg Mikulka***

Greg Mikulka is a senior consultant in the FTI Forensic and Litigation Consulting practice and is based out of New York.

## **HFA (Small Business Contractor) Staff Anticipated to Provide Services**

CV's for each of these individuals are attached in **Exhibit D**.

## **Partners/Principals**

### ***Frank B. Holman***

Frank B. Holman III, CPA is President of Holman Frenia Allison, P.C. Mr. Holman runs financial statement audits of contractors ranging in size from \$500,000 in revenue to 75 million. Mr. Holman's contractor experience includes specialty contractors such as electrical and plumbing to heavy road- building and pipeline contractors.

## **Program Mangers**

### ***Keith Ingling***

Keith Ingling, CPA is currently on staff as a Forensics Manager at Holman Frenia Allison, P.C. Mr. Ingling has over twenty-nine years' experience in accounting and criminal investigations as a Forensic Accountant, specializing in fraud, financial crime, organized crime and corruption.

**Kevin Frenia**

Kevin P. Frenia, CPA, RMA, PSA, CFE is the Vice President and CEO of Holman Frenia Allison, P.C. Mr. Frenia has over 27 years experience in audit and forensic investigation, with a concentration on New Jersey governmental agencies.

**Project Mangers**

**Albert G. Palentchar**

Albert G Palentchar, CPA, is an associate of Holman Frenia Allison, P.C. Mr. Palentchar has been involved in financial investigation concerning environmental violations, corruption, arson, bank fraud, securities fraud, business fraud and civil and criminal racketeering. Mr. Palentchar previously worked with the New Jersey Inspector General’s Office where he was involved in civil investigations of various State departments, bureaus and agencies.

**Senior Consultants**

**Jerry Conaty, CPA, CFE**

Jerry Conaty is an Audit Manager at Holman Frenia Allison, P.C.

**Tiffany Egan, CPA, CFE**

Tiffany Egan is a Senior Accountant at Holman Frenia Allison, P.C.

**Jayme Gatti**

Jayme Gatti is a Staff Accountant at Holman Frenia Allison, P.C.

**Contract Organizational Charts**

Pool Specific Organizational Charts detailing the structure of the project are attached in **Exhibit E**.

**Primary Contact Information**

**Philip Daddona**

FTI Consulting, Inc.  
3 Times Square, 14<sup>TH</sup> Floor  
New York, NY 10036  
(212) 499-3618  
Philip.daddona@fticonulsting.com

101 Eisenhower Parkway  
Roseland, NJ 07068  
(973) 852-8198

**George A. Stamboulidis**

Baker & Hostetler LLP  
45 Rockefeller Plaza

New York, NY 10111  
(212) 589-4211  
GStamboulidis@bakerlaw.com

## Financial Capability of the Bidder

### FTI Consulting

FTI is a public company listed on the New York Stock Exchange under the symbol FCN. We file periodic financial reports with the SEC on an annual and quarterly basis. We have included a copy of our 2012 earnings results in **Exhibit F**. Additional information about FTI and our financial performance is available in the “Investor Relations” section of our website at: [www.fticonsulting.com](http://www.fticonsulting.com).

FTI banks domestically at Bank of America N.A.

### BakerHostetler

BakerHostetler is a limited liability partnership with over 800 lawyers nationally. In 2012, gross revenues rose 16 percent from the previous year, to \$510 million. Profits-per-equity partner increased 10 percent in 2012, to \$930,000. Lawyer head count also rose 10 percent, to 810 lawyers. Revenue per lawyer increased 5 percent, to \$630,000.

## Claims & Litigation

### Claims and Litigation against FTI

From time to time in the ordinary course of business, FTI is subject to claims, asserted or unasserted, or named as a party to lawsuits or investigations, including formal legal proceedings with current/former clients regarding collection of past due amounts and generic commercial contract claims. Information about claims and litigation is considered confidential. However, we are not aware of any asserted or unasserted legal proceedings or claims that we believe would have a material adverse effect on our financial condition or results of our operations.

### Claims and Litigation against BakerHostetler

BakerHostetler is not aware of any asserted legal proceedings or claims that it believes would have a material impact on its financial condition or operations. However, during the ordinary course of business BakerHostetler is occasionally subject to claims, named as a party to lawsuits, or involved in other legal disputes. Information regarding these matters is deemed confidential.

## Exhibits

Exhibit A – Required Forms

Exhibit B – Data Analytics

Exhibit C – Resumes for FTI and BakerHostetler Staff

Exhibit D – HFA Company Overview and Resumes for Staff

Exhibit E – Contract Organizational Charts

Exhibit F – FTI 2012 Earnings Report

**REQUIRED SUBMISSION IF BIDDER INTENDS TO SUBCONTRACT**

STATE OF NEW JERSEY DIVISION OF PURCHASE AND PROPERTY (DPP)  <b>SUBCONTRACTOR UTILIZATION PLAN</b>	<b>DPP Solicitation No.:</b> 768892S
<b>Bidder's Name and Address:</b> FTI Consulting, Inc. / Baker & Hostetler LLP 3 Times Square 14th Floor New York, NY 10036	<b>DPP Solicitation Title:</b> Integrity Monitoring Services
	<b>Bidder's Telephone No.:</b> 2124993618  <b>Bidder's Contact Person:</b> Philip Daddona

**INSTRUCTIONS:** List all businesses to be used as subcontractors. This form may be duplicated for extended lists.

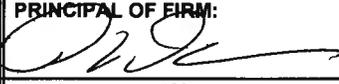
SUBCONTRACTOR'S NAME ADDRESS, ZIP CODE TELEPHONE NUMBER AND VENDOR ID NUMBER	CHECK HERE IF CONTRACT IS NOT SMALL BUSINESS <input type="checkbox"/>			TYPE(S) OF GOODS OR SERVICES TO BE PROVIDED	ESTIMATED VALUE OF SUBCONTRACTS
	SMALL BUSINESS CATEGORY *				
	I	II	III		
Holman Frenia Allison, P.C. 10 Allen Street, Suite 2B Toms River, NJ 08753 732-797-1333		X		Auditing	25%

\* For those Bidders listing Small Business Subcontractors: Attach copies of Division of Revenue - Small Business Enterprise Unit registration for each subcontractor listed. If bidder has not achieved established subcontracting set-aside goals, also attach documentation of good faith effort to do so in the relevant category in accordance with NJAC17:13-4 and the Notice to All Bidders.

I hereby certify that this Subcontractor Utilization Plan (Plan) is being submitted in good faith. I certify that each subcontractor has been notified that it has been listed on this Plan and that each subcontractor has consented, in writing, to its name being submitted for this contract. Additionally, I certify that I shall notify each subcontractor listed on the Plan, in writing, if the award is granted to my firm, and I shall make all documentation available to the Division of Purchase and Property upon request.

I further certify that all information contained in this Plan is true and correct and I acknowledge that the State will rely on the truth of the information in awarding the contract.

**PRINCIPAL OF FIRM:**

 _____ (Signature)	Senior Managing Director _____ (Title)	APR 11, 2013 _____ (Date)
---	--	---------------------------------



HOLMAN | FRENIA  
ALLISON, P.C.

*Certified Public Accountants & Consultants*

10 Allen Street, Suite 2B, Toms River, NJ 08753 • Tel: 732.797.1333  
618 Stokes Road, Medford, NJ 08055 • Tel: 609.953.0612  
912 Highway 33, Suite 2, Freehold, NJ 07728 • Tel: 732.409.0800  
795 Canton Street, Troy, PA 18947 • Tel: 570.297.5090  
926 Main Street, Suite 103, Rome, PA 18837 • Tel: 570.297.5090  
[www.hfacpas.com](http://www.hfacpas.com)

April 3, 2013

Mr. Philip Daddona  
Senior Managing Director  
FTI Consulting, Inc.  
Three Times Square, 11<sup>th</sup> Floor  
New York NY 10036

Dear Mr. Daddona:

Thank you for contacting us and providing us with the opportunity to participate with FTI Consulting, Inc. in this proposal process.

As per the request of Jonathan Zambelli, Director, Corporate Finance, FTI Consulting, Inc. on April 3, 2012, we consent to the use of our firm's name, Holman Frenia Allison, P.C. in your bid that you will be submitting in response to Request for Quotation number 768892S for Financial Auditing and Grant Management, and Integrity Monitoring/Anti-Fraud Services for Disaster Recovery Assistance (Hurricane Sandy).

We appreciate the invitation to partner with you in this endeavor and we look forward to a successful relationship between our firms. Please feel free to contact me should you need anything else in furtherance of this proposal process.

Best Regards,

A handwritten signature in black ink, appearing to read 'F. B. Holman, III', written over a light blue horizontal line.

FRANK B. HOLMAN, III  
President

FBH/pl

cc: Keith F. Ingling, Forensics Manager

## SOURCE DISCLOSURE CERTIFICATION FORM

Contractor: FTI Consulting, Inc / Baker & Hostetler LLP Solicitation Number: 768892S

I hereby certify and say:

I have personal knowledge of the facts set forth herein and am authorized to make this Certification on behalf of the Contractor.

The Contractor submits this Certification in response to the referenced contract issued by the Division of Purchase and Property, Department of the Treasury, State of New Jersey (the "Division"), in accordance with the requirements of N.J.S.A. 52:34-13.2.

**Instructions:**

List every location where services will be performed by the Contractor and all Subcontractors.

If any of the services cannot be performed within the United States, the Contractor shall state, with specificity the reasons why the services cannot be so performed. Attach additional pages if necessary.

Contractor and/or Subcontractor	Description of Services	Performance Location[s] by Country	Reasons why services cannot be performed in US
FTI Consulting, Inc	Auditing and Monitoring Services	USA	
Baker & Hostetler LLP	Auditing and Monitoring Services	USA	
Holman Frenia Allison, P.C.	Auditing and Monitoring Services	USA	

Any changes to the information set forth in this Certification during the term of any contract awarded under the referenced solicitation or extension thereof will be immediately reported by the Vendor to the Director, Division of Purchase and Property (the "Director").

The Director shall determine whether sufficient justification has been provided by the Contractor to form the basis of his certification that the services cannot be performed in the United States and whether to seek the approval of the Treasurer.

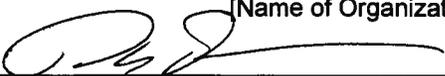
I understand that, after award of a contract to the Contractor, it is determined that the Contractor has shifted services declared above to be provided within the United States to sources outside the United States, prior to a written determination by the Director that extraordinary circumstances require the shift of services or that the failure to shift the services would result in economic hardship to the State of New Jersey, the Contractor shall be deemed in breach of contract, which contract will be subject to termination for cause pursuant to the State of New Jersey Standard Terms and Conditions.

I further understand that this Certification is submitted on behalf of the Contractor in order to induce the Division to accept a bid proposal, with knowledge that the Division is relying upon the truth of the statements contained herein.

I certify that, to the best of my knowledge and belief, the foregoing statements by me are true. I am aware that if any of the statements are willfully false, I am subject to punishment.

Contractor: FTI Consulting, Inc. / Baker & Hostetler LLP

[Name of Organization or Entity]

By:  Title: Senior Managing Director

Print Name: Philip Daddona Date: APRIL 1, 2013

## Exhibit B – Data Analytics

# FTI Dashboard and Data Analytic Solutions

March 2013



Critical thinking at the critical time™

## How can data analytic solutions help organizations?

- Leverage tools and technology to get the right data to decision makers
- Automate previously manual tasks such as reporting, data extraction and complex calculations
- Interact with data through visualizations to monitor business process and analyze problems.

## FTI's value proposition

- Real-time organizational, financial, and operational reporting
- Ability to aggregate organizational data from a variety of data sources (Oracle, SQL Server, MS Access, MS Excel, SharePoint, text)
- Build solutions that are scalable, interactive, and visualization based



## Overview of Financial and Enterprise Data Analytics (FEDA) Experience with ERP and Financial Systems

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### **Our core strength is in our ability to...**

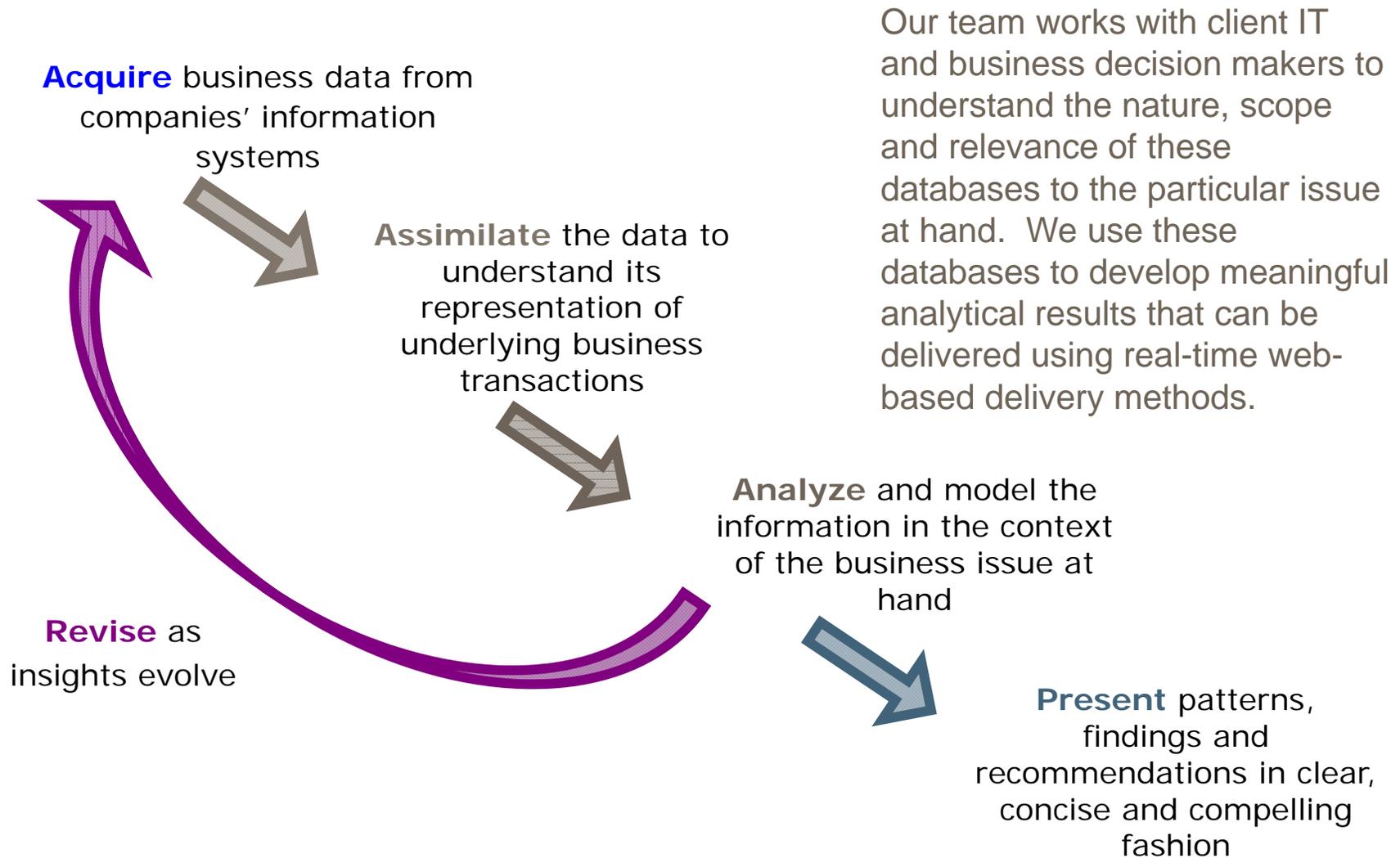
- Target and retrieve relevant data throughout disparate corporate infrastructure and convert that information into workable database(s) to solve problems and maximize opportunities.
- Minimize intrusiveness into the corporate IT world through special-purpose data warehouses and deep experience in every major enterprise system (Oracle's Core Financials, SAP, JD Edwards, Great Plains, PeopleSoft, etc.)
- Leverage knowledge of corporate IT infrastructure from one case to the next
- Serve as the "bridge" between IT and other stakeholders

### **We manage and analyze critical information in context of...**

- ERP Analysis & Revenue Optimization/Assurance
- Acquisitions and Due Diligence
- Bankruptcies and Restructuring
- Distressed Company Services
- Process Improvement

# Successfully Competing on Analytics

## Integrating Analytics into Business Operations



## Vendor Solutions

# Solution Tiers

---

### Small

Crystal Reports  
MS Access

- **Data:** Requirements are limited in size and specific; several gigabytes
- **Users:** 1-10; department specific
- **Software:** Leverages existing software or tools; no separate database required
- **Reporting:** Basic reporting features and functions; supports dynamic and static reporting
- **Cost:** Limited to no cost or IT support required

### Medium

Tableau  
QlikView  
Spotfire

- **Data:** Requirements are larger and can include data from multiple systems; at least 5 gigabytes
- **Users:** 10-100 cross-departments
- **Software:** Third-party software; separate database may or may not be required
- **Reporting:** Can be deployed over the web; supports data visualization, interactive functions; and ad-hoc querying functionality
- **Cost:** Higher software cost; limited IT support

### Enterprise

MS SQL Server  
Oracle  
SAP  
MicroStrategy

- **Data:** Multi-terabyte or greater; better for unstructured data
- **Users:** 100+ users; enterprise-wide use
- **Software:** Third-party software and/or ERP system; database or data warehouse required
- **Reporting:** Supports medium and small solution capabilities; single source for enterprise governance, financial, and operational data
- **Cost:** High cost; significant IT support required

## FTI Concept For A Business Performance Dashboard

---

The combination of FTI's financial and technology expertise allows us to deliver flexible and high impact reporting tools in a quick and cost effective manner to our clients.

### Simplified Technology Solution

- Analytical tool utilized is Tableau, a commercially developed analytics tool
- Technology is agnostic and can work with most existing platforms, resulting in lower implementation cost
- Dashboard creation is completed using a user interface (as compared to other tools that require programming) which lowers implementation time and cost

### Powerful but Simple User Interface

- Industry leading visualization capabilities, including mapping, dynamic charting, and data tables (App for iPad provides mobility and ease of use)
- Structured methods to drill into data, provides unlimited layers of detail with capabilities to direct a user to the correct answer
- Simple intuitive user navigation allows non-technical users to quickly learn and adopt the analytics and dashboards

### Minimal Ongoing Maintenance

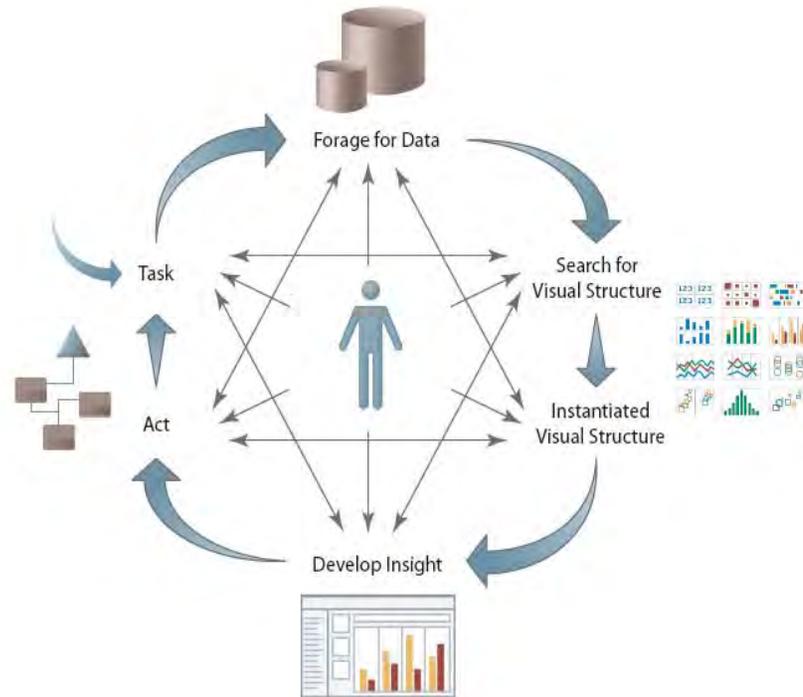
- Smart, lean database approach provides flexibility and speed
- Once data feeds are defined, finance personnel can customize new reports and edit existing reports with minimal training
- Tools are left behind with company and subsequent updates can be completed without IT resources or external professionals

# Driving Forces Behind FTI Business Dashboard Solutions

FTI's approach transforms data analytic capabilities without causing the disruption of a wholesale systems implementation.

## Conventional Approach

- Unpredictable and iterative process for:
  - Discovering structure
  - Finding patterns and outliers
  - Deriving relationships
  - Endless clarification loops and finger pointing



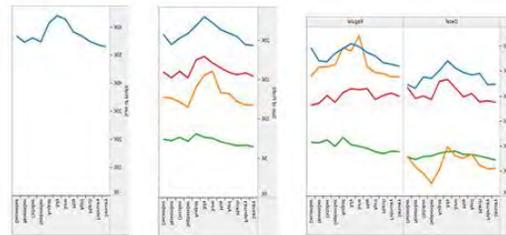
# Driving Forces Behind FTI Business Dashboard Solutions

FTI solutions support how the end user reasons through data by using a transformational approach.

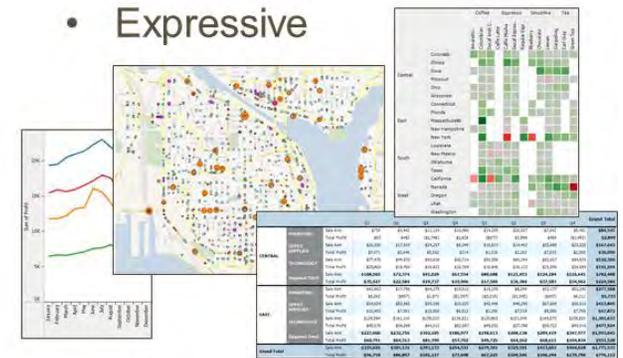
## Transformational Approach

- **Incremental** - Allows people to easily and incrementally change the data they are reviewing
- **Expressive** – Multiple ways to visualize e.g. picture, chart, table because no single view answers every question
- **Unified** – As users engage in Q&A, they are able to change both the data they are looking at, and how they are reviewing data
- **Direct** - allows users to directly interact with the data

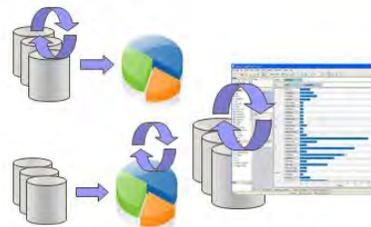
### Incremental



### Expressive



### Unified



### Direct



Technology Agnostic – Can Be Built On Top Of Any Existing Platform

# FTI Real Time Dashboards and Analytics Solution

The implementation approach is a well structured collaborative process that delivers incremental 'quick hits'



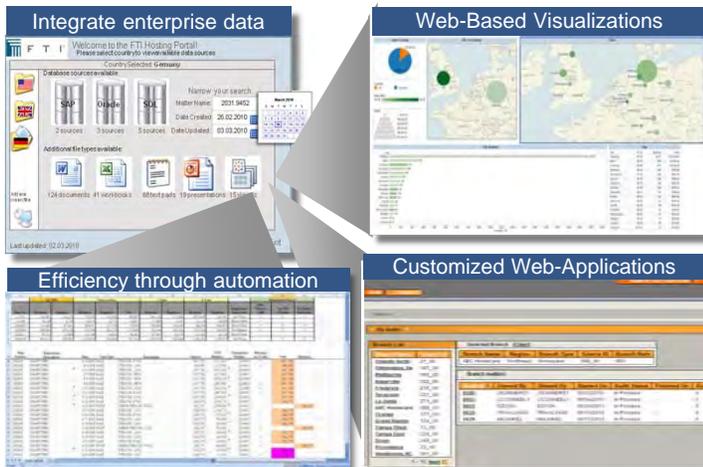
Understand what metrics key stakeholders want to see

Review existing report tools, documentation, and data flow diagrams

Build a data warehouse to extract, transform, and load operational data from various systems and data sources into meaningful metrics

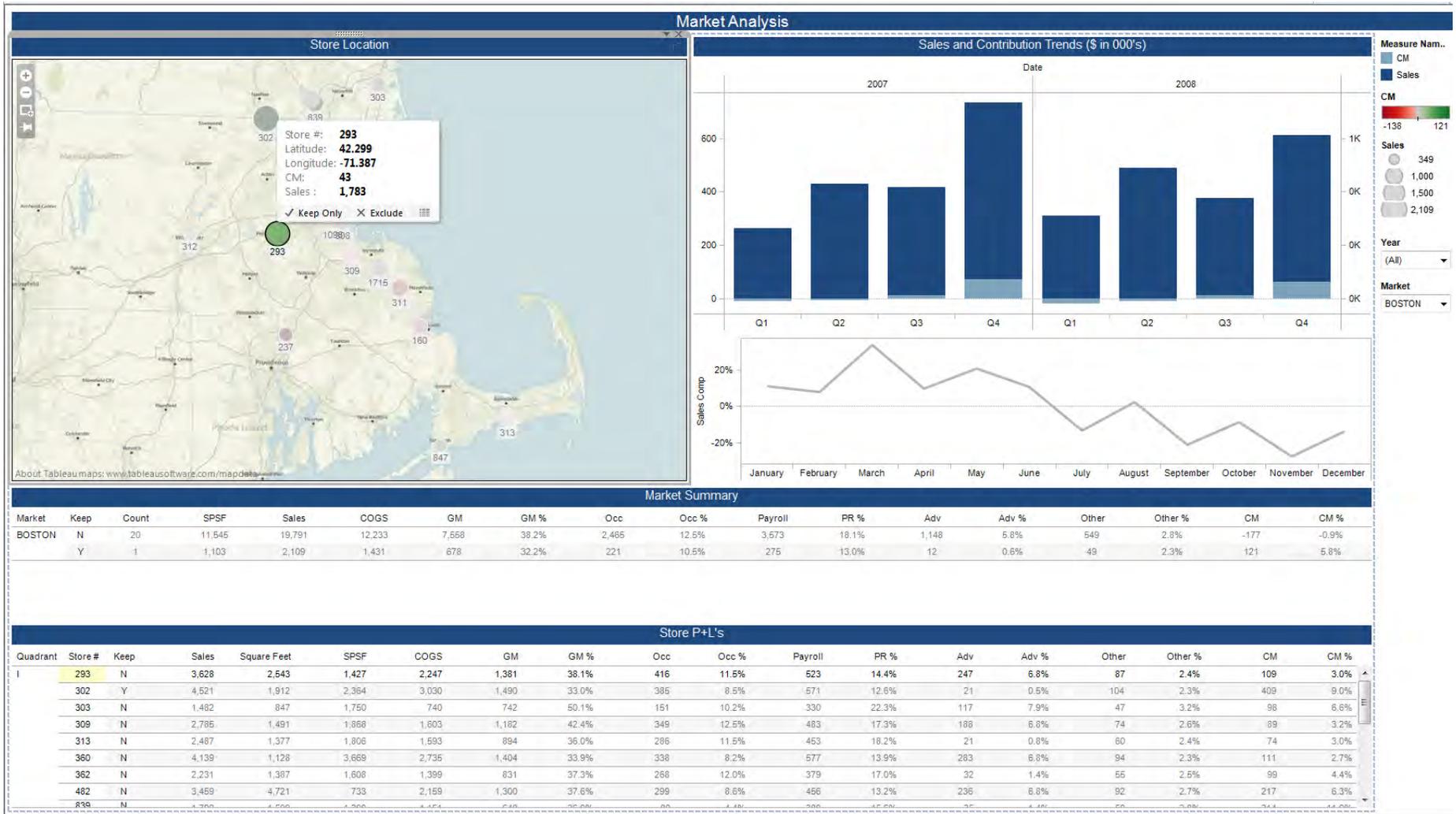
Create batch jobs, stored procedures, triggers to automatically update warehouse data

Report and visualize the warehouse data



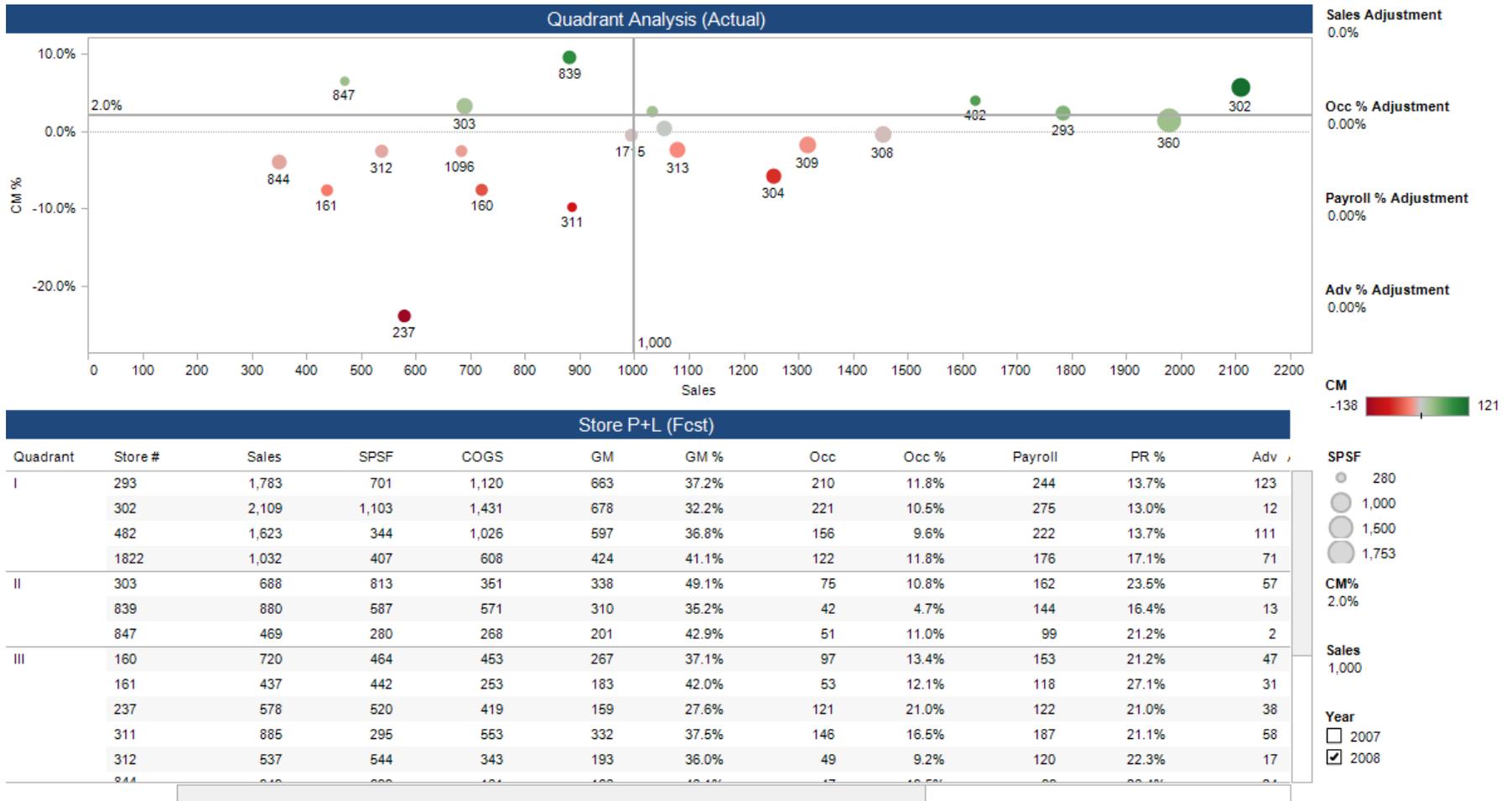
Incremental And Scalable To Business Needs And Resource Availability

# Sample Dashboards Market Analysis



# Sample Dashboards

## Quadrant Analysis

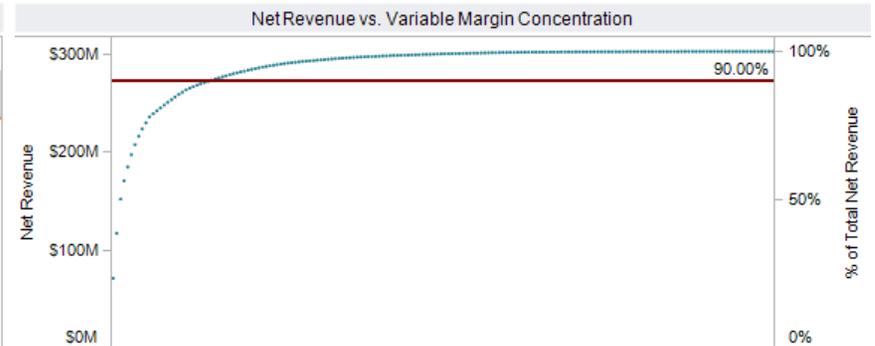
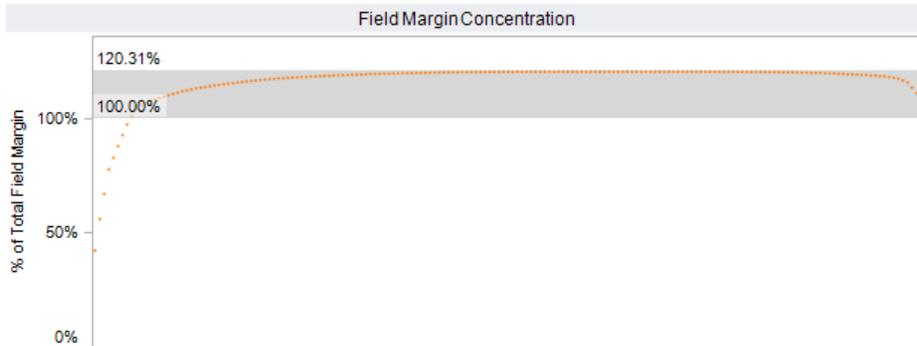
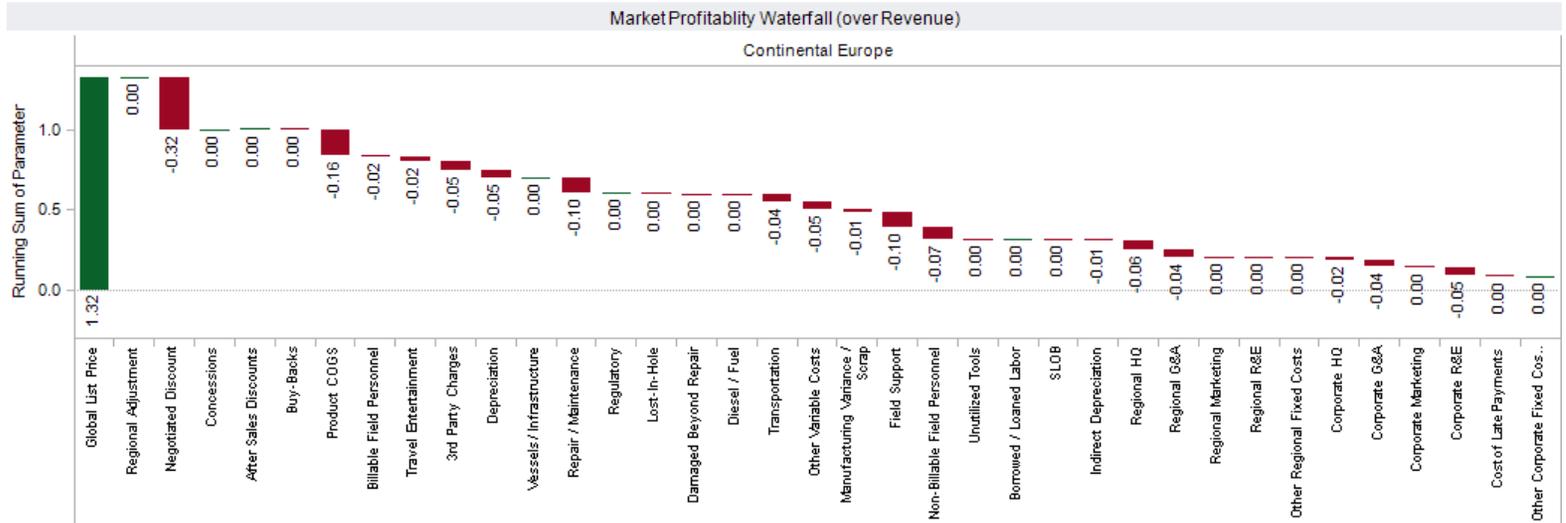


# Sample Dashboards

## Revenue Concentration and Waterfall

### Revenue Concentration and Profitability Waterfall

- Continental Europe
- Norway/Iceland
- United Kingdom/Ireland
- Artificial Lift
- Baker Oil Tools
- Drill Bits
- Drilling and Completion.
- Drilling Services
- Upstream Chemicals
- Wireline Services



# Sample Dashboards

## Heat Map – Profit Margin by State

### State Profitability



**Exhibit C – Resumes for FTI and BakerHostetler Staff**



# Philip Daddona

Senior Managing Director — Forensic and Litigation Consulting

phil.daddona@fticonsulting.com

## FTI Consulting

3 Times Square.  
14<sup>th</sup> Floor  
New York, NY 10036  
Tel: 212-499-3618  
Cell: [REDACTED]

## Education

Stony Brook University;  
Bachelor of Science

Harvard Business School  
Guest Lecturer 2000-2006

Texas A&M University Guest  
Lecturer 2008

## Professional Memberships

American Bar Association  
(Associate)

Philip Daddona is a senior managing director in the FTI Forensic and Litigation Consulting segment based in New York. Mr. Daddona has extensive experience in the resolution of complex disputes and significant operational and financial management experience in various industries. Mr. Daddona has served as a neutral in major class action matters, an arbitrator in numerous cases and he has provided expert testimony in arbitration and litigation matters specializing in financial services, real estate and construction. He has served as the Independent Private Sector Inspector General for capital projects performed by public agencies. He has also served as a monitor for corporations convicted of wrongdoing. During his professional career he has participated in more than 100 mediations as both an advisor and/or as a facilitator. Mr. Daddona formerly led the US Forensic Practice at KPMG which included 54 partners and more than 600 employees.

## Professional Experience

- **World Trade Center 9/11:** September, 2001-December, 2002. Served as the overall independent financial Monitor and led the development and provision of independent financial oversight on behalf of the City of New York for the cleanup at the World Trade Center following the terrorists attacks of 9/11
- **Civil Rights Class Action:** Served as the court appointed Independent Claims Administrator (neutral) in the settlement of a \$50 million civil rights class action in New York City emanating from 4<sup>th</sup> Amendment abuses
- **SEC Receivership (hedge funds):** February, 2011-Present. Led multi-disciplinary team serving as financial advisor to the SEC Receiver of hedge funds in CT. The investigation determined that the funds were a Ponzi scheme with potential losses of \$700 million.
- **Transocean:** April, 2011 – Present. Served as the overall coordinator for all FTI services utilized by the client in relation to the Deepwater Horizon incident
- **Performing Arts Center:** 2001-2001. Served as the Independent Private Sector Inspector General for Miami-Dade County responsible for ethics, integrity and compliance in the development and construction of the city's new Performing Arts Center
- **Life Insurance Class Action:** Selected to lead the Independent Claims Evaluation Team (neutral) for the provision of claims remediation determinations (650,000) arising as part a \$2 billion class action settlement
- **SEC Enforcement Action:** 2005-2007. Led the team which captured, converted and tested 18 million transactions as part of an SEC enforcement action against a global bank. Verified remediation on an independent basis
- **SDNY Receivership:** February, 2010 - January-2011. Served as Chief Restructuring Officer for a cash management business seized by the government after a theft of \$50 million was discovered. Led the orderly closure of the business including the sale of two viable entities and all other assets through bankruptcy

- **Life Insurance Class Action:** Appointed by the Connecticut Attorney General and the Department of Insurance to oversee the remediation of a deceptive sales practices settlement for residents of the State
- **SIPC Claims Management:** Supervised, on behalf of SIPC, the processing of claims as part of the liquidation of a bankrupt broker-dealer
- **Antitrust Class Action:** Provided independent reviews and adjudication of claims (neutral) as part of the settlement of an antitrust class action in the publishing industry arising from anti-competitive practices
- **NYC School Construction Authority:** 1998-2000. Performed capital project fraud investigation on behalf of the NYCSCA relating to prevailing wage violations, payoffs and kickbacks
- **Global Defense Contractors:** Served as Chairman of an International Arbitration Panel (private-ICC rules) regarding earn-out and profit sharing provisions of an airplane manufacturing joint venture contract between French and US companies
- **Life Insurance Class Action:** Led the alternative dispute resolution process (neutral) and remediation on behalf of insurance regulators in a deceptive sales practices class action settlement in Illinois
- **Court Approved Monitor:** 1999-2002. Served as an independent monitor for a bridge painting contractor in NYC convicted of a felony throughout the term of its corporate integrity agreement.
- **IP Matter:** Provided damage analyses and settlement negotiation assistance for HP caused by trademark infringement arising from its sponsorship of the World Cup in France.
- **National Banking Company:** Assisted a major banking company during its acquisition of a regional bank in Louisiana in the aftermath of Hurricane Katrina
- **Chief Restructuring Officer:** Provide overall supervision and interim management for the orderly closure of a commercial window manufacturing company. The company was involved in both publicly funded and private contracts exceeding \$75 million in aggregate at the time of closure. Completed the manufacturing and installation of work in process and managed 87 dispute matters including collection and performance issues.
- **Acquisition Due Diligence:** Review and determine “risk factors” involved in the acquisition of a general contractor performing various power plant construction contracts in the US.
- **Acquisition Due Diligence:** Perform contract and site reviews for the acquirer of an international construction company with annual revenue in excess of \$750 million.

## BakerHostetler

45 Rockefeller Plaza  
New York, NY 10111-0100

Tel: 212.589.4200

Fax: [REDACTED]

### Education

Harvard University John F. Kennedy School of Government, 2000, Strategies of Persuasion Executive Education Program

J.D., Temple University School of Law, 1985

B.A., State University of New York at Stony Brook, 1982, Phi Beta Kappa

### Professional Memberships

American Bar Association's Advisory Panel

Fellow of the Litigation Counsel of America

### Admissions

U.S. Court of Appeals, Second Circuit, 1990

U.S. District Court, Eastern District of New York, 2001

U.S. District Court, Western District of New York, 2001

U.S. District Court, District of New Jersey, 1990

U.S. Court of Appeals, Third Circuit, 2011

New York, 1986

New Jersey, 1986

George Stamboulidis serves as Managing Partner for BakerHostetler's New York office, co-leader of the national White Collar Defense and Corporate Investigations practice and as a member of the firm's Policy Committee. He focuses his practice on white collar and corporate criminal and regulatory matters, as well as complex commercial litigation.

Mr. Stamboulidis has successfully defended corporate clients in federal jury trials. In addition, he has negotiated favorable settlements for both individuals and corporate clients. His successful representations have included work for individuals, corporations, financial institutions, hedge funds and professionals involved in healthcare fraud investigations. He routinely defends clients in federal and local criminal and regulatory investigations involving allegations of accounting, securities, bank, mortgage, and insurance fraud, money laundering, tax evasion, insider trading and front and late trading. He also represents and counsels professionals, financial institutions, municipalities, labor unions and various corporate and institutional clients, including trucking and freight forwarding companies and international businesses, in civil litigation and related matters.

Additionally, Mr. Stamboulidis and his firm serve as counsel to the court-appointed trustee under SIPA in the liquidation of Bernard L. Madoff Investment Securities LLC.

Below is a list of examples from Mr. Stamboulidis' professional experience:

— **Ethical Practices Attorney for Local 14-14B of the International Union of Operating Engineers (2009-Present)**

Mr. Stamboulidis was appointed by the United States District Court for the Eastern District of New York to serve as the Ethical Practices Attorney for Local 14-14B of the International Union of Operating Engineers.

— **Monitor for the Town of Brookhaven (2007-Present)**

Mr. Stamboulidis has served as the monitor for the Town of Brookhaven, monitoring certain operations at the Town's landfill in order to help the Town prevent fraud.

— **Independent Monitor of Mellon Bank, N.A. (2007-2010)**

The United States Attorney's Office for the Western District of Pennsylvania selected Mr. Stamboulidis to serve as the outside independent monitor of Mellon Bank, N.A. (Mellon). Mr. Stamboulidis and his team were responsible for oversight of Mellon's compliance with the terms and conditions of a settlement agreement with the U.S. Attorney's Office. They conducted annual assessments of that compliance, providing detailed written reports to the United States Attorney. This monitorship continued after the subsequent merger with the Bank of New York.

— **Independent Examiner of the Bank of New York (2006-2009)**

BakerHostetler was appointed by the U.S. Department of Justice to serve as Independent Examiner of the Bank of New York with Mr. Stamboulidis as the principal partner responsible for the engagement. Assisted by other BakerHostetler attorneys and an outside forensic auditing firm, Mr. Stamboulidis lead the team in monitoring the bank's

suspicious activity reporting practices and anti-money-laundering procedures and its compliance with related laws and regulations. In addition to the bank, Mr. Stamboulidis reported directly to the United States Attorneys' Offices for the Southern and Eastern Districts of New York, the Federal Reserve Bank of New York, and the New York State Banking Department

— **Independent Monitor of Merrill Lynch (2003-2006)**

As part of its investigation into the collapse of Enron, the U.S. Department of Justice selected Mr. Stamboulidis to serve as the outside independent Monitor of Merrill Lynch, at the time the largest firm by capital. Assisted by a team of BakerHostetler attorneys and auditors from an independent auditing firm, he reviewed Merrill Lynch's implementation of policies and procedures governing the integrity of complex structured finance transactions and, in close consultation with both senior management and the Justice Department, he made recommendations to optimize policies, controls and training firmwide.

- Mr. Stamboulidis and members of his counsel secured unprecedented dismissal of 73-count state fraud and money laundering indictment against former CEO of half-billion-dollar commercial real estate conglomerate.
- Mr. Stamboulidis has also assisted other corporations by conducting internal investigations and by evaluating and making recommendations to enhance their financial transaction controls to ensure that adequate internal review procedures exist.

Prior to joining BakerHostetler, Mr. Stamboulidis served for 13 years in a variety of positions in the U.S. Department of Justice. Mr. Stamboulidis joined the Department of Justice through the Attorney General's Honor Program and was detailed to the Newark Organized Crime Strike Force, where he prosecuted organized crime, including both labor racketeering cases, like Teamsters Local 560, and corruption cases involving New Jersey ports. He also prosecuted traditional Cosa Nostra extortion cases in New Jersey, investigating Cosa Nostra crews based in and operating in New Jersey, including the Colombo family's New Jersey-based crew, whom he successfully prosecuted for the murder of Colombo family consigliere.

From 1998 until 2001, he was the Chief of the Long Island Division of the U.S. Attorney's Office for the Eastern District of New York. In that capacity, he investigated and prosecuted cases involving complex business, bank, healthcare and bankruptcy fraud, securities, tax, computer, public and labor corruption, conspiracy, obstruction of justice, extortion, racketeering, environmental, terrorism, murder, arson, money laundering and narcotics offenses. Mr. Stamboulidis has received numerous awards and commendations for his work as a prosecutor and has three times received the Justice Department's coveted Director's Award for Superior Performance.

Before joining the Department of Justice, Mr. Stamboulidis served as a law clerk to the Honorable Louis C. Bechtel of the U.S. District Court for the Eastern District of Pennsylvania. Following law school, Mr. Stamboulidis was a law clerk to the Honorable Steven F. Lefelt, the Chief Administrative Law Judge in New Jersey.



# Lauren Resnick

New York Partner

[lresnick@bakerlaw.com](mailto:lresnick@bakerlaw.com)

## BakerHostetler

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## Education

J.D., Harvard Law School,  
1990, cum laude

B.A., Brown University, 1987,  
magna cum laude

## Professional Memberships

NYC Prime Commission,  
Board Member

## Admissions

U.S. Supreme Court, 2007

U.S. Court of Appeals,  
Second Circuit, 1994

U.S. District Court, Eastern  
District of New York, 1991

U.S. District Court, Southern  
District of New York, 1991

Massachusetts, 1991

New York, 1991

A member of BakerHostetler's White Collar and Corporate Investigations group, Lauren Resnick's practice focuses on white collar and commercial litigation. She is regularly by executive management and audit committees of *FORTUNE* 500 corporations retained to conduct internal investigations on FCPA, AML, trade sanctions and OFAC, securities fraud, accounting and employment issues. She has directed numerous government-imposed monitorships in connection with BakerHostetler's appointment by the Department of Justice and other governmental agencies to assess compliance controls at banking institutions, labor unions, corporations and municipalities. A member of the BakerHostetler team serving as Counsel to the Securities Investor Protection Act (SIPA) Trustee for the liquidation of the largest Ponzi scheme in history, Lauren supervises the extensive financial reconstruction of the decades-long operations of Bernard L. Madoff Investment Securities LLC for the ongoing liquidation and litigation proceedings.

Below is a list of examples from Ms. Resnick's professional experience:

### — Monitorships

#### **Local 14, 14B (2009 to Present)**

Supervised team enforcing Consent Decree requiring eradication of organized crime influence at operating engineers union, providing oversight to ensure fair job referral and election procedures in connection with BakerHostetler's appointment as Ethical Practices Attorney for Local 14, 14B.

#### **Mellon Bank, N.A. (2007 to 2010)**

Managed team assessing bank's global compliance on data privacy, government contracts, FCPA and other regulatory compliance matters in connection with BakerHostetler's appointment as Monitor of non-prosecution agreement between DOJ and Mellon Bank, N.A.

Supervised lawyers and forensic specialists reporting directly to the government and banking regulators on the bank's anti-money laundering compliance program in connection with firm's appointment as Independent Examiner of a non-prosecution agreement between the DOJ and the Bank of New York.

#### **Merrill Lynch & Co. (2003 to 2006)**

Managed team of lawyers and forensic specialists assessing the review of complex structured finance transactions and providing recommendations to senior management in connection with BakerHostetler's appointment as Monitor of a non-prosecution agreement between the DOJ and Merrill Lynch & Co., stemming from the Enron probe.

– **Internal Investigations/Regulatory Compliance**

Conducted comprehensive investigation for audit committee and executive management of international financial services company regarding compliance with OFAC trade sanctions in Iran, Syria, Libya and Cuba. Analyzed anti-money laundering procedures and books and records to advise client on disclosure obligations.

Conducted FCPA and securities fraud investigations for international financial services company and advised remediation plans.

Represented international hedge fund accountant in SEC and FSA investigation.

– **White Collar Criminal Defense**

**(2012- Present)**

Represented multi-jurisdictional senior sales executive in connection with criminal antitrust investigation of auto parts manufacturers by DOJ and European Commission, analyzing criminal and civil exposure.

**(2011 to Present)**

Represented client in criminal prosecution for wire fraud and money laundering in connection with \$30 million escrowed funds. Obtained favorable disposition following successful litigation of key evidentiary issues for trial.

**(2010 to 2011)**

Primary author of motion to dismiss based on prosecutorial misconduct that secured unprecedented dismissal of 73-count state fraud and money laundering indictment against former CEO of half-billion-dollar commercial real estate conglomerate.

– **Complex Commercial Litigation**

**(2009 to 2010)**

Represented senior government official in *Iqbal v. Ashcroft*, involving constitutional and statutory challenges to the detention policies following the September 11 terrorist attacks, resulting in a favorable U.S. Supreme Court ruling on the pleading standards required to bring actions in federal court.

**(2008 to Present)**

Directs a team and oversees the SIPA Trustee's forensic accounting consultants in identifying and analyzing the systems and procedures utilized by Bernard L. Madoff to report fictitious trading. Is core member of strategy team supervising the global investigation and litigation of hundreds of actions seeking recovery of fraudulent transfers for equitable distribution to the defrauded customers filed by the Trustee in the United States Bankruptcy Court for the Southern District of New York against financial institutions, money managers, insiders and sophisticated investors.

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**Education**

J.D., Columbia Law  
School  
B.A., University of  
Wisconsin - Madison

Daniel J. Castleman is a senior managing director in the FTI Consulting Forensic and Litigation Consulting practice and is based in New York. Mr. Castleman has more than 30 years of investigative and litigation experience. He provides domestic and international clients with expert consulting services in matters involving internal investigations, fraud investigations, investigative due diligence, compliance and monitoring, anti-money laundering investigations, and integrity advisory services.

Prior to joining FTI Consulting, Mr. Castleman spent nearly 30 years at the Manhattan District Attorney's Office. Mr. Castleman started his career there in 1979 as an appellate and street crime prosecutor. He then became a Senior Investigative Counsel in the Rackets Bureau handling political corruption and organized crime cases. After three years, Mr. Castleman became the Chief of the Rackets Bureau in 1990 where he supervised 15 lawyers handling cases involving political corruption, organized crime, labor racketeering and kickback schemes.

In 1993, Mr. Castleman was promoted to Chief of the Investigation Division where he supervised 80 lawyers and 150 investigators and detectives involved in cases ranging from political corruption, organized crime, labor racketeering, and white collar crimes including securities fraud, bank and insurance fraud, international fraud, bankruptcy fraud, money laundering and tax crimes, as well as police corruption, arson and murder. He was also responsible for the negotiation of dispositions which resulted in the payment of more than \$500 million in restitution to victims, fines, forfeiture and costs of prosecution.

Mr. Castleman was promoted to Chief Assistant District Attorney in 2008. In that capacity, he was responsible for supervising every aspect of the cases brought by the District Attorney's staff, and the Office's operations, including personnel, budget, training, community affairs and public information. He held that position until leaving the Office in 2009.

Over the course of his career as a prosecutor, Mr. Castleman was awarded the District Attorney of New York Association Award, The Federal Law Enforcement Council Community Service Award, and the Federal Emergency Management Agency Award for his work on 9/11 fraud, among others.

Since coming to FTI Consulting, Mr. Castleman has handled internal corporate fraud, construction fraud, embezzlement and money laundering cases, as well as leading integrity monitoring assignments.

Mr. Castleman is a frequent speaker at Bar Association events, is regularly quoted in news articles and other periodicals, including The New York Times, and has published opinion pieces in The Wall Street Journal, among other publications.

Mr. Castleman has also provided consulting services to a number of crime novelists and was the technical advisor to the HBO series, The Sopranos, and appeared in nine episodes playing a federal prosecutor.

Mr. Castleman is a graduate of the University of Wisconsin-Madison where he received a B.A. in history. He received his J.D. from Columbia Law School.

## **Monitor and Compliance Related Engagements:**

**Aggregate Industries:** March 2010 to November 2012. Aggregate Industries Northeast Region (AINE) is the largest concrete and asphalt company in the Boston metro area. It was indicted for supplying out of specification concrete and falsifying records to cover it up during The Big Dig, the largest municipal highway project to date in the United States. The company pleaded guilty, paid a \$50 million fine and agreed to hire a monitor in order to stay in business. Two years into the original monitorship, AINE was discovered to have committed additional falsification of business records. As a result, the original monitor was fired and FTI was brought in to complete the monitoring assignment.

**Poker Stars:** July 2011 to July 2012. PokerStars is one of the largest on-line sites for playing poker in the world. Prosecutors in the Southern District of New York (SDNY) indicted the founder of PokerStars and also brought a civil suit to seize its domain name, effectively putting it out of business world-wide. Subsequently, PokerStars reached an agreement with the SDNY that allowed it to reopen around the world on the condition that PokerStars block players from the United States from accessing the site to play for real money. FTI was selected to monitor PokerStars' compliance with the agreement.

**WDF, Inc:** November 2012 to Present. WDF, Inc. is a leading New York plumbing, heating and HVAC contractor headquartered in Mount Vernon, NY. WDF has voluntarily engaged FTI to supply compliance consulting services to ensure that WDF is operating pursuant to best practices in complying with all City, State and Federal laws and regulations.

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**Education**

B.A. in History and  
Political Science, Alfred  
University

J.D., New York University  
School of Law

**Certifications**

Licensed to practice law  
in The State of New York

The United States  
Supreme Court

The United States District  
Court for the Southern  
District New York

The Eastern District New  
York

**Professional Affiliations**

ABA Health Law Section

American Bar Association

Association of Corporate  
Counsel

International Association  
of Independent Private  
Sector Inspector Generals

New York Bar Association

NYSBA Health Law  
Section

NYSBA Commercial &  
Federal Litigation Section

Philip Stern is a senior managing director in the FTI Consulting Forensic and Litigation Consulting practice and is based in New York. Mr. Stern has 40 years of private sector consulting and federal, state and city government experience in corporate and banking fraud, computer fraud, litigation consulting, and crisis management.

Mr. Stern has considerable experience in matters involving corporate and health-care fraud, antitrust investigations, bankruptcy fraud, government fraud, intellectual property theft and regulatory compliance violations. He has also performed large-scale international internal investigations and fraud investigations involving millions of dollars in lost and diverted funds. Mr. Stern headed FTI Consulting's Independent Examiner Team monitoring AML compliance by Bank of New York/ Mellon under their Non-Prosecution Agreements. Mr. Stern's team was responsible for oversight and assessment of the Bank's compliance program, including AML surveillance, KYC processes, and suspicious activity reporting. The team reported compliance to the US Attorneys' offices for the EDNY, SDNY and the Western District of Pennsylvania, as well as various federal and state regulators. Mr. Stern was retained by the Trustee on Bernard L. Madoff Investment Securities matter as co-leader of the global FTI Consulting team providing investigative support to the Trustee and his counsel.

Prior to joining FTI Consulting in 2000, Mr. Stern served as senior managing director and counsel at Decision Strategies/Fairfax International (DSFX), an international private investigation and security consulting company. During his 11 years with the firm, he conducted fraud investigations in the U.S. and internationally. Prior to joining DSFX, Mr. Stern was the Long Island regional director of the New York State Special Prosecutor's Office in charge of investigating and prosecuting fraud in the \$10 billion Medicaid supported health care delivery system. In addition, Mr. Stern served as a Special Assistant United States Attorney in the Southern District of New York from 1986 to 1989. In this role, he was responsible for prosecuting joint federal/state crimes against the government-funded Medicaid system.

Mr. Stern gained valuable experience from 1975 to 1988 as deputy regional director in the New York State Attorney General's office. Prior to that Mr. Stern served as Administrative Assistant to the Commissioner of the New York City Department of Investigation, where he directed major investigations and prosecutions of white-collar corruption in city, state, and federal government programs.

Mr. Stern has written articles on issues involving corporate governance, fraud prevention and compliance. His articles, "IPSIG's: One Solution to Ensure International Transparency" and "Compliance Programmes and International Corporate Misconduct," were published in Director's Monthly by the National Association of Corporate Directors in May 1998 and Transparency International Newsletter in June 1996, respectively. "Private Search Warrants for Civil Fraud: Authorities from the Intellectual Property Field" was published in Civil Prosecution News in 1994. Mr. Stern is a frequent media commentator in the national press, including television and radio, and a frequent speaker on topics such as terrorism, fraud, security, asset tracing, investigative techniques, Sarbanes-Oxley, electronic discovery and trial techniques.

Mr. Stern holds a B.A. in history and political science from Alfred University and a J.D. from the



New York University School of Law. He is licensed to practice law in State of New York and various federal courts, including the United States Supreme Court and United States District Court for the Southern District New York and Eastern District New York. He is a member of the American Bar Association, New York State Bar Association, Association of Corporate Counsel, International Association of Independent Private Sector Inspector Generals, NYSBA Health Law Section, NYSBA Commercial & Federal Litigation Section, and the ABA Health Law Section.

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**Education**B.S.B.A. with honors,  
University of Florida**Certifications**Certified Public  
Accountant

Certified Fraud Examiner

**Professional Affiliations**American Institute of  
Certified Public  
AccountantsAssociation of Certified  
Fraud ExaminersFlorida Institute of  
Certified Public  
Accountants

Neal Hochberg is a senior managing director and is the global leader of the FTI Consulting Forensic and Litigation Consulting practice. He is also a member of the firm's executive committee. Based in New York, Mr. Hochberg has more than 35 years of professional experience. For the last 22 years, he has focused exclusively on accounting and forensic investigations, complex economic and financial matters in disputes and matters involving financial reporting, internal investigations, securities derivative, FCPA and Rule 10b-5 fraud claims. He also has extensive expert witness testimony experience, has served as an arbitrator, mediator and in court appointed roles as independent panel and special master. Currently, he is serving as the project advisor to the World Economic Forum's Partnering Against Corruption Initiative and as a Compliance consultant in a multi-year deferred prosecution agreement.

Mr. Hochberg has worked extensively with outside counsel in representing boards, special committees and management in independent and internal investigations, securities derivative and 10b-5 claims, FCPA and other matters.

Mr. Hochberg's forensic and financial investigation engagements include examinations into acquisition accounting, accounting irregularities and financial misreporting, purchasing and inventory diverting schemes, fraud and embezzlement, vendor "kick-back" schemes, banking and securities industry issues, and compliance issues for major multinational companies.

Mr. Hochberg's relevant FCPA experience includes leading financial and forensic accounting investigations on a global basis in investigating allegations of inappropriate behavior and suspected violations of the FCPA by Multi National Corporations, their agents or partners and foreign executives of operating divisions. Matters investigated have included allegations centered on payments to officials of state owned enterprises, tax authorities and others through senior executives, their agents, Joint Venture partners, and other third-party intermediaries.

Mr. Hochberg's career includes service as a forensic and litigation partner at two of the Big 4 accounting firms and as an audit partner at another international accounting firm. In addition he was an executive vice president, chief financial officer and member of the board of a diverse manufacturing company.

Mr. Hochberg holds a B.S.B.A. from the University of Florida with honors. He is a Certified Public Accountant licensed in the state of Florida, is Certified in Financial Forensics and a Certified Fraud Examiner. Mr. Hochberg is a member of the American Institute of Certified Public Accountants, Florida Institute of Certified Public Accountants and the Association of Certified Fraud Examiners.

**Recent Monitor and Compliance Related Engagements:**

**"Japanese Engineering & Construction Company":** 2011 – Present. FTI was retained to work with one of the top global engineering/construction companies in Japan with many of their projects being multi-billion dollar infrastructure projects. The Company participated in a joint venture which became caught up in a bribery scandal. In 2011 The Company entered into a Deferred Prosecution Agreement with the Department of Justice which, among other things, required them to retain an Independent Compliance Consultant to evaluate the Company's corporate compliance program with respect to relevant anti-corruption laws. The Company retained FTI Consulting's Neal Hochberg as the Independent Compliance Consultant.

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## **Education**

J.D., Benjamin N. Cardozo  
School of Law, Yeshiva  
University

Allen D. Applbaum is a senior managing director in the FTI Forensic and Litigation Consulting segment and is based in New York. Mr. Applbaum has more than 20 years of litigation and investigative consulting experience. He provides domestic and international clients with expert consulting services in matters involving internal investigations, fraud investigations, investigative due diligence, Foreign Corrupt Practices Act investigations, compliance and monitoring, anti-money laundering investigations, corporate governance and integrity advisory services.

Prior to joining FTI, Mr. Applbaum was the head of the corporate investigations practice at Kroll Inc., where he was a senior managing director and regional counsel in the firm's headquarters in New York. Throughout his career, Mr. Applbaum has managed numerous high-profile investigations and business intelligence assignments, uniquely integrating investigative skills with technology and financial expertise to provide clients with seamless solutions to solve critical problems.

From 1990 to 1999, Mr. Applbaum was a federal prosecutor in the United States Attorney's Office for the Southern District of New York, where he handled a wide variety of criminal investigations and jury trials involving a broad range of criminal conduct, including organized crime, bank fraud, racketeering, mail fraud, wire fraud, extortion, drug trafficking, immigration fraud, gambling, credit card fraud and international money laundering. His investigative work in two separate organized crime prosecutions earned him the Department of Justice Director's Award for Superior Performance (1996) and the Attorney General's Award for Distinguished Service (1997).

During his tenure in the Southern District, Mr. Applbaum served as Deputy Chief of the Criminal Division, where he supervised and directed numerous investigations with local, state and federal law enforcement agencies; participated in policy-making and management of the United States Attorney's Office; and served as the Office's International Affairs Coordinator in charge of all requests for international legal assistance from foreign governments. Prior to his appointment as Deputy Chief of the Criminal Division, Mr. Applbaum was Chief of the General Crimes unit and was responsible for training and supervising all new assistant United States attorneys in the Southern District in substantive and procedural aspects of the Office.

Mr. Applbaum began his career as a law clerk to the Honorable Lowell A. Reed, Jr., U.S. District Judge in the Eastern District of Pennsylvania. While in Philadelphia, he taught as an Adjunct Professor of Law at Temple University School of Law.

Mr. Applbaum is a *cum laude* graduate of Queens College and received his J.D. from the Benjamin N. Cardozo School of Law, where he was the Managing Editor of the Law Review. He is a member of the New York and New Jersey Bars and is a member of the Federal Bar Council, The American Bar Association and the Association of the Bar of the City of New York.

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### **Certifications**

Certified Public Accountant,  
New York and Texas  
  
Certified Fraud Examiner

### **Professional Affiliations**

American Institute of Certified  
Public Accountants  
  
Association of Certified Fraud  
Examiners

### **Education**

B.B.A. in Accounting, Abilene  
Christian University, Abilene,  
TX

Brian Ong is a senior managing director in the FTI Consulting Forensic and Litigation Consulting segment and is based in New York. Mr. Ong is a senior business adviser with over 20 years of providing accounting, financial analysis, business valuation and corporate transactional advisory services to a variety of clients including numerous corporate clients, corporate boards of directors, “C-level” executives, in-house legal counsel and external legal counsel. Mr. Ong brings to his clients an array of services designed to help organizations and individuals address critical issues, mitigate risk, enhance corporate governance and improve performance.

Among his areas of professional expertise, Mr. Ong directs large-scale financial investigative assignments including forensic accounting investigations, financial reporting investigations, financial fraud investigations, investigations involving the Foreign Corrupt Practices Act and white-collar crime investigations. His background as an accountant includes performing financial statement audits of publicly and privately held companies, and providing merger, acquisition and divestiture due diligence services and bankruptcy/restructuring related services to numerous corporate clients.

Mr. Ong has considerable experience in transactional related analysis including corporate transactions involving working capital adjustments, post-closing balance sheet adjustments and “earn out” calculations. Mr. Ong has professional experience with merger and acquisition-related disputes arising from corporate transactions both in formal civil litigation proceedings and binding arbitration proceedings. He routinely serves as both an advisor to companies involved in transactional related disputes and as a neutral accounting arbiter adjudicating such disputes.

Mr. Ong’s litigation and dispute advisory services experience includes assisting domestic and international clients in high-stakes commercial disputes. He assists in-house and external counsel in matters involving accounting analysis and the economic and financial analysis of lost profits/lost earnings resulting from a variety of civil claims including breach of contract, business interference/interruption, intellectual property infringement and trade dress/trade secret matters, lender liability, personal injury, wrongful termination and wrongful death, legal and accounting malpractice and mass tort litigation. He has extensive experience in damage quantification and analysis including serving as an expert witness and as a consultant. Mr. Ong has provided testimony as an expert witness in both litigation and arbitration/mediation proceedings.

Mr. Ong brings both public accounting and professional economic and financial advisory services experience to his clients. Prior to joining FTI Consulting, Mr. Ong was a partner at KPMG, an international public accounting firm. Before joining KPMG, he worked at PricewaterhouseCoopers, another international public accounting firm.

Mr. Ong has been an adjunct professor at New York University where he instructed post-graduate accounting related courses. He regularly instructs on the topics of fraud detection and prevention, financial statement analysis and the financial analysts’ role in dispute resolution and quantification of economic losses. Mr. Ong holds a B.B.A. in accounting from Abilene Christian University in Texas.

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**Education**

B.A. in Mathematics,  
Computer Science and  
Management Science,  
University of California at  
San Diego

**Professional Affiliations**

American Records  
Management Association  
(ARMA)  
  
American Society for  
Information Science &  
Technology (ASIS&T)  
  
Association for Image and  
Information Management  
(AIIM)  
  
The Sedona Conference

Robert Brunner is a senior managing director in the FTI Consulting Forensic and Litigation Consulting practice and is based in San Francisco. Mr. Brunner leads both FTI Consulting's Residential Mortgage-Backed Securities Litigation practice group, and the company's global Financial & Enterprise Data Analytics practice. He is a nationally recognized expert in the areas of collection and analysis of financial, transactional and operational data. Mr. Brunner specializes in complex, data-intensive cases, including class action suits, government / regulatory investigations, financial / accounting investigations, bankruptcies and other cases requiring complex modeling or sharing of information. He has extensive experience in the design, implementation and analysis of complex financial, accounting and operational transaction systems.

Mr. Brunner is an expert in the areas of financial database design and management, complex data modeling, claims management and administration, and electronic discovery. He has testified in the areas of large-scale data analysis, electronic discovery, discovery management, financial fraud, and methodology development. He has served clients in the financial services (banking, credit cards), manufacturing, government, healthcare, and telecommunications industries.

Mr. Brunner's most notable engagements include: Assisting several of the largest US banks in defense of their loan origination and securitization practices in defense of MBS related litigation and regulatory inquiries, Assisting the US Government in a \$160 billion breach of trust class action, Assisting a major US retailer in identifying, collecting, and analyzing over 400 million employee-related records for a 4-year period of time for an employment class action, Assisting one the country's largest mutual fund complexes in response to SEC allegations of late-trading and market-timing, Assisting one of the largest US retailers in identifying and analyzing over 1 billion records of operational data in response to a DOJ investigation of retailer's business practices, Developing a data warehouse for one of the largest civil litigations ever filed in California, Development of sophisticated financial and data models for a Fortune 100 bank in one of the largest class action suits brought under California's Unfair Competition statute, and Design and implementation of a claims processing system for a Fortune 500 company.

Prior to joining FTI Consulting, Mr. Brunner was partner-in-charge of the Class Action/Complex Data Services group for KPMG in the US. Before joining KPMG, he was a partner in Andersen Worldwide, where he led the Class Action Services and Complex Data Management practices for the firm and the West Region's Complex Data Analysis and Management Solutions team. He led the development of Andersen's E-Discovery and Legal Information Consulting practice methodologies.

Mr. Brunner has instructed several mathematics and computer science courses for the University of California at both the undergraduate and graduate level. He is a member of the Association for Image and Information Management (AIIM), the American Records Management Association (ARMA) and the American Society for Information Science and Technology (ASIS&T).

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**Education**

B.A. in Accounting and  
Finance, Loyola  
University of Chicago

**Professional Affiliations**

Member of the  
Association of Information  
and Image Management

Anthony Tabb is a senior managing director in the FTI Consulting Forensic and Litigation Consulting practice and is based in New York. He is a member of the Forensic and Enterprise Data Analytic group. Mr. Tabb is a leading expert in areas of information technology consulting services, including system integration, IT due diligence and valuation, system efficiency diagnostics regarding – data relationship, functional data flow, right sizing of various systems, identification of active vs. semi-active or inactive systems, streamlining server architecture to insure proper cost benefit and efficiency of data use, logical ERD analysis, financial and operational data mining/analysis, risk advisory services, assisting clients in structuring transactions and processes to reduce legal and other risks. He has been responsible for overall project management of global teams among a diverse range of complex, data-intensive cases, including class action suits, government investigations, damage valuations or fraud investigations.

Mr. Tabb's experience includes extensive IT analytics supporting various fraud investigations, restitution and claims management, system security analytics, optimization data flow and relevant data management including, forensic data preservation, structured data ETL, repository management and structured data production, IT system design, schema and logical data flow documentation. He has extensive experience in company "right sizing", business intelligence integration, liquidation, bankruptcy, regulatory investigations and litigation consulting engagements, Mr. Tabb's core competencies include complex system analysis, diagramming, data extraction, preservation, forensic data and financial analysis; in response to SEC investigations, predatory lending, trading system breach and intellectual property cases, mortgage backed security analysis,, hedge fund reporting and general compliance, governance, and risk assessments.

He has served clients in the banking, insurance, manufacturing, agricultural, aerospace and defense, environmental, energy, pharmaceutical, chemical, health care, pulp and paper, oil and gas and telecommunications industries.

Mr. Tabb has developed and designed database formats in various software packages. Prior to joining FTI Consulting, Mr. Tabb was an Arthur Andersen partner.

## **BakerHostetler**

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Orlando, FL 32801-3432

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### **Education**

J.D., Emory University School of Law, 1973, Executive research editor, Journal of Public Law (later the Emory Law Journal)

B.A., Florida Southern College, 1970, cum laude

### **Professional Memberships**

Member of the trial bar of all Florida federal district courts

Denis Durkin is a civil trial lawyer who practices in the firm's litigation group with extensive jury and non-jury experience in all Florida courts and in jurisdictions throughout the United States. His trial experience includes the trial and arbitration of numerous construction contract claims, including a recent significant multimillion-dollar dispute before the Veterans Administration Board of Contract Appeals.

Mr. Durkin advises clients on federal procurement and construction contract matters and occasionally lectures to various groups on litigation-related topics.

Prior to entering private practice, Mr. Durkin was a captain in the U.S. Army Judge Advocate General's Corps. His assignments included Labor Counsel and assistant procurement legal counsel at Fort Ord, California, and appellate counsel at the U.S. Army Legal Services Agency in Washington, D.C.

Below is a list of examples from Mr. Durkin's professional experience:

#### — **Construction Litigation and Arbitration Experience**

*City of Winter Park, Florida v. Florida Power Corp. Case No. 01-CI-01-4558-39 (2002 to 2003)*

Appointed as arbitrator to a private three-arbitrator panel selected by a judge of the Orange County, Florida, circuit court to decide the value of the electric distribution plant being acquired by the City of Winter Park, Florida, from Progress Energy Company f/k/a Florida Power Corp. A 39-day hearing required consideration of extensive expert and fact testimony on valuation of the distribution plant, associated properties and "stranded costs" that ranged from \$20 million to \$170 million. Panel award was accepted by the parties without challenge.

*Appeal of David Boland, Inc., ASBCA 2010-01 (2009 to 2011)*

Lead claims counsel for general contractor in multimillion-dollar delay and disruption claim against the U.S. Army Corps of Engineers arising out of the construction of the Predator Drone Maintenance Facility, Creech AFB, Nevada. Settlement achieved at mediation before judge of Armed Services Board of Contract Appeals.

*Hunt Construction Group, et al v. Orange County, Florida v. Zurich American Ins. Co. Case No. 04-CA-004347 (2007 to 2009)*

Lead trial counsel for Orange County, Florida, in multimillion-dollar delay in completion claim against Zurich American Insurance Co. arising out of construction of Phase V of the Orange County Convention Center. Parties engaged in extensive document discovery and numerous depositions. Case settled following second effort at mediation.

*The Shaw Group Inc./Stone & Webster, Inc. v. Siemens Westinghouse Power*

*Corporation, Case No. 16 Y 110 00851 02 (2002 to 2006)*

Lead trial counsel for Siemens Westinghouse Power Corporation (SWPC) in an American Arbitration Association proceeding brought by EPC contractor, The Shaw Group/Stone & Webster, Inc., against SWPC. The dispute arose out of the construction of an electric power generating plant built in Maricopa County, Arizona. SWPC supplied "Thermal Island Equipment," including combustion turbines, steam turbines and heat recovery steam generators. The proceeding involved approximately \$50 to \$70 million in claims for delay, disruption inefficiencies, acceleration, extra work and liquidated damages. After engaging in considerable discovery, the parties settled following mediation.

*Appeal of David Boland, Inc. VABCA No. 5858 (1998 to 2002)*

Lead trial counsel for general contractor in appeal against the Veterans Administration (VA) before VA Board of Contract Appeals of a termination for default in the construction of an energy plant at the James A. Haley Veterans Hospital in Tampa, Florida. A two-week administrative trial resulted in the Board of Contract Appeals overturning the default termination and converting it to a termination for convenience. The VA subsequently paid a multimillion-dollar settlement of the termination claim.



# Hilary Cairnie

Washington D.C. Partner

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## BakerHostetler

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## Education

J.D., Catholic University of  
America, Columbus School of  
Law, 1989

S.M., Massachusetts Institute  
of Technology, 1981, Sigma  
Xi

B.S., Purdue University,  
1978, Alpha Sigma Mu

## Professional Memberships

Member of the Bar of Virginia

Member of the Bar of the  
District of Columbia

Member of the Federal Circuit  
Bar Association

Member of the Federal Bar  
Association

Member of the National  
Contract Management  
Association (NCMA)

Hilary Cairnie focuses his practice in public contract law, encompassing virtually all aspects of government contract law, including contract formation, performance, administration and enforcement controversies at the federal and state levels. With two engineering degrees and several years of experience working as an engineer for various companies, Mr. Cairnie uses his unique technical background to represent clients involved in aerospace, automotive, shipbuilding, transportation, construction, software, medical and healthcare, engineering and research and development endeavors, among others.

Mr. Cairnie counsels clients on the unique issues associated with conceptualization and reduction to practice of inventions developed under publicly funded procurement contracts and other agreements, inventions, technical data, computer software and other works. Mr. Cairnie advises clients on the pros and cons of using existing patents and inventions in connection with performance of government contracts and negotiates terms and conditions for their use in meeting government requirements.

Mr. Cairnie's career highlights include:

- Handled multiple engagements by property owners affected by the T-Rex highway expansion project, the largest roadway project in Colorado.
- Represent environmental services company in multiple claim appeals arising under contracts for archeological surveying services.
- Represent SDVOSB in proceedings before Department of Veterans Affairs (DVA) to challenge removal from list of approved entities.
- On-going representation of FORTUNE 100 construction contractor on multimillion-dollar claims arising under Army Corps of Engineers contracts for post-Katrina reconstruction of levees, floodwalls, locks and related flood control measures.
- Advised a large contractor on risk mitigation measures for submission of a proposal on \$700 million DOD project for constructing 100-year flood control protection in the Inner Harbor Navigation Canal (IHNC) near New Orleans.
- Represented a client in arbitration proceedings on a multimillion-dollar claim for changes, differing site conditions and defective specifications.
- Represented prime contractor on a DOE project in connection with a multimillion-dollar termination for convenience claim brought by subcontractor.
- Represented a client to recover payment of \$10 million in claims related to soil excavation and hauling services provided to the Army Corps of Engineers.
- Represented a specialty builder in multiple trials before the Contract Appeals Board in disputes related to construction of a facility on U.S. Capitol grounds, prevailing on a delay and acceleration claim and recovering more than \$1 million of retainage and \$250,000 on change orders.

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**Education**

B.S. in Accounting,  
Fairfield University,

M. B.A., Columbia  
University

**Certifications**

Certified Public  
Accountant, New York

Accredited in Business  
Valuations

Chartered Financial  
Analyst

Certified in Financial  
Forensics

**Professional Affiliations**

American Institute of  
Certified Public  
Accountants

Chartered Financial  
Analyst Institute

New York State Society of  
Certified Public  
Accountants

New York State Society of  
Security Analysts

Association of Certified  
Fraud Examiners

Joe Slavis is a senior managing director in the FTI Consulting Forensic and Litigation Consulting practice with over 20 years of experience focused primarily on Litigation Consulting Services.

Mr. Slavis is a member of the Construction Solutions group assisting clients with monitoring of construction costs, including construction cost audits, delay claims and sub-contractor arrangements. He has also assisted clients by providing accounting, financial, and strategic consulting to attorneys in cases involving the following diverse industries: financial services, real estate, construction, manufacturing, government transportation, pharmaceuticals, retail, venture capital, and consumer products. Mr. Slavis has assisted in cases involving shareholder class actions, intellectual property, breach of contract, white collar crime, Rule 10b-5 securities class action Title VII discrimination, and business valuations.

He has also performed corporate finance work involving the valuation of companies in the HVAC, cable-TV, radio broadcasting, restaurant, and telecommunications industries.

**Professional Experience****Construction Consulting**

- Feb. '04 – Apr. '07 - Provided cost monitoring on behalf of the surety for an approximate \$500 million government construction project. Acted as owner representative for the surety and directed the day to day activities of the replacement contractor hired by the surety to complete the contract with the federal government. Assisted with delay and direct claims on behalf of surety and the subcontractors.
- Sept. '09 – Apr. '12 - Provided investigative and forensic accounting review of contractor costs for a \$1 billion power facility. Analysis included all direct and indirect charges for both craft and supervisory personnel.
- Nov. '12 – Jan. '13 - Provided operational review of a \$300 million manufacturing/assembly group focusing on organizational structure and financial performance.
- Sept. '11 - Provided a forensic review of contractor relationships for a building operator.
- '05 – '06 - Provided costs audits on a program of power plant contracts for a large energy company.
- '05' – '06 - Audited the costs incurred on a \$220 million hotel on behalf of the owner, a casino operator and helped defend against a \$20 million plus general contractor claim.
- Jul. '08 – Sept. '08 - Audited the subcontractor costs for the owner of a New York City senior living facility undergoing a renovation.
- '09 - Provided cost calculations to determine appropriate builder's risk premiums for a major airport.
- '07 - Provided cost analysis for bridge building contractor whose contract was terminated in mid-construction.

- '08 - Performed due diligence on behalf of prospective buyer of the plans and specs of a yet to be constructed building.
- '08 – '09 - Provided construction monitoring for an 18 story building on behalf of owner.
- '06 - Assisted in the negotiation of a \$30 million contract modification. Worked with owner, general contractor and subcontractor to negotiate costs and qualifications.
- '07 - Assisted in settling over \$130 million in pass-through claims.
- '06 - Calculated shared profits for the designer under a profit sharing agreement with the Developer.
- '04 - Analyzed contractual arrangement between the management company and a real estate fund consisting of distressed rental and developmental properties. Analysis included contractual payments as well as a review of valuations performed on the individual properties.
- '02 - Calculated lost profits to the developer of strip mall occurring from contractor delay.

### **Testimony**

- *Thompson Design Group v. 1101-1125 Hudson Street LLC and Gotham Partners L.P.*, deposition in the United States District Court of New Jersey
- *The Leegis Group New York Inc. v. Thornton-Chenie, Inc and Andrew W. Petch*, Supreme Court of the State of New York
- *GenOn v. Shaw*, Deposition testimony in the United States District Court, Southern District of New York

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**Education**B.A. in Economics,  
Fairfield UniversityB.S. in Engineering,  
University of Connecticut**Certifications**Professional Engineer,  
New York, New Jersey,  
Connecticut and Florida**Professional Affiliations**American Arbitration  
Association

American Bar Association

American Society of Civil  
EngineersAmerican Society of  
Mechanical EngineersNational Society of  
Professional Engineers

Joseph Castellano is a senior managing director in the FTI Consulting Forensic and Litigation practice and is based in New York. Mr. Castellano is a member of the Construction Solutions group with 30 years of experience in the construction industry leading large scale client engagements with contractors, construction managers and consultants. He has provided various construction advisory services to owners, contractors, sureties and insurance companies.

**Construction Advisory/Monitoring/Investigations**

Mr. Castellano has provided project management oversight and advisory services to various construction parties. He has provided contract administration services to contractors on public contracts, which required assisting client through applicable agency regulations, project management procedures, schedule and claims preparation, change order preparation and negotiation, Value Engineering preparation and "client management" among others. Investigations were performed relative to questionable invoices, payment applications and work-in-place.

**Selected Representative Experience**

- November 2012 - present: Construction advisor working in conjunction with the insurance claims practice on property damage and business interruption claims for Ports America at the Port Newark Container Terminal and Manhattan Cruise Terminal
- November 2012 - present: Construction advisor working in conjunction with the insurance claims practice on property damage and business interruption claims South Nassau Communities Hospital
- March 2013 – present Due diligence and review of operations and maintenance budgets and scope for a commercial real estate group looking to finance a hospital in Florida
- January 2013-present: Analyzed the Maximum Probable Loss concerning the Builder's Risk insurance requirements on a multi-million dollar complex consisting of a hotel, condominium, arts center, retail operations and a parking garage
- September 2012- February 2013: Analyzed the Capital Projects cost, change orders and schedule for the City of Philadelphia
- March 2012-October 2012: Performance and schedule review of a remediation contractor at a Brownsfield site.
- March 2005- August 2005: Review and testing of Change Orders for the owner on a hospital project in New Jersey to determine if the work constituted change pursuant to the contract, classification of the change (owner requested, unforeseen conditions, and scope change) and determine if costs and mark-ups were reasonable. In addition, review the review and approval process to ensure compliance with the contract
- 2005-2006: Payment application and invoice review to determine whether budget growth was a result of dishonest payments to workers and/or vendors for an owner of a large residence in Maine
- 1996 - 2000: Contract administration for a general contractor at West Point for the exterior,



interior and HVAC renovations of cadet barracks (Grant, Eisenhower, McArthur and Bradley), and the theatre, Eisenhower Hall.

- 1995-1997: Construction management services during the construction of a multi-million dollar boiler plant conversion from coal to oil and gas in Long Island, New York as a representative of the owner.
- 1985-1987: Construction management services on the Merrill Lynch Headquarters at the World Financial Center as a representative of the owner.

### **Claims Resolution & Schedule Analysis**

Mr. Castellano's experience also includes the preparation and analysis of various complex multi-million dollar construction claims. Issues analyzed include as-planned versus as-built critical path comparisons, schedule delays and impacts, productivity, scope of work changes, unforeseen conditions, defective specifications, cost to complete and damages assessments, among others. He has presented findings in various venues including expert testimony

# Christopher M. Brophy, CPA

Senior Managing Director- Forensic and Litigation Consulting

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## FTI Consulting

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(fax)

## Certifications

Certified Public  
Accountant, New York  
and Connecticut

Certified Fraud Examiner

## Professional Affiliations

AICPA

CT Society of Certified  
Public Accountants

(RIMS

Association of Certified  
Fraud Examiner

## Education

B.S. in Accounting,  
Bentley College

Mr. Brophy is a managing director in the FTI Consulting Forensic and Litigation Consulting practice and is based in New York. He is a Certified Public Accountant with over twenty years experience assisting policyholders with complex insurance claims. This has included first party property and business interruption claim, builders risk claims, fidelity claims, contingent business interruption claims, and FEMA claims.

He has helped clients to recover over \$3 billion in insurance claims and has worked on numerous multi-million dollar claims resulting from losses from the 1993 World Trade Center bombing, the 2001 World Trade Center attacks, hurricane losses (Andrew, Iniki, Charlie, Frances, Jeanne, Ivan, Katrina, Gustav and Ike), flood losses in New York, Indiana, Iowa and Tennessee and earthquake losses in California, Chile and Taiwan.

Mr. Brophy has provided expert testimony on insurance claim matters and has assisted with several mediations. He has helped clients in nearly all industries including chemical, oil and gas, manufacturing, hospitality, food and agricultural products, technology, transportation, hospitals, financial services and non-profit. For non-profit entities, he has helped numerous colleges, universities and hospitals to recover funds from FEMA.

For contingent business interruption claims, Mr. Brophy has helped policyholder clients to quantify their losses and prepare a claim after their supply chain was disrupted or customers incurred a direct physical loss.

Mr. Brophy is a frequent writer and speaker concerning insurance claims. He is currently an Expert Commentator for IRMI.com and has spoken at general insurance and industry specific events.

The following summarizes his insurance and FEMA experience:

## Non-Profit Entities and FEMA Matters

- Managed preparation of comprehensive property damage and business interruption insurance claim and FEMA claims resulting from damage at over thirty locations damaged as a result of Hurricane Katrina. Established procedures for capturing FEMA costs for debris removal, emergency protective measures, and permanent repairs in accordance with requirements under the Stafford Act.
- Managed preparation of insurance and FEMA claims resulting from Hurricane Katrina. Helped to reach insurance settlement close to policy limits. Worked with FEMA to establish Project Worksheets. Worked with FEMA insurance specialists and State Public Assistance Coordinator to resolve treatment of insurance proceeds.
- Managed insurance and FEMA claims resulting from Hurricane Ivan, which struck Florida

in 2004. Worked to quantify property damage, business interruption, and extra expenses.

- Managed insurance and FEMA recovery resulting from Hurricane Andrew. Worked with outside contractors and university facilities group to prepare Project Worksheets. Established procedures to gather estimates and capture property damage costs.
- Worked to obtain insurance recovery at policy limits and FEMA recovery from flooding in upstate New York. Worked with outside contractors and facilities department to obtain recovery under FEMA for Hazard Mitigation under both Section 404 and 406.
- Prepared comprehensive property damage, business interruption, and extra expense claim resulting from Hurricane Katrina. Provided expert testimony in depositions for Federal Court. Worked with client to reach settlement in mediation.
- Managed insurance and FEMA recovery from Hurricanes Frances and Jeanne. Worked with insurance company adjusters and their accountants to reach settlement.
- Managed insurance and FEMA recovery for large non-profit symphony resulting from flooding in 2008. Worked with client management, including facilities group, to quantify loss. Worked with insurance adjusters, their accountants, and FEMA representatives to recover for client.

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**Education**

B.S. in Accounting,  
Fordham University

**Certifications**

Certified Public  
Accountant, New York

**Professional Affiliations**

American Institute of  
Certified Public  
Accountants

Anthony Milazzo is a managing director in the FTI Consulting Forensic and Litigation Consulting practice and is based in New York. Mr. Milazzo has extensive experience in auditing, corporate finance and forensic accounting. He is responsible for leading forensic accounting engagements including internal investigations, disputes and general accounting advisory matters.

Prior to joining FTI Consulting in October 2003, Mr. Milazzo was a manager with KPMG's Forensic Dispute Advisory Services practice. Prior to that, Mr. Milazzo worked in private industry for over three years and served as the corporate controller of a software company that created applications for the commercial real estate market and as the CFO of a start-up dot-com. In both private industry roles, he was responsible for coordinating all financial aspects of the organization, including financing coordination and financial reporting. Prior to that, Mr. Milazzo worked for KPMG in their assurance practice for six years and managed financial statement audits, SEC filing engagements (including three completed public offerings) and other special project engagements for a wide range of clients varying in industry and size.

Mr. Milazzo has experience leading forensic accounting investigations including some well publicized Ponzi scheme matters. Responsibilities included unraveling complex accounting transactions and advising audit committee members and legal counsel as well as presenting findings to various third parties including the SEC and law enforcement. Mr. Milazzo provides forensic accounting litigation support including accounting research, expert report drafting, advisory services to counsel and testimony. Mr. Milazzo also provides technical accounting advice on a variety of GAAP, GAAS, and SEC matters including taking the lead on financial statement restatement projects, drafting technical accounting white-papers and coordination with management, directors, audit firms, counsel and the SEC.

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**Education**

J.D., University of Michigan  
Law School, 2008, cum  
laude, University of Michigan  
Law Review (Associate  
Editor)

M.S.W., The Catholic  
University of America, 2004,  
summa cum laude

B.A., English Literature and  
Psychology, Georgetown  
University, 2002, cum laude

Francesca Harker is responsible for handling litigation matters and focuses her practice in the areas of general commercial litigation and white collar and corporate criminal matters. She represents individuals and corporations in complex commercial litigation matters as well as in formal and informal investigations by the United States Department of Justice and the Securities and Exchange Commission.

Francesca currently works with the team representing the court-appointed Receiver of international investment advisor Michael Kenwood Group, LLC, in the investigation and recovery of investor funds' assets which were misappropriated from international hedge funds created and run by the Michael Kenwood Group. She assists with the recovery of illegally misappropriated investor assets and the management and liquidation of the assets of the Receivership Estate, which includes investments in more than a dozen private equity enterprises.

As a summer associate in 2007 and an associate in 2008, Francesca assisted in the monitoring and testing Mellon Bank's anti-money-laundering and OFAC programs, SAR filing process and data privacy programs in connection with BakerHostetler's appointment as Independent Examiner of a non-prosecution agreement between the Department of Justice and the bank. She assisted in the same work with the Bank of New York following the merger of Mellon Bank and the Bank of New York, in which BakerHostetler was again appointed as Independent Examiner of a non-prosecution agreement.

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**Education**

J.D., New York Law School,  
2007, summa cum laude

B.B.A., The City University of  
New York, Baruch College,  
2004, magna cum laude

**Professional Memberships**

Member of the New York  
State Bar Association  
(NYSBA), Secretary for the  
NYSBA's Committee on Civil  
Rights, Member of the  
Federal Bar Council and  
serves on the Council's First  
Decade Committee

Patrick Campbell focuses his practice in the areas of white collar and corporate criminal and regulatory matters, internal corporate investigations, employment litigation and general commercial litigation.

Mr. Campbell has represented clients in formal and informal investigations by the Securities and Exchange Commission, United States Attorney's Office, Drug Enforcement Administration, various State Boards of Pharmacy and the New York Attorney General's Office. He has responded to government subpoenas and document requests on behalf of corporate and individual clients. Mr. Campbell has also assisted in internal investigations of public companies involving compliance with the Controlled Substances Act and the Foreign Corrupt Practices Act (FCPA), as well as represented individuals in criminal investigations concerning healthcare and public fraud.

Mr. Campbell currently assists BakerHostetler partner George A. Stamboulidis, appointed by the United States District Court for the Eastern District of New York in November 2009 to serve as the Ethical Practices Attorney for Local 14-14B of the International Union of Operating Engineers, by managing a team overseeing the enforcement of the Consent Decree, including anticorruption investigations, commencement of disciplinary proceedings against corrupt union members and oversight of the union's policies and procedures to ensure fair job referrals and elections.

Mr. Campbell is involved in the investigation and the litigation in connection with BakerHostetler's role as counsel to the court-appointed trustee under SIPA in the liquidation of Bernard L. Madoff Investment Securities LLC.

Additionally, Mr. Campbell is currently involved in the representation of a managing director of financial institution in connection with parallel criminal and civil investigations by the Department of Justice, the Securities and Exchange Commission and the Financial Services Authority into alleged trading irregularities and the valuation of a credit derivative portfolio



# Jonathan Zambelli, CIRA

Director — Corporate Finance

jonathan.zambelli@fticonsulting.com

## FTI Consulting

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## Certifications

Certified Insolvency and  
Restructuring Advisor

## Professional Affiliations

Association of Insolvency  
and Restructuring  
Advisors

## Education

B.S. in Finance, Stillman  
School of Business, Seton  
Hall University

Jonathan Zambelli is a Director in the FTI Consulting Corporate Finance practice and is based in New York. Mr. Zambelli has represented companies and lenders in both in and out-of-court restructuring.

Mr. Zambelli's company advisory and lender work has included development and review of business plans, financial modeling and projections, cash flow and liquidity analysis, claims analysis, management of operations, operational due diligence, renegotiation of credit facilities, and divestiture activities.

## Professional Experience

### *Cash Forecasting and Modeling*

- Develop and managed a fully integrated financial forecasting model for one of the Dominican Republic's largest telecommunication companies. Helped train the CFO and accounting department staff to maintain and roll-forward the financial models on a weekly and monthly basis.
- Developed an integrated cash forecasting model for a \$700m broadcasting company. Trained the CFO and Controller to maintain the cash forecasting model and use it as a forecasting tool. Also developed a fully integrated financial forecasting model and debt capacity model for the Lenders of the broadcasting company. Successfully helped the Company and the Lenders restructure \$2.2B in debt and emerge from bankruptcy.
- Prepared and maintained a cash forecasting model for the Mount Vernon Money Center Receivership, an entity created to oversee the wind-down of the Mount Vernon Money Center and its affiliated entities.
- Developed and managed a cash forecasting model for the Michael Kenwood Group Receivership, an entity created to oversee the wind-down of the Michael Kenwood Group and its affiliated entities and funds.

### *Treasury/Operations*

- Directed treasury department activities for the Mount Vernon Money Center Receivership. Managed bank accounts for all entities and facilitated the payments of invoices and payroll. Managed the accounts receivable, accounts payable, and HR departments.
- Directed treasury department activities for the Michael Kenwood Group Receivership. Assisted the Receiver in opening new bank accounts for the various entities, both onshore and offshore, as well as facilitated the transfer of cash from the old accounts to the new. Managed all bank accounts and supervised the review and payment of all invoices and payroll.

*Bankruptcy and Receivership Administration*

- Assisted in the preparation of the Schedule of Assets and Liabilities, the Statement of Financial Affairs and the Monthly Operating Report for one of the Dominican Republic's largest telecommunication companies. Analyzed and reviewed the claims against the estate and assisted in the preparation of the Disclosure Statement and Plan of Reorganization.
- Managed the preparation of the Schedule of Assets and Liabilities, the Statement of Financial Affairs and the Monthly Operating Report for the Mount Vernon Money Center and related entities bankruptcy proceeding. Wound-down operations and liquidated assets for the insolvent businesses, and assisted in the sale of the solvent businesses. Helped prepare the Disclosure Statement and Plan of Liquidation.
- Wound-down operations and liquidated the assets for the Michael Kenwood Group Receivership. Helped create and manage the claims process for the estate.

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Fax: **Education**

B.A., History, Fordham University

M.B.A., Finance and Accounting, Fordham University

Andrew Rosini is a senior director in the FTI Consulting Forensic and Litigation Consulting practice and is based in New York. Mr. Rosini joined FTI Consulting in November 2010 and specializes in fraud and forensic investigations, litigation support, compliance reviews and due diligence investigations.

For more than six years, Mr. Rosini has been providing clients with risk mitigation and investigative services across a broad range of sectors, including financial services, banking, private equity, hedge funds, energy, construction, consumer goods, manufacturing and pharmaceuticals. Mr. Rosini combines his years of experience in law enforcement, his background in accounting and finance and his deep understanding of technology solutions and data analysis to deliver valuable services to clients.

Mr. Rosini works on complex fraud and internal investigations, bankruptcies and commercial disputes. He participates frequently in special investigations for boards of directors and management and high-profile conservatorships, receiverships and monitorships.

Mr. Rosini advises clients on an ongoing basis regarding process improvement, internal control, risk assessment and compliance (e.g., Foreign Corrupt Practices Act, Anti-Money Laundering, Whistleblower and Sarbanes-Oxley).

Mr. Rosini also manages domestic and international due diligence and business intelligence investigations involving research and analysis across a broad range of public records and information sources for investment banks, hedge funds, private equity firms and other businesses.

Prior to joining FTI Consulting, Mr. Rosini was a senior consultant in the business intelligence and investigations practice of a large accounting firm. Earlier in his career, Mr. Rosini worked in the New York County District Attorney's Office as an investigative analyst in the Homicide Investigations Unit where he was responsible for investigating complex networks of controlled substance and firearms traffickers and supporting homicide prosecutions. He also worked in a trial bureau where he investigated a variety of white collar and street crimes.

Mr. Rosini holds an M.B.A. in finance and professional accounting from Fordham University's Graduate School of Business. He is a member of Omicron Delta Epsilon, The International Honors Society for Economics.

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**Education**

B.A. in Accounting,  
Information Systems and  
Economics, Queens  
College of the City  
University of New York,

**Certifications**

Certified Fraud Examiner  
  
Certified Public  
Accountant, New York

**Professional Affiliations**

American Institute of  
Certified Public  
Accountants  
  
Association of Certified  
Fraud Examiners  
  
New York State Society of  
Certified Public  
Accountants

Javier Alvarez is a senior director with FTI Consulting Forensic and Litigation Consulting practice and is based in New York. Mr. Alvarez has over 11 years of experience providing forensic accounting, litigation consulting, financial statement auditing. He has international experience in a wide range of large-scale financial investigative assignments and litigation assistance. Mr. Alvarez specializes in forensic accounting and litigation consulting.

Mr. Alvarez has managed accounting restatements, fraud and asset tracing investigations, post-closing purchase price disputes, litigation matters involving white collar crimes, and violations of the Foreign Corrupt Practices Act (FCPA). Mr. Alvarez's FCPA experience includes financial and forensic accounting investigations on a global basis, international due diligence, monitorships, implementing FCPA compliance programs, and high risk audits for leading Corporations. Mr. Alvarez's international experience involves many countries in South America, Africa, Middle East, and Europe. Mr. Alvarez has also provided accounting and consulting services to clients across a wide range of industries, including Financial Services, Energy, Banking, Pharmaceutical, Financial Market Data Provider, Advertising, Manufacturing, and Retail.

Mr. Alvarez has also supported the work of Receivers to recover and analyze enterprise-wide data, specifically perform independent investigations, gather and document relevant facts, clarify or reconstruct complex financial transactions, apply forensic accounting techniques, and assess claims.

Mr. Alvarez has also managed numerous engagements involving post-closing purchase price disputes, revenue recognition, manipulation and misappropriation of corporate assets, as well as, issues involving financial statement disclosures. Mr. Alvarez has assisted in arbitration proceedings and preparation of arbitration submissions.

Mr. Alvarez has worked with auditors in internal investigations, SEC investigations, and litigation. Such matters have concerned financial and securities fraud, embezzlement, circumvention of internal controls, and accounting malpractice.

Prior to joining FTI Consulting, Mr. Alvarez worked in the Forensic and Investigative Accounting Services practice at Kroll. Mr. Alvarez began his career in the Financial Advisory Services practice at Deloitte & Touché, where he audited financial statements of public and private companies. While in this role he gained experience with private equity firms, and management investment companies.

Mr. Alvarez is Certified Public Accountant in the State of New York, and Certified Fraud Examiner. He is also a member of American Institute of Certified Public Accountants, and New York State Society of Certified Public Accountants.

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**Certifications**

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Accountant, New York  
Certified Fraud Examiner

**Professional Affiliations**

American Institute of  
Certified Public  
Accountants  
Association of Certified  
Fraud Examiners

**Education**

B.B.A. in Accounting,  
Georgia State University

Chris de Lastic is a director in the FTI Consulting Forensic and Litigation Consulting practice and is based in New York. Mr. de Lastic has experience providing litigation consulting and forensic accounting services concentrating on accounting-related and fraud investigations. He also has experience in accounting, auditing, internal controls, and business operations.

Prior to joining FTI Consulting in 2010, Mr. de Lastic worked for Ernst & Young LLP as an audit manager in the Financial Services Office Asset Management Group. He performed extensive auditing services for asset management companies with a focus on U.S. GAAP accounting.

Mr. de Lastic is a Certified Public Accountant, Certified Fraud Examiner, and graduated magna cum laude with a B.B.A. in Accounting from the Robinson College of Business at Georgia State University in Atlanta, Georgia.

**Forensic and Litigation Consulting Experience**

Mr. de Lastic has experience performing forensic accounting investigations. Responsibilities included unraveling complex accounting transactions and advising legal counsel as well as presenting findings to various third parties including the SEC and law enforcement.

- Managed a team of FTI Consulting professionals and forensic accountants in connection with the firm's retention by the Receiver in the Michael Kenwood Ponzi scheme. Managed all aspects of the investigation including various analyses related to the complex web of cash flows necessary to determine the entities involved in the commingled scheme and for clawback litigation purposes. Coordinated findings with counsel, the SEC, U.S. Attorneys and other government authorities.
- Conducted an internal investigation on behalf of the ownership of a large construction management firm. The investigation included a detailed and thorough review of the policies, procedures, processes and internal controls to identify key risk areas related to potential manipulation by key employees.
- Assisted counsel in a large broker-dealer bankruptcy in various matters related to the role of the external auditor, including providing detailed analysis of accounting policies, treatments, and disclosures.

**Accounting and Auditing Experience**

Mr. de Lastic has knowledge in providing auditing services to asset management companies. He functioned as the manager and lead senior on multiple, large hedge fund clients. His responsibilities included:

- Assessed the inherent and control risk factors of significant accounts and developing the appropriate audit program to address each risk.
- Examined and testing internal controls as part of the SAS 70 review for a large hedge fund administrator.
- Performed detailed analyses of the assumptions and accounting used by management in



highly subjective areas, including the valuation of derivative investments.

- Completed comprehensive substantive auditing procedures on investments, partner's capital, realized gain/loss, interest, dividend, and commission income/expense.

Analyzed deficiencies within significant hedge fund processes and proposing solutions for operational improvement, including trade processing, position reconciliation, cash receipt and disbursement, and the financial statement close process.

**BakerHostetler**

45 Rockefeller Plaza  
New York, NY 10111-0100

Tel: 212.589.4213

Fax: [REDACTED]

**Education**

J.D., Fordham University  
School of Law, 2009

B.S., United States Naval  
Academy, 2001, cum laude

**Professional Memberships**

Member of the VFW (Allwood,  
NJ Branch)

Denise Vasel is responsible for handling a variety of litigation matters, including complex litigation involving foreign corporations. Ms. Vasel works on a variety of investigatory and litigation matters in connection with BakerHostetler's appointment as counsel to the SIPA Trustee in the liquidation of Bernard L. Madoff Investment Services LLC.

Ms. Vasel currently assists BakerHostetler partner George A. Stamboulidis, appointed by the United States District Court for the Eastern District of New York in November 2009 to serve as the Ethical Practices Attorney for Local 14-14B of the International Union of Operating Engineers, as an integral part of the team overseeing the enforcement of the Consent Decree, including anticorruption investigations, commencement of disciplinary proceedings against corrupt union members and oversight of the union's policies and procedures to ensure fair job referrals and elections.

Prior to joining BakerHostetler, Ms. Vasel worked as a summer intern in the Litigation Division of the Law Department of the Port Authority of New York and New Jersey. While in the Marine Corps, she acted as a summary courts martial officer and has drafted command (JAGMAN) investigations.

**FTI Consulting**

3 Times Square

14<sup>th</sup> Floor

NY, NY 10036

Tel: 646 453 1246

Fax [REDACTED]

**Education**

B.S., Accounting,  
University of Florida

J.D., Hofstra University  
School of Law

**Certifications**

Licensed to practice law  
in the State of New York

**Professional Affiliations**

NYC Bar Association

Erin Dunn is a senior consultant in the FTI Consulting Forensic and Litigation Consulting practice and is based in New York City. Ms. Dunn specializes in litigation consulting, forensic accounting and regulatory compliance. Ms. Dunn has significant experience in the investigation of accounting fraud, alleged ponzi schemes and white collar crime.

Ms. Dunn participated in an investigation of a public company's accounting records. Raised due to a whistleblower's allegations, the investigation focused on the alleged misuses of the company's reserve accounts. Findings of the investigation were reported to general counsel, the company's audit committee and the SEC.

Ms. Dunn assisted in a review of multi-line underwriting and accounting files for a large international insurance carrier. In this capacity, she investigated and calculated the impact of the underreporting of workers' compensation premium for a period spanning over 15 policy years. Findings of the investigation assisted counsel in identifying other insurance carriers with potential workers' compensation underreporting issues, of which several carriers were named as third-party defendants. An expert affidavit was prepared in conjunction with the pre-settlement hearing and counsel was assisted leading up to the settlement.

Ms. Dunn is currently assisting in the investigation and litigation support to the court-appointed trustee and his counsel for the liquidation of Bernard L. Madoff Investment Securities.

Prior to joining FTI Consulting in 2010, Ms. Dunn was an intern at the U.S. Attorney's Office – Southern District of Florida in the Major Crimes division where she assisted attorneys in investigating narcotics violations and immigration offenses.

Ms. Dunn holds a B.S. in accounting from the University of Florida, Fisher School of Accounting and a J.D. from the Hofstra University School of Law. She is licensed to practice law in the State of New York. She is a member of the New York City Bar Association.

**FTI Consulting**

3 Times Square

11<sup>th</sup> Floor

NY, NY 10036

Tel: 646 485 0581

Fax: [REDACTED]

**Education**

Bachelor of Commerce,  
Economics and  
Management Science

Ryerson University

**Certifications**

Certified Fraud Examiner

Jonathan Rosen is a senior consultant in the FTI Forensic and Litigation Consulting practice and is based in New York City. Mr. Rosen specializes in the area of litigation consulting, financial economics and regulatory compliance violations.

Mr. Rosen is currently assisting in the administration of a receivership in connection with Baker & Hostetler's duties as court-appointed receiver for the Michael Kenwood Group, LLC and its affiliated entities. Mr. Rosen participated with the forensic investigation of the financial transactions related to alleged misappropriation of investor funds to perpetrate a Ponzi scheme.

Mr. Rosen performed an independent review of Eli Lilly, a Fortune 500 pharmaceutical organization. The review included physician testing to ensure required controls were put in place, validation of control documents against Eli Lilly's policies and verification of all disciplinary actions were undertaken in instances where Lilly policies were not followed.

Mr. Rosen's litigation consulting assignments include audit malpractice, bankruptcy litigation, breach of contract claims, and fraudulent conveyance.

Mr. Rosen's financial investigative assignments include forensic accounting investigations related to revenue recognition and fraud assignments involving alleged embezzlement of corporate funds.

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3 Times Square  
11<sup>th</sup> Floor  
New York, NY 10036  
Tel: 2124 418 4969

**Education**

B.B.A. in Accounting,  
University of Norte Dame

Daniel DeLorenzo is a Senior Consultant in the FTI Consulting Forensic and Litigation Consulting practice based in New York. Since joining FTI, Mr. DeLorenzo has worked on matters involving intellectual property, fraud and accounting investigations and underwriter due diligence investigations.

For intellectual property matters, Mr. DeLorenzo has performed extensive analysis involving damages related to reasonable royalties and lost profits for patent infringement litigations. His intellectual property experience spans a multitude of industries including: nutritional supplements, medical devices, banking and exchange technologies, media and entertainment technology as well as various other types of patented technologies.

Mr. DeLorenzo's investigation experience includes mortgage backed securities due diligence, Ponzi scheme's, revenue recognition and other accounting fraud.

Mr. DeLorenzo graduated from the University of Notre Dame's Mendoza College of Business in May 2009 with a B.B.A. in accountancy. His education focused primarily on various aspects of business administration and accounting such as audit, federal taxation, principles of accounting and corporate finance.

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3 Times Square

11<sup>th</sup> Floor

New York, NY 10036

Tel: 212 651 7143

Fax: [REDACTED]

**Education**

B.S. in Commerce; Majors  
in Finance and Financial  
Economics, The  
University of Virginia,  
McIntire School of  
Commerce

Gregory Mikulka is a senior consultant in the FTI Consulting Forensic and Litigation Consulting practice and is based in New York. Mr. Mikulka has significant experience in the areas of financial economics and valuation methodologies.

Since joining FTI Consulting in 2010, Mr. Mikulka has provided client services in litigation matters, bankruptcy proceedings and fraud investigations. He has participated in and managed projects involving the preparation of business unit valuations, the assessment of damages and the valuation of various derivative instruments.

Mr. Mikulka has significant experience preparing business unit valuations using both discounted cash flow (DCF) and comparables based methodologies. Most recently, Mr. Mikulka was involved in the valuation of over 200 real property assets in the New Jersey and Pennsylvania regions as part of a fraudulent conveyance investigation.

Mr. Mikulka has assisted in the preparation of a business interruption claim for a radio broadcasting company that incurred damage due to Hurricane Katrina.

Mr. Mikulka was involved in a fund tracing investigation regarding a major broker-dealer. In this capacity, he analyzed securities trading and short term funding transactions, and worked directly with the broker-dealer's risk managers to evaluate the firm's compliance with customer segregated fund regulations.

Mr. Mikulka has worked on behalf of the unsecured creditors of Lehman Brothers in the analysis of medium term notes issued by Lehman Brothers. The medium term note portfolio consisted of over 250 trades with a market value of over \$600 million and included products such as leveraged credit linked notes, autocallable notes, worst-to-perform basket trades and others. Mr. Mikulka was responsible for determining fair market valuations for these products.

Mr. Mikulka has been engaged in a number of projects valuing vanilla derivative portfolios. In that capacity, he has been responsible for the valuation of a variety of security types including credit default swaps, interest rate swaps, inflation swaps, and basic options.

Mr. Mikulka was responsible for an array of projects that required the application of statistical tools (e.g., regression analyses), quantitative techniques (e.g., Monte Carlo simulations), and various option pricing models.

# Exhibit D – HFA Company Overview and Resumes for Staff



HOLMAN | FRENIA  
ALLISON, P.C.

*Certified Public Accountants & Consultants*

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926 Main Street, Suite 103, Rome, PA 18637 • Tel: 570.297.5090

[www.hfacpas.com](http://www.hfacpas.com)

## FIRM OVERVIEW

Holman Frenia Allison, P.C. is a New Jersey licensed regional Certified Public Accounting firm, established in 1996 with offices in Toms River, Medford, and Freehold New Jersey, as well as Troy and Rome, Pennsylvania. In 2013, Mr. Robert W. Allison, CPA, RMA, CMFO, CGMA, formerly with Hutchins, Farrell, Meyer & Allison, P.A. joined our firm. Our Toms River office is located at 10 Allen Street in the downtown area.

The five partners of Holman Frenia Allison, P.C., Frank B. Holman, III, Kevin P. Frenia, Robert W. Allison, Michael Holt and Rodney R. Haines come from very unique and different backgrounds and experience, which has allowed our firm to handle almost any type of accounting engagement. The five principals have combined experience of 140 years in the public accounting profession.

The Holman Frenia Allison, P.C. practice is made up of a variety of clients including municipal & county governments, boards of education, fire districts, municipal utility authorities, not-for-profit organizations, private schools, construction contractors, manufacturers, retailers, distributorships, professional practices, condominium associations, nursing homes and real estate developers and gas/energy clients. Additionally, the Firm handles tax, management advisory services, personal financial planning engagements, litigation support and forensic accounting matters.

Our private sector experience includes the audits of contractors, professional service firms and non-profit agencies. This experience includes, but is not limited to, forensic investigations involving general contractors and sub-contractors who've individually and/or conspiratorially engaged in complex schemes designed to defraud government agencies, private corporations and individuals. Two of our Forensics CPAs are former state and federal law enforcement officers, which uniquely qualifies us to handle forensic engagements of all magnitudes.

The Firm philosophy is simply to meet the needs of our clients and provide them with the highest quality of professional service possible. In order to meet this goal, we take a two-step approach.

First, we set very high standards for our professionals, as well as support personnel; we strive for all of our professionals with over two years experience to be certified public accountants. We demand not only high academic achievement from our employees, quality control and effective communication skills. We believe our employees are the tops in the industry. The Firm's current professional staff includes 49 professionals including 14 CPA's, 4 Registered Municipal Accountants, 10 Public School Accountants, 3 Certified Fraud Examiners, a Chartered Global Management Accountant and an Attorney. Our forensic services are provided by individuals who possess civil and criminal investigative training and experience.

The second step we take to try to meet the needs of our clients is to try to separate ourselves from the perceived "bean counter" mentality sometimes linked to our profession. We consider ourselves much more than simply accountants. We also see our function as that of advisor and consultant.

We have successfully passed our fifth PEER review in December 2011.





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## RESUME

### KEVIN P. FRENIA, CPA, PSA, RMA

Certified Public Accountant - #20CC01568600

Registered Municipal Accountant - #20CR00043500

Public School Accountant - #20CS00101100

Certified Fraud Examiner - #598533

### ENGAGEMENT PARTNER

Kevin P. Frenia, CPA, RMA, PSA, CFE is the Vice President and CEO of Holman Frenia Allison, P.C., a regional accounting firm with three offices in New Jersey and two in Pennsylvania. The firm has over 50 professionals and provides audit, forensic, tax and consulting services.

Mr. Frenia has over 27 years experience in audit and forensic investigation, with a concentration on New Jersey governmental agencies. His forensic experience includes investigations into violations of local public contracts law, bid rigging and political corruption.

Mr. Frenia has served as audit engagement partner for over 100 different governmental entities.

Along with being a Certified Public Accountant, Mr. Frenia is also a Certified Fraud Examiner, Registered Municipal Accountant and Public School Accountant. He has also been recognized by the American Institute of Certified Public Accountants with a certificate in educational achievement for his studies in Governmental Accounting and Auditing. Mr. Frenia is a graduate of Rutgers University.

Mr. Frenia has received accreditation as a Certified Municipal Finance Officer and is active in the Philadelphia Chapter of Certified Fraud Examiners Association.

Kevin currently serves as president of the Medford Sunrise Rotary Foundation as well as the Board of Directors of the YMCA Camp Ockanickon.



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## RESUME

### KEITH F. INGLING, CPA

Certified Public Accountant – NJ#20CC02458200

Certified Public Accountant – PA#CA026230L

### FORENSICS MANAGER

Keith Ingling is currently on staff as a Forensics Manager at Holman Frenia Allison, P.C. Mr. Ingling has over twenty-nine years' experience in accounting and criminal investigations as a Forensic Accountant, specializing in fraud, financial crime, organized crime and corruption. He most recently served as a Detective with the Monmouth County Prosecutor's Office, where he planned and managed investigations in theft, embezzlement, construction fraud, insurance fraud, organized crime, securities fraud, extortion, official misconduct, homicide, sex crime and fugitive matters. He also served as a Special Agent with the Federal Bureau of Investigation, investigating bank fraud, embezzlement, bankruptcy fraud, kidnappings and fugitives. Mr. Ingling began his law enforcement career as a criminal investigator in the Office of the Attorney General for the State of New Jersey, where he investigated financial crime, organized crime and corruption matters. He is a specialist in analyzing and reviewing financial records, corporate documents and in conducting investigations to uncover and provide evidence of fraud. Mr. Ingling was an instructor at the Monmouth County Police Academy for eighteen years where he taught financial crime investigations, intelligence gathering, interviewing techniques, report writing and courtroom testimony.

Mr. Ingling's areas of concentration include:

- Fraud and financial crime investigations
- Construction fraud investigations (within the last ten years):
  - Contractor conspired to defraud the State of NJ utilizing fictitious documents
  - Contractor conspired to defraud the State of NJ utilizing fictitious payroll records
  - Contractor defrauded a corporation utilizing fictitious invoices with inflated costs, substituted sub-standard materials and "ship-to/bill-to" schemes
  - Contractor defrauded a city by submitting fictitious AIA reports, fictitious invoices, deceptive contracts and fictitious change order documents
- Organized crime and political corruption investigations
- Insurance fraud investigations
- Due diligence assessments, including but not limited to compliance related issues
- Development and implementation of anti-fraud programs

Mr. Ingling received his B.S., with honors, in accounting from Guilford College, Greensboro, North Carolina.

Consistent with Holman Frenia Allison, P.C.'s commitment to community service, Mr. Ingling is a Trustee for the Frances Foundation for Kids Fighting Cancer.



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## RESUME

### **ALBERT G. PALENTCHAR, CPA**

Certified Public Accountant – NJ#20CC01027000

### **ASSOCIATE**

Mr. Palentchar is a graduate of both Middlesex County College and Trenton State College, where he majored in accounting. Upon graduation from Trenton State College with a B.S. degree, he began working with Deloitte, Haskins & Sells in New York City. Mr. Palentchar was assigned to the Tax Department of Deloitte, Haskins & Sells while he earned Post Graduate credits in Taxation at Pace University. Mr. Palentchar next began a career in the private sector as a Corporate Tax Specialist for several major financial institutions. After approximately five years in the public and private sector, Mr. Palentchar began his career as a Financial Investigator with the New Jersey Division of Criminal Justice, New Jersey Attorney General's Office. Mr. Palentchar finished his career as a Supervising State Investigator of the Special Prosecutions Bureau within the New Jersey Division of Criminal Justice

During his twenty five years of service to the New Jersey Division of Criminal Justice, he has been involved in financial investigations concerning environmental violations, corruption, arson, bank fraud, securities fraud, business fraud, civil and criminal racketeering. Mr. Palentchar has a well established record of indictments as well as criminal convictions on cases that he has investigated. One of the largest corruption cases Mr. Palentchar handled involved the construction of a county wide waste water treatment system in Cape May County where county officials approached the engineer of record for a bribe. Mr. Palentchar analyzed change orders for excavation, determining that the contract called for insitu measurement for the payment of fill. The contract engineer, who had agreed to pay a bribe, was allowing payments for truck loads of dirt instead. Mr. Palentchar analyzed the construction take offs and determined that the county did not get the appropriate credit for a change order that let the contractor use a shorter TPT pipe pile instead of the required shell pipe pile. The contractor was a participant in the bribery arrangement and through change orders gained monetary benefits in return. Mr. Palentchar determined that the contractor used a faster setting type II cement instead of slower hydrating type III cement in the construction of the clarifying tanks. The analysis of change orders was reviewed by Mr. Lev Zetlin, a forensic engineer, who concurred with Mr. Palentchar. Based on Mr. Zetlin's final report, the contractors under indictment plead guilty and became witnesses for the State.

Upon retiring from the Division of Criminal Justice, Mr. Palentchar began a five year term of service as the Chief Inspector with the newly formed New Jersey Inspector General's Office. His experience there involved civil investigations of various State departments, bureaus and agencies. Working with Inspector General, Mr. Palentchar conducted a review of the Schools Construction Corporation. Mr. Palentchar supervised an investigative task force charged with determining how \$8.6 billion in funding was expended by the Schools Construction Corporation. His assignment involved the review of internal control procedures for land acquisition, construction and procurement. Change orders were selected for examination on questionable construction and architectural projects. Mr. Palentchar was also assigned to review the performance provided by a third party health care company under contract with the New Jersey Department of Corrections,



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## RESUME

### **JERRY CONATY, CPA, PSA, CFE**

Certified Public Accountant - #20CC03329300  
Public School Accountant - #20CS00247000  
Certified Fraud Examiner - #145907

### **AUDIT MANAGER**

Jerry Conaty, CPA, PSA, CFE is a member of the American Institute of Certified Public Accountants, the New Jersey Society of Certified Public Accountants, and the Association of Certified Fraud Examiners. Jerry holds a B.S. Degree in Accounting from Ramapo College of New Jersey and a Masters of Accounting & Professional Consultancy from Villanova University.

Jerry has eight years of experience in auditing governmental entities including the following entities:

City of Asbury Park Board of Education  
Middletown Township School District  
Toms River Regional School District  
Ocean County Vocational-Technical School  
Lacey Township Board of Education  
Berkeley Township Board of Education  
Southern Regional School District  
Pinelands Regional School District  
Barnegat Township School District  
East Windsor Regional School District  
Millstone Board of Education  
Henry Hudson Regional School District  
Ocean County Library Commission  
Toms River Municipal Utilities Authority

Ocean County Board of Social Services  
Ocean County Board of Health  
Housing Authority of the Township of Brick  
Housing Authority of the Township  
of Haddon  
Brick Township Municipal Utilities Authority  
Preferred Children's Services, Inc.  
Lacey Municipal Utilities Authority  
Ocean County Pollution Control Authority  
Township of Lakewood  
Ocean County Mosquito  
Extermination Commission  
Preferred Behavioral Health Services of  
New Jersey, Inc.

Jerry resides in [REDACTED]

Jerry is currently the 1<sup>st</sup> Vice President of Hometown Heroes and the Financial Manager of the Lanoka Harbor EMS. Mr. Conaty is also an alternate member of the Lacey Township Planning Board.



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## RESUME

### TIFFANY EGAN, CPA, CFE, PSA

Certified Public Accountant - #20CC03614600

Public School Accountant - #20CS00255400

Certified Fraud Examiner - #622019

### SENIOR ACCOUNTANT

Tiffany Egan, CPA, CFE, PSA is a member of the New Jersey Society of Certified Public Accountants and the Association of Certified Fraud Examiners. Tiffany holds a B.S. Degree in accounting from Rider University and a Masters of Accountancy from Rider University.

Tiffany has four years of experience in auditing governmental and nonprofit entities including the following entities:

222 West State Street Urban Renewal Corp.  
City of Asbury Park School District  
Atlantic Highlands-Highlands  
Sewerage Authority  
Barnegat Township School District  
Berkeley Township Board of Education  
Brick Township Municipal Utilities Authority  
Childhood Leukemia Foundation, Inc.  
Twin Oaks Community Services  
Fire District No. 2 of the Township of Ocean  
Habitat for Humanity Philadelphia, Inc.  
Hazlet Township School District  
Homes for All, Inc.  
Housing Authority of the Township of Brick  
Jackson Board of Fire Commissioners No. 4  
Joan Dancy and P.A.L.S., Inc.  
Lacey Township School District  
New Egypt First Aid and Emergency Squad  
New Jersey School Nutrition Association  
New Jersey State League of Municipalities  
New Jersey State League of Municipalities  
Educational Foundation

Ocean County Board of Health  
Ocean County Board of Social Services  
Ocean County Library Commission  
Ocean County Library Foundation  
Ocean County Mosquito Extermination  
Commission  
Ocean County PIC  
Ocean County Vocational-Technical School  
Ocean County Vo-Tech Foundation  
Pinelands Regional School District  
Preferred Behavioral Health of New Jersey  
Preferred Children's Services, Inc.  
Southern Regional School District  
The ARC, Ocean County Chapter, Inc.  
The Saints Prison Ministry, Inc.  
Toms River Board of Education  
Township of Toms River Municipal Utilities  
Authority

Tiffany resides in [REDACTED]



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## RESUME

### JAYME GATTI

### STAFF ACCOUNTANT

Jayne Gatti is a member of the New Jersey Society of Certified Public Accountants. Jayme is a graduate of Rutgers University – Camden, School of Business and has three years of experience auditing governmental units. Ms. Gatti's auditing experience includes the following entities:

Little Egg Harbor Township  
Gibbsboro Borough Board of Education  
North Hanover Board of Education  
Moorestown Township Board of Education  
Educational Information Resource Center  
Middle Township Fire Districts No. 1 & 2  
Moorestown Township Public Library

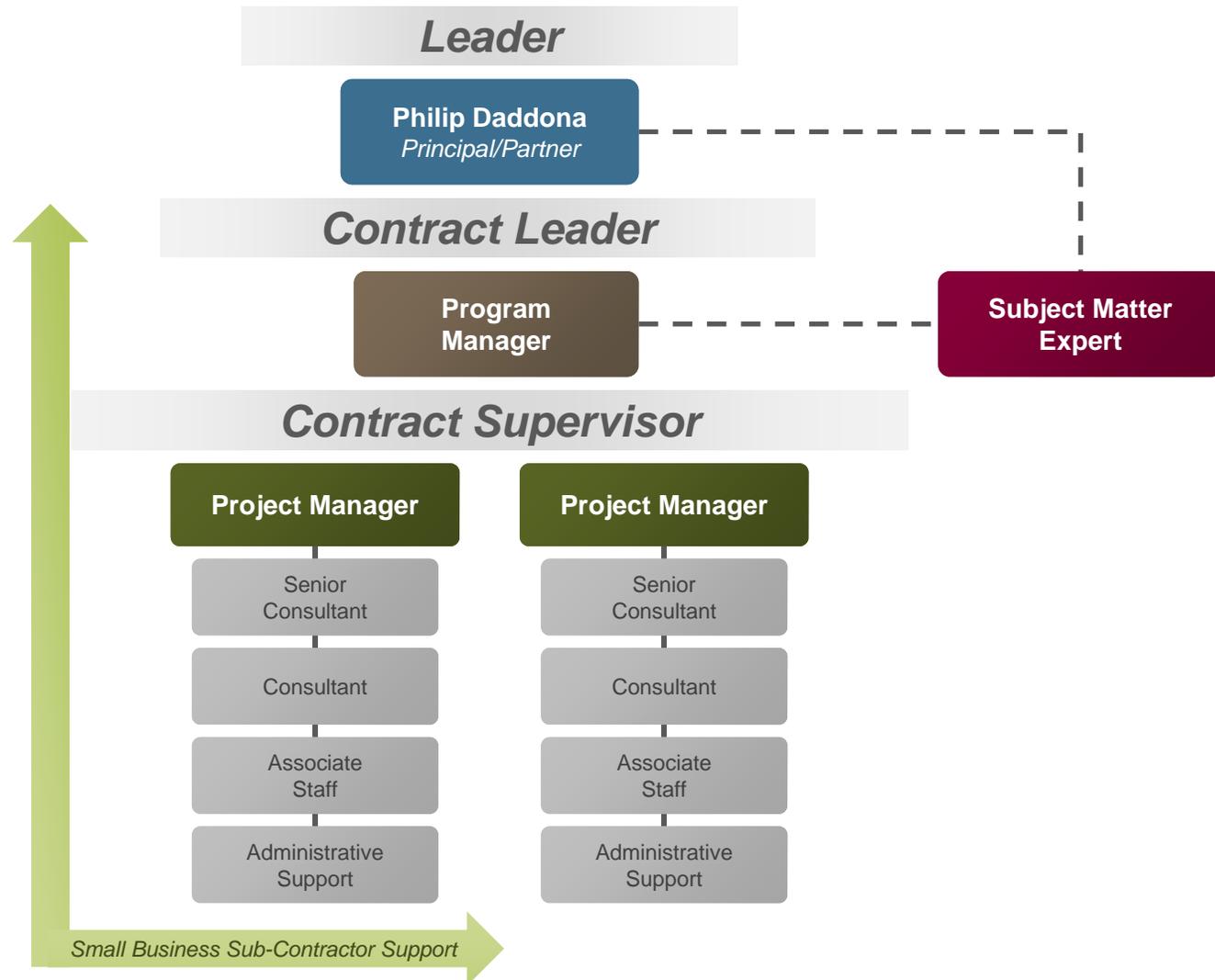
Moorestown Township  
Woodbury Board of Education  
Springfield Township  
Washington Township  
Woodland Township  
Lindenwold Fire District  
Burlington County Public Library

Jayne's recent Forensic Accounting assignments include:

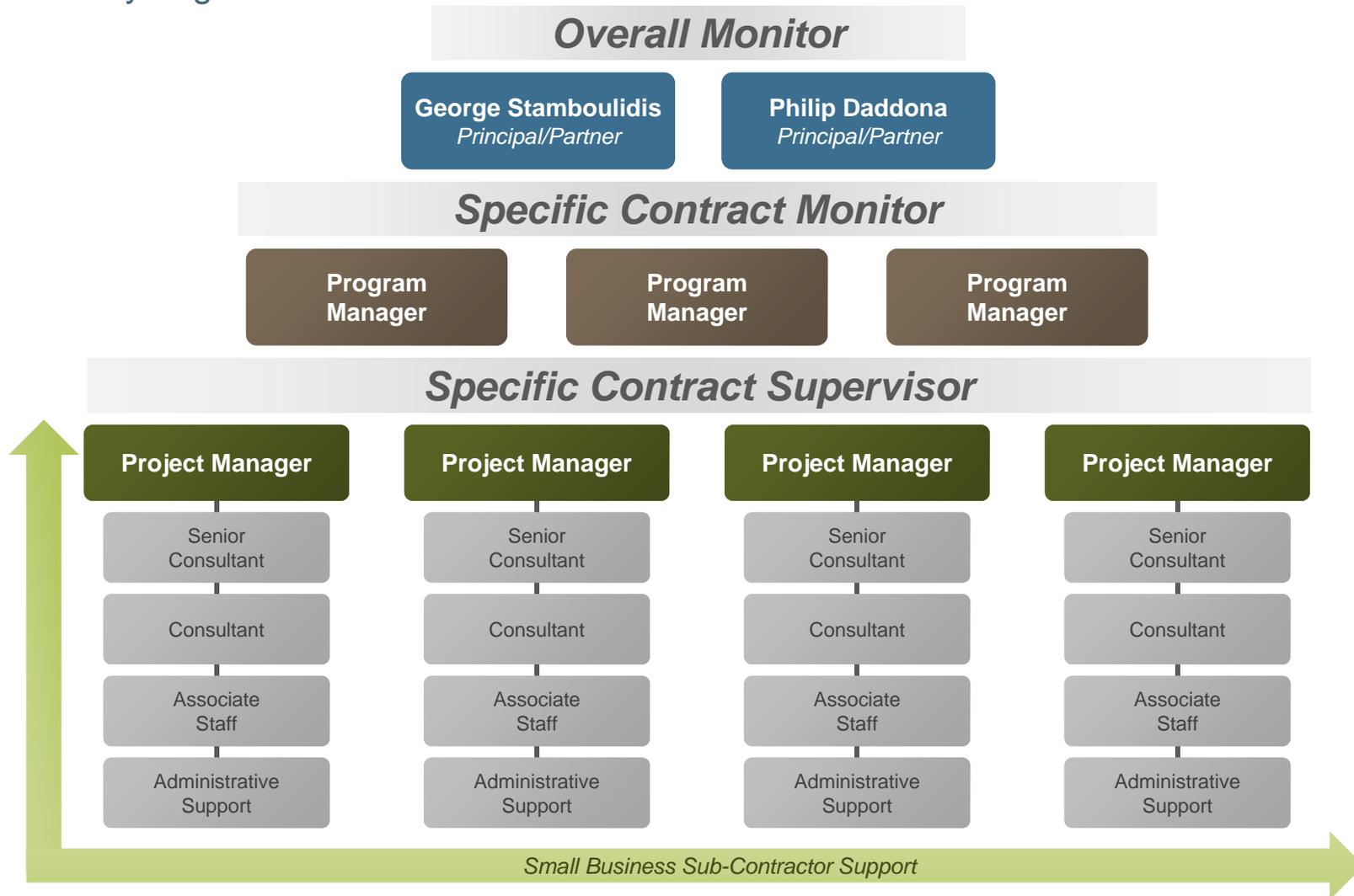
- \* An investigation into a municipality's Water/Sewer Department
- \* An investigation into the Business Administrator of a Board of Education
- \* An investigation into the circumstances surrounding the diversion of revenue related to a business dissolution

# Exhibit E – Contract Organizational Charts

# Pool 2 Contract-Specific Summary Organizational Chart



# Pool 3 Contract-Specific Summary Organizational Chart



# FTI CONSULTING, INC. & BAKER & HOSTETLER LLP

## Request For Quotation: 768892S

RESPONSE TO THE REQUEST FOR QUOTATION FOR FINANCIAL  
AUDITING AND GRANT MANAGEMENT AND INTEGRITY  
MONITORING/ANTI-FRAUD SERVICES FOR DISASTER  
RECOVERY ASSISTANCE (HURRICANE SANDY)

Volume II – Pricing Considerations for Pool 2 and Pool 3 and Pricing  
Schedule

# Table of Contents

Pricing Considerations ..... 3

Exhibit A – Pricing Schedule ..... 4

## Pricing Considerations

Attached are our GSA approved hourly rates as requested in the Request For Quotation (RFQ). As set forth in the RFQ, for each Task Order, we will determine the hours, appropriate discipline or skill set and professional level necessary to execute each aspect of the work. Wherever possible we will attempt to leverage our work to the most highly skilled professional at the lowest hourly rate.

We applied our approved hourly rates, by professional level, to the Financial Auditing and Grant Management (Pool 2) and Integrity Monitoring/ Anti-Fraud (Pool 3) work for years 1, 2 and 3. We understand that the year 3 rates will apply to the entire term of the contract thereafter, including any renewal terms.

Thank you and we appreciate your consideration.

# Exhibit A – Pricing Schedule

**FINAL PRICE SCHEDULE**

**April 3, 2013**

**PROGRAM AND PROCESS MANAGEMENT AUDITING, FINANCIAL AUDITING AND GRANT MANAGEMENT, INTEGRITY MONITORING SERVICES, & OTHER RELATED SERVICES FOR DISASTER RECOVERY AND LONG TERM PLANNING PROJECT (HURRICANE SANDY)  
RFQ**

Refer to RFQ Section 3.0 (Scope of Work) for task requirements and deliverable, Section 4.4 (Staff Classifications), and Section 6.0 (Cost Proposal) for additional information regarding this Price Schedule.

**Bidder's Name: FTI Consulting, Inc. / Baker & Hostetler LLP**

**POOL 1: PROGRAM AND PROCESS MANAGEMENT AUDITING**

LINE #	STAFF CLASSIFICATIONS	YEAR 1 HOURLY RATE	YEAR 2 HOURLY RATE	YEAR 3 HOURLY RATE
1	Partner/Principal/Director	\$	\$	\$
2	Program Manager	\$	\$	\$
3	Project Manager	\$	<b>N/A</b>	
4	Subject Matter Expert	\$		
5	Supervisory/Senior Consultant	\$		
6	Consultant	\$	\$	\$
7	Associate/Staff	\$	\$	\$
8	Administrative Support Staff	\$	\$	\$

**Bidder's Name: FTI Consulting, Inc. / Baker & Hostetler LLP**

**POOL 2: FINANCIAL AUDITING AND GRANT MANAGEMENT**

<b>LINE #</b>	<b>STAFF CLASSIFICATIONS</b>	<b>YEAR 1 HOURLY RATE</b>	<b>YEAR 2 HOURLY RATE</b>	<b>YEAR 3 HOURLY RATE</b>
9	Partner/Principal/Director	\$ 640	\$ 659	\$ 677
10	Program Manager	\$ 500	\$ 514	\$ 528
11	Project Manager	\$ 445	\$ 457	\$ 469
12	Subject Matter Expert	\$ 640	\$ 659	\$ 677
13	Supervisory/Senior Consultant	\$ 344	\$ 354	\$ 363
14	Consultant	\$ 282	\$ 289	\$ 297
15	Associate/Staff	\$ 250	\$ 257	\$ 264
16	Administrative Support Staff	\$ 62	\$ 64	\$ 65

**Bidder's Name: FTI Consulting, Inc. / Baker & Hostetler LLP**

**POOL 3: INTEGRITY MONITORING/ANTI-FRAUD**

<b>LINE #</b>	<b>STAFF CLASSIFICATIONS</b>	<b>YEAR 1 HOURLY RATE</b>	<b>YEAR 2 HOURLY RATE</b>	<b>YEAR 3 HOURLY RATE</b>
17	Partner/Principal/Director	\$640	\$659	\$677
18	Program Manager	\$500	\$514	\$528
19	Project Manager	\$445	\$457	\$469
20	Subject Matter Expert	\$640	\$659	\$677
21	Supervisory/Senior Consultant	\$344	\$354	\$363
22	Consultant	\$282	\$289	\$297
23	Associate/Staff	\$250	\$257	\$264
24	Administrative Support Staff	\$62	\$64	\$65