Cell to b	e complete	d by Bidder
Protecte	d Cells	

In accordance with Section 3.4 of the RFQ. Must attach detailed budget for the total cost with the RFQ.

Firm Name:

✓ Lead RREM Contractor

Best and Final Offer (BAFO) - RFQ Management of the Reconstruction, Remediation, Elevation, and Mitigation Program RFQ775040S

\$809 139 97

\$596 051 56

\$0.00

\$531 467 92

Gilbane Building Company 5.13.2013

Either Position

Secondary RREM Contractor

Bidders seeking the Lead RREM Contractor position, or who will accept a Secondary RREM Contractor position, are to complete all columns in the worksheet. Bidders seeking a Secondary RREM Contractor position, are to complete all columns EXCEPT section 3.1.1. and 3.1.2.

Secondary RREM Section 3.1.1 Section 3.1.2 Section 3.1.4 Section 3.1.5 Section 3.1.6 Section 3.1.7 Section 3.1.8 Section 3.1.10 Issue Tracking and Fraud Start Up - Program Prequalification of **Contractor Costs** Construction Accounting and Please disregard coumn A and refer to Design, Manageme nebuilders Associated with Management Assurance/Quality Waste and Abuse and Records Retention Column B descriptions and Budgeting Section 3.1.1 and 3.1.2 Monitoring Coordination GSA or Bette **Total Hours Equivalent GSA Staffing** Hourly Billing Per Staff Total \$ Per Staff Staffing Category Category Rate (\$) Amount (\$) Amount (\$) Amount (\$) Hours Amount (\$) Hours Amount (\$) Amount (\$) Hours Amount (\$) Hours Amount (\$) Amount (\$) Hours Amount (\$) Category Hours Hours Hours Hours Hours Category 24 JS - Principal \$270.1 64 \$17,288.96 50 \$13,507.00 \$0.00 \$6,483.36 50 \$13,507.00 24 \$6,483.36 24 \$6,483.3 24 \$6,483.36 24 \$6,483,36 \$6,483.36 \$24,852.88 400 \$108,056.00 Program Chief Executive Shea - Principal \$241.53 \$14,491,80 \$14,491.80 \$0.00 \$0.00 \$18,839.34 \$18,839.3 \$18.839.34 \$11,593.44 \$18,839.34 \$0.00 480 \$115.934.40 Program Manager \$0.00 Ford - Principal \$198.34 \$11,900.40 \$0.00 \$11,900.40 \$281,444.46 273 \$54,146.82 \$9,917.0 \$0.00 \$31,734.40 \$11,503.72 \$0.00 2,080 \$412,547.20 Construction Manager 992 Eligibility Manager Fink - Principal \$222.53 \$57,857.80 \$57,857.80 \$0.00 \$0.00 \$0.00 \$0.00 \$0.0 \$0.00 \$57,857.80 \$47,176.36 \$0.00 \$220,749.76 \$9,185.20 780 Information Technology Manager DP - Principal \$229.63 \$36,740.80 \$36,740.80 \$0.00 \$9,185.20 \$9,185.20 \$9,185.2 \$9,185.20 \$9,185.20 \$9,185.20 \$41,333.40 \$179,111.40 \$198.64 2.080 Tuzza - Principal \$34 364 72 \$0.00 \$0.00 \$9,932.00 \$19,864.00 1248 \$247,902.72 \$41 317 1 \$41 317 12 \$0.00 \$18 473 53 \$0.00 \$413 171 20 Subcontracts Manager \$201.44 \$3,223.04 \$3,223.04 \$0.00 \$0.00 \$0.00 \$0.00 \$0.0 \$0.00 \$12,892.16 \$0.00 \$0.00 96 \$19,338.24 Budget & Financial Manager Cogean - Principa \$186.58 \$32,278.34 \$0.00 \$0.0 \$0.00 \$254,681.70 \$0.00 \$36,383.1 \$36,383.10 \$0.00 \$3,918.18 \$0.00 1,949 Rufini- Project Executive II \$363,644,42 Communications Director Chief Legal Counsel Lyons - PX II \$107.95 173 \$18 675 35 \$0.00 \$0.00 \$0.00 \$0.00 1907 \$205.860.65 \$0.0 \$0.00 \$0.00 \$0.00 \$0.00 2.080 \$224.536.00 PM (4) - Project Executives \$142.98 \$49,471.08 \$42,894.00 \$0.00 1500 \$214,470.00 \$241,493.22 892 \$127,538.16 1000 \$142,980.0 \$33,028.38 \$142,980.00 \$142,980.00 \$0.00 7,958 \$1,137,834.84 Property Lien Director Gen Sun - Sr PM II \$137 12 \$0.00 \$0.00 \$0.00 \$0.00 7780 \$1,066,793,60 \$0.00 650 \$89 128 00 650 \$89 128 00 \$89 128 00 \$0.00 10.380 \$1 423 305 60 \$89 128 0 Facilities and Equipment Manager \$60.80 \$0.00 \$0.00 \$0.00 \$0.00 \$784,945.37 \$64,899.66 \$64,969.14 \$0.00 16,114 \$979,713.83 Architect GBC SUP - Super \$64,899.6 \$0.00 \$0.00 \$145.85 \$116.680.00 \$116.680.00 \$0.00 \$0.00 \$61,257,00 \$178.520.40 \$0.0 \$80.509.20 \$0.00 3.856 \$562,397,60 1224 \$8,751,00 \$0.00 Engineer Moe/Barkdale/Porrovecchi Estimating and Compliance Monitor Graves - Sr. Pm I \$139.38 \$5,575.20 \$0.00 \$0.00 \$0.00 \$0.00 \$0.00 \$0.0 \$0.00 \$0.00 \$0.00 \$0.00 40 \$5,575.20 Warnke - Sr. PM II \$133.04 173 \$23,015.92 \$16,630.00 \$0.00 \$9,578.88 1291 \$171,754.64 \$0.00 \$55,344.6 \$0.00 \$0.00 \$0.00 \$0.00 2,077 \$276,324.08 Other \$103.32 \$35,748.72 \$0.00 \$0.00 \$300,661.20 \$0.00 \$42,877.80 \$42,877.80 \$0.00 \$6,819,12 \$0.00 4.352 Other Estimator III \$20,664.00 \$449 648 64 \$131.8 \$42,176.00 \$42,176.00 \$0.00 \$0.00 \$0.00 \$182,674.80 \$0.0 \$38,485.60 \$38,485.60 \$6,721.80 \$0.00 2,661 \$350,719.80 Other Schmidt/Gill - PX I 320 \$127.85 213 \$27,232.05 \$5,114.00 \$0.00 \$0.00 \$30,684.00 \$10,228.00 \$0.0 \$0.00 \$10,228.00 \$243,809.95 2,560 Other Dantes/Winslow - Sr. PE II \$0.00 190 \$327,296.00 Other B M - QC Specialist II \$92.38 173 \$15,981,74 \$0.00 \$0.00 \$0.00 \$0.00 \$0.00 \$0.00 \$0.00 \$0.00 \$0.00 \$0.00 173 \$15,981.74 GS Arm - Gen Super \$104.74 \$0.00 \$0.00 \$0.00 \$0.00 \$996,601.10 \$0.00 \$0.00 \$0.00 \$0.00 \$0.00 \$0.00 9,515 \$996,601.10 Other \$4,432.00 \$4,432.00 \$0.00 157 \$17,395.60 \$0.00 \$0.00 \$0.00 \$0.00 237 \$26 259 60 JG - Project Manager I \$110.80 \$0.00 \$0.00 \$0.00 Other 1,728 \$87.47 \$15,132.3° \$0.00 \$0.0 \$0.00 \$117,559.68 \$0.00 \$16,794.2 \$0.00 \$0.00 \$1,661.93 \$0.00 \$151,148.16 Other Esti. PCS - Estimator II \$96.25 160 \$15,400.00 \$15,400.00 \$0.00 \$0.00 \$141.680.00 \$0.00 \$0.0 \$0.00 \$0.00 \$0.00 \$0.00 1.792 \$172,480,00 Other BF - Scheduler II 1472 Other Pur. Ag. - Purch. Special. \$92.16 519 \$47,831.04 1090 \$100,454.40 \$0.00 \$0.00 3469 \$319,703.04 \$0.00 \$34,283.5 \$0.00 \$0.00 \$0.00 \$0.00 5.450 \$502,272.00 \$237,916.00 Other (8) Sr. Project Engineer I \$82.04 \$56,771.68 \$41,020.00 \$0.00 2900 \$786,271.36 184 \$15,095.36 1100 \$90,244.00 \$0.00 \$90,244.00 \$16,572.08 \$0.00 16,262 \$1,334,134.48 \$0.00 9682.71 \$74,212.97 800.571 \$0.00 801.429 12,085 \$0.00 Other Epic/GBC - Super (6) \$92.70 \$0.00 \$0.00 \$0.00 \$897,587.61 800.571 \$74,212.9 \$74,292.43 \$0.00 \$1,120,305.99 BG - Sr. PE I 1,040 Other \$90.01 \$14,401.60 \$14,401.60 \$0.0 \$0.00 \$32,403.60 \$0.00 \$0.0 \$0.00 \$0.00 \$32,403.60 \$0.00 \$93,610.40 \$0.00 \$0.00 Acct - Sr PF I \$82 12 \$21 351 20 \$0.00 \$0.00 \$0.00 \$0.0 \$0.00 \$0.00 \$0.00 596 \$490 092 16 6 228 Other \$511,443,36 \$0.00 \$202,218.24 3,840 \$288,883.20 Other Est VJ - Estimator I \$75.23 \$26,029.58 \$0.00 \$0.00 \$0.00 \$28,888.3 \$28,888.32 \$0.00 \$2,858.74 \$0.00 Code Comp - Struc, Civil I \$92.00 \$15.916.00 \$0.00 \$0.00 \$0.00 \$0.00 \$116,564,00 \$33,120,00 \$0.00 \$0.00 1.800 \$165,600,00 173 1267 \$0.0 \$0.00 Other Admin. Asst. - Asst. PM \$50.16 \$26,033.04 \$23,424.72 \$0.00 \$32,002.08 \$55,176.00 \$0.00 \$31,199.5 \$19,662.72 \$0.00 \$124,898.40 \$0.00 6,228 \$312,396.48 \$37.60 \$15,040.00 \$15,040.00 \$0.0 \$0.00 \$112,800.0 \$0.00 \$22,560.00 \$0.00 \$90,240.00 \$0.00 Clerical - Proj. Asst. \$0.0 6.800 \$255,680.00 6932 \$789,139.97 5208 \$596,051.56 \$0.00 5284 \$531,467.92 72664 \$6,934,506.97 10393 \$1,293,312.10 7614 \$792,977.79 \$500,468.14 \$499,334.96 \$779,352.92 8147 \$800,088.39 134113 \$13,516,700.71 Total Other Direct Cost \$20,000.00 \$0.00 \$0.00 \$840,000.00 \$0.00 \$0.00 \$0.00 \$0.00 \$20,000.00 \$0.00 \$880,000.00 Total Travel Cost \$412,400.00 \$412,400.00

\$7 774 506 97

\$1 293 312 10

\$792 977 79

\$500 468 14

\$499 334 96

\$799 352 92

\$800.088.39 Grand Total

\$14.809.100.71

Cell to be	completed	by Bidder
Protected	Cells	

In accordance with Section 3.4 of the RFQ. Must attach detailed budget for the total cost with the RFQ.

✓ Lead RREM Contractor

Secondary RREM Contractor

Best and Final Offer (BAFO) - RFQ Management of the Reconstruction, Remediation, Elevation, and Mitigation Program RFQ775040S

Gilbane Building Company 5.13.2013

\$0.00

\$618,104.12

\$0.00

\$551,131.58

Either Position

Instructions: Bidders seeking the Lead RREM Contractor position, or who will accept a Secondary RREM Contractor position, are to complete all columns in the worksheet. Bidders seeking a Secondary RREM Contractor position, are to complete all columns EXCEPT section 3.1.1. and 3.1.2.

Cost Quote for: Year 1 Please disregard con min A and refer to column B descrptions			Start Design	ection 3.1.1 Up - Program n, Management, d Budgeting	Prequ	ection 3.1.2 ualification of mebuilders	Cor Ass	ondary RREM htractor Costs sociated with n 3.1.1 and 3.1.2	Applicati	ction 3.1.3 on Review and ocessing	С	ection 3.1.4 onstruction lanagement	Assura	ction 3.1.5 Quality ance/Quality onitoring	S	ection 3.1.6 Appeals		ection 3.1.7 Ince Monitoring	Issue Tra Was	ection 3.1.8 acking and Fraud, te and Abuse pordination	Documer	ction 3.1.9 nt Management ords Retention	Accou	tion 3.1.10 punting and eporting		
Staffing Category	Equivalent GSA Staffing Category	GSA or Better Hourly Billing Rate (\$)	Hours	Amount (\$)	Hours	Amount (\$)	Hours	Amount (\$)	Hours	Amount (\$)	Hours	Amount (\$)	Hours	Amount (\$)	Hours	Amount (\$)	Hours	Amount (\$)	Hours	Amount (\$)	Hours	Amount (\$)	Hours	Amount (\$)	Total Hours Per Staff Category	Total \$ Per Staff Category
Program Chief Executive	JS - Principal	280	-	\$0.00	50	\$14,005.41	0	\$0.00	24	\$6,722.60	50	\$14,005.41	24	\$6,722.60	24	\$6,722.60	24	\$6,722.60	24	\$6,722.60	24	\$6,722.60	92	\$25,769.95	336	\$94,116.34
Program Manager	Shea - Principal	250	-	\$0.00	60	\$15,028.00	0	\$0.00	0	\$0.00	78	\$19,536.40	0	\$0.00	78	\$19,536.40	78	\$19,536.40	48	\$12,022.40	78	\$19,536.40	0	\$0.00	420	\$105,195.98
Construction Manager	Ford - Principal	206	-	\$0.00	60	\$12,340.71	0	\$0.00	60	\$12,340.71	1419	\$291,857.91	273	\$56,150.25	50	\$10,283.93	0	\$0.00	160	\$32,908.57	58	\$11,929.36	0	\$0.00	2,080	\$427,811.45
Eligibility Manager	Fink - Principal	231	-	\$0.00	260	\$59,998.54	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	260	\$59,998.54	212	\$48,921.89	0	\$0.00	732	\$168,918.96
Information Technology Manager	DP - Principal	238	-	\$0.00	160	\$38,100.21	0	\$0.00	40	\$9,525.05	40	\$9,525.05	40	\$9,525.05	40	\$9,525.05	40	\$9,525.05	40	\$9,525.05	40	\$9,525.05	180	\$42,862.74	620	\$147,638.31
Subcontracts Manager	Tuzza - Principal	206	-	\$0.00	0	\$0.00	0	\$0.00	50	\$10,299.48	100	\$20,598.97	1248	\$257,075.12	208	\$42,845.85	208	\$42,845.85	0	\$0.00	93	\$19,157.04	0	\$0.00	1,907	\$392,822.32
Budget & Financial Manager	Cogean - Principal	209	-	\$0.00	16	\$3,342.29	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	64	\$13,369.17	0	\$0.00	0	\$0.00	80	\$16,711.46
Communications Director	Rufini- Project Executive II	193	-	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	1365	\$264,104.92	2 0	\$0.00	195	\$37,729.27	195	\$37,729.27	0	\$0.00	21	\$4,063.15	0	\$0.00	1,776	\$343,626.62
Chief Legal Counsel	Lyons - PX II	112	-	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	1907	\$213,477.49	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	1,907	\$213,477.49
Property Lien Director	PM (4) - Project Executives	148	-	\$0.00	300	\$44,481.08	0	\$0.00	1500	\$222,405.39	1689	\$250,428.47	892	\$132,257.07	1000	\$148,270.26	231	\$34,250.43	1000	\$148,270.26	1000	\$148,270.26	0	\$0.00	7,612	\$1,128,633.22
Facilities and Equipment Manager	Gen Sup - Sr. PM II	142	-	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	7780	\$1,106,264.96	0	\$0.00	650	\$92,425.74	650	\$92,425.74	650	\$92,425.74	650	\$92,425.74	0	\$0.00	10,380	\$1,475,967.91
Architect	GBC SPR - Superintendent (63	-	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	12910.3	\$813,988.35	1067.43	\$67,300.94	1067.43	\$67,300.94	0	\$0.00	0	\$0.00	1068.57	\$67,373.00	0	\$0.00	16,114	\$1,015,963.24
Engineer	Moe/Barkdale/Porrovecchio/T	151	-	\$0.00	800	\$120,997.16	0	\$0.00	0	\$0.00	420	\$63,523.51	1224	\$185,125.65	0	\$0.00	552	\$83,488.04	60	\$9,074.79	0	\$0.00	0	\$0.00	3,056	\$462,209.15
Estimating and Compliance Monitor	Graves - Sr. Pm I	145	-	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00
Other	Warnke - Sr. PM II	138	-	\$0.00	125	\$17,245.31	0	\$0.00	72	\$9,933.30	1291	\$178,109.56	0	\$0.00	416	\$57,392.39	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	1,904	\$262,680.56
Other	Estimator III	107	-	\$0.00	200	\$21,428.57	0	\$0.00	0	\$0.00	2910	\$311,785.66	0	\$0.00	415	\$44,464.28	415	\$44,464.28	0	\$0.00	66	\$7,071.43	0	\$0.00	4,006	\$429,214.22
Other	Schmidt/Gill - PX I	137	-	\$0.00	320	\$43,736.51	0	\$0.00	0	\$0.00	0	\$0.00	1386	\$189,433.77	0	\$0.00	292	\$39,909.57	292	\$39,909.57	51	\$6,970.51	0	\$0.00	2,341	\$319,959.92
Other	Dantes/Winslow - Sr. PE II	133	-	\$0.00	40	\$5,303.22	0	\$0.00	0	\$0.00	240	\$31,819.31	80	\$10,606.44	. 0	\$0.00	0	\$0.00	0	\$0.00	80	\$10,606.44	1907	\$252,830.92	2,347	\$311,166.32
Other	B M - QC Specialist II	96	-	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00
Other	GS Arm - Gen Super	109	-	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	9515	\$1,033,475.34	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	9,515	\$1,033,475.34
Other	JG - Project Manager I	115	-	\$0.00	40	\$4,595.98	0	\$0.00	0	\$0.00	157	\$18,039.24	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	197	\$22,635.22
Other	Esti. PCS - Estimator II	91	-	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	1344	\$121,909.39	0	\$0.00	192	\$17,415.63	0	\$0.00	0	\$0.00	19	\$1,723.42	0	\$0.00	1,555	\$141,048.44
Other	BF - Scheduler II	100	-	\$0.00	160	\$15,969.80	0	\$0.00	0	\$0.00	1472	\$146,922.16	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	1,632	\$162,891.96
Other	Pur. Ag Purch. Special.	96	-	\$0.00	1090	\$104,171.21	0	\$0.00	0	\$0.00	3469	\$331,532.05	0	\$0.00	372	\$35,552.01	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	4,931	\$471,255.28
Other	(8) Sr. Project Engineer I	85	-	\$0.00	500	\$42,537.74	0	\$0.00	2900	\$246,718.89	9584	\$815,363.40	184	\$15,653.89	1100	\$93,583.03	0	\$0.00	1100	\$93,583.03	202	\$17,185.25	0	\$0.00	15,570	\$1,324,625.22
Other	Epic/GBC - Super (6)	96	-	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	9682.71	\$930,798.36	800.571	\$76,958.85	800.571	\$76,958.85	0	\$0.00	0	\$0.00	801.429	\$77,041.25	0	\$0.00	12,085	\$1,161,757.31
Other	BG - Sr. PE I	93	-	\$0.00	160	\$14,934.46	0	\$0.00	0	\$0.00	360	\$33,602.53	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	360	\$33,602.53	0	\$0.00	880	\$82,139.53
Other	Acct - Sr. PE I	85	-	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	5968	\$508,225.57	5,968	\$508,225.57
Other	Est VJ - Estimator I	78	-	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	2688	\$209,700.31	0	\$0.00	384	\$29,957.19	384	\$29,957.19	0	\$0.00	38	\$2,964.51	0	\$0.00	3,494	\$272,579.20
Other	Code Comp - Struc. Civil I	95	-	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	1267	\$120,876.87	0	\$0.00	360	\$34,345.44	0	\$0.00	0	\$0.00	0	\$0.00	1,627	\$155,222.31
Other	Admin. Asst Asst. PM	52	-	\$0.00	467	\$24,291.43	0	\$0.00	638	\$33,186.16	1100	\$57,217.51	0	\$0.00	622	\$32,353.90	392	\$20,390.24	0	\$0.00	2490	\$129,519.64	0	\$0.00	5,709	\$296,958.89
Other	Clerical - Proj. Asst.	39	_	\$0.00	400	\$15,596,48	0	\$0.00	0	\$0.00	3000			\$0.00	0	\$0.00	600	\$23,394.72	0	\$0.00	2400	\$93,578.88	0	\$0.00	6,400	\$249,543.68
			0	\$0.00	5208	\$618,104.12	0	\$0.00	5284	\$551,131.58				\$1,341,164.00	7614	*	4421	\$518,984.81	3698	\$517,809.71		\$808,188.33	8147		127181	\$13,198,471.42
Total Other Direct Cost				\$0.00		\$0.00		\$0.00		\$0.00		\$604,525.00		\$0.00	1 1	\$0.00		\$0.00		\$0.00		\$20,000.00		\$0.00		\$624,525.00
Total Travel Cost	\$204,000.00)																								\$204,000.00
	_																									

\$7,795,607.37

\$1,341,164.00

\$822,317.32

\$518,984.81

\$517,809.71

\$828,188.33

\$14,026,996.42

\$829,689.18 Grand Total

Cell to b	e comp	leted by	Bidder
Protecte	ed Cells		

Gilbane Building Company 5.13.2013

Either Position

Secondary RREM Contractor

Firm Name:

Lead RREM Contractor

Best and Final Offer (BAFO) - RFQ Management of the Reconstruction, Remediation, Elevation, and Mitigation Program RFQ775040S

Bidders seeking the Lead RREM Contractor position, or who will accept a Secondary RREM Contractor position, are to complete all columns in the worksheet. Bidders seeking a Secondary RREM Contractor position, are to complete all columns EXCEPT section 3.1.1. and 3.1.2.

Secondary RREM Section 3.1.1 Section 3.1.2 Section 3.1.4 Section 3.1.5 Section 3.1.6 Section 3.1.7 Section 3.1.9 Section 3.1.8 Section 3.1.10 Issue Tracking and Fraud Accounting and Start Up - Program Prequalification of **Contractor Costs** Construction Quality Appeals Please disregard coumn A and refer to Design, Manageme nebuilders Associated with Management Assurance/Quality Waste and Abuse and Records Retention Monitoring Column B descriptions and Budgeting Section 3.1.1 and 3.1.2 Coordination GSA or Bette **Total Hours Equivalent GSA Staffing** Hourly Billing Per Staff Total \$ Per Staff Staffing Category Category Rate (\$) Amount (\$) Amount (\$) Amount (\$) Hours Amount (\$) Hours Amount (\$) Amount (\$) Hours Amount (\$) Hours Amount (\$) Amount (\$) Hours Amount (\$) Category Hours Hours Hours Hours Hours Category JS - Principal \$270.1 \$0.00 \$0.00 114 \$30,795.96 24 \$6,483.36 50 \$13,507.00 24 \$6,483.36 24 \$6,483.3 24 \$6,483.36 24 \$6,483,36 \$6,483.36 \$24,852.88 400 \$108,056.00 Program Chief Executive 120 Shea - Principal \$241.5 \$0.00 \$0.00 \$28,983,60 \$0.00 \$18,839.34 \$0.00 \$18,839.3 \$18.839.34 \$11,593.44 \$18,839.34 \$0.00 480 \$115.934.40 Program Manager \$0.00 Ford - Principal \$198.3 \$0.00 \$11,900.40 \$11,900.40 \$281,444.46 273 \$54,146.82 \$9,917.0 \$0.00 \$31,734.40 \$11,503.72 \$0.00 2,080 \$412,547.20 Construction Manager Eligibility Manager Fink - Principal \$222.53 \$0.00 \$0.00 \$57,857.80 \$0.00 \$0.00 \$0.00 \$0.0 \$0.00 \$57,857.80 \$47,176.36 \$0.00 732 \$162,891.96 \$9,185.20 780 Information Technology Manager DP - Principal \$229.63 \$0.00 \$0.00 \$73,481.60 \$9,185.20 \$9,185.20 \$9,185.2 \$9,185.20 \$9,185.20 \$9,185.20 \$41,333.40 \$179,111.40 \$0.00 \$19,864.00 2.080 Tuzza - Principal \$198.64 \$0.00 173 \$34 364 7 \$9,932.00 1248 \$247,902.72 \$41 317 1 \$41 317 12 \$0.00 \$18 473 53 \$0.00 \$413 171 20 Subcontracts Manager \$201.44 \$0.00 \$0.00 \$6,446.0 \$0.00 \$0.00 \$0.00 \$0.0 \$0.00 \$12,892.10 \$0.00 \$0.00 96 \$19,338.24 Budget & Financial Manager Cogean - Principa \$186.58 \$0.00 \$0.00 \$32,278.3 \$0.00 \$254,681.70 \$0.00 \$36,383.10 \$0.00 \$3,918.18 \$0.00 1,949 Rufini- Project Executive II \$36,383.1 \$363,644,42 Communications Director Chief Legal Counsel Lyons - PX II \$107.95 \$0.00 \$0.00 \$18 675 3 \$0.00 \$0.00 1907 \$205.860.65 \$0.0 \$0.00 \$0.00 \$0.00 \$0.00 2.080 \$224.536.00 PM (4) - Project Executives \$142.98 \$0.00 \$0.00 \$92,365.08 1500 \$214,470.00 \$241,493.22 892 \$127,538.16 1000 \$142,980.0 \$33,028.38 \$142,980.00 \$142,980.00 \$0.00 7,958 \$1,137,834.84 1689 1000 Property Lien Director Gen Sun - Sr PM II \$137 12 \$0.00 \$0.00 \$0.00 7780 \$1,066,793,60 \$0.00 650 650 \$89 128 00 650 \$89 128 00 \$89 128 00 \$0.00 10.380 \$1 423 305 60 \$0.00 \$89 128 0 Facilities and Equipment Manager \$60.80 \$0.00 \$0.00 \$0.00 12910.3 \$784,945.37 \$64,899.66 \$64,969.14 \$0.00 16,114 \$979,713.83 Architect GBC SUP - Super \$0.0 \$64,899.6 \$0.00 \$0.00 \$145.85 \$0.00 \$0.00 \$70.008.00 \$0.00 \$61,257,00 \$178.520.40 \$0.0 \$80.509.20 2.736 \$399.045.60 1224 \$8,751,00 \$0.00 \$0.00 Engineer Moe/Barkdale/Porrovecchi Estimating and Compliance Monitor Graves - Sr. Pm I \$139.38 \$0.00 \$0.00 \$22,997.70 \$0.00 \$0.00 \$0.00 \$0.0 \$0.00 \$0.00 \$0.00 \$0.00 165 \$22,997.70 Warnke - Sr. PM II \$133.04 \$0.00 \$0.00 \$24,745.44 \$9,578.88 1291 \$171,754.64 \$0.00 \$55,344.6 \$0.00 \$0.00 \$0.00 \$0.00 1,965 \$261,423.60 Other \$103.32 \$0.00 \$0.00 \$0.00 \$300,661.20 \$0.00 \$42,877.80 \$42,877.80 \$0.00 \$6.819.12 \$0.00 4.152 Other \$35,748.7 \$428,984,64 Estimator III \$131.8 \$0.00 \$0.00 \$0.00 \$0.00 \$182,674.80 \$0.0 \$38,485.60 \$38,485.60 \$6,721.80 \$0.00 2,501 \$329,631.80 Other Schmidt/Gill - PX I \$63,264.0 \$127.85 \$0.00 \$0.00 \$32,346.0 \$0.00 \$30,684.00 \$10,228.00 \$0.0 \$0.00 \$10,228.00 \$243,809.95 2,560 Other Dantes/Winslow - Sr. PE II \$0.00 190 \$327,296.00 Other B M - QC Specialist II \$92.38 \$0.00 \$0.00 \$15,981.74 \$0.00 \$0.00 \$0.00 \$0.00 \$0.00 \$0.00 \$0.00 \$0.00 173 \$15,981.74 GS Arm - Gen Super \$104.74 \$0.00 \$0.00 \$0.00 \$0.00 \$996,601.10 \$0.00 \$0.00 \$0.00 \$0.00 \$0.00 \$0.00 9,515 \$996,601.10 Other \$110.80 \$0.00 \$0.00 \$0.00 157 \$17,395.60 \$0.00 \$0.00 \$0.00 \$0.00 237 \$26 259 60 JG - Project Manager I \$8.864.00 \$0.00 \$0.00 Other 1,728 \$87.47 \$0.00 \$0.00 \$15,132.3 \$0.00 1344 \$117,559.68 \$0.00 \$16,794.2 \$0.00 \$0.00 \$1,661.93 \$0.00 \$151,148.16 Other Esti. 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Total Travel Cost

\$412,400.00

In accordance with Section 3.4 of the RFQ. Must attach detailed budget for the total cost with the RFQ.

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\$412,400.00

Cell to be	completed	by Bidder
Protected	Cells	

Best and Final Offer (BAFO) - RFQ Management of the Reconstruction, Remediation, Elevation, and Mitigation Program RFQ775040S

Ins

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Firm Name: Gilbane Building Company 5.13.2013 Lead RREM Contractor Secondary RREM Contractor Either Position Secondary RREM Cost Quote for: Year 1 Section 3.1.1 Section 3.1.2 Section 3.1.4 Section 3.1.5 Section 3.1.6 Section 3.1.7 Section 3.1.8 Section 3.1.9 Section 3.1.10 Prequalification of Issue Tracking and Fraud, Accounting and Start Up - Program **Contractor Costs** Construction Quality Please disregard countries and refer to Design, Manageme mebuilders Associated with Management Assurance/Quality Waste and Abuse and Records Retentio Monitoring Column B descriptions and Budgeting Section 3.1.1 and 3.1.2 Coordination GSA or Bette **Total Hours Equivalent GSA Staffing** Hourly Billing Per Staff Total \$ Per Staff Category **Staffing Category** Category Rate (\$) Amount (\$) Amount (\$) Amount (\$) Hours Amount (\$) Hours Amount (\$) Amount (\$) Hours Amount (\$) Hours Amount (\$) Amount (\$) Hours Amount (\$) Hours Hours Hours Hours Hours Category 24 Program Chief Executive JS - Principal 280 \$0.00 \$0.00 \$0.00 \$6,722.60 50 \$14,005.41 24 \$6,722.60 24 \$6,722.6 24 \$6,722.60 24 \$6,722.60 \$6,722.60 \$25,769.95 \$80,110.94 Shea - Principal 250 \$0.00 \$0.00 \$0.00 \$0.00 \$19,536.40 \$0.00 \$19,536.4 \$19.536.40 \$12,022.40 \$19,536.40 \$0.00 360 \$90.167.9 Program Manager \$291,857.91 Ford - Principal 206 \$0.00 \$0.00 \$0.00 \$12,340.71 273 \$56,150.25 \$10,283.9 \$0.00 \$32,908.57 \$11,929.30 \$0.00 2,020 \$415,470.73 Construction Manager Eligibility Manager 472 Fink - Principal 231 \$0.00 \$0.00 \$0.00 \$0.00 \$0.00 \$0.00 \$0.0 \$0.00 \$59,998.54 \$48,921.89 \$0.00 \$108,920.42 238 \$9,525.05 \$9,525.05 \$9,525.05 460 \$109,538.10 Information Technology Manager DP - Principal \$0.00 \$0.00 \$0.00 \$9,525.0 \$9,525.05 \$9,525.05 \$9,525.05 \$42,862.74 206 1.907 Tuzza - Principal \$0.00 \$0.00 \$0.00 \$10,299.48 \$20,598.97 1248 \$257 075 12 \$42.845.8 \$42 845 85 \$0.00 \$19 157 04 \$0.00 \$392,822.32 Subcontracts Manager 209 \$0.00 \$0.00 \$0.00 \$0.00 \$0.00 \$0.00 \$0.0 \$0.00 \$13,369.17 \$0.00 \$0.00 64 \$13,369.17 Budget & Financial Manage Cogean - Principal 1,776 193 \$0.00 \$0.00 \$0.00 \$264,104.92 \$0.00 \$37,729.27 \$0.00 \$4,063.15 \$0.00 Rufini- Project Executive II \$0.00 \$37,729.2 \$343,626,62 Communications Director Chief Legal Counsel Lyons - PX II 112 \$0.00 \$0.00 \$0.00 \$0.00 \$0.00 1907 \$213,477,49 \$0.0 \$0.00 \$0.00 \$0.00 \$0.00 1 907 \$213,477,49 PM (4) - Project Executives 148 \$0.00 \$0.00 \$0.00 1500 \$222,405.39 \$250,428.47 892 \$132,257.07 1000 \$148,270.2 \$34,250.43 1000 \$148,270.26 \$148,270.26 \$0.00 7,312 \$1,084,152.14 1689 Property Lien Director Gen Sun - Sr PM II 142 \$0.00 \$0.00 \$0.00 \$0.00 7780 \$1 106 264 96 \$0.00 650 \$92 425 7 \$92 425 74 650 \$92 425 74 \$92 425 74 \$0.00 10.380 \$1 475 967 91 Facilities and Equipment Manager \$0.00 \$0.00 \$0.0 \$0.00 \$813,988.35 \$67,300.94 \$67,300.9 \$67,373.00 \$0.00 16,114 \$1,015,963.24 Architect GBC SPR - Superintendent \$0.00 \$0.00 151 \$0.00 \$0.00 \$0.00 \$63.523.51 \$185,125,65 \$0.0 \$83,488.04 \$0.00 2.256 \$341.211.99 \$0.00 1224 \$9.074.79 \$0.00 Engineer Moe/Barkdale/Porrovecchi Estimating and Compliance Monitor Graves - Sr. Pm I 145 \$0.00 \$0.00 \$0.00 \$0.00 \$0.00 \$0.00 \$0.0 \$0.00 \$0.00 \$0.00 \$0.00 \$0.00 Warnke - Sr. PM II 138 \$0.00 \$0.00 \$0.00 \$9,933.30 1291 \$178,109.56 \$0.00 \$57,392.3 \$0.00 \$0.00 \$0.00 \$0.00 1,779 \$245,435.25 Other \$0.00 107 \$0.00 \$0.00 \$0.00 \$311,785.66 \$0.00 \$44 464 28 \$0.00 \$7 071 43 \$0.00 3.806 \$407 785 65 Other \$44,464.28 Estimator III Other 137 \$0.00 \$0.00 \$0.0 \$0.00 \$0.00 \$189,433.77 \$0.0 \$39,909.57 \$39,909.57 \$6,970.51 \$0.00 2,021 \$276,223.41 Schmidt/Gill - PX I 133 \$0.00 \$0.00 \$0.00 \$0.00 \$31,819.31 \$10,606.44 \$0.0 \$0.00 \$10,606.44 \$252,830.92 2,307 Other Dantes/Winslow - Sr. PE II \$0.00 190 \$305,863.10 Other B M - QC Specialist II \$0.00 \$0.00 \$0.00 \$0.00 \$0.00 \$0.00 \$0.00 \$0.00 \$0.00 \$0.00 \$0.00 \$0.00 GS Arm - Gen Super 109 \$0.00 \$0.00 \$0.00 \$0.00 \$1,033,475.34 \$0.00 \$0.00 \$0.00 \$0.00 \$0.00 \$0.00 9,515 \$1,033,475.34 Other 115 \$0.00 \$0.00 157 \$18,039.24 \$0.00 \$0.00 \$0.00 \$0.00 \$0.00 157 \$18 039 24 JG - Project Manager I \$0.00 \$0.00 \$0.00 Other 1,555 \$0.00 \$0.00 \$0.0 \$0.00 1344 \$121,909.39 \$0.00 \$17,415.6 \$0.00 \$0.00 \$1,723.42 \$0.00 \$141,048.44 Other Esti. 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Total Travel Cost \$204,000.00

In accordance with Section 3.4 of the

RFQ. Must attach detailed budget for the total cost with the RFQ.

\$0.00 \$0.00 \$0.00 \$0.00 \$551,131.58 \$7,795,607.37 \$1,341,164.00 \$822,317.32 \$518,984.81 \$517,809.71 \$828,188.33 \$829,689.18 **Grand Total** \$13,408,892.30

\$204,000.00









Proposal

TECHNICAL QUOTE FOR MANAGEMENT OF RECONSTRUCTION, REHABILITATION, ELEVATION AND MITIGATION PROGRAM (RREM) FOR THE STATE OF NEW JERSEY DEPARTMENT OF COMMUNITY AFFAIRS RFQ776040S

TRENTON, NEW JERSEY

May 9, 2013

Gilbane Building Company Federal Tax ID No

3150 Brunswick Pike, Suite 300 Lawrenceville, NJ 08648

John J. Fumosa 3150 Brunswick Pike, Suite 300 Lawrenceville, NJ 08648 Tel: 609. 609-671-4200

Fax

JFumosa@GilbaneCo.com





May 9, 2013

Ms. Roseann Koval State of New Jersey Department of the Treasury Division of Purchase and Property - 9th Floor 33 West State Street Trenton, NJ 08625

RE: Technical Quote for Management of Reconstruction, Rehabilitation, Elevation and Mitigation Program (RREM) for the State of New Jersey Department of Community Affairs
RFQ776040S

Dear Ms. Koval,

In response to the April 25, 2013 Request for Quote, Gilbane Building Company is submitting to the State of New Jersey its technical proposal for Management of the Reconstruction, Rehabilitation, Elevation and Mitigation Program (RREM).

The enclosed Gilbane proposal presents numerous advantages to the State of New Jersey for the timely and successful completion of RREM Program. Augmenting our team from day one will be MBP, a relationship that will bring a proven team of disaster recovery experts fresh off of the New York City Superstorm Sandy Rapid Repairs Program (NYC SSRRP). In working together as one cohesive unit, we successfully returned over 1,500 homes to habitable state in under four months from contract award to construction completion. The lessons learned and best practices absorbed by the Gilbane team will be unparalleled in terms of understanding the overall size and scope of this effort. In addition, the recent completion of this program will allow the seamless transition of key project personnel (including team leaders) from the NYC SSRRP to New Jersey, resulting in a minimal learning curve and ability to hit the ground running.

As one of the nation's oldest and largest construction organizations, Gilbane brings to the RREM Program the resources, personnel and commitment to undertake a program of this magnitude. As a transparent, family owned and managed organization with core values and a mission that parallels the objectives of this assignment, Gilbane is anxious to continue our 23 year relationship with the State of New Jersey. As a firm with multiple staff members living in the devastation left by Superstorm Sandy's wake, we are eager to assist our neighbors and local communities in the rebuilding and healing process that is the aftermath of Superstorm Sandy. Gilbane's proposed a team with over 90% FTEs based in New Jersey.

The Gilbane team brings to the RREM Program the following:

- ▶ The stability and resources of a 3,000 person organization that has unlimited bonding capacity and a track record of eight AGC Build America awards as a result of the successful completion of some of the largest and highly visible projects in our nation's history.
- A full service office in Lawrenceville, approximately six miles from the State Capitol, that will be the proposed co-location office for all stakeholders assigned to the Start-Up Team.
- Staffing availability of over 560 construction professionals with direct proximity to the State of New Jersey, in addition to executive level commitment to the Program at the regional and corporate levels.
- ▶ The commitment of a veteran and experienced management staff to lead our team. This group, which includes multiple individuals at a senior vice president and vice president level are all



available to begin work immediately and fulfill the requirements of this assignment. The experience from the New York City Rapid Repairs Program, combined with having multiple personnel with FEMA disaster recovery experience including Hurricane Katrina and Hurricane Ike, ensures that our team is positioned to have no learning curve relevant to the operational, compliance and administrative requirements of this Program and will hit the ground running with a sense of urgency.

- The background and knowledge of a true builder, with understanding of procurement, estimating, scopes of work, subcontractor management, field management, and various forms of renovation and new construction.
- A safety record that is premier in our industry. With an EMR of .42, compared to the national average of 1.2, the Gilbane commitment to safety is an inherent part of our culture.
- ▶ The utilization of technology in our everyday business practices. Such tools and techniques as our iBuild process control system, which has been fully customized for residential disaster recovery programs, and our tablet based field technology has resulted in Gilbane being recognized by industry publications as a leader in the utilization of technology.
- ▶ Commitments from multiple New Jersey SBE enterprises to supplement our team and provide value in the Construction Management and ECM fields. Gilbane has a 20 plus year track record of proven performance with all of our subcontractors on the RREM Program.
- A current working relationship and proven track record with multiple State of New Jersey and Federal agencies. We have successfully managed approximately 70 projects for the State of New Jersey valued in excess of \$1 billion. This includes the high visibility and award-winning restoration of the State House Dome which was completed during the administration of Governor Whitman.
- ▶ In excess of \$700 million of completed construction through HUD-financed projects dating back over fifty years, including New York City Rapid Repairs Program, Hurricane Katrina Disaster Recovery Program, Jersey City Medical Center, Albany Medical Center and Einstein Hospital amonast others.
- No history or record of substandard work within the past five years, as well as a clear track record in regards to any unethical practices within the past five years.

The Gilbane team is prepared to take full responsibility for entire contract and ensure quality completion of the RREM Program in order to get our neighbors back in their homes. We bring the core values and open book transparency to represent the State of New Jersey in this effort. We are primed to mobilize our team immediately for the start-up of this Program and continue the full court press for the duration of the Program. Additionally, Gilbane is not undertaking any other storm recovery work in the State, allowing us to fully focus our efforts and resources on the RREM Program.

Very truly yours,

John J. Fumosa Vice President

New Jersey District Manager

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Management Overview

MANAGEMENT OVERVIEW

Program Understanding

The State of New Jersey is seeking to retain the services of an all-inclusive team(s) to manage the reconstruction, rehabilitation, elevation and mitigation of an estimated 6,000 homes that were either damaged or destroyed during Superstorm Sandy in 2012.

Funded by an initial Community Development Block Grant Disaster allocation of approximately \$1.8 billion that was awarded to the State by the U.S. Department of Housing and Urban Development, the State has submitted to HUD an action plan for Disaster Recovery which includes the retaining of multiple RREM contractors (3) to assist in the management of the reconstruction effort.

The State is operating under a two-year timeline for the full draw of funds for eligible projects (by approximately May 1, 2015) and necessitating that the selected RREM Contractor(s) be fully operational within 30 days of award.

The program will consist of multiple components which include:

- replacing a home (reconstruction) if the estimated cost of repair is over 75% of prestorm equalized assessed value;
- restoring a home (rehabilitation) to its pre-storm condition if the estimated cost of repairs is less than 75% of the pre-storm equalized assessed value;
- reimbursing homeowners (reimbursement) for the cost of repairs incurred prior to their acceptance into this program;
- elevating a home (elevation) to the applicable advisory base flood elevation and/or;
- implementing activity (mitigation) to protect the home from future storm damage. This would included certain elevation, stabilization and strengthening activities.

Proposed Management Strategies

Co-Location Teams

As a pre-cursor to the retaining of the RREM Contractor(s), the State has selected a team to assist in the management of the Superstorm Sandy Housing Incentive Program (SSHIP). This entity will perform the application and intake process for the Program, which includes determining eligible applicants and referring those applicants to the RREM Contractor. It is imperative that the interface and communication between SSHIP Contractor and the RREM Contractor be ongoing and seamless. In order to facilitate this effort, Gilbane is recommending a co-location of the above entities during the initial start-up phase of this Program.

Geographic Bundling of Home Assignments

The State intends to select one (1) Lead RREM Contractor and two (2) Secondary RREM Contractors to mange the implementation and operation of the RREM Program. The Lead RREM will put together and manage the preparation of program policies and procedures in consultation with the Secondary RREM contractors, and will manage the homebuilder prequalification process to create a pool of homebuilders who will be available to be considered as qualified bidders by the RREM Contractors. It is anticipated that the State



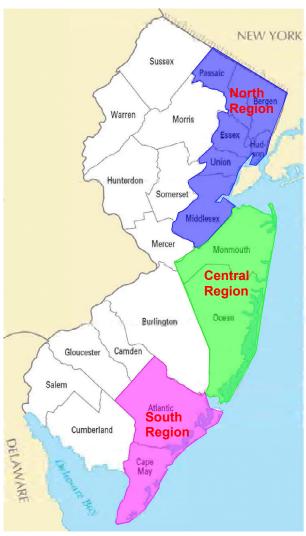
will seek to equally distribute the approximate 6,000 homes among the Lead and Secondary RREM's to promote efficiency and productivity in the management of the Program. Gilbane is recommending, and has based its proposal on the anticipation of the State assigning specific and cohesive geographical areas (north, central, south) to each of the RREM's. This was an approach that was utilized with success on the recently completed Hurricane Sandy Rapid Repairs Program by the City of New York and this allowed Gilbane to realize operational productivity and efficiency enhancements in managing its part of the Program. In the case of the New York City Program, Gilbane oversaw the reconstruction efforts of the Borough of Queens. Our goal is to drive as much efficiency as possible in the execution phase of actual construction.

Experienced Multi-Disciplined Local Team

The Gilbane approach to understanding the work that is required of the RREM Contractor and successfully implementing all tasks that are required in the RFP is predicated on a platform of total transparency and the meeting of all of the requirements of the various jurisdictional agencies such as FEMA, HUD, and the State of New Jersey.

Gilbane has assembled a team of multi-disciplined local firms that have all worked together in the past to execute large and complex programs. The idea of being local and having worked together is a key foundation piece relevant to hitting the ground running in an expedited matter as well as ensuring there is no learning curve amongst team members. These core elements are necessary to meet the aggressive requirements of this Program.

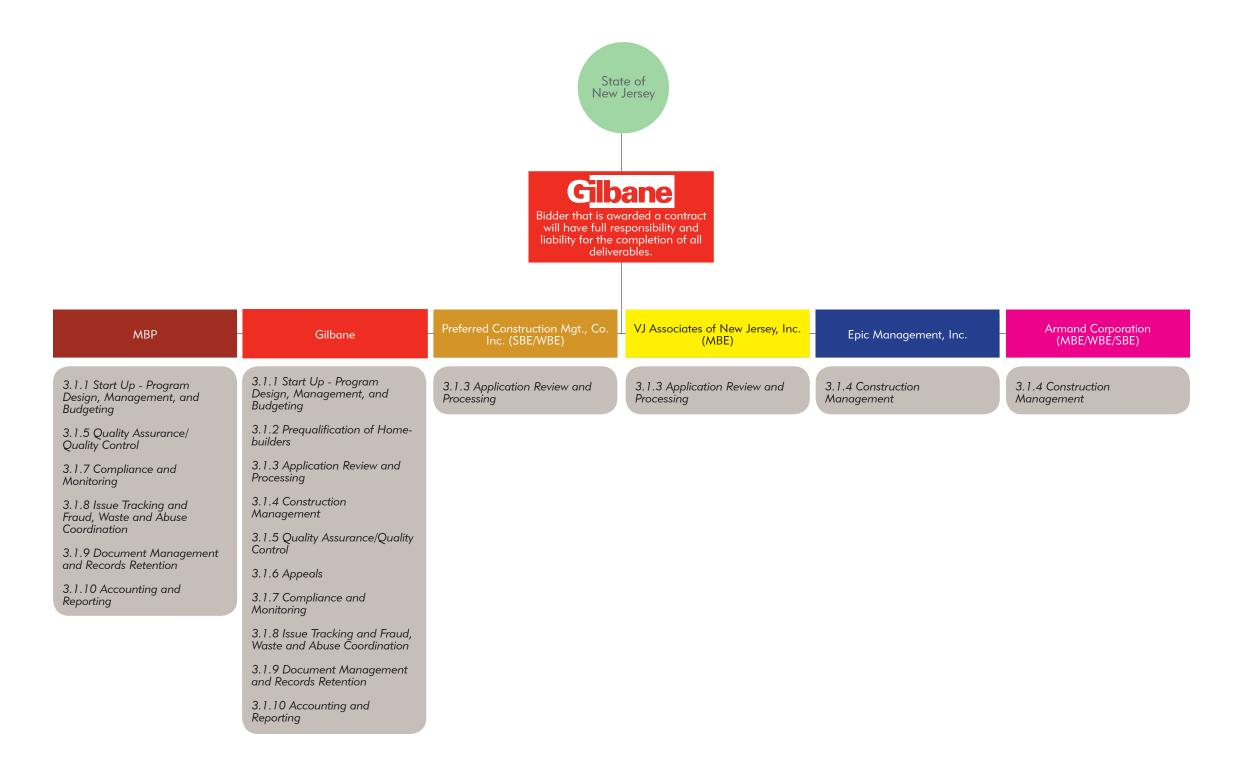
Our team is structured to function as either the Lead RREM Contractor or one of the Secondary RREM Contractors, having both the experience and personnel to meet the requirements of either assignment.



For the purposes of this proposal Gilbane has modeled its approach on being awarded a specific geographic portion of the state.

The following Functional Organizational Chart illustrates our team members as well as their respective roles and responsibilities. We have further broken down the roles and responsibilities on the matrics that follows, which breaks down the specific RFP task associated with this assignment.

FUNCTIONAL ORGANIZATIONAL CHART



3.1.1 Start-u	p Program Design N	lanagemer	nt and Rep	orting			
	Responsible Firm / Tasks	Gilbane	MBP	Preferred	VJ	Epic	Armand
Admin							
	3.1.1.1	\checkmark	$\sqrt{}$				
	3.1.1.2	\checkmark	$\sqrt{}$				
	3.1.1.3	\checkmark	$\sqrt{}$				
	3.1.1.4	\checkmark	$\sqrt{}$				
	3.1.1.5	\checkmark	$\sqrt{}$				
Operational							
	3.1.1.1	\checkmark	$\sqrt{}$				
	3.1.1.2	\checkmark	$\sqrt{}$				
	3.1.1.3	\checkmark	$\sqrt{}$				
	3.1.1.4	\checkmark	\checkmark				
	3.1.1.5	\checkmark	\checkmark				
	3.1.1.6	\checkmark	$\sqrt{}$				
	3.1.1.7	\checkmark	$\sqrt{}$				
	3.1.1.8	√	√				
	3.1.1.9	$\sqrt{}$	V				
	3.1.1.10	\checkmark	√				

3.1.2 Prequa	3.1.2 Prequalification of Homebuilders											
	Responsible Firm / Tasks	Gilbane	MBP	Preferred	VJ	Epic	Armand					
Admin												
	3.1.2.1	\checkmark										
	3.1.2.2	\checkmark										
	3.1.2.3	$\sqrt{}$										
	3.1.2.4	\checkmark										
	3.1.2.5											

3.1.3 Applica	ition Review and Pro	ocessing					
	Responsible Firm / Tasks	Gilbane	MBP	Preferred	VJ	Epic	Armand
Operational							
	3.1.3.1	\checkmark					
	3.1.3.2	\checkmark					
	3.1.3.3	\checkmark					
	3.1.3.4	$\sqrt{}$					
	3.1.3.5	\checkmark					
	3.1.3.6	\checkmark					
	3.1.3.7	\checkmark			$\sqrt{}$		
	3.1.3.8	\checkmark					
	3.1.3.9	\checkmark					
	3.1.3.10						

3.1.4 Constru	ıction Management						
	Responsible Firm / Tasks	Gilbane	МВР	Preferred	VJ	Epic	Armand
Admin							
	3.1.4.1	$\sqrt{}$					
	3.1.4.2	$\sqrt{}$					
	3.1.4.3	$\sqrt{}$					
	3.1.4.4	$\sqrt{}$					
	3.1.4.5	$\sqrt{}$					
	3.1.4.6	$\sqrt{}$					
	3.1.4.7	$\sqrt{}$					
	3.1.4.8	$\sqrt{}$					
	3.1.4.9	$\sqrt{}$					
	3.1.4.10	$\sqrt{}$					
	3.1.4.11	$\sqrt{}$					
	3.1.4.12	$\sqrt{}$				$\sqrt{}$	$\sqrt{}$
Operational							
	3.1.4.1	$\sqrt{}$					
	3.1.4.2	$\sqrt{}$					
	3.1.4.3	$\sqrt{}$					
	3.1.4.4	$\sqrt{}$					

3.1.5 Quality	Assurance/Quality	Control					
	Responsible Firm / Tasks	Gilbane	MBP	Preferred	VJ	Epic	Armand
Operational							
A							
	3.1.5.1	$\sqrt{}$	$\sqrt{}$				
	3.1.5.2	\checkmark	$\sqrt{}$				
	3.1.5.3	$\sqrt{}$	\checkmark				
	3.1.5.4	\checkmark	$\sqrt{}$				
	3.1.5.5	$\sqrt{}$	\checkmark				
Operational							
В							
	3.1.5.1	\checkmark					
	3.1.5.2	$\sqrt{}$					
	3.1.5.3	$\sqrt{}$					
	3.1.5.4	$\sqrt{}$					
	3.1.5.5	√	V				

3.1.6 Appeals	S						
	Responsible Firm / Tasks	Gilbane	MBP	Preferred	VJ	Epic	Armand
	3.1.6	\checkmark					

3.1.7 Compli	3.1.7 Compliance and Monitoring										
	Responsible Firm / Tasks	Gilbane	MBP	Preferred	VJ	Epic	Armand				
Operational											
	3.1.7.1	\checkmark	$\sqrt{}$								
	3.1.7.2	\checkmark	$\sqrt{}$								
	3.1.7.3	\checkmark	$\sqrt{}$								
	3.1.7.4	V	1								
	3.1.7.5	\checkmark	$\sqrt{}$								

3.1.8 Issue Tracking and Fraud, Waste and Abuse Coordination							
	Responsible Firm / Tasks	Gilbane	MBP	Preferred	VJ	Epic	Armand
Operational							
	3.1.8.1						
	a	$\sqrt{}$	$\sqrt{}$				
	b	\checkmark	$\sqrt{}$				
	с	\checkmark	$\sqrt{}$				
	3.1.8.2						
	a	\checkmark	$\sqrt{}$				
	b	\checkmark	$\sqrt{}$				
	3.1.8.3						
	a	\checkmark	$\sqrt{}$				
	b	√	√				
	3.1.8.4	√	√				

3.1.9 Document Management and Records Retention							
	Responsible Firm / Tasks	Gilbane	MBP	Preferred	VJ	Epic	Armand
Operational							
	3.1.9.1	\checkmark	$\sqrt{}$				
	3.1.9.2	\checkmark	$\sqrt{}$				
	3.1.9.3	$\sqrt{}$	$\sqrt{}$				
	3.1.9.4	$\sqrt{}$					
	3.1.9.5						
	a	$\sqrt{}$	$\sqrt{}$				
	b	$\sqrt{}$	$\sqrt{}$				
	С	$\sqrt{}$					
	3.1.9.6	$\sqrt{}$	$\sqrt{}$				
	3.1.9.7	$\sqrt{}$	$\sqrt{}$				
	3.1.9.8	$\sqrt{}$	$\sqrt{}$				
	3.1.9.9	$\sqrt{}$	$\sqrt{}$				
	3.1.9.10	$\sqrt{}$	$\sqrt{}$				
	3.1.7.11	\checkmark	$\sqrt{}$				
	3.1.7.12	$\sqrt{}$	$\sqrt{}$				
	3.1.7.13	$\sqrt{}$	$\sqrt{}$				
	3.1.7.14	$\sqrt{}$	$\sqrt{}$				
	3.1.7.15	$\sqrt{}$	$\sqrt{}$				
	3.1.7.16	$\sqrt{}$	$\sqrt{}$				
	3.1.7.17	$\sqrt{}$					
	3.1.7.18	$\sqrt{}$	V				

3.1.10 Accounting and Reporting							
	Responsible Firm / Tasks	Gilbane	MBP	Preferred	VJ	Epic	Armand
Operational							
	3.1.10.1	$\sqrt{}$	$\sqrt{}$				
	3.1.10.2	$\sqrt{}$	V				

Team Mobilization and Ramp-Up

Immediately upon award, the Gilbane team will mobilize key personnel in anticipation of being prepared to accept the first approved homebuilding applicants within 30 days of contract award.

In order to accomplish this, we have prepared a Start-Up Team Organizational Chart which is provided in Section 2 of this proposal. This chart describes proposed staff members who would be immediately assigned to the Program following award, and what percentage of time each staff member would be assigned. All proposed personnel will be locally based in our existing Lawrenceville, New Jersey office which is six miles from Trenton. As part of our approach we are recommending a co-location of the entire project team at this site. A key component of any staffing and project approach is that the Gilbane team is in-place and ready to assign all necessary personnel to undertake the requirements of this assignment. There will be no need to hire additional subcontractors and recruit added staff based on the current scope of the RFP. A major differentiator for Gilbane is that key personnel within our start-up team (including Jeff Schramm and Deb Pereira) have recently undertaken a mirror image project in New York City, Hurricane Sandy Rapid Repairs Program, and are positioned to hit the ground running on this assignment.

Milestone Commitments

Key activities to be performed during the initial stages of the project are as follows:

1. The Lead RREM Contractor will be responsible to deliver all policies and procedures, program forms, and develop intake processes.

Within 30 days from Contract Signature

2. The Secondary RREM Contractor will be responsible to deliver all internal policies, procedures and processes.

Within 30 days from Contract Signature

3. The Lead RREM Contractor will begin the process to select Homebuilders through a Prequalification process which will include its outreach plan to the homebuilder community.

Submit prequalification draft "Request for Qualifications" and "Outreach Plan" to State Contract Manager no later than 10 days after the award of this contract.

4. The Lead and Secondary RREM Contractors will begin the process to secure designs and elevations to be offered for homes that will be reconstructed.

Within 10 days after the award of this contract.

5. The Lead and Secondary RREM Contractors will select initial Homebuilders and execute participation agreements.

 $\,$ 6. The Lead and Secondary RREM Contractors will make the final selection of designs to be used for reconstruction.

No later than 21 days after executing this contract.

7. The Lead and Secondary RREM Contractors will complete the Scope of Work including assessment of the Estimated Cost to Repair, assessment of lead based paint hazards, and assessment for asbestos; and confirm the environmental review process status and timeline for completion.

Within 17 days after the referral of Applicants by the SSHIP.

8. The Lead and Secondary RREM Contractors will meet with the Applicant to review the Scope of Work.

Within 17 days after the referral of Applicants by the SSHIP.

9. The Lead and Secondary RREM Contractors will complete the Duplication of Benefit Calculation, confirm completion of environmental and other required reviews, determine the Award Amount, and notify the SSHIP; and meet with the Applicant to review and finalize the Scope of Work and award amount.

Within 7 days after completing the Scope of Work.

10. The Lead and Secondary RREM Contractors will send approved homeowners scope of work to three or more homebuilders for quotes.

Within 10 days of issuing the quote.

11. The Lead and Secondary RREM Contractors will present winning bidder to homeowner, arrange escrow of other funds with the SSHIP Contractor, and issue Notice to Proceed to Homebuilder.

Within 7 days after completing the Scope of Work.

12. The Lead and Secondary RREM Contractors will obtain permits and begin construction.

Within 30 days after Homeowner award determination.

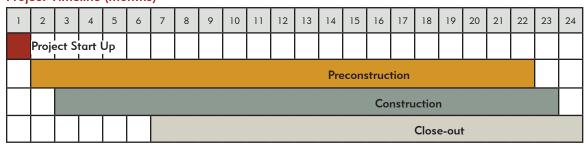
- 13. The Lead and Secondary RREM Contractors will complete the Scope of Work for Rehabilitation and/or New Construction, within the scheduled and approved time for completion.
 - a) Rehabilitation 90 days from the issuance of a Notice to Proceed to completion.
 - b) New Construction 120 days from the issuance of a Notice to Proceed to completion.
- 14. The Lead and Secondary RREM Contractors will notify the SSHIP of the completion of the Scope of Work.

Within 7 days of completion.

As we move past the initial 30 days, the Gilbane team will move into what we define as the preconstruction phase of the Program. For the purposes of preconstruction, key tasks and deliverables would include developing homebuilder scopes of work, inspecting and surveying, estimating the actual cost of work, continuing to pre-qualify any "new" homebuilders, soliciting bids for the actual repair and construction, hazardous material and environmental analysis, and the awarding of the actual construction contracts.

The flow as envisioned from phase to phase is as follows:

Project Timeline (months)



The Gilbane approach is envisioning that physical construction will begin in month 3 and flow continuously through month 23, allowing Program close-out in month 24. Overlapping this will be a continued preconstruction cycle which will go through month 22 and a close-out of cycle which will begin at month 7 with the competition of the initial batch of reconstructed properties and continue to the end of the Program.

This approach is predicated on Gilbane managing the construction of approximately 2,000 individual homes broken down as follows:

Construction Type	Average Homes per Month			
Reconstruction	350 - 400			
Rehabilitation	750 - 800			
Elevation	750 - 800			
Mitigation	50 - 100			
Total Hours	1900 - 2100			

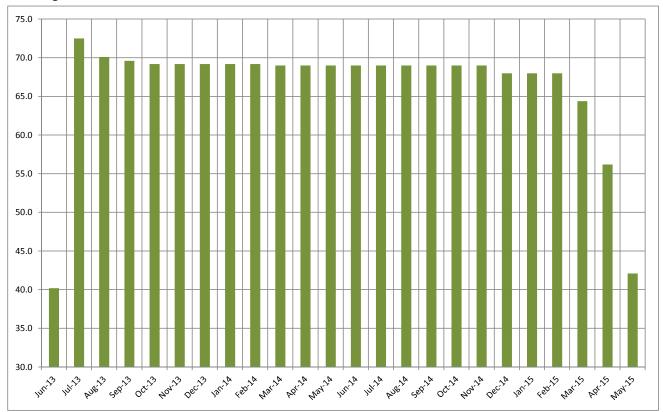
In Section 5 of our proposal we have included a Program Organization Chart which identifies key project personnel. The following in an overview of this team.

Position / Title	Employer	# of FTE's Employed by Gilbane	# of FTE's Employed by Team Subcontractors	# of FTE's Located in New Jersey	# of FTE's Located Outside New Jersey
Document Manager	МВР	0	1	1	0
Housing Program Mgr.	МВР	0	1	1	0
Clerical / Doc. Scanning	МВР	0	4	4	0
Application / Estimating Manager	Gilbane	1	0	1	0
Program Estimators	Gilbane / VJ / Preferred	2	3	5	0
Prequalification / Procurement Manager	Gilbane	4	0	4	0
Construction Manager	Gilbane	1	0	0	1
Project Managers	Gilbane	4	0	4	0
Project Engineers	Gilbane	8	0	8	0
Senior Superintendents	Gilbane / Armand	5	5	10	0

Position / Title	Employer	# of FTE's Employed by Gilbane	# of FTE's Employed by Team Subcontractors	# of FTE's Located in New Jersey	# of FTE's Located Outside New Jersey
Superintendents	Gilbane / Epic	9	5	14	0
Field Admin / Clerical	Armand	0	3	3	0
Support Services Manager	Gilbane	1	0	1	0
Program Controller / Accountants	Gilbane	4	0	4	0
QA/QC	Gilbane	1	0	0	1
Safety Manager	Gilbane	1	0	1	0
Code Compliance Specialist	Gilbane	1	0	1	0
Program Scheduler	МВР	0	1	0	1

Ramp-Up Approach

In formulating our project organization and approach Gilbane has projected a ramp-up approach which ties directly to an initial start-up plan that is described in Section 2 of this proposal. For further detail on the staffing level of effort (FTE's) is illustrated in the following table.



Start-Up Team

START-UP TEAM

As a team familiar with large scale program efforts dealing in the aftermath of Superstorm Sandy in New York City, Hurricane Katrina and the like, we fully understand the urgency and severity of the aftermath of Superstorm Sandy. In turn, we plan to hit the ground running immediately after contract award to proactively design the Program and implement management, budgeting and prequalification techniques. In light of the extreme level of effort and coordination needed to successfully kick-off this Program, we are proposing utilizing our established Lawrenceville office in New Jersey, less than ten minutes from Trenton, as a co-location site for all team members and other parties involved. This collaborative workspace will allow for constant communication, representation of all stakeholders, ease of travel, and truly promote the team environment needed



Gilbane's Lawrenceville Office since 198

to successfully undertake a Program this urgent and complex. Please find our Start-Up Team organizational chart below, representative of the key team members and level of commitment for the first thirty days. A key differentiator for Gilbane is the experience and lessons learned from our recently completed Superstorm Sandy New York City Rapid Repairs Program. The organization chart identifies key personnel from the New York effort that will transition to the New Jersey program. This will permit our team to have a mitigated learning curve and hit the ground running.



Superstorm Sandy in New York City: Gilbane had more than 60 employee, managed more than 25 subcontractors and tradespeople at any given point in the project including and an average of 450 trade worker per day.



START-UP State of ORGANIZATIONAL CHART New Jersey * Key Person on Superstorm Sandy Gilbane Rapid Repairs *Jeffrey Schramm, Senior Vice President Program CEO 40% FTE / Lawrenceville *Deborah Pereira, Vice President LEED AP BD+C Program Director *George Fink, Vice Samuel Tuzza, CCM, LEED AP Daniel Shea * William Ford President, PE, CCM Support Services Manager Preconstruction Manager Construction Manager Program Manager 100% FTE / Lawrenceville 100% FTE / Lawrenceville 100% FTE / Lawrenceville 0% FTE / Lawrenceville *Peter Ruffini, CPE, *Richard Warnke, LEED AP Joseph Porroveccihio **Bob Forstrom** *Ronnil Dantes Vice President BD+C HUD Coordinator Program Scheduler Program Controller Prequalification/Procurement 100% FTE / Lawrenceville Application/Estimating Mgr. 100% FTE / Lawrenceville 100% FTE / Lawrenceville 00% FTE / Lawrenceville Manager 100% FTE / Lawrenceville *David Moe *J. Kirk Tucker, CBCP / **FEMA Coordinator** *Brian Goldberger / Benjamin Miller, 100% FTE / Lawrenceville Jamieson Gill LEÉD AP, CMIT *Gregg McGuirl IT Managers QA/QC Appeals Coordinator 100% FTE / Lawrenceville 100% FTE / Lawrenceville 100% FTE / Lawrenceville *Robert Schmitz Document Management 100% FTE / Lawrenceville *Mark Barksdale Housing Program Manager 100% FTE / Lawrenceville

Contract Management

PROGRAM MANAGEMENT

The basis of Gilbane's approach to the Program implementation consists of four distinct, but interwoven, components. Those components are as follows:

- 1. Development of Policies and Procedures
- 2. Preconstruction
- 3. Construction Management (Implementation)
- 4. Support Services (Quality Control/Quality Assurance)

Gilbane is bringing the commitment of a veteran and experienced management staff to lead our team. This group, which includes multiple individuals at a senior vice president and vice president level, are all available to begin work immediately and fulfill the requirements of this assignment. The experience from the New York City Rapid Repair Program (NYCRRP), combined with multiple personnel with FEMA disaster recovery experience including Hurricane Katrina and Hurricane Ike, ensures that our team is positioned to immediately provide value relevant to the operational, compliance and administrative requirements of this Program. Gilbane's team will hit the ground running.

In her role as Program Director, Deborah Pereira will be responsible to ensure that these four components:

- 1. Provide all the services and deliverables as outlined in the Program RFQ
- 2. Are in compliance with all applicable local, state and federal agencies
- 3. Minimize overlap and/or duplication of efforts
- 4. Coordinate and direct implementation adjustments as required

Deborah's experience and lessons learned from her experience guiding Gilbane's efforts in the NYC Rapid Repair Program will allow us to immediately provide value and minimize any inefficiencies, especially in the crucial first thirty days of Program implementation.

Development of Policies & Procedures

The initial component of the Program implementation, development of the Program's Policies and Procedures, will be led by George Fink. George has a competent staff of HUD, FEMA, Housing and document management experts to put together the policies and procedures. George has coordinated, designed, and implemented numerous billion dollar programs including \$4 billion Newtown Creek Rehabilitation Program that was awarded the New York City Mayor's Technology Award in 2002. George will draw on his experience from Hurricane Andrew and working as the Information Program Manager in the NYCRRP to create these policies and procedures. Many of the work flows included in this proposal were adapted from those George designed and implemented for the NYCRRP. In his role as Program Manager for RREM, George will be responsible for ensuring proficient execution of the following components:

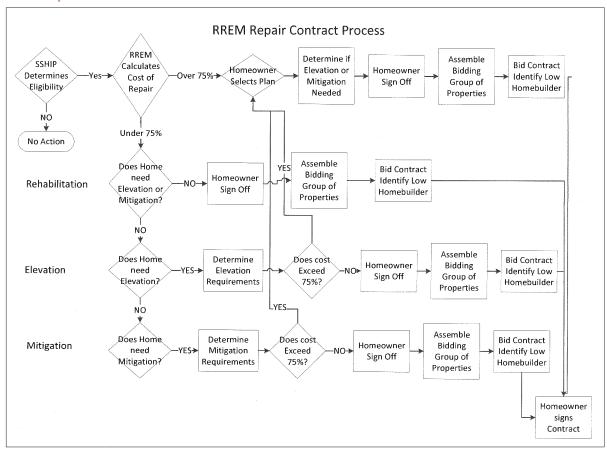
Development of the Program's Policies and Procedures, will be led by George Fink. George has a competent staff of HUD, FEMA, Housing and document management experts to put together the policies and procedures.



- Completion and implementation of the operational plan to execute contracts for the homeowner
- 2. Compliance of policies and procedures for implementation of the program
- 3. Completing the cash flow projections for the program
- 4. Monitoring to ensure implementation of all administrative requirements
- 5. Implementation of program operational requirements
- Completion and implementation of the operational plan to execute contracts for the homeowner.

Gilbane will develop all required policies and procedures in the first 30 days after award. The Gilbane team will ensure compliance with CDBG, FEMA and other regulations as required as these policies and procedures are developed. Mark Barksdale, FEMA Coordinator, will utilize his extensive housing experience to monitor the program and ensure compliance. Mark will utilize iBuild for document management, quality control, and reporting. Gilbane will review with the DCA the percent of homeowners that will be reviewed for compliance with the Program requirements. The result of these reviews will be reported to the State on a periodic basis. With the complete data in iBuild, Gilbane is in an excellent position to respond to any compliance or monitoring task required by the program policies.

RREM Repair Contract Process Flowchart



The process for completion and implementation of the operational plan to execute contracts for the homeowner is outlined in the flowchart above. Several aspects of this process should be emphasized:

- 1. All of the steps in the process will be tracked in iBuild. This will allow Gilbane to provide real-time reporting to the DCA on the status of any home in the program. This ability to track progress will continue during the construction contract.
- 2. Elevation requirements will be determined before the site visit. The single site visit will determine scope of work, assessment of asbestos and lead hazards and estimate of cost to repair. This information will be input in iBuild by electronic form. This meeting with the applicant will occur within 17 days after referral, as required in the RFP.
- 3. In the event the cost exceeds 75% of the assessed value, Gilbane will contact the homeowner and present the design for the applicant to review prior to the meeting with the homeowner.
- 4. Gilbane understands the meeting with the homeowner will likely be an emotional event and will take the appropriate steps to allow the meeting to proceed as effectively as possible.
- 5. Gilbane will submit for review and acceptance a baseline schedule for each step in the homebuilding process. Separate schedules will be completed for rehabilitation, reconstruction, elevation and mitigation. Once approved, these baseline schedules will be incorporated into the master schedule as each home is determined eligible by the SSHIP.
- As part of the initial review process, Gilbane will review work and documentation of this
 work that occurred prior to entering the program. Gilbane will request this information
 from the homeowner prior to the initial site visit and confirm work installed during this
 visit.

Compliance of policies and procedures for implementation of the program.

George will draw upon the expertise of Joe Porrovecchio (HUD Coordinator), Dave Moe (FEMA Coordinator) and Mark Barksdale (Housing Program Manager) to draft these policies and programs. Each of these individuals has extensive experience within their particular expertise.

Joe was the construction manager on 23 HUD-financed multifamily residential buildings in New Jersey and New York. He is certified in Green Buildings for Affordable Housing and has a certificate from the HUD Green Academy. As a result, he is thoroughly familiar with HUD rules, regulations and policies including HUD Single Family Rehabilitation Standards and HUD Green Building Requirements. Joe will ensure the procedures meet HUD Section 3 and HUD CDBG-DR. Joe will also be responsible for ensuring reconstruction meets 2009 International Residential code, ENERGY STAR and local codes. The initial Gilbane review will consider and evaluate any elevation requirements, based on the most current flood maps.

During the past 3 years, Dave worked for FEMA through five separate disasters, including 4 months on the NYCRRP and an additional 2 months on other Hurricane Sandy-related FEMA issues. He is extremely knowledgeable of FEMA rules and regulations and will ensure effective interface with FEMA.

Mark Barksdale has recent experience on FEMA supported recovery projects for the NYCDPR. For seven years, he worked as the Newark chief planner, producing a major update of the City's Master Plan and several redevelopment plans that resulted in more than 4,000 units of new residential housing estimated at \$300 million. Mark's experience with CDGB Federal Requirements, historic preservation requirements at 36 C.F.R. and New Jersey Title 5 will be a great asset to the team.

Completing the cash flow projections for the program

Our scheduling team will utilize Primavera P6 to load in projected homebuilder contracts as outlined elsewhere in this proposal. Once the homebuilder is approved by the SSHIP, a baseline 9 activity schedule will be inserted into the master schedule. As each step is completed the schedule will be updated. Once the homeowner signs the contract, the actual cost of the contract will be inserted into the schedule. In this manner, the assumptions made in this proposal will gradually be replaced by the actual contract values.

Monitoring to ensure implementation of all administrative requirements

Supervising internal subcontractor employee activities will be accomplished by Joe, Dave and Mark during follow up to establishing the procedures. Each of these three individuals will provide training to ensure subcontractor understanding, and follow up to ensure compliance.

Once they establish the policies and procedures, Joe, Dave and Mark will periodically review to ensure that these documents stay current with federal regulations and requirements. This will require periodic coordination with FEMA and HUD.

Mark will review the subcontractor deliverables for compliance with policies and procedures, to include CDBG requirements.

George will be responsible for identifying potential risk, issues and statuses. The basis of this information will be statistics, information and trends from the iBuild system. As indicated elsewhere in this proposal, Gilbane has identified potential risks and solutions that will be carried on a risk register. This risk register will be updated on a weekly basis as the project progresses and old risks are resolved or mitigated and new risks are identified. Our team has provided risk management services to a number of federal agencies in a similar manner.

$Implementation \ of \ program \ operational \ requirements.$

Program Management through iBuild

Gilbane has initiated the process of these procedures as outlined in various portions of this proposal. The procedures will be drawn from our NYCRRP experience, as well as the specific experience of our program management team. These key processes will be mapped and updated electronically in iBuild. We will meet the mobilization challenge through a "One Company" approach – immediately assembling ample experienced staff from throughout Gilbane regions and our subconsultants. We will also establish an organized and streamlined management approach to ensure the staff are trained in the Program requirements quickly and assigned responsibilities and oversight mechanisms to allow them to execute the required work in an efficient and effective fashion, utilizing iBuild.

Developed in-house, iBuild is a proven, proprietary project management program, through which Gilbane will be able to collect, organize, map/cluster, index, model and report on thousands of data relevant to the strategic execution of this program. Additionally, the iBuild information is shared with all involved parties (City, OPM, QC and other program monitors) on a real-time basis, enhancing our communications and response speed.

Through the use of the iBuild system we are able to quickly add structure to the process with a focus on quality, data and workflow management without requiring extensive training. Non-Gilbane program participants representing the State or secondary RREMs will be trained and able to navigate iBuild in the first days of the effort. While other systems could require many months to create, develop, test, and implement, we will be able to easily adapt this system from the one used in the NYCRRP to this program and be up and running from day one.



iBuild

iBuild is a comprehensive construction management solution packaged in a single web-based application. iBuild focuses on collaborative team communication, quality, data and electronic workflow management.

In addition, iBuild has compatibility with outside reporting mechanisms using tailored export data functions that will allow Gilbane to export directly into other systems. Utilizing a specialized application that was developed for the NYCRRP, Gilbane can track the status of each individual home is available at any time. All contracts, assessment data, and other program information is stored directly in the iBuild system, providing all team members – homebuilders, auditors, program managers – with the most accurate and timely information. A map function within the system provides an overview of the project area with each individual home indicated utilizing a color coding system to specify status. Any team member can, at a glance, review the database or map and see what projects have been completed and what projects are next on the schedule. The system's flexibility allows for new properties to be added as they are determined eligible by the SSHIP. This provides for a streamlined and seamless approach to the management of a high volume of properties in a very tight timeframe. Lastly, the iBuild information supports the strict and comprehensive requisition development and audit processes required on this type of federally funded program.

NJSDA will be seeking reimbursement for the cost of the Program from FEMA. The percentage of reimbursement received is determined by the accuracy and comprehensiveness of the documentation of processes utilized and costs incurred. The reporting of exactly this detailed level of documentation is automated through iBuild and will no doubt help maximize reimbursement potential. As a result of iBuild, Gilbane will be uniquely prepared to provide immediate, comprehensive, reliable and effective program oversight for the RREM program.

Our program management team, specifically Mark Barksdale, will ensure the procedures comply with Federal CDBG requirements, and building standards. Joe Porrovecchio will ensure these procedures meet HUD and HUD Green Building standards.

All actions and information by the Gilbane team will be cataloged in iBuild organized by homeowner. This will include photographs, estimates, and documentation associated with the home. The SSHIP and DCA will have full access to this information, providing complete support to any appeal. Gilbane will coordinate with the SSHIP and DCA to be completely responsive to all requirements for information needed to make a final determination of appeal.

As indicated above, the Gilbane iBuild system will interface with the SSHIP information management system. Once awarded the contract, Gilbane will coordinate with the SSHIP to ensure seamless integration of information in and out of each system.

Gilbane's iBuild will provide reporting, available to all program participants, to track all phases of the construction. This will include "grants awarded", "construction starts", "construction completions" and other appropriate metrics.

Preconstruction

The second component of the Program Implementation, Preconstruction, will be led by Daniel Shea, our proposed Preconstruction Manager. Dan's 27 years of construction experience, most of which was spent in both estimating and purchasing roles, individually and as a department manager, uniquely qualifies him to oversee the preconstruction effort.

Gilbane is absolutely committed to a collaborative team approach for this project. We will contribute to the planning and execution of this project with suggestions, solutions and technical advice. We will utilize a transparent, open book approach that is fair and expeditious and welcome feedback, pushback and challenges throughout the process, so we as a team can explore and reach a consensus on the best options for the success of this project.

As described above, we will develop our Preconstruction Implementation plan within the first thirty days after the RREM contract award. This plan will clearly articulate the policies, procedure and program forms. It will serve as the roadmap for all project participants.

This plan will focus on:

- 1. Homebuilder prequalification
- 2. Homebuilder and SBE Contractor reach out program
- 3. Environmental review protocols and procedures
- 4. Designer Coordination
- 5. Estimating the cost of repairs
- 6. Homebuilder procurement
- 7. Preconstruction Phase Schedule Management

Gilbane will prequalify the Homebuilders for financial stability, bondability and similar project experience. We will check references, vendor credit history, insurance coverage limits and their standing with the DCA. The RFQ will be publically advertised and request the above information as well as the geographic region in which the contractor works and the type and size of projects typically performed. Upon receipt and review of the Qualification packages, the Homebuilders will be ranked and categorized by the amount of work a particular firm can manage at one time. Upon authorization from the DCA, we will execute the participation agreements and code of customer service and ethics with each Homebuilder.

This qualification process will be ongoing, as the overall RREM program is a minimum of two years in duration and the Homebuilder and Subcontractor community will continue to show interest in getting involved.

Gilbane has in place proven strategies to solicit qualified SBE firms and achieve the stated level of 25% participation for the use of contractors who are registered with the NJ Division of Revenue as Small Business Enterprises (SBEs). Our approach includes:

- 1. Acting as liaison between the Contractor community and the potential workforce generated through these efforts.
- 2. Hosting community meetings to review the project and the opportunities it represents to encourage participation.
- 3. Coordinating with local agencies to assist Homebuilders and Subcontractors in achieving the SBE goals.

Gilbane will have designated staff, during the two year construction phase, to address the local community workforce's ongoing interest in working on this unique program.

Gilbane will work closely with the design team(s) and the DCA to identify design deliverable dates and track/report on designer progress in an effort to keep the design on schedule with the overall project plan. To do this we must integrate all project team members into our planning sessions and ensure our goals are aligned for the overall success of the project.



SBE Goals

Gilbane will work to achieve the stated level of 25% participation for the use of contractors who are registered with the NJ Division of Revenue as Small Business Enterprises (SBEs) Our estimating team is comprised entirely of in-house experts in the architectural, structural, civil, mechanical and electrical disciplines. They will examine the project documents, such as drawings, specifications, addenda, project budget, schedule, contracts and RFI's. We review the documents to:

- 1. Ensure that they are complete, noting any missing information and following up accordingly
- 2. Understand their intent
- 3. Divide the program into logical subcomponents that can be quantified and priced
- 4. Utilize the agreed-upon work breakdown structure for the program.

Based upon the project type, i.e. Reconstruction, Rehabilitation, Elevation or Mitigation the estimate approach varies.

The Reconstruction and Elevation project estimates will be based upon design document take-offs, with allowances for scope gaps and costs to be determined via site visits. Take-offs will be performed using On-Screen Takeoff software to effectively quantify all materials on the project. Unit costs will be generated from historic data from similar projects such as NYCRRP, as well as our experience in the New Jersey Market. Site visits will be necessary to confirm the site elevations, utility connections and potential modifications to the building model type due to non-typical lot sizes and/or special conditions. Additionally, we will rely on the flood zone elevation maps and interviews with Homeowners to confirm the new elevations and effects on foundation construction.

The Rehabilitation and Mitigation project estimates will be based predominantly on site visits and interviews with the Homeowners. Site visits with the Homeowners will also provide the opportunity to verify the damages incurred, confirm the construction category, photograph the site/building and coordinate the environmental survey.

Finally, Gilbane will diligently investigate and complete the Duplication of Benefit calculation with adequate back-up to substantiate the study.

In addition to the development of the Homebuilder prequalification process and outreach programs, Gilbane's purchasing department will be involved early on to begin the procurement of the Homebuilder contractors. Our purchasing agents are construction professionals who have the same technical expertise as our project managers, superintendents and engineers. Based upon Gilbane's reputation in the industry of running a fair bid process, well defined contract requirements and running efficient, well-organized and safe projects, we obtain competitive and accurate pricing.

Regardless of the project type, (Reconstruction, Rehabilitation, Elevation and Mitigation), we will competitively bid all work to a minimum of three Homebuilders. Based upon the property applicants received from the SSHIP Contractor, there may be an opportunity to improve efficiency by grouping properties into single bid packages. The pricing will be solicited such that each Homebuilder will provide "stand-alone" pricing per property as well as an alternate percentage decrease, to be applied equally to each property, in the event the entire group of properties is awarded to one Homebuilder. We would like to discuss this approach and its potential to provide an economy of scale to the Homeowners.

Invitations to bid will be issued on a per project basis and will be inclusive of project specific scopes of work, schedule bid breakdowns per property, unit prices, document lists and alternates. The bid due date and any required site visits will be identified as well as a Gilbane contact responsible for the bid. Documents will be available to all bidders via an FTP site.

Upon receipt of the Homebuilder bids, we will evaluate them for completeness and compliance to the project scope documents. Bid analysis will be issued to the DCA. Low bidder will be presented to the Homeowner for acknowledgement and subsequent Homeowner/Homebuilder contract will be either executed or appealed to the DCA. Gilbane will maintain all documentation required for the DCA to render a final decision to the Homeowner on all appeals.

In addition to integrating all preconstruction tasks into the overall project schedule, we will create a detailed daily work schedule logging all activities on each property, i.e. Homeowner Application issuances, Homeowner visits, environmental surveys, construction surveys, estimate dates, estimate review meetings with Homeowners, Bid invitations and due dates, Homebuilder site visits, low bidder presentation meetings and contract execution dates. This tool will be instrumental in keeping the team on schedule and coordinated with the overall construction plan.

Construction Management

Under the direction of William Ford, our proposed Construction Manager, the third Program component, Construction Management, will be implemented. Within this component, all field operations will be coordinated and monitored to ensure all projects will be completed in accordance with each Homebuilder/Homeowner agreement. William's team will spearhead the effort to provide document control and administration, monitor work scopes, maintain adherence to the schedule and budget and ensure construction quality. Mr. Ford's NYCRRP experience will ensure this component of the program to not only starts quickly and efficiently, but also maintains that level of effort throughout Program completion.

Our construction management services are based on the assumption that work areas will be divided into 3 separate areas (one area for each RREM contractor) per the attached map of NJ. In addition:

- Each area will contain 2000 total projects broken-down into the below categories. (note: some projects will require work in more than one category)
 - » Reconstruction 400 homes
 - » Rehabilitation 800 homes
 - » Elevation of Existing 100 homes
 - » Mitigation 700 homes
- Individual Rehabilitation projects completed within 90 days for Notice to Proceed
- Individual New Construction projects completed within 129 days from Notice to Proceed

Gilbane's initial schedule for the Reconstruction, Rehabilitation, Elevation and Mitigation efforts and the level of staffing required are detailed below, including field management.

Reconstruction

For the Reconstruction work, Gilbane anticipates turning over approximately 100 new homes every 6 months. To accomplish this schedule, it will be critical to expeditiously execute the procurement process. This will ensure a sufficient amount of Homebuilder and Homeowner contracts are executed to maintain a minimum work force of 10 individual Homebuilders. Homebuilder prequalification and procurement will adjust to fluctuations in Homebuilder workloads and financial capabilities. This approach will be crucial to ensure that an adequate pool of bidders is available to maintain this completion pace for the 2 year duration.



Gilbane will build
value, quality,
trust, specialty
solutions,
teamwork and
partnerships, and
lasting
relationships.

Gilbane intends to provide one Field superintendent for every 10 homes for the reconstruction projects. Given a completion rate of 100 homes per month, this will result in 10 full-time field superintendents assigned to monitor all Reconstruction Project activities for the 2 year period.

Rehabilitation

For Rehabilitation projects, Gilbane anticipates completing 33 homes per month. The same aggressive prequalification and procurement process n will be equally crucial (if not more so) for these projects. We anticipate that a minimum of 20 individual contractors will be required to maintain this schedule, again for the 2 year duration.

Gilbane anticipates one full-time Field Superintendent for every 20 homes being constructed. With approximately 200 homes under construction simultaneously, 10 full-time Field Superintendents will be assigned to the rehabilitation projects in the field for the full 2 years.

Elevation of Existing Homes

Due to the specialty nature of this work, we anticipate maintaining a continuous work force of 3 individual contractors. We anticipate completing 6 homes per month.

The Home Elevation projects, totaling 100 homes, will require 1 full-time Field Superintendent to complete 25 projects every 6 months

Mitigation

We have included any equipment elevations that may be required within this category. For this work, we anticipate maintaining a work force of 10 individual contractors, resulting in a completion rate for this work of approximately 34 homes per month.

To complete the 700 Mitigation projects, our field staff includes 2 full-time superintendents, for the full 2 year period.

Field Staffing

As noted above, the field staffing for the RREM projects will be assigned by project type. The benefits of the above approach are:

- 1. Incorporating a continuous work flow, as a basis for every project, allows multiple groups of Homebuilders to develop efficiencies that will result in more competition, increased productivity and lower unit costs, as the Program progresses.
- 2. Minimize "taxing" the limited bonding capacity of the Homebuilder community
- 3. Production of a predictable cash flow for Homebuilders, which will help reduce the risk of defaults

The responsibilities of the field superintendents noted above will be to assist in developing the project work scopes, monitor the project schedule to ensure on-time completion, and provide QA/QC inspection to ensure work is per contract scope and schedule. In addition, the field superintendents will review Homebuilder payment application for correctness and secure Homeowner approval, coordinate Homeowner review of completed work and obtain Homeowner acceptance of completed work, and secure all final inspections and follow for final payment to the Homebuilder.

William Ford's team will also include the Program's project engineering staff. These engineers will be responsible for all document control and management, coordination of the distribution of funds to the Homebuilder, and ensuring the Program's construction standards

and green building standards have been reached. In addition, project engineering staff will develop a package of predesigned homes, present the ECM's scope of work and final grant to the Homeowner for review and acceptance, coordinate the preconstruction meeting with Homeowner and Homebuilder and coordinate all records retention through iBuild.

Support Services Management

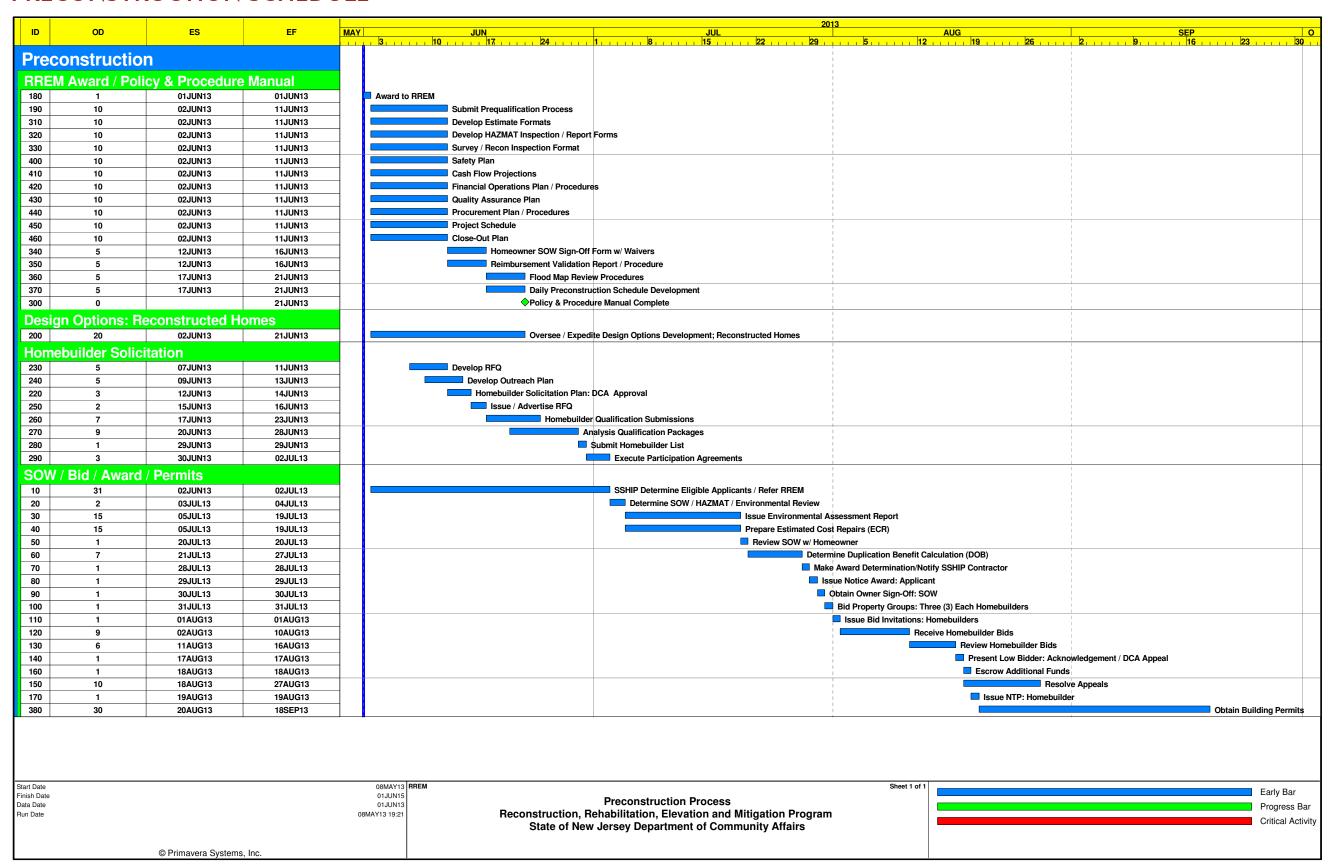
The fourth and final major component of our Program implementation, Support Services (Quality Control/Quality Assurance), will be led by Sam Tuzza. Sam's experience as a true leader will make him an invaluable member of our component implementation team.

The services provided by Sam's team will include:

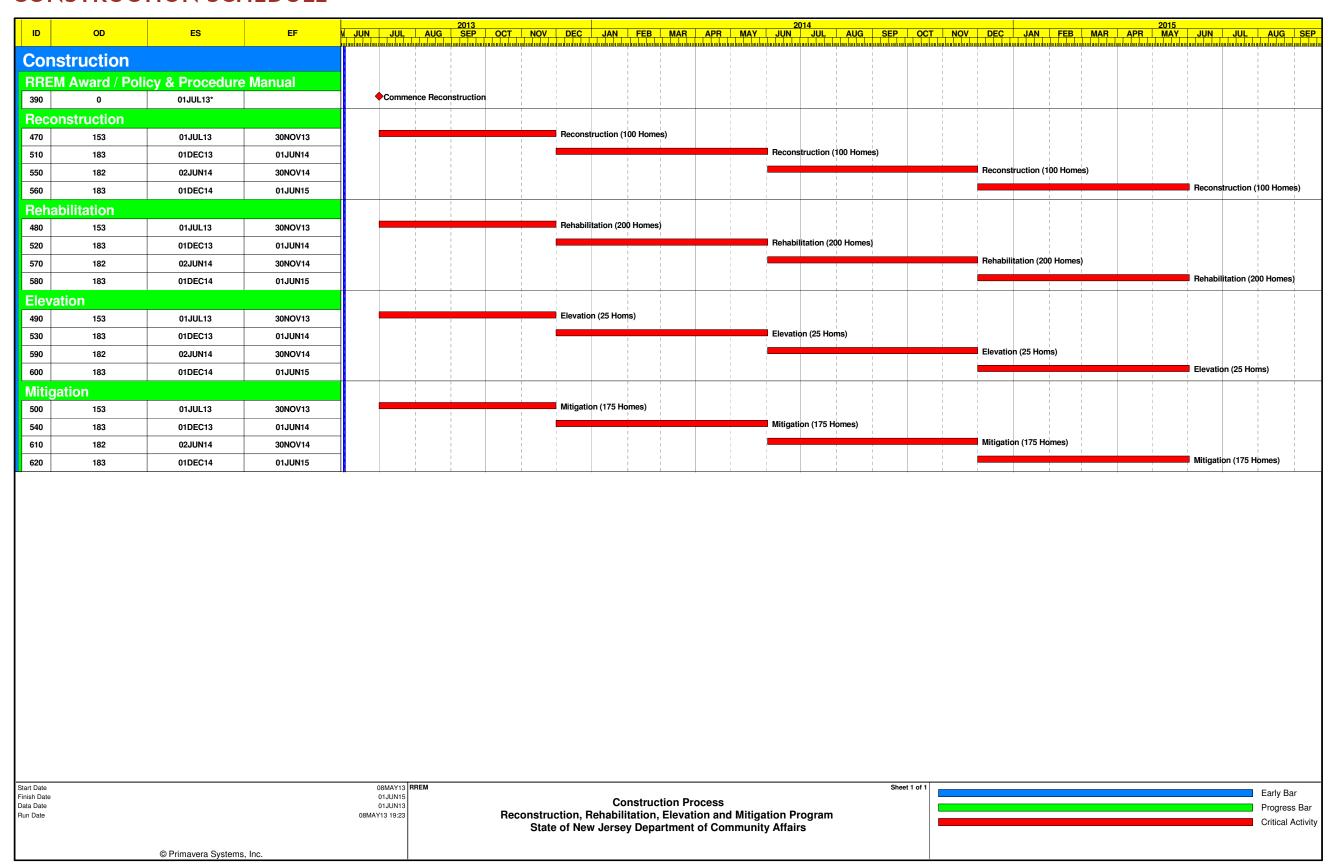
- Auditing to ensure compliance with all internal and external policies and procedures
- IT support to develop, maintain and modify all IT systems and programs as required for Program implementation
- Ensure compliance of all applicable safety rules and regulation
- Monitor the Community Outreach Program for effectiveness and document results
- Reconciliations of federal funds dispersed and recovered will take place in accordance with a predetermined schedule. This effort will help the team meet the schedule of required reports and audits.
- A customized procedure for document management, quality control and reporting will be published in order document the accounting and reporting requirements for the program.
- Provide tailored reports to stakeholders on a regular basis.
- Program level items to be incorporated into auditing and reporting included the following:
 - » Compliance with FEMA requirements
 - » Compliance with HUD requirements
 - » Tracking and allocating expenditures in accordance with FEMA requirements
 - » Integration of Insurance settlements into FEMA recovery formulas
 - » Scheduling
 - » Environmental/Remediation compliance
 - » Coordination of any legal questions or issues
 - » Monitoring and documenting SBE solicitation efforts and participation
 - » Contractors have plans in place for reporting compliance (QA)
 - Review of submitted reports for completeness and accuracy (QC)
- Ensuring that stakeholders are aware of and in compliance with applicable rules and regulations (federal, state & local)
- Ensuring that Program contractors understand and meet requirements of project guidelines
- Ensuring that Design and construction standards are being met
- Identifying risks to program along with mitigation strategies
- Implementing fraud prevention measures
- Identifying and addressing areas of QC non-compliance
- Identification and reporting fraudulent activity to DCA

- Improvement of existing measures to prevent fraud when identified
- Confirmation that required audits are taking place
- Confirmation of coordination with law enforcement
- Ensuring that appropriate measures are in place to verify legitimacy of document requests
- Satisfying document requests

PRECONSTRUCTION SCHEDULE



CONSTRUCTION SCHEDULE





May 8, 2013

State of New Jersey
Department of the Treasury
Division of Purchase and Property
33 West State Street
Trenton, NJ 08625

Re: RFQ - 776040S for Management of the Reconstruction, Rehabilitation, Elevation and Mitigation Program ("RREM") for the State of New Jersey Department of Community Affairs ("DCA")

This will confirm that Gilbane Building Company has a Financial Package policy that includes Employee Dishonesty Coverage with a \$5,000,000 limit.

Sincerely,

Susan Lavallee Godon Senior Account Specialist

Susun Guallee Jour

Potential Challenges

POTENTIAL CHALLENGES

In formulating an approach and team for the Superstorm Sandy Housing Incentive Program, Gilbane has identified the following as possible challenges in the successful implementation of this assignment. For each identified challenge, we have provided a recommended solution. We welcome the opportunity to discuss these items further with the selection committee.

1. Challenge: Possible equipment and material shortages driven by the intense amount of work in a condensed geographical area.

Proposed Solution: We believe this is a low risk item, but need the ability to stay ahead of the market through proactive material and equipment tracking as well as an outreach program in both local and surrounding areas

2. Challenge: Local code reviews and inspections. Who will conduct them and how will they be expedited?

Proposed Solution: It is for this reason that Gilbane has added a Code Compliance Specialist full time to our team. This individual will be proactive in meeting with the towns and the homeowners to ensure this process is managed. We would intend to communicate our master and individual schedules to the above to allow them to plan manpower for anticipated inspections. This coordination process also includes DCA and local Fire Companies. A possible way to expedite the above is through the use of prefabricated homes and uniform building codes among multiple jurisdictions.

3. Challenge: The ability to coordinate with local utilities in a timely manner and the need to potentially prioritize work in certain geographic areas.

Proposed Solution: Much like # 2, this will involve pro-active and high level meetings with the various utilities and the communicating of project schedules in a regular and timely manner.

4. Challenge: The need to coordinate the various code requirements of all Agencies with jurisdictions over this Program (FEMA, HUD, State of New Jersey, etc).

Proposed Solution: We are recommending a high level team building and partnering meeting to ensure communication is taking place, and that tasks and responsibilities are adequately defined. The result of this meeting is a process that is developed to ensure the above. This process will incorporate all project stakeholders.

5. Challenge: The magnitude of the work in a condensed timeframe may result in a shortage of available and bondable homebuilders.

Proposed Solution: Gilbane's proactive prequalification process will maximize the quality and the level of outreach with regard to the homebuilders. Our prequalification process must be on the critical path. In addition, once we have potentially exhausted local resources in compliance with HUD Section 3, Gilbane can leverage its national cadre of contractors to supplement any gaps in the local area. We are also recommending that we conduct a proactive outreach program with national surety firms to enhance homebuilder bonding.



6. Challenge: Is it possible that an approach to bundle projects can result in schedule and economic efficiencies during the life of the program?

Proposed Solution: The above will need to be accomplished within the State procurement regulations as well as FEMA and HUD guidelines. Gilbane is suggesting the utilization of alternates to address the bundling. Our iBuild mapping system that has been tailored to Disaster Recovery Programs can sort by location and reconstruction type to be a catalyst in this process.

7. Challenge: The alleviation of warranty issues with completed homes.

Proposed Solution: Ensure that all warranty requirements have been addressed in the homebuilders scopes of work and that our prequalification process of home builders in proactive in this area with regard to licensing. We also need to communicate project schedules to the State so they are prepared to deal with the potential volume of warranties. We believe the bundling approach mentioned in item 6 can help to mitigate the above.

8. Challenge: Coordinate with NJDOT with regard to ongoing infrastructure work related to Sandy reconstruction which may impact access and egress, utilities relocation, etc.

Proposed Solution: Proactive communication and meeting with DOT which includes conveying our program and project schedules on a regular basis. The same would apply to agencies such as NJ Transit etc.

9. Challenge: Ensuring customer care and communication throughout the Program.

Proposed Solution: Set up a 24 hour customer care center to parallel each RREM Contractor. This would be maintained and staffed by the SSHIP Contractor and / or the State

10. Challenge: Ensure that the finished product of construction is of the quality that is acceptable to all Program stakeholders.

Proposed Solution: A merging of the Gilbane prequalification process and quality in construction program to maximize the level of construction quality. Also, enforcing through our field personnel and QA/QC personnel.

11. Challenge: Due to the vast number of properties requiring total rebuilds, typical stick-built residential construction may present challenges.

Proposed Solution: Use of prefabricated homes. There are currently several different manufacturers that can provide the architectural services and manufacturing of the homes via regionally authorized builders.

The benefits also include a reduction of waste, reduced greenhouse gas emissions during manufacturing and erection, controlled manufacturing atmosphere resulting in higher quality and home owner will benefit from getting a higher return on their benefit dollar. In addition, using this method of construction will also reduce the impact on building department inspections as all homes are pre-inspected prior to delivery.

Organizational Support and Experience

ORGANIZATIONAL SUPPORT AND EXPERIENCE

Gilbane Building Company

Founded in 1873, Gilbane Building Company (Gilbane) is one of the nation's oldest privately held construction companies. Fourth and fifth generation members of the Gilbane family continue to lead the company as it has grown to one of the nation's largest providers of construction expertise with annual revenues in excess of \$3 billion and more than 2,500 employees. We are a full-service construction and real estate development company offering a variety of innovative facility solutions such as site selection, project financing, programming, construction, and commissioning. As a leader in project delivery systems, Gilbane is a major innovator in construction and program management techniques and has the in-house resources to support our clients from the earliest planning stages through to project completion and close-out. We are currently ranked by Engineering News-Record (ENR) and Building Design and Construction Magazines as one of the nation's largest provider of Construction Management services.

Unlike the external shareholder pressure that many of our publicly-traded competitors face, Gilbane has been a family owned and managed business for 140 years; we are focused on maintaining a culture of client advocacy and exceeding our client's expectations. While each Gilbane regional operation is led by a team of experienced professionals who know their local market, clients and subcontractors, it is reassuring that, at the root of our organization, Gilbane family executives are continuing the family legacy.

Strength and Stability

A construction firm that possesses stability and financial strength greatly reduces risk for owners involved in a building project. The financial underpinnings of the construction industry, bonding and insurance, have come under considerable pressure and undergone difficult changes and consolidation. Where traditional bonding is required, Gilbane's bonding capacity is rock-solid. At Gilbane, an upper limit to our bonding capacity has never been set by our long-term partner, Travelers Casualty & Surety Company of America, the largest construction bonding company in the U.S. Gilbane's bonding requirements have been handled by Travelers Casualty and Surety Company for 94 years, and Travelers is the only surety Gilbane has ever had. Gilbane is one of only five accounts with similar bond capacity that Travelers does not require to have a co-surety. Recently, Travelers has executed bonds on behalf of Gilbane exceeding \$250 million and with corresponding backlogs approaching \$2.5 billion. In 140 years of operation, Gilbane has never needed to use our surety to finish a job. According to the industry-ranking agency, A. M. Best ranks Travelers at the highest bonding rating, A+. Similarly, we have been able to keep our insurance costs under control through prudent risk management and sound financial results.

GILBANE AT A GLANCE

- ▶ 140 years of continuous operation
- More than 2,500 employees worldwide
- Privately held and managed by the fourth and fifth generations of the Gilbane family
- Manages more than \$4 billion annually
- Consistently ranked as a top construction and program manager by Engineering News-Record and Building Design & Construction
- Core Values
 - -Integrity
 - Toughmin dedness
 - -Teamwork
 - -Dedication to Excellence
 - -Loyalty
- -Discipline

Gilbane one of the few remaining privately held, domestic firms with solid financial footing and long-term stable management.



New Jersey Operation

Gilbane has been in operation since 1966 in New Jersey. We are one of the largest builders in the state providing program and construction management services for both private and public clients. To date, we have put in-place over \$4 billion of construction for the developer, corporate, higher education, criminal justice, healthcare, life sciences, K-12, public assembly, mission critical, and transportation markets. We currently have over \$300 million of construction projects underway.

Our New Jersey office, located in Lawrenceville (six miles from the State Capitol), provides full service operations capabilities, including in-house estimating, value engineering, scheduling, procurement, accounting, and construction operations. With over 220 construction professionals, staff members have the ability to draw upon the knowledge and expertise of more than 2,500 Gilbane professionals nationwide. Many of these individuals have worked, on average, for the firm for over 15 years and brings extensive industry experience and local knowledge to our clients.

Experience

Large scale program projects, multiple task order assignments, and national master term agreements have positioned our teams to mobilize efficiently and expedite projects utilizing innovative mobile technology. Gilbane's CAT-Response team has responded to more than 2,000 hurricane related losses and other emergencies. Having worked on such a large number of storm losses throughout the country, we understand the critical factors associated with assessing destruction and facilitate successful resolutions. Our substantial storm experience has included buildings of all types – from residential and small commercial through complex industrial, healthcare and R&D facilities. In addition, we have both building and industrial | machinery specialists on staff which allows us to address individual aspects of a loss or handle all aspects of the loss in a coordinated fashion.

Renovation repair due to flood damage involves cleaning, dehumidification, and sometimes the complete replacement of a structure's main electrical and mechanical systems. Relevant Project Examples Include:

- As a result of the devastation caused by Hurricane Sandy, New York City Mayor Bloomberg in partnership with FEMA, launched the Rapid Repairs Program (RRP) to provide immediate and comprehensive assistance to thousands of residents who were displaced and unable to return their homes due to the lack of basic services. Gilbane was assigned to communities in Queens. In all, Gilbane returned essential power, heat and hot water services to 1,543 properties in less than four months, allowing 3,064 families to return to their homes.
- In the immediate aftermath of Hurricane Katrina Gilbane performed assessments and valuations on more than 2800 individual properties. Our teams then continued to work throughout the gulf coast over a 2.5 year duration to provide the support needed based on the widespread devastation.
- In the aftermath of the severe hurricanes that hit the state of Florida in 2004, emergency clean-up, building evaluations and repairs were made to the seven schools within School Board of Osceola County.
- Emergency reconstruction of facilities damaged by Hurricane Hugo for the Electric Boat Division of General Dynamics included sub-assembly and final assembly buildings, administration, welding school and a new clinic building.



EXPERIENCE WITH STATE

- ▶ State of New Jersey
- New Jersey Economic Development Authority
- New Jersey Department of Corrections
- New JerseyDepartment of Military& Veterans Affairs
- New Jersey School Development Authority
- New Jersey
 Department of
 Property Management
 and Construction



- Restoration and rebuilding of multiple structures at resort facility, Moody Gardens, after Hurricane Ike in Galveston, TX
- Replacement of a worship center replaced the existing building that was damaged during Hurricane Charley in 2005 in Venice, FL
- Gilbane provided on-call flood damage services and repairs to the City of Houston for six city blocks including garages and tunnels in 2001
- Hurricane Damage Repair, Hurlburt Field, Florida Completed \$2 million in airfield repairs necessitated by wind and flood damage caused by Hurricane Ivan. Scope included replacement of the southern approach lighting systems, lighting power supply circuits, and security and walkway lighting. Repairs included ramp security lighting, including installation of two 54-foot light cages rated for 135 MPH winds, and replaced sections of overhead utility lines with underground conduit and new secondary circuits. In addition, 2,000 feet of damaged perimeter fencing was repaired, including light poles, and fixtures, and fabricated and installed new rolling gates at airfield perimeter locations, including the POL area, helicopter pad area, weapons storage area, the fire station and at Frazier Street. Old equipment was removed and new auto transfer switch (ATS) systems were installed, and replaced lighting at four buildings and the golf course clubhouse.

References

Time and again, we return to a few basic concepts to remain clear – with ourselves and our clients – regarding the qualities we value. These include unshakable integrity, a spirit of partnership and client advocacy and, above all, trust. We encourage the State of New Jersey to contact the following individuals as to our performance and the above values.

Ms. Cas Holloway
Deputy Mayor of Operations
City of New York
T: (212) 788-3191
CHolloway@cityhall.nyc.gov
Project: NYC Supertorm Sandy Rapid
Repairs

Mr. Marc Larkins
Chief Executive Officer
New Jersey Schools Development
Authority
T: (609) 943-5955
mlarkins@njsda.gov
Project: New Jersey Schools
Development Authority

Mr. Harry J. Williams, P.E.
Acting Director, Division of Const.
New York Office of General Services
Harry.williams@ogs.ny.gov
T: (518) 474-0331
Project: NYS Office of General
Services Term Contract (multiple)



STATE OF NEW JERSEY OFFICE OF THE GOVERNOR PO BOX 001 TRENTON 08625

CHRISTINE TODD WHITMAN

July 21, 1999

Gilbane Construction Company 134 West State Street Trenton, NJ 08608

John and I would like to express our deep appreciation for your extraordinary commitment to the New Jersey State House Dome Repair and Restoration Project. Your contribution made this project to restore one of our state's most treasured landmarks a reality. The State House dome and rotunda are now, once again, a source of great pride for the people of New Jersey.

We join with all the residents of our state in applauding you for playing such a tremendous role in the restoration over the past few years.

Thank you for everything, and all the best.

Yours sincerely,

Christine Todd Whitman Governor

MBP

MBP is a multi-disciplined construction consulting firm experienced in assisting clients in managing the construction process from initial budget, through design and construction, to successful project closeout. Established in 1989, MBP is recognized by Engineering News-Record as a national Top 100 construction management firm and Top 40 program management firm.

MBP has provided disaster relief for a number of FEMA efforts, most recently in the New York City Rapid Repair program after Hurricane Sandy. Our team was also involved in the 9-11, Hurricane Andrew, and Alabama tornado recoveries. With our office in lower Manhattan and disaster recovery capability, we are in an excellent position to support your efforts.

Based on the in-depth experience of the firm's professionals, in both the engineering and the performance aspects of construction, MBP provides cost-effective services in both construction management and the resolution of disputes. Construction management includes services such as cost estimating, value engineering, constructibility review, critical path method (CPM) scheduling, and inspection.

Disputes resolution services include claims consulting, delay, impact and damages analysis, expert testimony, and litigation support. The firm is also active in many forms of Alternative Disputes Resolution (ADR).

We serve private and governmental owners, designers - architects/engineers (A/Es), contractors, developers, and attorneys on a wide range of transportation, building, plant, environmental and utilities projects. The firm regularly exceeds client expectations and is dedicated to providing the highest quality of service, innovative solutions, and the corporate depth and diversity to fully respond to the construction needs of an expanding client base.

Experience

For the Superstorm Sandy NYCRRP, MBP created the information management system to track the repairs on each individual house. This electronic system accepted input from hand-held devices or other electronic inputs and utilized work flows for review and approval of contractor work and invoices. MBP also provided measures and statistics for managers to track progress and make needed adjustments as the program progressed.

In the aftermath of the Alabama Tornadoes in April 2011, MBP provided quality assurance services in support of the FEMA debris clean-up project including inspection of the contractor's work to verify conformity with requirements of the contract, completion of debris load tickets, reporting observed variances from the contract requirements, and maintaining inspection records.

In the aftermath of Hurricane Irene flooding, MBP provided flood remediation for the GSA Secure Warehouse. MBP provided around the clock management services for the removal and disposal of approximately 300,000 boxes of flood damaged boxes of sensitive government agency files. MBP maintained daily logs of manpower, equipment, and daily production rates and provided progress reports to GSA. The 24/7 operation lasted approximately 30 days.

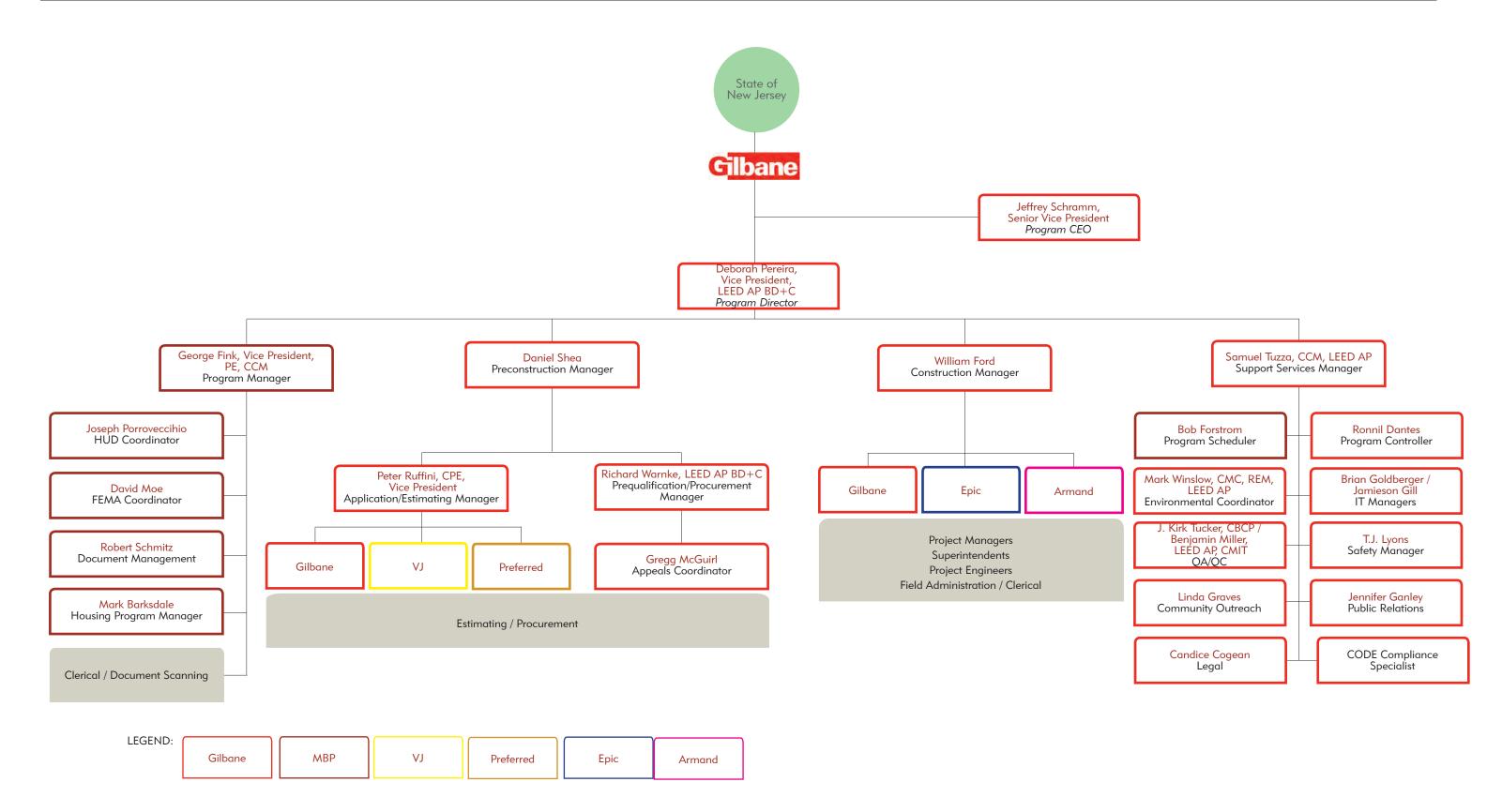
References



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T: (678) 592-0770
ajc@clementandwynn.com
Project: Dillard University

Mr. Jim Kendall
Chief, Design Management Section
USACE Norfolk District
T: (757) 802-6420
Project: USACE Norfolk District IDC
for Project Controls

PROGRAM ORGANIZATIONAL CHART



Resumes

RESUMES

Gilbane's leadership team has worked tirelessly to assign personally committed team members to execute the RREM for the State of New Jersey. Our staffing approach provides a team with proven experience in:

- Successful delivery of similar, large scale programs
- Proven ability to mobilize necessary resources and trades to execute work efficiently and expeditiously
- Expedited program delivery approaches that achieve maximum efficiency and speed

The Gilbane team has a long track record of providing construction services in New Jersey and our familiarity with NJ processes and procedures is unsurpassed. In addition, we have assigned focused team leadership with relevant skills including post-hurricane restoration experience, federal compliance knowledge, and catastrophe response experience. Our New Jersey-based operational leaders are ready to deploy Gilbane's available resources and committed subcontractors to the recovery efforts.

Gilbane Team at a Glance

In the following pages, we have highlighted the experience and qualifications of our key team members. We have included detailed resumes for each lead team member followed by professional bios for support personnel.

Our team is highly experienced in working on logistically complex projects requiring coordination with multiple public entities. Our team has a proven track record of success on these projects, providing the highest safety and quality standards through a collaborative team approach.

Gilbane certifies that no key team member, subcontractor, or key members are listed on any State or Federal suspension, debarment, or disqualification list.





Qualifications | Education

- 30 years of construction industry experience
- BA/Communications/ Bowling Green State University

Jeff Schramm, Senior Vice President

PROGRAM CEO

Jeff Schramm is a Senior Vice President for Gilbane Building Company and is the National Director for the Federal Sector. He is responsible for setting Gilbane's priorities within the Federal market, deploying operations activities on Federal projects across all business units, and interfacing with Federal clients and project teams to assure that services are efficiently delivered.

Jeff is a proven leader of mega-projects, involving multiple simultaneous projects and has the capability to manage strict and detailed state and federal requirements. Recently, Jeff served as the Project Director for the New York City Department of Environmental Protection (DEP) Rapid Repairs STEP Program, where he interfaced with multiple agencies to provide immediate assistance to the thousands of displaced residents following the wake of Superstorm Sandy. In his career, he has managed significant, large scale high-profile programs for USACE, NIAID, NIH, DHS, ATF, USDA and the GSA, as well as numerous other public sector, private Sector and University clients.

Relevant Experience Includes:

New York City Department of Environmental Protection (DEP) Rapid Repairs STEP Program, New York, NY (11/2012 - 3/2013)

As a result of the devastation caused by Hurricane Sandy, New York City Mayor Bloomberg in partnership with FEMA, launched the Rapid Repairs Program (RRP) to provide immediate and comprehensive assistance to thousands of residents who were displaced and unable to return their homes due to the lack of basic services. Gilbane was assigned to communities in Queens. In all Gilbane returned essential power, heat and hot water services to 1,543 properties, allowing 3,064 families to return to their homes. Mr. Schramm served as Project Director, and interfaced closely with the City of New York and their Program Manager, Shaw, during a very aggressive program start-up that entailed a NTP, field mobilization, and active work in homes within seven days. Jeff also worked closely with the City Project Manager assigned to Gilbane to provide feedback and suggestions for enhancements and modifications to the program that would ultimately finish homes more efficiently and at a lower overall cost.

Reference: Mr. Franco Morizio, NYC Department of Environmental Protection, 250 Broadway, New York, NY 10007 | 347-244-4259 | fmorizio@recovery.nyc.gov

Fort Belvoir Community Hospital, Fort Belvoir, VA (11/2007 - 8/2011)

New replacement hospital includes 1,275,000 SF of outpatient and 120-bed inpatient services, parking for 3,139 cars, helipad, dining facilities and a central utility plant. This project is the largest LEED-NC v2.2 Gold level certified hospital in the country. The project was constructed in joint venture. With a fixed end date established by BRAC guidelines, the team met the fast-tracked schedule by establishing expedited procedures for paperwork flow, submittals, reporting and decision making. Mr. Schramm served as Principal-in-Charge for Gilbane and through the team's efforts, a project that would typically take eight years was completed within a four year timeframe. This was accomplished by establishing very close working relationships with the A/E and US Army Corps of Engineers to execute a very unique Integrated Design Bid Build (IDBB) contract vehicle seldom used by the Government, and never used previously by the Norfolk USACE. Jeff worked with USACE through unique aspects of the contract, streamlined their typical processes that did not support a fast-track construction approach under the IDBB

Jeff Schramm, Senior Vice President

PROGRAM CEO

Relevant Experience Continued:

contract, and infused a very strong team approach to the way the project was managed that allowed the entire project team to be successful in delivering a world-class hospital facility within legislated deadlines.

Reference: Mr. Wirt Shinault, US Army Corps of Engineers – Norfolk District, 803 Front Street, Norfolk, VA 23510 | (757) 201-7650 | wirt.e.shinault@usace.army.mil

National Biodefense Analysis & Countermeasures Center (NBACC), Frederick, MD (2/2005 - 12/2011)

Construction of high containment (BSL-2, BSL-3 and BSL-4) research laboratories for Department of Homeland Security located on a secured five acres campus within the Fort Detrick Garrison. The 180,000 SF facility was constructed in the wake of 9/11 as the Nations's primary biological forensic research laboratory to study emerging biothreats, identify potential new threats, develop countermeasures against potential threats, and provide forensic evidence to be used in prosecution of bio-terrorists. *Mr. Schramm served as Principal-in-Charge for Gilbane and developed a very strong working relationship with DHS and Perkins & Will, the A/E for the project. He was instrumental in shaping the design of the facility and the many unique mechanical and electrical systems that were used to control the potential escape of lethal biological agents that would be studied in the facility. He also stayed very involved through construction to be sure that DHS received the facility they needed for their mission while assisting the team to work through numerous difficult scope, cost and schedule issues on a very unique project.*

Reference: Mr. Danny Hager, Department of Homeland Security – Biocontainment Branch, 1131 Chapel Crossing Road, TH 378C, Glynco, GA 31524 | (912) 267-3290 | danny.hager@dhs.gov

Additional Projects:

- NIH NIAID IRF BSL-4 Laboratory, Hamilton, Montana
- USDA Large Animal Low Containment Facility, Ames, Iowa
- State of Maryland Forensic Medical Center, Baltimore, MD
- University of Maryland Physical Science Complex, College Park, MD
- Tulane University Regional Biocontainment Laboratory, Covington, LA
- Tufts University Regional Biocontainment Laboratory, Grafton, MA
- Battelle JM-8 Research Laboratory, West Jefferson, OH
- SAIC Vaccine Pilot Plant, Frederick, MD
- University of Georgia Large Animal Research Facility, Athens, GA
- NIH Porter Center Neuroscience Research Facility, Bethesda, MD
- GSA Fire Research Laboratory, Beltsville, MD



- Began ConstructionCareer in 1987
- Joined Gilbane in 1998
- BS Microbiology & Chemistry
- University of Rhode Island
- MS Civil Engineering & Public Health Tufts University

Licenses & Certifications

- USGBC LEEDTM
 Accredited Professional –
 BD + C
- CA Earthquake Adjuster Accreditation
- Certified AHERA Inspector, Management Planner and Program Designer
- Certified 40 hr HAZWOPER
- Certified Confined Space Entry

Affiliations

- US Green Building Council
- Property Loss Reearch Bureau
- Association of General Contractors
- Loss Executives Association
- CCIA, Environmental Committee
- The Risk Insurance & Management Society

Deb Pereira, Vice President, LEED AP BD+C

PROGRAM DIRECTOR

Deb Pereira has 25 years of in-depth experience in evaluating and managing all types of regulated and hazardous materials concerns. Her primary area of specialty is in the assessment, evaluation and management of these materials as it relates to building repair post event and design/construction. This includes developing the most project aligned solutions relating to environmental challenges, occupant exposure issues, program development/compliance and mitigation planning. With bachelors degrees in Chemistry and Microbiology and masters degrees in Civil Engineering and Public Health, her combination of educational and practical project experience provide a unique insight into the needs and challenges that will be faced RREM program. Her experience also forms a solid base for creative, proactive solution planning.

Deb recently served as Deputy Director, Support Operations and Project Controls for the New York City Department of Environmental Protection (DEP) Rapid Repairs STEP Program. In this capacity Deb had primary responsibility for operational planning, data tracking and reporting.

Previously, Deb managed Gilbane's CAT-Response division. The sole focus of this group is rapid deployment to assess buildings post event, determine what repair options were feasible/most efficient, develop estimate, coordinate and document the repair/rebuild process. In this capacity, Deb developed programs and led dozens of Gilbane professionals and partners to ensure accurate, reliable data was delivered in a timely fashion to meet owner, occupant, insurer and government authority requirements. In this capacity, Deb directed teams post Hurricane Katrina, Hurricane Ike, New England flood of March, 2010 as well as follow up processes related to previous Hurricanes in the 2004 Atlantic Hurricane season (Charley, Frances). Deb's experience and background provide her the skills necessary to successfully manage full program services for hundreds of projects including dozens of large scale, multiyear, multi-phase projects - both planned and emergency response driven.

Relevant Experience Includes:

New York City Department of Environmental Protection (DEP) Rapid Repairs STEP Program, New York, NY (11/2012 - 3/2013)

As a result of the devastation caused by Hurricane Sandy, New York City Mayor Bloomberg in partnership with FEMA, launched the Rapid Repairs Program (RRP) to provide immediate and comprehensive assistance to thousands of residents who were displaced and unable to return their homes due to the lack of basic services. Gilbane was assigned to communities in Queens. In all Gilbane returned essential power, heat and hot water services to 1,543 properties, allowing 3,064 families to return to their homes. Ms. Pereira served as Deputy Director, Support Operations and Project Controls. This included working with operational leads to strategically plan Gilbane's approach to utilize resources to efficiently complete repairs in the assigned geography; develop processes and tools to allow speed in the field yet capture of all critical documentation for FEMA reimbursement optimization; tracking status of the hundreds of homes under repair at any given point in time for reporting to NYC RRP PMO and the Mayor's Office, as well as ensuring the availability of trade resources and materials/equipment as necessary. Deb also ran daily meetings with Gilbane leads, assigned NYC RRP reps, project managers, quality monitors, customer service reps and DOI integrity monitors to ensure a high level of communication, coordination and transparency. Deb's team was the interface with the PMO for all reporting, data base upload and geo-spacial management.

Deb Pereira, Vice President, LEED AP BD+C

PROGRAM DIRECTOR

Relevant Experience Continued

Reference: Ms. Katherine Mallon, NYC Environmental Protection Bureau of Engineering Design & Construction | (718) 595-6183 | kmallon@dep.nyc.gov

Pfizer Inc. Strategic Alliance, Groton, CT (7/1998 - 6/2002)

Program-wide support service to facilities engineering group from strategic program development through construction. Separate construction management contracts were issued for construction phase documents. Deb served as project executive and led a team over seven years that provided operational and strategic consulting services across their portfolio including their following departments (domestic and internationally); Capital Planning & Projects, Real Estate & Development, Environmental, Health & Safety, Global Project Engineering, Facilities Operations & Management. Services provided included but were not limited to: program development, process development, program documentation and automation, delivery and monitoring, cost benefit analysis and efficiency studies, strategic planning to execution work, training, permit development and other compliance work and more. As a result of Ms. Pereira's dedication, Pfizer was able to have a third party who was intimately familiar with their operations but could bring an independent perspective as well as best practices from other highperforming operations focusing on continual improvement of their programs, processes and execution. This allowed Pfizer to improve a number of key performance indicators in their non-core business departments that managed various aspects of their real property portfolio.

Reference: Mr. Bill Carr, Pfizer Inc, Director, Procurement/Operations, Eastern Point Road, Groton, CT, 06340 | (860) 441-1631 | william.r.carr@pfizer.com or

Mr. Glen (Chip) Fitzmorris, Pfizer Inc, Eastern Point Road, Groton, CT, 06340 | (860) 625-3850 | glen.m.fitzmorris@pfizer.com

Additional Projects:

- Port Authority of New Orleans- Lead Damage Program Coordinator
- ▶ Deutsche Bank Building Deconstruction, NYC project design team
- Various damage assessment/repair programs Gulf Coast post-Katrina, Houston post-Ike and New England post March 2010 flood
- NYCDEP Constructability Guidelines Development lead
- NYC Goldwater North Hospital microbial investigation and remediation program
- Public Service Company of New Hampshire, Manchester, NH remediation and reconstruction
- City of Providence, Public Property Division program compliance
- Parke Davis, Ann Arbor campus integration team



- MS/Civil Engineering, University of California, Berkeley, 1984
- MS/Business
 Administration, Boston
 University, 1980
- BS/Civil Engineering, United States Military Academy at West Point, 1977

Licenses & Certifications

- Professional Engineer(PE) Civil, Virginia
- Certified Construction Manager (CCM)
- OSHA 10-Hour Course Construction Safety & Health

Affiliations

- Member, American Bar Association (ABA)
- Member, Construction Management Association of America (CMAA)

George B. Fink, Jr., Vice President, PE, CCM

PROGRAM MANAGER

George B. Fink has more than 35 years of experience in planning, scheduling and supervising construction programs and projects. His management expertise includes work as project executive, program manager, project manager and project controls manager on more than fifty programs and projects. His leadership strength has been in building partnerships between owners, architects and contractors to ensure projects are well managed, cooperation and communication are maintained, and that work is completed on time and within budget. He has coordinated, designed, and implemented numerous billion dollar programs including one that was awarded the New York City Mayor's Technology Award in 2002.

Relevant Experience Includes:

NYC Rapid Repair IT Support, New York, NY (2012 - 2013)

Mr. Fink designed and implemented the information management system for the New York City Rapid Repair Program, working with more than 15,000 homeowners to repair electrical, heat and water issues to allow the homeowners to move back into their homes after damage from Hurricane Sandy. He designed and oversaw the implementation of an information management system to track the repairs on each individual house. This electronic system accepted input from hand-held devices or other electronic inputs and utilized workflows for review and approval of contractor work and invoices. MBP also provided measures and statistics for managers to track progress and make needed adjustments as the program progressed. The total construction value was \$450 million.

Reference: Mr. Jack Hunt, Shaw/CBI | (225) 505-8543

U.S. Department of State, Overseas Buildings Operations, Rosslyn, VA (2002 - 2007)

Mr. Fink served as program manager to create scheduling policies and procedures for the ten-year embassy construction program. In this role, he coordinated with planning, real estate, design, and construction to capture business practices in generic schedules. He also supervised the scheduling group in the implementation of the generic schedules to more than seventy project specific schedules, with a total construction value in the of \$8 billion.

Reference: Mr. Steve Bradshaw, U.S. Department of State, (703) 875-6384 | bradshawsm@state.gov

Hurricane Andrew Recovery Office, Corps of Engineers, Miami, FL (1992 - 1992)
As Rescue Officer for the Corps of Engineers, Mr. Fink coordinated FEMA and other disaster agencies for the \$600 million reconstruction of 45 schools and other renovations resulting from damage done by Hurricane Andrew. All but four schools were reconstructed in time for reopening for the school year. George followed up with the Chief of Engineers in Washington, DC to continue disaster planning and ESF-3 FEMA

Reference: Clarke Pile, Hill International, Inc. | (212) 244-3700 | ClarkePile@hillintl. com





- JD, Juris Doctor, Yale University, New Haven, CT
- MS/Urban Planning, 1984 Columbia University New York, NY
- MS/Health Services
 Planning and Design,
 1976 Columbia University
 New York, NY
- BS/Architecture, 1973
 City College of New York,
 New York, NY

Licenses & Certifications

- Registered Architect: NY, NJ
- Licensed Planner: NJ

Affiliations

- Member, American Institute of Architects
- Member, National Organization of Minority Architects
- Member, Construction
 Specifications Institute
- Member, AmericanPlanning Association
- Member, Urban Land Institute

Mark G. Barksdale, AIA, PP, JD

HOUSING PROGRAM MANAGER

Mark G. Barksdale has more than thirty years of combined experience as an architect, urban planner and graduate attorney. He has been involved with the design and renovation of numerous public and private sector projects in the New York City metropolitan region as both an architect and planner. In Newark, NJ, he produced numerous neighborhood redevelopment plans for the city's Department of Economic and Housing Development, which resulted in more than 4,000 new residential units estimated at \$300 million and over \$4 billion of commercial and institutional projects. Most recently, in 2013, he worked as an architectural consultant on a Superstorm Sandy FEMA project in NYC that involved the reconstruction of several boardwalk buildings at Rockaway Beach in Queens, NY.

Relevant Experience Includes:

Beachfront Reconstruction Project, Far Rockaway, NY (2012 – 2013)

Mr. Barksdale managed a team of architects as a consultant to SRW Engineers, PLLC that produced property inspection reports and complete sets of plans and specifications under contract with the NYC Department of Parks and Recreation (DPR) to reconstruct Superstorm Sandy damaged boardwalk buildings in Far Rockaway, NY.

Reference: Ms. Angelyn Chandler, Capital Program Manager, NYC DPR (cell) | Angelyn.Chandler@parks.nyc.gov

Newark Dept. of Economic and Housing Development (2000 - 2007)

In his role as the city's Chief Planner, Mr. Barksdale produced a major update of the City's Master Plan and several redevelopment plans that resulted in more than 4,000 units of new residential housing estimated at \$300 million and over \$4 billion of commercial and institutional projects. He also provided planning support for the preparation of the City's 5-year Consolidated Plan for fund allocations under HUD's CDBG program.

Reference: Mr. Niathan Allen, Ph.D., Partner, Summit Developers (cell)

Mark G. Barksdale, Architect & Planner (9/2007 – 11/2008)

Served as a planning consultant to a major New Jersey home developer seeking to build market-rate and affordable housing in Baltimore, MD and Newark, NJ. Mark also provided expert testimony at Newark and East Orange Zoning Board hearings.

Reference: Mr. Niathan Allen, Ph.D., Partner, Summit Developers (cell)





- Began Construction Career in 1972
- Joined Gilbane in 1989
- AAS/Electric & Mech.
 Engineering/Camden
 County College

Licenses | Certifications

- Certified Construction Manager (CCM)
- LEED Accredited
 Professional
- ▶ OSHA 10-Hour Trained
- ▶ OSHA 30-Hour Trained

Samuel Tuzza, CCM, LEED AP

SUPPORT SERVICES MANAGER

Mr. Samuel Tuzza has over 41 years of operational management experience with a strong focus on New Jersey public sector projects, including several programs with the New Jersey Schools Development Authority involving 25 K-12 addition, renovations and new construction projects. Sam has a proven ability to ensure efficient allocation of resources from the entire organization to keep projects on schedule and budget. Sam's New Jersey market experience will be a valuable asset in facilitating competitive procurement strategies. In addition, he offers in-depth understanding of working with various state agencies in New Jersey.

New Jersey Schools Development Authority (NJSDA) Region 7 - Asbury Park/ Neptune, NJ (2/2003 - 12/2008)

Gilbane served as the program management firm for NJSDA Region 7 Program overseeing the quality, technical accuracy and timely completion of the projects. The program included the construction of 13 school facilities ranging from new construction, additions, and renovations. Sam served as Senior Project Executive overseeing the \$281 million project, which involved projects in various stages of construction simultaneously. Sam was responsible for managing different project teams on each project site. He held design phase meetings, provided oversight of estimating, value engineering and cost engineering services. Sam also managed the bidding process for each project up until public award.

Reference: Mr. David Mooij, Superintendent, 60 Neptune Boulevard, Neptune, NJ, 07753-4836 | 732-776-2200 | dmooij@neptune.k12.nj.us

New Jersey Schools Development Authority (NJSDA) K-12 Eastern Region - Trenton, NJ (2/2003 - 3/2007)

Construction program including new and renovations to multiple K-12 schools in the eastern region. In addition to the Health & Safety projects, individual new construction, additions, and renovations are also included. Sam served as Senior Project Executive overseeing the \$215 million project. In this role he was responsible for the successful completion of 12 school facilities, all in various stages of construction at the same time. Sam also worked closely with New Jersey Department of Community Affairs.

Reference: Mr. David Mooij, Superintendent, 60 Neptune Boulevard, Neptune, NJ, 07753-4836 | 732-776-2200 | dmooij@neptune.k12.nj.us

Syracuse Joint Schools Construction Board Syracuse City Schools Phase 1 Program Syracuse, NY (12/2009 - 06/2013)

Program management for the overhaul of schools. Phase 1 required the construction of a new career and technical high school in the old Central High building. Scope also included the construction of six other schools, all targeting LEED for Schools Silver level certification. Sam is the Senior Project Executive overseeing the \$135 million project. Projects ran simultaneously, though in various stages of construction. Sam was responsible for managing different project teams on each project site. He led design phase meetings, provided estimating, value engineering and cost engineering services as well as managed the bidding process.

Reference: Mr. Tom Ferrara, Director of Facilities & Operations, 725 Harrison St., Syracuse, NY, 315-435-4292, tferrara@SCSD.us



Qualifications | Education

▶ Began Construction Career
in 1982

- Joined Gilbane in 2005
- BS/Civil Engineering/ University of Vermont

Licenses | Certifications

▶ OSHA 30-Hour Trained

Community Involvement

Volunteer Connecticut Special Olympics

Awards

 Iver Johnson Builder of the Year Regional Award for Stony Brook University Hospital, 2007

William Ford CONSTRUCTION MANAGER

Mr. William Ford has 31 years of construction experience, most recently on NYCDEP Rapid Repairs program, with a heavy emphasis on managing programs that include multiple projects in construction at the same time. Bill specializes in developing efficient work plans and creative scheduling for large, complex, multi-phase projects that results in getting the most out of the available resources. Bill has worked in all aspects of the construction process from operations, project management, field work and closeout. Bill's experience provides significant benefit, with a thorough understanding of how any single aspect of project management affects the rest of the overall program, and a proven ability to coordinate all aspects of multi-project programs through completion.

New York City Department of Environmental Protection (DEP) Rapid Repairs STEP Program - New York, NY (11/2012 - 3/2013)

As a result of the devastation caused by Hurricane Sandy, New York City Mayor Bloomberg in partnership with FEMA, launched the Rapid Repairs Program (RRP) to provide immediate and comprehensive assistance to thousands of residents who were displaced and unable to return their homes due to the lack of basic services. Gilbane was assigned to communities in Queens. In all Gilbane returned essential power, heat and hot water services to 1,543 properties, allowing 3,064 families to return to their homes. As the field operations manager for Gilbane's operations, Bill was responsible for implementing the team's strategy to quickly repair homes and restore heat and electricity to residents. Working closely with New York City officials, Bill led the development and implementation of the plan to coordinate the work by city blocks which proved to be the most efficient strategy. He developed site logistics to keep 24 subcontractors constantly working (12 electrical subs and 12 plumbing) on a fast-tracked schedule. Bill oversaw the program's logistics and developed 7-day work schedules to keep the program moving forward, while assuring work was done according to guidelines provided by the City.

Reference: Mr. Franco Morizio, NYC Department of Environmental Protection, 250 Broadway, New York, NY 10007 | 347-244-4259 | fmorizio@recovery.nyc.gov

State University of New York (SUNY) Stony Brook University Medical Center Major Modernization - Stony Brook, NY (10/2002 - 1/2012)

New construction, expansion and renovation effort includes a comprehensive cardiac center, women's and infants center and 20,000 SF emergency department renovations, 64,000 SF Ambulatory Care Pavilion, imaging, 62,000 SF parking deck, helipad and new entry road. The project was undertaken in multiple phases to accommodate decanting of existing programs to off-site facilities, relocation of 125 in-patient clinical functions. Bill participated in extensive estimating and value engineering services that resulted in approximately \$10 million in cost savings achieved through alternative phasing plans and allowed the project to be constructed in larger, adjacent blocks, allowing the team to work more efficiently.

Reference: Mr. Paul Marotta, Director of Facilities | o: 631-444-7533 m | pmarotta@notes.cc.sunysb.edu



Qualifications | Education

- ▶ Began Construction Career in 1991
- Joined Gilbane in 1999
- BS/Natural Resources-H20 Resource/University of Rhode Island

Licenses | Certifications

- ► LEED Bldg Design + Construction
- ▶ OSHA 30-Hour Trained
- ▶ OSHA 10-Hour Trained
- OSHA 40-Hour HAZWOPER
- ▶ Asbestos Inspector
- Certified Microbial Consultant
- Registered Environmental Manager

Associations

- ▶ American Chemical Society
- **▶** USGBC

Mark A. Winslow, CMC, REM, LEED AP

ENVIRONMENTAL COORDINATOR

Mark Winslow has 22 years of experience in the construction industry and provides environmental support for Gilbane projects in the Northeast, including most recently his role as environmental coordinator on the NYCDEP Rapid Repairs program. This support consists of work scope development, bid scope review, peer review, estimating, exposure analysis protocols, regulatory interpretations, and abatement supervision. He has worked on regulatory agency negotiations, contaminated media studies, environmental risk assessments, audits, regulatory permit preparations, negotiations, remedial technology assessment/ selection, value engineering, design of safety programs, the development of various health programs, compliance audits, and program efficiency studies.

New York City Department of Environmental Protection (DEP) Rapid Repairs STEP Program - New York, NY (11/2012 - 3/2013)

As a result of the devastation caused by Hurricane Sandy, New York City Mayor Bloomberg in partnership with FEMA, launched the Rapid Repairs Program (RRP) to provide immediate and comprehensive assistance to thousands of residents who were displaced and unable to return their homes due to the lack of basic services. Gilbane was assigned to communities in Queens. In all Gilbane returned essential power, heat and hot water services to 1,543 properties, allowing 3,064 families to return to their homes. Mark served as the environmental coordinator performing assessments of asbestos, mold, sewerage, and oil spills at individual homes. After completing the assessment, he worked with the project team to develop and document the scope of work needed to return each home to a safe living environment. Mark stayed engaged in the Rapid Repair program by returning to each affected residence during construction and ensuring any necessary abatement work was completely correctly.

Reference: Mr. Chris Hawkins, Chief of Staff, New York City Department of Environmental Protection, 59-17 Junction Blvd., Flushing, NY, 11373 | (718) 595-4516

Providence Schools Capital Program Assessment and Master Plan - Providence, RI (1/2006 - 3/2011)

Gilbane provided program management and construction management services for educational planning, design, bidding, overseeing, and managing of the phased renovation and additions projects of Providence PK-12 schools. Prior to receiving the contract, Gilbane led a team in conducting a master plan study that assessed enrollment, physical conditions, program standards, etc. The Facility Master Plan includes major renovations and building replacements while simultaneously addressing Warm/Safe/Dry [i.e. health, safety, boilers, and roofs] projects in the other school buildings. Mark provided environmental services for the Master Plan. On all Providence School project sites, he performed assessments looking for the presence of asbestos, mold, sewerage, and other potentially harmful substances. After completing the site assessments, Mark worked to develop and document the scope of work needed to provide students and faculty with a safe and toxin-free learning environment. He stayed on the project, supervising the work and ensuring any necessary abatement was completed correctly and thoroughly.

Reference: Mr. Alan Sepe, Director of Operations, City of Providence, City Hall, 25 Dorrance Street, Providence, RI 02903 | (401) 421-7740 | asepe@providenceri.com

Mark A. Winslow, CMC, REM, LEED AP

ENVIRONMENTAL COORDINATOR

Relevant Experience Continued:

University of Rhode Island Program Management Services - Kingston, RI (5/2009 - 5/2012)

Gilbane provided Owner's Project Management services for multiple fire code improvement projects campus-wide, including new automatic fire suppression and detection systems, upgrades to existing systems, life safety code upgrades, and general renovations to residence halls and assembly halls. Mark provided environmental services as part of the program management services provided to the University. He performed assessments looking for the presence of asbestos, mold, sewerage, and other potentially harmful toxins. After completing assessments, Mark developed and documented the scope of work needed to provide students and faculty with a safe and toxin-free living and/or learning environment. Through construction, Mark supervised the work to ensure abatement was completed correctly and thoroughly.

Reference: Mr. Paul DePace, PE, Director, University of Rhode Island Office of Capital Projects | 523 Plains Road - Sherman Building | Kingston, RI 02881-0806 | 401-874-2725 | pauld@uri.edu



- ▶ Began Construction Career in 1986
- BS/Mechanical Engineering/ Manhattan College

Licenses | Certifications

OSHA 30-Hour Trained

Memberships

Benevolent & Protective Order of Elks, USA

Daniel Shea

PRECONSTRUCTION MANAGER

Daniel Shea is an accomplished construction executive with nearly 30 years of professional experience in all aspects of construction management. Prior to joining Gilbane, Daniel's career highlights include experience as a Purchasing Manager for Turner Construction where he was responsible for procuring all goods and services for all projects in the New Jersey business unit via a centralized purchasing process. He administered company procurement policies and procedures inclusive of subcontractor prequalification program, management of subcontractor bidders list and MBE/WBE/SBE programs. Daniel maintained integrity based relationships with subcontractors/vendors and also coordinated with Estimating and Operations to ensure success of all projects as well as to keep current on market conditions. Later he was named Vice President, Preconstruction at Hunter Roberts where he directed a staff of 12 professional estimators responsible for complete preconstruction services for the New York and New Jersey business units with over \$400 million in annual revenues. He was then promoted to General Manager of Interiors where he provided executive leadership and strategic direction, overseeing a staff of over 35 employees and all operations inclusive of estimating and procurement of all projects (over 500 subcontract awards annually).

Red Bull Arena, Harrison, NJ (2/2007 - 2/2009)

The project entailed the construction of a 25,000 seat soccer stadium and 120,000 SF amenities/office building for Red Bull USA's Major League Soccer team valued at \$157 million. As the design developed in parallel with construction in the field, ongoing estimates, value engineering studies, constructability reviews and subcontractor procurement were performed under the direction of Mr. Shea. The project's fast-tracked construction schedule required ongoing design after construction commenced. Additionally, owner funding was capped annually resulting in the need to structure the procurement of more than 60 subcontractors in a phased manner. The net result was the issuance of over 100 subcontracts and approval letters releasing funding and authorizing work to proceed. Similarly to the RREM project, the Red Bull Arena required management of multiple estimates and contractor awards over the course of a two year period. In addition, funding was managed and confirmed in an on-going basis, with contractors released accordingly in a similar fashion. Mr. Shea's experience on the Red Bull project will contribute greatly to the success of the RREM project.

Reference: John Amorosa, Construction Project Director, One Harmon Plaza, 8th Floor, Secaucus, NJ 07094 | (973) 268-8420 xt 2525 | john.amorosa@newyorkredbulls.com

CBS Corporation On-Call Contracts, New York, NY (4/2011–4/2013)

Renovations of over 30 projects within several occupied buildings and floors for the CBS Corporation. The projects ranged in size and complexity and all projects were constructed around sensitive, on-line studios and office spaces. Mr. Shea acted as Project Executive responsible for all estimates, subcontractor procurement and management and overall project success. Similarly to the RREM project, all the projects were budgeted and reviewed for individual end-users with the CBS Corporation, but CBS Facilities and Construction was the ultimate authority. All budgets required end-user and facilities approval prior to funding. In addition to the 30 projects, an additional 20 to 30 projects were budgeted but not constructed due to lack of funding or other reasons. Over 300 subcontracts were awarded to complete these projects. Mr. Shea's experience on the CBS Corporation On-Call projects will contribute greatly to the success of the RREM project.

Reference: Fran Coiro, (formerly) Vice President, CBS Email not available.



- Began Construction Career in 2007
- BS/Mechanical Engineering/University of Maryland

Licenses & Certifications

- LEED Accredited Professional
- LEED Building Design + Construction
- Certified AssociateProject Management
- OSHA 30-Hour Trained

Ben Miller, LEED AP, CMIT

QUALITY ASSURANCE / QUALITY CONTROL

Ben Miller oversees Gilbane's quality assurance program in New Jersey. Ben ensures that projects are completed according to contract terms and internal policies. He is responsible for visiting each project and conducting a comprehensive audit of project processes and procedures to ensure that neither Gilbane nor their clients are exposed to undue risk. This check is performed using a comprehensive 320-question checklist. When risks are uncovered, Ben is responsible for assisting the project team and client in developing procedures and controls to ensure the issue is mitigated. Ben brings extensive experience as quality manager, and was also recently deployed to New York City Department of Environmental Protection (DEP) Rapid Repairs STEP Program in Far Rockaway, Queens, where he was responsible for the development of material and equipment delivery and transfer protocols.

Relevant Experience Includes:

New York City Department of Environmental Protection (DEP) Rapid Repairs STEP Program, New York, NY (11/2012 - 3/1/2013)

As a result of the devastation caused by Hurricane Sandy, New York City Mayor Bloomberg in partnership with FEMA, launched the Rapid Repairs Program (RRP) to provide immediate and comprehensive assistance to thousands of residents who were displaced and unable to return their homes due to the lack of basic services. Gilbane was assigned to communities in Queens. In all Gilbane returned essential power, heat and hot water services to 1,543 properties, allowing 3,064 families to return to their homes. *Mr. Miller served as the Site Superintendent for the project staging area and was responsible for developing material and equipment delivery and transfer protocols, daily sign-in procedures, and general site logistics procedures to ensure approximately 500 workers were able to efficiently begin work on a daily basis.*

Reference: Mr. Franco Morizio, NYC Department of Environmental Protection, 250 Broadway, New York, NY 10007 | (347) 244-4259 | fmorizio@recovery.nyc.gov

Washington Headquarters Service, Alexandria, VA (5/2010 - 12/2010)

Consultant services for the Washington Headquarters Service during the construction of a 1,750,000 SF Federal office building. Gilbane was responsible for coordinating the needs of over 25 different end-user groups, housed in over 50 different locations in the D.C. metropolitan area. *Mr. Miller was responsible for coordinating communication between multiple management groups associated with the building and the end-users.* Ben was also responsible for developing the project's communication protocols, including web site organization to serve multiple building user classes.

Reference: Mr. James Ball, Washington Headquarters Service, 4800 Mark Center Drive, Alexandria, VA 22530 | James.Ball@WHS.mil

Doctors Community Hospital, Lanham, MD (5/2008 - 5/2010)

Construction Manager at Risk for the expansion and renovation of an existing five-story patient tower. The project involved the demolition and expansion of existing patient space (from 30,000 SF to 100,000 SF) directly adjacent to functional patient space, phased renovation of approximately 30,000 SF of existing patient rooms, expansion of an existing Emergency Department, and construction of new imaging suites. *Mr. Miller was responsible for developing a scope of work and allowance structure that allowed for clear cost control during renovation of rooms with latent mold and electrical issues.*

Reference: Mr. Jerry Dyer, Doctors Community Hospital, 8118 Good Luck Road, Lanham, MD 20706 | (240) 286-4260



Qualifications | Education

BS/Education, State
University of New York,
Cortland, 1985

Licenses & Certifications

 Certified Building Commissioning Professional (CBCP)

Jonathan Kirk Tucker, CBCP

QUALITY ASSURANCE / QUALITY CONTROL

Kirk Tucker has over 25 years of experience in the construction management services industry with extensive experience as project manager, superintendent, engineer, and purchasing agent. As project manager, Jonathan oversaw and coordinated all aspects of corporate interior renovations on many projects throughout southern Connecticut and New York City. He is experienced in establishing budgets, projecting schedules, contracts, and long lead items for project team, tracking project progress, changing orders and budgets, and communicating with client and subcontractors through project completion.

Relevant Experience Includes:

Debris Clean-up, FEMA Mobile District, Birmingham, AL (5/2011- 8/2011)

As Quality Assessor, Mr. Tucker supported FEMA and U.S. Army Corps of Engineers in the clean-up of the 2011 April tornadoes in North Eastern Alabama. Monitored clean-up crews to ensure all core protocols were being followed. He provided estimates on debris quantity. The project involved the FEMA debris removal in Northern Alabama after the tornados in April 2011.

Reference: Mr. Mark McIntosh, U.S. Army Corps of Engineers | (865) 986-7296 | mark.m.mcIntosh@usace.army.mil

New York City Consolidated 911 Center, New York, NY (5/2009 - 1/2010)

As Project Manager, Mr. Tucker provided planning oversight and project execution. He monitored and validated installation and inspections per the contract documents of the computer room air conditioning units. Provided documentation evaluation, change order evaluation, project schedules, budget summary, and risks to meeting project objectives and mitigation strategies. The project consisted of the construction of a 500,000 SF, state-of-the-art facility to consolidate all 911 services and emergency management to a central location. It serves as a fully redundant, streamlined emergency call intake and dispatch center for all of the City's first responders, including fire, police, and EMS and also houses command control centers for coordinating emergency response throughout the entire city. The total construction value was \$550 million.

Reference: Mr. David Resnick, NYC Department of Design and Construction | (718) 391-1118 | resnickd@ddc.ny.gov

Jacob K. Javits Federal Building Plaza Renovation, New York, NY (2/2012 - 2/2013)

As Project Manager, Mr. Tucker provided project oversight and served as Construction Manager for the GSA. Kirk verified that the general contractor was performing all required tasks necessary to complete the project and provided risk oversight and detailed review of required submittals. The project included the demolition of the existing 50,000-square-foot plaza to expose the existing structure, repairs as needed to the existing structure, and construction of a new above grade plaza.

Reference: Jo Goldberger, U.S. General Services Administration, (212) 964-4060 | jo.goldberger@gsa.gov





- Began Construction Career in 1986
- Groundwater pollution and hydrology – Princeton Groundwater
- National Center for Construction Education and Research – Core Curricular Instruction

Licenses | Certifications

- ► HAZWOPER 40-hour Initial Training and 8-hour Annual Refresher Training
- HAZWOPER 8-hour Supervisor Training
- ▶ OSHA 10-hour Trained
- OSHA 30-hour Trained
- Occupational Health and Safety Technologist (OHST)
- Certified Safety Professional (CSP)
- Construction Risk Insurance Specialist (CRIS)
- ► Tunnel 40-hour New Miner training 30CFR 38.5, 2006
- First Aid and CPR Certified

Thomas (TJ) Lyons, CSP, CRIS, OHST

SAFETY MANAGER

Thomas (TJ) Lyons has over 25 years of experience with a strong background in construction safety and industrial hygiene. Through proper planning, implementation of best practices and lessons learned at the project level, TJ's focus is on driving from risk management to risk elimination. TJ assists project teams in planning for a successful job by analyzing the risk that could affect the work, determining interventions or control to eliminate that risk and ensuring the planned approach is executed. TJ performs audits for site operations across the US, ensuring compliance with Gilbane's expectations while sharing innovative approaches with other sites and our clients. Recognized as an industry safety expert, TJ has authored several articles and presentations on safety, and has written chapters on construction safety management and engineering for the American Society of Safety Engineers, and has published in peer-reviewed journals "Selling Safety, Softly" for *Professional Safety, Journal of American Society of Safety Engineers*.

New York City Department of Environmental Protection (DEP) Rapid Repairs STEP Program - New York, NY (11/2012 - 03/2013)

As a result of the devastation caused by Hurricane Sandy, New York City Mayor Bloomberg in partnership with FEMA, launched the Rapid Repairs Program (RRP) to provide immediate and comprehensive assistance to thousands of residents who were displaced and unable to return their homes due to the lack of basic services. Gilbane was assigned to communities in Queens. In all Gilbane returned essential power, heat and hot water services to 1,543 properties, allowing 3,064 families to return to their homes. TJ served as safety manager responsible for setting up safety programs, providing training for Gilbane's project teams and auditing site operations to ensure compliance with the safety plan. TJ's training programs proved to be a critical component to the success of the NYC Rapid Repairs project. His training sessions for subcontractors on how to recognize residential hazards (asbestos, mold, oil spills, etc.) had an immediate impact on the field operations. He ran training sessions and provided printed materials on the "Top 5 Watch Outs" that gave the subcontractors tactile indicators about when they needed to stop repair work in order to safely deal with hazardous materials. At NYC Rapid Repairs safety concerns were very closely entwined with environmental concerns and as such TJ worked very closely with proposed Environmental Coordinator Mark Winslow, helping Mark with assessments, developing scopes of work to return damaged homes to safe living environments, developing safety plans to ensure the safe removal of residential hazards and auditing the work to make sure the hazardous materials were removed correctly.

Reference: Mr. Chris Golden, CSP, Environmental Health and Safety | NYC Rapid Repairs | 347-244-1244 | cgolden@recovery.nyc.gov

Construction Safety Manager - Department of Defense Military Bases - Worldwide (2010 - Present)

Mr. Lyons provides assistance to Gilbane field teams working on U.S. military bases, as they analyze specific hazards, and helps craft incident prevention plans, through design of the task or developing controls to further minimize risk. He also delivers safety training, facilitates safety tailgate meetings to ensure workers are aware of hazards, monitors work crews to ensure they are following safety procedures, conducts safety audits, implements and tracks corrective measures for any H&S deficiencies, and produces H&S-related documentation. TJ is responsible for oversight of safety programs on approximately 20 different job sites at one time.

Reference: Unavailable, Dept of Defense contacts unauthorized to provide references.



- MBA/Finance/ International Business, Fairleigh Dickinson University, 1972
- BS/Construction
 Engineering, Arizona
 State University, 1972
- BA/Mathematics, Arizona State University, 1977

Robert Forstrom

SENIOR SCHEDULER

Robert Forstrom has more than 35 years of experience in engineering and project management. Robert is skilled in total project management including design, budgeting, planning and scheduling, contracting, LEED programming, and field superintendence to ensure project completion within budget, schedule and quality assurance parameters.

Relevant Experience Includes:

HAKS Engineers, New York, NY (2011 - Present)

As Senior Scheduler, Mr. Forstrom was responsible for project schedule analysis on \$175 million design-build rehabilitation of eight ramps, demolition of North Ramp access, parking lots and architectural improvements at Staten Island Ferry Terminal using P3, and on the \$56 million NSP / Route 110 Intersection reconstruction using P6, Version 7. Contractor conformance to schedule requirements, schedule delay, work-arounds, what-if analysis, and overall scheduling monitoring and communication of schedule progress to NYCDOT and NYSDOT in conformance with required contract completions.

Reference: Mr. Reza Lotfii, NYCDOT | (718) 727-2189 | rlotfi@dot.nyc.gov

UJA Federation HUD, Long Island, NY (1986 - 1988)

As Project Manager and Owner's Representative for the UJA Federation, Mr. Forstrom provided on-site assurance of budget, schedule, and quality requirements, project analysis, schedule monitoring, cost control, project meetings, and review of HUD and owner changes. He also provided monthly reporting of project conformance to UJA Federation. This was a HUD administrated 300-bed geriatrics facility.

Reference: Mr. Herbert Friedman, Director, Gurwin Jewish Nursing & Rehabilitation Center | (631) 715-2600 | hfriedman@gurwin.org

Dormitory Authority State of New York (DASNY), Albany, NY (2007)

Mr. Forstrom served as Senior Scheduler for the baseline schedule development in Primavera P3 and the implementation of Primavera Expedition, now named Contract Manager, for overall contract administration on the \$51 million gut rehabilitation of the former CCNY Administration Building into the new School of Architecture, Urban Design, and Landscape Architecture (SAUDLA). He coordinated and integrated the schedules of the four Wicks Law contractors into the legally accepted baseline schedule by DASNY.

Reference: Mr. Timothy Francis, DASNY | (716) 884-9780 | tfrancis@dasny.org





Peter Ruffini, CPE, Vice President

APPLICATION / ESTIMATING MANAGER

Peter Ruffini has been providing preconstruction services in the Tri-state area for over 33 years. His work has spanned all markets including residential, office, and hospitality. In recent years, Peter's focus has been on residential projects including work on NYCDEP's Rapid Repairs program where he coordinated with subcontractors to establish unit pricing for various scopes of work, led detailed meetings to review and discuss scope with individual subcontractors for both labor and material breakdown, and reconciled with the city to establish unit pricing for various scope items.

Peter's experience and knowledge of constructing in the Tri-state area has played a critical role in successfully delivering several other high profile residential projects including New York by Gehry, 8 Spruce Street in NYC. He understands how to work with various city agencies and efficiently navigate the rules and regulations associated with a program of this complexity. A well known figure in the construction community, Peter has developed strong working relationships with subcontractors as well as Tri-state area vendors.



Brian Goldberger

IT MANAGER

Brian Goldberger has been in the construction industry for four years and recently worked on NYCDEP's Rapid Repairs program where he built a custom project management system based on Gilbane iBuild software to meet the needs of the project team. He worked to transform an excel spreadsheet provided from the client into Gilbane's user-friendly database. The system was custom-tailored to encompass the data provided, as well as define what was needed from the project team. Each home existed as a single item in the system, which tracked daily status changes and housed all of the related documents as attachments to the item. This provided an organized and auditable database: sortable, searchable, and reportable by any type of information recorded. The system also mapped each home in an interactive Google map with visual flags for each stage or property type. This allowed Gilbane to plan and schedule work while monitoring progress in an efficient manner. Brian will work to provide the same level of service for the RREM program.



Richard Warnke, LEED AP BD+C

PREQUALIFICATION / PROCUREMENT MANAGER

Richard Warnke will bring his unique knowledge of the local construction market and contractors to our team. He was recently engaged in the fast-track procurement for the NYCDEP's Rapid Repairs program. Upon notification of award, Rich immediately engaged over 30 subcontractors, procuring all necessary material and manpower to implement emergency repairs. Rich procured the necessary replacement materials for the emergency repairs, locating hot water heaters, boilers and electrical supplies in a high-demand marketplace. Within one week of award, Gilbane hired subcontractors that were mobilized and repair work started with over 100 tradesmen. Within six weeks, the manpower for the Gilbane peaked at over 500 tradesmen. Contracts and insurance were secured for some 50 plus subcontractors and vendors with total subcontract values in excess of \$50M. Rich negotiated and implemented an established unit pricing structure contracts with the trades for execution of this work.



Joseph Porrovecchio, LEED AP, CRM

HUD PROJECT MANAGER

Joseph Porrovecchio has more than 35 years of experience as an environmental engineer and health physicist. He performed as Program Manager for the Corps' Temporary Modular Building Unit Contract support for Hurricane Katrina Recovery in New Orleans. The team completed and delivered 45 modular buildings in 44 days and successfully reopened the Southern University of New Orleans. In support of the U.S. Army Corps of Engineers, he served as program manager for multiple federal environmental assessment, planning, engineering (hazardous, toxic, and radioactive waste, restoration, flood control, and navigation), design, and construction projects. He has been the construction manager on 23 HUD financed multifamily residential buildings in New Jersey and New York. Joseph is thoroughly familiar with HUD rules, regulations, and policies.



David Moe

FEMA PROJECT MANAGER

David Moe is a senior-level business analyst with over 15 years of diverse, hands-on project experience. He is highly skilled in all forms of database analysis, querying, reporting, and integration with a strong background in accounting, invoicing, and billing software applications. Additional strengths include data warehousing, data mining, and business intelligence with superior communications, documentation, and technical project management skills. Working on numerous disasters over the past three years with FEMA as a Disaster Assistance Employee, David assists FEMA in designing and supporting a database application for automating FEMA Incident Action Plans. He is responsible for creating reports and metrics for disaster management, data downloads of employee training records to be summarized and loaded into the FEMA Qualification System, and designing and supporting an additional database application for the regional office. He is thoroughly familiar with FEMA rules and regulations and how to effectively interface with FEMA.



Robert Schmitz, LEED Green Associate

DOCUMENT CONTROL MANAGER

Robert Schmitz is a LEED Green Associate with more than 20 years of experience including 15 years with an architectural firm focusing on sustainable design. He was responsible for site analysis, code review, design phase documents, cost analysis, construction documents, presentation drawings, and coordination with structural, mechanical, and electrical engineers to ensure implementation of the most cost effective and energy efficient design systems. Robert Schmitz's experience includes residential, mixed-use, and commercial construction throughout Central and Northern New Jersey. Recently, he has provided document control on three high visibility projects, managing the information flow from architects, contractors, and owners on web based information management systems.



Jamieson Gill

Jamieson Gill is an experienced programmer, analyst, and developer with more than 18 years of progressive experience in the information technology industry. His skills include various programming languages and methodologies and business intelligence software such as Microsoft Business Intelligence Development Studio; databases; modeling and development tools; various operating systems; and multiple application packages such as SharePoint Designer 2007 and 2010 and Microsoft Project. Jamieson's professional experience includes clients such as the Pennsylvania Department of Conservation and Natural Resources, Eastern Alliance Insurance, Family Health Council of Central Pennsylvania, and the Pennsylvania State System of Higher Education. Jamieson was instrumental on designing and implementing the information management system on the NYC Rapid Repairs Program. He developed a system to accept electronic input from a variety of sources, to include hand-held devices or other electronic inputs. He developed a system of workflows for review and approval of contractor work and invoices. Jamieson also created a system to provide measures and statistics for managers to track progress and make needed adjustments as the program progressed. He designed and implemented a scanning solution to organize and file hard copy project documents.

SECTION

Experience on Contracts of Similar Size and Scope







PROJECT INFORMATION

Project Square Feet: Various

Construction Cost:\$60,000,000

Completion Date: March 2013

Delivery Method:

Construction Manager at-Risk

References:

Ms. Cas Holloway Deputy Mayor of Operations City of New York T: (212) 788-3191 CHolloway@cityhall.nyc.gov

Mr. Michael Burton Senior Vice President The LiRo Group T: (212) 374-1708 burtonm@liro.com

The Rapid Repairs Program
was unique in that no
precedent had been set in
the history of New York City
in how to manage such an
extreme situation.

New York City Department of Environmental Protection (DEP) Rapid Repairs STEP Program

New York, New York

As a result of the devastation caused by Superstorm Sandy, New York City Mayor Bloomberg in partnership with FEMA, launched an unprecedented program to get as many New Yorkers as possible back in their homes as quickly as possible. The Rapid Repairs Program (RRP), a first-of-its-kind program, provided immediate and comprehensive assistance to thousands of New York City residents who were displaced and unable to return their homes due to the lack of basic services. The RRP is part of the Sheltering and Temporary Essential Power (STEP) Pilot Program through FEMA to provide essential utilities to affected communities. Under the Rapid Repairs Program, the City deployed dozens of contractors and thousands of skilled construction workers to make emergency repairs on residential properties affected by Hurricane Sandy.

Gilbane was chosen as one of six construction firms to manage the repairs and provide critical aid to displaced families and communities. Each of the contractors were responsible for a geographic area. Gilbane Building Company was assigned to the Borough of Queens which included the communities of Breezy Point, Rockaways, and Far Rockaways.

Approximately 60,000 residential buildings were located within the FEMA surge zone, many of which sustained flood-related damage and were without heat, power, hot water or necessary repairs required to make them safe for residents. Because the City was facing an exceptional challenge given the scope and nature of this program, immediate management and oversight processes were essential in getting the project underway as quickly as possible. Gilbane was positioned to have a complete system in place to manage these critical processes in an organized and expeditious manner from day one.



Project Relevance to NJDCA RREM Program

- Oversight and management of large team of subcontractors and trades
- ► Fast-track ramp-up for personnel, policies and procedures
- ▶ Environmental and hazmat reporting and coordination
- Gilbane offers best practices and lessons learned from Rapid Repairs to the SSHIP Contractor Team and the NJDCA
- ▶ Interfaced with MBP, Gilbane's proposed sub consultant
- ▶ Conditions assessment and analysis
- ▶ FEMA funding and documentation
- Multi-agency coordination
- ▶ Coordination with homeowners
- Verification of program compliance
- Document management
- Quality assurance/quality control

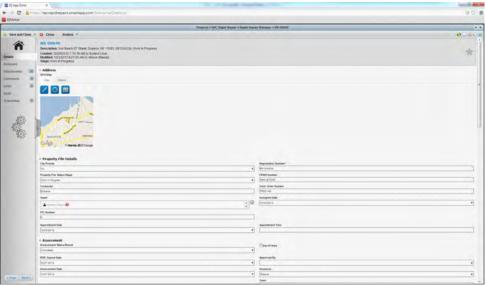
To address the immediate needs of those seriously impacted by the damage caused by the storm, the City of New York needed to develop a program to respond quickly and efficiently to ensure people had a habitable circumstance particularly given the impending winter weather conditions. Both the magnitude of the project workload and the serious implications of the program's success were considerable.

Gilbane was able to meet the mobilization challenge. Gilbane was notified of selection November 19, 2013 and immediately assembled ample experienced staff from throughout Gilbane offices. By November 23, a team of 20 Gilbane staff mobilized to begin planning required staffing, processes, subs and materials required for this project. Within 48 hours, the Gilbane team mobilized to a Command Center in the Rockaways and began performing damage assessments on assigned properties. Through the majority of the project, more than 60 Gilbane employees from nine regions worked seven days a week. Over the course of the project, the Gilbane team managed more than 25 subcontractors and tradespeople at any given point including an average of 450 trade worker per day.

An organized and streamlined management approach was developed to ensure the staff was trained in the Program requirements quickly and assigned responsibilities and oversight mechanisms to allow them to execute the required work in an efficient and effective fashion.

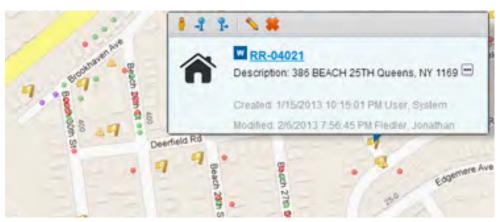
A project of this scope and magnitude required reliable workflow and data management from project inception to ensure the swift and accurate completion of such a high volume of projects, which we were able to meet using iBuild. Developed in-house, iBuild is a proven, project management tool, which allowed us to collect, organize, map/cluster, index, model and report on thousands of data relevant to the strategic execution of this program. Additionally, the iBuild information is shared with all involved parties on a real-time basis enhancing our communications and response speed.

Gilbane worked closely with the City's program management team including MBP who was responsible for coordinating the work order process to verify proper information flow to the field inspectors and New York City staff. MBP also established the invoice process, to include certification and review and approval of contractor work in place. Both the work order and invoice information was captured in a database, allowing easy access and information flow to and from the project team.

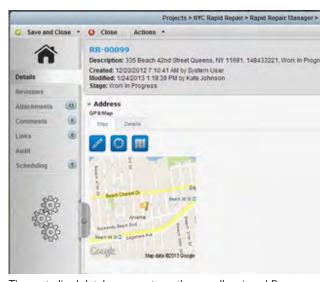


Customized workflows allowed team members to communicate progress efficiently.

While Gilbane has experience responding to more than 2,000 hurricane-related losses and other past emergencies, the scale and timeframe of this program are unique and extreme. Through the use of Gilbane's iBuild system we are able to quickly add structure to the process with a focus on quality, data and workflow management without requiring extensive training. Non-Gilbane program participants representing the City were trained and able to navigate iBuild in the first days of the effort. While other systems could require three weeks or more to create, develop, test, and implement, we were able to easily adapt the system to this program and were up and running from day one.



Mobile accessibility of the iBuild application allows for real-time updates in the field for each property.



The centralized database reports on the overall assigned Program as well as individual project detail.

Because the City was facing an unprecedented challenge given the scope and nature of this program, immediate management and oversight processes were essential in getting the project underway as quickly as possible. Gilbane was positioned to have a complete system in place to manage these critical processes in an organized and expeditious manner from day one. From a tangible results perspective, the Gilbane team achieved production rates that returned essential power, heat and hot water services to thousands of families over the shortest time possible – which is the most important measure of our success.

In all Gilbane returned essential power, heat and hot water services to 1,543 properties, allowing 3,064 families to return to their homes.



PROJECT INFORMATION

Architect: Various

Project Square Feet: approximately 1.7 million

Construction Cost: Program total

\$550,000,000

Completion Date: 2008

Delivery Method: Program/ Construction Management

References:

Mr. Marc Larkins Chief Executive Officer New Jersey Schools Development Authority T: (609) 943-5955 mlarkins@njsda.gov

Mr. Jason Ballard Chief of Staff New Jersey Schools Development Authority T: (609) 292-1818 jballard@njsda.gov

Project Relevance to NJDCA RREM Program

- Oversight and management of large, local teams
- ▶ Conditions Assessment and Analysis
- Multiple New Jersey State-agency coordination
- ▶ Verification of schedule compliance
- Standard policy development and document management protocols



New Jersey Schools Development Authority

Various locations, New Jersey

Gilbane was selected as the program manager to oversee the construction program for three regions as part of the State's investment of \$8.6 billion in public school construction in New Jersey over a 10-year period. This unprecedented investment was a result of the New Jersey Educational Facilities Construction and Financing Act, which prompted the State to launch a series of health-and-safety improvements across New Jersey, totaling 354 projects, and began building new schools and major additions and renovations.

Working with the former New Jersey Schools Construction Corporation (SCC) and subsequently with the successor entity the Schools Development Authority (SDA), Gilbane's program management role included more than \$550 million in new and renovation projects for K-12 schools in locations throughout New Jersey.

As program manager, Gilbane oversaw quality, technical accuracy and timely completion of the projects within the regional programs. Work included roof replacements, systems upgrades, window and door replacements, asbestos abatement, fire alarm and sprinkler system upgrades, structural repairs, masonry repairs, and boiler replacements, individual new construction, additions, and renovations.

With an open and transparent approach, Gilbane coordinated and communicated with the numerous public agencies and stakeholders including the NJ School Development Authority (SDA), the local Boards of Education, the NJ Department of Community Affairs (NJDCA), the Department of Environmental Protection (DEP), and the City, as well as the architects/engineers, and the contractors on a daily basis.

For projects under the program, Gilbane facilitated planning sessions incorporating all necessary work items and tasks with clearly defined time durations and milestone dates for all team members. This helped define milestones and clearly measure the progress with definitive goals. The Gilbane team led weekly construction progress meetings with all the project stakeholders allowing Gilbane to facilitate decisions and directions from the architects, the SDA, and the local Boards of Education to the contractor seamlessly. This approach allowed us to remove any and all obstacles from the contractor's path and resulted in the completion of projects on-time and on budget. Gilbane was able to facilite communication among team members and help them make informed decisions.

PROJECT INFORMATION

Architect:

Varies by project

Project Square Feet:

Varies by project

Construction Cost:

Varies by project

Contract Completion Date:

October 2013

Delivery Method:

Varies by project

References:

Mr. Jim Kendall Contracting Officer's Representative (COR) T: (757) 802-6420 James.p.kendall@uscg.mil

Mr. Elmslie Smith Project Manager (757) 406-5394 Elmslie.B.Smith@usace.army. mil









U.S. Army Corps of Engineers, Norfolk District, Indefinite Delivery Contract (IDC) for Project Controls

Norfolk District and New England Division, USA

This IDC supports the relocation of the Transportation School to Fort Lee and Training and Doctrine Command (TRADOC) Headquarters to Fort Eustis, with a total construction value of \$1.75 billion. This \$12 million, five-year contract allows MBP to provide project management, scheduling, project controls, cost estimating, change order management, and claims management throughout the North Atlantic Division. To date, MBP been awarded more than 40 projects, worth in excess of \$900 million, and fees exceeding \$6 million. Projects include construction of a regional training institute, expansion of office space for the Commissary Agency (DECA) and Information Management (DOIM), construction of a company and battalion headquarters, three troop housing projects, a new chapel, a five-mile water line replacement and two new maintenance facilities.

Additional Experience of Bidder

ADDITIONAL EXPERIENCE OF BIDDER

Disaster Recovery Experience

Our proposed team has a history of successful engagements in disaster recovery projects going back to Hurricane Andrew in 1992. In addition to being on site for the Andrew recovery efforts, members of our team have been involved in recovery efforts after Hurricane Katrina, the 2011 Alabama tornados and most recently the Hurricane Sandy Rapid Repairs efforts in New York City.

An example of our teams experience and ability to respond to request for professional engagement is demonstrated in the following chronology.

The RFP for NYC Rapid Repairs was was issued at 9 PM on Saturday November 17th with a due date of 10 AM Monday, November 19th. Our team was notified of our selection at 5:30 PM on Monday, November 19th and had a kick-off meeting at City Hall at 7:30 AM the morning of November 20th. By November 23rd, 20 of our employees had mobilized to New York and began work on planning for the required ramp-up of staff, subs and materials that would be required to begin work. Our team mobilized to our Command Center site in the Rockaways on Saturday the 25th, and we were in the field performing damage assessments on Sunday the 26th. Mobilazation for \$60 million of work in one week from the day the RFP was issued.

Our project team has significant experience engaging in disaster recovery operations. Experience gained working on recovery operations for Katrina, Sandy, Andrew, and the 2011 Alabama tornados' allows us to provide the NJ DCA with unparalleled experience in working on a disaster recovery program. Our team also brings experience with housing programs and redevelopment in New Jersey. Members of our proposed team have New Jersey experience with the development of large scale master plans and CDBG grants in the city of Newark, our team also has experience with large program management. Our involvement with The Base Relocation and Closure (BRAC), New York City Rapid Repairs (Sandy) and USACE Norfolk District IDIQ allows us to bring significant Program Management experience the New Jersey DCA.

Understanding of all Other Housing Recovery Program Requirements

Our team's most recent experience on the Sandy Rapid Repair project at both the program level and secondary contractor level allows us to bring valuable experience and lessons learned to the New Jersey DCA. In addition to our experience with the NYC Rapid Repairs, our team brings experience with the large scale planning and re-development for parts of Newark and Jersey City. Our involvement in Newark and Essex Plaza in Jersey City has provided our team with experience working with federal and state programs. Our work in Newark included the management of CDBG funds. Our Jersey City experience has provided us with an opportunity to successfully implement Federal and State affordable housing requirements with sustainability as a driving factor. Our team members high level involvement in the USBGC NJ reflects our ability to incorporate sustainability and



efficiency into the solutions we offer the state in this recovery effort. As a result of our teams involvement with housing planning and redevelopment in Newark and Jersey City we have working knowledge of the requirements associated with projects receiving state and federal funding. Our experience with FEMA, HUD, CDBG, along with New Jersey housing program requirements uniquely qualifies our team to exceed the requirements of the state on this effort.

Quantitative Data Analysis

Our experience with the NYC Rapid Recovery program has given our team experience with quantitative data analysis and its application to policy and program planning. At the IT program level our team was brought on board to address problems the original program manager was experiencing with managing the volume of information coming from the contractors in the field. Our team assessed the situation and identified strategies to mitigate problems the program manager was experiencing with the volume of data being managed. One challenge was ensuring the compatibility of databases that were supporting the effort. Our team modified existing and generated new work flows to make sure the proper information was being received, organized stored in a fashion that would facilitate reimbursement to the City. Our team also identified and provided required area experts to make sure that program data bases were operating efficiently as information was provided from each vendor on every Rapid Repair project in the City.

To collect and manage the field collected data on the Rapid Repair project our team utilized iBuild. iBuild is a proven, project management tool, which allowed us to collect, organize, map/cluster, index, model and report on thousands of data relevant to the strategic execution of this program. Additionally, the iBuild information is shared with all involved parties (City, OPM, QC and other program monitors) on a real-time basis enhancing our communications and response speed.

The Rapid Repairs Program is unique in that no precedent has been set in the history of New York City in how to manage such an extreme situation. Both the magnitude of the project workload and the serious implications of the success of the program were daunting. The City of New York needed to develop a program to respond quickly and efficiently to ensure people being seriously impacted by the damage caused by Superstorm Sandy had a habitable circumstance particularly given the impending winter weather conditions. While our team has experience responding to other natural disaster related losses and emergencies, the scale and time-frame of this program are unique and extreme. Through the use of the iBuild system we are able to quickly add structure to the process with a focus on quality, data and workflow management without requiring extensive training. Program participants not directly part of our team representing the City were trained and able to navigate iBuild in the first days of the effort. While other systems could require three weeks or more to create, develop, test, and implement, we were able to easily adapt the system to this program and were up and running from day one.

In addition, the system was further modified to increase compatibility with the City's reporting mechanisms using tailored export data functions that allowed the City to import directly into their tracking system. Utilizing a new application that allows for line item tracking, the status of each individual home is available at any time. All work orders, assessment data, and equipment specifications are stored directly in the iBuild system, providing all team members – contractors, auditors, program managers – with the most accurate and timely information. A map function within the system provides an overview of the project area with each individual project site indicated utilizing a color coding system to specify status. Any team member can, at a glance, review the database or map and see

what projects have been completed and what projects are next on the schedule. The system's flexibility allows for new properties to be added as they are registered to the Rapid Repairs Program. This provides for a streamlined and seamless approach to the management of a high volume of properties in a very tight timeframe. Lastly, the iBuild information supports the strict and comprehensive requisition development and audit processes required on this type of federally funded program.

Understanding of the Environmental and Historic Issues

Our proposed team brings a wealth of practical and technical experience regarding environmental and historical requirements relative to the housing recovery efforts. Our teams experience on infrastructure repairs in New Orleans after Katrina and debris removal in Alabama after the tornados of 2011 provide our team with firsthand knowledge of environmental issues related to disaster recovery operations. Starting with debris removal, recovery operations planning needs to account for the environmental, as well as health and safety issues associated with this work.

Environmental health and safety issues are very important considerations when undertaking a recovery effort of this magnitude. A partial list of issues would include:

- Management and segregation of debris
- Safety of general public in close proximity to clean up and construction efforts
- Hazardous materials
 - Lead paint
 - Asbestos
- Mold

Our team also has key members involved in USGBC-NJ that bring significant experience regarding sustainable construction in New Jersey. Our involvement with HUD Green in Jersey City is a testament to our teams commitment to the environment and sustainable construction.

Our team members experience as design professionals active in Newark Landmarks Commission provides us with the sensitivities required to balance redevelopment in a historically sensitive fashion

Landmark Experience

Our proposed team has experience on housing recovery efforts from the first response to a natural disaster to the managing the repairs on individual residences. In the spring of 2011 severe storms spawned a string of tornados that devastated communities across the state of Alabama. Our team provided support to the federal government. Our services immediately after this disaster involved quantifying debris removal, fraud protection and supporting FEMA and the USACE on informing homeowners on rules and regulations related to debris removal.

Our team was involved on multiple levels for the New York City Rapid Repairs Project. In addition to providing oversight on the program level related to data collection and workflow planning, our team also acted as a contactor managing the repairs to individual homes. This activity involved directly interfacing with the homeowners and contractors providing the repairs.

An example of our ability to comply with federal housing requirements is demonstrated by our experience in Jersey City. Superstorm Sandy impacted the entire portfolio of Essex Plaza Management Association's twenty-three affordable multifamily residential buildings in Jersey City. Acting as the Owners Representative we made sure all recovery efforts fit in HUD's Green Academy Model for sustainability Direct Install Program. Our focus on sustainability is a demonstration of our commitment to long term priorities. Our team also assessed the cost of repairs at Essex Plaza to make sure there was an ROI of five years or less.

CDBG-DR funds were part of the Rapid Repairs program. As such it was crucial that our team understood the regulations associated with CDBG-DR funds. It is crucial that the team selected is aware of the rules related to the use of CDBG-DR funds in accordance with HUD rules and regulations. An example of this is the eligibility surrounding the use of these funds:

- ▶ Eligible Beneficiaries
 - Families with housing needs
 - Non-Profits providing public services
 - Local governments with planning or infrastructure needs
- Eligible Activities
 - Must addresses a disaster related impact in a Presidentially-declared county
- Activities fall into the following categories
 - Housing
 - o Infrastructure Restoration
 - Economic revitalization
- ▶ Eligible activities include
 - o New housing for residents located in a floodplain
 - Buying severely damaged structures and relocation
 - Debris Removal (Not covered by other agencies)
 - Constructing or rehabilitating public facilities
 - o Code Enforcement
 - Home ownership assistance
 - Public Services (generally limited to 15%)
 - Helping businesses retain or create jobs
 - Planning and administrative activities (limited to 20%)

Estimating and Cost Control

A 168 item pick list was designed and implemented in order to standardized scope which enabled us to generate estimates for each project. This allowed our staff in the field to generate a thorough scope for repairs at each home and standardize the language for all vendors

To make sure The City of New could track costs on the project we developed a cost control program.

We also created a methodology for Key components of this methodology were

- Subcontractor Requisitions
- Stored Materials Payment Request Procedure
- Subcontractor Final Payment
 - Obtain completed Subcontractor Final Payment Checklist
 - Obtain all waivers of lien from the subcontractor with copies of their subcontractors

waivers attached

- Obtain final payment applications from Subcontractors
- Obtain all necessary warranties
- Reconcile Subcontractors final payment
- Collect all final payment documentation including final unconditional waivers
 Submit Subcontractor final payment application to the Owner for their information and concurrence
- Process final payment to trade contactor
- o Create Final Payment Checklist and route to appropriate staff for approval
- Execute Final Approval form to be signed by Project Executive or designee

Department of Building compliance on the Rapid Repairs Program was the responsibility of the individual contractors working on each property. Our team would insure that the contractors had filed for the required permits. Due to the volume of work involved contractors would self certify that the work was in compliance with applicable codes. When necessary DOB personnel would come to neighborhoods and make "batch" inspections.

Track Record

Our teams experience in dealing with the aftermath of Katrina, Sandy and the Alabama tornados provides us with the skill sets needed to understand the requirements for planning, structuring, organizing and staffing housing recovery efforts. Our team provided support on the planning for Rapid recovery efforts in New York City. We provided guidance on the development of workflows for document management and invoice control. The senior leadership of our proposed team has been involved in organizing the recovery efforts on several large programs. Experience gained from organizing the efforts for BRAC and USACE Norfolk District IDIQ have provided our team with valuable insight related to the managing and organizing of large program level infrastructure projects. The broad reach of Sandy and the Alabama tornados forced us to develop strategies for staffing large scale disaster recovery efforts. Our ability to develop a plan and identify the level of staff required for a particular activity is crucial to managing a successful project. As examples of our attention to client needs on staff, we were able to provide staff members with the required experience to remote sections of Alabama with only several days notice. On the NYC Rapid Repairs we quickly provided 50 personnel to cover home repairs which were our responsibility. We are confident that with our experience we can provide the staff with appropriate credentials to manage the assigned task.

For the Rapid Repairs program our team designed a housing recovery program that created a procedure for assessing each property and subsequently managing the repairs to each property. Major points of this procedure are:

Property Assessment

- ▶ A print out of the request generated by The Customer Management Consultant (King)
- Fraud Hot Line Flyer
- Red Placard Information for Building Owners
- ▶ Rapid Repairs "What Am I Signing?" document
- ▶ Right of Entry Permit
- ▶ Right of Entry Permit Request for Cancellation
- ▶ Statement of Work Limitations
- NYC Rapid Repairs Work Order
- ▶ Site Specific Safe Work Plan
- ▶ Inspection / Acceptance of Completed Assessment form
- Upon arrival at a property the assessment team will present the owner with the following:
- ▶ Fraud Hot Line Flyer

- ▶ Red Placard Information for Building Owners
- ▶ Rapid Repairs "What Am I Signing?" document
- ▶ Right of Entry Permit
- ▶ Right of Entry Permit Request for Cancellation
- Statement of Work Limitations

Construction

- Assign Work Orders to Team Leads
- Collaborate with subcontractors to schedule the required resources for construction
- ▶ Review any program scope changes that have been published
- ▶ Confirm locations of work
- Provide status updates on properties
 - Capture the number of units within the property
- Review current equipment ordering status
 - o Identify solutions to long lead time equipment orders

It is also important to note we also developed a procedure when field staff where approached by homeowners to conduct an assessment on their property.

HUD and **FEMA** Experience

Key members of our team have direct experience with a FEMA funded post Katrina program under the Corps of Engineer Temporary Modular Construction Contract valued over \$20 million. As program manager responsible for replacing fire stations, emergency medical stations, schools and administrative offices. There was great pride in being able to reopen the Sothern University of New Orleans in time for the spring semester with 45 buildings in 44 days.

Acting as owner's Representative for HUD financed Essex Plaza Management with 23 affordable multifamily housing buildings and also participate in HUD training where appropriate including. Of note is the HUD Green Academy for Affordable Building. This is a relatively new program of awareness and skill set development. Its focus is green building and energy efficiency with financing green improvements. It specially addresses how to:

- Make an affordable housing portfolio sustainable;
- ▶ Reduce operating expenses while preserving water and energy;
- Finance green and energy efficient improvements; and,
- Achieve healthier, safer and more efficient buildings.

The HUD Green Academy is a nation-wide program for HUD employees and affordable housing organizations involved in planning, design, construction, rehabilitation operations/maintenance and organizational sustainability. The one week long syllabus includes:

- ▶ Course 1 Introduction to Green Buildings
- ▶ Course 2 Executive Decision Making
- ▶ Course 3 Best Practices for Building Operations and Maintenance
- ▶ Course 4 Financing Green Buildings
- ▶ Course 5 Energy Performance Contracting for Small PHAs

Our experience on the NYC Rapid Repairs and Alabama tornado recovery efforts has provided us with an understanding of the nuances of FEMA funding. In coordination with the NJ DCA, FEMA and other involved agencies, project specific guidelines for FEMA reimbursement will need to be developed. It is imperative that the scope of work for contractors is clearly defined so supporting documentation is provided to verify suitability for FEMA funding.

Experience with CDBG-DR and Federal Regulations

Our team has experience with the CDBG requirements from our involvement in the redevelopment plan for the city of Newark. Major commercial and residential development projects worth over \$4 billion were partially funded by CDBG funds. On the NYC Rapid Repairs \$306 million in CDBG-DR funds were allotted to house rehabilitation and reconstruction work. The use of our iBuild system was coordinated to accommodate the requirements and auditing regulations associated with CDBG – DR monies. Our team members are familiar with the regulations associated with CDBG-DR funds. Key areas of concern with this type of federal funding are:

- ▶ Identifying eligible activities
- ▶ Identifying ineligible activities
- Duplication of Benefits
- Fraud Prevention (Stafford Act)
- Knowledge of applicable waivers
- Reporting

Members of our team have also been involved in the Katrina recovery and have a thorough understanding of the FEMA requirements associated working on a disaster recovery project. Our team has also worked for a wide array of Federal agencies and is familiar with the rules and regulations associated with working for the Federal Government. A partial list of some of the agencies our team has worked for would be:

- GSA
- ▶ FBI
- USACE
- US State Department
- US Coast Guard
- US Navy
- Social Security Administration
- ▶ Dept. of the Interior (Parks Dept)
- ▶ Federal Highway Administration

Data Management

Out team has significant experience with data management on recovery projects from natural disasters. As examples, our staff was involved in the "STORM" data collection system after the Alabama tornados. Our interface with "STORM" involved our verification of quantities of debris removed by contractors. Quantities were digitally entered and controlled with scanned tickets as a fraud prevention measure. Daily totals were uploaded to a central database for final tabulation by the program coordinator.

On the NYC Rapid Repairs our team members generated the work flows to insure the efficient movement of data from multiple field locations to a centralized location. Our team created the information management system to track the repairs of individual homes. The

system accepted input from hand held devices and utilized our workflows for review and approval of contractor work and invoices. Our team also provided measures and statistics for managers to track progress and make needed adjustments as the Rapid Repair program developed.

In the field our team utilized iBuild, a proven, project management tool, which allowed us to collect, organize, map/cluster, index, model and report on thousands of data relevant to the strategic execution of this program. Additionally, the iBuild information is shared with all involved parties (City, OPM, QC and other program monitors) on a real-time basis enhancing our communications and response speed. In addition, the system was further modified to increase compatibility with the City's reporting mechanisms using tailored export data functions that allowed the City to import directly into their tracking system. Utilizing a new application that allows for line item tracking, the status of each individual home is available at any time. All work orders, assessment data, and equipment specifications are stored directly in the iBuild system, providing all team members – contractors, auditors, program managers – with the most accurate and timely information. A map function within the system provides an overview of the project area with each individual project site indicated utilizing a color coding system to specify status. Any team member can, at a glance, review the database or map and see what projects have been completed and what projects are next on the schedule. The system's flexibility allows for new properties to be added as they are registered to the Rapid Repairs Program. This provides for a streamlined and seamless approach to the management of a high volume of properties in a very tight timeframe. Lastly, the iBuild information supports the strict and comprehensive requisition development and audit processes required on this type of federally funded program.

Recovery Planning

Superstorm Sandy impacted the entire portfolio of Essex Plaza Management Association's twenty-three affordable multifamily residential buildings in Jersey City. As owners representative and energy efficiency manager we were responsible for managing the Seven Montgomery Gateway buildings that were flooded during Sandy, destroying natural gas heating systems and domestic hot water equipment. This equipment was replaced immediately after the storm allowing residents to occupy their apartments in a few days. This project was cost justified for a condensing boiler upgrade from 60% to 94% energy efficiency units. This was accomplished with a substantial NJ Office of Clean Energy, Smart Start Program incentive. Insurance coverage has yet to pay the anticipated amounts to recover costs. Other buildings are taking advantage of PSE&G's Multifamily Program and NJ Office of Clean Energy's Direct Install Program. All of these improvements fit in HUD's Green Academy Model for sustainability. Our internal project screening is to make infrastructure improvement with an ROI of five years or less based on total life cycle costs. It is important to understand the financial options for selecting sustainable equipment over traditional in-kind replacement and, to have experience with the nuance of the diversity of programs available. Based on Portfolio Manager, Essex Plaza will save \$1 million in operating costs from the energy saving as a result of these efforts.

The Rapid Repairs Program in New York City was designed to provide immediate assistance to restore the basic services – electricity, heat and hot water – so that families could return to their homes. The mitigation of issues so residents could shelter in place was a primary driver of the Rapid Repairs Program.

The program is designed to restore basic services to residential properties by performing the following "Shelter in Place" work:

- 1. Restore electrical service replace meters, weather heads, meter pans, main distribution panels, distribution wiring and devices that were water damaged in the flooding.
- 2. Restore Heat repair or replace either gas or oil-fired boilers or forced-air heating systems, circulating pumps and control devices, as well as radiant heating elements that were damaged in the flooding.
- 3. Restore Hot Water replace hot water heaters damaged in the flooding.
- 4. Remove Water-Soaked Finish Materials remove carpets, padding and drywall that were damaged in the flooding. The program does not pay to replace them.
- 5. Repair exterior damage patch holes in roofs, broken windows and broken doors that impact the water integrity of the exterior of the home.

The Rapid Repairs Program is unique in that no precedent has been set in the history of New York City in how to manage such an extreme situation. To address the immediate needs of those seriously impacted by the damage caused by the storm, the City of New York needed to develop a program to respond quickly and efficiently to ensure people had a habitable circumstance particularly given the impending winter weather conditions. Our team established an organized and streamlined management approach to ensure the staff was trained in the Program requirements quickly and assigned responsibilities and oversight mechanisms to allow them to execute the required work in an efficient and effective fashion.

SUBCONTRACTORS

Please refer to the Functional Organizational Chart in Section 1 for the task to be performed by the subcontractors.



SUBCONTRACTORS

MBP

MBP is a multi-disciplined construction consulting firm experienced in assisting clients in managing the construction process from initial budget, through design and construction, to successful project closeout. Established in 1989, MBP is recognized by Engineering News-Record as a national Top 100 construction management firm and Top 40 program management firm.



MBP has provided disaster relief for a number of FEMA efforts, most recently in the New York City Rapid Repair program after Hurricane Sandy. The team was also involved in the 9-11, Hurricane Andrew, and Alabama tornado recoveries. With an office in lower Manhattan and disaster recovery capability, they are in an excellent position to support your efforts.

Based on the in-depth experience of the firm's professionals, in both the engineering and the performance aspects of construction, MBP provides cost-effective services in both construction management and the resolution of disputes. Construction management includes services such as cost estimating, value engineering, constructibility review, critical path method (CPM) scheduling, and inspection.

Disputes resolution services include claims consulting, delay, impact and damages analysis, expert testimony, and litigation support. The firm is also active in many forms of Alternative Disputes Resolution (ADR).

MBP serves private and governmental owners, designers - architects/engineers (A/Es), contractors, developers, and attorneys on a wide range of transportation, building, plant, environmental and utilities projects. The firm regularly exceeds client expectations and is dedicated to providing the highest quality of service, innovative solutions, and the corporate depth and diversity to fully respond to the construction needs of an expanding client base.

Firm references:

1. NYC Rapid Repair Program

Mr. Jack Hunt CBI/Shaw IT Program Manager (225) 505-8543

2. Dillard University

Mr. Arthur Clement Principal, Clement & Wynn Program Managers (404) 880-0924 ajc@clementandwynn.com

3. USACE Norfolk District

Mr. Jim Kendall Chief, Design Management Section James.P.Kendall@nao02.usace.army.mil (757) 201-7403



SUBCONTRACTORS

VJ Associates

Established in 1984 by Vijay Desai, VJ Associates has become the premier construction consulting firm servicing the A/E/C industry. Their five offices throughout the Northeast provide cost estimating, scheduling, project management, life cycle analysis, project controls change order evaluation and value engineering services. They are able to offer an integrated team of professionals with multi-disciplined backgrounds and diverse experience. VJ Associates is MBE certified, small business self-certified, PA DGS certified, and City of Philadelphia OEO certified. Our staff of 40 professionals holds AVS, CCC, CCE, LEED, PE, PMP and RICS accreditations.



VJ Associates' professionals understand the evolving marketplace and adapt to new technologies and project requirements. An unparalleled body of work encompasses all sectors of the design and construction industry. Their reputation for integrity and professionalism is demonstrated by our long-term relationships and repeat contracts.

VJ Associates Disaster Recovery Experience includes:

- NJ Turnpike Authority Grover Cleveland Service Area
- NYC DPR Phase 3 Beachfront Restoration Project
- NYC HHC Cost Review of Emergency Work
- NYCHA Carleton Manor
- NYCHA Ocean Bay / Bayside
- NYCHA Coney Island
- Multiple NYC public schools

VJA's overall project experience covers the full breadth of the construction industry, including airports, bridges, computer facilities, police stations, communications centers, courthouses, educational facilities, hotels, highways, laboratories, libraries, medical facilities, military complexes, museums, office buildings, parking garages, rail/transit facilities, recreational areas, research facilities, shopping centers, sports complexes, theaters, tunnels, vehicle maintenance facilities, and waste water treatment plants. The diversified background allows us to have a greater understanding of materials, labor and scheduling; all of which create a more accurate estimate.

At the heart of VJ Associates is their clients. They are dedicated to ensuring their satisfaction from project inception through completion.



Firm references:

1. McLaren Engineering

Mr. Steve Grogg VP Site/Civil Division (845) 353-6400

2. NYC Health & Hospitals

Ms. Marsha Powell Dir. Engineering Services (212) 442-3731

3. HNTB Architecture

Mr. Paul Ashworth Sr. Project Manager (212) 294-7552

SUBCONTRACTORS

The Epic Management Inc.

The Epic Group family of construction companies are privately held by Robert Epifano, Jr. and John Epifano. Epic was originally established in Piscataway, New Jersey in 1971 by Robert Epifano, who continues to serve as Chairman.



Epic Management, Inc. provides Program and Construction Management Services as a Consultant or Agent as well as an At-Risk Construction Manager. Epic represents public and private owners as a Construction Manager for various capital projects in New Jersey, New York, Connecticut, Washington DC, Maryland and Kentucky. Services encompass all phases of construction and pre-construction (including sustainability analysis, conceptual estimating, value maximization, and scheduling services).

Epic also performs hard bid and negotiated general construction work, with the largest project completed to date being the \$178 million Union City High School.

Epic employs ninety-five in-house staff and typically between one hundred and two hundred field personnel. Travelers Casualty & Surety Company provides Epic with a \$250,000,000+ surety program through a thirty-one year relationship. Epic has also achieved an "Unlimited" rating from various state Departments of Building and Construction regarding the company's project and revenue capacity for Construction Management and General Construction services.

Active in both the public and private sectors, Epic has been involved in the management and construction of athletic, academic, research, senior housing, health care, liturgical, office, retail, structured parking, entertainment, hospitality, student lodging, warehouse and a wide range of mixed-use facilities during the past forty one years. Affiliated companies include Epic Interiors, Epic Millwork and Jersey Metalworks. Epic Interiors self-performs basic trades construction work, including demolition, carpentry, framing, drywall, acoustical ceilings, hardware installation, trim and finishes. Epic Millwork offers custom wood and laminate fabrication with state of the art equipment and self performs installation as well. Jersey Metalworks machines metals for a wide variety of clients in the construction and manufacturing industries.



Firm references:

1. New Jersey Schools Development Authority

Mr. Marc Larkins Chief Executive Officer (609) 984-7077

2. Rutgers, The State University of New Jersey

Mr. Antonio Calcado VP Facilities Management (732) 445-3112

3. Princeton University

Mr. William Bausmith Associate Director, Construction Management (609) 258 – 7061

SUBCONTRACTORS

Preferred Construction Mgt., Co.

Preferred Construction Mgt., Co. (PCM) is a consulting construction estimating firm incorporated in NJ in 1995. PCM is a WOSB and certified in NJ (as well as other states) as a SBE, WBE and DBE. Their projects include residential, commercial, industrial and public work for renovations, restorations and new construction. PCM also provides CPM scheduling services and serves as expert witness for construction litigation.

Their clients include owners, architects and construction managers which includes extensive experience working with Gilbane Building Company on public schools, higher education, data centers and disaster relief projects. The firm's success with Gilbane in accurately estimating projects from conception and schematic to construction documents is due in part to our team approach. Estimates are always reviewed and reconciled with Gilbane staff before they are passed along to the owner. This process has rendered highly accurate results and our estimates are invariably within 5% of the low bidders.

PCM utilizes OnScreen Takeoff to ensure precise quantities for construction documents and extensive on site surveys for conceptual or disaster relief /insurance claim estimates. PCM staff have a working knowledge of current building codes for residential and commercial work which is necessary in completing estimates for fire or water damaged property.

They have developed a proprietary data base of costs developed from subcontractor prices received related to the jobs in New York and New Jersey that we estimate for general contractors. This database is augmented by databases published by RSMeans, BNi, McGraw Hill and ENR.

Disaster Relief Estimates

PCM has extensive experience in estimating all divisions of many different disaster relief projects.

Project: Various Repairs to Historical Buildings related to Hurricane Sandy

Owner: National Park Service, Gateway National Park, Brooklyn & Queens, NY and Sandy

Hook, NJ

PCM Client: RAAD Construction

Project: Fire Damage – MEP Estimate to replace MEP system of University Dormitory

Owner: Longwood University, Farmville, VA

PCM Client: Gilbane

Project: Full Estimate Temporary Housing-Hurricane Katrina victims

Owner: FEMA New Orleans, LA **PCM Client:** H and S Construction





Firm references:

1. Saint Barnabas Health Care Systems

Mr. Bill Cuthill bcuthill@sbhcs.com (973) 322-5364

2. Aids Resource Foundation for Children

Dr. Terrance Zealand arfc11@aol.com (973) 483-4250

3. Frank Fernandez, Architect

Mr. Frank Fernandez frank@fernandezarchitects.com (201) 422-0428

SUBCONTRACTORS

Armand

Armand Corporation is a certified Woman and Minority owned Business Enterprise (WBE/MBE). The company was founded in 1990 and incorporated in 1991. Barbara Armand, the President and C.E.O. of Armand Corporation, has extensive experience in the engineering and construction management fields. The foundation of her training took place in the nuclear power industry, working for clients that included Nebraska Public Power District, Texas Utilities, New York Power Authority and Northeast Utilities. Building on that experience, Barbara prepared a meticulous plan to create the structure and organization for what is now the Armand Corporation.



Since the company's inception, Armand Corporation has successfully conceived and implemented numerous and varied projects in engineering and construction management. The company's experience encompasses a variety of markets including transportation, utilities, educational, commercial building, housing and institutional facilities. Armand Corporation has had substantial involvement in projects with construction values from \$500,000 to \$1,200,000,000. The client list is composed of some of the region's most reputable companies as well as public authorities and government agencies.

The staff of Armand Corporation consists of personnel with comprehensive backgrounds and experience. We take pride in our diverse personnel, which utilize their skills and experience to collaborate and adapt to a wide variety of roles on any project.



Disclosure

DISCLOSURE

Gilbane has no current or past business relations with the contractor or any consultant providing services on the subject contracts identified in the RFP. We also have no conflict with any potential homebuilders that may express interest in the Superstorm Sandy Housing Incentive Program.



Knowledge Transfer

KNOWLEDGE TRANSFER

A key in the Gilbane project approach is the Start-Up Plan as defined in Section 2 of this proposal.

One of the major tasks in the early part of this period is the transfer of knowledge from both the State of New Jersey and the Superstorm Sandy Housing Incentive Program (SSHIP) Contractor. In order to expedite this, Gilbane is recommending the following as part of the above:

Possible co-location of key personnel from the Gilbane start-up team with both the State and the SSHIP Contractor. A venue for this possible co-location is Gilbane's existing Lawrenceville office in New Jersey, which is located approximately 6 miles from the State offices in Trenton. The above strategy will facilitate communication and accelerate the decision and task implementation process.



- ▶ A Lessons Learned meeting facilitated by Gilbane which reviews our recent best practices and lessons learned from the Hurricane Sandy "Rapid Repairs Program" in New York City, and discuss how they can be applied to this assignment. Representative examples of the above is as follows:
 - 1. Bundling the work made it more efficient and cost effective The NYC RRP program started with a very inefficient process that had Gilbane and our subcontractors responding to repair requests coming from the City database in a very haphazard fashion that taxed available manpower and wasted time and energy. Gilbane formulated a plan that "bundled" repairs on a block-by-block basis that allowed field supervision, trade labor and City inspectors to focus efforts in numerous small but contained geographic areas at once. This made the collective team efforts much more productive and cost effective, and significantly increased repair output and homeowner satisfaction in the repair process. The "Block Approach" was adopted by the entire program.



- 2. Have flexible data tracking and metrics management systems As the NYC RRP program rolled out and matured, there were numerous changes in the metrics that the City needed tracked to report progress and the data that the Gilbane team needed to maintain in order to keep up with program requirements. If we had not leveraged and repurposed our iBuild project management tool with its many levels of flexibility, we would not have been able to keep up with the program demands and would not have been able to produce the information ultimately required by the City to close out completed repairs.
- 3. Prepare program staff to deal with the emotions of the situations they will encounter The staff on the RRP project were all seasoned construction professionals that are used to dealing with a day-to-day environment on a construction jobsite. Few if any had ever been in a situation of responding to an environment of near total destruction of someone home and household goods. Nor had they ever experienced a situation where individuals were still living in a home with no basic services. They were exposed to a gamut of emotions from encounters with homeowners that ranged from tears of joy that someone was responding to their needs, to outright hostility for why it had taken so long for the response to arrive. As a team, Gilbane had frequent "all hands" meetings to discuss these situations and how to respond appropriately in the various situations they were exposed to. The City also recognized a need to assist and they assigned public relations liaisons to each contractor that intervened when assistance was requested.
- ▶ A Teambuilding / Partnering meeting facilitated by a third party which brings all long team principals together (State of New Jersey, FEMA, HUD, SSHIP Contractor, Gilbane, etc) for the purpose of aligning objectives and missions for this program. Our part of the meeting includes a Partnering Charter and Mission Statement, which is then revisited during the course of the Program. An objective of the above is unwavering commitment on the part of lay staff resources to these objectives.

REQUIRED SUBMISSION IF BIDDER INTENDS TO SUBCONTRACT

STATE OF NEW JE DIVISION OF PURCHASE AND		DPP)	DPP Solicitation No.: RFQ776040S									
SUBCONTRACTOR UTIL	_IZATION	PLAN		licitation Title:								
Bidder's Name and Address:				Street Streetstage bank man Streets and								
Gilbane Building Company 3150 Brunswick Pike, Suite 300 Lawrenceville, NJ 08648			Bidder's Telephone No.: 6096714200 Bidder's Contact Person: John J. Fumosa									
INSTRUCTIONS: List all businesses to	be used as sul	bcontracto	ors. This for	m may be duplicated for ex	ktended lists.							
SUBCONTRACTOR'S NAME	CHECK HE			TYPE(S) OF GOODS	ESTIMATED							
ADDRESS, ZIP CODE TELEPHONE NUMBER	SMAL	LL BUSIN	IESS	OR SERVICES TO BE PROVIDED								
AND VENDOR ID NUMBER	I	II	III		75 5 5 6 7 7 3 5 C ON CO. 5 P							
MBP 30 Broad Street, 40th Floor, New York, NY 10004 212-964-4338 EIN:				Program Management	TBD							
Preferred Construction Management Co., Inc. 44 Point Breeze Drive, Hewitt, NJ 07421 973-853-6060 EIN:		Х		Cost Estimating	TBD							
VJ Associates of New Jersey, Inc. 1090 King Georges Post Road, Suite 306 Edison, NJ 08837 EIN: 56-2313496				Cost Estimating	TBD							
Epic Management, Inc. 28 Essex Ave Montclair, NJ 07042 (732) 752-6100 EIN: 22-3317521				Construction Mgmt.	TBD							
Armand Corporation 1815 Garden Avenue, Cherry Hill, 08003 856-489-8200 EIN:		Х		Construction Mgmt.	TBD							
* For those Bidders listing Small Business Subco subcontractor listed. If bidder has not achieved relevant category in accordance with NJAC17:13	established subcor 3-4 and the Notice to	ntracting set- to All Bidders	-aside goals, a s.	lso attach documentation of goo	od faith effort to do so in the							
I hereby certify that this Subcontractor Utilization been listed on this Plan and that each subcontra shall notify each subcontractor listed on the Plan of Purchase and Property upon request. I further certify that all information contained in the	actor has consente n, in writing, if the av	ed, in writing ward is grant	, to its name b ted to my firm,	peing submitted for this contract and I shall make all documentat	. Additionally, I certify that I tion available to the Division							
I further certify that all information contained in th in awarding the contract. PRINCIPAL OF FIRM:	IS FIAIT IS true and	correct and	Tacknowledge	that the state will rely on the ut	ith of the information							
John J. Fumosa	VP	', New Jers	sey District Mo	gr May 9	9, 2013							
(Signature)			(Title)	-	(Date)							

PB-SA-3 Revised 10/11 Gilbane Building Company









Proposal

COST QUOTE FOR MANAGEMENT OF RECONSTRUCTION, REHABILITATION, ELEVATION AND MITIGATION PROGRAM (RREM) FOR THE STATE OF NEW JERSEY DEPARTMENT OF COMMUNITY AFFAIRS RFQ776040S

TRENTON, NEW JERSEY

May 9, 2013

Gilbane Building Company

Federal Tax ID No: 3150 Brunswick Pike, Suite 300 Lawrenceville, NJ 08648

John J. Fumosa 3150 Brunswick Pike, Suite 300 Lawrenceville, NJ 08648 Tel: 609. 609-671-4200

Fax:

JFumosa@GilbaneCo.com



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Section 3

Cost Schedules pgs. 6-10

Other Direct Costs





EXECUTIVE SUMMARY

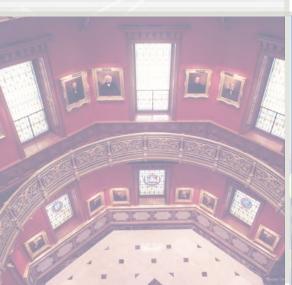
The Gilbane cost quote is all inclusive based on the requirements of the RFQ and encompasses all personnel and associated responsibilities as defined in our proposal. We have assumed that we will be managing approximately 2,000 homes broken down by category as stated in our proposal and that all work will be completed in a two year period.

Our team has taken its lessons learned and best practices from similar disaster recovery assignments including the recently completed Superstorm Sandy New York City Rapid Repairs Program and applied this to determine the level of personnel and associated effort that is required for this Program.

Once the above was completed Gilbane matched positions to our existing GSA Rate Schedule to determine final pricing. Added to this were direct costs as defined in the RFQ. In pricing our direct costs, Gilbane had to make certain assumptions regarding geographical territory in which the work with occur. These assumptions drove a portion of the travel and mileage costs.

Gilbane is offering to the State discounted hourly rates on in approximately 90% of the positions contained in our GSA rate schedule. With regard to our Program Full Time Equivalents, in excess of 90% are New Jersey based personnel, resulting in reduced travel and transportation costs.

Gilbane is also asking the State to consider an alternative insurance approach to the program which we believe can offer a significant monetary advantage. The Program will be subject to various insurance challenges for the State of New Jersey, The SSHIP and RREM entities, as well as the various subcontractors and homebuilders who are either vested in and / or directly performing the work. A program of this size and scope will be subject to various first party property insurance, general liability insurance, professional liability insurance, pollution liability insurance and workers compensation challenges. One way to control and properly manage the exposure is through a wrap-up insurance program. A wrap-up insurance program will allow the State of New Jersey to secure the best possible coverage for all parties at a competitive rate. Gilbane's Risk Management / Insurance Group specializes in placing project wrap-up programs that address all the appropriate coverage needs for all project participants at a cost that is in the best interest of its clients. Gilbane is prepared to support, guide and work with the State of New Jersey to evaluate and if needed, place a wrap-up insurance program for the project.





WHY THE GILBANE TEAM

The in-place lessons learned and best practices from a just completed similar project for the Hurricane Sandy Rapid Repairs Program in New York City where Gilbane MBP returned over 1,500 storm related homes to a habitable state within four (4) months from contract award to completion.
The seamless transition of multiple key personnel including team leads that recently completed the above program and will have no learning curve in regarding this type program.
A team of a Prime Contractor (Gilbane) and multiple subcontractors who have worked together for in excess of 20 years. This includes Gilbane and MBP on the New York City Rapid Repairs Program. The above will ensure seamless interface, communication and continuity within our project team.
A team of Prime Contractor and multiple subcontractors who are locally based in New Jersey including Gilbane whose New Jersey office is within 6 miles of the State offices in Trenton.
A financially stable and large organization as the Prime RREM Contractor. As the nation's 5th oldest builder, Gilbane has been in continuous business for 140 years and has in excess of 2,600 people. We have been the recipient of eight AGC Build America awards which signify excellence of performance on large and nationally visible public projects. Examples include the New Jersey Statehouse Dome in New Jersey, National World War II Memorial in Washington D.C., Smithsonian Institution's National Air and Space Museum in Washington D.C., Virginia State Capitol Building in Virginia, Wallens Ridge State Prison in Virginia, Baltimore Convention Center in Maryland, Union Station in Washington D.C., and District of Columbia Courthouse in Washington, D.C.
A total team which includes the resources of 560 construction professionals with direct proximity to the State of New Jersey.
A team with directly relevant FEMA Disaster Recovery experience that goes beyond the Hurricane Sandy Rapid Repairs Program. This includes work on the Hurricane Katrina, Hurricane Hugo, and Hurricane Ike disaster recovery programs.
A proven track record of 23 years of Gilbane working with the State of New Jersey on multiple projects. This experience encompasses approximately 70 projects totaling in excess of \$1 billion of project value for such state agencies as DPMC, Treasury, Department of Corrections, New Jersey Schools Development Authority, EDA, and the Department of Veterans and Military Affairs.
A safe record that is proven in our industry. With an EMR of .42 that is less than half the national average, Gilbane was recently honored by the AGC as the nations' safest contractor - large contractor category.
In-house technology and project management systems that are compatible with all owner utilized systems and are cutting edge in our industry. Gilbane has been named by Information Week Magazine as the industry leader in the utilization of technology. Our technology approach includes our proprietary iBuild process control system which has been fully customized for residential and disaster recovery programs.
A team that has, as key components, multiple New Jersey based M/W/SBE firms. All of these entities have worked with Gilbane over 20 plus years on past local projects.
Multiple key project personnel who have been directly impacted by Hurricane Sandy, and have an intense commitment and passion to be an integral part of the rebuilding effort.
The core values and open book transparency to professionally represent the State of New Jersey in this effort.
Extensive experience on HUD-financed projects totaling in excess of \$700 million. These include projects such as the New York City Rapid Repairs Program, Hurricane Katrina Disaster Recovery Program, Jersey City Medical Center, Albany Medical Center and Einstein Hospital.
The Gilbane team brings to the State of New Jersey a unique combination of skills sets that are needed to successfully execute this Program. We combine the Program Management experience of a FEMA/HUD oriented entity with that of being a true "boots on the ground" builder. The above is needed to meet all the requirements of the scope of work.

2

Administrative Requirements

Signature:

ADMINISTRATIVE REQUIREMENTS

Certification Statement

We here by certified that we have provided all information required as part of the Quote response.

Firm: Gilbane Building Company

Full Name (Print): John J. Fumosa

Title: Vice President, New Jersey District Manager

Date: May 9, 2013

Cost Schedules

3

COST SCHEDULES

Please refer to the following pages for our Cost Schedule and Other Direct Costs followed by Assumptions and Clarifications of Cost Quote.



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Section 3 | Cost Schedules

Cell to be completed by Bidder	
Protected Cells	

Exhibit 4 Cost Quote - RFQ Management of the Reconstruction, Remediation, Elevation, and Mitigation Program RFQ775040S

Firm Name:	J	Gilbane Buildi	ng Company
Lead RREM Contractor	Secondary RREM C	ontractor	☑ Either Position

Instructions: Bidders seeking the Lead RREM Contractor position, or who will accept a Secondary RREM Contractor position, are to complete all columns in the worksheet. Bidders seeking a Secondary RREM Contractor position, are to complete all columns EXCEPT section 3.1.1. and 3.1.2.

	econdary RREM Contractor	J Either Position	041		0			0	-11 0.4.0	1 0-	-# 0.4.4	0	41 0.4.5	1 0		0.)	1 0	-11 0.4.0	0	V 0.4.40		
Cost Quote for: Year 1			Section 3.1 Start Up - Prog	gram P	Section 3.1.2 Prequalification of		ondary RREM tractor Costs	Applicati	ction 3.1.3 on Review and	Co	ction 3.1.4 nstruction	(tion 3.1.5 Quality		ection 3.1.6 Appeals		ection 3.1.7 ance Monitoring	Issue T	Section 3.1.8 racking and Fraud,	Documer	ction 3.1.9 nt Management	Acco	tion 3.1.10 unting and		
TCUI 2			Design, Manage and Budgeti		Homebuilders		ociated with n 3.1.1 and 3.1.2	Pro	ocessing	Ма	nagement		ance/Quality enitoring						ste and Abuse cordination	and Rec	ords Retention	Re	porting		
*Descriptions in this column	n																								
do not apply refer to next column		GSA or Better																						Total Hours	
Staffing Category	Equivalent GSA Staffing Category	Hourly Billing Rate (\$)	ours Amou	ınt (\$) Hou	urs Amount (\$)	Hours	Amount (\$)	Hours	Amount (\$)	Hours	Amount (\$)	Hours	Amount (\$)	Hours	Amount (\$)	Hours	Amount (\$)	Hours	Amount (\$)	Hours	Amount (\$)	Hours	Amount (\$)	Per Staff Category	Total \$ Per Staff Category
Program Chief Executive	JS - Principal	\$273.14	64 \$1	7,480.96	50 \$13,657.00	114	\$31,137.96	24	\$6,555.36	50	\$13,657.00	24	\$6,555.36	24	\$6,555.36	24	\$6,555.36	24	\$6,555.36	24	\$6,555.36	92	\$25,128.88	514	\$140,393.96
Program Manager	Shea - Principal	\$259.00	60 \$1	5,540.00	60 \$15,540.00	120	\$31,080.00		\$0.00	78	\$20,202.00		\$0.00	78	\$20,202.00	78	\$20,202.00	48	\$12,432.00	78	\$20,202.00		\$0.00	600	\$155,400.00
Construction Manager	Ford - Principal	\$257.00		\$0.00	60 \$15,420.00	60	\$15,420.00	60	\$15,420.00	1419	\$364,683.00	273	\$70,161.00	50	\$12,850.00		\$0.00	160	\$41,120.00	58	\$14,906.00		\$0.00	2,140	\$549,980.00
Eligibility Manager	Fink - Principal	\$250.00	260 \$6	5,000.00	\$65,000.00	260	\$65,000.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00	260	\$65,000.00	212	\$53,000.00		\$0.00	1,252	\$313,000.00
Information Technology Manager	DP - Principal	\$245.00	160 \$3	39,200.00	160 \$39,200.00	320	\$78,400.00	40	\$9,800.00	40	\$9,800.00	40	\$9,800.00	40	\$9,800.00	40	\$9,800.00	40	\$9,800.00	40	\$9,800.00	180	\$44,100.00	1,100	\$269,500.00
Subcontracts Manager	Tuzza - Principal	\$218.00	173 \$3	37,714.00	\$0.00	173	\$37,714.00	50	\$10,900.00	100	\$21,800.00	1248	\$272,064.00	208	\$45,344.00	208	\$45,344.00		\$0.00	93	\$20,274.00		\$0.00	2,253	\$491,154.00
Budget & Financial Manager	Cogean - Principal	\$216.00	16 \$	3,456.00	16 \$3,456.00	32	\$6,912.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00	64	\$13,824.00		\$0.00		\$0.00	128	\$27,648.00
Communications Director	Rufini- Project Executive II	\$205.00	173 \$3	35,465.00	\$0.00	173	\$35,465.00		\$0.00	1365	\$279,825.00		\$0.00	195	\$39,975.00	195	\$39,975.00		\$0.00	21	\$4,305.00		\$0.00	2,122	\$435,010.00
Chief Legal Counsel	Lyons - PX II	\$179.00	173 \$3	0,967.00	\$0.00	173	\$30,967.00		\$0.00		\$0.00	1907	\$341,353.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00	2,253	\$403,287.00
Property Lien Director	PM (4) - Project Executives	\$179.00	346 \$6	31,934.00	\$53,700.00	646	\$115,634.00	1500	\$268,500.00	1689	\$302,331.00	892	\$159,668.00	1000	\$179,000.00	231	\$41,349.00	1000	\$179,000.00	1000	\$179,000.00		\$0.00	8,604	\$1,540,116.00
Facilities and Equipment Manager	Gen Sup - Sr. PM II	\$174.22		\$0.00	\$0.00		\$0.00		\$0.00	7780	\$1,355,431.60		\$0.00	650	\$113,243.00	650	\$113,243.00	650	\$113,243.00	650	\$113,243.00		\$0.00	10,380	\$1,808,403.60
Architect				\$0.00	\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00
Engineer	Moe/Barkdale/Porrovecchio/1	\$165.00	800 \$13	2,000.00	\$132,000.00	480	\$79,200.00		\$0.00	420	\$69,300.00	1224	\$201,960.00		\$0.00	552	\$91,080.00	60	\$9,900.00		\$0.00		\$0.00	4,336	\$715,440.00
Estimating and Compliance Monitor	Graves - Sr. Pm I	\$150.00	40 \$	6,000.00	\$0.00	165	\$24,750.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00	205	\$30,750.00
Other	Warnke - Sr. PM II	\$149.00	173 \$2	5,777.00	125 \$18,625.00	186	\$27,714.00	72	\$10,728.00	1291	\$192,359.00		\$0.00	416	\$61,984.00		\$0.00		\$0.00		\$0.00		\$0.00	2,263	\$337,187.00
Other	Estimator III	\$146.00	346 \$5	0,516.00	200 \$29,200.00	346	\$50,516.00		\$0.00	2910	\$424,860.00		\$0.00	415	\$60,590.00	415	\$60,590.00		\$0.00	66	\$9,636.00		\$0.00	4,698	\$685,908.00
Other	Schmidt/Gill - PX I	\$145.00	320 \$4	6,400.00	\$46,400.00	480	\$69,600.00		\$0.00		\$0.00	1386	\$200,970.00		\$0.00	292	\$42,340.00	292	\$42,340.00	51	\$7,395.00		\$0.00	3,141	\$455,445.00
Other	Dantes/Winslow - Sr. PE II	\$137.00	213 \$2	9,181.00	40 \$5,480.00	253	\$34,661.00		\$0.00	240	\$32,880.00	80	\$10,960.00		\$0.00		\$0.00		\$0.00	80	\$10,960.00	1907	\$261,259.00	2,813	\$385,381.00
Other	B M - QC Specialist II	\$129.00	173 \$2	2,317.00	\$0.00	173	\$22,317.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00	346	\$44,634.00
Other	GS Arm - Gen Super	\$127.00		\$0.00	\$0.00		\$0.00		\$0.00	9515	\$1,208,405.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00	9,515	\$1,208,405.00
Other	JG - Project Manager I	\$120.00	40 \$	4,800.00	40 \$4,800.00	80	\$9,600.00		\$0.00	157	\$18,840.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00	317	\$38,040.00
Other	Esti. PCS - Estimator II	\$120.00	173 \$2	0,760.00	\$0.00	173	\$20,760.00		\$0.00	1344	\$161,280.00		\$0.00	192	\$23,040.00		\$0.00		\$0.00	19	\$2,280.00		\$0.00	1,901	\$228,120.00
Other	BF - Scheduler II	\$110.00	160 \$1	7,600.00	160 \$17,600.00	160	\$17,600.00		\$0.00	1472	\$161,920.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00	1,952	\$214,720.00
Other	Pur. Ag Purch. Special.	\$101.00	519 \$5	2,419.00 10	90 \$110,090.00	241	\$24,341.00		\$0.00	3469	\$350,369.00		\$0.00	372	\$37,572.00		\$0.00		\$0.00		\$0.00		\$0.00	5,691	\$574,791.00
Other	(8) Sr. Project Engineer I	\$101.00	692 \$6	9,892.00	\$50,500.00	1192	\$120,392.00	2900	\$292,900.00	9584	\$967,984.00	184	\$18,584.00	1100	\$111,100.00		\$0.00	1100	\$111,100.00	202	\$20,402.00		\$0.00	17,454	\$1,762,854.00
Other	Epic/GBC - Super (14)	\$101.00		\$0.00	\$0.00		\$0.00		\$0.00	22593	\$2,281,893.00	1868	\$188,668.00	1868	\$188,668.00		\$0.00		\$0.00	1870	\$188,870.00		\$0.00	28,199	\$2,848,099.00
Other	BG - Sr. PE I	\$98.00	160 \$1	5,680.00	160 \$15,680.00	320	\$31,360.00		\$0.00	360	\$35,280.00		\$0.00		\$0.00		\$0.00		\$0.00	360	\$35,280.00		\$0.00	1,360	\$133,280.00
Other	Acct - Sr. PE I	\$90.00	260 \$2	3,400.00	\$0.00	260	\$23,400.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00	5968	\$537,120.00	6,488	\$583,920.00
Other	Est VJ - Estimator I	\$82.14	346 \$2	8,420.44	\$0.00	346	\$28,420.44		\$0.00	2688	\$220,792.32		\$0.00	384	\$31,541.76	384	\$31,541.76		\$0.00	38	\$3,121.32		\$0.00	4,186	\$343,838.04
Other	Code Comp - Struc. Civil I	\$72.12	173 \$1:	2,476.76	\$0.00	173	\$12,476.76		\$0.00		\$0.00	1267	\$91,376.04		\$0.00	360	\$25,963.20		\$0.00		\$0.00		\$0.00	1,973	\$142,292.76
Other	Admin. Asst Asst. PM	\$68.00	519 \$3	5,292.00	\$31,756.00	986	\$67,048.00	638	\$43,384.00	1100	\$74,800.00		\$0.00	622	\$42,296.00	392	\$26,656.00		\$0.00	2490	\$169,320.00		\$0.00	7,214	\$490,552.00
Other	Clerical - Proj. Asst.	\$45.00	400 \$1	8,000.00	\$18,000.00	400	\$18,000.00		\$0.00		\$135,000.00		\$0.00		\$0.00	600	\$27,000.00		\$0.00	2400	\$108,000.00		\$0.00	7,200	\$324,000.00
	-		6932 \$91	7,688.16 52	\$686,104.00	8485	\$1,129,886.16	5284	\$658,187.36	72664		10393	\$1,572,119.40	7614	\$983,761.12	4421	\$581,639.32	3698	\$604,314.36	9752	\$976,549.68	8147	\$867,607.88	142598	\$17,681,549.36
Total Other Direct Cost			\$2	20,000.00			\$20,000.00				\$1,099,802.00										\$20,000.00				\$1,159,802.00
Total Travel Cost	¢430,300,00	J																							\$430,300,00
Total Travel Cost	\$439,200.00	Ш																							\$439,200.00
In accordance with Section 3.4 of the																									
RFQ. Must attach detailed budget for																									
the total cost with the RFQ.					.														.						
			\$93	37,688.16	\$686,104.00)	\$1,149,886.16		\$658,187.36		\$9,803,493.92		\$1,572,119.40		\$983,761.12		\$581,639.32		\$604,314.36	i	\$996,549.68		\$867,607.88	Grand Total	\$19,280,551.36

Cell	to be	completed by Bidder	
Prof	tected	Cells	

Exhibit 4 Cost Quote - RFQ Management of the Reconstruction, Remediation, Elevation, and Mitigation Program RFQ775040S

Firm Name:		Gilban	e Buildin	g Company	
Lead RREM Contractor	Sec	ondary RREM Contractor	,	✓ Either Position	

Instructions: Bidders seeking the Lead RREM Contractor position, or who will accept a Secondary RREM Contractor position, are to complete all columns in the worksheet. Bidders seeking a Secondary RREM Contractor position, are to complete all columns EXCEPT section 3.1.1. and 3.1.2.

Lead RREM Contractor S	econdary RREM Contractor	Either Position																						
Cost Quote for: Year 1			Section 3.1.1			Secondary RREM Contractor Costs		ection 3.1.3		ction 3.1.4		ction 3.1.5		ction 3.1.6 Appeals		ection 3.1.7 ance Monitoring		ection 3.1.8 acking and Fraud,		tion 3.1.9		tion 3.1.10		
✓ Year 2			Start Up - Program Design, Management,		ouilders	Associated with		rocessing		nagement	Assura	Quality ance/Quality		Appears	Compila	ance Monitoring	Was	ste and Abuse		ords Retention		unting and eporting		
			and Budgeting		Sec	ction 3.1.1 and 3.1.2					Мо	onitoring					С	oordination						
*Descriptions in this column	n																							
do not apply refer to next																								
column	Equivalent GSA Staffing	GSA or Better Hourly Billing																					Total Hours Per Staff	Total \$ Per Staff
Staffing Category	Category	Rate (\$) H	ours Amount (\$)	Hours A	mount (\$) Hou	urs Amount (\$)	Hours	Amount (\$)	Hours	Amount (\$)	Hours	Amount (\$)	Hours	Amount (\$)	Hours	Amount (\$)	Hours	Amount (\$)	Hours	Amount (\$)	Hours	Amount (\$)	Category	Category
Program Chief Executive	JS - Principal	\$273.14	\$0.00	50	\$13,657.00	\$0.00	24	\$6,555.36	50	\$13,657.00	24	\$6,555.36	24	\$6,555.36	24	\$6,555.36	24	\$6,555.36	24	\$6,555.36	92	\$25,128.88	336	\$91,775.04
Program Manager	Shea/Ford - Principal	\$259.00	\$0.00		\$15,540.00	\$0.00		\$0.00		\$20,202.00		\$0.00	78	\$20,202.00	78	\$20,202.00	48	\$12,432.00	78	\$20,202.00		\$0.00	420	\$108,780.00
Construction Manager	Ford - Principal	\$257.00	\$0.00		\$15,420.00	\$0.00	60	\$15,420.00		\$364,683.00	273	\$70,161.00	50	\$12,850.00		\$0.00	160	\$41,120.00		\$14,906.00		\$0.00	2,080	\$534,560.00
Eligibility Manager	Fink - Principal	\$250.00	\$0.00		\$65,000.00	\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00	260	\$65,000.00		\$53,000.00		\$0.00	732	\$183,000.00
Information Technology Manager	DP - Principal	\$245.00	\$0.00	160	\$39,200.00	\$0.00	40	\$9,800.00		\$9,800.00	40	\$9,800.00	40	\$9,800.00	40	\$9,800.00	40	\$9,800.00		\$9,800.00	180	\$44,100.00	620	\$151,900.00
Subcontracts Manager	Tuzza - Principal	\$218.00	\$0.00		\$0.00	\$0.00	50	\$10,900.00		\$21,800.00	1248	\$272,064.00	208	\$45,344.00	208	\$45,344.00		\$0.00	93	\$20,274.00		\$0.00	1,907	\$415,726.00
Budget & Financial Manager	Cogean - Principal	\$216.00	\$0.00		\$3,456.00	\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00	64	\$13,824.00		\$0.00		\$0.00	80	\$17,280.00
Communications Director	Rufini- Project Executive II	\$205.00	\$0.00		\$0.00	\$0.00		\$0.00		\$279,825.00		\$0.00	195	\$39,975.00	195	\$39,975.00		\$0.00		\$4,305.00		\$0.00	1,776	\$364,080.00
Chief Legal Counsel	Lyons - PX II	\$179.00	\$0.00		\$0.00	\$0.00	4500	\$0.00		\$0.00	1907	\$341,353.00	4000	\$0.00	20.4	\$0.00	4000	\$0.00		\$0.00		\$0.00	1,907	\$341,353.00
Property Lien Director	PM (4) - Project Executives	\$179.00	\$0.00	300	\$53,700.00	\$0.00	1500			\$302,331.00	892	\$159,668.00	1000	\$179,000.00	231	\$41,349.00	1000	\$179,000.00	1000	\$179,000.00		\$0.00	7,612	\$1,362,548.00
Facilities and Equipment Manager	Gen Sup - Sr. PM II	\$174.22	\$0.00 \$0.00		\$0.00 \$0.00	\$0.00 \$0.00		\$0.00 \$0.00		\$1,355,431.60 \$0.00		\$0.00 \$0.00	650	\$113,243.00 \$0.00	650	\$113,243.00 \$0.00	650	\$113,243.00 \$0.00	650	\$113,243.00		\$0.00 \$0.00	10,380	\$1,808,403.60
Architect	Moe/Barkdale/Porrovecchio/	T \$165.00	\$0.00	800	\$132,000.00	\$0.00		\$0.00		\$69,300.00	1224	\$201,960.00		\$0.00	552	\$91,080.00	60	\$9,900.00		\$0.00 \$0.00		\$0.00	3,056	\$0.00 \$504,240.00
Engineer Estimating and Compliance Manitor	Graves - Sr. Pm I	\$150.00	\$0.00		\$0.00	\$0.00		\$0.00	420	\$0.00	1224	\$201,960.00		\$0.00	332	\$0.00	60	\$9,900.00		\$0.00		\$0.00	3,030	\$0.00
Estimating and Compliance Monitor Other	Warnke - Sr. PM II	\$130.00	\$0.00		\$18,625.00	\$0.00	72	\$10,728.00	1291	\$192,359.00		\$0.00	416	\$61,984.00		\$0.00		\$0.00		\$0.00		\$0.00	1,904	\$283,696.00
Other	Estimator III	\$149.00	\$0.00		\$29,200.00	\$0.00	12	\$10,720.00		\$424,860.00		\$0.00	415	\$60.590.00	415	\$60,590.00		\$0.00		\$9.636.00		\$0.00	4,006	\$584,876.00
Other	Schmidt/Gill - PX I	\$145.00	\$0.00		\$46,400.00	\$0.00		\$0.00		\$0.00	1386	\$200,970.00	415	\$0.00	292	\$42,340.00	292	\$42,340.00	51	\$7,395.00		\$0.00	2,341	\$339,445.00
Other	Dantes/Winslow - Sr. PE II	\$143.00	\$0.00		\$5,480.00	\$0.00		\$0.00		\$32,880.00	80	\$10,960.00		\$0.00	292	\$0.00	292	\$0.00	80	\$10,960.00	1907	\$261,259.00	2,347	\$321,539.00
Other	B M - QC Specialist II	\$129.00	\$0.00	40	\$0.00	\$0.00		\$0.00		\$0.00	00	\$0.00		\$0.00		\$0.00		\$0.00	00	\$0.00	1307	\$0.00	2,547	\$0.00
Other	GS Arm - Gen Super	\$127.00	\$0.00		\$0.00	\$0.00		\$0.00		\$1,208,405.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00	9,515	\$1,208,405.00
Other	JG - Project Manager I	\$120.00	\$0.00	40	\$4,800.00	\$0.00		\$0.00		\$18,840.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00	197	\$23,640.00
Other	Esti. PCS - Estimator II	\$120.00	\$0.00		\$0.00	\$0.00		\$0.00		\$161,280.00		\$0.00	192	\$23,040.00		\$0.00		\$0.00		\$2,280.00		\$0.00	1,555	\$186,600.00
Other	BF - Scheduler II	\$110.00	\$0.00	160	\$17,600.00	\$0.00		\$0.00		\$161,920.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00	1,632	\$179,520.00
Other	Pur. Ag Purch. Special.	\$101.00	\$0.00		\$110,090.00	\$0.00		\$0.00		\$350,369.00		\$0.00	372	\$37,572.00		\$0.00		\$0.00		\$0.00		\$0.00	4,931	\$498,031.00
Other	(8) Sr. Project Engineer I	\$101.00	\$0.00		\$50,500.00	\$0.00	2900			\$967,984.00	184	\$18,584.00	1100	\$111,100.00		\$0.00	1100	\$111,100.00		\$20,402.00		\$0.00	15,570	\$1,572,570.00
Other	Epic/GBC - Super (14)	\$101.00	\$0.00		\$0.00	\$0.00		\$0.00	22593	\$2,281,893.00	1868	\$188,668.00	1868	\$188,668.00		\$0.00		\$0.00	1870	\$188,870.00		\$0.00	28,199	\$2,848,099.00
Other	BG - Sr. PE I	\$98.00	\$0.00	160	\$15,680.00	\$0.00		\$0.00	360	\$35,280.00		\$0.00		\$0.00		\$0.00		\$0.00	360	\$35,280.00		\$0.00	880	\$86,240.00
Other	Acct - Sr. PE I	\$90.00	\$0.00		\$0.00	\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00	5968	\$537,120.00	5,968	\$537,120.00
Other	Est VJ - Estimator I	\$82.14	\$0.00		\$0.00	\$0.00		\$0.00	2688	\$220,792.32		\$0.00	384	\$31,541.76	384	\$31,541.76		\$0.00	38	\$3,121.32		\$0.00	3,494	\$286,997.16
Other	Code Comp - Struc. Civil I	\$72.12	\$0.00		\$0.00	\$0.00		\$0.00		\$0.00	1267	\$91,376.04		\$0.00	360	\$25,963.20		\$0.00		\$0.00		\$0.00	1,627	\$117,339.24
Other	Admin. Asst Asst. PM	\$68.00	\$0.00	467	\$31,756.00	\$0.00	638	\$43,384.00	1100	\$74,800.00		\$0.00	622	\$42,296.00	392	\$26,656.00		\$0.00	2490	\$169,320.00		\$0.00	5,709	\$388,212.00
Other	Clerical - Proj. Asst.	\$45.00	\$0.00	400	\$18,000.00	\$0.00		\$0.00	3000	\$135,000.00		\$0.00		\$0.00	600	\$27,000.00		\$0.00	2400	\$108,000.00		\$0.00	6,400	\$288,000.00
	_		0\$0.00	5208	\$686,104.00	0 \$0.00	5284	\$658,187.36	72664	\$8,703,691.92	10393_	\$1,572,119.40	7614	\$983,761.12	4421_	\$581,639.32	3698_	\$604,314.36	9752	\$976,549.68	8147	\$867,607.88	127181	\$15,633,975.04
Total Other Direct Cost			\$0.00							\$679,808.00										\$20,000.00				\$699,808.00
		1																						
Total Travel Cost	\$204,000.00	<u>U</u>																						\$204,000.00
In accordance with Section 3.4 of the																								
RFQ. Must attach detailed budget for																								
the total cost with the RFQ.			_																					***
			\$0.00		\$686,104.00	\$0.00		\$658,187.36		\$9,383,499.92		\$1,572,119.40		\$983,761.12		\$581,639.32		\$604,314.36		\$996,549.68		\$867,607.88	Grand Total	\$16,537,783.04

Other Direct Costs

FIELD OFF	ICE SUPPORT		6/17/13 th	ru 6/16/15
Description	Quantity	Unit	Rate	TOTAL
FIELD OFFICE				
Trailer Complex	22	Мо	19,936	438,600
Trailer Complex Setup & Removal	1	Est	78,000	78,000
Temp Ext Trailer Lighting	5	Ea.	6,000	30,000
Temp Parking	1	Est.	30,000	30,000
Electric, Water, Sewer Connection Cost	1	Est	10,000	10,000
Electrical Consumption	22	Mo	1,500	33,000
Water & Sewer Charges	22	Mo	1,200	26,400
Project Construction Permit (TRAILERS)	1	Mo	5,000	5,000
Chemical Toilets	22	Mo	3,000	66,000
Removable Fence	800	Mo	30	24,000
Dumpster Service	22	Mo	575	12,650
Security System		LS	2,000	
Fire Extinguisher	15	Ea.	50	750
Janitorial Service	22	Mo	1,700	37,400
Maintenance & Repair/Snow Removal	22	Мо	1,750	38,500
FIELD OFFICE EQUIPMENT				
Copy Machine	22	Мо	2,500	55,000
Digital Camera & Software	10	Ea.	350	3,500
Furniture	63	Stat	1,000	63,000
Mailing Machine & Scale	22	Mo	75	1,650
Telephone System	68	Stat	225	15,300
Computer Network Server & Wiring	68	Stat	400	27,200
PC/Printer/MS Office	22	Mo	1,510	33,220
Fax Machine	2	Ea.	400	800
TV / Monitor		Ea.	800	
Projector, Projection Screen		Ea.	1,600	
Smart Board		Ea.	Get Quote	
BUILD SYSTEM				
Copier, Scanner / Printer		Mo	500	
Plotter / Scanner	Above	Mo	600	
Data Line (verify bandwidth requirements)	22	Mo	2,000	44,000
Tablet PC's	45	Ea.	2,500	112,500
Tablet PC, cell connection		Мо	50	
Owner/Subcontractor Workstation	5	Ea.	1,200	6,000
FIELD OFFICE EXPENSE				
Bottled Water	24	Mo	480	11,520
Ceremonies		LS	By Owner	
Construction Signage	1	Est	5,000	5,000
Textura CPM Software	10	Ea.	2,000	20,000
Proprietary Systems and Software	166,913	MH	5.23	872,955
First Aid Supplies	1	LS	3,000	3,000
Safety/OSHA Startup Kit	1	LS	3,000	3,000
Miscellaneous Blueprinting	24	Мо	5,000	120,000
Postage, Shipping & Express	24	Мо	3,000	72,000
Progress Photos	24	Мо	1,000	24,000
Records Transport/Retention	1	Est	40,000	40,000
Small Tools & Supplies	24	Мо	1,200	28,800
Stationary, Paper & Supplies	24	Мо	4,460	107,040
Telephone Service & Long Distance	22	Мо	1,940	42,680
CAD Equipment & Usage Fees		Hr.	15	,
Cell Phones	1134	Мо	150	170,100
Temporary Secretarial Service		Wk		
JOB TRAVEL EXPENSE				
Field Staff Travel & Living Expenses		Мо		
Temporary Living Expense		MM		
Relocation Expense		Ea		
Job Vehicle / Auto Allowance & Maintenance		MM		
Employee Parking Expense		MM		
Regional Staff Travel		MM		

ADDITIONAL COST ITEMS (per RFP)		Ea		
		Ea		

5/1

Assumptions and Qualifications for Cost Quote

- ▶ The Gilbane cost proposal is based on the assigning of approximately 2.000 homes in the northern region (Bergen, Essex, Hudson, Union, and Middlesex Counties) broken down as stated in Section 1 of our Technical proposal.
- ▶ The duration is two years of performance starting on or about June 15, 2013.
- Our cost proposal is based on billing 2,080 hours per year.
- ▶ Prototype home design is by others.
- ▶ The cost of permits is not included.
- ▶ All environmental remediation is not included in our proposal.
- ▶ The Gilbane team is pursuing either the Lead RREM or Secondary RREM Contractor position. Our technical proposal is pursuant to the Lead RREM Contractor responsibilities outlined in the RFQ. Our cost proposal includes the alternate price quote representative of the Secondary RREM responsibilities.
- Our Travel Expense and Reimbursement costs are based upon mileage calculations for our field staff, i.e. superintendents, field engineers, estimators and site inspectors for travel, in privately owned vehicles, from a proposed HUB Office to multiple Homeowner sites throughout the North Region. Additionally, travel and lodging expenses per the GSA per diem rate for our minimal amount of employees that would fit this requirement for certain short period time frames.