

Call to be completed by Bidder
Protected Cells

Exhibit 6 Cost Quote - BEST AND FINAL OFFER Due 9/09/2013

RFQ #816920S Management of the Landlord Rental Repair Program
In house

Firm Name: Gibane

Cost Quote for: Year 1 Y	Section 3.1.1 Start Up - Administrative Preparatio and Budgeting		Section 3.1.2 Landlord Rental Repair Program MIS System		Section 3.1.3 Application Review and Processing and Reimbursement Validation		Section 3.1.4 Construction Management		Section 3.1.5 Quality Assurance / Quality Control		Section 3.1.6 Appeals		Section 3.1.7 Compliance and Monitoring		Section 3.1.8 Issue Tracking and Fraud, Waste and Abuse Coordination		Section 3.1.9 Document Management and Records Retention		Section 3.1.10 Accounting and Reporting		Total Hours Per Staff Category	Total \$ Per Staff Category																											
	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 (\$)																										
Program Chief Executive	Principle	\$270.14	9	\$2,431.26		\$0.00	54	\$14,587.56	36	\$9,725.04		\$0.00		\$0.00	9	\$2,431.26		\$0.00		\$0.00	108	\$29,175.12																											
Program Manager	Principle	\$198.64	168	\$33,371.52		\$0.00	1032	\$204,996.48	696	\$138,253.44		\$0.00		\$0.00	184	\$36,549.76		\$0.00		\$0.00	2,080	\$413,171.20																											
Construction Manager				\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00																											
Eligibility Manager				\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00																											
Information Technology Manager	Sr Project Engineer I	\$90.01	168	\$15,121.68	1912	\$172,099.12		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00	2,080	\$187,220.80																											
Subcontracts Manager				\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00																											
Budget & Financial Manager	Principle	\$198.37	8	\$1,586.96		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00	88	\$17,456.56	96	\$19,043.52																											
Communications Director				\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00																											
Chief Legal Counsel				\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00																											
Facilities and Equipment Manager				\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00																											
Cost Estimator				\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00																											
Other	Sr. PM II - Est. & Qa	\$140.00	168	\$23,520.00		\$0.00	1032	\$144,480.00	696	\$97,440.00		\$0.00		\$0.00	184	\$25,760.00		\$0.00		\$0.00	2,080	\$291,200.00																											
Other	Sr. PM I-Flid Mngr. & Sch	\$140.00		\$0.00		\$0.00	880	\$123,200.00	1200	\$168,000.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00	2,080	\$291,200.00																											
Other	Principle	\$241.53	9	\$2,173.77		\$0.00	54	\$13,042.62	36	\$8,695.08		\$0.00		\$0.00	9	\$2,173.77		\$0.00		\$0.00	108	\$26,085.24																											
Other	Principle	\$198.34	9	\$1,785.06		\$0.00	54	\$10,710.36	36	\$7,140.24		\$0.00		\$0.00	9	\$1,785.06		\$0.00		\$0.00	108	\$21,420.72																											
Other	Sr. Proj. Eng II Acct	\$127.85	168	\$21,478.80		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00	1912	\$244,449.20	2,080	\$265,928.00																											
Other	Project Assistant Call	\$37.60		\$0.00		\$0.00	880	\$33,088.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00	880	\$33,088.00																											
Other	Project Assistant	\$37.60		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00	2080	\$78,208.00		\$0.00	2,080	\$78,208.00																											
Other	Project Assistant.Doc	\$37.60		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00	2080	\$78,208.00		\$0.00	2,080	\$78,208.00																											
Other	PX I - Safety	\$107.95		\$0.00		\$0.00		\$0.00	64	\$6,908.80		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00	64	\$6,908.80																											
Other	PX I - IT	\$131.80	168	\$22,142.40		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00	168	\$22,142.40																											
Other	PX I - HUD Coord	\$145.85		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00	468	\$68,257.80		\$0.00		\$0.00		\$0.00	468	\$68,257.80																											
Other	PX I - Qa/Qc	\$145.85		\$0.00		\$0.00		\$0.00		\$0.00	1440	\$210,024.00		\$0.00		\$0.00		\$0.00		\$0.00	1,440	\$210,024.00																											
Other	Principle - Prgm Mangr	\$222.21	168	\$37,331.28		\$0.00	352	\$78,217.92	176	\$39,108.96		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00	696	\$154,658.16																											
Other	Sr. PM I Reim. & Appeal	\$140.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00	1384	\$193,760.00		\$0.00		\$0.00		\$0.00	1,384	\$193,760.00																											
Other	Estimator II Est. & Insp.	\$100.00		\$0.00		\$0.00	7920	\$792,000.00	6696	\$669,600.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00	14,616	\$1,461,600.00																											
Other	Prgm. Chf. Exec.	\$270.14	8	\$2,161.12		\$0.00	48	\$12,966.72	32	\$8,644.48		\$0.00		\$0.00	8	\$2,161.12		\$0.00		\$0.00	96	\$25,933.44																											
Other	Principle	\$198.34	8	\$1,586.72		\$0.00	48	\$9,520.32	32	\$6,346.88		\$0.00		\$0.00	8	\$1,586.72		\$0.00		\$0.00	96	\$19,040.64																											
Other				\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00																											
Other				\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00																											
Other				\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00																											
Other				\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00																											
Total Other Direct Cost			1059	\$164,690.57		\$45,000.00	1912	\$172,099.12		\$0.00	12354	\$1,436,809.98		\$0.00	9700	\$1,159,862.92		\$0.00	2233,944.00		\$0.00	1440	\$210,024.00		\$0.00	1384	\$193,760.00		\$0.00	468	\$68,257.80		\$0.00	411	\$72,447.69		\$0.00	1660	\$16,667.00		\$0.00	2000	\$261,905.76		\$0.00	0	\$0.00	34888	\$3,896,273.84
Total Travel Cost	\$144,913.00																																										\$144,913.00						
In accordance with Section 3.4 of the RFQ. Must attach detailed budget for the total cost with the RFQ.				\$209,690.57		\$172,099.12		\$1,506,809.98		\$1,383,806.92		\$210,024.00		\$193,760.00		\$68,257.80		\$72,447.69		\$173,083.00		\$261,905.76		\$0.00	Grand Total	\$4,396,797.84																							



Proposal

TECHNICAL QUOTE FOR MANAGEMENT OF THE LANDLORD RENTAL REPAIR PROGRAM FOR THE STATE OF NEW JERSEY DEPARTMENT OF COMMUNITY AFFAIRS RFQ#816290S

TRENTON, NEW JERSEY

September 4, 2013

Gilbane Building Company

Federal Tax ID No: [REDACTED]
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: 609.671.4255
JFumosa@GilbaneCo.com



September 4, 2013

Ms. Angela Breland-Jackson
Department of the Treasury
Division of Purchase and Property
9th Floor
33 West State Street
Trenton, NJ 08625

RE: Technical Quote for Management of the Landlord Rental Repair Program for the State of New Jersey Department of Community Affairs | RFQ#816290S

Dear Ms. Breland-Jackson,

In response to the August 26, 2013 Request for Quote, Gilbane Building Company is submitting to the State of New Jersey its technical proposal for Management of the Landlord Rental Repair Program (LRRP).

The enclosed Gilbane proposal presents numerous advantages to the State of New Jersey for the timely and successful completion of LRRP Program. The lessons learned and best practices absorbed by the Gilbane team from the RREM Program will be unparalleled in terms of understanding the overall size and scope of this effort. As the only New Jersey based RREM firm, we understand the State and the commitment and dedication required to repair our home. In addition, the efficiencies and practically non-existent learning curve will allow the State to get the LRRP Program up and running smoother and faster than possibly anticipated. The seamless transition and overlap of key project personnel (including team leaders) from the RREM to LRRP, allows us to offer the State an economy of scales as well as an unmatched knowledge base, understanding of the overall program, and the ability to utilize and grow key relationships developed over the past three months on RREM.

As one of the nation's oldest and largest construction organizations, Gilbane brings to the LRRP 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.

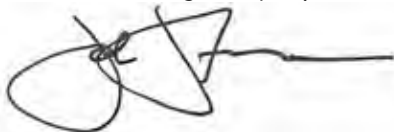
The Gilbane team brings to the RREM Program the following:

- ▶ 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 home office for all stakeholders assigned to the Start-Up Team. Additionally, once complete with the Program Start-Up, the construction oversight team will be located in the shared space of our RREM office in Wall Township, NJ. This will allow for collaboration between leadership as well as offer the state an economy of scales that comes with less overhead costs and shared support services.
- ▶ Staffing availability of over 500 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 either a senior vice president or vice president level are all available to begin work immediately and fulfill the requirements of this assignment. The experience from the RREM 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 .53, well below the national average of 1.0, 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 is currently being used on the RREM Program, 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 LRRP 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 \$900 million of completed construction through HUD-financed projects dating back over fifty years, including the RREM Program, the New York City Rapid Repairs Program, Hurricane Katrina Disaster Recovery Program, Jersey City Medical Center, Albany Medical Center and Einstein Hospital amongst 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 LRRP 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 poised to capitalize both on the advantages of being involved in the RREM Program as well as being the sole New Jersey based RREM firm, allowing us to expand on our role and continue the positive relationship and dedication to the State while leading the LRRP Program.

Very truly yours,
Gilbane Building Company



John J. Fumosa
Vice President
New Jersey District Manager

C O N T E N T S

Quote Letter

Section 1

Management Overview

Section 2

Start-Up Team

Section 3

Contract Management

Section 4

Potential Challenges

Section 5

Organizational Support and Experience

Section 6

Resumes

Section 7

Experience on Contracts of Similar Size and Scope

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Additional Experience of Bidder

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Subcontractors

Section 10

Disclosure

Section 11

Knowledge Transfer

Appendix

MANAGEMENT OVERVIEW

Program Understanding

The State of New Jersey is seeking to retain the services of an all-inclusive team to manage the restoration of an estimated 1,000 rental units that were either damaged 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 a single LRRP contractor 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 LRRP Contractor be fully operational within 5 days of award.

The program will consist of two main components which are:

- ▶ Reimbursement to landlords for completed or in-progress repairs to rental units in accordance with the HUD guidance of July 30, 2013.
- ▶ Construction management assistance which may include qualification of homebuilders, determination of a scope of work, oversight of construction activities and administration of the payment draw process.

Proposed Management Strategies

RREM Experience

Gilbane's experience as a RREM contractor will play a vital role in our ability to ramp up the project and be prepared to accept the first approved applicants within five (5) days of award. Key lessons learned will become the focus of our action plan targeting the following program components:

- ▶ Electronic transfer of data between the Superstorm Sandy Housing Incentive Program (SSHIP) and Gilbane
- ▶ Reimbursement guidelines, particularly Gilbane's understanding of the HUD guidance dated July 30, 2013
- ▶ ISI requirements and Estimated Cost Report details

Leverage Local Experience

The LRRP program is anticipated to be primarily comprised of repair type projects. Repair projects typically rely upon a detailed scope narrative to define project parameters between the landlord, homebuilder and the authorities having jurisdiction. As a local builder, Gilbane will leverage its relationships with local building and zoning officials to ensure that repair projects are in compliance with local requirements. Further, Gilbane will utilize its knowledge of the local homebuilder pool to ensure that homebuilders are appropriately matched to projects that are within their capabilities and financial capacity.

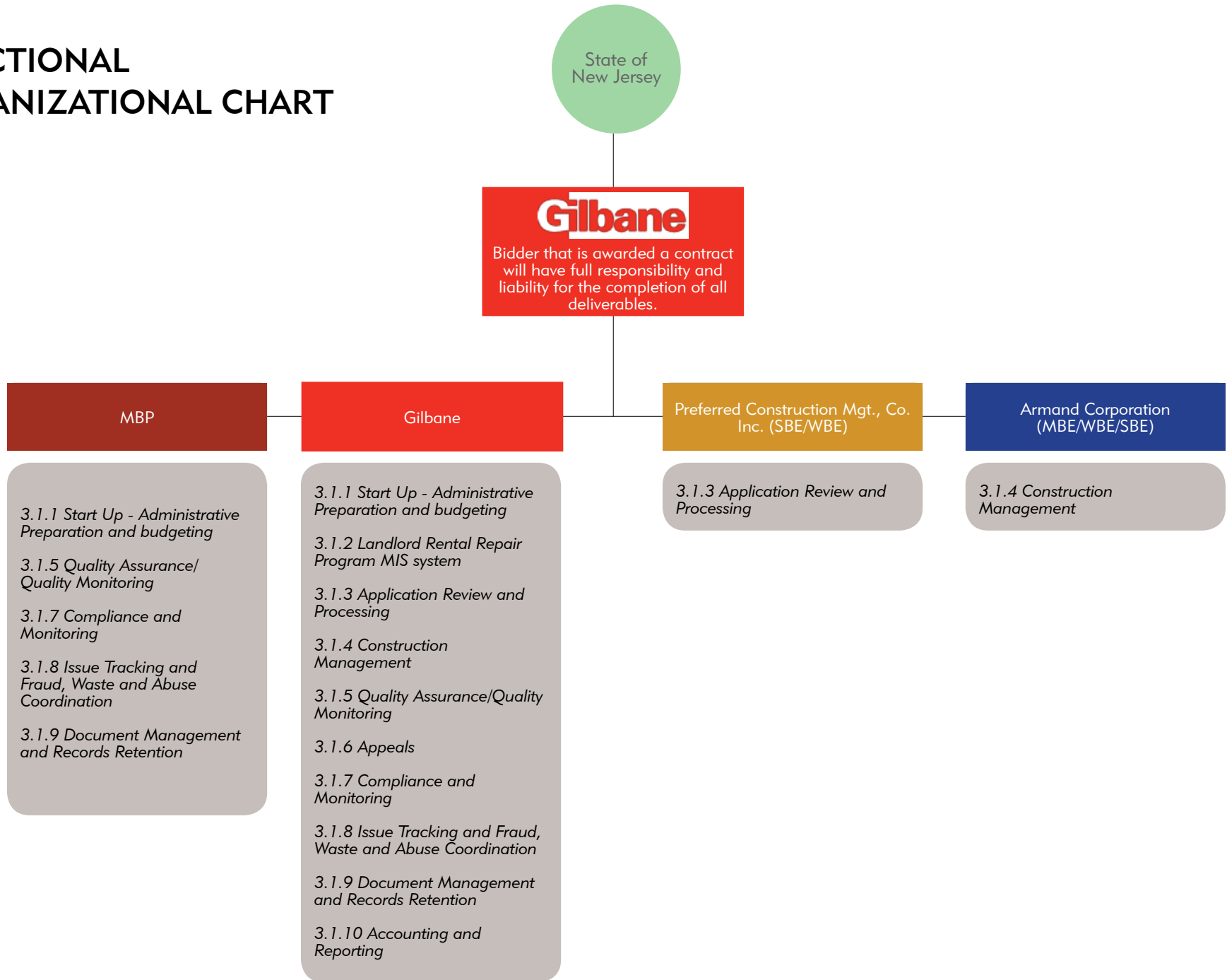
Experienced Multi-Disciplined Local Team

The Gilbane approach to understanding the work that is required of the LRRP 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.

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 matrix that follows, which breaks down the specific RFP task associated with this assignment.

FUNCTIONAL ORGANIZATIONAL CHART



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 5 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 either our existing Lawrenceville, New Jersey office or our Sandy recovery project office in Wall Township, New Jersey. 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 are local to the New Jersey market, have first-hand experience from the RREM start-up and are positioned to hit the ground running on this assignment.

Milestone Commitments

Key activities and milestones to be achieved by the LRRP Contractor during the various stages of the project are as follows:

1. The LRRP Contractor will be responsible to complete an operational plan and develop cash flow projections.
Within 30 days from Award
2. The LRRP Contractor will complete the scope of work, assessment of the Estimated Cost of Repair and validate work already completed.
Within 30 days after receipt of the approved applicant data from SSHIP
3. The LRRP Contractor will meet the applicant to review the scope of work.
Within 5 days of the receipt of the Environmental Clearance notification
4. The LRRP Contractor will ensure the homebuilder meets minimum program qualifications and review the homebuilder's bid for cost reasonableness.
Within 10 days after receipt of the homebuilder's qualifications and price proposal
5. The LRRP Contractor will assist SSHIP with information required to complete the Duplication of Benefits analysis in order to finalize the award amount.
Within 3 days following approval of homebuilder pricing
6. The LRRP Contractor will assist SSHIP with information needed to arrange escrow and prepare for the closing.
Within 15 days after finalizing the award amount
7. The LRRP Contractor will issue the homebuilder notice to proceed and ensure that start of construction.
Within 15 days after closing
8. The LRRP Contractor will ensure that the scope of work is completed and approved.
Within 90 days after the issuance of the notice to proceed
9. The LRRP Contractor will notify SSHIP of the project completion and closeout.
Within 7 days of completion

Gilbane has anticipated the following timeline in basing our staffing levels and workflow. This is contingent on the two scopes, the reimbursement properties and those requiring construction management assistance.

The high level program schedule is as follows:

Project Timeline (months)

2013				2014												2015			
Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr
Project Start Up																			
Reimbursement ISI																			
				Reimbursement Inspections															
Construction Management ISI																			
				Construction Management Assistance															

This approach is predicated on Gilbane managing the repair of approximately 1,000 individual rental units broken down as follows:

Construction Type	Average Rental Units per Month
Reimbursement	80 - 100
Repair	15 - 25

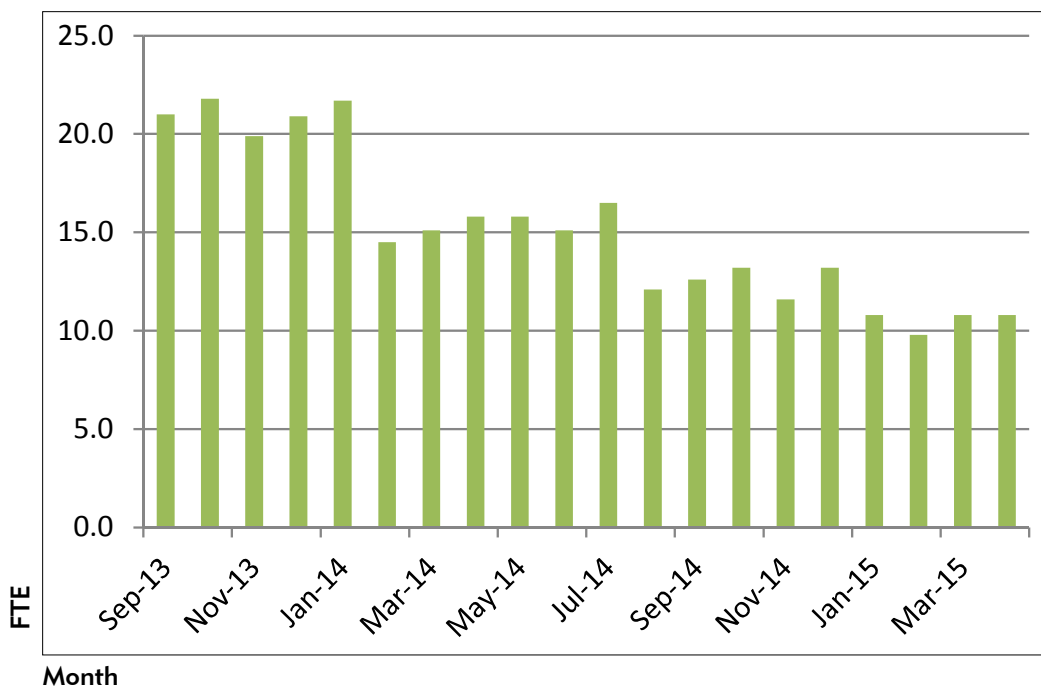
In Section 5 of our proposal we have included a Program Organization Chart which identifies key project personnel. The following is an overview of this team.

Position / Title	# of Employees	Employer	FTE % (relative to total duration of program)	# of FTE's Located in New Jersey
Program CEO	1	Gilbane	5	1
Program Director	1	Gilbane	100	1
Program Manager	1	Gilbane	5	1
Program Manager	1	MBP	20	1
Operations Manager	1	Gilbane	5	1
Construction Manager	1	Gilbane	100	1
ISI / Estimator	8	Gilbane	25	8
ISI / Estimator	1	Preferred	55	1

Position / Title	# of Employees	Employer	FTE % (relative to total duration of program)	# of FTE's Located in New Jersey
Inspector	5	Gilbane	55	5
Inspector	1	Armand	75	1
Accountant	1	Gilbane	100	1
Controller	1	Gilbane	5	1
Field Manager	1	Gilbane	100	1
Safety Manager	1	Gilbane	5	1
IT Manager	1	Gilbane	100	1
IT Manager	1	MBP	5	1
HUD Coordinator	1	MBP	15	1
QA/QC Manager	1	MBP	50	1
Administrative Assistant	2	Gilbane	55	2
Document Coordinator	1	Gilbane	100	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

As a team familiar with large scale program efforts dealing in the aftermath of Superstorm Sandy, both on the New Jersey RREM Program and on the New York City Rapid Repairs Program, we fully understand the urgency and severity of getting off on the right foot. In turn, we plan to hit the ground running immediately after contract award to proactively design the LRRP 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 feel the knowledge base and lessons learned from the RREM Program will truly ensure a quick and effective start to the LRRP Program. In being the sole New Jersey based firm involved in the RREM Program, Gilbane does not have to import key staff members in order to handle the additional workload that will come with the LRRP. Please find our Start-Up Team organizational chart on the following page, representative of the key team members and level of commitment for this time period that is of upmost importance. These members will have an absolute minimal learning curve and have already shown the ability to hit the ground running.



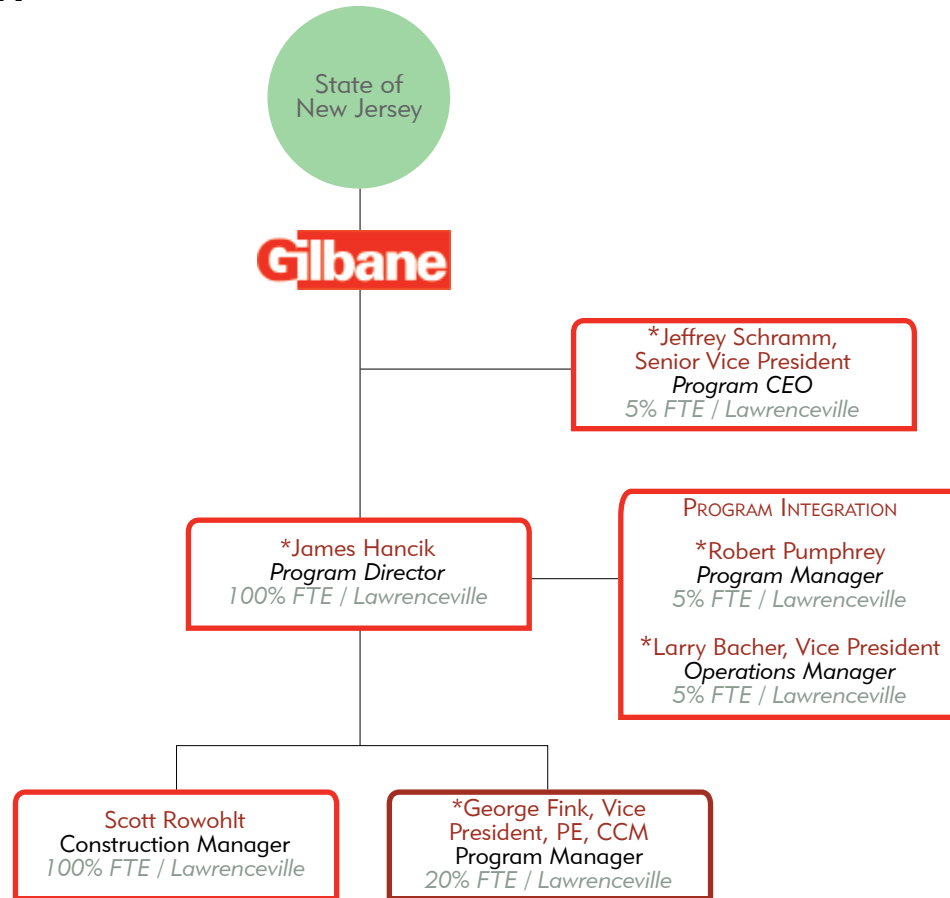
Gilbane's Lawrenceville Office since 1981



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

START-UP ORGANIZATIONAL CHART

* Key Person on RREM Program



CONTRACT MANAGEMENT

Management Approach

The Gilbane team has been structured to serve as an extension of the NJDCA Sandy Recovery Division for the management of the LRRP Program. The RFP has outlined aggressive milestone dates for the start-up activities and commencement of site inspections and our team is prepared to achieve these requirements. At the core of our management plan are two basic, yet critical, execution requirements: clear communication and definition of roles/responsibilities.

Similar to the RREM Program, the LRRP will involve numerous stakeholders from State and Federal agencies down to the individual landlord applicants. As the program manager, Gilbane will act as the clearing house for project communication to ensure that all parties are working to achieve the same project goals. At a global level, Gilbane will participate in a weekly stand-up meeting with principals from SSHIP, the NJDCA and related state agencies for an overview of the Program status. Based upon these discussions and issues identified therein, Gilbane will lead small group working sessions in order to respond to questions and issues ahead of the next weekly stand-up meeting.

At the Program onset, we are tasked with two distinct paths of responsibility. The first of these is the ramp-up of staff to begin site inspections for SSHIP approved applicants. This process is scheduled to commence within five days of project award. The second path involves the ramp-up of staff for administrative preparation and budgeting. This process has a milestone date for completion within 30 days of contract award. While these activities have overlapping impacts, we have structured our project staffing plan to have two distinct teams performing these activities. This division of responsibilities is a critical component of our approach as the dedication of staff to these activities is necessary to achieve the required milestone dates. Both teams will operate under the direction of the program director to ensure that communication lines are maintained and that the site inspection process complies with any policy development from the administrative team.

Reporting Procedures

Our proposal assumes that weekly and monthly project status reports will be issued to the NJDCA in written and tabular formats. These status reports are anticipated to provide the NJDCA with a tracking mechanism to capture project costs, schedule conformance and any potential issues that may impact the overall Program.

In addition to the scheduled weekly and monthly reports, Gilbane's management system, iBuild, will provide the capability to provide real-time project information when requested by the NJDCA. The benefits of project management through the iBuild system are further outlined later in this section.

Core Services

The following paragraphs provide an overview of Gilbane's processes and procedures that will be enacted in order to deliver to core scope of services requested under the RFP.

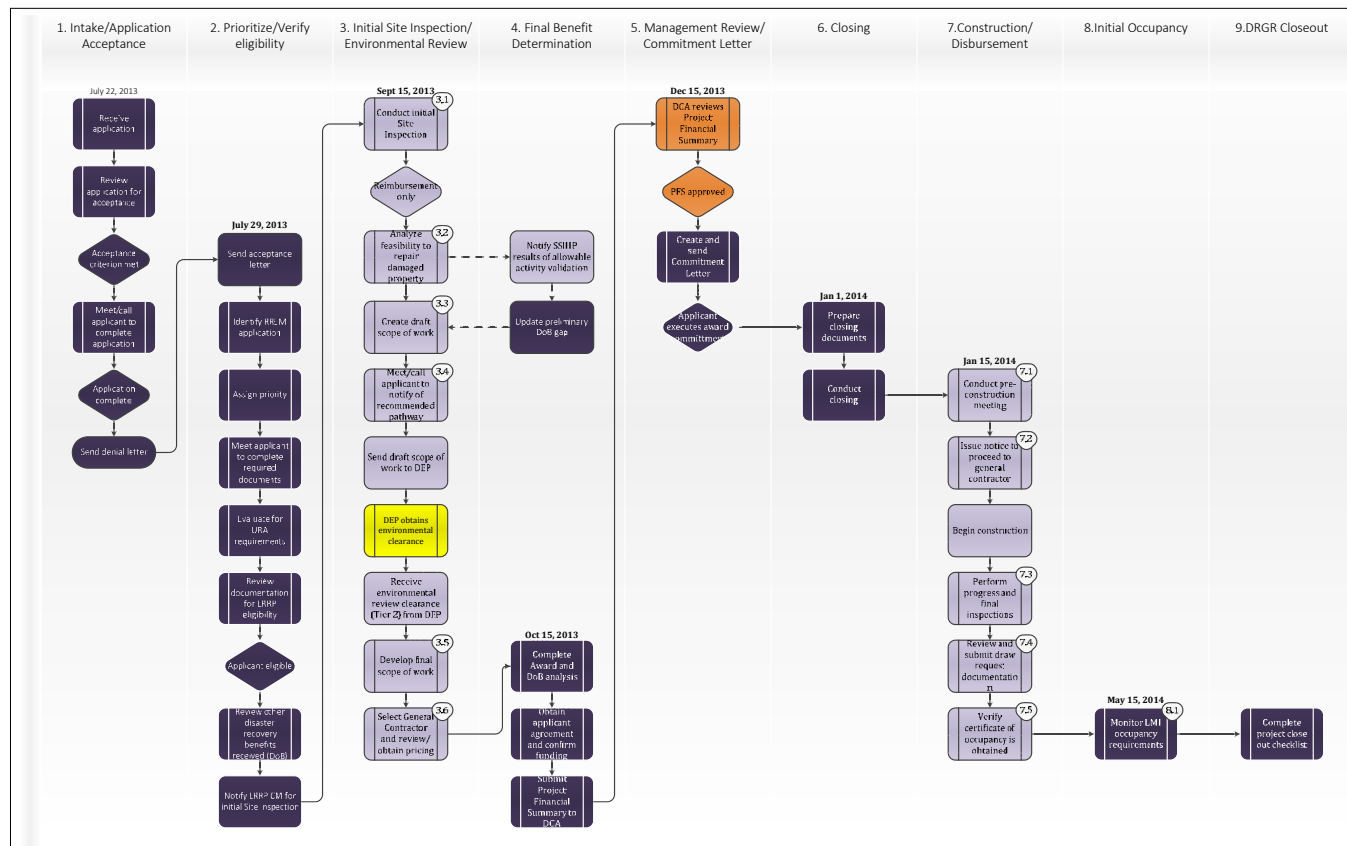


Gilbane will build value, quality, trust, specialty solutions, teamwork and partnerships, and lasting relationships.

Administrative Preparation and Budgeting

The first and most critical step in the administrative preparation is to finalize and adopt the policies and procedures that will govern the LRRP Program. The step is critical to ensuring that the process flow from initial application through closeout is defined, measureable and achievable. The project work flow as currently anticipated in this response is shown below.

Workflow Map by Application Stage



Key policy issues that will be the focus of our administrative approach are:

- ▶ Incorporation of HUD guidance on reimbursement dated July 30, 2013 since an estimated 70% of applications are expected to fall under this project type
- ▶ Development of forms specific to the reimbursement model
- ▶ Definition of draw process for the landlord under the reimbursement model

As part of this core service, Gilbane will also deliver a program cash flow model to the NJDCA. Critical to the development of this cash flow model, is a coordination effort between Gilbane and SSHIP to determine, based upon current application data, the timeframe and volume of approved application transfers.

MIS System

Application data will be mapped and updated electronically in iBuild, Gilbane's program management system. Developed in-house, iBuild is a proven project management program, through which Gilbane will be able to collect, organize, map/cluster, index, model and report on thousands of data points 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.

iBuild has compatibility with outside reporting mechanisms using tailored export data functions that will allow Gilbane to export directly into the SSHIP management system. Utilizing a specialized application that was developed for the NYC Rapid Repair Program, Gilbane can track the status of each individual rental unit at any time. All contracts, assessment data, and other program information is stored directly in the iBuild system, providing all team members with the most accurate and timely information. 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.

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.

Site Inspection/Assessment

The Gilbane team is prepared to mobilize and begin the application review/processing phase of the Program within five days of contract award. The ability to expedite this process is predicated upon the quality of the information obtained by SSHIP during the application and intake stage of the Program. Gilbane will work closely with SSHIP to ensure that the appropriate level of detail can be requested of the applicant in advance of the initial site inspection. Since a majority of projects are anticipated to be handled as reimbursement, Gilbane anticipates that our field inspectors/estimators will review the project file in-house before contacting the landlord to schedule the initial site inspection. Key information that will be reviewed by the inspectors includes written contractor scopes of work for the completed repairs, insurance appraisals, executed contract agreements, paid invoice documents and material receipts. With the knowledge gained from these documents, the site inspectors will be better prepared to review the completed work and assess the validity of the nature/costs of said repairs.

The process flow in the following diagram provides an overview of the application processing phase of the Program.

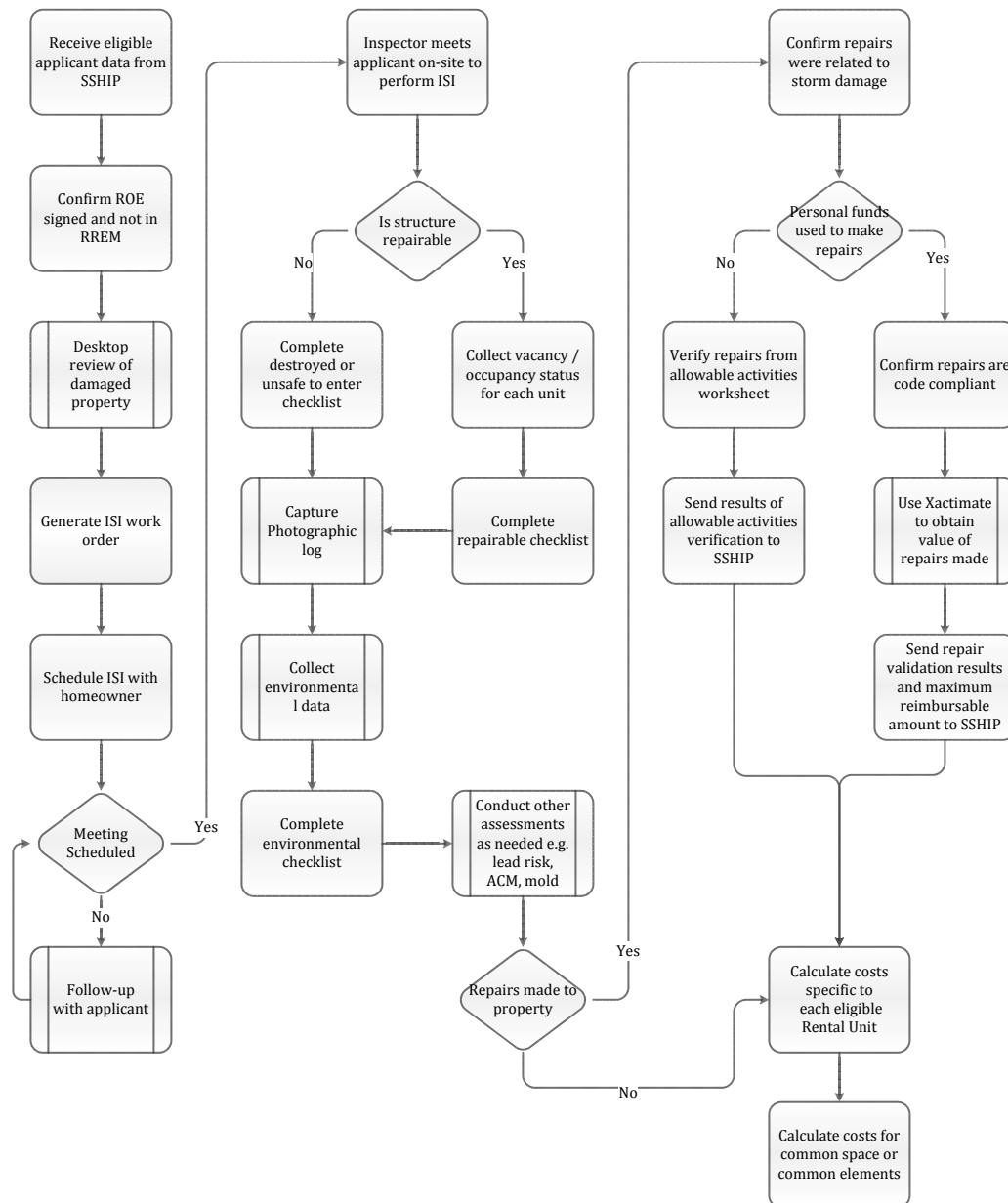


iBuild

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.

LIRR Process Flow Chart - Conduct Initial Site Inspection

1. Data validation and Schedule ISI
2. Inspector meets the applicant on-site and performs ISI and collects environmental data
3. Evaluate repairs made for allowable activities and reimbursement requests



Construction Management

The Gilbane team is uniquely geared to provide the scope of services in the construction management phase of the Program given our experience as a local builder here in the New Jersey market. Our team of construction professionals will be tasked with ensuring the timely completion of projects and conformance with HUD, green building and local construction requirements. Key components of our approach to construction phase of the Program will be:

- ▶ Incorporation of prevailing wage requirements for properties containing 8 or more rental units
- ▶ Establishing minimum qualifications for the proposed homebuilders and ensuring policies are in place to assess these qualifications

- ▶ Ensuring the cost reasonableness of the homebuilder bid proposal utilizing Xactimate pricing as the agreed baseline
- ▶ Coordination of inspection/permit requirements with the local authorities having jurisdiction
- ▶ Management of the inspection/draw process

The ability to maintain control of the construction phase will be predicated on establishing a contract form between the landlord and the homebuilder which provides the necessary language to ensure that the requirements of the program are achieved by the homebuilder and can be enforced by both the landlord and Gilbane. Gilbane will work closely with the NJDCA to develop a contract form that will achieve this intent.

Our construction management approach will also include a focus on the landlord's tenant requirements under the terms of the forgivable loan. It is anticipated that a majority of applications will fall into the reimbursement category. With this understanding, Gilbane is prepared to tailor project policies to ensure that landlords are meeting the requirements for the initial year-long lease to low-to-moderate income renters as a precedent to the landlord being reimbursed with project funds. This strategy is critical to minimizing the exposure of the State of New Jersey as it pertains to the need to recoup funds from landlords that fail to comply with the loan terms.

Support Services

The final piece of Gilbane's contract management approach is the grouping of a series of program scope requirements which we collectively refer to as support services. The support services will be primarily administered through our project partners under the guidance of the Gilbane project director. The support services will include:

- ▶ Quality assurance/quality control
- ▶ Appeals
- ▶ Compliance and monitoring
- ▶ Issue tracking and fraud, waste and abuse coordination
- ▶ Document management and records retention
- ▶ Accounting and reporting

Gilbane has a clear understanding that the State of New Jersey's ability to receive funding from Federal sources is predicated on our ability to meet the Program requirements as it relates to these support services. Furthermore, these support services are critical to Gilbane's ability to maintain project timelines. For this reason, Gilbane's approach to these Support Services is to maintain an independent team (separate from our Assessment and Construction Management personnel) to provide the scope of services and ensure compliance to Program requirements.

Particular attention will be placed upon the quality assurance/quality control function to be enacted on all applications. The Gilbane team will include seasoned professionals experienced in HUD and CDBG programs. These staff members will be tasked with reviewing work-in-place estimates on reimbursement applications to ensure that repairs performed prior to the application conform to activities allowed by HUD.

SCHEDULE

Gilbane has anticipated the following timeline in basing our staffing levels and workflow. This is contingent on the two scopes, the reimbursement properties and those requiring construction management assistance.

The high level program schedule is as follows:

Project Timeline (months)

2013				2014												2015			
Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr
Project Start Up																			
Reimbursement ISI																			
			Reimbursement Inspections																
Construction Management ISI																			
			Construction Management Assistance																

POTENTIAL CHALLENGES

In formulating an approach and team for the Landlord Rental Repair 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: Accurately identifying and quantifying work previously completed by a landlord in a reimbursement project.

Proposed Solution: *We believe that it is important that the LRRP Contractor work closely with SSHIP to ensure that adequate information can be collected from the landlord to fully understand the nature and quantity of repairs completed prior to the LRRP application. Examples of important data that can be collected from the landlord are contractor scopes of work, signed contracts, material receipts and evidence of paid invoices.*

2. Challenge: Appeals by landlord applicants based upon the reasonable cost allowances for work completed prior to the application.

Proposed Solution: *Gilbane will utilize Xactimate estimating software as the baseline for determining allowable cost for completed repairs. We anticipate that some landlords may have been victimized by price gouging contractors following Superstorm Sandy and this will generate appeals following the initial award analysis. We have anticipated these appeals and have accounted for staff time to address and respond to such appeals.*

3. Challenge: Defining project scopes in order to ensure agreement and understanding by the landlord, homebuilder and authority having jurisdiction.

Proposed Solution: *Unlike new construction with fully defined building plans, the repair projects will rely upon a written scope to define the project parameters. Gilbane will ensure that the level of detail in a scope of work, whether defined by Gilbane or the homebuilder, has sufficient detail in order to accurately project the workscope, receive the authorization/approval from the authority having jurisdiction and be measurable in order to permit progress of the work to be tracked during construction.*

4. Challenge: Lack of control over homebuilder performance under a landlord reimbursement project.

Proposed Solution: *For reimbursement projects with work yet to complete, Gilbane recommends that the landlord and homebuilder be required to enter into an updated LRRP contract agreement that ensures that completion timelines and warranty deliverables are adequately defined to the satisfaction of the LRRP.*

5. Challenge: Enactment of prevailing wage requirements for properties with 8 or more rental units.

Proposed Solution: *The primary solution to the HUD prevailing wage requirement for properties with 8 or more rental units is well defined contract language to ensure that the HUD requirement is made part of the agreement between the landlord and homebuilder. Gilbane understands the requirements for monitoring of prevailing wage compliance based upon our experience in State and Federal contracts and has included the staffing necessary to provide this compliance monitoring.*

6. Challenge: Landlord compliance with rental requirements for low to moderate income tenancy.

Proposed Solution: *For reimbursement applications, Gilbane recommends that the landlord be required to document compliance with the rental requirements of the LRRP as a condition to receiving reimbursement. This requirement will help alleviate the potential cases in which the State may have to seek recovery of loan funds due to landlord non-compliance.*

7. Challenge: Potential impact of the Uniform Relocation Act on individual project costs.

Proposed Solution: *It is critical that SSHIP intake accurately document the tenancy status of the rental units since the time of Superstorm Sandy in order for the Program to understand any potential cost impacts related to the Uniform Relocation Act. Gilbane will support this SSHIP function with the collection of relevant information during the initial site inspection.*

8. 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.*

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 approaching \$4 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
 - Toughmindedness
 - Teamwork
 - Dedication to Excellence
 - Loyalty
 - Discipline

Gilbane is 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 \$500 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:

- ▶ The Management of the Reconstruction, Rehabilitation, Elevation and Mitigation (RREM) Program, funded thru U.S. Department of Housing and Urban Development, is designed to assist an estimated 6,000 eligible New Jersey homeowners return to their homes after Superstorm Sandy in 2012. The State of New Jersey has received an initial \$1,829,520,000 in Community Development Block Grant Disaster Recovery funds to be used to aid the recovery process. \$600,000,000 is dedicated to the RREM program. Gilbane is providing program oversight and program management services to assist qualified homeowners to navigate through the complex process of rehabilitating or reconstructing homes that were damaged by the storm.
- ▶ 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.



EXPERIENCE WITH STATE

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

#1
in SAFETY
EXCELLENCE
(Associated General Contractors)

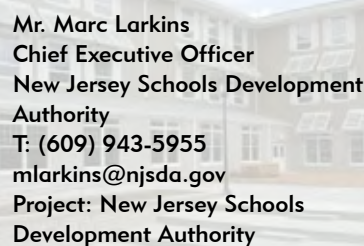
- ▶ In the aftermath of the severe hurricanes that hit the state of Florida in 2004, emergency clean-up, building evaluations and repairs were made to the seven schools within School Board of Osceola County.
- ▶ Emergency reconstruction of facilities damaged by Hurricane Hugo for the Electric Boat Division of General Dynamics included sub-assembly and final assembly buildings, administration, welding school and a new clinic building.
- ▶ 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

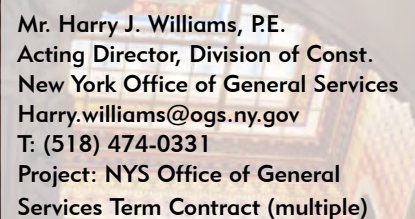
Time and again, we return to a few basic concepts to remain clear – with ourselves and our clients – regarding the qualities we value. These include unshakable integrity, a spirit of partnership and client advocacy and, above all, trust. We encourage the State of New Jersey to contact the following individuals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

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.

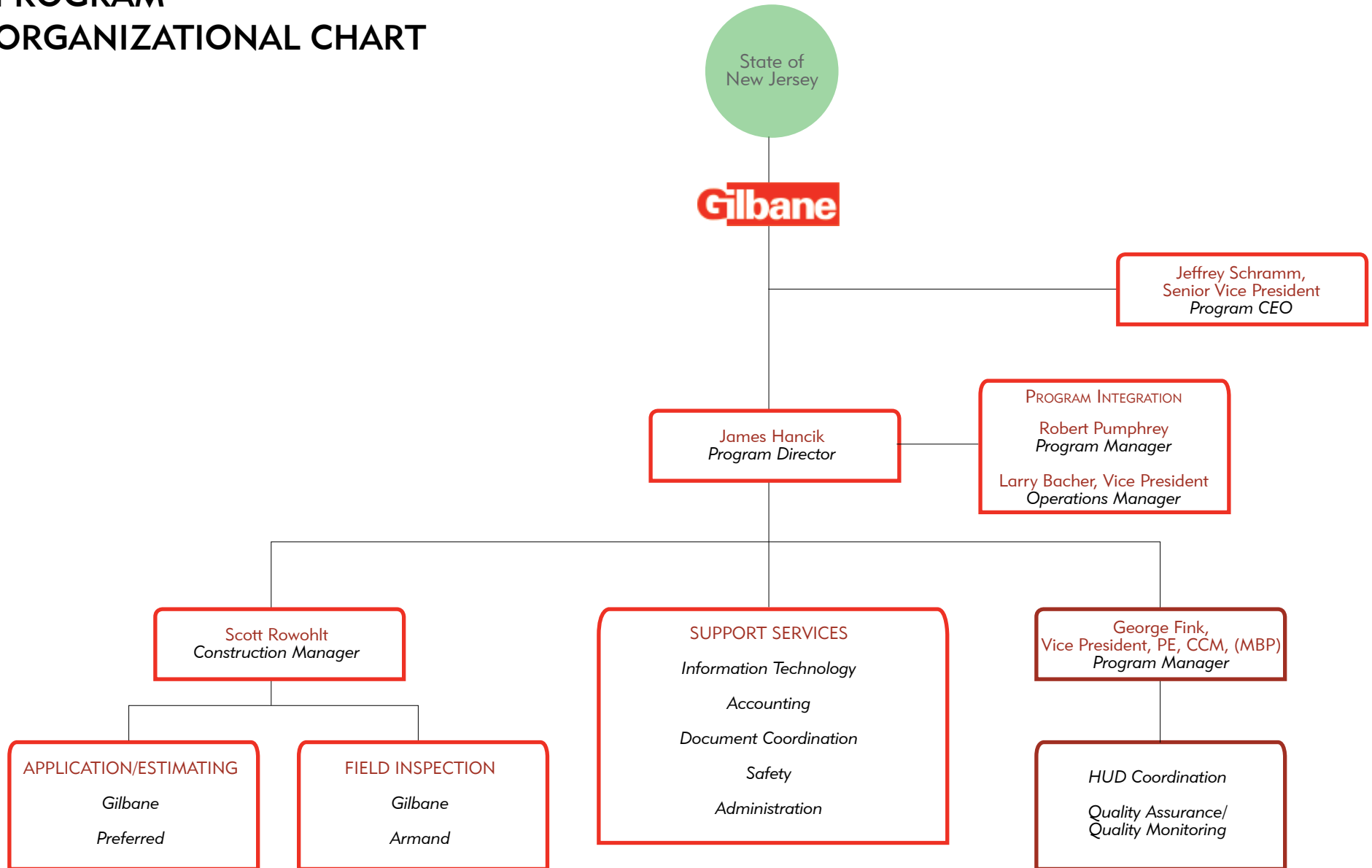
Thank you for everything, and all the best.

Yours sincerely,

A handwritten signature in black ink, appearing to read "Christine Whitman".

Christine Todd Whitman
Governor

PROGRAM ORGANIZATIONAL CHART



RESUMES

Gilbane's leadership team has worked tirelessly to assign personally committed team members to execute the LRRP 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.

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. The lessons learned and best practices absorbed by the Gilbane team from the RREM Program will be unparalleled in terms of understanding the overall size and scope of this effort.

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



Jeff Schramm, Senior Vice President

PROGRAM CEO

Jeff Schramm is a Senior Vice President for Gilbane 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. He is currently serving as Program CEO for the State of New Jersey Management of Reconstruction Rehabilitation, Elevation and Mitigation (RREM) Program. 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.

Qualifications | Education

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

Relevant Experience Includes:

State of New Jersey Management of Reconstruction Rehabilitation, Elevation and Mitigation (RREM) Program, Trenton, NJ (6/2013 – 6/2015)

Gilbane was awarded a contract as Secondary RREM Contractor to oversee the Reconstruction, Rehabilitation, Elevation and Mitigation to homes damaged as a result of Superstorm Sandy. Gilbane is providing both program and construction management services inclusive of homeowner application review, homebuilder qualification, estimates of the cost of repairs, development of the scope of services required to rehabilitate or reconstruct homes, the bidding process, construction oversight and quality assurance/control, as well as additional documentation and compliance services.

The work Gilbane is performing on the RREM project is virtually identical to the work required for the LRRP Program. There are significant synergies in the work processes and program tools that will be common between the two Programs. Given that Gilbane also participated with DCA in preparing the preliminary Policies and Procedures for LRRP by leveraging our RREM Program experience, we bring a unique understanding of the Program and its requirements.

Reference: Mr. Steve Grady, Assistant Director for Housing Recovery Programs, NJ Department of Community Affairs, 101 South Broad Street, Trenton, NJ 08625 | 609-633-6671 | stephen.grady@dca.state.nj.us

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 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 bio-threats, 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



James Hancik

PROGRAM DIRECTOR

James Hancik brings over 15 years of experience with an emphasis on servicing public sector clients on large multi-phased projects. Recently, James served in a principal role during the development of policies and procedures for the LRRP Program working with the DCA and other project participants. Principal areas of focus for policy development include: preconstruction planning, construction and the incorporation of the HUD guidelines on reimbursement.

Relevant Experience Includes:

State of New Jersey Management of Reconstruction Rehabilitation, Elevation and Mitigation (RREM) Program, Trenton, NJ (6/2013 – 6/2015)

Gilbane was awarded a contract as Secondary RREM Contractor to oversee the Reconstruction, Rehabilitation, Elevation and Mitigation to homes damaged as a result of Superstorm Sandy. Gilbane is providing both program and construction management services inclusive of homeowner application review, homebuilder qualification, estimates of the cost of repairs, development of the scope of services required to rehabilitate or reconstruct homes, the bidding process, construction oversight and quality assurance/control, as well as additional documentation and compliance services.

The work Gilbane is performing on the RREM project is virtually identical to the work required for the LRRP Program. There are significant synergies in the work processes and program tools that will be common between the two Programs. Given that Gilbane also participated with DCA in preparing the preliminary Policies and Procedures for LRRP by leveraging our RREM Program experience, we bring a unique understanding of the Program and its requirements. James has been primarily in a support function performing prequalification reviews for the proposed homebuilder pool and providing QA/QC reviews for the RREM estimating teams.

Reference: Mr. Steve Grady, Assistant Director for Housing Recovery Programs , NJ Department of Community Affairs, 101 South Broad Street, Trenton, NJ 08625 | 609-633-6671 | stephen.grady@dca.state.nj.us

North Plainfield Public Schools, North Plainfield, NJ (5/2002 – 3/2004)

Mr. Hancik served as a project manager for the additions and renovations to five (5) schools for the North Plainfield Public Schools. The project provided 160,000 SF of new and renovated educational space at a total project cost of \$26 million. Project highlights included the construction of gymnasium/auditorium spaces at the elementary schools, construction of new cafeteria and district-wide cooking facilities at the high school and the full gut/rehab and expansion of the intermediate school. The project also included the design and installation of a district wide wireless network system. *Mr. Hancik was the key liaison between the school district administration and the construction team. Mr. Hancik was responsible for the daily oversight of construction work and the careful coordination of activities in and around the occupied schools. He attended regular board of education meetings and provided construction progress updates to the Board of Education and general public. Additionally, Mr. Hancik created and maintained a construction progress webpage on the district's website to keep students, parents and staff informed of the ongoing work progress and any potential changes to the daily school operations.*

Reference: Dr. Marilyn Birnbaum, Superintendent of Schools, North Plainfield Public Schools, 33 Mountain Avenue, North Plainfield, NJ 07060 | marilyn_birnbaum@nplainfield.org

Qualifications | Education

- ▶ MBA/Finance/DeSales University

Licenses | Certifications

- ▶ OSHA 10-Hour Trained

New York Economic Development Corporation, Willets Point Redevelopment (9/2010 – 8/2011)

The Willets Point Project is a planned \$3 billion redevelopment of blighted property and contaminated land in the Queens neighborhood surrounding Citi Field under a partnership between the NYEDC, the Related Companies and Sterling Equities. The master program includes site cleanup, infrastructure upgrades, grade elevation (since a large portion of the redevelopment property lies in the 100-year floodplain), reconfiguration of transit lines, buildout of an estimated 5,000,000 SF of retail, commercial, entertainment and hotel space and 2,500 housing units (875 of which will be dedicated to affordable housing). *Mr. Hancik managed the preconstruction phase for the infrastructure upgrades at Willets Point acting on behalf of the NYEDC. The infrastructure upgrades were a \$50 million investment by the NYEDC including the construction of new sanitary sewer mains and the reconstruction of the storm sewer and outfall. In this capacity, Mr. Hancik provided oversight of the design progress, coordinated with regulatory agencies, prequalified contractors for the proposed work and administered the bidding and award of construction and consultant contracts.*

Reference: Mr. Tom McKnight, New York Economic Development Authority, 110 William Street, New York, NY 10038 | 212-619-5000

NJSDA (formerly New Jersey School Construction Corporation) Region 9, Irvington, NJ (4/2004 – 2/2006)

Mr. Hancik served as the lead project manager in charge of all design and construction activities within the Irvington Public Schools as part of the Region 9 assignment with the New Jersey School Construction Corporation. Mr. Hancik served as the primary liaison between the NJSCC, the Irvington School Board and its administrators, the District Architect and the construction teams. In this role, Mr. Hancik oversaw a team of four project managers and five superintendents.

Projects completed under Mr. Hancik's oversight included the following:

- ▶ University Elementary School – Conversion of the original Essex County Vocational School into an elementary school housing 43 classrooms for kindergarten through 5th grade. The project renovated 115,000 SF of space on the 1st through 3rd floor of the building at a cost of \$19 million.
- ▶ Irvington Board of Education Offices – The project established new centralized office space for the Irvington Board of Education on the 4th floor of the University Elementary School. The work included the renovation of 18,000 SF at a project cost of \$2.5 million.
- ▶ Augusta Street Preschool – Work included a new 2-story, 32,000sf addition, demolition of a 3-story wing and renovation of 16,000 SF at the old Augusta Elementary School. The completed building includes 27 classrooms and houses all pre-kindergarten students for the entire district. The project cost was \$12 million.
- ▶ Mount Vernon Avenue School – The new construction of a 3-story, 95,000 SF elementary school for children in kindergarten through 5th grades. The building houses a media center, gymnasium and auditorium. This project also features a geothermal heating system. The total project cost was \$23 million.

Reference: Mr. Sameer Shah, Deputy Director, Contract Management Division, New Jersey School Development Authority, 1 West State Street, Trenton, NJ 08625 | 609-943-5955 | sshah@njsda.gov



Qualifications | Education

- ▶ BS/Finance/Virginia Tech

Robert Pumphrey III

PROGRAM MANAGER

Robert Pumphrey III has more than 18 years of experience in catastrophe response. Rob is currently the Director for the CAT Response division within Gilbane, managing a team of highly experienced professionals who provide consulting services to insurance companies, independent adjusters, and the legal community following facilities damage caused by catastrophe. Rob directs this group of proven disaster professionals who can be on-site in a matter of hours to deliver credible assessment data, reconstruction opinions and detailed cost estimates often in a matter of days. His most recent assignment includes the the State of New Jersey Management of Reconstruction Rehabilitation, Elevation and Mitigation (RREM) Program where he is Program Manager for Gilbane, involved in program stand-up, daily interface with the Department of Community Affairs, and day-to-day management of the Gilbane Team. Currently in inspection phase, the program will involve grant awards to over 3,500 applicants, with Gilbane working as one of three contractors guiding the reconstruction, rehabilitation, elevation, and reimbursement efforts.

Rob's previous experience includes serving as a consultant to the insurance industry, providing in-depth experience in estimating, project management, supervision, and account management in the disaster restoration industry, including large loss damage assessment and building valuation.

Relevant Experience Includes:

State of New Jersey Management of Reconstruction Rehabilitation, Elevation and Mitigation (RREM) Program, Trenton, NJ (6/2013 – 6/2015)

Gilbane was awarded a contract as Secondary RREM Contractor to oversee the Reconstruction, Rehabilitation, Elevation and Mitigation to homes damaged as a result of Superstorm Sandy. Gilbane is providing both program and construction management services inclusive of homeowner application review, homebuilder qualification, estimates of the cost of repairs, development of the scope of services required to rehabilitate or reconstruct homes, the bidding process, construction oversight and quality assurance/control, as well as additional documentation and compliance services.

The work Gilbane is performing on the RREM project is virtually identical to the work required for the LRRP Program. There are significant synergies in the work processes and program tools that will be common between the two Programs. Given that Gilbane also participated with DCA in preparing the preliminary Policies and Procedures for LRRP by leveraging our RREM Program experience, we bring a unique understanding of the Program and its requirements.

Reference: Mr. Steve Grady, Assistant Director for Housing Recovery Programs, NJ Department of Community Affairs, 101 South Broad Street, Trenton, NJ 08625 | 609-633-6671 | stephen.grady@dca.state.nj.us

Mr. Pumphrey has been involved in recovery efforts for the following:

- ▶ Hurricane Fran – North Carolina - 1996
- ▶ Hurricane Bonnie – North Carolina - 1998
- ▶ Hurricane Georges – Puerto Rico - 1998
- ▶ Little Rock Tornados – Little Rock - 1999
- ▶ Oklahoma City Tornados – Oklahoma - 1999
- ▶ Hurricane Floyd - North Carolina, Virginia, Maryland, Pennsylvania – 1999
- ▶ Tropical Storm Allison – Texas – 2001
- ▶ Hurricanes Charley, Francis, Jeanne – Florida – 2004
- ▶ Hurricane Katrina – 2005



Lawrence Bacher, CCM, LEED AP

OPERATIONS MANAGER

Larry Bacher is a 35-year seasoned veteran of Gilbane. Larry is especially suited for projects requiring fast-track planning, programming, design management, financing, logistics, phasing and sequencing. Mr. Bacher has served as program manager, project executive and preconstruction executive for several significant projects in the Midwest, New England, and New York regions.

Throughout his time at Gilbane, Mr. Bacher has consistently shown himself to be a driven and exceptional leader, with outstanding communication skills and technical capabilities. Since entering the construction industry in 1976, Mr. Bacher has been consistently exposed to the critical nature teamwork plays in the success of a project and provided exceptional leadership throughout his career.

Mr. Bacher is an ambitious and motivated leader who is known for his ability to successfully deliver complex projects. He is currently responsible for policies, staffing, systems, reporting, guidance and support for all of the State of New Jersey (RREM) Program functional programs on a day-to-day basis. The success of his projects has been directly related to his ability to establish an environment of teamwork on those projects under his leadership. Working closely with the owner, design team and other project stakeholders, Mr. Bacher ensures that open lines of communication are established to enable the team to achieve a successful project completion.

Qualifications | Education

- ▶ Bachelor of Architecture/
Rensselaer Polytechnic
Inst.
- ▶ BS/Building Sciences/
Rensselaer Polytechnic
Inst.

Licenses & Certifications

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

Relevant Experience Includes:

State of New Jersey Management of Reconstruction Rehabilitation, Elevation and Mitigation (RREM) Program, Trenton, NJ (6/2013 – 6/2015)

Gilbane was awarded a contract as Secondary RREM Contractor to oversee the Reconstruction, Rehabilitation, Elevation and Mitigation to homes damaged as a result of Superstorm Sandy. Gilbane is providing both program and construction management services inclusive of homeowner application review, homebuilder qualification, estimates of the cost of repairs, development of the scope of services required to rehabilitate or reconstruct homes, the bidding process, construction oversight and quality assurance/control, as well as additional documentation and compliance services.

The work Gilbane is performing on the RREM project is virtually identical to the work required for the LRRP Program. There are significant synergies in the work processes and program tools that will be common between the two Programs. Given that Gilbane also participated with DCA in preparing the preliminary Policies and Procedures for LRRP by leveraging our RREM Program experience, we bring a unique understanding of the Program and its requirements. Larry is responsible for policies, staffing, systems, reporting, guidance and support for all functional programs on a day-to-day basis.

Reference: Mr. Steve Grady, Assistant Director for Housing Recovery Programs, NJ Department of Community Affairs, 101 South Broad Street, Trenton, NJ 08625 | 609-633-6671 | stephen.grady@dca.state.nj.us

Joliet Junior College Campus Masterplan (Phases I:10/2008 – 12/2011 Phase 2: 12/2009 – 4/2013)

Gilbane provided full preconstruction and construction management agency services for the college's Campus Master Plan Program Implementation including twelve projects over the course of the program. Phase I consisted of a new campus center as well as new greenhouse/classroom building, new facility services building, campus roadway and parking development, campus wayfinding plan development and implementation. Phase II included program management and construction management agency services for

multiple projects. Specific project included: Nursing/Allied Health Building, Natural Sciences Laboratory, Automotive building, sitework and various interior remodeling including. All projects are targeting or have been awarded LEED BD+C Silver. *Mr. Bacher served as Program Director for this multi-phased public contract. He provided supervision and coordination of programming, design, construction and occupancy.*

Reference: Mr. Patrick Van Duyne, Director of Facility Services, Joliet Junior College, 1215 Houbolt Road, Joliet, IL 60431 | 815-280-6696 | pvanduyn@jjc.edu

Dunkin Donuts Center Renovations, Providence, RI (6/2006 – 1/2010)

Gilbane provided construction management at risk services for the phased renovation of the Dunkin' Donuts Center in Providence, Rhode Island. The complete overhaul of the facility included reconfiguration and replacement of all seating, addition of luxury boxes, installation of a new video scoreboard, and upgrades to nearly all amenities provided for patrons, athletes and performers. Gilbane developed and implemented a phasing plan that delivered high impact and very visible improvements to coincide with important dates on the facility's ticket-selling schedule. The phased construction took approximately 2 ½ years, with the majority of the work completed during the summer months to accommodate scheduled sporting events and concerts during the winter season. *Mr. Bacher served as Senior Project Executive for this multi-phased public contract. He was responsible for the overall quality of the contract and played an integral role in keeping the project on and ahead of schedule.*

Reference: Mr. James McCarvill, Executive Director, R. I. Convention Center Authority, One West Exchange Street, Providence, RI 02903 | 401-351-4295

University of Rhode North Campus Masterplan (Center for Biologics and Life Sciences 4/2007 – 2/2009)

Gilbane provided program management and construction management agent services for the supervision of programming, design and construction of a new North (Sciences) campus. The plan included the Center for Biologic and Life Sciences (new 140,000 SF laboratory and academic center for graduate research and undergraduate teaching), as well as and the North Campus District Utilities projects. *Mr. Bacher served as Program Director and during the construction for the Center for Biotechnology, he led the project team in working closely with faculty and building managers in adjacent facilities to ensure that the noise, traffic and relocations would not impact the neighboring research and teaching central to the mission of the University.*

Reference: Mr. Paul DePace, PE, Director, Office of Capital Projects & Planning, University of Rhode Island, 523 Plains Road, Sherman Building, Kingston, RI 02881 | 401-874-2725 | pde8593u@postoffice.uri.edu



Scott Rowohlt

CONSTRUCTION MANAGER

Scott Rowohlt has over 26 years of industry experience where he has developed and expanded his knowledge of engineering, construction and management of residential, institution, pharmaceutical, retail, educational projects and transportation facilities. He has performed numerous roles throughout his career providing him with well-rounded experience and understanding of construction management. His team-oriented approach towards each project has been the driving factor behind exceeding customer satisfaction on all of his projects. His ability to work within, lead, and foster a team environment with the common goal of success by all parties in the best interest of the client/owner is what makes Scott a valuable part of any project team.

Qualifications | Education

- ▶ BE/Civil Engineering/
Stevens Institute of Tech

Licenses & Certifications

- ▶ OSHA 30-Hour Trained
- ▶ First Aid CPR/AED

As the project manager, Scott will be responsible for managing day-to-day construction in strict accordance with the plans and specifications for the project, as well as conforming with Gilbane's policies and procedures. He will also make decisions on matters involving planning, procurement, labor, personnel, budget and cost, safety, quality, schedule, communications, and record keeping.

Relevant Experience Includes:

Resident Master Agreement Program Hoffmann - La Roche, Nutley, NJ (3/2008 – 4/2013)

Overseeing staff ranging from three to 15 for the management of multiple projects ranging from \$500,000 to \$3 million. Most projects were completed in occupied buildings on a fully functional campus. Project scopes ranged from mechanical replacements, HVAC installation, office renovations and fitout, building demolition, data center construction and civil work. *Mr. Rowohlt managed estimating, budgeting, staffing projections, proposal preparation and submission, client interface, A/E interface and coordination with facility personnel.*

Hoffmann-La Roche - Project Experience

- ▶ B76 3rd Floor Security Console - \$1,086,592.00
- ▶ B123 pRED Workflow Optimization - \$4,837,074.00
- ▶ B123 HHWS&R Piping Replacement - \$1,203,455.00
- ▶ B85 IT Infrastructure - \$76,843.00
- ▶ B39/46 HVAC Replacements - \$1,328,897.00
- ▶ B115 - 4/5 Floors HVAC Improvements - \$687,928.00
- ▶ B76 AC6 Replacement - \$383,150.00
- ▶ B80 & 81 Cooling Tower Filter Replacement - \$279,837.00
- ▶ Bldg 66A/B USP Water Loop Expansion - \$86,524.00
- ▶ B123 IFIM Laboratory Modifications - \$5,919,035.00
- ▶ B103 Infrastructure Upgrades - \$1,009,788.00
- ▶ B46 AHU Replacement - \$881,411.00
- ▶ B115 Multi-Purpose Computer Room - \$5,016,470.00
- ▶ B121/105 Demolition - \$2,049,553.00
- ▶ Boilers 9, 10, 11, HRSG2, B48 and Main Fuel Oil Tank Demolition - \$1,556,499.00

Reference: Mr. Gregory S. Cierpial, Senior Manager Engineering, Hoffmann-LaRoche, Inc., 340 Kingsland Street, Nutley, NJ 07110 | greg.cierpial@roche.com

**Master Service Agreement JCP Corporation, Inc., 24 Locations NJ/VA/M
(5/2012 – 9/2012)**

Oversaw a staff of 15 project and field managers for the management of multiple retail upgrade projects. Project scopes include barricading work areas from public areas, architectural and electrical modifications, and fixture construction and installation within project schedule. *Mr. Rowohlt served as Project Executive, managing personnel hiring and staff placement, subcontract procurement, budgeting and invoicing. Scott was the point-person for interface with client at multiple sites of this retail chain.*

Reference: Mr. Robert Beard, Project Manager, JC Penny | 972-431-1693 | rbeard@jcp.com

**University of Medicine and Dentistry of New Jersey (UMDNJ), Newark, NJ
(11/2012 – 5/2013)**

Construction management services for the renovations to the Pediatric Dentistry and Special Care Treatment Suite. The project involved the renovation and reconstruction of the existing Pediatric Dentistry Treatment Center and the reconstruction of the adjacent space for the relocation of the Special Care Treatment Center. The goal of this reconstruction project was to renovate and efficiently consolidate both pediatric treatment centers. Both centers were fit-out with the latest equipment and technology to provide appropriate and state-of-the-art space. The shared services area and adjacencies maximize the effectiveness of operations. *Mr. Rowohlt served as Project Manager responsible for contractors, client interface and overall project quality.*

Reference: Mr. Nicholas Fabbroni, Director of Construction, University of Medicine & Dentistry, 65 Bergen Street Suite 1214, Newark, NJ 07107 | 732-235-9055



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.

Qualifications | Education

- ▶ 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)

Relevant Experience Includes:

State of New Jersey Management of Reconstruction Rehabilitation, Elevation and Mitigation (RREM) Program, Trenton, NJ (6/2013 – 6/2015)

MBP is assisting Gilbane with oversight for the Reconstruction, Rehabilitation, Elevation and Mitigation to homes damaged as a result of Superstorm Sandy. MBP is providing program management services inclusive of homeowner application review, homebuilder qualification, estimates of the cost of repairs, development of the scope of services required to rehabilitate or reconstruct homes, the bidding process, construction oversight and quality assurance/control, as well as additional documentation and compliance services. *The work MBP is performing on the RREM project is virtually identical to the work required for the LRRP Program. There are significant synergies in the work processes and program tools that will be common between the two Programs.*

Reference: Mr. Steve Grady, Assistant Director for Housing Recovery Programs, NJ Department of Community Affairs, 101 South Broad Street, Trenton, NJ 08625 | 609-633-6671 | stephen.grady@dca.state.nj.us

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 | jack.m.hunt@gmail.com

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 Coordination.

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

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

In his role as the city's Chief Planner, he 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, 862-754-0049 (cell) | niathanallen@aol.com

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. Also provided expert testimony at Newark and East Orange Zoning Board hearings

Reference: Mr. Niathan Allen, Ph.D., Partner, Summit Developers, 862-754-0049 | niathanallen@aol.com

Experience on Contracts of Similar Size and Scope



State of New Jersey Management of Reconstruction Rehabilitation, Elevation and Mitigation (RREM) Program

Trenton, New Jersey

The Management of the Reconstruction, Rehabilitation, Elevation and Mitigation (RREM) Program, funded thru U.S. Department of Housing and Urban Development, is designed to assist an estimated 6,000 eligible New Jersey homeowners return to their homes after Superstorm Sandy in 2012. The State of New Jersey has received an initial \$1,829,520,000 in Community Development Block Grant Disaster Recovery funds to be used to aid the recovery process. \$600,000,000 is dedicated to the RREM program.

Gilbane is providing program oversight and program management services to assist qualified homeowners to navigate through the complex process of rehabilitating or reconstructing homes that were damaged by the storm. These services include –

- ▶ Development of program policies and procedures
- ▶ Homeowner application review
- ▶ Homebuilder pre-qualification
- ▶ Estimates of the cost of repairs and pathway determination for rehab or reconstruct
- ▶ Performing lead base paint and asbestos containing material inspections in existing homes and determining appropriate remediation
- ▶ Development of the scope of work required to rebuild or renovate homes
- ▶ Producing new home and renovation designs including HUD housing quality standards
- ▶ Environmental permitting and zoning approval
- ▶ Managing any required bidding process
- ▶ Homebuilder / homeowner contract preparation
- ▶ Construction oversight and quality assurance/control
- ▶ Homebuilder safety oversight
- ▶ Additional documentation and compliance services
- ▶ Managing and reporting HUD Section 3 compliance

The contract's duration is for a minimum of two years, with the option of up to three one-year extension.

PROJECT INFORMATION

Project Square Feet:
Various

Construction Cost:
\$Confidential

Completion Date:
June 2015 (minimum)

Delivery Method:
Program Management

References:

Mr. Steve Grady, Assistant Director for Housing Recovery Programs, NJ Department of Community Affairs
T: 609-633-6671
stephen.grady@dca.state.nj.us

Mr. Paul Marcus, Acting Director of Procurement and Legal for Sandy Recovery Division, DCA
T: 267-209-0450
paul@marcusreinvest.com



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

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.

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.

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

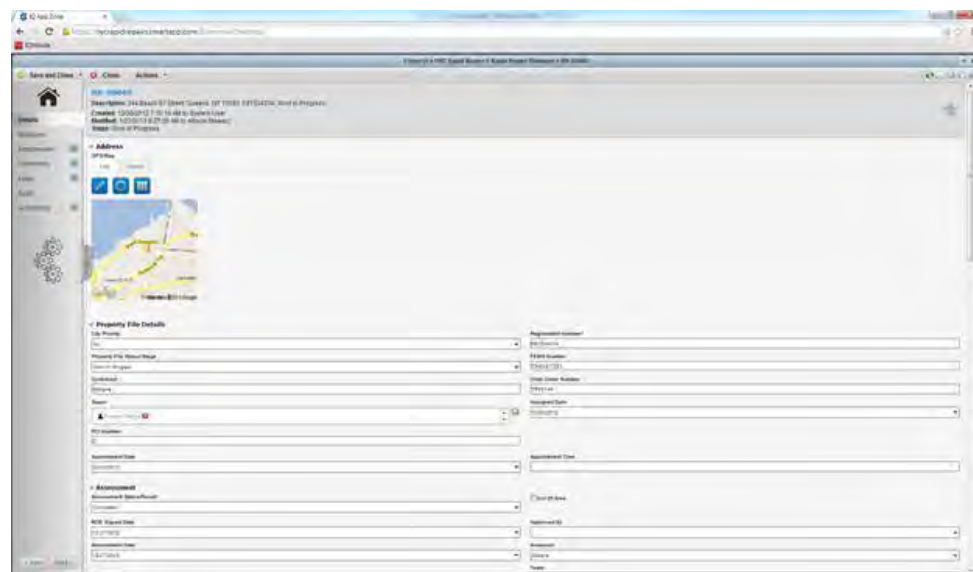
To address the immediate needs of those seriously impacted by the damage caused by the storm, the City of New York needed to develop a program to respond quickly and efficiently to ensure people had a habitable circumstance particularly given the impending winter weather conditions. Both the magnitude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

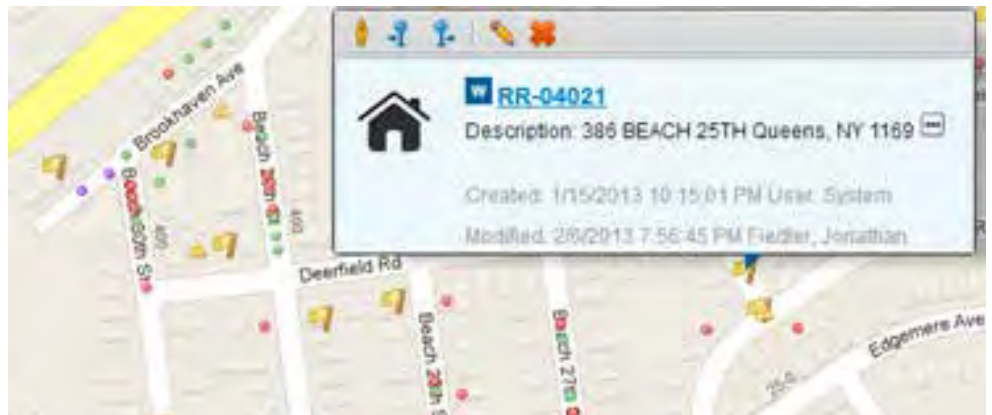
A project of this scope and magnitude required reliable workflow and data management from project inception to ensure the swift and accurate completion of such a high volume of projects, which we were able to meet using iBuild. Developed in-house, iBuild is a proven, project management tool, which allowed 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.

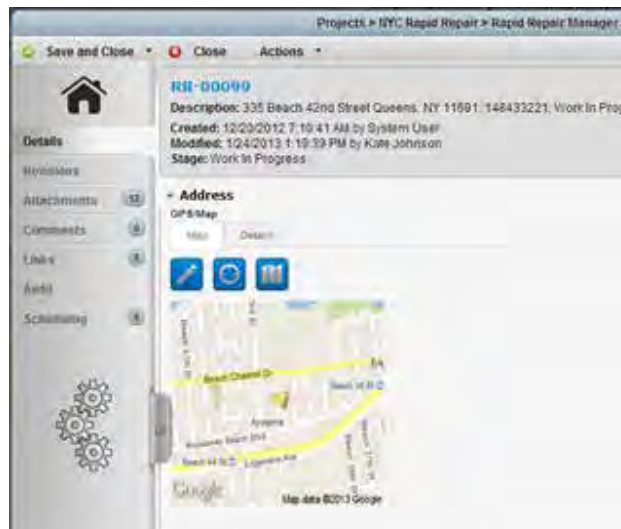


Customized workflows allowed team members to communicate progress efficiently.

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 facilitate communication among team members and help them make informed decisions.

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, as well as being involved in the recent Superstorm Sandy New York City Rapid Repairs Program. Most recently, Gilbane has been involved in the RREM Program in New Jersey, where as the sole New Jersey based firm we are continuing to earn the trust of the State alongside rebuilding our neighbors homes.

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 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. Mobilization 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. In addition to our current role in the management of the RREM 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 RREM Program 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 RREM Program at the management level, and 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 RREM Program, 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. Outside of the RREM Program, our additional 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

In addition to our ongoing RREM Program work, the recently completed NYC Rapid Repairs 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

In addition to successfully managing the environmental process of the RREM Program, 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
 - Infrastructure Restoration
 - Economic revitalization
- ▶ Eligible activities include
 - 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
 - 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 York could track costs on the project we developed a cost control program.

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
 - 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

In addition to our ongoing work with the State of New Jersey through the RREM Program, 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 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
 - Identify solutions to long lead time equipment orders

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

HUD and FEMA Experience

Through the RREM Program, we have developed key relationships and understanding of HUD and FEMA policies and procedures. Outside of the ongoing RREM Program, 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 Southern 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

As CDBG funded program, RREM serves to eliminate any learning curve with federal regulations. The integration of key team members from the RREM to the LRRP Program will ensure this is the case throughout the life of the program. Additionally, 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

Our 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

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.

MBP

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 on the Gilbane team for the RREM Program, and working side by side with Gilbane on 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
jack.m.hunt@gmail.com
- 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

Preferred

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.

PCM will bring the in-place lessons learned and best practices from the RREM program, where they are currently working as part of the Gilbane team.

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

Armand

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.

Armand Corporation will bring the in-place lessons learned and best practices from the RREM program, where they are currently working as part of the Gilbane team.

Firm references:

1. **New Jersey Schools Development Authority**
Mr. Joseph Van Story, Director of Contract Management
(609) 943-5955
2. **Philadelphia School District**
Mr. Joe Joseph, Director of Design and Construction
(215) 400-4730
jjoseph@philasd.org
3. **Camden Diocese**
Mr. Curtis Johnson, Jr., Executive Director
(856) 342-4101 / (856) 342-4125
Curtis.Johnson@camdendiocese.org

DISCLOSURE

Gilbane has no current or past business relations with the contractor providing service on State Contract G-8034 Consulting: Disaster Recovery, G8037 Housing Strategic Advisor, or any other consultant providing consulting services on disaster recovery services.

Gilbane and our affiliates or subcontractors will not be participating in the LRRP program as homebuilders. Further, no firm in which Gilbane or our principals have interests in will be participating in the LRRP or RREM programs as homebuilders.

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 management of the LRRP program is the two-way electronic transfer of application data between Gilbane and the SSHIP Contractor. In order to expedite this electronic transfer, Gilbane is recommending the following:

- ▶ Utilize and build upon the systems established in the RREM Program to incorporate the additional data fields required for the LRRP Program.
- ▶ Possible co-location of key Gilbane IT personnel at the SSHIP office in either Trenton or Newark, New Jersey. 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 RREM Program and the Hurricane Sandy Rapid Repairs Program in New York City, and discuss how they can be applied to this assignment.

APPENDIX

Included in this section are the completed reference forms:

- ▶ Ownership Disclosure Form
- ▶ Disclosure of Investigations and Other Actions Involving Bidder Form
- ▶ Disclosure of Investment Activities in Iran
- ▶ Certification of MacBride Principles and Northern Ireland Act of 1989
- ▶ Subcontractor Utilization Form
- ▶ New Jersey's Standard Terms and Conditions (must sign last page of the document)
- ▶ Source Disclosure Certification Form
- ▶ Statement certifying that there are no conflicts of interests
- ▶ Two-Year Chapter 51/EO 117 Vendor Certification and Disclosure of Political Contributions
- ▶ Affirmative Action Employee Information Report
- ▶ New Jersey Business Registration
- ▶ Insurance Certificate (prior to award)
- ▶ Financials*

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Proposal

COST QUOTE FOR MANAGEMENT OF THE LANDLORD RENTAL REPAIR PROGRAM FOR THE STATE OF NEW JERSEY DEPARTMENT OF COMMUNITY AFFAIRS RFQ#816290S

TRENTON, NEW JERSEY

September 4, 2013

Gilbane Building Company

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Section 1

Executive Summary pgs. 3-4

Section 2

Administrative Requirements pg. 5

Section 3

Cost Schedules pgs. 6-9
Other Direct Costs



EXECUTIVE SUMMARY ³

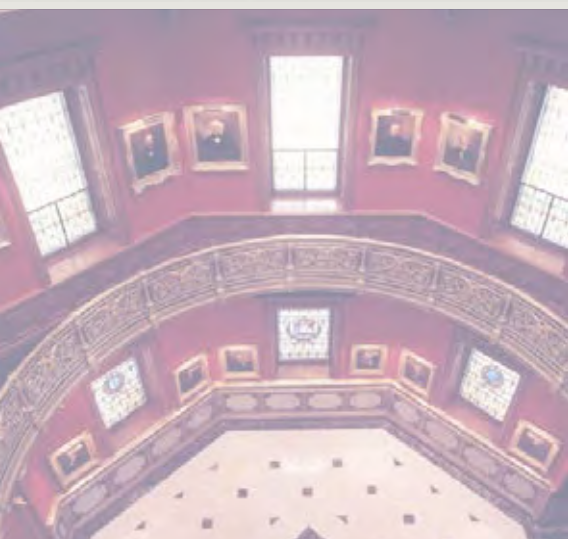
The Gilbane cost quote is all inclusive based on the requirements of the RFQ and encompasses all personnel and associate responsibilities as defined in our proposal. We have utilized the Bidding Assumptions as outlined in the RFQ and applied those to our technical approach, staffing levels, and related costs expected to be incurred.

Our team has taken its lessons learned and best practices, not only from the ongoing RREM Program with the State of New Jersey, but also from other similar disaster recovery assignments, including those where rental properties were a component or focus, and applied this to determine the level of personnel and associated effort that is required in order to successfully manage this LRRP Program.

Once the above was completed, Gilbane matched positions to both our existing GSA rate schedule and our current RREM program task orders to determine final pricing. Added to the staff costs were direct costs as defined in the RFQ and broken down on the following pages as well as travel costs in order to correctly manage and complete the work. There are multiple cases such as office space, supplies, and equipment where efficiencies can be realized through reduced costs in the RREM Program. We felt it necessary to allocate costs in this submission, but a significant savings will be shown on future RREM billings.

Gilbane is offering to the State discounted hourly rates on 100% of the positions contained in our GSA rate schedule. With regard to our program full-time-equivalents, every single body assigned to this Program is currently based in New Jersey, resulting in reduced travel, transportation and living expenses. Lastly, this New Jersey based team and leadership consistency from the RREM Program offers the State a minimal ramp-up expense in terms of new hires, learning curve, or program initiation.

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 LRRP entities, as well as the various subcontractors and builders 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.



- As the sole New Jersey based firm in the RREM Program, Gilbane is poised to expand on our current role and continue the positive relationship and dedication to the State while leading the LRRP Program.
- The in-place lessons learned and best practices from the ongoing RREM Program and the recently completed Superstorm Sandy Rapid Repairs Program in New York City where Gilbane restored over 1,500 storm related homes and multi-unit rental properties to a habitable state within four (4) months from contract award to completion.
- The seamless transition and overlap of multiple key personnel, including team leaders, from the RREM Program who will have absolutely no learning curve in the start-up and execution of the LRRP Program. This ensures that key relationships with the State's parties have previously been established, lines of communication are already in existence, and a level of trust is by now prevalent.
- A team of a Prime Contractor (Gilbane) and multiple subcontractors who have worked together for in excess of 20 years, including the ongoing RREM Program. This will ensure seamless interface, communication and continuity within our project team.
- A team of Prime Contractor (Gilbane) 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 sole LRRP Contractor. As the nation's 5th oldest builder, Gilbane has been in continuous business for 140 years and has in excess of 3,000 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 500 construction professionals with direct proximity to the State of New Jersey.
- A team with directly relevant FEMA Disaster Recovery experience that goes beyond the RREM Program and New York City 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 .53 that is well below 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 \$900 million. These include projects such as the RREM Program, 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.

ADMINISTRATIVE REQUIREMENTS

Certification Statement

We hereby certify 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: September 4, 2013

Signature:



COST SCHEDULES

Please refer to the following pages for our Cost Schedule and Other Direct Costs.

Exhibit 6 Cost Quote - RFQ Management of the Landlord Rental Repair Program

Cell to be completed by Bidder
Protected Cells

Firm Name: **Gilbane Building Company**

Cost Quote for: Year 1	Staffing Category	Equivalent GSA Staffing Category	GSA or Better Hourly Billing Rate (\$)	Section 3.1.1 Start Up - Administrative Preparatio and Budgeting		Section 3.1.2 Landlord Rental Repair Program MIS System		Section 3.1.3 Application Review and Processing and Reimbursement Validation		Section 3.1.4 Construction Management		Section 3.1.5 Quality Assurance / Quality Control		Section 3.1.6 Appeals		Section 3.1.7 Compliance and Monitoring		Section 3.1.8 Issue Tracking and Fraud, Waste and Abuse Coordination		Section 3.1.9 Document Management and Records Retention		Section 3.1.10 Accounting and Reporting		Total Hours Per Staff Category	Total \$ Per Staff Category		
				Hours	Amount (\$)	Hours	Amount (\$)	Hours	Amount (\$)	Hours	Amount (\$)	Hours	Amount (\$)	Hours	Amount (\$)	Hours	Amount (\$)	Hours	Amount (\$)	Hours	Amount (\$)						
	Program Chief Executive	Principle	\$270.14	9	\$2,431.26		\$0.00	54	\$14,587.56	36	\$9,725.04		\$0.00		\$0.00		\$0.00	9	\$2,431.26		\$0.00		\$0.00	108	\$29,175.12		
	Program Manager	Principle	\$198.64	168	\$33,371.52		\$0.00	1,032	\$204,996.48	696	\$138,253.44		\$0.00		\$0.00		\$0.00	184	\$36,549.76		\$0.00		\$0.00	2,080	\$413,171.20		
	Construction Manager				\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00		
	Eligibility Manager				\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00		
	Information Technology Manager	Sr. Project Engineer I	\$90.01	168	\$15,121.68	1,912	\$172,099.12		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00	2,080	\$187,220.80		
	Subcontracts Manager				\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00		
	Budget & Financial Manager	Principle	\$198.37	8	\$1,586.96		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00	88	\$17,456.56	96	\$19,043.52		
	Communications Director				\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00		
	Chief Legal Counsel				\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00		
	Facilities and Equipment Manager				\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00		
	Cost Estimator				\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00		
	Other	Sr. PM II - Est. & Qa	\$142.98	168	\$24,020.64		\$0.00	1,032	\$147,555.36	696	\$99,514.08		\$0.00		\$0.00		\$0.00	184	\$26,308.32		\$0.00		\$0.00	2,080	\$297,398.40		
	Other	Sr. PM I-Fld Mngr.&Sch	\$142.98		\$0.00		\$0.00	880	\$125,822.40	1,200	\$171,576.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00	2,080	\$297,398.40		
	Other	Principle	\$241.53	9	\$2,173.77		\$0.00	54	\$13,042.62	36	\$8,695.08		\$0.00		\$0.00		\$0.00	9	\$2,173.77		\$0.00		\$0.00	108	\$26,085.24		
	Other	Principle	\$198.34	9	\$1,785.06		\$0.00	54	\$10,710.36	36	\$7,140.24		\$0.00		\$0.00		\$0.00	9	\$1,785.06		\$0.00		\$0.00	108	\$21,420.72		
	Other	Sr. Proj. Eng II - Acct	\$127.85	168	\$21,478.80		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00	1912	\$244,449.20	2,080	\$265,928.00		
	Other	Project Assistant - Call C	\$37.60		\$0.00		\$0.00	880	\$33,088.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00	880	\$33,088.00		
	Other	Project Assistant	\$37.60		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00	2,080	\$78,208.00		\$0.00	2,080	\$78,208.00		
	Other	Project Assistant - Doc	\$37.60		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00	2,080	\$78,208.00		\$0.00		\$0.00	2,080	\$78,208.00		
	Other	PX I - Safety	\$107.95		\$0.00		\$0.00		\$0.00	64	\$6,908.80		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00	64	\$6,908.80		
	Other	PX I - IT	\$131.80	168	\$22,142.40		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00	168	\$22,142.40		
	Other	PX I - HUD Coord	\$145.85		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00	468	\$68,257.80		\$0.00		\$0.00		\$0.00		\$0.00	468	\$68,257.80		
	Other	PX I - Qa/Qc	\$145.85		\$0.00		\$0.00		\$0.00		\$0.00	1,440	\$210,024.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00	1,440	\$210,024.00		
	Other	Principle - Prgm Mangr	\$222.21	168	\$37,331.28		\$0.00	352	\$78,217.92	176	\$39,108.96		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00	696	\$154,658.16		
	Other	Sr. PM I-Reim.&Appeals	\$142.98		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00	1,384	\$197,884.32		\$0.00		\$0.00		\$0.00		\$0.00	1,384	\$197,884.32		
	Other	Estimator II-Est.&Insp.	\$104.74		\$0.00		\$0.00	7,920	\$829,540.80	6,696	\$701,339.04		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00	14,616	\$1,530,879.84		
	Other	Pgrm. Chf. Exec.	\$270.14	8	\$2,161.12		\$0.00	48	\$12,966.72	32	\$8,644.48		\$0.00		\$0.00		\$0.00	8	\$2,161.12		\$0.00		\$0.00	96	\$25,933.44		
	Other	Principle	\$198.34	8	\$1,586.72		\$0.00	48	\$9,520.32	32	\$6,346.88		\$0.00		\$0.00		\$0.00	8	\$1,586.72		\$0.00		\$0.00	96	\$19,040.64		
	Other				\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00		
	Other				\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00		
	Other				\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00		
	Other				\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00		
	Total Other Direct Cost			1059	\$165,191.21	1912	\$172,099.12	12354	\$1,480,048.54	9700	\$1,197,252.04	1440	\$210,024.00	1384	\$197,884.32	468	\$68,257.80	411	\$72,996.01	4160	\$156,416.00	2000	\$261,905.76	0	\$0.00	34888	\$3,982,074.80
	Total Travel Cost	\$178,413.00			\$45,000.00			\$70,000.00		\$223,944.00									\$16,667.00						\$355,611.00		
	In accordance with Section 3.4 of the RFQ. Must attach detailed budget for the total cost with the RFQ.				\$210,191.21		\$172,099.12		\$1,550,048.54		\$1,421,196.04		\$210,024.00		\$197,884.32		\$68,257.80		\$72,996.01		\$173,083.00		\$261,905.76	\$0.00	Grand Total	\$4,516,098.80	

Exhibit 6 Cost Quote - RFQ Management of the Landlord Rental Repair Program

Cell to be completed by Bidder
Protected Cells

Firm Name: Gilbane Building Company

Cost Quote for: Year 2	Staffing Category	Equivalent GSA Staffing Category	GSA or Better Hourly Billing Rate (\$)	Section 3.1.1 Start Up - Administrative Preparation and Budgeting		Section 3.1.2 Landlord Rental Repair Program MIS System		Section 3.1.3 Application Review and Processing and Reimbursement Validation		Section 3.1.4 Construction Management		Section 3.1.5 Quality Assurance / Quality Control		Section 3.1.6 Appeals		Section 3.1.7 Compliance and Monitoring		Section 3.1.8 Issue Tracking and Fraud, Waste and Abuse Coordination		Section 3.1.9 Document Management and Records Retention		Section 3.1.10 Accounting and Reporting		Total Hours Per Staff Category	Total \$ Per Staff Category			
				Hours	Amount (\$)	Hours	Amount (\$)	Hours	Amount (\$)	Hours	Amount (\$)	Hours	Amount (\$)	Hours	Amount (\$)	Hours	Amount (\$)	Hours	Amount (\$)	Hours	Amount (\$)	Hours	Amount (\$)					
	Program Chief Executive	Principle	\$270.14		\$0.00		\$0.00		\$0.00	63	\$17,018.82		\$0.00		\$0.00		\$0.00	9	\$2,431.26		\$0.00		\$0.00	72	\$19,450.08			
	Program Manager	Principle	\$198.64		\$0.00		\$0.00		\$0.00	1,216	\$241,546.24		\$0.00		\$0.00		\$0.00	176	\$34,960.64		\$0.00		\$0.00	1,392	\$276,506.88			
	Construction Manager				\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00			
	Eligibility Manager				\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00			
	Information Technology Manager	Sr. Project Engineer I	\$90.01		\$0.00	1,392	\$125,293.92		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00	1,392	\$125,293.92			
	Subcontracts Manager				\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00			
	Budget & Financial Manager	Principle	\$198.37		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00	64	\$12,695.68	64	\$12,695.68			
	Communications Director				\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00			
	Chief Legal Counsel				\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00			
	Facilities and Equipment Manager				\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00			
	Cost Estimator				\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00			
	Other	Sr. PM II - Est. & Qa	\$142.98		\$0.00		\$0.00		\$0.00	1,216	\$173,863.68		\$0.00		\$0.00		\$0.00	176	\$25,164.48		\$0.00		\$0.00	1,392	\$199,028.16			
	Other	Sr. PM I-Fld Mngr.&Sche	\$142.98		\$0.00		\$0.00		\$0.00	1,392	\$199,028.16		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00	1,392	\$199,028.16			
	Other	Principle	\$241.53		\$0.00		\$0.00		\$0.00	63	\$15,216.39		\$0.00		\$0.00		\$0.00	9	\$2,173.77		\$0.00		\$0.00	72	\$17,390.16			
	Other	Principle	\$198.34		\$0.00		\$0.00		\$0.00	63	\$12,495.42		\$0.00		\$0.00		\$0.00	9	\$1,785.06		\$0.00		\$0.00	72	\$14,280.48			
	Other	Sr. Proj. Eng II - Acct	\$127.85		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00	1392	\$177,967.20	1,392	\$177,967.20			
	Other	Project Assistant - Call C	\$37.60		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00			
	Other	Project Assistant	\$37.60		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00	704	\$26,470.40	704	\$26,470.40			
	Other	Project Assistant - Doc C	\$37.60		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00	1,392	\$52,339.20		\$0.00		\$0.00	1,392	\$52,339.20			
	Other	PX I - Safety	\$107.95		\$0.00		\$0.00		\$0.00	64	\$6,908.80		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00	64	\$6,908.80			
	Other	PX I - IT	\$131.80		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00			
	Other	PX I - HUD Coord	\$145.85		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00	96	\$14,001.60		\$0.00		\$0.00		\$0.00		\$0.00	96	\$14,001.60			
	Other	PX I - Qa/Qc	\$145.85		\$0.00		\$0.00		\$0.00		\$0.00	320	\$46,672.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00	320	\$46,672.00			
	Other	Principle - Prgm Mangr	\$222.21		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00			
	Other	Sr. PM I-Reim.&Appeals	\$142.98		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00	1,392	\$199,028.16		\$0.00		\$0.00		\$0.00		\$0.00	1,392	\$199,028.16			
	Other	Estimator II-Est.&Insp.	\$104.74		\$0.00		\$0.00		\$0.00	4,176	\$437,394.24		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00	4,176	\$437,394.24			
	Other	Pgrm. Chf. Exec.	\$270.14		\$0.00		\$0.00		\$0.00	56	\$15,127.84		\$0.00		\$0.00		\$0.00	8	\$2,161.12		\$0.00		\$0.00	64	\$17,288.96			
	Other	Principle	\$198.34		\$0.00		\$0.00		\$0.00	56	\$11,107.04		\$0.00		\$0.00		\$0.00	8	\$1,586.72		\$0.00		\$0.00	64	\$12,693.76			
	Other				\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00			
	Other				\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00			
	Other				\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00			
	Other				\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00			
	Total Other Direct Cost				0	\$0.00	1392	\$125,293.92	0	\$0.00	8365	\$1,129,706.63	320	\$46,672.00	1392	\$199,028.16	96	\$14,001.60	395	\$70,263.05	2096	\$78,809.60	1456	\$190,662.88	0	\$0.00	15512	\$1,854,437.84
	Total Travel Cost	\$89,207.00																								\$89,207.00		
	In accordance with Section 3.4 of the RFQ. Must attach detailed budget for the total cost with the RFQ.				\$0.00	\$125,293.92	\$30,000.00	\$1,225,682.63	\$46,672.00	\$199,028.16	\$14,001.60	\$70,263.05	\$87,142.60	\$190,662.88	\$0.00	Grand Total											\$2,077,953.84	

Other Direct Costs

FIELD OFFICE SUPPORT				
9/01/13 thru 5/01/15				
Description	Quantity	Unit	Rate	TOTAL
FIELD OFFICE				
Filed Office Rent	1,000	SF	45	45,000
FIELD OFFICE EQUIPMENT				
Copy Machine	18	Mo	720	12,960
Furniture	5	Stat	1,250	6,250
Mailing Machine & Scale	18	Mo	75	1,350
Telephone System	5	Stat	226	1,130
Computer Network Server & Wiring	5	Stat	126	630
PC/Printer/MS Office	5	Mo	5,570	27,850
Laptops	10	Ea.	2,435	24,350
Exactimate	10	Ea.	1,500.00	15,000
FIELD OFFICE EXPENSE				
Bottled Water	18	Mo	80	1,440
Textura CPM Software	1	Ea.	3,500	3,500
Miscellaneous Blueprinting	18	Mo	250	4,500
Postage, Shipping & Express	18	Mo	1,330	23,940
Records Transport/Retention	1	Est	25,000	25,000
Stationary, Paper & Supplies	18	Mo	2,760	49,680
Telephone Service & Long Distance	18	Mo	1,990	35,820
Cell Phones	144	Mo	80	11,520
JOB TRAVEL EXPENSE				
Temporary Living Expense	1	Allow	50,000	50,000
ADDITIONAL COST ITEMS (per RFP)				
ACM Sample testing	1	Allow	75,000	75,000
LEAD based paint sample testing	1	Allow	75,000	75,000
TOTAL FIELD OFFICE SUPPORT COST				489,920