

Response to Engagement Query

EQ2015-002-P3 – Department of Environmental Protection – Rebuild by Design Contracts

Prepared for:

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Table of Contents

I.	Introduction.....	1
A.	Thacher’s Experience on HUD CDBG-Funded Projects.....	2
B.	Thacher is a Recognized Leader in the Integrity Monitoring Industry	3
C.	Thacher’s <i>Intelligence Driven Approach</i> , Organizational Efficiencies, and Leveraging Abilities	4
II.	Technical Approach.....	5
A.	Task A – Kick-off Meeting	6
B.	Task B – Review Financial, Procurement and Administrative Processes	6
C.	Tasks C, D, and E – Review Construction Management Firm’s Plans for Day-To-Day Oversight; Review the Invoice and Payment Process; Provide Ongoing Quality Assurance/Quality Control.....	8
D.	Task F – Deliverables	11
III.	Contract Schedule	12
IV.	Cost Quote	12
V.	Summary of Firm’s CDBG, FEMA and Federal Program Experience.....	12
A.	Governor’s Office of Storm Recovery – State of New York	13
B.	City of New York Rapid Repair Program	13
C.	State of New Jersey Superstorm Sandy Integrity Monitoring Program	14
VI.	Current Disaster Recovery Engagements.....	14
VII.	Subcontractor Utilization	16
VIII.	Proposed Staff & Resumes.....	16
IX.	Verification and Conclusion	18

Exhibit A – Price Proposal Form

Exhibit B – Resumes

I. Introduction

Thacher Associates, LLC (Thacher) appreciates the opportunity to submit a proposal to serve as Integrity Monitor for the Department of Environmental Protection – Rebuild by Design Contracts (Project).

According to the December 21, 2015, Engagement Query as amended, the Department of Treasury (Treasury) on behalf of the Department of Environmental Protection, Office of Flood Hazard Risk Reduction Measures (NJDEP) is seeking quotes for a prequalified contractor from Group 3: Integrity Oversight Monitor and Anti-Fraud to serve as NJDEP’s integrity oversight and anti-fraud monitor pursuant to P.L. 2013, Chapter 37 (N.J.S.A. § 52:15D-1).

In addition to providing NJDEP with Thacher’s industry leading methodologies and expertise in Integrity Monitoring, we are pleased to bring to this engagement extensive environmental engineering knowledge through our subcontractor, WCD Group LLC (“WCD”).

WCD, based in New Jersey, is a sophisticated environmental and construction risk management company offering pragmatic and innovative solutions at pivotal points in the project to solve complex issues affecting the real estate, construction, insurance, and legal arenas across all phases of the Project Life Cycle. WCD provides consulting, oversight, monitoring, risk management, and construction management of the performance of environmentally related construction projects, environmental remediation and emergency response efforts. WCD has been providing Sandy recovery services in New York continuously since the day after the storm, including work for the NY Governor’s Office for Sandy Recovery program(s), among others. Their work included over 500 ESA’s, environmental inspections of over 750 properties as well as environmental Construction Management of restoration and rebuild work.

Thacher has been a leader in providing integrity monitoring services for all of its 18-year existence. Our public-sector and private-sector clients seek us out for complex and sophisticated integrity monitoring engagements and we have never failed to perform those assignments successfully. We use a combination of innovative problem solving and effective implementation, informed by the experience and expertise of our staff, to address the challenges that we are tasked with solving and we do not accept a result other than success. We know how to establish transparency and accountability in business transactions. We are constantly evaluating and reevaluating tactics and strategies and developing innovative technology-based tools to make us more effective and less costly.

The following three key points demonstrate why we are uniquely qualified to serve as Integrity Monitor for the NJDEP:

- We have substantial knowledge of the Department of Housing and Urban Development (HUD) Community Development Block Grant - Disaster Relief (CDBG-DR) funds, and experience with state and local procurement processes;
- We are a recognized leader in the integrity monitoring industry; and

- We employ an *Intelligence Driven Approach* that leverages our longstanding knowledge of the construction industry to create organizational efficiencies and streamlined management of our engagements.

A. Thacher's Experience on HUD CDBG-Funded Projects

Through our work on CDBG funded projects, as well as prior and current New Jersey disaster recovery projects, we have gained a thorough understanding of the complex federal, State and local laws and regulations that govern disaster recovery, rebuilding, and resiliency in New Jersey. The federal funding of the Sandy-related rebuilding projects creates specialized demands as these projects must comply with federal requirements applicable to procurement and other key aspects of the projects. We have substantial experience monitoring construction projects that have received federal funding from CDBG, and will be able to discharge this function seamlessly.

We understand the local and state regulatory and administrative requirements, including the New Jersey Local Public Contracts Law. We understand environmental rules and regulations and are one of the few firms that employ in-house environmental engineers and therefore do not have to subcontract such work out. We understand what the State of New Jersey does and does not need as it embarks on monitoring this important project, and, most importantly, how to meet those needs.

We have extensive experience in monitoring the integrity of Sandy-funded construction and are currently monitoring several hundred-million dollars in Sandy-related recovery and resiliency projects. In addition to monitoring the first two New Jersey Superstorm Sandy monitoring projects, we are the only firm to hold Sandy-related contracts for the major area agencies including, the Port Authority of New York and New Jersey, New Jersey Transit, the Metropolitan Transportation Agency, the City of New York, and New York's Governor's Office of Storm Recovery. Our work and successes on this engagement are described in more detail below.

Many of our current tasks on our Sandy-related engagements are substantially similar and directly applicable to monitoring the work contemplated by the Project, and demonstrate that we have the experience and capability to make us a successful and cost-effective integrity monitor on the Project. For example, as Integrity Monitor for both the Cities of Elizabeth and Perth Amboy's Superstorm Sandy Recovery Projects, we would bring to this engagement some important lessons learned, such as encouraging the general contractor and other trade contractors to be present at the kick-off meetings, keeping a close eye on material and product substitution concerns, and ensuring the project has appropriate oversight to distinguish between CDBG funded and NJDEP-funded parts of the project.

In addition to our familiarity with these New Jersey projects, we have reviewed all of the publicly available information on this Project, the status of the designs and studies, and the proposed contract types and firms already awarded parts of the project.

Based on our review and research, we have already considered some preliminary risks involved in this Project. Since the contracts that will be monitored in this phase of the contract relate to design, construction administration, feasibility studies and environmental impact studies, the reviews

performed will focus heavily on paper reviews. From ensuring the proper billing of design professionals to confirming studies comply with all state and federal regulations and are performed by qualified individuals, our reviews will focus on areas that we have found issues with in the past.

Specific to Environmental Impact Statements (EIS), it will be critical that all state and federal requirements are met and tasks actually performed. There is always an inherent risk, when testing needs to be performed, that corners will be cut in order to save time and money. This risk is enhanced when the contract is a lump sum, as both the EIS contracts are. Spot reviews of reports submitted during the process and reviews of the personnel performing the work are few tasks that can be performed to ensure the DEP is getting what they paid for.

When the task orders under the CMF's IDIQ contract are issued, it will be critical to understand the structure of the billing practices within the task order. Depending on how they are structured, there may be a need for extra scrutiny of the billing of staff. Hours billed by design professionals may be assigned 100% to a task order when in reality their time was split between several task orders or even unrelated project. Tracking of billing by all staff involved on each task order will be critical to control costs and prevent overbilling and the need for additional funding and change orders.

Finally, we have previously monitored AECOM, Hill International, Louis Berger, HAKS, and Jay Shapiro & Associates and are familiar with each monitored entities' means and methods.

B. Thacher is a Recognized Leader in the Integrity Monitoring Industry

Thacher originated the discipline of Integrity Monitoring approximately 18 years ago and today remains its leader in both the public and private sectors throughout the New Jersey and New York area. No other integrity monitoring firm has close to the experience on construction projects as has Thacher. Indeed, the combined experience of all the other integrity monitoring firms may not equal our experience on such engagements. Most importantly, we are aware of no other firm whose principals were leaders in the development of integrity monitoring and supervising monitorships during their service as public officials overseeing public construction. We have sat in the same place the State Comptroller and the State Treasurer now sit with the challenge of supervising monitors assigned to protect multi-million-dollar public works programs. We understand the fine line and delicate balance between the operational needs of a governmental agency and an integrity monitor's mandate. We understand how to work effectively as an arm of the State Comptroller and the Attorney General. As former Comptroller Boxer noted in his address on September 17, 2013, we understand the importance of establishing independence from the entities that are being monitored and at the same time ensuring the project remains on-time and on-budget.

Successful integrity monitors must contain legal, accounting, investigative, engineering, environmental and construction experts, all of whom operate as a multi-disciplinary and integrated team. Law firms, engineering firms, and accounting firms, while skilled, do not possess the full range of expertise necessary to successfully monitor these projects. We do. We have on staff lawyers, most former prosecutors, all with experience leading investigations into corruption and fraud; forensic engineers, trained and experienced in the detection and prevention of construction fraud; forensic auditors, including Certified Public Accountants, again, all trained and experienced in the detection

and prevention of construction fraud; and investigators with decades of law enforcement experience. No other integrity monitoring firm has all of these needed disciplines on staff, in the numbers that Thacher has, all of whom understand how to detect, investigate, and remediate fraud, waste and abuse.

The breadth of our experience has provided us with extraordinary knowledge of the construction industry and the participants in it – knowledge that distinguishes us from most other firms that seek to provide integrity monitoring services. One of the most difficult and potentially derailing challenges faced by any integrity monitor is how to establish effective working relationships and the requisite trust with all parties involved in the project. It can be difficult and time consuming to convince project participants on the operational side that the integrity monitor is there to help – not to play cop – and that it is indeed capable of helping.

We have performed many dozens of integrity monitoring engagements. This has provided us with valuable knowledge of lessons learned and informed our understanding of current problems and regulatory focuses and enables us to focus our services in a manner that gets ahead of the curve and avoids problems. Our understanding of the latest fraudulent schemes and artifices used to victimize project owners and developers enables us to focus our services in a manner that assists the owner in preventing fraud, and in detecting fraud when it occurs. Our integrity monitoring work produces tangible benefits and we have brought to our projects institutional reforms that have improved the projects' integrity controls. Substantial cost savings have resulted from our work. And while we seek to prevent fraud, waste, and abuse, our work has detected malefactors and contributed to successful prosecutions.

Recently, Treasury commented that our team “brings with it decades of experience in the integrity monitoring industry,” and has “extensive experience on large construction projects.” Further, we demonstrated “a quick mobilization plan” and a “detail oriented and intensive project management approach.” As Treasury noted, Thacher is “a contractor that knows Integrity Monitoring and understand the details of the industry.”

C. Thacher's *Intelligence Driven Approach*, Organizational Efficiencies, and Leveraging Abilities

Based on our years of experience in the integrity monitoring industry, Thacher understands that our clients have limited resources. We know that while we should not monitor every transaction on every project, we can target our work to focus on those activities or transactions most susceptible to the most damaging risks. The way in which Thacher is able to accomplish our objectives successfully, even in the face of limited resources, is because our Integrity Monitoring Programs are based on an *Intelligence Driven Approach* that is designed to identify the areas of greatest integrity risk to a project (both in terms of impact and likelihood of occurrence), understand the controls in place to mitigate those risks, and then focus our efforts on those risks that are most likely to occur and have an unacceptable negative impact to a project's schedule, budget or reputation.

Our *Intelligence Driven Approach* leverages our longstanding knowledge of the construction industry and its participants – construction managers, general contractors, design firms, trade contractors,

specialty contractors, consultants, and with the many regulatory and law enforcement agencies that operate in that industry. Using the knowledge gained from our *Intelligence Driven Approach*, we are able to perform a risk assessment that also includes information specific to and characteristic of the project to be monitored. These data points are analyzed by our multi-disciplinary legal, accounting, engineering, investigative and analyst staff in the context of the specific controls for the project, concluding in the development of a monitoring work plan that focuses on the areas of greatest risk to the project and our sponsor. Our *Intelligence Driven Approach* and detailed monitoring work plans ensure our clients will not waste their limited resources on areas of minimal concern or risk, while maximizing coverage on those risks most likely to derail, delay or embarrass.

Thacher's heavy organizational focus on providing integrity monitoring services in the construction industry enables us to provide well-informed services that are more knowledgeable than what other monitors could possibly provide. Our knowledge arises from several sources that will be found in combination in no other proposer, including:

- our 18 years providing construction monitoring and conducting forensic investigations of construction activities and supporting related litigation keeps us current with means and methods, trends, and new schemes;
- our proprietary database of construction industry information, which has been formed over the course of three decades, and which is updated daily;
- our substantial in-house technical expertise from nearly 50 professional staff, based in part on our unique focus in joining together experienced investigators with qualified and forensically-trained technical experts;
- our staff's ability to expand and contract in accordance the with needs of our clients; and
- our unique informants and sources of information - throughout the industry, media, academia, regulatory authorities, and law enforcement agencies - that we have developed in the course of our many years spent conducting investigations, managing integrity monitoring engagements, and solving integrity problems in the construction industry.

We can provide organizational efficiencies because of the varied and experienced professional resources we have for integrity monitoring engagements. We have an integrated in-house team of all the disciplines required and proven systems for organizing, directing, and ensuring the quality of those teams.

II. Technical Approach

Our technical approach focuses on practicality and real-world solutions, emphasizing site presence to determine what is actually happening on the project. As described above, our years of experience in integrity monitoring coupled with our *Intelligence Driven Approach* enable us to target project-specific risks to prevent wasting resources in areas that do not warrant intense scrutiny. Our recommended approach in meeting the Scope of Work requirements begins with a review of the current policies and procedures to determine if appropriate systems and controls are in place to

ensure compliance with State and federal guidelines, regulations and laws, to ensure the program requirements are met, and finally, to ensure best practices are being implemented to prevent the duplication of benefits, inefficiency, waste, fraud, abuse, malfeasance, and mismanagement of funds. Following this review and during the project's lifespan, we task our skilled forensic engineers, forensic auditors, and trained investigators with monitoring of the contractors' adherence to those enhanced procedures.

We would meet and work with NJDEP officials to address any deficiencies or recommendations for implementing best practices, as we have done for the Cities of Elizabeth and Perth Amboy and New Jersey Transit. We will leverage work already being performed by NJDEP officials to keep costs down. We will work closely with these entities to ensure we are not recreating or replicating their work. Our experiences have proven this approach to be successful. In our Elizabeth and Perth Amboy monitorships, we leveraged the preliminary risk assessments performed by Ernst & Young and coordinated regularly with internal audit, business administration, and other city officials to ensure we were not wasting resources by duplicating efforts. This was evidenced by the reduced cost of each successive risk assessment.

A. Task A – Kick-off Meeting

Thacher will attend a kick-off meeting to discuss the tasks and deliverables for this Project and will provide minutes of the meeting within ten (10) days of the meeting, thus completing Task A. The kick-off meetings that we have conducted for both Elizabeth and Perth Amboy and New Jersey Transit, which included state and city officials, as well as contractors, have been instrumental in getting each project off to an efficient and effective start, enhancing the understanding of all involved and streamlining the time typically wasted in the early stages of coordination of any project.

B. Task B – Review Financial, Procurement and Administrative Processes

For Task B, we will build on our previous experience reviewing financial, procurement, and administrative processes to minimize the time and expense required to perform them on this Project. We will work closely with NJDEP to leverage any completed or anticipated policy and procedure reviews, and control systems analyses already conducted. By building upon the risk assessments already performed on the Elizabeth and Perth Amboy projects and the New Jersey Transit projects, Thacher would have the ability to minimize the time and expense associated with this Task, without sacrificing the quality of work, more so than any other firm.

By reviewing any work already performed, we can quickly and efficiently identify and help implement best practices to provide reasonable assurance that controls placed over monitored activities are adequate, being complied with, and operating effectively. Our primary focus is identifying useful control enhancements in any area with high potential integrity risk, and testing those that are accepted.

We follow a three-step internal procedures and policies reviewing methodology leveraging the expertise of all four of our in-house disciplines. We identify internal controls that provide corruption and racketeering opportunity-blocking mechanisms. We then interview executive management,

operational supervisors and line staff to learn how they say or believe the system works to protect itself. We identify any variations in business procedures and internal controls understanding among managerial and staff personnel and variations between these understandings and written rules. Lastly, we perform spot audits of specific transactions to test how the system actually works. We also determine whether additional systems “disconnects” or red flags may exist.

We conduct the controls review process as a team-building exercise employing our experience and insights and the wisdom and knowledge of operational personnel to accomplish the shared goal of limiting opportunities for waste, fraud and abuse. Our process produces a risk assessment that identifies key integrity risks specific to the project, evaluates the internal controls over these risks, and, where appropriate, makes recommendations for enhancing those controls.

In addition to the review of the controls, we will also perform a procurement review of each contract.

For those contracts yet to be procured, during the solicitation phase, we can review RFPs to ensure proper procedures were followed and not written to favor particular contractors. We can review bidding pools to ensure they were not stacked to steer work to a favored contractor and that competition is adequate. During the bid submission and contract award phase, we can attend bid and best and final offer (BAFO) openings; ensure that proper bid receipt and opening procedures are followed (and when not, we can identify evidence of altered bids or other improprieties); attend scope meetings to ensure that bidders are given the same information to ensure a level playing field; review bids to identify suspicious bidding patterns and other indications of collusion or other integrity breaches; and review award recommendations and decisions or other documentation of the procurement history. We will evaluate the Project’s documentation procedures to see if a contemporaneous record is maintained that memorializes all key activities involved in a procurement decision and demonstrates that the procurement decisions are transparent and follow the proper process. We emphasize throughout that “if it is not documented, it did not happen.” Without vigilant documentation, there can be no transparency and auditability.

Our engineers work closely with the team procurement specialists to evaluate technical issues. We identify subjects for a bid leveling review based on red flags such as contracts not going to the lowest bidder; BAFO process irregularities; too few bidders; sole source contracts; supplemental agreements; and departures from procurement protocol. We review the bid leveling process to evaluate whether procurement policies and procedures were followed, the process was fair and open, and that contract award recommendations were based on best overall value. We can examine the RFP, subcontractor proposals, technical requirements, scheduling, alternates, unit pricing, labor rates, allowances, estimates, CM/GC estimates, and overall implementation of the bid leveling process.

For the contracts that have been procured, we will perform an after the fact review, designed to identify flags of inadequate processes and procedures, the failure to follow adequate processes and procedures, and/or flags of integrity-related issues. While our procurement assessment may touch on numerous other areas, it would essentially focus on the following nine areas:

- The controls in place to protect the process by which firms were selected to submit proposals (including how and by whom firms were selected and/or deselected to bid, and how they were evaluated to ensure that they met standards with respect to financial capacity, experience, safety and integrity);
- Whether thresholds existed with respect to the number of bidders invited to bid;
- Whether independent estimates were developed;
- How RFPs and RFBs were distributed to selected firms;
- How bids and proposals were received, maintained and opened;
- How bids and proposals were reviewed and “leveled”;
- How award recommendations were made;
- The level of documentation surrounding each of the above-referenced processes; and
- Whether there existed an appropriate segregation of duties throughout the procurement process.

At the conclusion of the bidding process, the Commission can be assured the proper procedures were followed ensuring the allocated HUD funds are not jeopardized.

Task B will be completed within 60 days of the kick-off meeting. At the conclusion of Task B, Thacher will produce a risk assessment based on our review of the current policies and procedures and may include recommendations to implement best practices.

C. Tasks C, D, and E – Review Construction Management Firm’s Plans for Day-To-Day Oversight; Review the Invoice and Payment Process; Provide Ongoing Quality Assurance/Quality Control

During these Tasks, our skilled team will review records submitted by the contractors and observe, through on-site inspections, the progress of the work. Some examples of the methodologies we would employ include:

1. Payment Applications/ Requisitions

Keeping costs in line with original budget and estimates is a significant challenge in construction projects. Excessive general conditions costs, scope changes, contingencies and allowances, change orders, and claims are over-budget contributors.

Our forensic accounting approach includes analysis of requisitions and supporting documentation, including billings for self-performed work, general conditions and other direct costs, supervisory labor, material and equipment billings.

Thacher's forensic engineers work with our auditors to monitor requisitions and evaluate potential integrity risks, such as front-loaded payments. Trained and certified in Primavera construction scheduling software used by large public owners/developers, our engineers periodically spot-review project schedules for accuracy. Under our monitoring approach, we compare owner and CM schedules to cost-loaded schedules. We identify schedule-based agreements and commitments between projects and stakeholders within and around the site in order to identify project milestones and the possibility that a milestone problem is affecting the schedule reporting.

Reflecting our multi-disciplinary approach, we also use headcounts and other fieldwork by our investigators to assess payment applications, which often identify disconnects and red flags with questions that would not surface in ordinary desk audits.

2. Change Orders

Our forensic engineers review the original contract's scope, the proposed scope change, the justification for the change, the independent estimates, the adequacy of supporting documentation, adherence to policies and procedures, cost reasonableness, and applicability of cost allocation agreements. These reviews aim to ensure that base scope work is not charged again in the change order and that the costs are not inflated. Site visits are performed to verify that the actual work is in place and is representative of the change order scope. Interviews of contractor staff are performed as needed.

3. Contractor/ Vendor Payments – Preventing False Payments

Our forensic auditors and forensic engineers monitor processes known to be subjects of abuse by unscrupulous contractors. In the sections above, we gave examples of our review of requisitions and change orders. Other areas of concern and our methodologies for addressing them are described below.

- A. General Conditions: Similar requirements for general conditions (GC) work may be covered in the CM, general contractors, and lower-tier subcontractors' agreements. CM general conditions labor, material and equipment could be used to remediate design and construction errors without properly documenting costs and appropriately back-charging them to the responsible party. We will examine GC provisions in CM and contractor agreements and spot check performance to see whether the work is appropriately billed. We also check to see if lower-tier contractors are performing GC work.
- B. T&M Work: Many change orders that start as time and materials (T&M) work are settled as lump sums using work tickets as a negotiation starting point. T&M work can also be used to track allowance work, premium time and idle time. It is nearly impossible to detect work ticket padding in an after-the-fact review. We identify T&M work in real time and review processes as written and actually performed to see if accurate and complete documentation of labor, materials and equipment is created in a timely manner. On a spot basis, we do head counts, and quantify materials and

equipment used to verify subsequent ticket submittals, thus identifying potential overcharges and recoveries. Additionally, if the work being tracked was directed to be additional work for the contractor, we confirm the T&M charges do not include base contract work. On recent engagements, our work has been instrumental in getting CMs and contractors to track costs in accordance with meaningful standards. For example, recent reviews of T&M tickets for compliance with approved procedures revealed issues such as lack of worker name and delay in approval by the construction manager, both critical items, especially when the tickets are being used as a basis for payment. These deficiencies were brought to the attention of the construction manager and owner and steps were taken to remedy the issues.

- C. Allowances, Contingencies, Acceleration and Holds: We review the contract, defining conditions in which such funds may be spent, examine supporting documentation for associated category costs, and field-verify work has been performed, confirming budget items are not being used as an additional funds source for work outside specified purposes.
- D. Quality Assurance and Control (QA/QC) Reviews: We seek to prevent/identify materials substitutions, and use of “knock-offs.” For selected work items with potential integrity risk, we review technical QA/QC specifications and spot check compliance through field observations (covert or escorted) to see if required inspections and other processes, materials and equipment, were followed, installed, and/or used. We follow-up review document submittals, i.e., inspection reports that correspond to the forensic engineer’s field observations to ensure compliance and confirm field observations. We also interview engineers and other technical staff of the CM, general contractor, subcontractor, and the supplier.
- E. Credit Change Orders and Charge-Backs: Our technical specialists identify safety, environmental and other compliance requirements in lump sum contracts and evaluate contractors’ compliance efforts. We have successfully pursued charge-back strategies where the requirements were not satisfied, and have recommended that our clients obtain recoveries from project contractors. Two examples of issues identified that led to charge backs related to safety oversight and compliance with LEED standards. In reference to the former, certain contractors had to provide different levels of safety oversight depending on the size and scope of their contract. This varied from having to provide a full time dedicated site safety manager to only providing a competent person. Review of compliance with what was stated in their contract showed that many contractors were not providing the level of oversight required. Identification of this issue led to charge backs from the contractors not in compliance and credit change orders where the owner and construction manager deemed the level of oversight could be changed.

Regarding the latter, many contractors have certain requirements related to LEED and sustainability in their contracts. Review of these requirements revealed that contractors were not meeting project and contract requirements related to materials

being supplied. Where requirements were not met, charge backs were collected for the difference in cost between the materials. More importantly, these strategies have spurred enhanced compliance with the contract requirements.

4. Compliance with Labor Laws and Collective Bargaining Agreements/ Prevention of Certified Payroll Fraud

This project is required to comply with either the Davis-Bacon Act or the New Jersey Prevailing Wage Act. Our monitoring may include site visits for interviews of the trade workers and supervisors; headcounts; identifying overtime work; obtaining supporting documentation from workers, such as pay stubs; observing on-site worker activity and behaviors; observing paychecks distribution from contractor to workers; examining paychecks where appropriate; and otherwise obtaining information about site activities relevant to labor law compliance monitoring. We site visit during the usual working hours, second shift, evenings and weekends, as necessary.

5. Compliance with New Jersey Small Business Requirements and Goals

A legitimate New Jersey small business cannot be a pass-through entity just to satisfy the Small Business set-aside requirement. We can test the bona fides and independence of the Small Business Subcontractor (SBS) by observing it at the construction site, its labor force and supervisors' identities, and determining ownership or financial responsibilities for equipment in use. Workers and supervisors of the SBS and general contractor employees will be interviewed about the SBS and its general contractor relationship. SBS management will be interviewed at the entity's headquarters. We will monitor how GC senior management ensures the SBS performs actual and necessary services and complies with opportunity program rules. When able, these tasks are combined with our labor law compliance monitoring and similar activities. Our approach has successfully identified M/W/DBE pass-throughs on our existing engagements. For example, we have identified instances where a prime contractor has claimed to be using a subcontractor to perform a specific scope of work, but through review of contract and payment documents and field interviews of workers, have shown that the subcontractor was really just being used as a pass-thru for the prime contractor's labor or material. Some of these reviews have been used to decertify the subcontractor's status as an M/W/DBE.

D. Task F – Deliverables

Our deliverables will be provided in accordance with the schedule described below. Having already been selected as the first Integrity Monitor under the program administered by the New Jersey Department of the Treasury, we are familiar with that Department's reporting protocols, including monthly and quarterly reports, and with our duty to report directly to the Attorney General and/or Comptroller in the appropriate instance, with specific types of findings and have already successfully complied with these reporting mandates.

Keeping Treasury informed of any developments during the course of our monitorship is, of course, a priority. Therefore, in addition to providing the aforementioned reports, we may provide informal briefings on our activities, concerns, and findings.

III. Contract Schedule

Within ten (10) days of the kick-off meeting, Thacher will document and provide minutes of the meeting to the State Contract Manager.

Within sixty (60) business days of the kick-off meeting, Thacher will complete its review and evaluation of financial, procurement, and administrative policies and procedures and our recommendations for enhancements of those procedures and other strategies to prevent the duplication of benefits, inefficiency, waste, fraud, abuse, malfeasance, or mismanagement of funds.

Within sixty (60) business days of the kick-off meeting, Thacher will have completed the procurement reviews of the existing contracts. Procurement reviews of all other contracts will be completed within thirty (30) days of contract execution.

Thacher, in accordance with the Engagement Query requirements, will provide status reports quarterly (tentatively to begin on October 1, 2015) to the State Treasurer. Additionally, Thacher will provide monthly status reports to the Authority and the State Contract Manager.

In addition to the deliverables described above, Thacher will immediately report any findings of potential fraud, malfeasance, or criminal activity to the State Contract Manager via email.

Task	Due Date
Kick-Off Meeting	April 1, 2016
Task A	April 15, 2016
Task B	May 27, 2016
Tasks C, D, E and F	Ongoing
Monthly Status Reports	First business day of the month, beginning May 1, 2016
Quarterly Reports	First business day of the quarter, beginning October 1, 2016
Immediate Report	Upon a finding of a likely criminal violation or lesser degree of any malfeasance, inefficiency, waste, fraud, abuse or mismanagement of funds, report findings to the State Attorney General and State Comptroller immediately consistent with the requirements of the Act.

IV. Cost Quote

A detailed budget with person-hours is attached. Thacher will not bill the State of New Jersey for any direct or travel costs. This budget is in the form of a comprehensive chart showing the person-hours proposed to meet the requirements of the Engagement Query and based upon the anticipated contract value to be monitored as outlined in the chart below. See Exhibit A.

V. Summary of Firm's CDBG, FEMA and Federal Program Experience

We have substantial HUD CDBG and FEMA consulting experience and have been involved in several projects funded, in whole or in part, by HUD or FEMA.

A. Governor's Office of Storm Recovery – State of New York

The State of New York established the Governor's Office of Storm Recovery (GOSR) following the Hurricane Irene, Tropical Storm Lee and Hurricane Sandy in an effort to centralize recovery and rebuilding efforts in the impacted areas throughout New York State. GOSR paired approximately \$4.4 billion in flexible funding made available by the U.S. Department of Housing & Urban Development with additional federal funds awarded to other State agencies to enable homeowners, small business, and entire communities recover.

Since July 2014, our team has served as a Program Oversight and Compliance Monitor reporting to the Director of Investigations and Senior Counsel. In addition to our continuing onsite and desk audit monitoring activities, we have performed special investigative assignments and performed due diligence relating to select sub-recipients. We designed GOSR's vendor screening protocols; performed site security assessments on GOSR's physical assets; made recommendations to strengthen federal regulatory compliance reporting; performed risk assessments of policies and procedures relating to assistance application processing, and performed reviews to ensure compliance with established policies and procedures.

B. City of New York Rapid Repair Program

Thacher served as an Integrity Monitor for the City of New York's Rapid Repair Program – a \$500 million program designed to perform emergency repairs to residential properties affected by Hurricane Sandy. The Rapid Repair Program was a major FEMA-funded disaster relief program put into place by New York City to provide aid to qualifying homeowners affected by Hurricane Sandy to make emergency repairs. These emergency repairs, which allowed residents to stay in their homes to complete more permanent repairs, included permanent or temporary restoration of heat, power and hot water, and other limited repairs to protect their homes from further significant damage. As one of several integrity monitors for the New York City Department of Investigation (DOI), Thacher was assigned to three of the prime contractors, as well as put in charge of monitoring the Program Manager and Quality Assurance firm overseeing the entire program. This was by far the largest scope of work for any integrity monitor on the program. Due to the sudden nature of the project, Thacher had to immediately increase staffing levels to meet the client's needs, which we were successful in doing due to our "deep bench."

Through the use of our mobile technologies, Thacher's monitoring team, consisting of auditors, engineers, and investigators, maintained a constant site presence capturing massive amounts of data, photographs and documents, simultaneously uploading this information for our home office staff to review and analyze in real-time. This coordinated, cross-disciplinary approach identified significant issues and generated massive potential savings for the City of New York.

Our work on this project produced many tangible benefits. We discovered significant flaws in the methodologies used for the program's crucial QA/QC function to measure and verify the work that was actually performed. We conservatively estimate approximately \$9 million in cost savings resulting from our work. More importantly, we were responsible for the reform of how the QA/QC function was

performed by the Program Manager and its QA/QC subcontractors. This improvement is responsible for the avoidance of many millions of dollars more in losses that otherwise would have occurred.

C. State of New Jersey Superstorm Sandy Integrity Monitoring Program

The State of New Jersey, through a competitive process, prequalified a number of firms to provide auditing and integrity monitoring, among other services, on a large number of Superstorm Sandy recovery and rebuilding projects. The firms are selected on a per-engagement basis through individualized responses to proposals. The program began in August 2013 and is ongoing; it is expected to last three years. Thacher has, thus far, been selected to provide integrity monitoring services for two engagements – the City of Elizabeth’s Veterans Memorial Waterfront Park and the City of Perth Amboy’s Marina and Walkways.

The City of Elizabeth Veteran’s Memorial Waterfront Park project involved the rebuilding of the entire waterfront, including the memorial park, the municipal marina and the recreation and boardwalk piers. The estimated construction value for this project is \$16.2 million. The City of Perth Amboy project involved the rebuilding of seven areas, including the Promenade at the Old Ferry Terminal, a beachfront promenade, and a fishing pier. The estimated construction value for this project is \$8 million. Both projects involved performing risk assessments and recommending loss prevention strategies to prevent duplication of benefits, inefficiency, fraud, waste, abuse, malfeasance and mismanagement of funds; determining if appropriate compliance systems and controls related to internal controls, procurement – including the New Jersey Local Public Contract Law, contracting, compliance, cost eligibility, contract management, invoicing, payment, are in place to comply with applicable State and federal guidelines and regulations – including compliance with FEMA funding guidelines and regulations – and to test and monitor control environments.

Our team has made several contributions directly leading to the establishment of revised and enhanced institutional controls specifically related to procuring future services, as well as identifying several thousand dollars in suspected product substitutions.

VI. Current Disaster Recovery Engagements

Thacher is currently providing integrity monitoring services for the following disaster recovery projects:

Contracting Entity	Scope of Services	Contract Term
New Jersey Transit	The Gladstone Line Poles & Foundations Replacement Project consists of the general construction necessary to install 163 new concrete foundations and steel poles between New Providence Station and the Gladstone Rail Yard on New Jersey Transit's Gladstone Branch.	March 2015 – December 2017
Port Authority of New York & New Jersey	Our Sandy clean-up efforts included immediate on site, 24hr monitoring of clean-up activities days after the storm to document work force, equipment, and materials being used. We continue to conduct an ongoing review of change orders issued for clean-up, remediation, and recovery work.	October 2012 – October 2015
Governor's Office of Storm Recovery (GOSR)	We provide monitoring and compliance services in connection with GOSR's administration of U.S. Department of Housing and Urban Development (HUD) Community Development Block Grant-Disaster Recovery (CDBG-DR) funds, which to date have included risk assessments; investigations; security site assessments; vendor screens; procurement investigations; and environmental monitoring.	September 2014 – August 2016

In addition to the projects listed above, we were awarded a contract under the Metropolitan Transportation Agency's Federal Transportation Administration's Emergency Relief Program for Hurricane Sandy Related Projects, Agreement #14047-0100. While task orders have yet to be issued under this contract, the anticipated scope of services includes forensic reviews of project/program costs such as requisitions and supporting documentation; change orders; payments to vendors; equipment invoices; bond payment reconciliation; certified payroll reports; site logs; and trucking manifests. Also included are forensic and investigative services such as in-field reviews and on-site monitoring of construction work; compliance with applicable prevailing wage and labor laws; reviewing and monitoring worker safety and environmental plans; monitoring MWDBE goal compliance; identifying illegal conduct, etc. Our contract term is two years with a one year renewal option.

Thacher can provide any additional information the State may require regarding these engagements.

While WCD is extremely active in Sandy recovery work in New York, WCD is currently not performing any Sandy recovery efforts in New Jersey. However, the firm is extremely well known to the New Jersey Department of Environmental Protection (NJDEP). WCD has served at the direction of the NJDEP and the New Jersey Meadowlands Commission as the troubled project turnaround consultant, construction manager and permitting consultant at the recovery of the failed Encap landfill

remediation project in the Meadowlands. After the bankruptcy of the developer and project failure, WCD has been the steward and completion contractor for this \$148 million 780 acre complex site. The WCD project manager, Rick Gimello, who served as the former Assistant Commissioner for the NJDEP has been designated as the WCD project manager for this effort.

VII. Subcontractor Utilization

Thacher Associates will utilize WCD on this engagement, pending approval from the Director of Purchase and Property for inclusion of WCD as a subcontractor pursuant to Section 5.7 of Request for Proposal #14-X-23110.

VIII. Proposed Staff & Resumes

Our selection of personnel to lead our integrity monitoring team is based on our knowledge of the key integrity risks that the Project will face.

Our Team will leverage the following experts:

- Joe DeLuca and Chip D'Angelo (Partner/Principal/Director)
- Brad Breslin and Rick Gimello (Program Manager)
- Kevin Mullins, Jose Velazquez, Jim Capritti, Eric Telemaque (Project Manager)
- Rich Vermeulen, Ken Casado, Joshua Cupriks, Dlae Desnoyers (Subject Matter Expert)
- Phillipe LaRock, Justin Rattino, Chris Ward, Robert Thompson, Scott McDonald, Jim Blaney, William Silveri (Senior Consultant)
- Project Administrator Carolyn Rynn (Administrative Support)

Our proposed team includes a number of the same team members who worked on the City of Elizabeth and City of Perth Amboy Projects. We have included additional staff for this Project as we find it useful to allow for some flexibility as special or unanticipated issues may arise that would best be addressed by additional staff with individualized expertise to best handle such issues.

Joe DeLuca is the President of Thacher Associates and will serve as the project executive. Just prior to founding Thacher Associates, Mr. DeLuca served as assistant inspector general and chief of operations for the SCA. The program created by Mr. Thacher and Mr. DeLuca to protect the multi-billion-dollar school construction industry was hailed by the media, the government, and the Kennedy School at Harvard University as a model to be replicated in both the public and private sectors.

Mr. DeLuca also spent ten years as the chief of operations of the Construction Industry Strike Force and as chief of analysis for the New York State Organized Crime Task Force. Prior to that, he was a member of the Colonel's special staff section of the New Jersey State Police.

Mr. DeLuca is recognized as a leading expert on organized crime and racketeering, with specialized knowledge in the construction and carting industries in New York City. He has lectured around the world on topics of procurement fraud and organized crime.

Brad Breslin is a Managing Director at Thacher Associates. He will serve as the Program Manager for the Project and will have principal supervisory responsibility for the conduct of the Project as well as serve as one of the primary liaisons between Thacher and the Department of Treasury and NJDEP staff. At Thacher, Mr. Breslin provides customized solutions to assist clients in detecting, deterring, and remediating fraud, waste, and abuse on large-scale projects and programs. He recently provided integrity monitoring services for federally-funded recovery and rebuilding programs following Superstorm Sandy to both the City of New York and the State of New Jersey. He has also advised a Cabinet-level federal agency on the implementation of a wide-scale fraud, waste and abuse prevention and detection program designed to protect several billion dollars in annual outlays.

Prior to joining Thacher Associates, Mr. Breslin was an attorney at the United States Department of Justice in Washington, D.C., where he began his legal career as a member of the Attorney General's Honors Program. While at the Department, Mr. Breslin was responsible for leading and coordinating civil and criminal fraud investigations with the Department's Office of Inspector General and has expertise in federal procurement, contract, and grant fraud. He was also responsible for negotiating and implementing mutual assistance agreements between federal, state and local law enforcement agencies as part of the federal government's disaster response activities and has extensive knowledge of risk management in disaster recovery programs.

Mr. Breslin's prior involvement with the State of New Jersey A-60 monitoring program will allow Thacher to efficiently submit the required reports, as well as, ensure that Thacher's fees associated with each of the contracts are properly documented and supported as a direct cost, when applicable.

Richard Vermeulen is Director of Forensic Auditing at Thacher Associates. He is a Certified Public Accountant with 20 years of accounting and auditing experience, primarily within the construction industry. Mr. Vermeulen is a Certified Fraud Examiner as well as a Certified Forensic Accountant and has provided services including forensic accounting, litigation support, investigative auditing, fiscal and integrity monitoring, surety and insurance claims consulting, and internal controls reviews for a wide range of public and private clients. At Thacher, he directs all forensic audits and is responsible for designing and implementing corruption prevention, compliance/business management, and ethics programs.

Ken Casado is Director of Forensic Engineering at Thacher Associates. Since joining the firm eight years ago, Mr. Casado has been a key member of the integrity monitoring teams for our WTC, MTA and other large engagements. He has worked on most of the firm's disaster recovery engagements where his work has centered on preventing, detecting, and investigating potential change order fraud, falsification of invoices, use of substandard materials, prevailing wage and DBE fraud, and violations of environmental and safety mandates.

A more detailed description of the background, qualifications and relevant experience of our Team is set forth in their attached resumes (Exhibit B).

IX. Verification and Conclusion

Thacher Associates verifies that there has been no change to the Disclosure of Investigation and Other Actions Involving Bidder Form submitted with Thacher Associates' original proposal.

I hope that the foregoing adequately explains our proposed approach to monitoring the Department of Environmental Protection – Rebuild by Design Contracts, our qualifications, the qualifications of our proposed team, and the costs associated with the work. We would, of course, be happy to meet to discuss any or all aspects of our Proposal in greater detail.

Exhibit A

Cost Quote

(Cells to be completed by Contractor)		Firm Name: Thacher Associates LLC															
(Protected Cells)		Engagement Name: NJDEP Rebuild by Design Integrity Oversight Monitor															
The Hudson River Project			Task A Attend Kick-Off Meeting		Task B Review NJDEP's Financial, Procurement, and Administrative Functions		Task C Review Construction Management Firm Plans		Task D Review Pay Process/Contract Deliverables for Construction Mgmt Firm Contract(s)		Task E Provide Ongoing Quality Assurance/Quality Control		Task F Provide Deliverables		Total Hours Per Staff Category	Total \$ Per Staff Category	
Term	Staffing Category	Hourly Billing Rate (\$)	Hours	Amount (\$)	Hours	Amount (\$)	Hours	Amount (\$)	Hours	Amount (\$)	Hours	Amount (\$)	Hours	Amount (\$)			
Year 3 Contract Prices	Partner/Principal/Director	\$290.00	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	
	Program Manager	\$255.00	2	\$510.00	30	\$7,650.00	15	\$3,825.00	100	\$25,500.00	40	\$10,200.00	14	\$3,570.00	201	\$51,255.00	
	Project Manager	\$224.00	4	\$896.00	120	\$26,880.00	50	\$11,200.00	280	\$62,720.00	140	\$31,360.00	52	\$11,648.00	646	\$144,704.00	
	Subject Matter Expert	\$282.00	6	\$1,692.00	60	\$16,920.00	20	\$5,640.00	150	\$42,300.00	40	\$11,280.00	0	\$0.00	276	\$77,832.00	
	Supervisor/Senior Consultant	\$170.00	6	\$1,020.00	300	\$51,000.00	120	\$20,400.00	1140	#####	420	\$71,400.00	280	\$47,600.00	2,266	\$385,220.00	
	Consultant	\$145.00	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	
	Associate/Staff	\$118.50	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	
	Administrative Support	\$75.00	2	\$150.00	20	\$1,500.00	10	\$750.00	40	\$3,000.00	15	\$1,125.00	0	\$0.00	87	\$6,525.00	
	Other				\$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	\$0.00
T2939 - As of 8/19/15, and through the end of terms defined in the RBDH and RBDM contracts listed in this engagement query.	Other			\$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	\$0.00	
	Other			\$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	\$0.00	
	Total Staffing		20.0	\$4,268.00	530.0	#####	215.0	\$41,815.00	1,710.0	#####	655.0	#####	346.0	\$62,818.00	3,476	\$665,536.00	
	Total Other Direct Cost	\$0.00														\$0.00	
	Total Travel Cost	\$0.00														\$0.00	
																\$665,536.00	
																Staffing	
																	Direct Costs
																	Travel Costs
																	Total
																	\$1,204,007.00
																	Staffing
																	Direct Costs
																	Travel Costs
																	Grand Total
			40.0	\$8,536.00	1,060.0	#####	430.0	\$83,630.00	2,905.0	#####	1,160.0	#####	692.0	#####	\$6,287.00	\$1,204,007.00	

Exhibit B



Joseph A. DeLuca

Thacher Associates LLC, New York, NY

1996 - Present

Co-founder and President/Principal

- Created a full service organization that provides corruption prevention/detection services including investigations and research, electronic due diligence, database services, forensic audits, risk assessments, business intelligence, compliance programs and civil prosecutions to public and private sector clients.
- Provide monitoring and oversight programs directly to government agencies or private sector contractors and assist government agencies in the management of Independent Private Sector Inspector General (“IPSIG”) programs.
- MTA Comparable Projects:
 - As President of the Firm, Mr. DeLuca has shared principal responsibility (with the Firm’s co-founder Thomas D. Thacher) for executive management of all of the Firm’s key integrity monitorships, including Ground Zero, MTA Transit Projects, Scalamandre, the Port Authority of New York and New Jersey’s WTC Transportation Hub, Retail and the National September 11th Memorial monitorships. In this capacity, he has played a key role in the development and refinement of the integrity risk management monitoring plans, and in the management teams that have overseen the implementation of those plans.

Summary:

Co-founder and President of Thacher Associates LLC, Mr. DeLuca is recognized as a leading expert on organized crime and racketeering, with specialized knowledge in the construction and carting industries in New York City. He has lectured around the world on topics of procurement fraud and organized crime, specializing in management of compliance reviews, complex investigations and monitorships.

Education:

Salem College,
Salem, West Virginia
B.S. Criminal Justice/Sociology
1975

Professional Certifications:

Licensed Private Investigator
New York and New Jersey

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**New York City School Construction Authority,
Bronx, NY**

1980-1990

Assistant Deputy Inspector General

- Co-founded office along with the Inspector General.
- Conceptualized mission, structure and methods.
- Developed, implemented and staffed the Office of the Inspector General where none had previously existed: from site selection, office design, computer/telephone/security systems purchase, to hiring of attorneys, analysts, investigative engineers and support staff.
- Managed three units central to the agency: research and analysis, intelligence and MIS.
- Supported the Inspector General through problem identification; crime pattern assessments; the collection, storage and retrieval of intelligence; conducting policy and procedure analysis; and developing policy recommendations to protect and improve the integrity of the SCA’s construction process.
- Developed sophisticated structural and systems analysis programs aimed at prevention and detection; an intelligence capability complemented by proactive undercover operations; and a state of the art computer system designed to facilitate the exchange and analysis of information within the agency and with other law enforcement entities.

**New York State Organized Crime Task Force,
White Plains, NY****1980-1990****Chief Analyst, Construction Industry Task Force**

- Supervised research and analysis component of OCTF's construction industry project which culminated in two published reports to Governor Cuomo, Corruption and Racketeering in the New York City Construction Industry.

Senior Analyst

- Labor racketeering: Headed the analysis team that led to a major prosecution of the Long Island carting industry.
- Participated in and conducted research for Racketeering in Legitimate Industries, a report published by the Rand Corporation, which focused on organized crime control of the Long Island carting industry.
- Commission Case: Played a significant role and assisted in the prosecution of the New York's five Cosa Nostra crime family bosses and underbosses for their control of the City's concrete industry.

New Jersey State Police, West Trenton, NJ**1978-1980****Intelligence Analyst**

- Participated in the pilot study of a New Jersey State Police Analysis Unit. Many law enforcement agencies, including FBI, Scotland Yard and the Canadian and Australian Police Departments drew upon the unit's expertise in designing and implementing intelligence analysis components.



Bradley J. Breslin

Thacher Associates, LLC, New York, NY

2012 – Present

Managing Director

- Responsible for the overall direction, coordination, implementation, execution, control and completion of integrity monitoring projects.
- Manage integrity monitoring team consisting of investigators, forensic auditors and engineers.
- Design and implement strategies and programs to protect client projects from waste, fraud and abuse.
- Managed integrity monitoring project for New York City Rapid Repairs Program by designing and implementing strategies to monitor all aspects of contractor operations involved in performing emergency repairs to residential properties affected by Hurricane Sandy.
- Related Experience:
 - Disaster Recovery Projects
 - Project Manager for project integrity monitorship of New York City's post-Superstorm Sandy homeowner-recovery Rapid Repair Program.
 - Deputy Project Manager for New Jersey Treasury post-Superstorm Sandy recovery and relief projects at Elizabeth Veteran's Memorial Waterfront Park and Perth Amboy Marina.
 - Fraud Risk Assessments
 - Conduct fraud risk assessment identifying control deficiencies and recommend enhancements for multi-billion dollar annual subsidy program.
 - Compliance Program Reviews
 - On behalf of the MTA, reviewed and suggested enhancements for the M/W/DBE compliance programs for major general contractor, including the determinations of best practices.

Summary:

Managing Director at Thacher Associates, LLC specializing in management of compliance reviews, complex investigations and monitorships.

Education:

Duquesne School of Law
Pittsburgh, PA
J.D., 2007

Scranton University
Scranton, PA
B.A., Criminal Justice and
Political Science, 2002

Professional Certifications:

Admitted: New Jersey &
Pennsylvania

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**United States Department of Justice
Washington, D.C.**

2007 – 2011

Attorney - Advisor

- Coordinate civil and criminal procurement and contract fraud investigations with the Office of Inspector General.
- Litigated contract appeals before the Civilian Board of Contract Appeals and bid protests before the Government Accountability Office.
- Provided legal guidance and review for federal procurements, legal assistance to contracting staff and provide legal advice to management officials on employment and labor related matters.
- Drafted and reviewed contracts, inter-agency agreements and memoranda of understanding between Department of Justice and other federal agencies.

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bbreslin@thacherassociates.com

Kevin Mullins

Summary:

Experienced supervisory forensic auditor/accountant and certified fraud examiner with over ten years of multi-disciplinary experience in forensic auditing and accounting, fiscal and integrity monitoring, investigative auditing, compliance auditing and internal controls reviews.

Education:

Monmouth University,
West Long Branch, NJ
B.S. Accounting
2003

Professional Certifications:

Certified Member of the
Association of Certified Fraud
Examiners (ACFE)

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Thacher Associates, LLC, New York, NY

2010 – Present

Senior Forensic Auditor

- Perform integrity monitoring activities at both the corporate and project levels, including on various World Trade Center construction projects.
- Examine records and monitor job site for errors and fraud on large, high-profile contract work.
- Analyze cash receipts and disbursements records for unusual patterns and possible fraudulent or illegal transactions.
- Evaluate contractor and subcontractor billing requisitions supporting documentation for reasonableness and completeness as well as possible inconsistencies and fraudulent reporting.
- Make recommendations to appropriate personnel to assist in bettering the review process as it relates to contractual efficiency and compliance.
- Identify and investigate variances and discrepancies and report to client and various government agencies involved with the projects.
- Related Experience:
 - WTC Hub
 - Responsible for devising, executing, and reporting on audit work plans designed to address perceived integrity risks on the project.
 - This includes audits of documents, supervision of lower level staff, and writing reports regarding findings and issues to be sent to the Port Authority OIG.
 - NYC Rapid Repair Program
 - Led a multi-person audit team for three different prime contractors in the program. Was responsible for helping design and perform audit procedures and detailed risk assessments, overseeing lower level staff, and working closely Project Managers for the purpose of meeting with and reporting to the New York City Department of Investigations.
 - Moynihan Station
 - Responsible for helping design and perform, as well as supervise lower level staff in the performance of various audit and monitoring procedures related to specific integrity risks in the areas of billings, job costs, prevailing wage, estimates/bids, and expenses.

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J.H. Cohn, LLP, New York, NY**2003 – 2010**

Senior Accountant

- In-charge accountant for several audit clients of all sizes in areas such as construction and manufacturing and distribution performing audits and reviews of financial statements, employee benefit plans and agreed-upon procedures.
- Managed and supervised staff in performing necessary procedures efficiently and within stated deadlines.
- Dealt specifically with partners, senior managers, and managers, as well as client upper-management to discuss and resolve audit and accounting issues and recommended ways to improve reporting and internal controls.
- Worked closely with tax department to ensure that related tax work and accruals were in compliance with US GAAP.
- Uncovered fraudulent activities on a large construction client and developed a set of procedures to address the further risk of fraud during the audit.
- Examined records and monitored job site for errors and fraud on large, high-profile contract work.
- Evaluated contractor and subcontractor billing requisitions and supporting documentation for reasonableness and completeness.
- Made recommendations to appropriate personnel to assist in bettering the review process as it related to contractual efficiency and compliance.
- Assisted in developing approach as it related to audit procedures performed.
- Identified and investigated variances and discrepancies noted and reported to client and various government agencies involved with the project.
- Performed various procedures to ensure proper reporting and compliance related to Collective Bargaining Agreements.

Jose L. Velazquez, Jr., CPA, CFE

Summary:

As a Director of Forensic Auditing Services, Mr. Velazquez brings over a decade of experience providing consulting services to clients in the public sector as well as private industry. Mr. Velazquez leverages his extensive experience in public accounting, forensic analysis, and financial and operational auditing to recommend, develop and/or implement solutions for these organizations to more effectively combat fraud, waste, and abuse.

Education:

Seton Hall University
South Orange, NJ
MSPA, 2004
BSBA, 2002

Professional Certifications:

Certified Public Accountant
Certified Fraud Examiner

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Thacher Associates, LLC, New York, NY

2013 – Present

Director, Forensic Auditing Services

- Perform independent integrity monitoring and regulatory compliance services specific to the Davis-Bacon Act, local prevailing wage rules, and MBE/WBE/DBE regulations and assist in vendor screening, due diligence, and background investigations in connection with public infrastructure, transportation, and heavy/civil construction projects financed by local, state, and federal funds.
- Lead forensic audits, fraud risk assessments, and internal investigations on behalf of clients in the food and beverage, financial services, and insurance industries.
- Review corporate governance initiatives, identify significant risk factors, and assess internal control environments and develop reports for executive committees, boards of directors, and other stakeholders addressing quality of in-house programs designed for anti-bribery and Foreign Corrupt Practices Act (FCPA) compliance.

Rutgers School of Dental Medicine, Newark, NJ

2011 – 2013

Manager, Student Receivables & Cash Collections

- Managed financial operations for professional dental school generating \$30+ million in annual student fees and patient service revenues.
- Improved service efficiency and operational effectiveness by reengineering standard operating procedures, automating tasks and workflows, and implementing electronic health record and patient billing systems.
- Identified and reported internal control deficiencies specific to patient billing and collections practices, student fees and receivables, and grant administration.
- Served as a member of strategic task force formed to assess financial and operational impacts deriving from a state-mandated integration of most of the schools of the former University of Medicine and Dentistry of New Jersey (UMDNJ) into Rutgers University and a concurrent separation of the University Hospital in Newark, to form an independent, standalone medical facility. Provided recommendations regarding communication and outreach initiatives geared towards patients, students, and local community members most affected by the restructuring.
- Drafted policies and procedures to maintain compliance with NJ Medicaid provisions, federal HIPAA and FERPA laws, and other regulatory requirements.

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jvelazquez@thacherassociates.com

Columbia University, New York, NY**2010 – 2011**

Senior Auditor of Fraud (Office of Internal Audit)

- Led internal fraud investigations and assisted junior staff on scheduled, operational audits and drafted investigation and audit status reports for distribution to the Audit Committee of the Board of Trustees.
- Performed unscheduled audits to test compliance with sponsored project guidelines stipulated by private donation and federal grants from agencies including National Institutes of Health and the National Science Foundation.

Alvarez & Marsal, LLC, New York, NY**2006 – 2010**

Manager, Global Forensics, Disputes, and Investigations (2007 – 2010)

Senior Associate (2006 – 2007)

- Investigated whistleblower claims alleging violations of FCPA provisions by Latin American division of multinational pharmaceutical company.
- Performed internal investigations, provided litigation support services, and examined investment securities trading and other financial transaction data to identify, quantify, and recover assets owed to now-defunct investment bank at the center of largest bankruptcy in US history.
- Reconstructed complex financial transactions to support reports prepared for expert witness testimony in connection with litigation between US-based bank and international food and beverage conglomerate.

**Deloitte Financial Advisory Services LLP
New York, NY****2002 – 2006**

Senior Associate, Forensic & Dispute Services (2004 – 2006)

Associate (2002 – 2004)

- Assisted major U.S. banking client in developing event chronology and analyzing cash movements involving more than \$250 million in embezzled funds resulting in favorable settlement and substantial recovery of funds.
- Provided forensic, investigative, and dispute consulting services tailored to the specific needs of clients in various industries and situations.
- Researched GAAP, GAAS, and SEC regulatory guidance to determine appropriateness of application of accounting principles on purchase price allocation disputes, internal investigations, due diligence reviews and other commercial litigation.
- Managed and coordinated external financial audits for clients in entertainment and financial services industries. Performed quality control procedures for select, higher-risk audit clients to ensure compliance with the Sarbanes-Oxley Act of 2002 and rules of the Public Company Accounting Oversight Board.

Richard F. Vermeulen



Summary:

Certified Public Accountant with 20 years of accounting and auditing experience, primarily within the construction industry.

Education:

Monmouth University,
West Long Branch, NJ
B.S. Accounting, 1993

Professional Certifications:

Certified Public Accountant
(CPA), Certified Fraud Examiner
(CFE), Certified Forensic
Accountant (Cr.FA)

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Thacher Associates, LLC, New York, NY

2010 – Present

Director of Forensic Auditing

- Responsible for the management and oversight of forensic audit department including: hiring and development of staff, department budgeting and forecasting, development of work plans, coordination of engagements, final approval of work product, interfacing with clients, and practice development.
- Services include fiscal and integrity monitoring, litigation support, forensic accounting and investigative auditing for a wide range of public and private clients.

J.H. Cohn, Eatontown, NJ

2005 – 2010

Senior Manager

- Responsible for managing the accounting and auditing (A&A) department as well as the forensic accounting/audit department.
- A&A responsibilities consisted of oversight and approval of client financial statements prepared in accordance with current accounting standards, including Generally Accepted Accounting Principles (GAAP), Generally Accepted Accounting Standards (GAAS), Statement on Auditing Standards (SAS), and Statements on Standards for Accounting and Review Services (SSARS).
- Forensic accounting/auditing responsibilities included corporate governance, corporate investigations, SAS 99 compliance, internal control reviews, integrity monitoring and litigation support.

Callahan & Company, PC, Redbank, NJ

2001 – 2005

Forensic Accounting Manager

- Manager of firm's forensic accounting and litigation support department.
- Heavily involved in internal control reviews and SAS 99 compliance for clients of the firm.
- Involved in corporate fraud investigations, litigation support, surety claims consulting and contractual dispute resolution.
- Oversaw and monitored over \$250 million of construction contracts for the New York City Department of Design and Construction as well as the NY Department of Investigation on the World Trade Center cleanup and recovery project. Proposed savings of approximately \$25 million to the city on the project.

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Geller & Company, PC, New York, NY**2000 – 2001**

Accounting Manager – Investment Partnership Practice

- Co-managed day-to-day operations related to accounting for venture capital, buy-out, and real estate investment partnerships.
- Worked with general partners, fund managers, and legal counsel regarding all aspects of fund set-up, operations and liquidation.
- Performed final review of client deliverable; including financial statements, partner statements and tax returns.

McGuigan & Company, PC, CPA's, Wall, NJ**1996 – 2000**

Accounting Supervisor

- Performed and supervised audits, reviews, and compilations of financial statements for diversified client base.
- Performed and reviewed a full range of tax compliance functions including federal and multi-state individual, partnership, corporation, fiduciary and payroll tax filings.

Merill Lynch, Princeton, NJ**1993 – 1996**

Senior Mutual Fund Accountant/Pricing Specialist

- Performed all aspects of accounting and security pricing related to multi-million dollar mutual funds.
- Provided financial data to portfolio managers making critical investment decisions.
- Coordinated audit process with external auditors, and prepared daily management reports.
- Trained new staff and reviewed work of subordinates.

Kenneth J. Casado, CFE

Summary:

Director of the Firm's engineering group with over 12 years of experience. Serves as a key member of the Firm's monitoring teams focused on preventing, detecting and investigating fraud, waste and abuse on the Firm's largest engagements.

Education:

The Pennsylvania State University
University Park, PA
B.S., Civil Engineering
2002

Professional Certifications:

Engineer in Training
Certification, 10-Hour OSHA,
Primavera P3 and P6,
Certified Fraud Examiner

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Thacher Associates, LLC, New York, NY

2006 – Present

Director of Forensic Engineering

- Responsible for the management and oversight of forensic engineering department including: hiring and development of staff, department budgeting and forecasting, development of work plans, coordination of engagements, final approval of work product, interfacing with clients and practice development.
- Representative Projects:
 - MTA Transit Projects (2006 – 2009)
 - Manage team of engineers. Responsible for managing and performing prevailing wage interviews on site and reviewing M/W/DBE contractors working for the various general contractors on the Fulton St., South Ferry, 2nd Ave Subway and 7 Line Extension projects. Manage and perform visits to active work sites to interview workers regarding their union affiliation, wages and benefits, and history with their current contractor including knowledge of ownership and management as well as gathering EEO information.
 - Port Authority of NY & NJ Projects - WTC Transportation Hub (2006 – Present), WTC Retail (2011 – Present) and Moynihan Station (2012 – Present)
 - Manage all engineering activities. Detail evidence of fraud, corruption, defective pricing or waste in design, execution or management through detailed review of procurements, schedule, budget, invoicing, change orders and other related project information. Manage and perform site visits to interview workers and contractors to ensure compliance with Davis Bacon/prevaling wage and EEO and M/W/DBE requirements.
 - Port Authority of NY & NJ – Sandy Task Order #1 (2014 – 2015)
 - Manage full project team of engineers, auditors, investigators and environmental specialists to perform a forensic review of project records to date and monitor on going contract work through completion.

STV Incorporated, New York, NY

2002 – 2006

Civil Engineering Associate

- Performed civil engineering tasks under the supervision of senior engineers.
- Worked on engineering projects ranging from roadway reconstruction to utility site work.
- Used advanced civil engineering programs such as AutoTurn, Land Development, and Storm CAD along with Auto CAD to complete specific duties.

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kenneth@thacherassociates.com

Philippe Larock

Thacher Associates, LLC, New York, NY

2012 – Present

Education:

John Jay College of Criminal
Justice
New York, NY
B.S., Economics, 2011

Borough of Manhattan
College
New York, NY
A.S., Accounting, 2009

Professional Certifications:

Associate Member –
Association of Certified Fraud
Examiners

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Forensic Auditor

- Perform audits and integrity monitoring activities for the NYC Rapid Repairs Project.
- Identify overbillings and work with construction managers and project managers to quantify and remediate issues.
- Conduct investigations to prevent and detect fraud in billing requisitions.
- Analyze certified payroll reports, union benefit records, timesheets, payroll and financial documents to ensure proper compliance with prevailing wage guidelines for various unions.
- Draft reports and analyses requested by clients.
- Perform review of M/W/DBE firms to verify legitimacy and compliance with applicable laws and guidelines.
- Perform site visits to verify work in place against billings.
- Analyze work orders and time and material tickets to ensure accuracy of invoices from prime contractors and subcontractors.
- Draft risk assessment guidelines for the repair of public and private property damages resulting from Hurricane Sandy.

1199 SEIU, New York, NY

2012

Financial Research Analyst and Consultant

- Performed an investigation into internal control weaknesses of a department with income totaling over two billion dollars annually.
- Conducted payroll audits of employers & participants and presented audit findings to senior management and external auditors.
- Worked to integrate and reconcile ten years' worth of data into a new analytic system.
- Reviewed and performed quality control tests on payroll processing procedures and compared them against collective bargaining agreement parameters.
- Maintained and updated payroll tracking reports.
- Helped design and conduct control improvement activities, tracked results, and recommended corrective action for problems, irregularities and anomalies.

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New York State Assembly, Albany, NY

2010

Clerk of the Banks Committee

- Managed and coordinated the distribution of legal bills before the Committee in order to move them forward through the legislature.
- Maintained correspondence with elected officials and constituents regarding bills before the committee.

Showpaper, Brooklyn, NY

2009 – 2010

Consultant and Accountant

- Established an accounting system for this not-for-profit organization.
- Maintained all original books of entry and general ledger accounts.
- Audited receipts and charitable income totals for fundraising events.

Justin Rattino

Education:

University of Scranton
Scranton, PA
B.S. Accounting
2013

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Thacher Associates LLC, New York, NY

2015 – Present

Forensic Accountant

- Provide litigation support for clients by compiling and analyzing financial data to determine future year projections.
- Perform certified payroll investigations to ensure General Contractor is in compliance with the Department of Labor wage and Davis Bacon hour requirements.
- Evaluate the appropriateness of individuals receiving disaster relief assistance from government funding agencies such as Governor's Office of Storm Recovery.
- Ensure compliance of contractors with DBE/WBE/MBE requirements on public projects.
- Review procurement documentation and vetting practices of global contractors.

Brown & Brown Insurance, Florham Park, NJ

2013 – 2015

Financial / Information Technology Auditor

- Plan, coordinate, and review financial statement audits to ensure that the company's Profit Centers are in accordance with GAAP, SOX, and Brown & Brown's accounting guidelines.
- Travel around the United States to various Profit Centers developing understanding of business operations, risks, and the industry environment.
- Challenge existing audit procedures to implement more effective and efficient testing methods.
- Analyze IT systems at each location in an effort to identify any compliance issues as defined within SOX and Brown & Brown's information technology guidelines.

GAF Materials Corporation, Wayne, NJ**2011 – 2013**

Accounting Intern (Summer 2013)

- Assist in the organization and maintenance of the Company's data warehouse including the distributors of our construction products.
- Update the data warehouse on a daily basis to effectively track the Company's distribution of construction materials.
- Organize the company's vendor and customer information using the many functionalities of Microsoft Excel.
- Utilize PeopleSoft applications to perform tasks to identify opportunities for increased efficiency.
- Test PeopleSoft user instructions in a trial environment and provide detailed feedback to the author prior to the documents distribution.
- Define and correct data inconsistencies in the PeopleSoft system.

Internal Audit Intern (Summer 2011, 2012)

- Work as part of the internal audit team to enforce compliance with GAF's policies and procedures.
- Review time cards, travel & entertainment reports, and expense reports noting any potential violations of company policy.
- Utilize professional skepticism when performing various audit testing procedures.
- Travel to the various company plants and manufacturing facilities of construction suppliers as part of the Internal Audit Review Team.
- Obtain an understanding of the billing and invoicing processes regarding balance sheet accounts: Accounts Receivable and Accounts Payable.
- Verify the accuracy of the construction supplies inventory while performing site visits.
- Work in a client assist mode for the company's external auditors (Ernst & Young LLP).
- Develop an understanding as to the impact of and purpose for the internal audit department.

Christopher Ward

Summary:

Environmental engineer with over 10 years of experience in environmental due diligence, environmental site assessments and soil/groundwater remediation.

Education:

University of Plymouth
Plymouth, UK
B.S Engineering, 2003

Professional Certifications:

10 Hour OSHA

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Thacher Associates, LLC, New York, NY

2010 – 2012
2014 – Present

Environmental Engineer

- Identify environmental contractors and personnel required to hold specific licenses and permits as per local, State, and Federal regulations and independently authenticate licenses and permits.
- Audit various environmental activities to ensure that work is undertaken in accordance with applicable State and Federal rules and regulations and review documentation generated in the field.
- Audit contractor diesel equipment inventories to determine if contractors are making inappropriate cost savings by using non-compliant equipment.
- Conduct audit of contractor records related to Sustainable Design Guideline contract requirements to determine whether contractors made inappropriate cost savings that are recoverable by not conforming to the contract requirements.

Atkins China LTD, Hong Kong

2012 – 2014

Senior Environmental Consultant

- Managed Environmental Due Diligence (“EDD”) projects in Australia and Myanmar (Burma) in accordance with ASTM International and relevant World Bank Group Standards as part of international financial investments. Work stream comprised site audits, interviews with stakeholders, government agencies and provided technical reports summarizing in country risks and outlining recommendations for implementation at project sites.
- Undertook independent EDD Project lead on Phase I Environmental Site Assessments (ESA) and Sediment Quality Investigations for a variety of projects in Hong Kong and provided technical reports to Hong Kong government agencies.
- Project lead for necessary environmental documents to meet statutory requirements for the Hong Kong Link Road project. Documentation included Spill Response Plan, Waste Management Plan and Environmental Management Plan.

GES, Inc., Hauppauge, NY

2008 – 2010

Project Manager

- Oversaw field activities on underground tank removal projects for Shell Oil Products US and ExxonMobil Corporation to ensure work was undertaken in compliance with applicable environmental regulations and established Health and Safety Plans.

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- Managed projects as appointed remediation contractor for NYSDEC in Region 1.
- Created cost proposals for government and private sector work.
- Provided senior technical review of reports to ensure compliance with NYSDEC regulations.
- Supervised a group of three individuals, duties included: workload management, performance reviews and associated administrative tasks.
- Reviewed Health and Safety Plans to ensure compliance with applicable local, State, and Federal health and safety regulations. Stopped on-site work if non-compliance was noted and undertook corrective action to rectify. Involved in Health and Safety investigations as required by clients.

URS New Zealand, Auckland, NZ**2008**

Environmental Scientist

- Managed site assessment of Brownfield sites for private sector, chemical and oil industry clients.
- Liaison with clients and regulatory authorities for project updates and progression.
- Reviewed technical reports to ensure compliance with environmental regulations and provided recommendations to senior managers.

Mobil Oil New Zealand Ltd., Auckland, NZ**2006 – 2008**

Contract Remediation Project Manager

- Involved in lease negotiations, equipment sale and purchase agreements, site access agreements, and consenting issues for individual sites and company assets.
- Liaison with regulatory authorities regarding projects, consent orders and/or permits for project activities.
- Responsible for an annual budget of NZD \$2-\$3 million per year.
- Contracted and managed contractors and environmental consultants and ensured work undertaken complied with environmental rules and regulations.
- Reviewed technical reports on behalf of Mobil to ensure regulatory compliance.
- Conducted unannounced field audits to ensure contractor compliance with environmental rules and regulations and Mobil Health and Safety expectations.
- Reviewed and approved for processing contractor, review involved checking invoices for errors and inappropriate time and material claims.
- Reviewed and approved contractor and consultant Health and Safety Plans to ensure compliance with New Zealand Health and Safety regulations.

MWH New Zealand Ltd., Auckland, NZ**2006**

Environmental Engineer

- Carried out Brownfield site assessments for regulatory agencies on existing sites.
- Carried out field work for underground storage tank removals for Shell Oil New Zealand Ltd. and authored summary reports.

Hydrock Consultants, Bristol, UK

2004 – 2006

Geo-Environmental Engineer

- Managed and supervised environmental assessments for government and private sector clients at various Brownfield sites.
- Oversaw contractors on-site to ensure compliance with Health and Safety, and environmental regulations.

Robert Thompson

Education:

Manhattan College
Riverdale, NY
B.S., Civil Engineering, 2011

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Thacher Associates, LLC, New York, NY

2014 – Present

Forensic Engineer

- Perform assessments of the adequacy of integrity controls implemented with respect to project risks.
- Perform QA/QC review of supplies and materials required to meet technical specifications as well as federal, state and local laws, rules and regulations.
- Perform prevailing wage interviews.
- Perform field inspections of active work sites and to evaluate compliance with program procedures and document work performed by contractors and subcontractors.
- Perform detailed reviews of civil, electrical and mechanical work performed on site and compare with work orders and invoices for fraud detection.
- Verify cost breakdowns and unit price calculations.

Wilson Consulting Group, P.C.

2013 – 2014

Graduate Bridge Engineer

- Worked on all aspects of bridge and transportation design including:
 - Final and Preliminary Bridge Design Calculations including Foundation Designs.
 - Temporary Works (Jacking, Cribbing, Shoring, Falsework, Overhang Designs).
 - Bridge and Roadway Quantities.
 - NBIS Bridge Inspections.
 - Several other site inspections including Pedestrian Truss Bridge in Lancaster County and an Abandoned Railroad Bridge at Harrisburg Authority Wastewater Plant.
 - Performed inspections and Load Rating Reports for 4 bridges along the Stewartstown Railroad in York County.
 - Permitting for Bridge Projects (GP-11, ATON, etc.).
 - Worked on Restoration of Inwood Iron Truss Bridge in Lebanon County PA.
 - Involved in aspects of several trail projects including an expansion to the Capital Area Greenbelt in Harrisburg.

Manhattan College

2011 – 2012

Graduate Assistant

- Worked with the Manhattan College faculty during the 2011/2012 school year as a Graduate Assistant, helping with classes, running labs, tutoring students, and helping conduct research projects.

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Pennsylvania Department of Transportation

Summer 2010

Engineering Intern in Geotechnical Department

- Worked under Chief Geotechnical Engineer for PennDot Central Office on many important topics/projects including:
 - Quarries and their effect on sinkhole occurrence in Palmyra, PA.
 - Plans to refurbish I-95 through Philadelphia near the Betsy Ross Interchange.
 - Updating and Restoring an Interactive Geotechnical Reference Database for use in other districts throughout the state.
 - Spent two weeks in the Soils Lab performing tests including CBR, Proctor, Direct Shear, and performing other duties as required.
 - Worked briefly with subsurface mapping equipment used in Geotechnical Engineering including Cross Borehole Radar Topography and Electric Current Mapping.
 - Helped purchase a remote control crawler system that can be sent in pipes and tunnels to investigate subsurface characteristics as well as flaws in pipelines.

Carolyn Rynn

Thacher Associates LLC, New York, NY

2007 – Present

Education:

Rutgers University,
Newark, NJ
B.A. Environmental Science,
1993

Professional Certifications:

Paralegal Certificate

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Project Administrator

- Assist and provide administrative support to Managing Directors and attorneys with all aspects of assigned projects
- Review and finalize activity reports and memos to clients
- Organize and maintain project spreadsheets and documentation
- Manage calendar and schedule for all meetings on multiple projects

Stier Anderson, LLC, Skillman, NJ

1984 – 2007

Administrator

- Worked closely with attorneys on individual projects, setting up databases, document control, document abstraction, and searching and analyzing documents. Performed internet research, cite checking, proofreading, and finalized reports.
- When required, set up of on-site office, and hired and supervised additional support staff as individual cases required.
- Performed administrative duties including review of monthly invoices, updating computer software, and network administration.

Monitorship Experience

- World Trade Center Disaster Recovery and Cleanup Project
 - Interviewed and selected several paralegal candidates in order to staff an on-site office.
 - Responsible the staffing and set up of Ground Zero field office, including making arrangements to obtain office equipment, including computers, printers, furniture, etc.
 - Trained the paralegals in setting up databases, and supervised them until such time that they were under the direction of the attorneys and investigators.
- Deconstruction of the Deutsche Bank Building at Ground Zero
 - Worked closely with the Project Manager and several investigators in analyzing a large volume of requisitions, invoices, orders, delivery tickets, etc. to compare signed delivery tickets with actual delivery logs and what was being invoiced as delivered.
 - Set up spreadsheets and databases to track project information.

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- NYC Rapid Repairs Program
 - Reviewed and analyzed the daily Activity Reports and checklists generated by the on-site investigators on site for each of the homes they visit to monitor the contractors and sub-contractors doing the repairs and to see if the scope of work is accurate and authorized.
 - Created extensive spreadsheets and inputted the data generated in the daily Activity Reports, recording locations, names of subcontractors on site, possible issues, names of workers interviewed, etc.
 - Downloaded relevant documents into a database to allow entire project team access to relevant information.

WM. CHIP D'ANGELO

PROFESSIONAL SUMMARY

Specific skills and 34 years of experience in managing and growing environmental service, industrial hygiene, laboratory, engineering, and contracting businesses. Extensive hands on experience in operations, finance, sales & marketing, and environmental program management. Additional experience in raising capital and mergers & acquisitions in both public and private firms. Recent experience in Internet applications to the construction and engineering industries, e-commerce, and web-based supply chain management.

Mr. D'Angelo's prior environmental, industrial hygiene, engineering, and construction experience includes founding and serving as President of Kaselaan & D'Angelo Associates, a nationally renowned environmental consulting, laboratory, and construction management company, before its sale to an international engineering and construction conglomerate. Additional experience includes pioneering the solutions to complex Indoor Air Quality problems for the largest Owners and managers of real estate in the United States. In 1980, he founded a firm that became the premier asbestos consulting, engineering, and laboratory testing company in the United States.

Mr. D'Angelo has served as the strategic business development officer for the largest engineering & construction information and Internet portal in North America. For that \$4.5 billion New York stock exchange Company, Mr. D'Angelo managed strategy, product development, and direct sales initiatives in all aspects of the commercial construction, building product manufacturing, and real estate industries. Prior to that Mr. D'Angelo's consulting firm was retained by four of the largest global construction conglomerates to assist in their entrée into the e-commerce space: Hochtief/Turner (Germany/US), Skanska (Sweden), Bovis Lend Lease (Aus.), and AMEC (UK). Mr. D'Angelo's Internet-related consulting experience also includes participating in the development of the first on-line electronic plan room.

In 1986, Mr. D'Angelo and his firm began to assist real estate portfolio managers in dealing with more complex Indoor Air Quality issues like bacterial and fungal growth = mold. In 1989, he authored an article for a major real estate periodical on the issues, while quietly solving mold and other IAQ problems for major US institutions and private building owners. He has managed national engineering and remedial contracting firms providing environmental services on industrial, private, and governmental sites. He has completed environmental projects throughout the United States and in Europe, Mexico, South America and the Middle East. President George Bush appointed Mr. D'Angelo in 1992 to the Leadership Committee of the Business.

Industry Council. In 1990 he was appointed by New Jersey Governor James Florio to the Department of Environmental Protection and Energy, Clean Air Council.

Current Position:
President, CEO

Education:

- B.S. Environmental Science, Montclair University

Registrations/ Certifications:

- Visual Emissions Evaluation Certificate, Rutgers University
- EPA Air Pollution Training Institute, Course 468, "Source Sampling and Analysis of Gaseous Pollutants"
- NIOSH, "Sampling and Evaluating Airborne Asbestos Dust"
- McCrone Research Institute, "Identification of Asbestos"
- Northrop Environmental Training, Course 31, "Air Pollution Control Technology"
- Princeton University, "Groundwater Hydrogeology"
- Building Evaluation for Asbestos Containing Materials, Georgia Tech
- AHERA Building Inspector, New York University, Certificate No. 882044
- AHERA Management Planner, New York University, Certificate No. 882127

Mr. D'Angelo is a nationally renowned expert as an environmental manager and as a construction Internet expert. He has often been quoted in major industry trade magazines and has delivered presentations to numerous trade organizations, such as:

- Engineering News Record Magazine
- NY Times
- LA Times
- American Institute of Architects
- Associated General Contractors of America

PROFESSIONAL EXPERIENCE

WCD Consultants

ongoing since 1992

WND'Angelo Associates, Inc.

Founder & President

Independent executive management consultant to the environmental, health, and safety industry. Served as director and launched innovative environmental technologies. Consulted to the some of the largest real estate, construction, and engineering firms in the United States on environmental matters. Served as Expert Witness and claims consultant on asbestos, environmental, and construction claims. Provided services in the areas of business development, fundraising, acquisitions, and the development of e-commerce strategies. Funded and managed the acquisition of a petroleum/refinery services waste business. Developed international projects and finance.

McGraw-Hill Construction

September 2000 - October 2002

construction.com

Vice President of Business Development

Reporting directly to the president of the \$400 million Construction Information Group, providing executive leadership and management of strategy, branding, marketing, events, alliances, product development, and direct sales initiatives in all aspects of the commercial construction, building product manufacturing, and real estate industries.

Eco Technologies International

April 1996 - June 1999

Eco Environmental Inc.

Chief Operating Officer—President

Lead the spin-off of the environmental business units of American Eco Corporation. Initially a \$25 million environmental remediation/contracting firm. Established the business strategy to grow via acquisition and internal growth to a \$100 million firm in 18 months.

American Eco Corporation—Houston, Texas

April 1996 - April 1998

Vice President, Corporate Development

Joined this \$250 million plus publicly traded industrial construction and environmental contracting, remediation, and industrial services firm as a result of orchestrating a \$10 million acquisition and the development of a \$40 million new business. Co-coordinated all inter-company business environmental opportunities on an international basis. While serving as Vice President of American Eco, also served as officer for various AEC subsidiaries and ventures.

- Chief Executive Officer—United Eco Systems, North Carolina
- President and Chief Executive Officer—Mid Atlantic Recycling Technologies, Vineland, NJ
- Board Member - Gibca/SRS, Abu Dhabi, United Arab Emirates

WND'Angelo Associates Inc.—Houston, Texas

1992 - 1996

President & Founder

Professional consulting firm providing financial, business development, and management consulting to environmental service companies. Example assignments include:

- Provide finance assistance including placements of public offerings
- Mergers and acquisitions of environmental firms
- Management consulting to Fortune 50 services firm
- Represent technology in raising start-up capital
- Implement large defense contractor's entry into hazardous materials remediation business

Texas Gulf Industries—Houston, Texas

1991 - 1992

President & CEO - TGI Stephens

Recruited by Chairman of this \$100 million plus environmental contracting, construction, and real estate development company to organize a group of recent acquisitions into a cohesive entity for merger into existing public company.

- Total operations responsibility for \$50 million plus hazardous materials contracting and waste services company
- Managed consolidation and ongoing operations in asbestos removal, UST and soils remediation, hazardous waste treatment, MSW mechanical resource recovery process, and indoor air quality abatement firm
- Opened regional offices in New Orleans, New York and California
- Successfully completed merger into existing public company in Toronto, Canada trading in Ontario, London, and on the American Stock Exchange

Hill International—Willingboro, NJ

1989 - 1991

Senior Vice President

Moved into Hill International, a \$100 million construction claims and consulting firm, as a result of their acquisition of a D'Angelo-owned engineering company. Coordinated all business development activities and prepared strategic, operating and business plans as well as sales and marketing plans. Received formal training in management techniques, finance, and construction contracting.

- Developed Environmental Claims Center
- Expert witness for national personal injury litigation and numerous construction claim litigations
- Prepared proposals and presentations for mega projects
- Developed financial projections, business plan, and presentation for investment bankers for an Initial Public Offering

Kaselaan & D'Angelo Associates—Haddon Heights, NJ

1980 - 1989

President & Founder

Founded this environmental consulting, industrial hygiene, and laboratory company with a single partner in 1980 and grew the firm to over 250 employees with \$18 million revenue in eight years. Firm experienced national expansion including ten offices, two acquisitions, and new technology development. Sold this firm to an international engineering and construction conglomerate in 1989 and operated K&D as a subsidiary for three years.

- Managed profitable consulting company for 10 consecutive years

- Experienced over 50% growth rate in eight consecutive years
- Doubled revenues and profits in seven consecutive years
- Negotiated bank financing, insurance programs, and major contracts
- Opened regional and branch offices in Boston, Hartford, New York City, Baltimore, Washington, DC, New Orleans, St. Louis, Houston, Salt Lake City, San Diego, Los Angeles, and San Francisco.
- Acquired a software development firm in Southern California and developed a comprehensive, graphics-based Environmental Management System
- Acquired a forensic and particulate laboratory offering transmission electron microscopy services
- Developed EPA-approved health & safety training centers
- Designed and managed over \$700 million in remediation projects nationwide
- Established K&D as the nation's premier consultant on asbestos in buildings
- Developed economic model for "Discounted Value on Real Property based on the Presence of Asbestos"

Roy F. Weston Engineers—West Chester, PA

1979 - 1980

Senior Project Manager—reported to V.P. Operations

Safety Engineer

Recruited by Vice President of Operations from sub-contractor to manage a \$10 million plus, EPA-funded feasibility study and preliminary design of the Camden County Municipal Utilities Authority (Camden, NJ) regional WWTP.

- Managed field operations in Infiltration Inflow Analysis of 41 boroughs and over 300 miles of sanitary, storm, and combined sewer lines
- Managed field and engineering staff of 80 personnel
- Controlled costs and budget and prepared invoicing and job costing reports
- Developed and tested new technologies in open channel and closed pipe volumetric monitoring systems and instrumentation

Southern Line Co.—Casselberry, FL

1976 - 1979

Operations Manager—Puerto Rico

Project Superintendent

Hired as entry-level environmental technician for federally funded (EPA) wastewater study in Philadelphia as principle sub-contractor to Roy F. Weston. Rapidly advanced to project superintendent and became Operations Manager for entire Puerto Rico Division.

- Managed all engineering, field study, and contract operations on the island of Puerto Rico including two consecutive, \$5 million plus EPA-funded Infiltration/Inflow Analysis studies (Bayamon & Carolina)
- Managed relationship with local water and sewer authority (Aquaeductos), EPA, local engineering firms, and home (mainland) office
- Managed staff of 20 plus American managers and 100 plus local field staff
- Project Superintendent for I/I-SSES for the City of Allentown, PA Working with Metcalf & Eddy Engineers
- Project Manager for nations largest I/I-SSES City of Philadelphia, working with Roy F. Weston Engineers

Publications

"Ventilation Standards and Pressure Monitoring for Asbestos Work Areas," National Asbestos Council Journal, Spring 1988

"Evaluation of Encapsulants on Spray-Applied Fireproofing," paper delivered at National Asbestos Council Technical Conference, Chicago, Illinois, January 1987

“Asbestos Removal - Occupied Buildings,” paper delivered at ASHRAE Technical Conference on Indoor Air Pollution, Crystal City, Virginia, May 1987

“Sophisticated Asbestos Removal: Occupied Buildings and Operating HVAC Systems,” paper delivered at National Asbestos Council Full Technical Conference, Tampa, Florida, September 1985

“Sprinkler Installation in Asbestos Containing High-Rise Buildings,” paper delivered at National Asbestos Council Technical Conference, Indianapolis, Indiana, September 1989

“The Discounted Value of Real Property Resulting From the Presence of Asbestos,” paper delivered at National Association of Real Estate Executives Annual Conference, March 1988

Professional Affiliations

(Not all current)

- Associated General Contractors of America
- Society of Marketing Professional Services
- Environmental Information Association
- American Industrial Hygiene Association
- National Association of Environmental Professionals
- National Association of Asbestos Abatement Contractors
- Air Pollution Control Association
- ICSC Environmental Task Force
- State of the Environment Committee
- International Facilities Management Association
- National Asbestos Council, Inc.
- Director, New Jersey Chapter, National Asbestos Council, Inc. (NJNAC)

JAMES CAPRITTI, CHMM

PROFESSIONAL SUMMARY

Jim Capritti is a Principal of WCD Group, LLC with more than 30 years of technical and regulatory experience in managing large environmental site remediation, abatement, demolition, and site investigation projects. He has a wide-ranging professional background, with experience in environmental site assessments for real estate transactions, remedial investigations, design and permitting, remedial construction and site redevelopment, hazardous materials handling/emergency response, and general construction management (site, civil, mechanical).

As President of WCD Construction Management, LLC, Mr. Capritti manages a business unit that provides specialized remediation construction management services to private and public customers for remediation projects at their commercial, industrial, and institutional properties. He and his team are responsible for all phases of environmental remediation or restoration projects, including site investigations, engineering, regulatory interface, work plan development, estimating, scheduling, and project execution. In the past, Mr. Capritti has held positions as Project Manager and General Manager in environmental remediation construction firms and environmental consulting firms. This multi-faceted experience provides him with a unique, broad-range perspective of both sides of the remediation construction industry.

Mr. Capritti is certified as a Hazardous Materials Manager and holds certifications in Construction Quality Management from the Army Corps of Engineers; 40-hr. Hazardous Waste Operations, Hazardous Waste Supervisor; Competent Person in Excavation, Confined Space Entry, and 10-hour Construction Safety certification training per OSHA; and Subsurface Evaluator, UST Installation (Entire) and UST Closure certification from NJDEP. He also has extensive hands-on experience in asbestos evaluations, building surveys, abatement design, abatement air monitoring and oversight, as well as extensive experience in retail and bulk storage fueling system design, remediation, and construction.

PROFESSIONAL EXPERIENCE

Turnpike Drum Dump #5, Jersey City, NJ – Project Manager for full CM services on behalf of the Jersey City Redevelopment Agency (JCRA) for the remediation of this challenging former electrical transformer reclamation facility and uncontrolled dump site in the Grand Jersey redevelopment area of Jersey City. WCD assisted the Agency in Preconstruction activities including preparation of bidding documents and advertising and solicitation of bids, bid evaluation, subcontractor negotiations, and contracting. WCD managed the activities of the environmental consultant, the remediation contractor, and the perimeter air monitoring contractor for the excavation and offsite disposal of PCB, VOC, and free product contaminated soil and groundwater, including TSCA-level PCB remediation wastes. WCD also managed site restorations, including placement of a clean fill cap prior to redevelopment as a Medical Office Building. The project included

Current Position:

Principal

Education:

B.A. Life Sciences, Glassboro State College
IHMM – Certified Hazardous Materials Manager – CHMM (No. 14362)

Registrations/ Certifications:

- OSHA 40-hour HAZWOPER Initial Training
- 8-Hour OSHA HAZWOPER Supervisor
- 8-Hour OSHA HAZWOPER Refresher
- 10-Hour OSHA Construction Safety Training
- OSHA Confined Space Training
- OSHA Competent Person in Excavation
- NJDPE Certified Subsurface Evaluator, UST Closure, UST Installation (Entire) #003279
- DOT Hazardous Materials Training HM-126/HM-181

enhanced perimeter air monitoring requirements due to surrounding sensitive property uses, including an immediately adjacent hospital and two nearby schools. The overall value of the remediation was \$10 million. The project was completed on time and within budget. All work was conducted under NJDEP oversight and was largely funded under the NJDEP Hazardous Discharge Site Remediation Fund.

Berry Lane Park, Jersey City, NJ – Served as Project Manager for comprehensive construction management services including bidding documents preparation, bid period services, and remediation project management. Also performed contractor and consultant coordination during the remediation and restoration phases of this \$8.5MM inner-city brownfield remediation project. The 17 acre project site consisted of multiple historic uses including residential, industrial, manufacturing, and rail yard with a portion of the site consisting of a previously backfilled canal. The site, which is located in Jersey City, NJ, was developed by the Jersey City Redevelopment Agency (JCRA) into a municipal park called Berry Lane Park. Over the years, the property was used as a dumping ground for a variety of municipal and industrial wastes. In addition, the former Morris Canal (which ran through the site) was backfilled with a hazardous Contaminated Chromium Processed Waste (CCPW) material.

Former BICC Cables Site, Yonkers, NY – Lead Project Manager providing expert 3rd Party consulting and inspection services to the environmental insurer of the cost of remediation for this \$64MM site remediation project under the NYSDEC Brownfields Cleanup Program. Responsible for management and oversight of demolition of all above-grade structures, remediation of PCB, VOC, PAH and Metals impacted soils, shoreline stabilization and bulkhead installation, contaminated sediment removal from the Hudson River, and site restoration with an environmental asphalt cap. WCD's activities included attendance at all project status meetings and regulatory interface meetings (NYSDEC).

Former Magruder Color Co., Newark, NJ – Lead Project Manager providing environmental construction management, general contractor, and comprehensive remediation project management services for the decontamination and demolition (complete) of this former industrial complex. The 8.25 acre property was formerly owned and operated by a pigment and dye manufacturer and intersects southern Newark, NJ and Northern Elizabeth, NJ. Prior to demolition, the vacant buildings were heavily vandalized and deteriorating. The work involved facility-wide hazardous materials, asbestos, and concrete surveys. This work was followed by facility decontamination, including hazardous waste and asbestos abatement and disposal, as well as impacted concrete delineation and disposal. Following facility decontamination, an expedited three-month demolition schedule was begun. A total of 20 industrial buildings (including multi-story production facilities, R&D laboratories, offices, and the facilities powerhouse building) were demolished to slab-on-grade conditions. All brick and concrete building materials not previously disposed of were crushed for eventual onsite reuse in accordance with NJDEP protocols.

Hudson County Chromium Cleanup Projects – Project Executive for Construction Management as Agent (CMAA) for the environmental remediation and site restoration of several Hudson County Chromium sites located in Jersey City, NJ. Services provided include full-time, on-site CM manager, clerk of the works, preparation and implementation of construction management plans encompassing the specific processes for reporting, permitting, contractor coordination, health and safety, and communication requirements and procedures; cost and design requirements; site security; health and safety compliance; construction quality assurance/control testing and reporting; and recordkeeping for the project. Other responsibilities included development of a master construction schedule which involved regular updates; chairing pre-construction, regular construction progress, issue-specific and close-out meetings, including distribution of project record meeting minutes; constructability review of engineering designs and review of contractor-required submittals; review and approval of contractor applications

for payment; review and approval of construction change order requests; construction close-out inspections and punch list development and resolution; and post-construction as-built documentation.

Statue of Liberty Harbor North – Jersey City, NJ– Served as Project Executive for this Construction Manager at Risk (general contractor) for the pre-development remediation of this former manufacturing facility prior to its planned redevelopment as a 5-Star luxury hotel. The 2.7 acre property was formerly operated and occupied by an asbestos shingle manufacturer and is located north and west of Jersey City’s Liberty Harbor Marina and the NYC Water Taxi - Liberty Harbor terminal. The property, after being abandoned by the shingle manufacturer, became a dumping ground for construction and other wastes. The work involved historic fill/soil excavation with TPH and PCB contaminants, asbestos in soils, the placement of engineered backfill, installation of a TSCA liner followed by the construction of a NJDEP-approved cap and the installation of temporary soil erosion sediment control stabilization measures. WCD provided planning, preconstruction, and turnkey remediation services. All work was performed under a fixed price contract.

Alcatel Lucent, Murray Hill Consolidation, New Providence, NJ – Project Manager for remediation management services involving the decontamination and demolition of four laboratory and office buildings located on the former Bell Labs site in Murray Hill, New Jersey. Services included environmental oversight of the remediation, demolition, removal, and transport of asbestos, PCBs and pesticides in concrete and universal wastes. Work included scope of work and bidding documents preparation, bids evaluation, and award recommendation. WCD provided full-time, on-site CM management and clerk of the works duties. Due to the nature of demolition activities and highly sensitive use of adjoining occupied structures, WCD monitored both perimeter and occupied building dust levels and continually measured airborne particulates generated by the demolition to detect and act on potential problems with airborne contaminants such as dust, smoke, fumes, and mists.

Fueling System Upgrades, McGuire AFB, NJ - Project Manager, Site Superintendent, and SSHO for \$3.5MM of fueling system reconstruction and new building construction work under a MILCON project administered by USACE New York District. Work included rehabilitation of two 20,000 bbl jet fuel storage tanks and containment dikes; steel structures coating system application; demolition and reconstruction of a military vehicle fueling station; and the ground-up construction of a high-voltage motor control center building with 750 kva primary service.

Fueling System Rebuild, Andrews AFB, MD - Project Manager, Site Superintendent, Quality Control Manager and SSHO for over \$6MM of fuels-related work under the USAF ENRAC and WERC contracts, including rehabilitation of two 10,000 bbl JP-8 fuel storage tanks, truck fillstands, truck offloading headers, and secondary containment construction.

ERIC TELEMAQUE

PROFESSIONAL SUMMARY

Eric Telemaque is a Principal of the firm and the Managing Director of the Building Services Unit. He manages all aspects of project execution with the commercial real estate market in the New York Metropolitan Region which includes: the preparation of technical proposals and submissions, the execution of work, the preparation and review of all work products and financial accounting requirements. Mr. Telemaque has been providing environmental consulting services to the New York City Region for the past 28 years and currently manages the New York City office.

Mr. Telemaque was the founder of Emteque, which was established in 1994, and has been involved with environmental consulting services to the metropolitan real estate market. He had grown the firm from a two person operation to a staff of 30, whose 2008 revenue approached \$6M. He positioned Emteque as an environmental construction manager capable of providing turnkey services from investigations through construction management. Since 2006, he has been extremely successful in developing the federal client market, and in the last two years has successfully executed millions of dollars of federal projects most of which have been repeat customers. In 2011, Emteque Corporation merged with WCD Group, LLC to form Emteque, LLC a WCD Group Company. In 2015, the firms have been consolidated and operate under the WCD Group brand.

Prior to his involvement with Emteque, Mr. Telemaque functioned in the capacity of the branch manager for the New York office of a national environmental consulting firm considered to be primary developers in the asbestos abatement market. In his position as New York Manager, he actively managed a staff of 10 project managers and 60 environmental field technicians. Subsequent to this position, he was an account executive with a national environmental consulting firm and managed a multi-million dollar client portfolio.

PROFESSIONAL EXPERIENCE

Asbestos

1 Vanderbilt Plaza, NYC, NY—Project Executive responsible for the execution of asbestos surveys for the 1 VP project which included the redevelopment of the entire city block adjacent to Grand Central Station and included 317 Madison Avenue, 331 Madison Avenue 48 East 43rd Street and 51 East 42nd Street. Prepared all asbestos survey reports, prepared specification/drawings and provided bid period services and upon award managed the abatement process. Upon completion of the abatement process, participated in the site development work through the NYC Mayor's Office of Environmental Remediation (OER).

Tishman Construction Co./AECOM – Build it Back, Queens, NY—Project Executive responsible of the oversight of the execution of hundreds of home inspections of asbestos and lead for homes damaged by Hurricane Sandy and in the Build it Back program in Queens, NY.

Current Position:

Principal, WCD Group LLC

Education:

M.S., Marine Biology, State University of New York at Stony Brook (2 years in program)

B.S., Biology/Biochemistry, McGill University, Montreal, Canada

Registrations/ Certifications:

- NYCDEP Asbestos Investigator
- NYS DOL Asbestos Inspector
- City of Philadelphia Asbestos Investigator
- State of Connecticut Asbestos Inspector
- Commonwealth of Pennsylvania Asbestos Inspector
- 40-hour OSHA Hazwoper Certificate
- Underground Storage Tank Certificate
- Confined Space Entry Certificate
- NITON XRF Spectrum Analyzer Certified

“SuperStorm” Sandy, NYC, NY—Managed the firm’s NYC response to our clients which included the execution of hundreds of asbestos surveys, a similar number of asbestos abatement project as well as the execution on more than 400 Phase I environmental Site Assessments for homes to be acquired by New York State. As it relates to our commercial real estate accounts, we managed the restoration of dozens of properties which were impacted by the flood waters.

AMG Demolition, NYC, NY—Project Executive responsible for the overall management of the industrial hygiene tasks associated with the demolition of approximately 150 homes which the State of New York has purchased, damaged by Superstorm Sandy and scheduled for demolition. WCD Group has been providing the management and inventorying of Universal Wastes, documentation of the demolition process, the execution of Community Air Monitoring Programs, the collection of OSHA worker exposure sampling for lead and respirable dust and the execution of weekly SWPPP inspections. This program is expected to continue through the later part of 2016.

280 Park Avenue, NYC, NY—Project Executive responsible to support SL Green Realty Corporation and Vornado Real Estate Trust in the acquisition and repositioning of the property. Work included the initial Environmental Due Diligence, the execution of asbestos surveys, the preparation of bid documents for abatement, third party air monitoring during abatement, the removal of above ground storage tanks and various industrial hygiene assignments.

Domino Sugar, Brooklyn, NY—Project Executive for the Two Trees Management account and the redevelopment of the Domino Sugar refinery from the initial Phase I Environmental Site Assessment, through a comprehensive asbestos survey, the preparation of specifications for asbestos abatement and subsequent third party air monitoring oversight. Post abatement work included weekly investigations for the NYC Department of City Planning and weekly SWPPP inspections.

SL Green Realty Corporation, NYC, NY—Project Executive for all aspects of the SL Green Realty Corporation account and its large NYC portfolio of properties. Managed all aspects of Limited Environmental Due Diligence investigations, Phase I Environmental Site Assessments, Phase II Subsurface Investigations, site remediation, OER participation, the execution of asbestos surveys, the management of third party air monitoring oversight, the execution of microbial inspections/remediation and other industrial hygiene issues since 2006.

Vornado Development, NYC, NY—Project Executive for all aspects of the Vornado Development account and its large NYC portfolio of properties. Managed all aspects of Limited Environmental Due Diligence investigations, Phase I Environmental Site Assessments, Phase II Subsurface Investigations, site remediation, OER participation, execution of asbestos surveys, management of third party air monitoring oversight, execution of microbial inspections/remediation, and other industrial hygiene issues since 2008.

220 Central Park South and 221 West 58th Street, NYC, NY—Emteque Corporation under contract to Vornado Development has provided for a comprehensive asbestos and lead based paint survey for the two (2) tower residential structure at Central Park South, prepared contract specifications and drawings for abatement, provided bidding period services and is currently providing third party air monitoring oversight with a field staff of four (4) for a three (3) month period.

September 2006 – September 2015: Department of Veteran Affairs Samuel Stratton VA Medical Center, Albany, NY—Project Executive responsible for the successfully bidding of a five (5) year asbestos consulting contract at this VA facility. For the past three years we have been providing task order consulting services at this facility performed as EMTEQUE Corporation. Since 2011, we have continued to provide asbestos consulting services at this facility on an as needed basis.

November 2004 – July 2006: Metrotech 1 LLC—Project Manager for the complete asbestos survey, preparation of design documents and abatement oversight for 27 floors of commercial office property at 101 Willoughby Street currently scheduled for conversion to condominium. Project Manager responsible for the execution of a million dollar abatement program which included the removal of accessible and inaccessible asbestos containing materials from this facility over an 8-month period.

January 2001 – June 2001: 919 Third Avenue, NYC—Account executive for the preparation of specifications and drawings, the mediation of contractor walkthrough, negotiations with contractors and the oversight of the interior demolition and asbestos abatement of 800,000 square feet of sprayed-on fireproofing and commercial office space in New York, NY.

November, 2007: 157 Chambers Street, NYC, NY—Responsible for the management of an abatement program in this 15-story building undergoing a conversion from commercial to residential. Work involved the removal of all accessible ACM materials inside and outside the facility. Emteque also assisted this client in a hazardous materials spill, the subsequent clean up, and spill closure with the New York State Department of Environmental Conservation.

June, 1999 – December 2003: New York Coliseum, NY—Account Executive for the preparation of plans and specifications for environmental remediation (asbestos abatement, underground storage tanks and chemical wastes) and the demolition of the above referenced site. Provided regulatory interface with governing agencies which resulted in obtaining significant deviation from normal work practices. Provided management of the execution of each component of Environmental Remediation through site safety during the demolition of the building structure.

January, 2007: 330 Hudson Street, NYC, NY—Managed and executed a Phase I ESA inspection at the site, along with a lead based paint inspection, and asbestos survey of the property. Prepared project specifications for the removal of asbestos-containing materials prior to a large renovation and redevelopment of the property. Provided management services during third party air monitoring as required by NYS and NYCDEP requirements.

Times Square Tower—Involved in several projects both with Forest City Ratner Companies and Boston Properties, Inc. in the redevelopment of the Time Square area. Participated in the preparation of numerous environmental remediation programs for this area.

January, 2001 – January 2007: Reckson Associates—Account Executive responsible for the management of all asbestos consulting services provided to Reckson Associates for their commercial office facilities in Manhattan, industrial properties located in New Jersey and Long Island, and the pending redevelopment of the Pilgrim State Psychiatric Center located on Long Island. Emteque performed the asbestos inspections of more than 60 properties for Reckson Associates and was successful in aiding Reckson on the bidding for the redevelopment of the site.

October 1997 – December 2006: - Trizec Properties, Inc.—Account Executive for the management of all environmental consulting services for this large real estate Owner located in the New York area. Environmental consulting services included indoor air quality investigations and water quality sampling. Functioned as Account Executive for this client and its real estate portfolio since 1987.

March 1994 – January 2010: Great Neck Union Free School District—Project Executive for environmental programs for this School District with 40 facilities. Managed more than 75 asbestos abatement projects which employed the most stringent clearance criteria in the country. Also managed microbial air surveys for the District along with subsurface investigations and water sampling programs. Provided engineering designs as they relate to roof installation, site work, exterior façade work, construction of handicap bathrooms, and installation of gymnasium exhaust fans.

Engineering/Construction Services

United States Army Reserve (77th Readiness Command)—As principal of Emteque Corporation, managed \$7M

dollars of construction/environmental work with the 77th Reserve under sole source award task order driven contracts. Worked closely with administrative staff and field project managers in the preparation of scope of work documents, proposal preparation, the execution of the work, and closeout documentation. Successful in the management of more than 40 task order construction contracts. Pending projects currently under sole source negotiation include a high voltage project with the Orangeburg USARC facility, and paving projects at the USARC facility in Utica and Schenectady, NY. Since 2006, Emteque Corporation has executed millions of dollars' worth of construction projects with the USARC.

Department of the Navy, Submarine Base, New London, CT—Project Executive responsible for construction management services provided by Emteque on various contracts, including a Basic Purchase Agreement (\$1M), the McJOC Contract (\$3.5M), and other interior renovation activities being performed at the Marines facility located at Garden City. Recently completed projects include a \$250,000 concrete repair project at the US Merchant Marine Academy, one of the first construction projects to be managed by NAVFAC for the USMMA. In August 2009, Emteque Corporation undertook a \$300,000 renovation project at the Garden City Marines facility which included general construction, site work, and the decontamination of the former firing range in the basement of the facility. Additional work at the USMMA included \$600,000 of roof replacement projects at Melville Hall and Bland Library along with an HVAC system replacement for Bland Library. Recently completed work at the US Marines facility in Garden City has included a \$150,000 facilities upgrade project to parking lot lighting, concrete work in the parking area, and perimeter fencing.

General Services Administration (GSA, Region 2)—Project Executive responsible for initial presentations to the GSA for sole source 8(a) services. Work included interior renovations including carpeting, painting, door installations and security systems, masonry work on plazas, exterior painting, and pending microbial remediation and asbestos abatement projects both for New York and New Jersey.

Great Neck Union Free School District, Great Neck, NY—Project Executive for all engineering programs executed for the District. Work included design and oversight of five roof replacement projects, installation of a handicap bathroom, exterior renovation work, installation of gymnasium exhaust fans, rehabilitation of masonry stairs, emergency generator installation, and site work.

Air National Guard, Westhampton ANG and Stewart ANG—Project Executive responsible for the management of a \$20M dollar, five year MATOC contract with the Air National Guard. Work performed under this contract included sole source negotiated awards for the installation of security gates.

Industrial Hygiene Services

Part of Emteque's core business was to provide industrial hygiene services in response to occupant complaints regarding various types of environmental contaminants. Emteque developed sampling protocols for a wide variety of programs to address clients' needs. Some of the larger projects are documented below.

130 Liberty Street—Performed contractor OSHA-compliant air sampling for the contractor engaged in the dismantling of 130 Liberty Street. Established methodologies and protocols for the sampling of environmental contaminants including Dioxins, PCBs, PAH's lead, asbestos metals, respirable silica dust, and others. Concluded this three month effort with the compilation of final reports for LMDC review.

September 2001 – September 2002 – Ground Zero, NYC, NY—Emteque was one of several consultants who assisted clients at Ground Zero in lower Manhattan with issues relating to environmental contaminants including asbestos. Clients included, American Express, ScotiaBank, Goldman Sachs, Barclays Capital, and The New York City Housing Authority. Managed Emteque's staff in the sampling for environmental contaminants, the interpretation of results and the issuance of reports. Also supported the High School of Economics and Finance in a decision not to re-occupy the facility until further cleaning had been performed by the Board of Education.

Bergen Town Center, Paramus, NJ—Emteque provided Industrial Hygiene consulting services to the Bergen Town

Center during a significant renovation of this active Mall. These services included airborne sampling for VOCs, WEPA Method TO-16, microbial air sampling, and daily sampling for VOCs, respirable particulates, and carbon monoxide.

Holland House (Legionella), NYC, NY—In response to confirmed cases of Legionnaires' disease, Emteque was tasked with developing a system to eliminate the Legionella organisms in this 307 room SOR. Work involved the design of a decontamination system, interactions with the New York City Department of Health and Mental Hygiene, and the installation and subsequent testing of the system found to be affected.

Subsurface Experience

New York City Office of Environmental Remediation, NYC, NY—Project Executive responsible for client management for all of the OER programs managed in the NYC office. These programs have included the redevelopment of 1 Vanderbilt Plaza, 627 Greenwich Street, Domino Sugar, 2306 Third Avenue, 10 West 17th Street, 304 Canal Street, 334 Canal Street, Manhattan West Tower, 210 West 31st Street, 61-67 9th Avenue, 1640 Flatbush, etc.

384 Bridge Street, NYC, NY—Executed a Phase I and Phase II subsurface investigation for this property. Prepared Construction Health and Safety Plans and Remedial Action Plans for NYCDEP approval and executed those plans, which included the removal of seven underground storage tanks and contaminated soils in advance of the construction of a \$200M residential high-rise Structure. Work also included the design of a sub slab depressurization system and a soil vapor intrusion study.

150 West 83rd Street, NYC, NY—Project Manager responsible for the execution of a contaminated soil program at this parking garage. Responsible for the removal of 1,000 cubic yards of contaminated soils, 8,000 gallons of free product, installation of temporary monitoring wells, the application of Regenox®, and the installation of backfill materials and site grading.

September 2007 – January 2008: 651-661 New York Avenue, Brooklyn, NY—Emteque was retained to provide complete cleanup of a former gasoline station at this site. Work involved the preparation of a NYSDEC approved work plan for a subsurface investigation, obtaining a NYCDOB permit to remove seven USTs, the removal of contaminated soils, the removal of car lifts and associated hydraulic oil tanks, limited demolition, the backfilling of the site and spill closure with NYSDEC. This project was a \$175,000 project completed in less than 6 weeks. Additional sampling requested by NYSDEC performed and spill closed within one (1) day of receipt of results and petitions for spill closure.

September 2007 – January 2008: 770 11th Avenue, NYC, NY—Prepared Health and Safety Plans and subsurface investigations plans for NYCDEP review and approval for the soils excavation work performed at this site which occupies 75% of a NYC city block bounded by 45th and 53rd Street. Reported spills and the discovery of USTs buried on the site. Managed the excavation of contaminated soils, the recovery of free product, and the removal and proper disposal of USTs as well as spill closure with NYSDEC.

April 2006 – July 2007: 501 Tenth Avenue, NYC, NY (DHL Express USA, Inc.)—Prepared Construction Health and Safety Plans and Remediation Action plans for removal of 38 underground storage tanks, removal of 7,000 cubic yards of petroleum-impacted soils, backfilling of the site, recapture of 25,000 gallons of petroleum product, installation of groundwater monitoring wells, supervision of the development and sampling of the wells, and installation of a sub-slab depressurization system. Work performed under direction of the New York State DEC, the New York City Department of Environmental Protection and the Port Authority of NY & NJ. Work also involved industrial hygiene services in the building involving sampling for airborne asbestos, lead, nuisance dust, and respirable silica.

August 2006 – January 2007: 100 West 18th Street (GB Development)—Performed soils sampling in order to document subsurface contamination. Reported spill to NYSDEC, prepared construction health and safety plans,

and remediation action plans. Monitored removal of contaminated soils and implementation of the CHASP and RAP. Worked with NYSDEC for spill closure.

March 2005 – December 2005: 137 Wooster Street LLC—Managed the remediation of contaminated soils from the property at 137 Wooster Street. Prepared Construction Health and Safety Plans along with remedial action plans for NYCDEP approval. Executed the cleanup in accordance with approved NYCDEP plans. Prepared final closure reports for NYSDEC approval.

June 2007 – October 2007: Douglaston Development Corporation—Implemented Phase II subsurface site investigations to determine the extent of petroleum contamination to the site. Negotiated spill cleanup with New York State Department of Environmental Conservation. Prepared and executed NYSDEC-approved Construction Health and Safety Plans and Remediation Action Plans. Managed the removal of petroleum contaminated soils and prepared final closure reports.

Summer of 2006: Friend’s Seminary, 222 East 16th Street—Responded to a school evacuation as a result of solvents rendered airborne as a result of subsurface excavation activities for new construction at the school, provide for air sampling for volatile organic and semi-volatile organic compounds and performed subsequent groundwater sample. Provided interface with the NYSDEC, NYCDEP and the Office of Emergency Management.

March 2006 – April 2006: Greenpoint Monitor Museum, Brooklyn, NY—Project Manager responsible for the execution of a subsurface investigation at the site of the Greenpoint Monitor Museum on the riverfront in Brooklyn, NY. Work involved subsurface borings using Geoprobe® technology across the site and the collection of soils for VOC, SVOC and metals analysis.

October 2008 – November 2008: 822 Lexington Avenue, Brooklyn, NY—Project Executive responsible for the management of the removal of a 10,000 gallon heating oil tank, the management of a spill at the site with the New York State DEC, soil characterization, spill delineation and the management of the removal and proper disposal of 1,600 tons of petroleum contaminated soil. Spill closure obtained two (2) weeks after the completion of the site work.

D. JOSHUA CUPRIKS, CIH, CMRS

PROFESSIONAL SUMMARY

As our resident Certified Industrial Hygienist, Mr. Cupriks is responsible for conducting comprehensive investigations and research on projects related to public health and traditional industrial hygiene with a focus on the transportation industry. Specifically, he is experienced in the planning and implementation of a wide variety of industrial hygiene projects, including high profile health & safety program reviews and updates, comprehensive indoor air quality surveys, exposure assessments (non-ionizing radiation, toxic metals, hazardous dusts, volatile and semi-volatile compounds, electromagnetic frequency, noise), water quality surveys, and asbestos inspections. Mr. Cupriks is intimately familiar with federal and state regulations and industry standards governing indoor air, microbial abatement, drinking water quality, and asbestos as well as policies and procedures relating to their screening and investigation. In addition, Mr. Cupriks possesses a background in laboratory research and analysis.

Mr. Cupriks is the senior technical representative in the NYC office. He has assisted in the execution of select programs on Staten Island, having provided health and safety training and evaluations, reviewing field documentation, training staff in the sampling of caulking for PCBs and reviewing the Community Air Monitoring Programs. Mr. Cupriks was also involved in the preparation and peer review of more than 100 Phase I Environmental Site Assessments of homes in the acquisition program.

PROFESSIONAL EXPERIENCE

ProSource, New York City Metropolitan Area and Long Island, NY – Assistant technical and quality control manager working in support of a series of high profile NYS programs focused on assessing, repairing, and/or demolishing residential properties following the events of Hurricane Sandy. This work has specifically involved:

- Field assistance and training of field staff as needed to perform Phase 1 investigations property inspections;
- Review and final authoring of more than five-hundred (500) Phase 1 and Tier II reports associated with property repair, acquisition and buyout activities;
- Quality control efforts, training and oversight associated with the completion of PCB/asbestos/ambient dust sampling projects in anticipation of home demolition activities;
- Quality control efforts associated with ambient dust sampling and overall construction site safety during home demolition activities.

Tishman Construction, New York City Metropolitan Area – New York City lead technical manager for industrial hygiene services. Specifically, work for this client has involved assessment of potential hazards and clean-up protocols/methodologies associated with active water/sewage infiltration into large-scale construction projects.

Turner Construction, New York City Metropolitan Area – New York City lead technical manager for a wide range of industrial hygiene, safety and Indoor Air Quality (IAQ) needs associated with new major construction and/or renovation projects. Work has involved assessment of and disposal requirements for hazardous/flammable chemicals, authoring of work procedures during use of potentially hazardous/flammable chemicals, authoring of mitigation plans for microbial growth/water damage, post-flood and fire damage

Current Position:

Environmental Health &
Safety

Education:

M.S. Environmental
Science/Industrial Hygiene
(1998), University of Rochester
School of Medicine and
Dentistry
B.S. (Magna Cum Laude)
Organismal Biology (1994),
SUNY New Paltz

Registrations/ Certifications:

- Certified Industrial Hygienist
(CIH) – American Board of
Industrial Hygiene, 9065CP
- Certified Microbial
Remediation Supervisor
(CMRS) – American Indoor
Air Quality Council
- 40-Hour OSHA HAZWOPER
- 10 Hour OSHA Construction
training
- New York State AHERA
Asbestos Inspector
- FEMA Incident Command
Structure (ICS) 100, 200 and
300 Level Training
- OSHA Construction Safety
(Yellow Card)

assessments, permit required confined space/confined space support, HASP/Work Plan implementation and construction oversight monitoring. More notable project locations include the recent three year renovation of Madison Square Garden and the construction of the New York City Police Training Academy in Flushing, NY.

Tutor Perini Construction, New York City Metropolitan Area – New York City lead technical manager for a wide range of industrial hygiene needs associated with new major construction and/or renovation projects. This work involved compliance assistance associated with implementation of the OSHA Lead in Construction Standard during renovation and maintenance on bridge superstructures.

Structuretone, New York City Metropolitan Area and New Jersey – New York City and regional lead technical manager for a wide range of industrial hygiene needs associated with new major construction and/or renovation projects. This work involved assistance associated with implementation of the OSHA Lead in Construction Standard and sampling study support during renovation of office buildings, in addition to permit required confined space entry and building investigation support as part of large scale proposal efforts.

PSEG Generating Station, Burlington County, New Jersey – Provided field industrial hygiene and safety oversight services associated with the demolition and renovation of this 100 year old facility. Activities involved technical assistance with analytical and real-time air and bulk sampling activities for lead, asbestos, silica, PCB, mercury, and volatile organic compounds associated with on-going investigation, abatement and demolition activities. Also provided guidance to the Site Health & Safety Manager regarding proper USEPA environmental/OSHA sampling techniques, additional types of hazardous waste which have the potential to be encountered, universal waste handling, and interpretation of the work plan on an as-needed basis.

Two Trees Management LLC, Former Dominos Sugar Plant, Brooklyn, New York – Assisted with the development and final review of a series of required work plan documents required for the redevelopment of the former Domino Sugar plant into a residential community and public park. Additional safety inspection services have also been provided where they are associated with on-going field monitoring during demolition/construction efforts and periodic New York City/Federal (i.e., OSHA) regulatory, and compliance inspections.

Federal Bureau of Prisons (FBOP)/UNICOR E-Waste Recycling Facilities, Nationwide – Served in the capacity of lead researcher and client defense representative in a Union arbitration lawsuit involving heavy metal exposure. This case involved an extensive review of historical and current Health & safety policy with respect to engineering controls, employee/working inmate PPE and potential for heavy metal exposures associated with e-waste recycling operations.

DHL Express, JFK Airport Facility, Queens, New York – Lead investigator and technical manager for Indoor Air Quality (IAQ) work associated with the upkeep and maintenance of this key DHL facility. Due to the facility's use as an air/ground transfer hub in an exceptionally mixed high traffic and urban area, special considerations and efforts are required by the client to ensure IAQ is optimal for office staff at all times. This required a full review of not only building operations and equipment, but also of neighboring activities and properties.

SL Green Corporation, New York Metropolitan Area – Lead Investigator and technical manager on a wide variety of Indoor Air Quality (IAQ), microbial growth/water damage, water quality surveys and hazard materials abatement protocols/operations associated with high profile tenants and property acquisitions. The majority of this work has taken place in Manhattan and Brooklyn on short notice as required by the client's schedule.

EmblemHealth, New York Metropolitan Area – Lead Investigator and technical manager on a wide variety of Indoor Air Quality (IAQ), microbial growth/water damage and water quality surveys associated with both owned and rented client office/medical facility space. Worked closely with management to perform emergency work where potentially hazardous (i.e., combustion-related) gases generated by a problem neighbor had the potential to impact medical facility care operations.

Bronx Jewish Home for the Aged, Bronx, NY – Lead Investigator and technical manager on a wide variety of Indoor Air Quality (IAQ), microbial growth/water damage and water quality surveys associated with office and pharmacy

operations. Reviewed all aspects of maintenance and activities to identify and address those areas of concern. The close proximity of areas of concern to traditional health and care operations heightened the sense of importance.

Schulte, Roth & Zabel, LLP, New York, NY – Served as the Lead Investigator and technical manager on a wide variety of Indoor Air Quality (IAQ), microbial growth/water damage and other supporting environmental inspections associated with the client’s flagship office location. This work has involved working closely with building management staff, the firm’s maintenance representatives and our Principal CIH, R. Christopher Spicer, during implementation of mathematical (i.e., probability) assessment protocols.

Sotheby’s, New York, NY – Provided inspection activities for Indoor Air Quality (IAQ) services and water/microbial damage to high-end art pieces. Due to the monetary value and unique nature of many of the items housed by the client, knowledge of building systems together with exceptional care is required to ensure items are properly restored and/or maintained.

Local Initiative Support Corporation (LISC), New York Metropolitan Area – Quality Control oversight manager and field trainer for this on-going work involving well-regarded Home Repair and Mold Abatement Programs. These programs were initiated by Mayor Michael R. Bloomberg and the Mayor’s Office of Housing Recovery Operations as a new initiative to address water damage and treat mold in homes impacted by Hurricane Sandy. Served in a technical capacity among LISC’s panel of experts in their initial efforts to rapidly and efficiently craft home inspection policies and assessment criteria.

New York City Housing Authority (NYCHA), New York Metropolitan Area – Worked closely with NYCHA Management, our field logistics/oversight manager and designated engineering management firms to assist in the implementation of a cleaning and sanitization protocol created in response to the events of Hurricane Sandy. This work took place over a period of six months and specifically involved quality control and submittal of asbestos/cleaning inspection reports, technical interpretations/assistance/modifications of existing sanitization protocols/asbestos regulations.

New York City Human Resources Administrations/Department of Social Services, New York Metropolitan Area – As the New York City Health & Safety Officer, worked closely with Management to respond to a number of emergency Health & Safety and Indoor Air Quality (IAQ) needs associated with generator use and building maintenance activities in response to the events of Hurricane Sandy. Services and recommendations were provided to 1) quickly assess and reduce immediate risks posed to building occupants and service personnel; and 2) recover so that buildings could be put back into normal use immediately.

Mr. Cuprik’s experience with firms prior to joining WCD is detailed below:

Long Island Rail Road (LIRR), Long Island, NY – Project Manager for three consecutive Industrial Hygiene Contracts. responsible for efficiently managing and performing a variety of industrial hygiene sampling, safety and environmental assessment surveys in both office and industrial settings (such as key management office space, track facilities and operational facilities). Work tasks involved system safety program updates with regards to FRA Standard changes, associated System Safety program reviews and updates, comprehensive ventilation and Indoor Air Quality (IAQ) surveys, emergency (reactive) air quality surveys and exposure assessments (chemical, metal, silica, man-made vitreous fiber, community/personal noise and EMF). Also managed numerous projects related to oil/water separation systems, tank management systems, environmental groundwater and soil investigations, Health & Safety training, scientific (e.g., efficacy of novel chlorine dioxide delivery systems in a train car setting) experimentation and independent oversight, unknown contaminant testing, toxic metals abatement and historical Industrial Hygiene data management.

Most notably, maintained direct contact with the Senior Director of Occupational & Environmental Safety to ensure quality assurance, technical competence and satisfaction with services performed. The typical scope of responsibilities included:

- Providing dependable and reliable 24/7 emergency response services;

- Developing consistently competitive and cost efficient pricing for all projects;
- Ensuring the accuracy and timeliness of all project invoice submittals;
- Providing draft reports and/or summaries of all projects typically within 48 hours; and
- Providing comprehensive follow up for long term projects and the finalization of project reports

Port Authority of New York (PATH) Commuter Facilities, New York, NY – Served in the capacity of lead researcher and expert witness in a \$5,000,000 wrongful death lawsuit involving asbestos and diesel exhaust exposure. Testimony involved a comprehensive presentation of the PATH System Safety Program, including training procedures/records, occupational sampling/tunnel ventilation system data and interpretation and established employee/union work practices involving the decedent’s position. A defense verdict was awarded to the client.

New Jersey Transit (NJT) Light Rail Transit System, Jersey City, NJ and Surrounding Area – Provided environmental and occupational safety support services along the full length of the NJT light rail transit corridor during construction activities. This work involved assisting with the safe decommissioning and demolition of acquired properties along the corridor, while also monitoring construction and hauling activities designed to minimize and/or prevent potential impacts to surrounding communities and waterways.

Fashion Institute of Technology (FIT), “A” Labs Renovation Process, New York, NY – Manager and technical author/coordinator of a facility wide risk assessment used to assess and make potential HVAC improvements and upgrades associated with both actual and estimated laboratory industrial hygiene exposures. This project required a detailed investigation of staff/student operations, MSDS review, usage patterns, chemical storage, layout and chemical permitting requirements for each laboratory slated for renovation as part of this scheduled \$32M facility upgrade. Made required recommendations for upgrades and improvements to the ventilation system during the design stage in order to remain compliant with OSHA, ACGIH and appropriate building codes. Most importantly, this work was done prior to the start of the contracting bid process, thereby saving the client tremendous resources which would have otherwise been required as a result of potential change orders generated during the construction process.

Worked with the design engineer of record and the FIT Health & Safety department to ensure that hazards are both adequately identified and controlled to achieve FIT internal policy and overall compliance goals.

New Jersey Department of Environmental Protection (NJDEP), Kiddie Kollege Daycare Center (Former Accutherm Site), Franklinville, NJ – Provided Industrial Hygiene design and investigation work for this former preschool center which had become heavily contaminated with mercury and mercury vapors during historic thermometer manufacturing activities. A detailed site investigation of the facility was performed to assess ambient levels of mercury vapor within each level of the unoccupied structure to determine both the source and recovery/abatement potential. Ambient air quality screening was performed in conjunction with extensive bulk sampling analysis of representative building materials. Real time air and bulk sampling results were summarized to provide a three dimensional (3D) map of mercury contamination by level. Due to the extensive nature of mercury contamination within porous building materials, it was determined that rehabilitation of the building was not possible and that demolition as per Local, Federal and State of New Jersey laws would be required. Also provided oversight and review of the onsite Health & Safety Plan which covered soil and ground water investigation activities.

Federal Prison Industries, Inc. (UNICOR), Nationwide – Performed a wide variety of environmental and industrial hygiene analysis within numerous low to high security prison settings. Notable projects include the research and design of industrial hygiene sampling intended to assess the occupational noise and breathing hazards associated with a novel large scale solar cell assembly plant located FCI Otisville, in addition to traditional metal, noise, solvent and dust exposures associated with electronics reclamation, vehicle upfitting/manufacture, steel, and traditional furniture making operations in various Federal Correctional and Penitentiary Institutes.

Federal Bureau of Prisons (FBOP), Northeast and Mid Atlantic Territory – Performed a wide variety of environmental and industrial hygiene analysis within numerous low to high security prison settings. Two notable projects include annual re-certification of the ventilation system servicing the Brooklyn Minimum Detention Center

Tuberculosis Ward as per Centers for Disease Control (CDC) criteria, and completion of a comprehensive tunnel baseline inspection for industrial hygiene (e.g., worker/inmate health & safety requirements and precautions) and soil/groundwater environmental contamination (e.g., septic water, lead paint, PCBs, PAHs, metals, pesticides, airborne and surface microbial growth). This latter work was performed to determine what safety and material handling and disposal requirements, if any, would be required during the clean up a service tunnel spanning the perimeter of the FCI Danbury facility.

Caldwell Board of Education, Wilson Elementary School, NJ – Served as the field technical lead on this high profile project. The project involved a detailed review of existing reports and documentation, a comprehensive field investigation of the building, attending project school committee and public education meetings and finally abatement of select materials at the school as per report recommendations.

New Jersey Department of Corrections (NJDOC), Northern State Prison – Technical lead for issues relating to Indoor Air Quality for a facility-wide Indoor Air Quality Investigation at the New Jersey Northern State Prison Facility. Worked with multiple remedial investigation disciplines to provide a comprehensive look at potential shortcomings in facility IAQ, as well as maintenance practices. Based on this information, recommendations were made to dramatically improve IAQ in both the short and long term.

New Jersey Schools Development Authority (NJSDA), Statewide – Worked with a team of environmental professionals to assess mold and water damage concerns as they relate to historic architectural and design issues. This cross-disciplined team assembled many potential issues at once, including subsurface and water drainage investigations, school facility architecture, engineering, air quality, lead and asbestos inspections and mitigation design and oversight. Project findings are assembled into a comprehensive report prior to submittal to the client.

National Oceanic & Atmospheric Administration, New Jersey and Nationwide – Technical and Site Manager for laboratory decommissioning work and large scale asbestos abatement projects. This project involved assessing potential hazards, determining relative risks for onsite workers/public, and prescribing appropriate remediation and personal protective equipment technologies based on applicable federal, state and city regulations and guidelines.

United States Postal Service (USPS), Nationwide – Task and Project Manager for emergency response incidents on a national level on an as needed basis. This position required onsite assessment of USPS emergency tabletop exercises utilizing the Incident Command Structure (ICS) system.

New York City Department of Environmental Protection (NYC DEP), CBRNE HAZMAT Division, New York, NY – At the request of the NYCDEP, worked closely with NYCDEP Chemical, Biological, Radionuclear and Explosive (CBRNE) HAZMAT specialists to carefully develop and author multiple easy to use software operating protocols and general guidance for the state of the art ED X Ray Fluorescence (XRF) machine. The purpose of this work was to familiarize non-technical (e.g., police and fire department) and technical (e.g., NYCDEP HAZMAT) staff and scientists regarding the care, maintenance and use of this machine in a variety of investigative and emergency response scenarios. Efforts were made to create protocols which use both the inherent capability of the device to perform non-standard material identity scans to highly detailed and precise scans based on standard calibration curves.

Fire Department of New York (FDNY), New York, NY – Technical Manager for Industrial Hygiene Contract (# 05720060025097). Responsible for working closely with the FDNY OSHA Compliance Unit Management and Project Manager(s) to ensure a high level of technical integrity for a variety of air and potable water quality investigations. This work often involved sampling for potential disease causing organisms (e.g., parasites and bacteria) in potable water and/or assessing OSHA compliance with regards to potential employee exposure to combustion products associated with well-defined firefighting training activities. *Client: Fire Department of New York (FDNY), OSHA Unit, 9 Metrotech Center, Room 7W06K, Brooklyn, NY 11201, Contact: Mr. Tennison Headley, (718) 999-2927.*

New York City School Construction Authority (NYCSCA), NY – Provided field and technical management support for a number of community noise and indoor air quality projects related primarily to chemical storage/disposal, indoor air quality, water damage surveys and assessment of toxic mold/microbial growth. These projects were typically

conducted on an emergency response basis and involved a variety of microbiological sampling protocols and subsequent interpretation. These data, along with additional types of specialized IAQ sampling, was then used to assess the extent of damage in building materials and harm posed to students. This information was used to address high profile hazard/safety assessment (re-occupancy) and construction/renovation issues for School properties. Based on these experiences, also “ghost wrote” the existing NYCSCA Guidelines on microbial abatement/design. At the NYCSCA’s request, also wrote additional documentation regarding the use of select building materials and building practices which serves as a guideline to construction management. *Client: New York City School Construction Authority, IEH Department, 30-30 Thomson Avenue, Long Island City, NY 11101, Contact: Lee Guterman, (718) 472-8502.*

General Services Administration (GSA), New York, NY – Project Manager for Industrial Hygiene and related engineering services on an as-needed basis. Worked closely with GSA Project Management in order to provide technical oversight and support services for both cutting edge comprehensive IAQ investigations (e.g., involving probability analysis), potable water system (e.g., lead, *legionella sp.*) and routine asbestos (e.g., weekly) air/bulk sampling projects. As these projects often involved high public visibility, a strong understanding of New York City Building Code, occupational/environmental Standards and Guidelines and current general industry practices and sampling data interpretation was mandatory. *Client: General services Administration, 26 Federal Plaza, Suite 1703 (PXS), New York, NY 10278, Contact: Joanne Haas, (212) 264-1445 or Bill DeNyse, (212) 264-0506.*

Project Manager for an anti-terrorism vulnerability assessment – Project involved a comprehensive building assessment of two high profile New York City Federal Courthouses. At the completion of the project, specific recommendations were made to both secure and upgrade the existing ventilation system and building facades so that building occupants could be protected from a variety of potential chemical exposures. Additional recommendations were also made to limit uncontrolled building air flow patterns and to install sensors to detect an increased variety of potential human toxicants.

Lower Manhattan Development Corporation (LMDC), New York, NY – Field/Task Manager for the successful implementation of bulk dust sampling for PAHs, PCBs, dioxins, metals, and silica within a high- profile office building impacted by the events of September 11. Job required working with project management to establish an effective sampling strategy and close communication with field staff to ensure proper execution. Performed similar work for exposed concrete surfaces on existing construction adjacent to this Site. These results were compared to USEPA background criteria for New York City and nationally recognized toxicological references, where appropriate.

Commerz Bank, New York, NY – Field/Task Manager for a comprehensive annual air and bulk dust sampling project for PAHs, PCBs, dioxins, metals, asbestos, and silica within a very dynamic and high-profile office space impacted by the events of September 11. Job required extensive planning and efficient execution involving building staff, field technicians and analytical laboratories to ensure minimal disruption to on-going office activities.

The Dormitory Authority of the State of New York (DASNY), New York, NY – Provided field management and technical oversight support for small to large emergency IAQ projects on an as-needed basis. These projects typically involve assessment of buildings for environmental concerns, such as water damage (e.g., mold growth) and air monitoring for hazardous atmospheres in public workspaces. The information collected was utilized to make recommendations to abate potentially hazardous conditions and proactively address identified environmental issues.

United States Postal Service (USPS), Queens, Brooklyn, and Staten Island, NY – Task Manager and investigator for indoor air quality surveys and industrial hygiene/USEPA chemical storage investigations at more than 150 USPS stations. Coordinated field activities with USPS personnel and laboratory subcontractors, conducted HVAC assessments to evaluate building performance, collected indoor air measurements (e.g., temperature, relative humidity, carbon dioxide, carbon monoxide) and collected and interpreted laboratory data relating to microbiological and other potential air contaminants such as volatile organic compounds. The data was compared to regulations, criteria and guidelines promulgated by USEPA, ASHRAE, ACGIH, OSHA and corresponding state departments.

Additionally, developed and performed sampling and analysis of the water quality in USPS buildings. Investigated the levels of metals (including lead and copper) and volatile organic compounds in the service connection, interior plumbing (lateral pipe, loops, headers, riser pipes), and water taps (i.e., sinks and drinking fountains) in the building.

State University of New York (SUNY) at Stony Brook, Stony Brook, NY – Field Task Manager for Indoor Air Quality investigations related clinical and mechanical research settings. Testing involved sampling for occupational contaminants such as anesthetizing agents and hazardous metals related to research & development work.

Montefiore Medical Center, Bronx, NY – Field Task Manager and Investigator for water damaged property. Made Site inspections and made recommendations for repair, improvement and maintenance of affected materials at properties. Job required knowledge of appropriate New York City and Federal Guidelines on inspections and abatement of mold-contaminated materials.

Reckson Property Management, Inc., Manhattan, and NY – Provided field management and technical oversight support for a number of indoor air quality projects related to water damage surveys, assessment of toxic mold/microbial growth and exposure to chemicals in the workplace. These projects were typically conducted on an emergency response basis.

Federal Deposit Insurance Corporation (FDIC), Nationwide – Task Management/investigation for indoor air quality assessments at FDIC-owned or leased facilities throughout the United States. Coordinated field activities, reviewed building plans and previous investigations, conducted building inspections and HVAC inspections, interviewed key site personnel and collected air and wipe samples for laboratory analysis for specific facilities.

Private Attorney, Samaris S. Davis, et al. v. Henry Phipps Plaza South, et al. NY, NY – Field Industrial Hygienist representing defendants seeking \$8 billion in personal injury and property damage due to mold growth. This project involved a detailed examination of select apartment dwellings having special value to the case for water damage, infiltration, airborne mold spores and visible mold growth. A report with recommendations was submitted to the client and the case was settled out of court in the client's favor.

Triborough Bridge and Tunnel Authority (TBTA), New York, NY – Project Manager for asbestos air sampling and asbestos bulk sampling contract. The air sampling contract involved the rehabilitation of the Brooklyn Battery Parking Garage, which was an 8-month project completed ahead of schedule and under budget. Basic operations included coordination of field staff, laboratory resources, daily contact with client staff and engineers, reporting/interpretation of laboratory data and attending project meetings.

Metropolitan Transportation Authority (MTA), New York, NY – Asbestos field inspector for a wide variety of subway rehabilitation projects. These projects involved knowledge of federal and client sampling regulations, facility layout, project design and reporting requirements. Worked closely with MTA and Project Management staff to ensure that schedules and technical requirements were adhered to.

Dale A. Desnoyers

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Albany, New York 12207

Office: (518) 426-2288

Cell: [REDACTED]

dale@allendesnoyers.com

Career Snapshot

- Fourteen years at NYSDEC shaping New York State's remedial programs and advancing site reuse/redevelopment.
- Key drafter of the 2003 Superfund/Brownfields Law.
- Lead drafter of regulations and guidance implementing Superfund & Brownfields law.
- Eight years with a law firm in Hudson, NY, including six as managing partner.
- Eight years in the Columbia County Public Defenders' Office, including three as Public Defender.
- Started and managed four successful businesses.

Practice Areas

- Business/Corporate
- Criminal Defense
- Environmental
- Estate Planning
- Government Relations
- Real Estate

Bar Admissions

- New York State
- U.S. District Court/Northern District of New York

Education

- Western New England College School of Law – J.D. (1989)
- Westfield State College – B.S. (1986)

Professional Experience:

Allen & Desnoyers LLP

Albany, New York

January 2012 – Present

Managing Partner

Provide legal advice and counsel to the firm's clients on a wide variety of issues, including: environmental, criminal, estate planning and corporate transactions.

New York State Department of Environmental Conservation

Albany, New York

April 1998 - January 2012

Director, Division of Environmental Remediation

The Division of Environmental Remediation ("DER") has an annual operating budget in excess of \$175 million. From 2002 to 2012, responsible for overseeing roughly 400 staff in handling all matters related to the implementation of the State Superfund, the Brownfield Cleanup Program, the Environmental Restoration Program, the Oil Spill Program, the Petroleum and Chemical Bulk Storage Programs, the Resource Conservation and Recovery Act (RCRA) Program and the Radiation Program. From 1998 to 2002, served as lead counsel in charge of ~20 staff providing legal support to DER.

Coffin, Inman, Christiana & Desnoyers

Hudson, New York

January 1990 - April 1998

Partner

Provided legal advice and counsel to the firm's clients on a wide variety of issues, including: environmental, criminal, estate planning, bankruptcy, domestic relations, traffic tickets and corporate transactions. Represented clients on environmental issues including: water resources, solid waste, superfund, oil spills, and fish and wildlife matters.

Columbia County Public Defender

Hudson, New York

January 1990 - April 1998

Columbia County Public Defender

Promoted to First Assistant Public Defender in 1995 and to Public Defender in 1996. Was responsible for overseeing the office charged with representing indigent parties in criminal and family court matters within the county. Developed policies and goals to ensure appropriate representation.

Business Experience (in addition to above):

Towne & Country Laundry and Dry Cleaners

Chatham, NY - Owner/Partner *January 1995 - December 1997*

Unlimited Security Agency

Pittsfield, MA - Owner

January 1982 - December 1990

Logan's Cafe

Pittsfield, MA - Owner

1/02/1984 - 12/31/1986

RICK GIMELLO

PROFESSIONAL SUMMARY

Rick Gimello has 30 years of practical experience and knowledge related to environmental statutes and policies, with particular experience in site remediation, Brownfields development and dredge material management. As Assistant Commissioner for Site Remediation for the State of New Jersey, Mr. Gimello is credited with passage of the Brownfield and Contaminated Site Remediation Act, Creation of the Office of Dredging and Sediment Technology, Establishment of a State Grant Program for underground storage tank clean-ups, and creation of clean-up standards for pesticide-contaminated soils. Major program elements included NJ Spill Act, CERCLA, BEECRA, UST and Emergency Response.

Mr. Gimello also has considerable experience and knowledge related to the State's transportation policies and practices, with specific emphasis on the Marine Transportation System, port development, freight movement and aviation. His accomplishments at NJDOT included: completion of the Comprehensive Port Improvement Plan for the Port of NY/NJ, implementation of the Port Jersey Channel Deepening, completion of negotiations to advance 50-foot deepening of the Port of NY/NJ, and the establishment of Marine Trades Development Program.

Mr. Gimello has held many notable senior positions with the State of New Jersey. These include: Executive Director, Division of Intermodal Services, New Jersey Department of Transportation; Executive Director, New Jersey Maritime Resources, New Jersey Department of Environmental Protection; Assistant Commissioner for Site Remediation, New Jersey Department of Environmental Protection; Executive Director, New Jersey Hazardous Waste Facilities Siting Commission; and Chief, Office of Public Participation, New Jersey Department of Environmental Protection.

PROFESSIONAL EXPERIENCE

Responsible for project management and oversight, permit coordination, client development, strategic planning, as well as regulatory and legislative affairs.

Senior Vice President, Science Division - Sadat Associates, Inc.

Responsible for providing strategic oversight of all remedial projects, oversight of Science Division project staff and assistance to clients on complex permitting and regulatory issues.

Executive Director, Division of Intermodal Services for the NJ Department of Transportation.

Responsible for the management of NJDOT's various goods movement divisions. Major program elements include Aviation, Rail Freight, and Maritime Resources. The Intermodal Division was recently created to insure budget and planning consistency among the various program elements.

Executive Director, Maritime Resources, NJ Department of Environmental Protection.

Responsible for the management of state wide marine transportation programs. Major program elements included harbor and state channel dredging, sediment management,

Current Position:

Principal

Education:

Masters of Public Policy
(M.P.P.), Rutgers University
Bachelor of Science (B.S.),
Trenton State College

Publications:

- W. Scott Douglas, Lawrence J. Baier, Richard J. Gimello, James Lodge,
A Comprehensive Strategy for Managing Contaminated Dredged Materials in the Port of New York and New Jersey, 2006
- Richard J. Gimello, *The Challenge of and Solution for Waterfront Development of Contaminated Properties*,
Brownfield News, April 2000

technology development and marine trades. The Office of Maritime Resources served as a local sponsor for the 50' deepening of the NY/NJ Harbor.

**Director, New Site Development, Concord Resources Group, Inc.
Vice President, Concord Resources Group Pa.**

Responsible for the management of new project development. The direct supervision of project siting and permitting efforts, including coordination of engineering, financial and legal activities. Primary supervision of project start-up and permit submittal for a new \$150 million waste management facility in Pennsylvania. Developed and implemented public, legislative, and state agency liaison programs.

Served as an executive management team member on the successful acquisition in 1990 and 1991 of two waste treatment facilities.

Executive Director, New Jersey Hazardous Waste Facilities Siting Commission

Responsible for the management and oversight of all Commission activities, including policy development and implementation, financial management, contracting, and auditing. In the course of these duties the Executive Director served as the principal spokesperson for the Commission and was directly responsible for all external affairs including governmental, media, and public relations.

In addition, the Executive Director represented the Commission and the State of New Jersey on various advisory bodies involved in the formation of state and national hazardous waste/environmental policy.

Chief, Office of Public Participation, NJ Department of Environmental Protection.

Responsible for ensuring the participation of citizen, environmental, and industrial interests in all major policy and regulatory initiatives of the New Jersey Department of Environmental Protection. Duties also included the coordination of all division based public outreach activities and the direct supervision of the public phases of the following projects: Hazardous Discharge Bond Act of 1980, Water Supply Authority Bond Act of 1980, New Jersey Water Supply Plan.

PROFESSIONAL AFFILIATIONS

- Executive Committee NJ Chapter National Brownfield Association
- NJDOT Representative NJ Brownfield Task Force
- Chairman – Steering Committee Comprehensive Port Plan for NY/NJ
- AASTHO Delegate – Marine Transportation Advisory Council China Delegation
- Board of Directors Clean States Foundation
- President - Consortium of State Hazardous Waste Siting Authorities
- Co-Founder and President of Help Our Polluted Environment, Inc. - H.O.P.E.

SCOTT E. McDONALD, P.E.

PROFESSIONAL SUMMARY

Scott McDonald is a seasoned professional engineer with over 30 years of experience in civil and environmental engineering, design/consulting engineering, and both remediation and construction project management. He excels in the management of complex projects, negotiating contracts, and expediting regulatory approvals.

Mr. McDonald serves WCD as Senior Remediation Project Manager and Project Engineer on solid and hazardous waste remediation projects. As a successful project manager for large New Jersey based construction companies, Mr. McDonald has been responsible for managing all construction work, from award of project, through construction to completion, for a myriad of environmental and civil projects, as well as for multi-million dollar retail and office space projects. This includes coordinating all trades, site inspection to ensure compliance with contract documents, and completion of work on time and within budget.

Mr. McDonald earned an AAS in Civil Engineering and Construction Technology from Mercer County Community College, and a Bachelor of Science in Engineering Technology from New Jersey Institute of Technology. He is a Licensed Professional Engineer in the State of New Jersey, and the State of New York, and has the following OSHA Certification/Training: 40-hour OSHA HAZWOPER Certified; 10-hour & 30-hour Construction Safety and Health, and 8-hour Supervisor/Management.

PROFESSIONAL EXPERIENCE

NYC OER – Engineer of Record

- As Engineer of Record, I am responsible for the content of Remedial Action Reports and Remedial Closure Reports prepared for multiple remediation projects within the NYC OER E – Designation Program. The Remedial Action Reports are submitted to the OER for approval and implementation in the field for remediation of a site (typically prior to new construction). Once a Remedial Action Plan has been approved by the OER and implemented in the field, a final Remedial Closure Report is prepared certifying that the remedial actions implemented were in accordance with the approved Remedial Action Plan.

Senior Project Manager and Project Engineer on solid and hazardous waste remediation projects.

- *Garfield Avenue Group (Site 114), a 40+ acre, hexavalent chromium remediation site in an industrial zone in Jersey City, NJ*—Primary responsibilities include contractor oversight, coordination of consulting engineer's ongoing remedial design work, oversight of construction groundwater treatment system, liaison to regulatory oversight consultant, responsible for all site operations including remediation, restoration, investigation, security, trucking, coordination of utilities, waste disposal, etc.

Current Position:

Senior Remediation Project
Manager

Education:

- Bachelor of Science (B.S.) New Jersey Institute of Technology
- AAS, Civil Engineering and Construction Technology, Mercer County Community College

Registrations/ Certifications:

- Licensed Professional Engineer in the State of NJ and NY
- OSHA 40-hour Hazardous Waste Site Operations Initial & Annual Refresher Training
- OSHA 10-hr & 30-hr Construction Safety and Health
- OSHA 8-hr Supervisor/Management
- NYSDEC GP-0-15-002 Erosion & Sediment Control Certified

- *Site 16 (45 Linden East Ave.), a 12.9 acre, hexavalent chromium remediation/restoration site in a warehousing zone in Jersey City, NJ—Primary*

Professional Experience (cont.)

responsibilities include construction management of all field operations, and oversight of all field contractors and consultants. The work consisted of managing the remediation site contractor and all remediation activities (excavation, backfill, compaction, dust control, SE&SC, restoration, air monitoring, sample collection for post excavation confirmation, waste disposal, invoicing, change orders, RFI's, hosting of multiple construction progress meetings, liaison to regulatory agencies and property owner. Scope of work ran from breaking of ground through final restoration and transfer of site control back to owner.

- *Metro Towers, an 8.6 acre, hexavalent chromium remediation/restoration project on a high rise residential site in downtown Jersey City, NJ—Primary responsibilities include construction management of all field operations, and oversight of all field contractors and consultants. The work consisted of managing the remediation site contractor and all remediation activities (excavation, backfill, compaction, dust control, SE&SC, restoration, air monitoring, sample collection for post excavation confirmation, waste disposal, invoicing, change orders, RFI's, hosting of multiple construction progress meetings, liaison to regulatory agencies and property owner. Scope of work ran from breaking of ground through final restoration and transfer of site control back to owner.*
- *Berry Lane Park, a 17 acre, hexavalent chromium remediation site developed into a municipal park in Jersey City, NJ—Primary responsibilities include construction management of all field operations, and oversight of all field contractors and consultants. The work consisted of managing the remediation site contractor and all remediation activities (excavation, backfill, compaction, dust control, SE&SC, restoration/development, air monitoring, sample collection for post excavation confirmation, waste disposal, invoicing, change orders, RFI's, and hosting of construction progress meetings. Scope of work ran from breaking of ground through interim park development and transfer of site control back to owner.*
- *Meadowlands Landfill Closure Project, a 780 acre, multiple landfill project in Lyndhurst, North Arlington and Rutherford, NJ—Primary responsibilities include managing all site activities such as security, mobile office, safety, site support contractors, engineering controls, emergent work, pre-construction investigative work, and landfill closure activities.*
- *18,000 cy Soil Remediation Project at the former New Jersey Turnpike Drum Dump site in Jersey City, NJ—Primary responsibilities included working with the environmental consultant to establish an acceptable waste disposal characterization plan, preparation and assembling of bid documents for Soil Remediation contractors, review of contractor bid proposals, contractor bid review conferences, and bid leveling.*
- *10,000 cy Soil Remediation Project at a Commercial site in Long Island City, NY—Primary responsibilities included preparation and assembling of bid documents for Soil Remediation contractors, review of contractor bid proposals, contractor bid review conferences, and bid leveling. Worked with the site environmental consultant in developing Disposal Facilities to obtain preliminary determination of acceptance of various waste streams from site.*
- *20,000 cy Soil Remediation Project at an Industrial site in Highland Park, NJ—Worked full time, onsite in a QA/QC and oversight capacity on behalf of the environmental insurance company insuring the responsible party. Observed and recorded daily operations to identify any deviance from approved construction documents. Prepared detailed daily reports and weekly summary reports to the insurer, including estimated contract drawdown estimates and recommendations for corrective action.*
- *40,000 cy Soil Remediation Project at a School Site in Trenton, NJ—Worked side by side with Construction Manager as environmental consultant/construction manager. Responsible for managing the bidding of*

remediation work, full-time management of remediation tasks, preparation of Daily and Weekly environmental construction reports, processing of contractor submittals, co-management of Soil Remediation Contractor with the Construction Manager, expedition of project to completion, one month ahead of schedule and on budget.

Professional Experience (cont.)

Senior Project Manager on Building Construction Projects - Responsible for all construction work associated with fit outs for retail and office space. Coordinated subcontractors (all trades) and oversaw progress of work to assure compliance with contract documents and completion of work within project schedule as described below.

- Responsible for managing construction projects from award of project through construction to completion (including Punch list and C of O).
- Negotiated and prepared contracts, purchase orders, and change orders with subcontractors.
- Prepared change orders to owners, reviewed monthly sub-contractor invoices, and prepared monthly invoices to owner.
- Responsible for preparing construction schedule and keeping project on schedule and on budget.
- Oversight of field supervisors and resolve disputes, etc., with subcontractors. Oversight of progress meetings.
- Review submittals for compliance with contract documents. Prepare RFIs and miscellaneous correspondence with owner and subcontractors.
- Project managed various projects as a General Contractor, Construction Manager, and Design Build Contractor.
- Reviewed and re-negotiated bid proposals.

Partial Project List

- *33 acre Civil Construction Site in Rio Grande, NJ* - Responsible for inspecting site work on \$6.2 million contract with site contractor for shopping center. Work included bulk excavation, fill operation, pipe work (drainage, sanitary and water), soil erosion and sediment control, grading, curbing, lighting, paving, etc.
- *XArena Motor Sports—Pre-Eng. Bldg. (Pre-Constr.)*— 180,000 s.f. indoor motocross track with grandstand seating, proshop, restaurant, and wind tunnel for simulated sky diving. Project was scheduled to be built on remediated former MGP site. Performed preconstruction work obtaining site approvals and permits.
- *Lockheed Martin (Office fit out)*— 44,000 s.f. office space fit out. Managed the demolition of existing space, and the construction of a new interior space including all elements of construction from mechanicals (MEP's), framing, sheetrock, finishes, ceilings, lighting, security, etc. through to final certificate of occupancy.
- *Morgan Stanley Dean Witter (Office fit out)*— 18,000 s.f. office space fit out including all elements of construction to finish a high end office space with all millwork finishes. Managed construction from mobilization to demobilization and final certificate of occupancy.
- *Merrill Lynch—Various-sized office fitouts*— Multiple office fit out locations with essentially the same scope of work including demolition, and re-construction of interior office space with all MEP's, new walls/partitions, ceilings, lighting, finishes, etc. Managed construction from mobilization to demobilization and final certificate of occupancy.
- *Normans Glass & Auto (Bldg. Addition)*— 3,000 s.f. building addition including all elements of construction. Managed construction from mobilization to demobilization and final certificate of occupancy.
- *Princeton Theological Seminary (Bldg. Addition)*— 2,400 s.f. 2-Sty. building addition including all elements of construction. Managed construction from mobilization to demobilization and final certificate of occupancy.

Consulting/Design Engineer performing the following tasks:

- Prepared and managed land development plans, commercial site plans, commercial and residential subdivisions, conceptual layouts, soil erosion and sediment control plans, final construction plans and final plans.
- Designed septic systems, pump stations, storm water management facilities.

Professional Experience (cont.)

- Processed state, county and municipal permits, inspected site construction, testified as expert witness at municipal and County Planning Boards and Boards of Health.
- Developed a broad client base due to personal interaction and attention to client needs.
- Trained in the use of Intergraph/Microstation based CAD software as well as AutoCad/Eagle Point Software.
- Provided software training of Civil based design package as an Intergraph Registered Consultant.

Major Projects

- *The CentraState Medical Center Project* – a site plan consisting of an East Tower building addition and the expansion of an existing campus including a network of driveways, parking lots, drainage pipes/inlets, surface detention facilities for stormwater management, open grass areas, landscaping, lighting, and soil erosion and sediment control. My involvement spanned from initial client interviews to establish their needs, through design completion. As the project engineer, I was responsible for designing new connecting roads and driveways, parking lots, expansion of existing parking lots, new drainage piping and storm inlets (which had to be appropriately located and sized to work with the existing drainage), establishing proper grades for roads and parking areas, as well as open areas, storm water management facilities, etc.
- *The Preston Pit (residential subdivision on former mining site)* - a 33 acre parcel, consisting of all site layout of roadways, lot lines, drainage structures, drainage piping, stormwater management facilities (detention basins), site grading, landscape buffering, roadway cross-sections and profiles, soil erosion and sediment control measures, etc. As the senior project engineer, I was responsible for all aspects of this project from initial client contact including proposal, through design completion, and all necessary approval/permit acquisition.
- *The Freehold Cartage, Inc.* - a site plan consisting of the design and layout of site infrastructure, drainage, parking, loading access, grading, walkways, soil erosion and sediment control measures, etc. to support a Class A & Class B recycling facility. As the senior project engineer, I was responsible for all aspects of this project from initial client contact including proposal, through design completion, and all necessary approval/permit acquisition.
- *Millstone Equestrian Center* - a site plan consisting of the design and layout of site infrastructure, drainage, parking, loading access, grading, walkways, soil erosion and sediment control measures, etc. to support a veterinary clinic for horses. As the senior project engineer, I was responsible for all aspects of this project from initial client contact including proposal, through design completion, and all necessary approval/permit acquisition.
- *The Jackson United Methodist Church* - a site plan consisting of design and layout of site infrastructure, drainage, stormwater management, parking, loading access, grading, walkways, soil erosion and sediment control measures, septic system design, etc. for a church facility. As the senior project engineer, I was responsible for all aspects of this project from initial client contact including proposal, through design completion, and all necessary approval/permit acquisition.
- *The Old Tennent Church* - a pump station design project consisting of the design of an alternating dual pump installation to carry sewage from the multiple facilities onsite to an offsite sanitary sewer manhole. Onsite septic systems had repeatedly failed and the client wanted a more permanent and reliable solution. The design had to conform to state codes as well as the local Municipal Utility Authority regulations.

Land Surveying Work Experience

- Responsible for supervising survey crew and operating field instruments.
- Drafting survey plans and survey resolution.

JIM BLANEY, CHMM

PROFESSIONAL SUMMARY

Jim Blaney is an Environmental Operations Manager with more than 17 years of specialized technical and regulatory experience in managing large site remediation and redevelopment projects. As construction and remediation risk manager for multiple blighted sites in both the public and private sectors, Mr. Blaney has a deep understanding of New York Metro environmental regulations, employs strong project and site construction management skills, and uses his extensive technical knowledge to guide clients and foster expedient resolutions for many troubled sites. Mr. Blaney, and his team, are eminently qualified to run all phases of an environmental remediation and redevelopment project, either in a phased approach or in complete turnkey fashion.

As an environmental and remediation risk manager with WCD, Mr. Blaney manages projects for commercial, industrial, and institutional properties. He, and his team are responsible for all phases of environmental remediation or restoration projects, including investigations, engineering, regulatory interface, plan development, estimating, scheduling, and project execution.

Mr. Blaney earned a Master of Science degree in Environmental Policy Studies from the New Jersey Institute of Technology, and a Bachelor of Arts degree in Environmental Studies from Ramapo College of New Jersey. He is a Certified Hazardous Materials Manager (CHMM) and holds many certifications and licenses, including 40 hour Hazardous Waste Operations & Emergency Response – 29 CFR 1910.12(e)(2); Hazardous Materials Incident Response Awareness and Operations; 80-hour Hazardous Materials Technician Level 3; Domestic Preparedness Hazardous Materials Technician; USDJ CDP Chemical Ordnance Biological Radiological; On-Scene Incident Commander; NJ Enhanced Radiological Response; Air Monitoring for Hazardous Materials

Mr. Blaney also a veteran of the United States Navy where he served as a Machinists Mate and Damage Control man.

PROFESSIONAL EXPERIENCE

Hudson County Chromium Cleanup Projects - Served as Construction Management as Agent (CMAA) for the environmental remediation and site restoration of several Hudson County Chromium sites located in Jersey City, NJ. Specific responsibilities include preparation and implementation of construction management plans encompassing the specific processes for reporting, permitting, contractor coordination, health & safety, and communication requirements and procedures; cost and design requirements; site security; health and safety compliance; construction quality assurance/control testing and reporting; and recordkeeping for the project. Other responsibilities include development of a master construction schedules including regular updates; chairing pre-construction, regular construction progress, issue-specific and close-out meetings, including distribution of project record meeting minutes; constructability review of

Current Position:

**Operations Manager,
Environmental**

Education:

**B.A., Environmental Studies,
Ramapo College of New Jersey
M.S. Environmental Policy and
Planning, New Jersey Institute
of Technology**

Registrations/ Certifications:

- 8-Hour OSHA HAZWOPER Supervisor, 2014
- 8-Hour OSHA HAZWOPER Refresher, 2014
- 10-Hour OSHA Construction Safety Training, 2010
- 40-Hour OSHA HAZWOPER, 1997
- 80-hour Hazardous Materials Technician Level 3, 2000
- Domestic Preparedness Hazardous Materials Technician, 2002
- USDJ CDP Chemical Ordnance Biological Radiological Technician, 200

engineering designs, review of contractor-required submittals; review and approval of contractor applications for payment; review and approval of construction change order requests; construction close-out inspections and punch list development and resolution; and post-construction as-built documentation.

Statue of Liberty Harbor North – Jersey City, NJ– Served as Construction Manager, general contractor, and comprehensive remediation project manager for the pre-development remediation of this former manufacturing facility prior to its redevelopment as a 5-Star luxury hotel. The 2.7 acre property was formerly operated and occupied by an asbestos shingle manufacturer and is located north and west of Jersey City’s Liberty Harbor Marina and the NYC Water Taxi - Liberty Harbor terminal. The property, after being abandoned by the shingle manufacture, became a dumping ground for construction and other wastes. The work involved historic fill/soil excavation with TPH and PCB contaminants, asbestos in soils, the placement of engineered backfill, installation of a TSCA liner followed by the construction of a NJDEP-approved cap and the installation of temporary soil erosion sediment control stabilization measures. WCD provided planning, preconstruction, and turnkey remediation services. All work was performed under a pay-for-performance contract.

Two Trees - 60 Water Street, Brooklyn, NY – Sr. Project Manager responsible for the development and implementation of a Remedial Action Work Plan during the redevelopment of the 46,000-square-foot NYC OER Voluntary Cleanup site. Work involves the oversight of the excavation and off-site disposal of approximately 33,000-cubic yards of historic fill and soil from the site, daily reporting to the NYC OER, collection of post-excavation end-point soil samples, removal of underground storage tanks, inspection during installation of a passive sub-slab depressurization system, and preparation of a Remedial Action Report.

Berry Lane Park, Jersey City, NJ – Served as Project Manager for comprehensive construction management services including field oversight and project management, as well as contractor and consultant coordination during the construction phase of a site remediation and development project on one of the worst brownfields in the country. The 17 acre project site consisted of multiple historic uses including residential, industrial, manufacturing, and rail yard with a portion of the site consisting of a previously backfilled canal. The site, which is located in Jersey City, NJ, was developed by the Jersey City Redevelopment Agency (JCRA) into a municipal park entitled Berry Lane Park. Over the years, the property was used as a dumping ground for a variety of municipal and industrial wastes. In addition, the former Morris Canal (which ran through the site) was backfilled with a hazardous Contaminated Chromium Processed Waste (CCPW) material.

Former Crucible Steel Site, Harrison, NJ - Provided environmental consulting services at this 80-acre Brownfield site along the Passaic River (opposite downtown Newark, NJ). Responsibilities included Phase I, Phase II Environmental Site Assessments as well as Remedial Investigations and Site restoration activities.

WILLIAM V. SILVERI, PG, CHMM, LEED®

PROFESSIONAL SUMMARY

William Silveri's experience includes Phase I Environmental Site Assessments (Phase I ESAs), Phase II Site Assessments (Phase II ESAs), comprehensive remedial investigations, vapor intrusion studies, industrial hygiene related work, and oversight of remediation projects.

His professional experience includes performing Phase I ESAs at various commercial and industrial properties throughout the New York Metropolitan area in accordance with the current ASTM standard practice for Phase I ESAs. He also has received training and performed Phase I ESAs consistent with the United States Environmental Protection Agency (USEPA) "All Appropriate Inquiries Final Rule."

Mr. Silveri has performed or managed numerous site assessments to characterize subsurface conditions utilizing conventional drill rig for installation of soil borings and permanent groundwater monitoring wells, direct-push unit for collection of soil, soil gas and groundwater samples and use of a membrane interface probe (MIP) for profiling the vertical extent of solvent-related soil and groundwater contamination, and geophysical surveying techniques for identifying buried utilities and underground storage tanks (USTs). His site assessment experience also includes sub-slab vapor, indoor air, and soil gas sampling to evaluate soil vapor intrusion in accordance with regulatory guidance documents in New York and New Jersey.

Mr. Silveri has participated or managed comprehensive remedial investigations at inactive hazardous waste or Brownfield properties. He has prepared and overseen the implementation of detailed work plans for the investigation of inactive hazardous waste sites in New York and New Jersey. These remedial investigations included the identification and delineation of soil and/or groundwater impacted by the release of petroleum products, chlorinated solvents, and metals hydroxides, and typically required collection of soil, groundwater, and soil vapor samples in accordance with an approved Quality Assurance Project Plan (QAPP) and site-specific Health and Safety Plan. Based on careful review of remedial investigation findings and results, and proposed development plans for the property, he has prepared and submitted final reports to clients and regulatory agencies. He has managed over twenty projects in the New York City Voluntary Cleanup Program that resulted in the successful future development of these properties.

For both private and public clients, he has evaluated off-site disposal or beneficial use facilities for receipt of excavated materials as well as evaluated off-site sources for prospective imported fill material. Mr. Silveri has prepared or reviewed detailed excavated material disposal plans for constructions projects of new public schools in New York City.

Mr. Silveri has prepared and reviewed detailed demolition specifications that addressed potential hazardous building materials, including polychlorinated biphenyls (PCBs), lead-based paint (LBP), mercury, and asbestos-containing materials (ACMs). Preparation of the specifications included conducting surveys of buildings to identify and quantify these potential hazardous building materials within structures to be demolished or renovated.

Current Position:

**Senior Project Manager/
OER Operations Manager**

Education:

**M.S., Geology, Brooklyn
College
B.S., Geology, Allegheny
College
B.A., Writing, University of
Colorado at Denver
NJDEP Industrial Site Recovery
Act (ISRA) Training**

Registrations/Certifications:

- American Institute of Professional Geologists
- Certified Hazardous Materials Manager
- LEED® Accredited Professional
- OSHA 29 CFR 1910.120 Hazwoper Training

Mr. Silveri's experience also has involved the supervision of UST removal/closure and associated reporting; the supervision of the installation, operation and maintenance of various types of remedial systems (groundwater multi-phase extraction, soil-vapor extraction). He has prepared or reviewed final work plans, health & safety plans, and reports based on careful consideration of laboratory results, applicable cleanup standards or guidance values, and proposed plans for the property.

PROFESSIONAL EXPERIENCE

January 2016 to Present

Senior Project Manager/OER Operations Manager
WCD Group, New York, NY

March 2008 to December 2015

Director of Hazardous Materials Group
Athenica, Queens, NY

March 2000 to March 2008

Senior Project Manager
TRC Environmental, Corporation, New York, NY

January 1993 to March 2000

Technical Director
AKRF, Inc., New York, NY

September 1990 to December 1993

Field Geologist/Proposal Coordinator
Testwell Craig, Ossining, NY

September 1988 to September 1990

Quality Assurance/Quality Control Officer
ATC Environmental Inc., New York, NY

Former Tunnel Diner, Jersey City, New Jersey—Several Private Developers—Senior Project Manager for a Preliminary Assessment (PA), Site Investigation (SI), and Remedial Investigation (RI) of a ½-acre property in accordance with the New Jersey Technical Requirements for Site Remediation (TRSR) document. Responsibilities included preparing the final reports for each phase of investigation and overseeing field activities. Based on the findings and results of the final reports, Mr. Silveri prepared a remedial action work plan (RAWP) that was reviewed and approved by the New Jersey Department of Environmental Protection (NJDEP). After NJDEP approval of the RAWP, Mr. Silveri directed pilot tests at the Site to determine the appropriate design parameters for a groundwater remediation system.

52-01 Queens Boulevard—Private Developer—Department Head of Athenica's Hazardous Materials Group for the investigation and remediation of a property with an "E" zoning designation for hazardous materials. Environmental consulting services were performed under New York City's Voluntary Cleanup Program overseen by the Mayor Office of Environmental Remediation (OER) and included participation in this agency's first clean soil bank program. This entailed completion of a Beneficial Re-use Application for placement of excavated native soil at a New York City public park that resulted in significant savings to both the developer and the City of New York. The project also required a supplemental groundwater investigation to determine the likely source of solvent-related contamination found in soil gas vapor and perched groundwater. The groundwater investigation consisted of installing groundwater monitoring wells to 90 feet below ground surface (bgs) by utilizing a sonic rig. Based on the findings of this supplemental groundwater investigation, OER and the New York State Department of Environmental Conservation (DEC) concluded that solvent-related contamination found at the Site originated from an off-site source and allowed for the future development of the Site and OER's removal of the "E" zoning designation for hazardous materials after the successful installation of the required engineering controls. For this project, Mr. Silveri's responsibilities included meeting with regulatory agencies to establish the scope of required

investigation or remediation, overseeing field activities as required, reviewing project deliverables, and obtaining available grant funding to the client.

Brooklyn, New York—Private Residential CO-OP—Department Head of Athenica’s Hazardous Materials Group for investigation and mitigation of vapor intrusion at a residential property. Prior environmental due-diligence by others identified the likely presence of a former on-site dry cleaner. Environmental consulting services included a soil vapor intrusion (VI) study and design and implementation of a sub-slab depressurization system (SSDS). The VI study consisted of collecting representative samples of sub-slab vapor and indoor and outdoor air in accordance with applicable New York State guidance. Findings of the VI indicated that former dry cleaner compounds were present in both the sub-slab vapor and indoor air and that mitigation measures were warranted at the property. Mitigation measures consisted of designing and overseeing the installation of a SSDS system that prevents the migration of vapors into the basement of the building. After successful installation of the SSDS, the CO-OP obtained financing from the prospective lender. For this project, Mr. Silveri’s responsibilities included meeting with the CO-OP board to discuss remedial options and costs, overseeing field activities as required, reviewing project deliverables, and establishing and maintaining budgets and costs.

Various Properties, New York City—Private Developers—Department Head of Athenica’s Hazardous Materials Group for the investigation and remediation of over 20 properties with a “E” zoning designation for hazardous materials. Environmental consulting services for these properties were provided under the City’s VCP program or “E” designation program and included characterization of subsurface conditions and remediation of soils, soil vapor, or groundwater as required. For these projects, his responsibilities included meeting with OER staff to determine the nature and scope of required work, overseeing field activities and report preparation, reviewing project deliverables, and maintaining project budgets and schedules.

Queens, New York—New York City Economic Development Agency—Senior Project Manager for the remedial investigation of a 30-acre waterfront property. Responsibilities included preparing investigation work plan reviewed and approved by the New York City Department of Environmental Protection (NYCDEP), preparing preliminary and final cost estimates for remediation, overseeing field work, attending meetings, and reviewing of final report. In addition, Mr. Silveri completed a Phase I Environmental Site Assessment of the property.

Brooklyn, New York—Private Developer—Senior Project Manager for Phase I and Phase II ESAs, and preparation and implementation of remediation of a property with an “E” zoning designation for hazardous materials. Responsibilities included preparing investigation and remediation work plans reviewed and approved by the New York City Department of Environmental Protection (NYCDEP), overseeing field work, and preparing final reports documenting the implementation of remediation.

Queens, New York—Private Developer—Senior Project Manager for Phase I and Phase II ESAs, and preparation and implementation of remediation of a property with an “E” zoning designation for hazardous materials. Responsibilities included preparing investigation and remediation work plans reviewed and approved by the New York City Office of Environmental Remediation (OER), overseeing field work, meeting with regulatory agencies for entry into the New York City Brownfield program, and preparing final reports documenting the successful implementation of remediation.

Long Island City, New York—Private Developer—Senior Project Manager for Phase I and Phase II ESAs, and preparation and implementation of remediation of a property with an “E” zoning designation for hazardous materials. Responsibilities included preparing investigation and remediation work plans reviewed and approved by the New York City Department of Environmental Protection (NYCDEP), overseeing field work, and preparing a final Phase II ESA report documenting subsurface conditions to the satisfaction of the NYCDEP.

Queens, New York—Long Island Rail Road (LIRR)—Senior Project Manager for a groundwater remedial investigation (RI) of the Morris Park Yards in Queens, New York. The overall objective of the RI was to investigate and to delineate the extent of chlorofluorocarbon (CFC) contamination that exists on and off the Site, evaluate the risk of CFC contamination to potential receptors, and provide sufficient data to evaluate appropriate remedies for the contamination. The scope of the RI included the installation of shallow and deep groundwater wells in the unconsolidated aquifer, installation of soil gas monitoring probes, and collection and analysis of soil, groundwater, and soil gas samples. His responsibilities for the RI included preparing RI work plan reviewed and approved by the New York State Department of Environmental Conservation (NYSDEC), overseeing field activities, and preparing the final report.

First Avenue Properties, New York—Consolidated Edison of New York (Con-Ed)—Task leader for preparation of a remedial action work plans (RAWPs) for a 9-acre former power plant located in Manhattan. Responsibilities included preparing a detailed remediation work plan for each of the four properties comprising the Site and assisted efforts in evaluating the risk posed by remaining contaminants. The RAWPs were prepared and submitted to the New York State Department of Environmental Conservation (NYSDEC) within the Voluntary Cleanup Program (VCP), which were reviewed and approved by the NYSDEC and New York State Department of Health (NYSDOH). The scope of remediation for the project included excavation and off-site disposal of contaminated soils, groundwater remediation via source removal and application of an oxygen releasing compound, and decommissioning and removal of petroleum USTs.

Queens West Development Site, New York—Confidential Client—Task leader for preparation of investigation and remedial work plans and oversight of field activities, including installation of soil borings and groundwater monitoring wells, sediment sampling, excavation of test pits, advancement of direct-push boings for use of a membrane interface probe in a suspected area of solvent-related soil and groundwater contamination, and well gauging of groundwater monitoring wells over a tidal cycle. For this project, he also prepared an interim remedial measures (IRM) that consisted of removing petroleum USTs and excavating localized areas of petroleum-impacted soils (i.e., “hot spots”).

Brooklyn, New York—Confidential Client—Senior Project Manager for a Site Investigation (SI) and Remedial Action Work Plan (RAWP) of a former industrial property with an “E” designation. The scope of work for the project included preparation of a SI work plan for review and approval by the NYCDEP, implementation of the SI, and preparation of a Remedial Action Work Plan. His responsibilities for the project included preparing SI and RAWP work plans and implementing soil and groundwater testing at the Site.

Five Boroughs, New York—Oversaw closure of petroleum USTs at various properties, reported petroleum spills to the NYSDEC, and prepared spill closure reports.

Camden, New Jersey—Confidential Client—Field Task Leader for a Remedial Investigation (RI) of an abandoned municipal landfill located in Camden, New Jersey. The scope of the RI included installation of permanent groundwater monitoring wells in the unconsolidated aquifer and the confined aquifer, installation of permanent soil gas sampling probes, and collection of soil, groundwater and soil gas samples for laboratory analysis. His responsibilities for the project included locating proposed sampling locations in the field utilizing a GPS unit, overseeing field work, and performing health & safety monitoring.

P.S. 133K, Brooklyn, New York—Arnell Construction—Department Head of Athenica’s Hazardous Materials Group for construction of a public school. The scope of work for the project included implementation of a site-specific Health & Safety Plan and Community Air Monitoring Plan (CAMP) relating to elevated concentrations of lead in soils being excavated for construction of a new school. His responsibilities for the project included preparing environmental plans and overseeing construction work for compliance with applicable regulations and construction specifications.

Various SCA Projects, Brooklyn, Queens, Bronx—Darcon Construction—Department Head of Athenica’s Hazardous Materials Group for construction of public schools at various properties. The scope of work for these construction/excavation projects consisted of preparing detailed plans describing the procedures for excavation of materials and proposed off-site disposal facilities. These plans were reviewed and approved by the New York City School Construction Authority (SCA). For this work, his responsibilities included research of proposed off-site facilities that could receive excavated material, determination of waste classification sampling protocol for multiple off-site facilities, identification of truckers for transportation of the excavated materials, analysis of acceptance criteria of proposed disposal facilities with respect available soil sampling data for each property, and presentation of applicable data, including permits, in a final report to the SCA.

Briarcliff, New York—Provided industrial hygiene related services for the demolition of a 58-acre college campus. His responsibilities for the project included surveying buildings to identify potential PCB and mercury containing equipment, collecting wipe samples of building surfaces to identify and delineate the extent of mercury contamination, preparing bid specifications to prospective contractors for the removal of hazardous building materials, and overseeing removal of hazardous building materials. In addition, Mr. Silveri oversaw the removal of petroleum USTs and prepared spill closure reports that resulted in the closure of reported spills by the Westchester County Department of Health.