

**PRICE SCHEDULE**

**RFP 14-X-23110**

**AUDITING AND OTHER RELATED SERVICES FOR DISASTER RECOVERY (HURRICANE SANDY)**

Refer to RFP [Section 3.0](#) (Scope of Work) for task requirements and deliverables, [Section 4.4](#) (Organizational Support and Experience), and [Section 6.7.2](#) (Bidder's Price Schedule) for additional information regarding this Price Schedule. Failure to submit all information required will result in the proposal being considered non-responsive.

**Bidder's Name:** BAFO, ParenteBeard LLC, June 5, 2013

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

<b>LINE #</b>	<b>STAFF CLASSIFICATIONS</b>	<b>YEAR 1 HOURLY RATE</b>	<b>YEAR 2 HOURLY RATE</b>	<b>YEAR 3 HOURLY RATE</b>
1	Partner/Principal/Director	\$ 275	\$ 300	\$ 315
2	Program Manager	\$200	\$ 215	\$ 225
3	Project Manager	\$ 200	\$ 215	\$ 225
4	Subject Matter Expert	\$ 275	\$ 300	\$ 315
5	Supervisory/Senior Consultant	\$ 150	\$ 160	\$ 175
6	Consultant	\$ 110	\$ 120	\$135
7	Associate/Staff	\$ 110	\$ 120	\$ 135
8	Administrative Support Staff	\$ 90	\$ 95	\$ 100

<b>Line #</b>	<b>Pass Through Price Lines *</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>
9	Other Direct Costs	N/A	N/A	N/A
10	Travel Expenses and Reimbursements	N/A	N/A	N/A

- The State makes no guarantee of volume of work effort.
- \* The Pass Through Price Lines shall be used to reimburse for Travel and Other Direct Costs only. No mark-up will be provided for Price Lines 9 and 10.

Bidder's Name: BAFO, ParenteBeard LLC, June 5, 2013

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

<b>LINE #</b>	<b>STAFF CLASSIFICATIONS</b>	<b>YEAR 1 HOURLY RATE</b>	<b>YEAR 2 HOURLY RATE</b>	<b>YEAR 3 HOURLY RATE</b>
11	Partner/Principal/Director	\$ 275	\$ 300	\$ 315
12	Program Manager	\$ 200	\$ 215	\$ 225
13	Project Manager	\$ 200	\$ 215	\$ 225
14	Subject Matter Expert	\$ 275	\$ 300	\$ 315
15	Supervisory/Senior Consultant	\$ 150	\$ 160	\$ 175
16	Consultant	\$ 110	\$ 120	\$ 135
19	Associate/Staff	\$ 110	\$ 120	\$ 135
18	Administrative Support Staff	\$ 90	\$ 95	\$ 100

<b>Line #</b>	<b>Pass Through Price Lines *</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>
19	Other Direct Costs	N/A	N/A	N/A
20	Travel Expenses and Reimbursements	N/A	N/A	N/A

- The State makes no guarantee of volume of work effort.
- \* The Pass Through Price Lines shall be used to reimburse for Travel and Other Direct Costs only. No mark-up will be provided for Price Lines 9 and 10.

Bidder's Name: BAFO, ParenteBeard LLC, June 5, 2013

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

LINE #	STAFF CLASSIFICATIONS	YEAR 1 HOURLY RATE	YEAR 2 HOURLY RATE	YEAR 3 HOURLY RATE
21	Partner/Principal/Director	\$ 375	\$ 400	\$ 415
22	Program Manager	\$ 250	\$ 275	\$ 300
23	Project Manager	\$ 250	\$275	\$300
24	Subject Matter Expert	\$ 375	\$400	\$ 415
25	Supervisory/Senior Consultant	\$ 215	\$ 230	\$ 245
26	Consultant	\$ 160	\$ 170	\$ 185
27	Associate/Staff	\$ 160	\$ 170	\$ 185
28	Administrative Support Staff	\$ 100	\$ 105	\$ 110

Line #	Pass Through Price Lines *	Year 1	Year 2	Year 3
29	Other Direct Costs	N/A	N/A	N/A
30	Travel Expenses and Reimbursements	N/A	N/A	N/A

- The State makes no guarantee of volume of work effort.
- \* The Pass Through Price Lines shall be used to reimburse for Travel and Other Direct Costs only. No mark-up will be provided for Price Lines 9 and 10.

# State of New Jersey Department of Treasury

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Request for Proposals for Prequalification Pools:  
Auditing and Other Related Services in Support of Disaster  
Recovery (Hurricane Sandy)

RFP No. 14-X-23110

Volume 2: Technical Proposal; Pools 1, 2 and 3



May 31, 2013



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May 31, 2013

State of New Jersey  
Department of the Treasurer  
Division of Purchase and Property  
Trenton, New Jersey 08625

Dear Evaluation Committee:

ParenteBeard considers it an honor for our firm to present our professional services proposal to the **State of New Jersey Department of Treasury** (the Department) in regard to RFP No. 14-X-23110, Pools 1, 2 and 3.

ParenteBeard has fully dedicated public sector and construction practice groups with the critical mass and expertise to deliver timely financial, compliance and forensic auditing services. Our service approach which employs a common sense solution to the tasks before us, is designed to meet that goal. Our commitment to client service and expertise ensures that our services will meet all of your expectations as your professional services firm.

ParenteBeard has offices throughout the tri-state area including New Jersey offices in Clark and Cherry Hill. We have more than 100 employees in the combined locations. We believe this will lead to more cost effective and efficient audits as well as offer the Department an overall greatly enhanced service experience. We strive to provide the maximum service value for our clients at the lowest possible cost, consistent with our high standards of quality and our professional responsibilities. **Your ParenteBeard team will consider the Department a highly valued client.** In doing so, you can be assured that all of our resources will be committed to serving your needs on a personal, timely and cost effective basis.

We welcome any questions you may have regarding this proposal. Again, we thank you for your consideration.

Sincerely,

A handwritten signature in black ink that reads "Albert H. Miller".

Albert H. Miller  
Managing Director, Client Services  
P: 215.557.2025  
E: Albert.Miller@ParenteBeard.com

A handwritten signature in black ink that reads "James O'Brien".

James O'Brien, CPA  
Partner  
P: 215.972.2338  
E: James.O'Brien@ParenteBeard.com

## 4.4.3.1 Management Overview

**The bidder shall set forth its overall technical approach and plans to meet the requirements of the RFP in a narrative format. This narrative should demonstrate to the State that the bidder understands the objectives that the contract is intended to meet, the nature of the required work and the level of effort necessary to successfully complete the Contract. This narrative should demonstrate to the State that the bidder's general approach and plans to undertake and complete the contract are appropriate to the tasks and subtasks involved.**

We believe the process employed by ParenteBeard in performing engagements such as this is a process that achieves the best results through a cost-effective, detailed, phased approach. ParenteBeard's phased approach is customized to meet our clients' specific needs and as a result, provides our clients with a greater opportunity to maximize results and control costs. Our specialized teams combine years of financial, internal control, forensics and operational experiences with continuing education to develop tailored solutions in a wide range of disciplines.

Our engagement approach for a financial controls review and evaluation is focused on understanding the existing processes, critically evaluating these processes against leading practices and developing an improvement plan to address all areas of opportunity.

Project management and change management are key components of our methodology to ensure the project stays on plan and all key stakeholders are apprised of the progress of the initiative. Our team is focused on ensuring that the communication process is effective and is appropriately raising issues and opportunities in a timely and efficient manner.

Our forensic, litigation and valuation team has significant experience analyzing the financial aspects of possible disputes and understands these matters are complex and multifaceted. These professionals spend 100 percent of their time providing forensic accounting services including financial investigations, anti-fraud services, damage calculations and expert witness services. The forensic, litigation and valuation team will be an integral part of the engagement team.

Combining ParenteBeard's phased approach with the deep knowledge and experience of our team is an extremely important distinction that separates our firm from others. This distinction is directly related to our attempt to address the overall project efficiency. ParenteBeard believes utilizing its senior level accountants and forensic investigators to lead and direct the work brings a superior level of efficiency to the engagement that our competitors lack.



## 4.4.3.1 Management Overview

### Phase I – Discovery

This first phase of our engagement methodology is focused on defining the scope and objectives of the engagement, developing the vision and strategy and gaining an understanding of existing processes and operations. We assess the leadership capacity and evaluate the management tools used for budgeting, forecasting and contingency planning. The activities within this phase of the engagement ensure that we have a solid understanding of the existing organization and its structure and how this impacts overall operations and performance. Additionally, we focus on establishing the appropriate project protocols that will govern the engagement.

#### Key Procedural Steps

- > Establish overall project objectives and goals with key project personnel
- > Meet with key organizational leadership to develop execution strategy and understand operational vision
- > Set interview schedule for the engagement for all key project participants in the finance division
- > Review existing relevant information related to the scope of this initiative
- > Understand existing organizational structure with corresponding roles and responsibilities of organizational finance management structure
- > Gain an understanding of existing process, technology and organizational roles currently deployed for budgeting, forecasting and contingency planning
- > Utilize documented information in regard to the five components of your internal control (control environment, risk assessment, information and communication, control activities and monitoring), as reported by the Department

### Phase II – Analyze

The second phase of our engagement methodology is focused on developing proposed solutions to improve the overall operational environment. During this phase, the project team focuses on analyzing the existing processes to identify existing issues and potential resolutions. The team will work with Department management to propose initial solutions regarding people, process and technology.



## 4.4.3.1 Management Overview

Using a risk based approach, we will emphasize the “transaction cycle” approach for your operations. Our approach will focus on the more complex aspects of your financial reporting process, whereby more audit attention will be paid to those areas of higher risk. Such matters might include intergovernmental revenues, federal and state grant program compliance considerations, personnel costs such as salaries, wages and benefits and programmatic reporting requirements.

Detailed forensic procedures will be performed to assess the validity of the financial transactions as to the integrity, accuracy, transparency, efficiency and accountability of the financial and operational performance. ParenteBeard will select specific transactional data to perform substantive tests to determine whether the supporting documentation justifies the specific test objective. Our team will establish a fraud risk assessment process that considers fraud risk factors and fraud schemes.

### PHASE III – Roadmap Development

The third and final phase of our engagement methodology is Roadmap Development and is focused on developing the forward approach to enhance the organizational financial structure. The team will evaluate all of the information that has been gathered and analyzed in the prior phases, and will develop the “Roadmap” for the finance organization to follow to implement leading financial practices.

#### Deliverables

- > Identify recommended changes to internal control environment and provide potential solution models.
- > Identify observed or suspected fraud and/or fraud risk factors.
- > Modifying existing anti-fraud control activities, designing and implementing new preventive and detective controls as necessary and implementing supporting technologies.
- > Identify changes to work flow or processes. Provide potential solution models including the following components: technology, process, and organization – the development of proposed solutions will begin to detail the key steps the organization needs to take to improve overall processes.
- > Identify any additional management tools needed based on the overall evaluation of the current utilization of technology in the budgeting and forecasting functions and potential opportunities for enhancement.

## 4.4.3.1 Management Overview

- > Using the recommendations and suggestions for operational improvement we will provide the project manager with strategies and a proposed timeline to implement our recommendations. The time line will prioritize the findings from highest to lowest benefit from the change.
- > A member of ParenteBeard's National Quality Office will receive the draft financial statements and review such statements for compliance with accounting and reporting standards to ensure that the issued reports are technically complete and accurate.

## 4.4.3.2 Contract Management

*The bidder should describe its specific plans to manage, control and supervise any Task Orders issued pursuant to the contract to ensure satisfactory completion according to the required schedule. The plan should include the bidder's approach to communication with the State Contract Manager, or Cooperative Partner, including, but not limited to, status meetings, status reports, etc.*

### Our Service Approach

All task orders received will be logged and reviewed by the engagement leader. The flow chart depicts the process that will ensure follow up and satisfactory completion according to the required schedule.



## 4.4.3.2 Contract Management

This planning process helps establish the lines of communication between client and engagement team – essential throughout the engagement. The Department can expect regular updates on each engagement team's findings and progress. As an engagement unfolds, it is not unusual for either our clients or engagement teams to identify new issues and developments that require attention. In these cases, immediate and open communication is essential to ensure these issues are clearly defined and handled appropriately, either during the current engagement or at a later time.

We will work with you throughout the year and we are committed to an ongoing concern about your organization. The knowledge we gain about your operations puts us in an excellent position to make observations and suggestions, all of which may be helpful to management in improving operating efficiencies, financial controls and structures and administrative controls.

## 4.4.3.4 Potential Problems

*The bidder should set forth a summary of any and all problems that the bidder anticipates during the term of the contract. For each problem identified, the bidder should provide its proposed solution.*

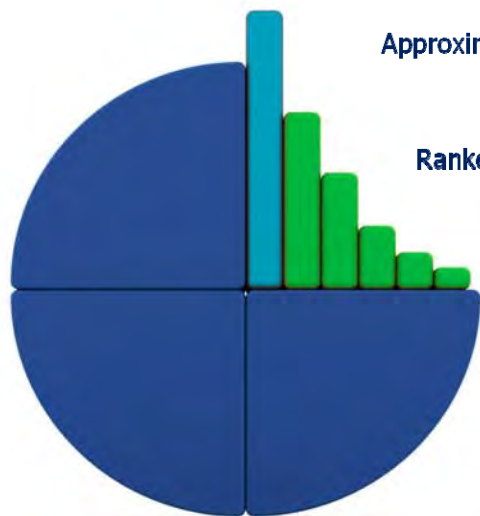
ParenteBeard does not anticipate any problems with performing the services outlined in the Department's Scope of Work.

## 4.4.4 Organizational Support and Experience

*The bidder must include information relating to its organization, personnel, and experience, including, but not limited to, references, together with contact names and telephone numbers, evidencing the bidder's qualifications, and its ability to perform the services required by this RFP.*

### Firm Snapshot

We are committed to being one of the premier accounting and consulting firms to the nonprofit / public sector industry. ParenteBeard's public sector group, which includes our higher education and nonprofit practices, comprises a significant portion of the firm's revenues.



Approximately **\$178** million in revenue  
Over **1,000** total team members  
Over **120** partners  
Ranked In top **25** accounting firms In the U.S.  
**20** offices  
**6** regions  
**4** affiliates

### Top 5 Industries Served

- > Manufacturing, Distribution & Technology
- > Financial Institutions
- > Healthcare
- > Nonprofit/Higher Education
- > Employee Benefit Plans

### References

We are pleased to provide the following client references starting on the following page.

## 4.4.4 Organizational Support and Experience

Firm	Name	Phone Number
Fox Rothschild, LLP	Ronald L. Williams, Esq. Partner	610.458.4994
Archer & Greiner, PC	Mark J. Oberstaedt, Esq. Partner	856.795.2121
Herrick, Feinstein LLP	David R. King, Esq. Partner	212.592.5948
Rosenn Jenkins & Greenwald LLP	Murray Ufberg, Esq. Partner	570.826.5638
Kleher, Harrison, Harvey, Barzburg LLP	Douglas F. Schleicher, Esq. Partner	215.569.2795
Ballard Spahr, LLP	Henry E. Hockeimer, Jr., Esq. Partner	215.864.8204
University of the Sciences	Thomas J. Kingston, Jr. Interim VP for Finance and Administration	215.596.8862

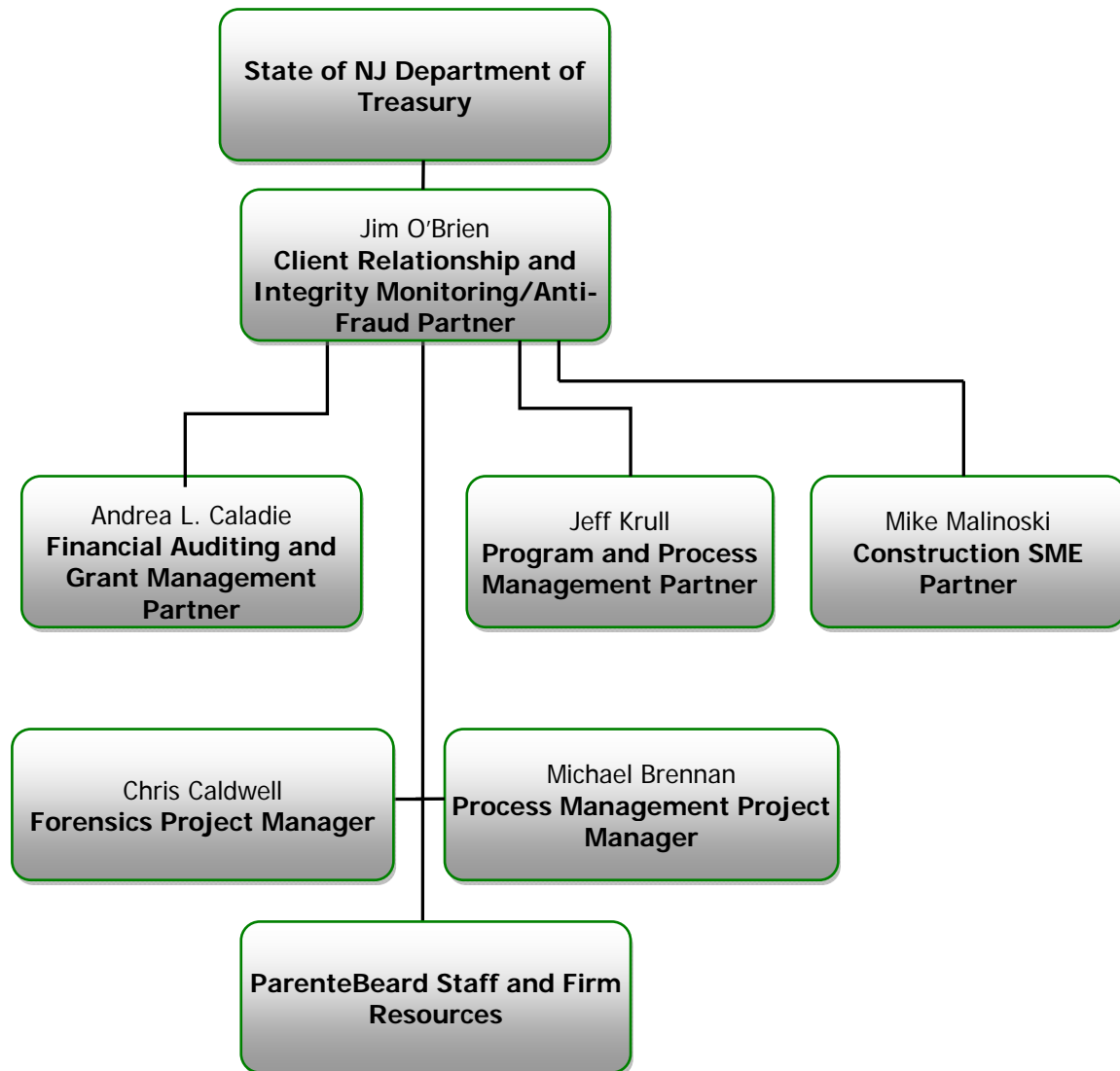


## 4.4.4 Organizational Support and Experience

Firm	Name	Phone Number
Christiana Care Health System	Rob McMurray VP and Controller	302.623.7202
Central Hudson Gas and Electric	Kimberly Wright VP, Accounting & Auditing and Controller	845.486.5781
Christiana Care Health System	John D. Lednum, MBA Finance Manager	302.733.4762
FOJP Service Corporation	Glenn Williams Controller	212.891.0803
Security Mutual Insurance Company of New York	Michael Leska, VP of Corporate Projects	607.338.7378
Security Mutual Insurance Company of New York	Susan Mistretta, VP, Associate General Counsel and Privacy Officer	607.338.7301

## 4.4.4 Organizational Support and Experience

### Contract Specific Organizational Chart



**The bidder must identify staff by hourly rate in accordance with the following general skill classifications:**

Please refer to Volume 2— Price Schedule for this information.

## 4.4.4.1 Location

***The bidder should include the address of the bidder's office where responsibility for managing the contract will take place. The bidder should include the telephone number and name of the individual to contact.***

### Local Service

This engagement will be served from our New Jersey Metro and Philadelphia regions. We have New Jersey offices in Wayne and Cherry Hill, which are located at the following addresses:

ParenteBeard LLC  
100 Walnut Avenue  
Suite 200  
Clark, NJ 07066  
732.388.5210

ParenteBeard LLC  
535 Route 38  
Suite 400  
Cherry Hill, NJ 08002  
856.330.8100

The well developed local staff will provide the Department with immediate responses to any and all questions that may arise during the engagement. While phone calls and emails are often adequate to answer questions that arise during the year, we feel that face to face meetings whenever possible are much more effective.

The Department's point of contact will be:

Albert H. Miller  
Managing Director, Client Services  
215.557.2025

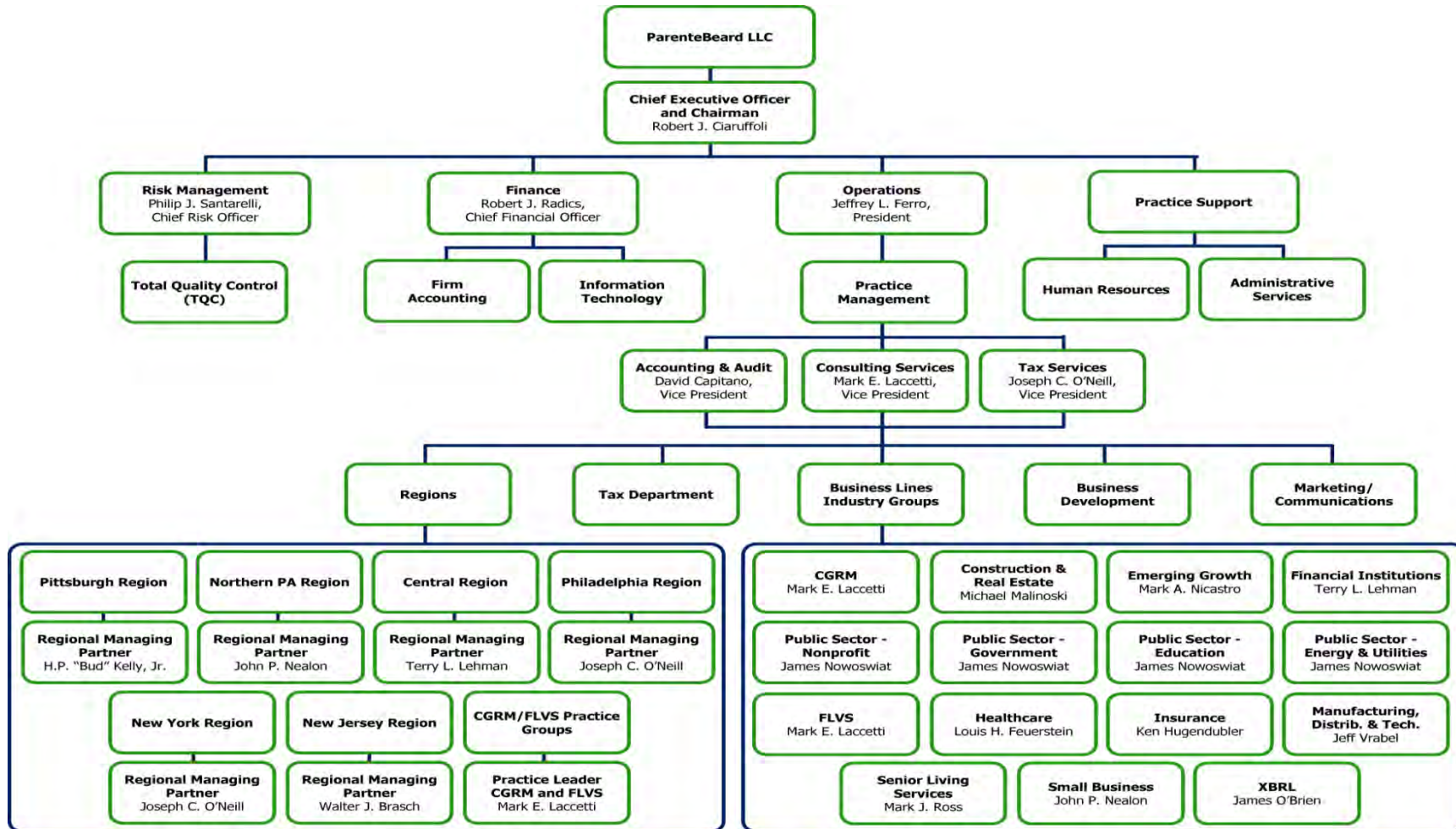
## 4.4.4.2 Organization Charts

Contract Specific Organizational Chart

Please refer to page 10 for this information.

# 4.4.4.2 Organization Charts

Firm Organizational Chart



## 4.4.4.3 Resumes

Please refer to Appendix A for resumes of key personnel who will be assigned to the Department's project. In addition, please refer to section 4.4.4.5 for case studies involving projects of a similar size and scope performed by many members of the Department's engagement team. Although the names of these clients and contact information cannot be disclosed due to confidentiality reasons, if ParenteBeard is selected to proceed to the next phase of this RFP process, we will be happy to provide specific contact information regarding these projects.

## 4.4.4.4 Backup Staff

*The bidder should include a list of backup staff that may be called upon to assist or replace primary individuals assigned. Backup staff must be clearly identified as backup staff.*

*In the event the bidder must hire management, supervisory and/or key personnel if awarded the contract, the bidder should include, as part of its recruitment plan, a plan to secure backup staff in the event personnel initially recruited need assistance or need to be replaced during the contract term.*

Please see the following chart for a listing of backup staff.

Backup Staff
Paul Pocalyko, Partner
Michael Schneider, Partner
David Duffus, Partner
Timothy Hartzell, Director
Christopher A. Welde, Director
Richard Hilliard, Director
Leon Pressman, Manager
Philip Schmoyer, Manager



## 4.4.4.5 Experience of Bidder on Similar Contracts

### ParenteBeard's Experience with Contracts of Similar Size and Scope

ParenteBeard has substantial experience in conducting engagements for clients of similar size and scope of that required by the Department. Our professionals are aware of the proper planning and allocation of resources necessary in completing these engagements on time and in an efficient manner. Our recent experience with various government entities, counties, cities, townships, authorities, boroughs and municipalities has given ParenteBeard the insight and experience to provide the Department with exceptional technical expertise and client service.

Effective project management services start with understanding your organizational objectives and then determining a plan to implement, manage and execute the tasks necessary to achieve the desired goals. We will utilize our firm's resources, expertise and service capabilities to ensure that all phases of the engagement are managed in an efficient and cost-effective manner. With an on-site presence by our engagement team, we will provide the Department with the guidance and recommendations essential to meet your overall objectives. Our engagement team will be working closely with Department officials throughout the planning, execution and completion phases of the engagement. Our professionals will be highly organized and offer a process-based approach to coordinating the completion of the engagement. We will have access to our firm's functional experts to ensure that you have the appropriate guidance on complex regulatory and technical auditing matters.

The following is a list of some of our clients. We would be pleased to provide you with additional information, if necessary.

## 4.4.4.5 Experience of Bidder on Similar Contracts

Client List
Alvin H. Butz, Inc.
ATAS International, Inc.
Ateeco, Inc. (Mrs. T's Pierogies)
Beacon Container Corporation
Brentwood Industries, Inc.
CIW Enterprises, Inc. (Cornell Iron Works)
E.J. Breneman, LP
Fortna, Inc.
Hershey Equipment Co., Inc.
Heyco, Inc.
Hoffmann Industries
IREX Corporation
New Jersey Department of Transportation
New Jersey Motor Vehicle Commission
PFS Holdings (Phillips Feed & Pet Supply)
R.M. Palmer Company
Schlouch Incorporated

## 4.4.4.5 Experience of Bidder on Similar Contracts

### Selected Case Study Examples

- > ParenteBeard was engaged by a large School District to perform a forensic investigation of the \$1.5 billion, five-year Capital Improvement Plan. The client requested that ParenteBeard investigate a number of concerns related to the construction activities and the actual performance of the Capital Improvement Plan. In addition, the client requested ParenteBeard's assistance in evaluating interdepartmental issues as well as the performance of the external and internal program managers to help determine whether it was necessary to keep the external program manager to complete the Capital Improvement Plan.
- > ParenteBeard was retained by a City Authority to perform an investigation into the Authority's accumulation of more than \$300 million in debt and other obligations in connection with its ownership and retrofit of the City's Resource Recovery Facility. After amassing the debt, the Authority was unable to service the debt with the operating revenues of the RRF, which resulted in the City, and the bond insurer making payments on the Authority's debt. ParenteBeard analyzed tens of thousands of pages of documents during our investigation of, among other things, the financial assessment of the retrofit, the Authority's issuance of debt to finance the retrofit, and contracting issues related the retrofit of the RRF. Our findings and conclusions were set forth in a report that was made public in January 2012, and which has been provided to the City's State Appointed Receiver in connection with the Act 47 oversight of the City.
- > A major construction company located in the southeastern United States was indicted for an alleged bid rigging on significant international construction contracts funded by a U.S. government agency. The alleged criminal activities were conducted by a joint venture in which a subsidiary of the construction company had an ownership interest. The plaintiff sought to pierce the corporate veil and attach the assets of the parent company. ParenteBeard was retained by counsel in the civil dispute to provide forensic accounting support and as an expert witness. The ParenteBeard forensic accountant analyzed the relationships between parent, subsidiary, joint venture and others to establish the financial facts and determined what benefits were or were not received by the parent company.
- > The City Council for a northeastern Pennsylvania city employed ParenteBeard to perform a forensic analysis of one of its reporting units. The purpose of our analysis was to analyze several years of transactions and investigate allegations concerning expenditures that were potentially inappropriate and/or lacked proper supporting documentation as well as address specific questions raised by the attorney for City Council. Our investigation revealed a lack of internal controls and inconsistent supporting documentation maintained by the entity

## 4.4.4.5 Experience of Bidder on Similar Contracts

- > A Pennsylvania state university retained ParenteBeard to conduct an investigation surrounding allegations of misuse of student activity fees by members of the student government. In performing our work, we analyzed documentation supporting various expenditures incurred by the student government, and conducted in-depth interviews of student government members and university employees. As part of our work, we were also asked to evaluate the internal control environment that allowed the misappropriation to occur. Our findings and conclusions were set forth in a report that documented the loss and which provided recommendations regarding improvements in the internal control environment.
- > Engaged by the U.S. Attorneys' Office in a Pennsylvania city to provide a forensic analysis of transactions, an expert opinion as to whether the documents supported the indictment filed, and a rebuttal to an opposing expert. Our firm testified to the results of our investigation at trial. The CEO of a public company was accused of falsifying books and records related to income, accounts receivable, retained earnings and inventory. Charges were filed for bank fraud, false statements to a bank, securities fraud, false filings with the Securities and Exchange Commission and falsification of books and records. The CEO was sentenced to 27 months in jail and ordered to pay restitution totaling more than \$17 million.
- > ParenteBeard was engaged by the Department of Justice, and U.S. Attorneys' Office in a Pennsylvania city to assist in the investigation of the nation's largest pharmacy benefits manager. Employee pharmacists and a physician-employee filed whistleblower lawsuits against the company. Allegations included that the company had submitted false claims for reimbursement, the company had destroyed and cancelled valid prescriptions to conceal its failure to provide the medication in accordance with contractual performance criteria for timeliness, solicited and accepted kickbacks from pharmaceutical manufacturers to designate their products as preferred, and paid kickbacks to insurers and health maintenance organizations to obtain their business.
- > We performed a grant financial review for a major Delaware healthcare system in which new policies and procedures were developed and existing policies and procedures were modified to better ensure federal and state grant reporting requirements were met. ParenteBeard reviewed the grant process, from the inception of grant (budgeting, contract negotiations, etc.), through the financial management of the grant (invoicing, billing, etc.) to the final financial reporting (to state regulators, federal regulators, etc.), which resulted in numerous recommendations that would help the healthcare system make its grant processes more efficient.

## 4.4.4.5 Experience of Bidder on Similar Contracts

- > For the year ending December 31, 2011, ParenteBeard performed an audit of the expenditures under a Department of Energy grant for a New York-based gas and electric company. Audit procedures included the review for grant compliance and against fraud, waste and abuse. The deliverable was an audit report on grant compliance.
- > Outside counsel for a large Pennsylvania university retained ParenteBeard to perform a forensic investigation related to various unauthorized transactions that the University's audit committee was concerned with. ParenteBeard developed a detailed work plan for the investigation and analyzed the known unauthorized transactions. Our work plan focused on analyzing the historical transactions to identify whether any other disbursements were unauthorized transactions. A by-product of the forensic investigation identified internal control weaknesses/failures that allowed the unauthorized transactions to be processed. Our analysis resulted in quantifying the unauthorized transactions and providing control recommendations to the university to limit ongoing risk. We also assisted the university in preparing the proof of loss that was submitted to the insurance carrier for reimbursement of the loss.
- > ParenteBeard was retained by a south central Pennsylvania school district to perform an evaluation of a claim of alleged overpayment of earned income tax collections by the County's Earned Income Tax Bureau. In performing our evaluation, we assessed the work performed by an accounting firm retained by the Bureau, which purported to present support for the calculation of the alleged overpayment based upon state level income data, certain taxpayer information, local earned income tax rates, and Bureau records regarding disbursements. Our findings and conclusions about the accounting firm analysis were set forth in a report to the School Board in October 2010.
- > ParenteBeard personnel were retained by a northeastern state department of transportation to assist in the evaluations of various contractor claims brought against the department. The work consisted of analyzing the claims, verifying costs incurred, fact gathering, trial preparation and expert witness testimony. The cost accounting methodologies employed by the contractors and the relationship between the subcontractors and the contractor were investigated. The contractor, personnel scheduling and staffing utilization, equipment cost analysis, overhead allocations, acceleration and delay costs and contractual profitability matters were also investigated.

## 4.4.4.5 Experience of Bidder on Similar Contracts

- > ParenteBeard was retained by a Pennsylvania municipality to conduct an investigation related to the financial condition of a city library. In 2009, the library announced a plan to address projected budget shortfalls that involved, among other steps, the closure of eight branches, a reduction in operating hours across the branch system, the elimination of 30 positions and an increase in revenues through the imposition of higher fines and fees. As the largest revenue source for the Library, the municipality retained ParenteBeard to evaluate the library's cost containment plan, including the development of the plan, the underlying assumption, the budgeting process, operating statistics versus similarly sized library systems and considerations employed concerning the closing of branches. Additionally, we performed extensive interviews with library personnel including the president and director, chief financial officer, assistant director and board members. Our finds were presented in a detailed report, and were presented at a public meeting of the board of directors in March 2010.
- > For the past two years, ParenteBeard has performed annual internal audits related to various processes in place at a leading risk management organization. As part of these internal audits, compliance with state and federal guidelines are reviewed and policies and procedures assessed against industry best practice to ensure efficient processes are in place. Based on these internal control assessments ParenteBeard offered best practice and process efficiency recommendations.
- > For the past two years, ParenteBeard has performed annual internal audits related to various processes in place at a major Pennsylvania state University. As part of these internal audits, compliance with state and federal guidelines are reviewed and policies and procedures assessed against industry best practice to ensure efficient processes are in place. Based on these internal control assessments ParenteBeard provided best practice and process efficiency recommendations.
- > For the past two years, ParenteBeard has assisted in the development of processes for Model Audit Rule control testing and compliance for a life insurance company in New York. In conjunction with this review, policies and procedures are reviewed for best practice and efficiency. Associated with the MAR process, risk identification and assessments are performed on a continuous based, including but not limited to compliance with federal and state regulations. Additionally, on an annual basis, ParenteBeard performs a review the company's Anti-Money Laundering and Office of Foreign Assets Control compliance procedures in place.

## 4.4.4.6 Additional Experience of Bidder

### Public Sector Group

Overall, governments and nonprofits face unique challenges as they seek to maximize their available resources while keeping in mind their responsibilities to their communities and constituencies. Whether the challenge is providing services while ensuring adequate funding; maintaining appropriate internal controls; compliance with grants, laws and regulations; detecting and contending with fraud; or managing human resources, ParenteBeard's public sector group provides specialized expertise to help government and nonprofit organizations meet these challenges head on.

ParenteBeard's public sector group is a recognized leader in providing professional audit, accounting, tax and consulting services.

ParenteBeard works with its public sector clients to anticipate emerging trends and developments that require a thorough response. That level of interaction is essential to a successful professional relationship, whether the client is a county or city government, public university or an operating authority. This approach enables us to develop longstanding relationships with our public sector clients.

Public sector organizations rightly demand a great deal from their professional services partners. To ensure consistency and excellence in client services, ParenteBeard's professionals are not only well-versed in the regulations and requirements that affect all government entities and nonprofit organizations, they also bring experience cultivated by diverse backgrounds, outstanding credentials and a results-driven attitude.

To provide clients a competitive edge, key members of our public sector group are highly trained in governmental accounting and auditing matters and have substantially exceeded the continuing professional education requirements imposed by *Government Auditing Standards* (Yellow Book) issued by the Comptroller of the United States. Members of our public sector group are also active in the Government Finance Officers Association and the Government Audit Quality Center. Services we provide to our clients including audit, accounting and tax service, assistance with the IRS and state authorities, audits of federal awards under OMB-113 (single audits), financial state audits, reviews and compilations, GFOA Certificate of Achievement program, other required state compliance and yellow audits, payroll and employment tax assistance, as well as sales tax evaluation.



## 4.4.4.6 Additional Experience of Bidder

### Corporate Governance & Risk Management Services Practice

In this time of enhanced regulatory scrutiny, companies need to create an environment in which transparent, consistent and high quality financial and operating reporting is the norm. Indeed, shareholders, regulators, analysts and other stakeholders demand it.

ParenteBeard provides independent, objective assurance and consulting services to companies of all sizes. Not only do our services help you implement solutions in a rapidly changing regulatory environment, we do so in a way that often adds value and improves your company's operations. ParenteBeard's corporate governance and risk management services include Sarbanes-Oxley compliance services, internal audit services, strategic sourcing, internal audit department start-up and evaluation, risk assessment and information systems assessments.

Our trained professionals work closely with audit committees, senior management and corporate counsel to provide corporate governance and risk management solutions, including those related to regulation, privacy, security and reputation risk, that can help prepare your organization for future growth.

### Forensic, Litigation & Valuation Services

ParenteBeard's forensic accountants research, quantify and present the financial impact of a dispute. In order to be effective, forensic accountants must communicate their findings in a simple, clear and easy to understand manner. Our assembled team of experienced forensic accounting professionals has been retained to assist counsel and their clients on complex matters throughout the country.

### Construction & Real Estate Services

In volatile and uncertain times, real estate and construction companies need to work smarter, not just harder, in order to work through the cycles of the industry. Effective risk management, managing the volatility of market conditions or a clear analysis of interest rates, taxes and debt/credit issues are just a few of the challenges that face these companies.

ParenteBeard offers a full range of accounting, auditing, tax and management advisory services specifically directed at businesses in the construction and real estate industries. These services include consulting in the preparation and presentation of financing application packages, reviewing real estate contracts and other documents for tax and financial statement considerations and evaluating lease or buy decisions.

## 4.4.4.7 Financial Capability of the Bidder

As a privately held certified public accounting firm, we do not typically provide financial statements or detailed financial information in connection with our service proposals. However, we currently have revenue of approximately \$178 million. If you would like more information about the firm's financial performance and condition, please feel free to contact our treasurer and chief financial officer, Robert J. Radics, at 570.820.0107 or [Bob.Radics@ParenteBeard.com](mailto:Bob.Radics@ParenteBeard.com).

# Appendix A: Resumes of Key Personnel



James O'Brien, CPA/CFF

Partner

Forensic Litigation & Valuation Services

Jim is a partner in the firm's forensic, litigation and valuation services group and serves as the leader of our extensive business reporting language (XBRL) practice.

He has provided a variety of forensic and financial consulting and accounting related services to attorneys, insurance companies, governmental and nonprofit agencies as well as public and private

corporations since 1990.

Prior to joining ParenteBeard, Jim provided forensic and litigation services for national and regional accounting firms. He specializes in providing consulting analyses related to financial investigations and matters in dispute.

Responsibilities are carried out through complex electronic financial and forensic analysis of financial statements and tax returns, general ledgers and other original books of entry, relevant contracts and agreements, and industry data.

Jim's education has been supplemented by various continuing education courses offered by a variety of professional organizations. He has spoken before professional and educational groups on various aspects of financial analysis, litigation consulting, fraud investigations and economic damages.

## Licenses/Certifications

- > Certified Public Accountant in Pennsylvania

## Professional Affiliations

- > American Institute of Certified Public Accountants
- > Pennsylvania Institute of Certified Public Accountants

## Education

- > BS, York College of Pennsylvania

# Appendix A: Resumes of Key Personnel



Jeffrey M. Krull, CPA, CISA

Partner

Corporate Governance & Risk Management

With more than 14 years of experience in information technology and internal audit, Jeff is a key partner in our corporate governance and risk management group. His expertise includes Service Organization Controls (SOC) examinations, information technology controls, business process controls, and specialized compliance assessments and attestations.

Jeff's experience includes SOC examinations, Sarbanes-Oxley compliance, internal audit, pre and post implementation assessments, privacy and HIPAA risk assessments and specialized compliance attestations for clients. His client base includes a variety of industries, including energy and utilities, healthcare, technology and service providers and financial institutions. He has provided guidance to clients of varying sizes, from small family owned enterprises to Fortune 500 multinational organizations.

A nationally recognized speaker on a variety of corporate governance and risk management topics, Jeff has presented on information technology security and risk management, board of directors' interactions, service organizations and rogue trading. Additionally, he co-authored "10 Questions Audit Committees Should Ask," published in The CPA Journal.

## Licenses/Certifications

- > Certified Public Accountant in Maryland
- > Certified Public Accountant in Pennsylvania
- > Certified Information Systems Auditor

## Professional Affiliations

- > American Institute of Certified Public Accountants, Service Organization Controls Task Force
- > Pennsylvania Institute of Certified Public Accountants
- > Information Systems Audit and Control Association

## Education

- > BS, Georgetown University

# Appendix A: Resumes of Key Personnel



Michael C. Malinoski, CPA  
Partner  
Construction & Real Estate

Mike has more than 19 years of experience in public accounting, and works primarily with our contractor, distribution, manufacturing and nonprofit industries. Mike is also the firm's practice leader for the construction and real estate industry group. Throughout his career, Mike has developed extensive experience with relevant accounting and reporting requirements. His responsibilities include planning engagements, reviewing workpapers/financial statements prepared by staff and supervising and evaluating staff. As leader of ParenteBeard's construction and real estate practice, his responsibilities include practice management and development along with overseeing the ongoing education of the firm's employees working within the construction industry. He is also responsible for establishing the construction group's "best practices" and keeping our industry professionals up to date on the current developments affecting the construction industry. Mike has attended numerous seminars and courses pertaining to construction contractors and has frequently served as an instructor on construction contractor and contract accounting related topics.

## Licenses/Certifications

- > Certified Public Accountant in Pennsylvania

## Professional Affiliations

- > American Institute of Certified Public Accountants
- > Pennsylvania Institute of Certified Public Accountants
- > Contractors Financial Management Association, Berks-Lehigh Chapter, Chapter President
- > Leadership Berks, Graduate

## Education

- > BS, Pennsylvania State University

## Associations and Community Involvement

- > Schuylkill County (PA) Chamber of Commerce Golf Committee
- > Orwigsburg (PA) Lions Club

# Appendix A: Resumes of Key Personnel



Andrea L. Caladie, CPA  
Partner  
Public Sector

Andrea has more than 22 years of diversified public accounting experience in a variety of industries including government, nonprofit and higher education entities. Her expertise includes audits of federal programs under OMB Circular A-133. She is the firm's Government Accountability Office compliance director and designated partner for the American Institute of Certified Public Accountants Governmental Audit Quality Center.

Named the 2012 Distinguished Leader of the Year by Leadership Wilkes-Barre, Andrea is frequently requested to provide expertise and speak at nonprofit and government clients and the Pennsylvania Association of County Controllers.

## Licenses/Certifications

- > Certified Public Accountant in Pennsylvania

## Professional Affiliations

- > American Institute of Certified Public Accountants, Private Companies Practice Section and Technical Issues Committee for Governments
- > Pennsylvania Institute of Certified Public Accountants
- > National Association of College and University Business Officers
- > Eastern Association of College and University Business Officers
- > Government Finance Officers Association

## Education

- > BS, Pennsylvania State University

## Associations and Community Involvement

- > Leadership Wilkes-Barre
- > Circle 200 (forum for Senior Executive Women in Pennsylvania), Board of Directors, Treasurer
- > F.M. Kirby Center for the Performing Arts, Board of Directors, Treasurer

# Appendix A: Resumes of Key Personnel



Michael C. Brennan, CPA  
Senior Manager  
Corporate Governance & Risk Management

Mike is a senior manager in ParenteBeard's CGRM practice and has been working in the internal audit profession for more than 20 years. He has extensive experience performing and managing internal audits in the manufacturing, distribution, healthcare, real estate and financial services industries. Mike has established an internal audit function performed several internal audit risk assessments and led a team that redesigned the entire process for performing internal audits for a major financial services organization to include a risk based approach and added automated workpapers to the process. His experience also includes the successful implementation of Sarbanes-Oxley at three organizations and the development of the organizations' ongoing compliance effort for Sarbanes-Oxley. Mike's responsibilities include the supervision and execution of internal audits of firm clients.

Mike has been a member of the New Jersey Society of Certified Public Accountants Auditing and Accounting Standards and Members in Industry subcommittees and worked with a team that developed and implemented the Society's Members in Industry newsletter.

He has supplemented his education with numerous courses sponsored by a variety of auditing and risk management organizations. Mike is a frequent speaker on the subject of Sarbanes-Oxley and various internal audit topics including performing company-wide risk assessments and audit automation techniques.

## Licenses/Certifications

- > Certified Public Accountant in New Jersey
- > Certified Financial Services Auditor
- > Chartered Bank Auditor

## Licenses/Certifications

- > American Institute of Certified Public Accountants
- > Institute of Internal Auditors

## Education

- > BS, The College of New Jersey



# Appendix A: Resumes of Key Personnel



Chris Caldwell, CPA/CFF, CFE

Manager

Forensic, Litigation & Valuation Services

Chris is a manager in the firm's forensic, litigation and valuation services group and has provided a variety of financial consulting and accounting services to attorneys, insurance companies, governmental agencies and public and private corporations since 2002. He is responsible for planning, conducting and supervising financial analyses, damage analyses, document analyses and computerized financial analysis. In addition, he provides assistance to legal counsel

and preparation of expert reports.

Prior to joining ParenteBeard, Chris was employed by a big four accounting firm. He is experienced in litigation consulting involving forensic accounting, financial investigations, patent infringement, commercial damages, breach of contract and purchase price disputes. His expertise also includes loss profits and business interruption claims, fraud investigations and intellectual property infringements.

## Licenses/Certifications

- > Certified Public Accountant in Pennsylvania
- > Certified in Financial Forensics
- > Certified Fraud Examiner

## Professional Affiliations

- > American Institute of Certified Public Accountants
- > Pennsylvania Institute of Certified Public Accountants
- > Association of Certified Fraud Examiners

## Education

- > BS, Elon University

# Appendix A: Resumes of Key Personnel



Paul W. Pocalyko, CPA/CFF, CFE

Partner

Forensic Valuation & Litigation Services

Paul is a partner in ParenteBeard's forensic, litigation and valuation services group and has provided a variety of financial consulting and accounting services to attorneys, insurance companies, governmental agencies and public and private corporations since 1982. Prior to joining ParenteBeard, he spent approximately 18 years with a big four accounting firm. He specializes in providing financial consulting analyses related to matters in dispute. The majority of the analyses

performed involve litigation and/or insurance claims matters. His current responsibilities include assignment planning, supervision of staff, assistance with interrogatories and expert witness testimony. Responsibilities are carried out through financial and forensic analysis of financial statements and tax returns, general ledgers and other original books of entry, relevant contracts and agreements and industry data.

Paul has spoken before professional and educational groups on various aspects of financial analysis, litigation consulting, fraud investigations and economic damages and has co-authored various publications and articles. Paul has supplemented his education through various continuing education courses offered by a variety of professional organizations.

## Licenses/Certifications

- > Certified Public Accountant in Pennsylvania
- > Certified Fraud Examiner
- > Certified in Financial Forensics

## Professional Affiliations

- > American Institute of Certified Public Accountants
- > Pennsylvania Institute of Certified Public Accountants, Construction Industry Committee Board
- > Association of Certified Fraud Examiners

## Education

- > BS, Lehigh University
- > MBA, Lehigh University

# Appendix A: Resumes of Key Personnel



Michael A. Schneider, CPA  
Partner  
Corporate Governance & Risk Management

Michael has more than 23 years of expertise in audit, accounting, operations, compliance and risk management. His professional background includes 16 years in the pharmaceutical and biotech industries and time within the healthcare audit practice of a big four public accounting firm. As a partner in our consulting practice, Michael's role includes advancing the firm's presence in the pharmaceutical and biotech industries.

Working closely with audit committees, boards and executive leadership teams, Michael has managed high profile projects such as Sarbanes- Oxley, Enterprise Risk Management, Enterprise Resource Planning initiatives and business process redesign.

Prior to joining ParenteBeard, Michael's pharmaceutical and biotech experience comprised Securities and Exchange Commission (SEC) and privately held companies including Merck and Co., Inc., Pharmacia Corporation, ImClone Systems Incorporated and Ikaria, Inc., where he was the Director of Internal Audit. While in Ernst and Young's Metro-New York healthcare practice, he managed engagements for hospitals and healthcare related companies.

## Education

- > BS, Rutgers University

# Appendix A: Resumes of Key Personnel



David Duffus, CPA/CFF, CFE  
Partner  
Forensic Valuation & Litigation Services

For more than 20 years, David has provided accounting and consulting services to businesses ranging from start-up entities to Fortune 100 companies. As a member of the firm's forensic, litigation and valuation services group, David specializes in complex litigation services, forensic accounting and valuation services assignments. Over the course of his career, David has worked on a wide range of assignments including: bankruptcy and troubled company matters; construction disputes; economic damage claims; fraud and forensic investigations; healthcare fraud and abuse; insurance claims; intellectual property matters; professional liability claims; real estate disputes; shareholder and partnership disputes and tax disputes. David has extensive experience working with counsel through all phases of the litigation process, and has provided expert witness and deposition testimony in matters in state and federal court, and in alternative dispute settings. David is a frequent speaker on topics related to economic damages, business valuation and fraud. In addition, he has written on topics relevant to economic damage analysis, fraud investigations and business valuation. He co-authored the American Institute of Certified Public Accountants' Practice Aid titled, "Discount Rates, Risk, and Uncertainty in Economic Damages Calculations."

## Licenses/Certifications

- > Certified Public Accountant in Pennsylvania
- > Accredited in Business Valuation
- > Certified in Financial Forensics
- > Certified Fraud Examiner

## Professional Affiliations

- > American Institute of Certified Public Accountants, Economic Damages Task Force and Forensic & Valuation Services Conference Planning Committee
- > Pennsylvania Institute of Certified Public Accountants
- > Association of Certified Fraud Examiners

## Education

- > BA, University of Pittsburgh
- > MBA, University of Pittsburgh

# Appendix A: Resumes of Key Personnel



Timothy Hartzell, CFE

Director

Forensic, Litigation & Valuation Services

Tim is a director in the firm's forensic, litigation and valuation services group and brings more than 25 years of experience to the clients he serves, primarily focusing on the construction industry. Tim's expertise lies in financial consulting analyses related to matters of dispute with a focus on litigation and insurance claims matters. He is responsible for assignment planning, supervision of staff, financial analysis, report preparation and expert witness testimony. In addition to these duties, Tim also carries out financial and forensic analyses of financial statements and tax returns, general ledgers and other books of entry, relevant contracts and agreements and industry data. He has provided a variety of financial consulting and accounting services to attorneys, insurance companies, government agencies and public and private companies. In addition, he has been providing forensic and financial analyses to bonding companies for more than 20 years.

## Licenses/Certifications

- > Certified Fraud Examiner
- > Certified Construction Industry Financial Professional

## Professional Affiliations

- > Fidelity and Surety Law Committee of the Tort and Insurance Practice Section of the American Bar Association
- > Forum Committee on the Construction Industry of the Tort and Insurance Practice Section of the American Bar Association
- > Construction Financial Management Association
- > Institute of Certified Construction Industry Financial Professionals
- > Suburban Contractors Association of Pennsylvania
- > Surety & Fidelity Claims Institute
- > Philadelphia Surety Claims Association
- > Association of Certified Fraud Examiners

## Education

- > BS, Bloomsburg University

# Appendix A: Resumes of Key Personnel



Christopher A. Welde, CPA/CFF, CFE  
Director  
Forensic, Litigation & Valuation Services

Chris has provided a variety of financial consulting and accounting services to attorneys, insurance companies, governmental agencies, and public and private corporations.

Prior to joining ParenteBeard, Chris co-founded Forensic Insights, a forensic accounting and consulting firm. Before that, he spent approximately 15 years with national and regional accounting firms providing forensic accounting and litigation services as well as accounting and auditing services. He specializes in providing financial consulting analyses related to matters in dispute. The majority of the analyses performed involve litigation, insurance and/or fraud investigations.

Responsibilities include assignment planning, document requests, analysis and investigation of financial documents, interviewing personnel, assistance with depositions and interrogatories, expert report preparation and expert testimony. Responsibilities are carried out through forensic analysis of financial statements, tax returns, general ledgers, contracts, industry data and other financial documents.

## Licenses/Certifications

- > Certified Public Account in Pennsylvania
- > Certified in Financial Forensics
- > Certified Fraud Examiner

## Associations

- > American Institute of Certified Public Accountants
- > Pennsylvania Institute of Certified Public Accountants
- > Association of Certified Fraud Examiners
- > The Philadelphia Area Chapter of the Association of Certified Fraud Examiners

## Education

- > BS, Drexel University
- > MBA, St. Joseph's University

# Appendix A: Resumes of Key Personnel



Richard Hillard, CPA/CFF, CFE

Director

Forensic, Litigation & Valuation Services

Richard's expertise lies in the areas of planning, executing, and supervising fraud and forensic investigations and accounting/auditing malpractice matters. Richard's clients include attorneys, public and privately held entities, government agencies, and non-profit organizations. He liaisons with stakeholders, identifies and analyzes financial records, develops damage estimates, assists with depositions, conducts computerized financial analyses, conducts interviews, prepares reports and/or presentations and assists with other various aspects of trials, arbitrations, and settlements. Richard's assignments include both civil and criminal proceedings.

Prior to joining ParenteBeard as a forensic accountant, Richard was an auditor. As an auditor, Richard planned and executed financial statement audits of privately held corporations, nonprofits, hedge funds and retirement plans in accordance with U.S. GAAP. Also for those entities that he audited, Richard prepared annual financial statements in accordance with U.S. GAAP.

## Licenses/Certifications

- > Certified Public Accountant in Pennsylvania
- > Certified in Financial Forensics
- > Certified Fraud Examiner

## Professional Affiliations

- > American Institute of Certified Public Accountants
- > Pennsylvania Institute of Certified Public Accountants
- > Association of Certified Fraud Examiners

## Education

- > BS, Duquesne University



# Appendix A: Resumes of Key Personnel



Leon Pressman, CISA  
Manager  
Corporate Governance & Risk Management

Leon has more than 12 years of comprehensive information technology and internal audit experience.

As a CGRM manager, Leon has extensive knowledge within the area of information technology. Leon's experience is both technical and audit based performing internal / external audit and public accounting reviews in the following areas: information systems general controls; change management and system development life cycle; disaster recovery and business continuity; network / application security; Sarbanes-Oxley compliance, and internal / external vulnerability assessments within the following key firm industries: banking, insurance, manufacturing, real estate, healthcare, government and education.

Leon is also skilled in performing specialized audits to meet the specific needs of various clients, including pre and post implementation reviews, and business process re-engineering. Leon has performed multiple specialized audits across a number of industries, giving him deep insight into the operations and information technology controls through a process focused approach within multisystem information technology environments.

## Licenses/Certifications

- > Certified Internal Systems Auditor

## Professional Affiliations

- > Institute of Internal Auditors
- > Information Systems Audit and Control Association

## Education

- > BSIS, Drexel University
- > MSIS, Drexel University



# Appendix A: Resumes of Key Personnel



Philip Schmoyer, CFE  
Manager  
Corporate Governance & Risk Management

Phil is a manager in ParenteBeard's corporate governance and risk management practice. He is responsible for providing internal audit and IT audit related services to clients in the insurance, financial services and healthcare sectors. In his role with ParenteBeard, Phil has assisted with internal audit engagements for a variety of ParenteBeard's clients performing internal controls, general IT, application and business process controls reviews using a risk based approach.

Currently, Phil is actively involved in ParenteBeard's insurance internal audit and examination practice as an examiner conducting risk focused examinations for various state departments of insurance. Phil has been involved with the examinations of small and large insurers, ranging from \$13 million in direct written premiums to in excess of \$11 billion in direct written premiums within both the Property and Casualty and Life and Health arenas. Phil is familiar with reviewing and assessing automated and manual controls as they relate to the underwriting, claims handling, reinsurance and financial reporting processes.

Prior to joining ParenteBeard, Phil worked in the internal audit department of a large Property and casualty insurer with annual direct written premiums in excess of \$2 billion, where he regularly participated in operational and compliance related internal audits, as well as the Japanese Sarbanes-Oxley and Model Audit Rule implementation and compliance functions.

## Licenses/Certifications

- > Certified Financial Examiner

## Professional Affiliations

- > Society of Financial Examiners

## Education

- > BS, University of Pittsburgh

**PRICE SCHEDULE**

**RFP 14-X-23110**

**AUDITING AND OTHER RELATED SERVICES FOR DISASTER RECOVERY (HURRICANE SANDY)**

Refer to RFP [Section 3.0](#) (Scope of Work) for task requirements and deliverables, [Section 4.4](#) (Organizational Support and Experience), and [Section 6.7.2](#) (Bidder's Price Schedule) for additional information regarding this Price Schedule. Failure to submit all information required will result in the proposal being considered non-responsive.

**Bidder's Name:** ParenteBeard LLC

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

<b>LINE #</b>	<b>STAFF CLASSIFICATIONS</b>	<b>YEAR 1 HOURLY RATE</b>	<b>YEAR 2 HOURLY RATE</b>	<b>YEAR 3 HOURLY RATE</b>
1	Partner/Principal/Director	\$ 275	\$ 300	\$ 315
2	Program Manager	\$200	\$ 215	\$ 225
3	Project Manager	\$ 200	\$ 215	\$ 225
4	Subject Matter Expert	\$ 275	\$ 300	\$ 315
5	Supervisory/Senior Consultant	\$ 150	\$ 160	\$ 175
6	Consultant	\$ 110	\$ 120	\$135
7	Associate/Staff	\$ 110	\$ 120	\$ 135
8	Administrative Support Staff	\$ 90	\$ 95	\$ 100

<b>Line #</b>	<b>Pass Through Price Lines *</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>
9	Other Direct Costs	N/A	N/A	N/A
10	Travel Expenses and Reimbursements	N/A	N/A	N/A

- The State makes no guarantee of volume of work effort.
- \* The Pass Through Price Lines shall be used to reimburse for Travel and Other Direct Costs only. No mark-up will be provided for Price Lines 9 and 10.

**Bidder's Name:** ParenteBeard LLC

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

<b>LINE #</b>	<b>STAFF CLASSIFICATIONS</b>	<b>YEAR 1 HOURLY RATE</b>	<b>YEAR 2 HOURLY RATE</b>	<b>YEAR 3 HOURLY RATE</b>
11	Partner/Principal/Director	\$ 275	\$ 300	\$ 315
12	Program Manager	\$ 200	\$ 215	\$ 225
13	Project Manager	\$ 200	\$ 215	\$ 225
14	Subject Matter Expert	\$ 275	\$ 300	\$ 315
15	Supervisory/Senior Consultant	\$ 150	\$ 160	\$ 175
16	Consultant	\$ 110	\$ 120	\$ 135
19	Associate/Staff	\$ 110	\$ 120	\$ 135
18	Administrative Support Staff	\$ 90	\$ 95	\$ 100

<b>Line #</b>	<b>Pass Through Price Lines *</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>
19	Other Direct Costs	N/A	N/A	N/A
20	Travel Expenses and Reimbursements	N/A	N/A	N/A

- The State makes no guarantee of volume of work effort.
- \* The Pass Through Price Lines shall be used to reimburse for Travel and Other Direct Costs only. No mark-up will be provided for Price Lines 9 and 10.

Bidder's Name: ParenteBeard LLC

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

<b>LINE #</b>	<b>STAFF CLASSIFICATIONS</b>	<b>YEAR 1 HOURLY RATE</b>	<b>YEAR 2 HOURLY RATE</b>	<b>YEAR 3 HOURLY RATE</b>
21	Partner/Principal/Director	\$ 400	\$ 415	\$ 430
22	Program Manager	\$ 275	\$ 300	\$ 315
23	Project Manager	\$ 275	\$ 300	\$ 315
24	Subject Matter Expert	\$ 400	\$ 415	\$ 430
25	Supervisory/Senior Consultant	\$ 215	\$ 230	\$ 245
26	Consultant	\$ 160	\$ 170	\$ 185
27	Associate/Staff	\$ 160	\$ 170	\$ 185
28	Administrative Support Staff	\$ 100	\$ 105	\$ 110

<b>Line #</b>	<b>Pass Through Price Lines *</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>
29	Other Direct Costs	N/A	N/A	N/A
30	Travel Expenses and Reimbursements	N/A	N/A	N/A

- The State makes no guarantee of volume of work effort.
- \* The Pass Through Price Lines shall be used to reimburse for Travel and Other Direct Costs only. No mark-up will be provided for Price Lines 9 and 10.

SIGNATORY PAGE	STATE OF NEW JERSEY REQUEST FOR PROPOSAL (RFP)	RFP/Solicitation Number: <b>14-X-23110</b>
	<b>FOR: AUDITING AND OTHER RELATED SERVICES FOR DISASTER RECOVERY (HURRICANE SANDY)</b>	Term Contract #: T2939 Requesting Agency: PROCUREMENT BUREAU Requisition #: 1041262
	<b>ESTIMATED AMOUNT:</b> \$ 0.00 <b>CONTRACT EFFECTIVE DATE:</b> July 01, 2013 <b>CONTRACT EXPIRATION DATE:</b> June 30, 2016 <b>COOPERATIVE PURCHASING:</b> NO <b>SET ASIDE:</b> SMALL BUSINESS SUBCONTRACTING	<u>TO ASK QUESTIONS CONCERNING THE CONTENTS OF THIS RFP:</u> Please go to the Advertised Solicitation Current Bid Opportunities Web Page and click on the Quicklink button labeled Q&A. <a href="http://www.state.nj.us/treasury/purchase/bid/summary/14x23110.shtml">http://www.state.nj.us/treasury/purchase/bid/summary/14x23110.shtml</a>

**PURSUANT TO N.J. STATUTES, REGULATIONS AND EXECUTIVE ORDERS, PROPOSALS WHICH FAIL TO CONFORM WITH THE FOLLOWING REQUIREMENTS WILL BE SUBJECT TO REJECTION:**

- 1) **PROPOSALS MUST BE RECEIVED AT OR BEFORE THE PUBLIC OPENING TIME OF 2:00 PM EASTERN TIME ON May 31, 2013 AT THE FOLLOWING ADDRESS (NOTE: TELEPHONE, EMAIL, TELEFACSIMILE OR TELEGRAPH PROPOSALS WILL NOT BE ACCEPTED):**  
**DEPARTMENT OF THE TREASURY  
 PROCUREMENT BUREAU, PO BOX 230  
 33 WEST STATE STREET - 9TH FLOOR  
 TRENTON, NEW JERSEY 08625-0230**
- 2) THE BIDDER MUST SIGN THE PROPOSAL.
- 3) THE PROPOSAL MUST INCLUDE ALL PRICE INFORMATION. PROPOSAL PRICES SHALL INCLUDE DELIVERY OF ALL ITEMS, F.O.B. DESTINATION OR AS OTHERWISE PROVIDED. PRICE QUOTES MUST BE FIRM THROUGH ISSUANCE OF CONTRACT.
- 4) ALL PROPOSAL PRICES MUST BE TYPED OR WRITTEN IN INK.
- 5) ALL CORRECTIONS, WHITE-OUTS, ERASURES, RESTRIKING OF TYPE, OR OTHER FORMS OF ALTERATION, OR THE APPEARANCE OF ALTERATION, TO UNIT AND/OR TOTAL PRICES MUST BE INITIALED IN INK BY THE BIDDER.
- 6) THE BIDDER MUST COMPLETE AND SUBMIT ALL FORMS, CERTIFICATIONS, REGISTRATION AND OTHER DOCUMENTS AS REQUIRED IN THE RFP. SEE THE ADVERTISED SOLICITATION, CURRENT BID OPPORTUNITIES WEBPAGE  
<http://www.state.nj.us/treasury/purchase/bid/summary/14x23110.shtml>
- 7) THE BIDDER MUST ATTEND THE MANDATORY PRE-PROPOSAL CONFERENCE(S) AND SITE VISIT(S) AT THE FOLLOWING DATE(S) AND TIME(S):
  
- 8) FOR SET ASIDE CONTRACTS ONLY, A BIDDER MUST BE REGISTERED WITH THE N.J. DIVISION OF REVENUE AS A SMALL BUSINESS BY THE DATE OF PROPOSAL OPENING. (SEE N.J.A.C. 17:13-3.1 & 13.2).


**ADDITIONAL REQUIREMENTS**

- |   |  |
|---|--|
| 9) BY SIGNING AND SUBMITTING THIS PROPOSAL, THE BIDDER CERTIFIES AND CONFIRMS THAT NEITHER THE BIDDER, ITS REPRESENTATIVES, AGENTS OR LOBBYISTS HAVE INITIATED ANY INAPPROPRIATE CONTACT WITH ANY EXECUTIVE BRANCH EMPLOYEE DURING THE PROCUREMENT TO ATTEMPT TO AFFECT THE BIDDING PROCESS AND SHALL NOT DO SO AFTER SUBMISSION OF THE PROPOSAL. | 10) PERFORMANCE SECURITY: \$ N/A or N/A %<br>11) PAYMENT RETENTION N/A %<br>12) BY SIGNING AND SUBMITTING THIS PROPOSAL, THE BIDDER CONSENTS TO RECEIPT OF ANY AND ALL DOCUMENTS RELATED TO THIS RFP AND THE RESULTING CONTRACT BY ELECTRONIC MEDIUM OR FACSIMILE. |
|---|--|

**TO BE COMPLETED BY BIDDER**

- 13) FIRM NAME: ParenteBeard LLC  
 ADDRESS 1: 100 Walnut Avenue CITY: Clark  
 ADDRESS 2: Suite 200 STATE: New Jersey  
 ZIP: 07066
- 14) THE BIDDER MUST SUBMIT WITH THE PROPOSAL BID SECURITY IN THE AMOUNT OF \$ N/A OR N/A %  
 CHECK THE TYPE OF BID SECURITY SUPPLIED:  
 ANNUAL BID BOND ON FILE       BID BOND ATTACHED       NONE  
 CERTIFIED OR CASHIERS CHECK ATTACHED       LETTER OF CREDIT ATTACHED
- 15) DELIVERY CAN BE MADE \_\_\_\_\_ DAYS OR \_\_\_\_\_ WEEKS AFTER RECEIPT OF ORDER. 16) REQUESTED DELIVERY: 30 DAYS AFTER RECEIPT OF ORDER
- 17) CASH DISCOUNT TERMS (SEE RFP) \_\_\_\_\_ %, \_\_\_\_\_ DAYS: NET \_\_\_\_\_ DAYS.
- 18) BIDDER PHONE NO: (215) 557-2025 EXT: \_\_\_\_\_
- 19) BIDDER FAX NO: (215) 557-2025 EXT: \_\_\_\_\_ 21) FEDERAL EMPLOYER IDENTIFICATION NUMBER [REDACTED]
- 20) BIDDER EMAIL ADDRESS: Albert.Miller@ParenteBeard.com

SIGNATURE OF THE BIDDER ATTESTS THAT THE BIDDER HAS READ, UNDERSTANDS, AND AGREES TO ALL TERMS, CONDITIONS, AND SPECIFICATIONS SET FORTH IN THE REQUEST FOR PROPOSAL, INCLUDING ALL ADDENDA, FURTHERMORE, SIGNATURE BY THE BIDDER SIGNIFIES THAT THE REQUEST FOR PROPOSAL AND THE RESPONSIVE PROPOSAL CONSTITUTES A CONTRACT IMMEDIATELY UPON NOTICE OF ACCEPTANCE OF THE PROPOSAL BY THE STATE OF NEW JERSEY FOR ANY OR ALL OF THE ITEMS BID, AND FOR THE LENGTH OF TIME INDICATED IN THE REQUEST FOR PROPOSAL. FAILURE TO ACCEPT THE CONTRACT WITHIN THE TIME PERIOD INDICATED IN THE REQUEST FOR PROPOSAL, OR FAILURE TO HOLD PRICES OR TO MEET ANY OTHER TERMS AND CONDITIONS AS DEFINED IN EITHER THE REQUEST FOR PROPOSAL OR THE PROPOSAL DURING THE TERM OF THE CONTRACT, SHALL CONSTITUTE A BREACH AND MAY RESULT IN SUSPENSION OR DEBARMENT FROM FURTHER STATE BIDDING. A DEFAULTING CONTRACTOR MAY ALSO BE LIABLE, AT THE OPTION OF THE STATE, FOR THE DIFFERENCE BETWEEN THE CONTRACT PRICE AND THE PRICE BID BY AN ALTERNATE VENDOR OF THE GOODS OR SERVICES IN ADDITION TO OTHER REMEDIES AVAILABLE.

22) ORIGINAL SIGNATURE OF BIDDER 	23) DATE May 31, 2013
24) PRINT/TYPER NAME James O'Brien, CPA	25) TITLE Partner