

Bidder's Name: QWIC, Inc.

POOL 2: FINANCIAL AUDITING AND GRANT MANAGEMENT

LINE #	STAFF CLASSIFICATIONS	YEAR 1 HOURLY RATE	YEAR 2 HOURLY RATE	YEAR 3 HOURLY RATE
11	Partner/Principal/Director	\$ 191.60	\$ 207.68	\$ 213.82
12	Program Manager	\$ 165.60	\$ 170.55	\$ 175.67
13	Project Manager	\$ 140.40	\$ 144.59	\$ 148.95
14	Subject Matter Expert	\$ 165.50	\$ 170.55	\$ 175.67
15	Supervisory/Senior Consultant	\$ 140.40	\$ 144.59	\$ 148.95
16	Consultant	\$ 135.00	\$ 139.05	\$ 143.24
19	Associate/Staff	\$ 81.25	\$ 85.73	\$ 88.29
18	Administrative Support Staff	\$ 54.00	\$ 54.62	\$ 57.29

Line #	Pass Through Price Lines *	Year 1	Year 2	Year 3
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: QWIC, Inc.

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	\$ 191.60	\$ 207.68	\$ 213.82
22	Program Manager	\$ 165.60	\$ 170.55	\$ 175.67
23	Project Manager	\$ 140.40	\$ 144.59	\$ 148.95
24	Subject Matter Expert	\$ 165.60	\$ 170.55	\$ 175.67
25	Supervisory/Senior Consultant	\$ 140.40	\$ 144.59	\$ 148.95
26	Consultant	\$ 135.00	\$ 139.05	\$ 143.24
27	Associate/Staff	\$ 81.25	\$ 85.73	\$ 88.29
28	Administrative Support Staff	\$ 54.00	\$ 54.62	\$ 63.65

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.

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COPY



*Proposal for NJ Treasury
14-X-23110
Prequalification Pools: Auditing
and Other Related Services in
Support of Disaster Recovery
(Hurricane Sandy)*

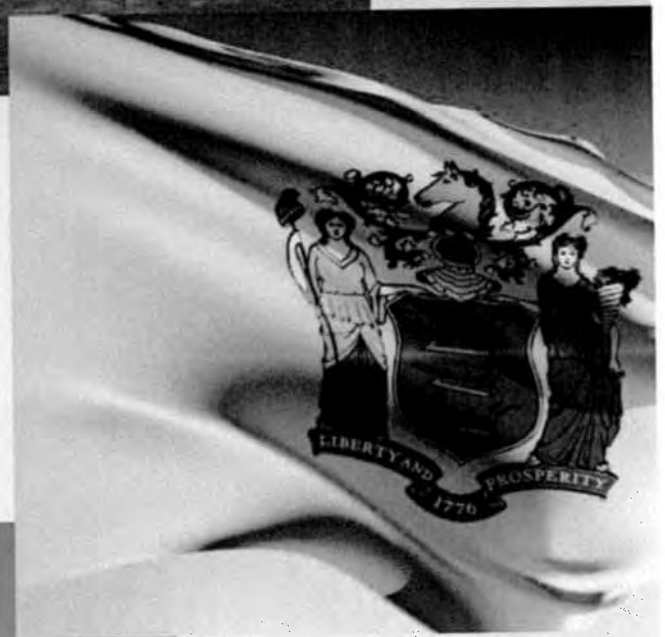


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Volume 2





**TECHNICAL PROPOSAL
POOL #1 – PROGRAM AND PROCESS MANAGEMENT AUDITING**

MANAGEMENT OVERVIEW

The QWIC Team has organized this technical proposal to coincide with the identified services in the RFP for Pool #1, coordinating our approach and our relevant experience to demonstrate that QWIC professionals provide the experience and expertise to address the transparency required for the State of New Jersey as it manages the Hurricane Sandy recovery and restoration projects. The detailed requirements (“strings”) attached to the Federal Disaster Assistance Awards are complex and demand critical attention to assure that ALL applicable awardee obligations are properly managed. In many past Federally-funded disaster recoveries, mismanagement and exploitation delayed relief to thousands and lined the pockets of corrupt, dishonest individuals. That will not happen in New Jersey.

The Christie Administration is determined to set the standard for accountability as it assigns allocation of the Federal funds to state agencies and departments, residents and businesses affected by Hurricane Sandy. The State will also extend the services in this contract to other “User Agencies” (quasi-government agencies and authorities). The State has divided the oversight responsibilities with this RFP into three distinct areas of expertise to match the GSA RFQ issued under the GSA Advantage System. This contract is structured on a task order basis, which necessitates the consultant to customize and mobilize its professional team based on each individual task assignment’s requirements.

CONTRACT MANAGEMENT - TASK ORDER APPROACH

As each task is identified, the State Contract Manager will assign a specific scope of work, and task schedule to a Treasury or User Agency employee/consultant to solicit the prequalified pool of approved consultants, and subsequently notify the teams from the pool of the task’s parameters, schedule and deliverables. Within one-two weeks (based on time identified by Treasury or User Agency), the QWIC Project Manager will study the task and prepare questions, a preliminary schedule and preliminary cost estimate for a meeting to review the scope of work, deliverables and other issues those may arise during the preliminary investigation of the assigned task at hand. At that meeting clarification of questions, costs and schedule will be discussed and agreement reached.

The QWIC Team will then submit a formal final submission of cost and schedule in a technical proposal outlining the selected Team Personnel, and clarify work items which may have been amended by Treasury during the initial meeting. The proposal will include: Professionals assigned to the Team; detailed person-hour breakdown by task; cost proposal on approved Treasury form. The cost submitted in the proposal functions as a “Not to Exceed” Cost, unless a written change order is issued by Treasury in the form of an amended Task Order Authorization (TOA). If Treasury cannot approve the submitted Team proposal because of issues or questions, a negotiation meeting(s) may be scheduled to resolve those issues – usually within two weeks of the proposal submission.

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Upon Treasury approval, a TOA will be issued that will include the approved scope of work (as may have been amended), the QWIC Team proposal, schedule and cost. The TOA functions as a Notice to Proceed. If for some reason Treasury and the QWIC Team cannot negotiate an agreement, Treasury will notify the Team Leader in writing.

Treasury's goal is to approve TOAs as quickly as possible so that monitoring/tracking/reports and audits can proceed in "real time". Depending on the complexity and size of each task, special needs may require acceleration of the schedule. In cases of acceleration, verbal authorizations may be issued by the State Contract Manager, Director of Procurement, the Contract Administrator, or other Treasury professionals authorized to issue a verbal TOA, which will be confirmed in writing promptly. Change orders may be issued by the Treasury or User Agency without a formal written Team proposal amendment. The consultants may submit cost proposals with a lower rate than submitted with their original proposal, but must adhere to those reduced rates on all future task assignments.

This contract is for an undesignated time period from NTP. TOAs can be approved at any time during this period until such time as the State determines the Hurricane Sandy restoration tasks are completed. This contract is not a retainer, but a task order contract that permits Treasury to issue Task Order RFPs at any time during on an as-needed basis. The list of multiple disciplines anticipated to be needed on each Team is not necessarily all inclusive, but the primary focus would be the ten categories of work identified in the RFP.

The following text identifies the QWIC Team's approach and experience based on Federal/State policies, procedures and requirements in various sections of the CFR regulations. We have identified systems and methodologies for each service, and recommend that the best result continues to be engagement as early as possible for each task. The preparation of "cost worth" analysis (original estimate) vs. "worth" (least cost alternative of equal function) is detailed herein. Primary functions will not be jeopardized in task assignments. At times the QWIC Team may be required to review Contractors' change order requests and recommendations. Cost estimates and cost analysis of submissions from other parties may also be assigned. Training Treasury employees in compliance standards and procedures may also be assigned.

COMPLIANCE – What is it all about? Why do we need it?

The Federal Government has embraced the concept of leveling the construction industry playing field for DBE, MBE and WBEs, and incorporating Affirmative Action (AA) and Equal Employment Opportunities (EEO) in all of its funding. The agencies know that an essential component to meeting their goals is strong, accurate "real time" tracking and reporting

throughout each project. If tracking is only completed at the end of a project, there is no time to correct the non-compliance shortfall.

The QWIC Team offers trained compliance monitoring professionals, who clearly understand:

- HUD Community Development Block Grant Programs (CDBG)
- HUD Community Planning & Development Monitoring Requirements
- FEMA Administrative Process
- SBA Disaster Relief Programs
- Federal Regulations 49 CFR Part 26 and related AA/EEO and DBE requirements

QWIC understands the difficult, complex realities of implementing these regulations on Federally-funded projects. We identify issues before they become claims or disputes, and work to resolve those issues and concerns as early in the project as possible.

Based on the Scope of Work in your RFP, I have documented the knowledge our compliance specialists have of the Federal Regulations designated by USDOT, FTA, FHWA, FAA, FEMA, SBA, HUD and other relevant regulatory agencies. QWIC is particularly knowledgeable in transportation-related regulations based on our bridge, highway, light rail, airport and housing and education experience. We have detailed our methodology tracking Federally-funded USDOT projects for our monitoring, tracking, reporting and auditing assignments. QWIC utilizes different compliance software programs as designated by our client agencies, including (a) The Equitable Business Opportunities (EBO) System, (2) the B2GNow MWDBE Tracking Software, (3) LCP Tracker Workforce Tracking Software, (4) Primavera Project, and our (5) customized QWIC SNAPSHOT Database System, depending on our clients' requirements. I have outlined the basic steps our professionals take to accomplish the scope of work required for the Hurricane Sandy projects.

QWIC does not complete our tracking and reporting tasks just to produce numbers. We believe that there are opportunities throughout a large complex project to provide valuable training, technical assistance and support services to the Primes and Small Businesses. We have included this optional DBE Master Plan in the addendum in modular format in case any of the options are of interest to the State of New Jersey.



THE EXPERIENCE REQUIREMENTS FOR POOL #1

In this section of our proposal QWIC will demonstrate the relevant experience and skills that fit the requirements of each service identified in your RFP. A short description of the relevant experience follows each requirement in this section, plus a detailed project profile is filed in Volume 2, Section #3

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- a) **Development of processes, controls & technologies to support execution of Agency Programs:**
FEMA-: Public Assistance, Hazard Mitigation, Individual Assistance
HUD - Community Development Block Grants (CDBG)
Other Federal/State Grant and Assistance Programs

Project Profile #1 – FTA/NJ Transit - Hudson-Bergen Light Rail Compliance Monitor

The \$2 Billion Hudson-Bergen Light Rail project (Bayonne/Jersey City/Hoboken/Weehawken) was the first Design/Build/Operate/Maintain contract in the U.S.. QWIC developed three master databases to track contracts, change orders and payments vs. assigned DBE goals. As the AA/EEO Officer, QWIC authored and implemented policies and procedures for community outreach, job fairs, subcontracts and suppliers to monitor/track/report/audit the Federal/State requirements as defined in Federal Regulations, particularly 49 CFR Part 26 to provide “real time” measurement of goals vs actual performance for:

- Disadvantaged Business Enterprises (DBE) for Design, Construction & Operations
- Buy America Requirements
- Workforce Activity measured via Certified Payrolls
- Rail Car Requirements for Operations and Maintenance



Project Profile #2 – FTA/NJ Transit - The River LINE Light Rail Compliance Monitor

QWIC provided similar services as Project Profile #1 above on the \$1.2 Billion River LINE Light Rail project (Camden to Trenton).

Project Profile #3 – HUD – Camden City Housing Authority

QWIC provided Project Management Oversight for the HOPE VI Program on the \$200 Million Roosevelt Manor conversion from a high-rise to single and double homes. On behalf of HUD and our client, Camden

County College, QWIC monitored and audited the Federal Hope VI requirements designed to provide supportive service programs to serve the physical, economic, education and social needs of residents – leading to self-sufficiency via office skills training, construction trade skills training, classes towards a GED, health care, socialization, and other HUD requirements tied to Federal funding of the project. QWIC developed training programs, tracking databases and systems for Case Managers and residents. Quarterly audit reports were submitted to the Camden City Housing Authority and HUD, plus a final audit.

Project Profile #4 – HUD – Long Branch Housing Authority

QWIC provided similar services at the Long Branch Housing Authority as Project Profile #3 on the \$57 Million Long Branch Public Housing projects utilizing the electronic data system which included demographic data regarding the target population –residence, place of employment,

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income, service area participation and more. Quarterly and Final Audit Reports were issued to the Long Branch Housing Authority and HUD.

Project Profile #5 – FEMA – Coney Island Hurricane Sandy Restoration, NY

QWIC professionals are currently assigned to manage the cost, schedule and quality of the emergency restoration contractors on the rebuilding of the Coney Island boardwalk and bulkhead. QWIC is also reviewing, estimating and tracking all change order requests for multiple Coney Island projects related to Hurricane Sandy restoration for these fast track (24/7 – three shifts daily) projects. QWIC is also tracking and auditing costs for compliance with FEMA reporting requirements.

Project Profile #6 – FEMA – Cape May Co. Bridge Commission – Hurricane Sandy Restoration

QWIC provided similar services as Project Profile #5 on the Townsends Inlet/Avalon Bridge damages for FEMA. QWIC professionals managed contractors for temporary repairs to assure the bridge was available for summer tourists along Ocean Drive between Avalon and Sea Isle City; a subsequent assignment will begin in October for permanent repairs.

- b. Review and improve procedures addressing reimbursement review backlog and financial management

Project Profile #7 – Capital Health Replacement Hospital and Fuld Center Renovations

HUD provided financing of the new \$800 Capital Health Hospital in Hopewell, and the major renovations to the Fuld Center in Trenton. QWIC developed and implemented an overall new Diversity Plan, databases and tracking systems to recruit, train and provide support services for small local firms resulting in \$120 Million of contracts to Mercer County businesses. New systems for tracking & audits were essential to assure that the hospital's goal of local participation and minority/female participation was achieved.

Project Profile #8 – FHWA/NYS Dept. of Transportation - Route 9-A Renovations, NYC

Funded by FHWA via NYS DOT, the \$435 Million highway project launched after 9/11 required extensive tracking, reports and audits to assure the Federal Disaster Recovery money was appropriately spent. QWIC was assigned to develop systems and databases to monitor, track report and audit for NYS DOT and FHWA to assure appropriate spending of Federal funds.

Project Profile #9 – FHWA/NYS Dept. of Transportation - 13 World Trade Center Projects

Funded by FHWA via NYS DOT, 13 World Trade Center projects valued at \$87Million were assigned to the West Side Highway Construction Management team. QWIC was responsible to audit compliance per the Federal Emergency Relief Program requirements, and that contractors for the 13 separate contracts related to the approved 9/11 emergency projects were in compliance with FHWA/NYS DOT requirements.

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- c. Resources to perform workload analysis, skills gap analysis, organization effectiveness and workforce recruiting strategies.

Project Profile #10 – NJ Dept. of Labor Training Grant - Hudson-Bergen Light Rail

QWIC secured a \$3,000,963 customized training grant from the NJ Dept. of Labor to prepare companies to work on the first light rail project in NJ. QWIC developed a Skills Gap Analysis Questionnaire issued to all businesses participating on the project to identify training needs. The SGAQ responses provided raw data to develop a curriculum, class schedules, instructors, and venues. Companies were solicited for the customized training via e-mail, registered and attendance tracked and reported for payment submittals as required by NJ Dept. of Labor requirements. On the Job follow-up training was also tracked as a NJ DOL training option.

Project Profile #11 – NJ Dept. of Labor Training Grant - The River LINE Light Rail

QWIC secured a \$2,400,000 customized training grant from the NJ Dept. of Labor to prepare companies for work on the River LINE project. Similar policies and procedures as Project Profile #9 above including monthly tracking reports and final closeout audit to the NJ Dept. of Labor. On the job follow-up training was also tracked as a NJ DOL training option.

- d. Compliance Sanctions program for those applicants that fail to meet Federal/State requirements

Project Profile #12 – FHWA/NYC Dept. of Transportation - Willis Avenue Bridge Replacement



Based on FHWA guidelines, sanctions are invoked when businesses do not meet their goals on Federally funded projects. QWIC performs tracking in “real time” so that non-compliance is identified when there is sufficient time to correct the shortfall. Non-compliance notices are issued with requests for a Remediation Plan. Once the Remediation Plan is approved, and the schedule for correction is established, the non-compliance issue remains as an Action Item in monthly reports and audits until correction is achieved. Sanctions can include delay of payment, confiscation of retainage, dismissal from the project and/or Disbarred List.

Project Profile #13 – NJ Schools Development Authority

On twenty-eight different NJSDA project management teams, QWIC was responsible for developing policies, procedures, tracking and auditing databases to measure participation of small businesses on NJSDA projects statewide. Those programs developed by QWIC were essential when the authority was first launched as there were no existing procedures in place.

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- e. Consulting services to support account reconciliations necessary to control and report on existing Project Worksheet accounts, applicant balances, system interfaces and other control balances.

Project Profile #14 – Federal Transit Administration – Project Management Oversight

QWIC provided Project Management Oversight (PMO) services on light rail projects in CA, OR, WA, IL and AZ to assure that FTA grants to transit agencies/authorities were compliant with Federal regulations for Federal Transit Administration (FTA) and Federal Railroad Administration (FRA). Quarterly visits to agencies/authorities in CA, OR, WA, IL and AZ included review of Federal Grant budgets – Dollars spent to date, Status of change orders, financial control systems, audits of CFR requirements and overall analysis of project status.

- f. Quality assurance/quality control reviews and assessments associated with the payments process to ensure they are in compliance with Federal and State regulations and conform to industry best practices.

Project Profile #15 - FTA/SEPTA Value Engineering/Quality Control Project

The Southeastern Pennsylvania Transportation Authority's plans for the restoration of the Merion Rail Station on the Main Line required intense quality control and value engineering conferences to adjust the anticipated budget downward to meet available funds. QWIC provided the professionals to audit the engineer's estimate and apply value engineering procedures to assure best value for SEPTA. Alternate materials and equipment were specified to reduce the costs by more than \$1 million.

Project Profile #16 – FTA/NJ Transit - Hudson-Bergen Light Rail Claims Contract

QWIC provided the professionals to assess and analyze claims for the \$2 Billion Hudson-Bergen Light Rail documenting schedule delay impacts on the contract, change order requests and audits, cost overruns, unanticipated site conditions, quality issues and a myriad of other issues that affected the completion of the project.

- g. Risk Analysis and identify options for risk management for the Federal and State grant payment process.



Project Profile #14 – Federal Transit Administration – Project Management Oversight (PMO)

QWIC provided Project Management Oversight (PMO) services on light rail projects in CA, OR, WA, IL and AZ to assure that FTA grants to transit agencies/authorities were compliant with Federal regulations for Federal Transit Administration (FTA) and Federal Railroad Administration (FRA). An essential component of the PMO services included Risk Analysis and identification of Lessons Learned from other light rail projects to assure maximum return on investment to FTA. Quarterly visits to agencies/authorities in CA, OR, WA, IL and AZ included review of Federal Grant budgets – Dollars spent to date, Status of change orders, financial control systems, audits of CFR requirements and overall analysis of project status.

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- h. Consulting services to reduce the reconciliation backlog for the Request for Reimbursement process.

Project Profile #12 – FHWA/NYC Dept. of Transportation – Willis Avenue Bridge Replacement

The prompt payment requirements on Federally funded projects requires timely payments to Primes and Subcontractors/Subconsultants. The payment backlog on the Willis Avenue Bridge created substantial hardship for companies contracted on the bridge, and jeopardized Federal funding on the project until QWIC's Compliance Specialists developed a system to streamline submittal processing to meet the Federal requirements. Prompt payment clauses not only address submittal payments but also required prompt retainage recovery once a contract was complete – not waiting until the end of the contract.

Project Profile #17 – FHWA/NYC Dept. of Transportation – Belt Parkway (Phase #1)

QWIC is contracted to provide compliance tracking, audits, technical assistance and support services for the \$364.4 Million reconstruction of three bridges on the Belt Parkway – Rockaway Parkway Bridge, Fresh Creek Bridge and Paerdegat Basin Bridge. QWIC provides Federal compliance monitoring, reports and audits on the participation of certified DBEs and monitors the certified payroll for compliance with Davis-Bacon. The prompt payment requirements of Federally funded projects demands accurate and timely payments to Primes and subcontractors requires a streamlined approach to processing submittals and payments.

- i. Consulting services providing Subject Matter Expert (SME) knowledge of required standards for related monitoring and financial standards for Disaster Relief set forth in HUD's Community Planning and Development Monitoring Handbook 6509.2

Project Profile #3 – HUD/Camden City Housing Authority – Roosevelt Manor

The QWIC contract for the Camden City Housing Authority's \$200 Million Roosevelt Manor required QWIC to review and monitor all of the HUD requirements re: not only construction but also the HOPE VI requirements designed to provide supportive service programs to serve the physical, economic, education and social needs of residents – leading to self-sufficiency via office skills training, construction trade skills training, classes towards a GED, health care, socialization, and other HUD requirements tied to Federal funding of the project. QWIC developed training programs, tracking databases and systems for Case Managers and residents. Quarterly audit reports were submitted to the Camden City Housing Authority and HUD, plus a final audit.

Project Profile #4 – HUD/Long Branch Housing Authority – Multiple Public Housing Projects

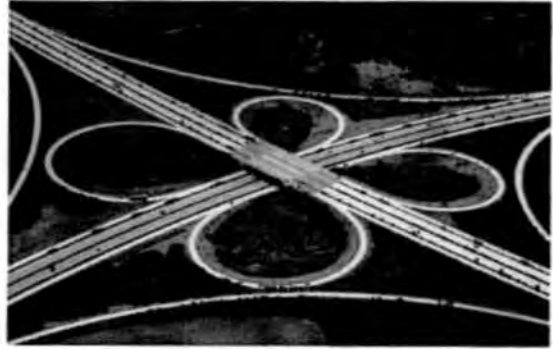
QWIC provided similar services at the Long Branch Housing Authority as Project Profile #3 on the \$57 Million Long Branch Public Housing projects utilizing the electronic data system which included demographic data regarding the target population – residence, place of employment, income, service area participation and more. Quarterly and Final Audit Reports were issued to the Long Branch Housing Authority and HUD.

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- j. Conducting on-site and remote monitoring for compliance with CDBG-DR requirements, cross cutting federal requirements including Section 3 compliance, FEMA, SBA, EPA, OMB circulars and other Federal and State Requirements.

**Project Profile #9 – FHWA/NYS Dept. of Transportation – West Side Highway, NYC
59th Street to Battery Tunnel Restoration**

Funded by FHWA via NYS DOT, the \$435 Million highway project that runs parallel to the Hudson River from 59th Street to Battery Tunnel, launched after the 9/11 disaster required extensive tracking, reports and audits to assure the Federal Disaster Recovery money was appropriately spent. QWIC was assigned to develop systems and databases to monitor, track report and audit for NYS DOT and FHWA to assure appropriate spending of Federal funds. Some of the monitoring required on-site



reviews and interviews with company officials and employees to document Davis-Bacon, CFR and other Federal requirement compliance. Remote monitoring involved the assessment and analysis of reports submitted with payment requests, audit of schedules to assure on-time work, and comparison of materials vs. unit costs.

HUD - COMMUNITY DEVELOPMENT BLOCK GRANT PROGRAM (CDBG)

The CDBG is a flexible program that provides communities with resources to address a wide range of unique community development needs. Since 1974 the CDBG program is one of the continuously run programs at HUD, and provides annual grants on a formula basis to 1209 general units of local and state governments. The newly issued (April 2013) training manual “Basically CDBG” provides grantees guidance and assistance in the implementation of local Community Development Block grant programs. Additionally, the ISIS Training Manual for CDBG Entitlement Communities explains how to set up, fund, draw down funds and report accomplishments and performance measures for CDBG activities in IDIS.

Effective in December 2012, HUD also issued revised income limits applicable to the CDBG program that includes Extremely Low (30%), Very Low (50%) and Low (80%) of area median income.

HUD’s relevant program for the Hurricane Sandy recovery is The CDBG Disaster Recovery Assistance Program to help cities, counties and States recover from Presidentially declared disaster, especially in low-income areas, subject to availability of supplemental appropriations. These HUD funds often supplement disaster programs of Federal Emergency Management Agency (FEMA), the Small Business Administration (SBA), and the U.S. Army Corps of Engineers (USACOE). In addition, HOME Disaster Recovery grants can provide an

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important resource to provide affordable housing to disaster victims. HUD grants are generally awarded as noncompetitive, nonrecurring Disaster Recovery grants by a formula that considers disaster recovery needs unmet by other Federal disaster assistance programs. CDBG Disaster Recovery grants primarily benefit low-income residents (usually 50%) in and around communities that have experienced a natural disaster. Grantees may use CDBG Disaster Recovery funds for recovery efforts involving housing, economic development, infrastructure and prevention of further damage to affected areas, if such use does not duplicate available funding from FEMA, SBA and USACOE.

Examples of approved HUD CDBG Disaster Recovery Activities

1. Purchase of damaged properties in flood plains; & relocating residents to safer areas;
2. Relocation payments for people and businesses displaced by the disaster;
3. Removal of debris not covered by FEMA;
4. Rehabilitation of homes and buildings damaged by the disaster;
5. Buying, constructing or rehabilitating public facilities such as streets, sewer, water, neighborhood centers and drainage systems;
6. Code Enforcement;
7. Homeownership activities such as down payment assistance, interest rate subsidies and loan guarantees for disaster victims;
8. Public services (generally limited to no more than 15% of the grant);
9. Helping businesses retain or create jobs in disaster impacted areas; and
10. Planning and administration costs (limited to no more than 20% of the grant).

Eligible activities must meet at least one of three program national objectives; benefit persons of low and moderate income, aid in the prevention or elimination of slums or blight, or meet other urgent community development needs because existing conditions pose a serious and immediate threat to the health and welfare of the community where other financial resources are not available.

CDBG Disaster Recovery Assistance is authorized under Title I of the Housing and Community Development Act of 1974, as amended. Program rules are published in the Federal Register; the Office of Community Planning and Development (CPD) administers the program.

COMMUNITY PLANNING AND DEVELOPMENT MONITORING POLICIES AND PROCEDURES

Monitoring and auditing are an integral management control technique and a Government Accountability Office (GAO) standard. It is an on-going process that assesses the quality of a program participant's performance over a period of time. Monitoring provides information about program participants that is critical for making informed judgments about program effectiveness and management efficiency. Monitoring helps to identify instances of fraud, waste and abuse, and is critical to:

1. Ensure that programs and technical areas are carried out efficiently, effectively, and in compliance with applicable laws and regulations;

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2. Assist program participants in improving their performance, developing or increasing capacity, and augmenting their management and technical skills; and
3. Stay abreast of the efficacy of CPD-administered programs and technical areas within the communities these programs serve.

The Community Planning and Development Monitoring Handbook (6509.2) details the monitoring requirements for the programs applicable to the Hurricane Sandy Disaster Recovery Program including, but not limited to:

1. Community Development Block Grant (CDBG) Entitlement, Small Cities and Insular Areas Programs;
2. State-administered Community Development Block Grant Program;
3. Section 108 Loan Guarantee Program, Economic Development Initiative (EDI);
4. Disaster Recovery Assistance;
5. HOME Investment Partnerships Program (HOME);
6. Emergency Shelter Grants (ESG).

THE QWIC APPROACH TO MONITORING

QWIC's approach to Monitoring is designed for "real time" tracking, not as once a year or at the end of a program, but as an ongoing process involving continuous communication and evaluation. Our monitoring approach involves frequent phone/e-mail contacts, written communications, analysis of reports and audits and periodic meetings with grantees and/or their contractors/consultants. Participant compliance is critical to HUD, FEMA, SBA and other Federal agencies to assure that program requirements are met throughout the project and to make offers of technical assistance and support services as needed.

Compliance goals include identification and prevention of deficiencies and to design corrective actions to improve or reinforce program participant performance. As the Federal government agency representative, the QWIC audit staff must be alert to fraud, waste and mismanagement, or situations with potential for such abuse. Remedial action plans are developed as early as possible after non-compliance evidence is uncovered, generally planned via discussion, negotiation or technical assistance to assist grantees in successful management/implementation/evaluation techniques that might be replicated by other program participants.

PREPARATION FOR MONITORING/AUDITING

The QWIC Monitoring Team positions itself as an "Advocate rather than an Adversary" mindful that the purpose of the programs is to help beneficiaries recover from what may be devastating problems to infrastructure, homes and businesses. We consider the "real time" monitoring tasks essential to address any non-compliance or shortfall – and assure that not only are program requirements met, but is the purpose for which the grant was issued being accomplished.

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The QWIC Monitoring Team assigned to each task prepares themselves with the following steps:

1. Gathering of information – programs, areas, functions to be reviewed including information or data that program participant is required to submit;
2. Establish names of participant staff members who may be consulted during the monitoring;
3. Assign QWIC staff to monitoring team, and specialists as needed, based on task parameters;
4. Assure that team members have in-depth knowledge of governing statutes, regulations, and official agency guidance contacts at governing agency;
5. Clearly define areas of responsibility and authority to monitoring team members;
6. Establish a schedule and cost estimate for submission to implement and complete the monitoring tasks;
7. Review and analyze participant reports, available data, Field Office files, audits and financial information, previous monitoring reports and issues.

CONDUCTING THE MONITORING/AUDITING

The QWIC team will review applicable statutes, regulations and may secure guidance for conducting the monitoring from applicable government agencies, and following the guidance printed in the HUD Community Planning and Development Monitoring Handbook, the OMB Performance of Commercial Activities Handbook, the FEMA Disaster Relief Recovery Regulations, the SBA Disaster Relief Program and other relevant documents.

1. Notify the Program Participant(s) of pending monitoring/audit task. Set schedule for meeting (remote or on-site); formalize meeting in writing identifying areas for review, introduction of monitoring team members, request participant staff participation at meetings. At initial meeting, explain monitoring objectives and process; identify individuals needed to work with team; establish logistics for on-site meeting facilities or spell out remote procedures.
2. Initial interviews and file reviews begin with verification of document compliance and performance including physical inspection, as may be required.
3. The Evaluation step establishes the comparison between program requirements and actual performance of grantee. File reviews to determine the accuracy of information using both automated and manual reports and data submitted by program participants.
4. Exhibit questions are prepared after evaluation. Interviews are scheduled with program participant staff, contractors, subrecipients and clients to clarify and determine the accuracy of the information, to assess level of satisfaction with the services and compliance with regulations.
5. Specific response to the Exhibit questions alert the monitoring team to issues before they become problems, and yield higher quality reviews that provide a better picture of a program participant's grant program performance. Responses provide important documentation for HUD/FEMA/SBA's administrative records.

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6. Since monitoring every document may be too cumbersome after large disasters, sampling procedures are outlined in the Handbooks.
7. Any Exhibit questions, Random sampling or spot-checks that reveals inconsistencies or questionable data accuracy indicates the need for further follow-up.
8. During the monitoring process, the QWIC Team will maintain an on-going dialogue with the program participant, discussing potential problems and solutions and providing an opportunity to make “on-the-spot” adjustments or corrections or present additional information to the review team. This communications prevents surprises at the exit conference where the monitoring report is formally submitted in writing.
9. Documenting and coordinating responses to questions, e-mail/fax/snail mail communications, minutes of meetings. The Handbooks’ Exhibits provide the basis for monitoring conclusions, which must be clear and concise so that decision-makers at the governing agencies can succinctly determine status of each program participants’ performance and documentation.
10. The Exit Conference discussions are held to assess preliminary conclusions as submitted by the monitoring team, to confirm the accuracy and completeness of the information used to form the basis for the monitoring conclusions. The Monitoring Summary Form is used to wrap up the overall process and identify agreements and any disagreements with the conclusions. At the end of this exit conference, a final monitoring report letter is issued by the QWIC monitoring team to HUD/FEMA/SBA and State of New Jersey Departments and User Agencies.

MONITORING CONCLUSIONS

After review and evaluation, all conclusions – positive or negative – must be supportable, defensible and adequately documented. The decision categories which may be reached are one or more than one of the following:

1. Performance was adequate or exemplary;
2. There were significant achievements relative to the grant application;
3. There were concerns that need attention by the program participant;
4. Technical assistance was provided or is needed; and/or
5. There were findings that require corrective actions.

There is a major difference between deficiencies and concerns. Concerns do not require corrective action, but deficiencies do. When deficiencies are identified, the following procedures apply:

1. Condition – describes what was wrong or what the problem was;
2. Criteria – cite the regulatory or statutory requirements that were not met;
3. Cause – explains why the conditions occurred;
4. Effect – describes what happened because of the condition;
5. Corrective Action – what action is needed to resolve the problem, and what is the time frame for response from the program participant.

EXAMPLE: ACTUAL COMPLIANCE MONITORING METHODOLOGY

A. DBE MONITORING SCOPE OF WORK

Task #1. Review of all payrolls for compliance with EEO and prevailing wage requirements including periodic site visits to perform prevailing wage interviews.

QWIC will collect the certified payrolls and record the data to look for patterns of non-compliance. Periodic, non-scheduled site visits are designed to discuss the prevailing wage requirements with individual workers to assure that their pay rate and hours match the Certified Payrolls submitted by the Primes and their Subcontractors. If non-compliance is identified, QWIC will follow the procedures established by US and NJ Department of Labor.

Task #2 – QWIC professionals will provide inspection of Construction site for conformance of the work performed by DBEs

QWIC provides non-scheduled visits to construction sites on all shifts to assure that DBEs are providing the services identified by the Prime in their contract, and that the DBEs' Notice to Proceed with their scope of work matches the master CPM schedule.

Task #3 – Provide training to Consultant, Contractor(s) and Subcontractors on DBE Programs, EEO regulations and ensuing reporting requirements.

The QWIC Team will establish training sessions at regular intervals (primarily when new contractors secure a Notice to Proceed), and work with the Prime General Contractors and their Subcontractors to educate them in the responsibilities re: Federal DBE, AA and EEO.

Task #4 – QWIC Professionals will attend progress meetings, as and when requested by the State Procurement Officials.

QWIC will be prepared to discuss current compliance standings at the meetings. The Delinquent Compliance Action List will be reviewed with discussion of the Remediation Plan and strategies to address shortfall being developed with the Primes and Subcontractors to bring each company up to their DBE and AA/EEO goal percentages.

Task #5 – QWIC will prepare and submit periodic progress reports, regulatory forms and other submittals as needed, and are required for compliance with the current Federal, State and City regulations.

QWIC will utilize the tracking software programs approved by the State of New Jersey and submit monthly tracking reports and quarterly summaries, as required. QWIC professionals have been trained on the system, and have utilized this program on our NYS DOT projects.

TECHNICAL PROPOSAL
POOL #1 – PROGRAM AND PROCESS MANAGEMENT AUDITING

Task #6 – Any other incidental work necessary to ensure that the Contract is in conformance, in terms of all reporting, with all Federal, State and City promulgated DBE, EEO and Prevailing Wage Requirements.

QWIC professionals are experts with Federal regulations and State of New Jersey regulations dealing with DBE/MBE/WBE and EEO/AA policies and procedures. In Section C & D of this proposal, we provide examples of the varied reports QWIC completes for US DOT projects.

Task #7 – Prepare for and coordinate an In-Depth EEO/AA and DBE compliance audit during the course of the construction project.

QWIC's experience in FHWA, FTA and State Departments of Labor audits began 16 years ago with the Hudson-Bergen Light Rail, the River LINE, and continue today on Willis Avenue Bridge, NJ DOT projects, Newark City Subway, NJ Turnpike Authority, Route 9-A and World Trade Center projects. We understand the importance of these audits. The accuracy of our data is crucial, and we take our audit responsibilities essential.

Task #8 – Any other tasks as directed by the Consultant in meeting with the requirements specified by Treasury or User Agencies.

QWIC welcomes the opportunity to provide additional services to our clients, and will look for opportunities to add value to the team in any way we can.

**B. CERTIFIED PAYROLLS ; WORKFORCE COMPLIANCE
PREVAILING WAGE**

**Compliance with USDOL Davis-Bacon labor standards
Laborers and Mechanics**

- Include those workers whose duties are manual or physical in nature including those that use tools or who are performing the work of a trade. This also includes apprentices, trainees and helpers
- Does not include those workers that are primarily administrative, executive, clerical, architects, engineers, inspectors, timekeepers
- Does include non-exempt working foremen who devote more than 20% of their time during a work week, and who do not meet the exemption criteria of 29 CFR Part 541, are laborers and mechanics for the time spent. The working foreman is due the rate listed in the contract wage determination for the hours spent as a laborer or mechanic
- Applies to those laborers and mechanics employed by a contractor on the "site of the work". Final rule of "site of work" is available at www.dol.gov/reg/fedreg/final/2000032436.pdf



TECHNICAL PROPOSAL
POOL #1 – PROGRAM AND PROCESS MANAGEMENT AUDITING

Truck Drivers

- Includes transportation between the “site of work”, 29 CFR §5.21(1)
- Applies to those drivers for time spent working on the site of the work
- Time spent for loading/unloading materials and supplies on the site of work
- Transporting materials or supplies between a facility that is deemed part of the site of work
- Transporting portion(s) of work between site for performance of the contract
- Truck drivers not covered
 - Material delivery drivers while off “the site of work”
 - Drivers traveling between construction site and a commercial supply facility while they are off the “site of work” unless such transportation between the construction work site and a dedicated facility located “adjacent or virtually adjacent” to the work site
 - Drivers whose time spent on site of work is *de minimis*, such as only a few minutes at a time merely to pick up or drop off materials or supplies

Apprentices and Trainees

- Individual must be registered in an approved USDOL apprenticeship or training program
- Registration does not apply to those projects funded by the Federal-Aid Highway Act and enrolled in programs certified by the USDOT
- Fringe benefits paid compliant with apprenticeship or training program.

Davis Bacon “prevailing wage” equals basic hourly rate + fringe benefits + total prevailing rate

- Fringe benefits may be paid entirely as cash wages
 - Davis Bacon rate and fringe benefits must be paid for both straight time and overtime. Examples of fringe benefits are: Life insurance, Health insurance, Pension, Vacation, Holidays and Sick leave
- Items not considered fringe benefits are: Use of a truck; Holiday bonus
- No credit taken for any benefit required by federal, state or local law
 - Workers compensation; Unemployment compensation; Social security contributions
- Certified Payrolls Should Be Electronic
 - Payrolls submitted manually:

– Lack integrity	Increases risk of fraud	Difficult to audit
– Time Consuming	Compromises Confidentiality	Inefficient
– Consumes a lot of paper	Takes longer to catch errors	

C. EQUAL EMPLOYMENT OPPORTUNITY (EEO)

**TECHNICAL PROPOSAL
POOL #1 – PROGRAM AND PROCESS MANAGEMENT AUDITING**

The goal of all EEO Programs is to prohibit Discrimination. Affirmative Action is applied to all Federally-funded construction contracts and subcontracts of \$10,000+. The QWIC approach to EEO includes:

- Cooperate with City, State, Federal Agencies including Departments of Labor
- Assure that Contractor(s) adopt EEO Policy
- Contractor(s) must Designate EEO Officer
- QWIC can provide Education Sessions to Assert EEO policies to project personnel
- Assure that new employees are educated on EEO within 30 days of hire
- Inform all employees of EEO Policy via meetings, handbooks, etc.
- Conduct meetings with staff every 6 months
- Assure that required posters and notices are posted in visible area
- Include “An Equal Opportunity Employer” in all advertisements for employees with minority/female focus
- Identify sources of minorities & women, as requested
- Ensure nondiscrimination in
 - Wages, working conditions & benefits
 - Hiring, upgrading, promotion
 - Transfer, demotion, layoff, termination
- Take corrective action if discrimination is found. Document cause and action taken
- Investigate complaints and take corrective action that includes all affected persons
- Assist in increasing skills of minorities/women employees and applicants. Advise and encourage employees and applicants of training opportunities and promotions
- Incorporate EEO Clause in each union agreement
- Engage in direct recruitment when union fails to provide minorities and women. Document clearly as this can become part of GOOD FAITH EFFORT (GFE)
- Notify City or State and OFCCP if union is unable to provide women or minorities
- Contractor is not to discriminate in selection and retention of subcontractors, material suppliers and lessors of equipment
- Prime Contractor has responsibility to ensure subcontractor compliance
- Recordkeeping to document compliance for 3 years after work completion
 - EEO workforce by classification
 - GFE with unions
 - GFE to increase minorities and women
 - GFE to utilize DBEs
- Federal Laws and Regulations



TECHNICAL PROPOSAL
POOL #1 – PROGRAM AND PROCESS MANAGEMENT AUDITING

- **Federal and federally assisted construction contractors and subcontractors must comply with these regulations at all work sites.**
- **Executive Order 11246**
 - **Prohibits discrimination and requires affirmative action to ensure EEO without regard to race, color, sex, religion and/or national origin on contracts exceeding \$10,000 41 CFR Parts 60-1 thru 60-50.**
- **Vietnam Era Veterans' Readjustment Assistance Act of 1974, as amended**
 - **Any contract of \geq \$50,000 and \geq 50 employees prior to December 1, 2003 (41 CFR Part 60-250) or any initial or modified contract of \geq \$100,000 and \geq 50 employees after to December 1, 2003 (41 CFR Part 60-300), contractor shall take affirmative action to employ and advance in employment qualified special disabled veterans, veterans of the Vietnam era and any other veterans who served on active duty.**
- **Section 503 of the Rehabilitation Act of 1973, as amended**
 - **Any contract in excess of \$10,000 shall take affirmative action to employ and advance in employment qualified individuals with disabilities.**
- **Americans With Disabilities Act of 1990 (ADA)**
 - **Title I of the Americans with Disabilities Act of 1990 prohibits from discriminating against qualified individuals with disabilities in job application procedures, hiring, firing, advancement, compensation, job training, and other terms, conditions, and privileges of employment.**
- **American Recovery and Reinvestment Act of 2009 (ARRA)**
 - **An unprecedented effort to jumpstart our economy, create or save millions of jobs, and put a down payment on addressing long-neglected challenges to modernize our nation's infrastructure, enhance energy independence, expand educational opportunities, preserve and improve affordable health care, provide tax relief, and protect those in greatest need.**
- **41 CFR 60**
 - **To ensure there is no discrimination and are taking affirmative action to ensure equal employment opportunity without regard to race, color, religion, national origin, sex, disability, or status as a special disabled or Vietnam era veteran.**
- **Immigration Reform and Control Act of 1986 (IRCA)**
 - **Employers to keep I-9 forms for the US Citizenship and Immigration Services (USCIS)**
- **Title VII of the Civil Rights Act of 1964, as amended**
 - **Prohibits employment discrimination of race, color, national origin, sex and religion**

D. AFFIRMATIVE ACTION (AA)

- **Affirmative Action - Actions, policies and procedures to which a contractor commits itself that are designed to achieve EEO.**
- **Affirmative Action for EEO is included in bid solicitations for all Federal and Federally assisted construction contracts in excess of \$10,000 including specified goals for minority and female participation, 41 CFR 60-4.2.**
- **Government contracts, 41 CFR 60-1.4(a); Federally assisted contracts, 41 CFR 60-1.4(b)**
- **Construction contracts and subcontracts must incorporate EEO clause, 41 CFR Parts 60-250.5, 60-300.5 and 60-641.5**
- **41 CFR 60-4.3 describe affirmative action obligations and specific affirmative action steps contractor must implement in order to make a good faith effort to achieve the goals for minority and female participation.**
- **Goals for minority and female participation are based on hours worked by contractor's workforce in each trade on all construction work performed**
 - **Goals for Women - 6.9% of work hours nationwide**
 - **Goals for Minority - Vary by trade and region**
- **Affirmative Action goals to promote diversity by recruitment and outreach and good faith efforts**
- **Good Faith Efforts - to increase participation of minorities/females in skilled trades.**
- **16 Affirmative Action Steps discussed in Standard Federal EEO Construction Contract Specification (EO 11246). Contractors MUST document their efforts fully.**

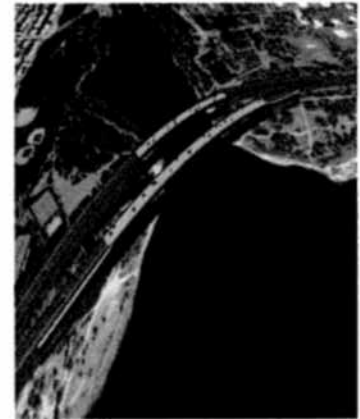


Affirmative Action Steps

1. **Contractors must maintain work environment free of harassment, intimidation and coercion at all sites and in all facilities**
2. **Establish and maintain current lists of minority/female recruitment sources**
3. **Maintain current files containing names, addresses, telephone numbers of each minority/female off the street applicant and referrals from union, recruitment sources or organization**
4. **Notify in writing when union(s) has not referred minority/female when requested**

TECHNICAL PROPOSAL
POOL #1 – PROGRAM AND PROCESS MANAGEMENT AUDITING

5. Develop on-the-job training opportunities or participate in training programs which include minorities/females
6. Disseminate EEO policies
7. Review EEO policies and affirmative action obligations with all employees and document attendance and minutes
8. Disseminate EEO policies in any advertisements
9. Direct recruitment efforts orally and in writing to minority, female and community organizations, schools, training organizations, etc.
10. Encourage minority/female employees to recruit other minorities/females
11. Validate EEO status. Include persons hired, promoted and terminated in each trade by ethnicity and gender
12. Inventory and evaluate all minority/female personnel for promotional opportunities
13. Ensure seniority practices, job classifications, work assignments and other personnel practices do not have any discriminatory effects
14. Ensure all facilities and company activities are non-segregated (except for toilets and necessary changing facilities)
15. Maintain solicitation records for subcontracts
16. Conduct a review of all supervisors' adherence to and performance under the company's EEO policies and affirmative action obligations.



E. DISADVANTAGED BUSINESS ENTERPRISE PROGRAM (DBE)

- 1999 - 49 CFR Part 23 & 26 established DBE regulations. Subsequent amendments have been issued to clarify decisions.
- USDOT DBE Program Regulations includes
 - Good Faith Efforts
 - Maximize race-neutral concept vs. race-conscious goals
 - 10% goal became “aspirational”
- Title VI of the Civil Rights Act of 1964
- 1980 – DOT regulations issued distinct goals for MBE and WBE
- 1982 – Surface Transportation Assistance Act
 - 10% National DBE goal
- 1987 – Surface Transportation & Uniform Relocation Assistant Act
 - Added women as presumed disadvantaged class
 - Added small business size standard
- Objectives
 - Remove barriers facing social and economically disadvantaged businesses
 - Achieve greater participation in federal aid contracts
 - Ensure only firms eligible, participate in program

TECHNICAL PROPOSAL
POOL #1 – PROGRAM AND PROCESS MANAGEMENT AUDITING

- **DBE is for small business concern that:**
 - **At least 51% owned by one or more individuals who are socially and economically disadvantaged**
 - **Managed, operated and controlled by one or more of the socially and economically disadvantaged owners**

- **Social Disadvantage/Economic Disadvantage**
 - **Citizen or lawfully admitted permanent residents**
 - **Groups with presumed social and economic disadvantages**
 - **Black, Hispanic, Native American, Asian, Asian-Pacific, Women**
 - **Others must prove social and economic disadvantaged**
 - **Personal net worth cannot exceed \$1.32 million**
 - **Excludes value of primary residence**
 - **Excludes ownership interest in firm applying for DBE certification**
 - **Firm's annual gross receipts averaged over 3-year period may not:**
 - **Exceed SBA size standards**
 - **May not exceed \$22.41 million**

- **DBE Program Goals on individual contracts are based upon**
 - **Consideration of overall program goal**
 - **Subcontracting opportunities available**
 - **Availability of DBEs to perform work demographically**

Commercially Useful Function (CUF)

- **Fraud - An imposter or one who deliberately falsely represent something to another in order to induce that person to surrender something of value for unlawful gain**

- **DBE Fraud**

- **Contractor who performs work that was contracted to DBE**

- **By falsifying certified payroll and job-cost records**
- **Minority lacks means to perform work**
- **Employees shuttle back and forth from prime to DBEs payroll**
- **Business name on equipment and vehicles covered with paint or magnetic signs**
- **Orders/payment for supplies made by individual not employed by DBE**
- **DBE absent on job site**
- **Prime always uses the same DBE**



TECHNICAL PROPOSAL
POOL #1 – PROGRAM AND PROCESS MANAGEMENT AUDITING

- DBE provides false information concerning size and financial status. Much of the fraud NYS DOTurs at the certification process.
- Duplicate invoices and purchase orders
- DBE has no business office and little equipment
- DBE does not complete any contracted work
- DBE sells status to another company who completes the work, usually using DBE name on documentation and equipment
- Naming a female relative (wife, sister, etc.) of contractor
- DBE firm owned by relative of prime
- Ghost employees or certified payroll irregularities
- No knowledge, expertise or licenses in the type of business being operated

Good Faith Efforts

An often ignored responsibility that Primes and Sub-Primes have is to document thoroughly their efforts to recruit and utilize DBEs on their projects. Should they fall short of their DBE goal, the files that they maintain on their efforts to locate and utilize qualified DBEs are an important documentation of their efforts.

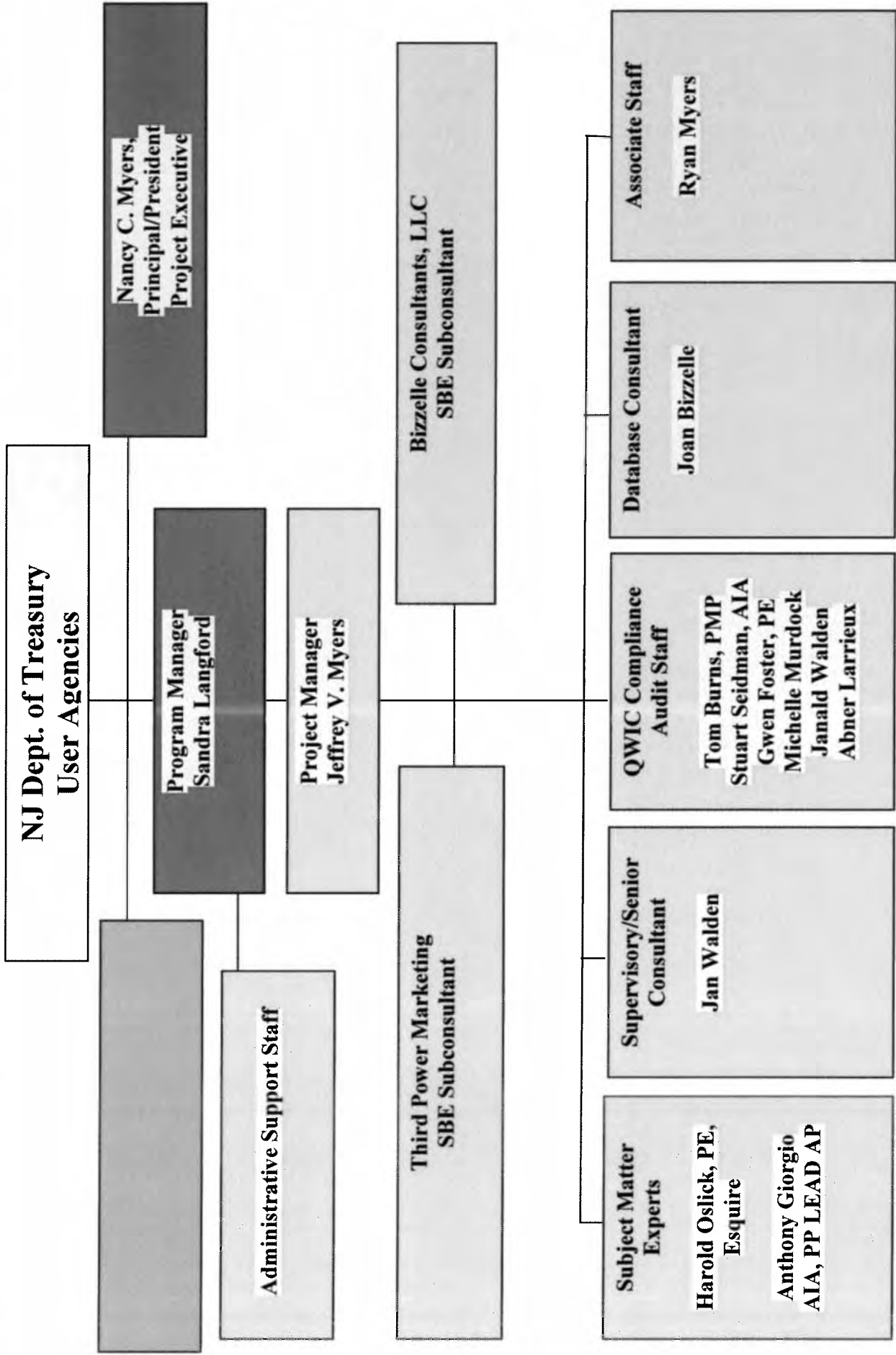
- 49 CFR Part 26, Appendix A
- Examples of Good Faith Efforts (GFE)
 - Solicit certified DBEs as early as possible
 - Select portions of work to be performed by DBEs
 - Negotiating in good faith
 - May not reject on price alone if reasonable
 - May not reject because prime chooses to self-perform
 - Not reject DBE as unqualified without reason
- Compliance incorporates
 - Meeting overall goals
 - Post-award oversight (documented Level of Efforts)
 - Ensure small business participation
 - Good Faith Implementation
 - 26.47 Failure to meet overall goal
 - Analysis and corrective action plan within 90 days of end of FY
 - Track trend in semi-annual uniform report if goal not met
 - Terminations and substitutions of DBEs are prohibited without prior approval
 - Assess Commitment vs. Attainment

Reporting of Certified Payrolls

- **Pre-Award**
 - **Workforce Participation Plan** **D/M/WBE Schedule of Utilization**
 - **Affirmative Action Plan** **D/M/WBE Solicitation Log**
- **Post-Award**
 - **Subcontract Agreements/Purchase Orders**
 - **DBE Trucking Plan**
 - **DBE Material Supplier Commitment Form**
 - **Monthly DBE Employment Utilization Plan (MTD/YTD) Subcontractor Payments**
 - **Designation of Affirmative Action Rep**
 - **Good Faith Efforts by contractors/Subcontractors**
 - **Certified Payroll**
 - **DOCUMENT!**



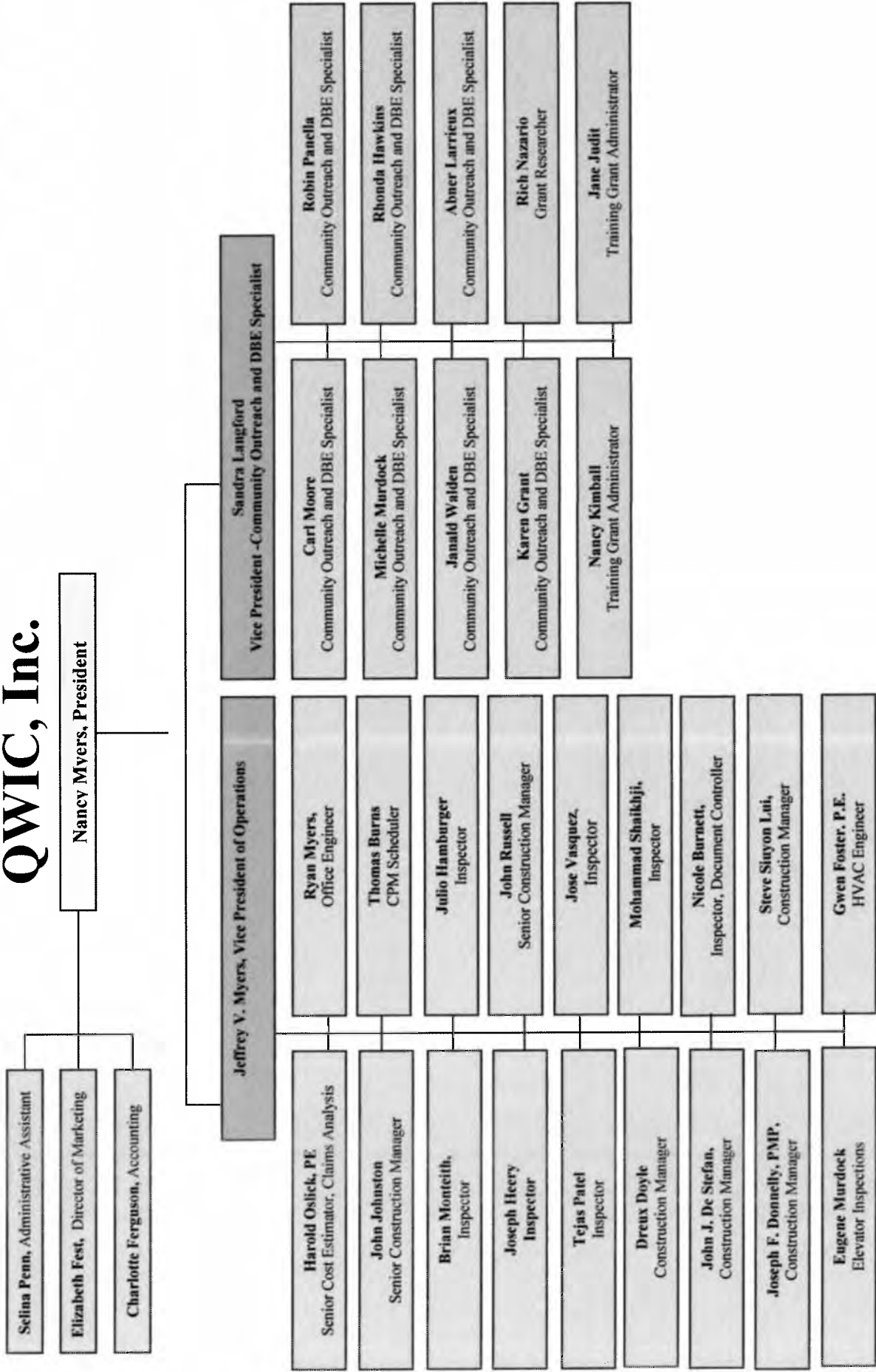
QWIC, Inc.



Key Team Members are indicated in Yellow



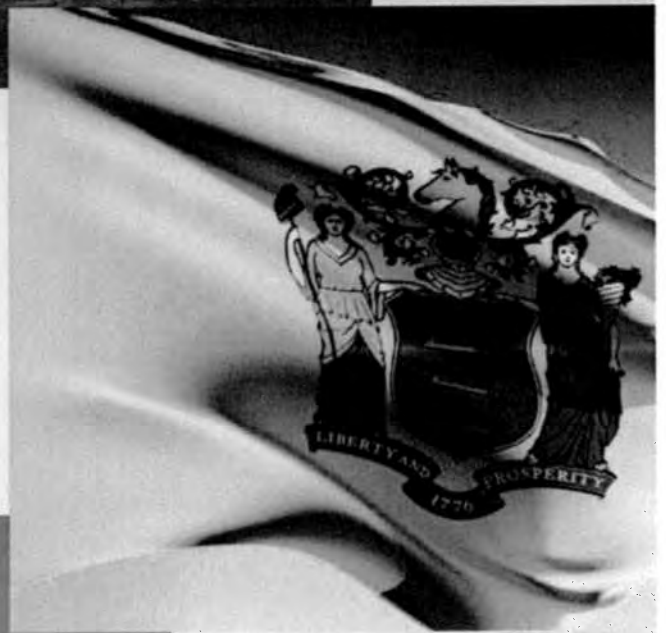
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Qualifications







QWIC OVERVIEW

QWIC, Inc. is a full service Construction Management and General Construction firm launched in 1994 in Cinnaminson, NJ by President, Nancy Myers. QWIC provides a bridge among government entities, owners, primes and sub-consultants. Over the years, the organization has exploded with growth and has been recognized numerous times in the *Philadelphia Business Journal* as one of the fastest growing companies in the Philadelphia Metropolitan Area. QWIC is determined to continue formulating straight forward solutions to solve today's extraordinary problems. Which service will QWIC provide for you?

Construction Management Services

QWIC has been contracted by both public and private clients and is regularly selected to team with the most prominent Construction Management Firms on their largest projects. QWIC's vigilant professional staff handles issues before they become problems. A sampling of QWIC's premier projects include the \$1.8 Billion Hudson-Bergen Light Rail, the \$640 Million RiverLINE, and the \$200 Million Newark City Subway Extension.

◆ Cost Estimating	◆ Safety Programs	◆ Database Development
◆ CPM Scheduling	◆ OSHA Training	◆ Document Control
◆ Inspections	◆ Cost Controls	◆ Community Outreach
◆ Project Management	◆ Alternate Dispute Resolution	◆ Quality Assurance
◆ Planning	◆ Contract Administration	◆ Claims Analysis

Customized Training Grants

QWIC has designed and secured numerous multi-million dollar government grants. Partnering with local municipalities, state agencies, federal agencies, unions and private contractors to provide employees of businesses with the skills they need to prosper. QWIC provides coordination, scheduling of classes and development of customized training programs. Impressive projects include two prestigious NJ Department of Labor Customized Training Grants totaling \$5.4 Million that provided 53 training courses to help MBE/WBE/DBE's compete and succeed in today's business world. QWIC was also awarded two regional construction training contracts from NJ Schools Construction Corporation covering 11 of New Jersey's 21 counties. Funds were administered to train local firms to participate in New Jersey's \$8.6 Billion Abbott School District construction program.



◆ Grant Writing	◆ MBE/WBE/DBE Training	◆ Contractor Training Programs
◆ Grant Applications	◆ Grant Administration	◆ Customized Training Programs

Municipal Grants

QWIC, Inc. has been imperative in assisting communities in receiving their fair share of grant awards. By tapping into available resources, municipalities can obtain the vast array of services and improvement they need without burdening tax payers. In addition, grant awards generate positive re-election headlines and good publicity for the community. Selected clients include Sea Isle City, NJ and Orange, NJ.

W/M/DBE Services

QWIC's expertise in Federal and State AA/EEO and MBE/WBE/DBE regulations provide the background for a specialty in compliance, tracking and reporting. Clients turn to QWIC for "one stop shopping" to locate qualified, minority and female firms to meet AA/EEO and MBE/WBE/DBE goals. Professional Project Managers and Trainers identify and provide technical and support services to small, disadvantaged firms throughout a contract to assure first quality work, budget controls and on-time schedules. QWIC has gone above and beyond by creating Mentor Protégé and training programs for clients. Programs include comprehensive workshops, conferences, and training programs to address the actual needs and impediments to growth that are experienced by new or fledgling firms, including project management, financial capacity, access to decision-makers, and a myriad of other issues. Team members are mentored to reduce risks, to control schedule delays, to assure accurate paperwork, and provide first quality work products...the first time. Some of QWIC's recent contracts include the \$1.8 Billion Hudson-Bergen Light Rail, the \$640 Million RiverLINE and New Jersey's \$8.6 Billion Abbott School District construction program.



◆ Tracking and Reporting	◆ Mentoring	◆ Federal/State Compliance
◆ DBE Support Services	◆ Community Outreach	◆ Public Relations

Claims Analysis and/Documentation

QWIC's claims prevention services provide effective cost containment *before* the accident occurs. With QWIC's *Pre-incident Preparedness Plan* your firm will be empowered with a clear plan of action for employees, supervisors and employers. Should an accident occur, the next best strategy is to contain the costs of this loss. QWIC provides training and education to all workers and management throughout your facility and will provide regular reminders of practices for workers and management. QWIC identifies jobs that can be modified to permit an early return to work by the injured worker and maintains communication with the managed care provider and claims adjuster. QWIC's

Community Outreach and Public Relations

QWIC professionals are "Listeners", providing services to increase stakeholders' participation and diminish negative effects on the residents and businesses impacted by construction projects. QWIC develops and implements comprehensive customer service and public information programs to secure public trust and confidence through the commissioning, construction and completion phases. QWIC actively communicates and solicits input from government officials, area residents and businesses through meetings and multi-media outreach activities to create a "good neighbor" image for the construction contractors and consultants.



QWIC is routinely contracted to provide these services on projects such as the \$1.8 Billion Hudson-Bergen Light Rail, the \$640 Million RiverLINE and New Jersey's \$8.6 Billion Abbott School District construction program. QWIC's *Return to Work Program* is designed to accommodate injured workers, modifying jobs to meet their capabilities and returning them to productive assets as quickly as possible. QWIC has been retained to provide these services for the US Department of State- World Wide Embassies Project, the \$1.8 Billion NJ Transit Hudson Bergen Light Rail, New Jersey's \$8.6 Billion Abbott School District construction program and the \$6 Million Interstate Max Light Rail Project in Oregon.

General Construction

QWIC delivers Project Managers with extensive real-world construction experience in large, complex projects. The firm is devoted to providing first-class services that demonstrate pride, and respect for the needs, schedules and budgets of all clients. Embracing a work ethic that strives to always excel, QWIC provides a cost-effective, valuable product for clients. QWIC's premier general construction project is the \$4,710,816 Camden County College Conference Center Renovation.



SELECTED CLIENTS

Selected Public Clients

Camden County College
City of Camden
City of Philadelphia
Cumberland County Improvement Authority
Delaware River Port Authority
Dormitory Authority of the State of New York
Federal Highway Administration
Federal Transit Administration
Housing Authority of the City of Camden
Mercer County Improvement Authority
Metropolitan Transit Authority- Harris County, TX
New Jersey Department of Labor
New Jersey Department of Treasury
New Jersey Department of Transportation
New Jersey Economic Development Authority
New Jersey Schools Development Authority
New Jersey Thruway Authority
New Jersey Transit
New Jersey Turnpike
New York City Department of Transportation
New York City Schools Construction Authority
New York State Department of Transportation
Ocean County, NJ
Orange County, NJ
Princeton, NJ
Sea Isle City, NJ
South Eastern Pennsylvania Transportation Agency

Selected Private Clients

21st Century Rail
AECOM
Bechtel Infrastructure, Inc.
Bovis Lend Lease
Burns Engineering
Capital Health System
Christina Seix Academy
Dewberry.
EPIC Management, Inc.
Gibson Engineering
Gilbane Building Company
Greyhawk North America, LLC
Heery
Hill International
HNTB Corp.
Hunter Roberts Construction Group
Jacob Facilities, Inc.
Jingoli & Son, Inc.
Regional Alliance for Small Contractors
Skanska USA
Sordoni Skanska, Inc.
Southern New Jersey Rail Group
STV Engineering
URS
Washington Group International





PROJECT LIST

New Jersey (Selected Projects)

- Southern NJ Light Rail Transit System \$1.2B -Community Outreach, DBE/AA Compliance/Reports, DBE Support Programs, Traffic/ Document Control, Claims Consultant, Inspections, CPM Scheduling, Training Grant Programs
- Southern NJ Light Rail Transit System \$2.4M Customized Training Grant
- Hudson Bergen Light Rail \$1.8B - Community Outreach, DBE/AA Compliance/Reports, DBE Support Programs, Traffic/ Document Control, Claims Consultant, Inspections, CPM Scheduling, Training Grant Programs
- Hudson Bergen Light Rail Customized Training Grant for Employees - \$3,000,963
- Hudson Bergen Light Rail Construction Industry Training Grant - \$636,000
- Hudson-Bergen Light Rail Transit System Construction Industry Training Initiatives for Minorities & Women - \$2M
- Capital Health System Replacement Hospital - \$493M
- Mercer County Court House
- Christina Seix Academy
- Camden County College Conference Center and Building Renovations \$4.7M
- Cumberland County Improvement Authority Solid Waste Complex \$18M
- Camden City Council Chambers Renovation - \$390,000
- Hope VI - City of Camden, NJ- Oversight of funds granted to Public Housing Authorities to provide supportive programs for the physical, economic, education and social needs of residents.
- Hope VI – Long Branch, NJ – Oversight of funds granted to Public Housing Authorities to provide supportive programs for the physical, economic, education and social needs of residents.
- Newark Elizabeth Rail Link and McCarter Highway Inspections - \$110M
- Newark Elizabeth Rail Link Community Outreach - \$375M
- HNTB Hwy Inspections NJ Turnpike \$86,183
- NJ Turnpike Bridge Deck Repairs and Resurfacing, Contract R1315
- Newark Bay-Hudson County Extension, Inspection Services \$2M
- Portway Feasibility Assessment Phase I – \$2M
- New Jersey Schools Development Authority- Morgan Village Middle School- \$68M
- New Jersey Schools Development Authority - Abbott Elizabeth- \$280M
- New Jersey Schools Development Authority - Abbott Northern Region- \$255M
- New Jersey Schools Development Authority - Abbott Northern Pilot "A" - \$100M
- New Jersey Schools Development Authority - Abbott Paterson - \$71M
- New Jersey Schools Development Authority - Abbott Region 2 - \$150M
- New Jersey Schools Development Authority - Abbott Region 4 - \$109M
- New Jersey Schools Development Authority - Abbott Region 6 - \$300M
- New Jersey Development Authority --Abbott Region 8 - \$68M
- New Jersey Schools Development Authority -Abbott Region 7 - \$130M



New Jersey *(Continued)*

- New Jersey Schools Development Authority - Abbott Region 4 -\$109M
- New Jersey Schools Development Authority - Abbott Region 6 -\$300M
- New Jersey Development Authority --Abbott Region 8 -\$68M
- New Jersey Schools Development Authority -Abbott Region 7 Gilbane Building Company -\$130M
- Newark Subway Extension - \$50M
- Port Authority Transit Corporation Rapid Transit Extension Assessment -\$1M
- New Jersey Schools Development Authority Contractor Training Program- Southern & Western Regions -\$560,000
- New Jersey Schools Development Authority Project Labor Agreement Project \$350,000

New York *(Selected Projects)*

- NYC DOT/NYS DOT/FTA- Willis Avenue Bridge Project \$612M
- NYC School Construction Authority – Mentor-Protégé Program \$1,500,000
- NYS DOT Business Assessment Services for Disadvantaged Business Enterprises working on NYS DOT Contract \$750,000
- NYS DOT Route 9A (Westside Highway) Project New York City \$ 9.15 Million
- DASNY- Bronx Mental Health Facility- \$400M

Pennsylvania *(Selected Projects)*

- Neighborhood Transportation Initiative City of Philadelphia Phase 1 \$1M
- SEPTA RRD Mainline Bridges Station and System Improvement Program \$35M
- City of Philadelphia Schuylkill River Skate Park Project
- PennDOT MBE/WBE Support Service \$775,000

Arizona *(Selected Projects)*

- Valley Metro Light Rail Expansion
– FTA Project Management Oversight \$1.672B

Chicago *(Selected Projects)*

- Chicago Transit Authority
– FTA Project Management Oversight \$10M

Oregon *(Selected Projects)*

- Interstate Max Light Rail Project Tri-County Metropolitan Transportation District of Oregon
FTA Project Management Oversight \$6M

Texas *(Selected Projects)*

- Metropolitan Transit Authority of Harris County, Texas – Houston Metro \$1.1 Billion





AWARDS

Small Business Administration
2012 Minority Champion of the Year

Anchin, Block & Anchin LLP Accountants and Advisors
2012 Outstanding M/WBE Award

New Jersey Monthly
2012 Leading Woman Entrepreneur and Business Owner of New Jersey

Own It Ventures
2011 Leading Woman Entrepreneur and Business Owner of New Jersey

NJ BIZ Magazine
Top 50 Construction Management Firms 2010, 2008, 2007 & 2003
New Jersey's Best 50 Women in Business - 2006
New Jersey's Finest Award - 2005
New Jersey's Finest Award - 2004

Small Business Commerce Association
2009 Best of Business Award - Construction Management

Burlington County Advisory Council on Women 2004
Outstanding Female Entrepreneur

Philadelphia 100
21st Fastest Growing Company in the Philadelphia Area 2004

Philadelphia Business Journal
Rowan University/Southern NJ Chamber of Commerce
6th Fastest Growing Business in South Jersey 2004
7th Fastest Growing Business in South Jersey 2003
8th Fastest Growing Business in South Jersey 2001

Advisory Council on Women of Burlington County
Outstanding Women of Burlington County Award 2004

Stevie Awards for Women Entrepreneurs - Employer of the Year 2004

NJ Alliance for Action
Special Recognition Award 2003

Southern NJ Development Council
Outstanding Woman-Owned Business 2003

New Jersey Golden Trowel Awards
Special Honorary Committee Award 2000
International Masonry Institute/Bricklayers and Allied Trades Council

Safety Excellence Award for Myers Construction Group, LLC
Building Contractors Association of South Jersey 2003





CERTIFICATIONS

QWIC, Inc. is certified as a Woman Owned Business Enterprise (WBE) and a Small Business Enterprise (SBE) with the following agencies:

City of Philadelphia

Dormitory Authority of the State of New York

New Jersey Economic Development Authority

New Jersey Department of Treasury

New Jersey Department of Property Management and Construction

New Jersey Department of Transportation

New Jersey State Unified Certification

New Jersey Transit

New York Empire State

New York State Department of Transportation

New York Metropolitan Transportation Authority

Maryland Department of Transportation

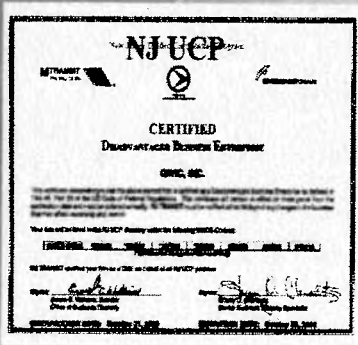
New York State Unified Certification

Pennsylvania State Unified Certification

Port Authority of New York and New Jersey

South Eastern Pennsylvania Transportation Agency

Virginia Department of Transportation





MISSION STATEMENT

QWIC, Inc. is committed to providing first class services that demonstrate pride and respect for the needs, schedules and budgets of all those we serve. We strive to maintain impeccable attention to detail and revere every project awarded regardless of size or prestige.



QWIC, Inc. is determined to formulate straight forward solutions to solve today's extraordinary challenges while offering specific expertise and a face to face, honest touch. We believe in a work ethic that strives to always excel while providing a cost-effective valuable product for our clients.



THIRD POWER MARKET DEVELOPMENT, Inc.
100 Bayard Street
Suite 311
New Brunswick, NJ 08901

CAPABILITIES STATEMENT



“Communication Between and Within”

What do we mean by this?

We mean that we measure more than just one-to-one relationships between two separate entities.

We mean that we are able to measure the multi-layered contributing factors to our clients' successes or failures.

We mean that Third Power will investigate and analyze the cause and effect “between and within” the dependent and disparate entities, groups, departments and ideas that flow in all directions when people, products and policies interact in the course of business and in life.

What do we mean by “Communication between and within?” We mean that by looking at the entire picture, Third Power will help expand understanding and predictability in your decision-making process.



Summary:

Founded in 1987 for the purposes of helping its clients identify the impact and effectiveness of their core business mandates, Third Power Market Development, Inc is a business savvy, full-service market research and evaluation firm with a special emphasis on Public Policy issues relating to education, health, utilities, labor and transportation. In addition, the firm has a successful track record in support of large construction projects as it relates to relocation and/or other long-term impact issues.

Third Power's work includes a diverse range of internal and external market-driven research projects for corporate and municipal clients, including internal support for private, public, and independent sector clients in the form of employee workplace satisfaction surveys and personnel evaluations. The integrity and expertise of Third Power's highly qualified staff and strategic partners allows clients to focus on a vital business need: The ability to measure **Impact**, both **quantitatively and qualitatively**, is the key to understanding success.

Some of the **benefits** Third Power delivers to its clients include:

- Deeper understanding of product quality and usage
- Better appreciation for staff concerns and morale
- Product & program delivery attributes
- Knowing their long term services market
- Discovering and removing obstacles to project marketing, sales & public relations

Third Power has the people, expertise and innovative spirit to be your perfect partner. We will provide the clarity our clients need to determine their business' impact in the marketplace!

Established:

December 1987

Headquarters:

100 Bayard Street
Suite 311
New Brunswick, NJ 08901

Contact:

Tel. 732-246-3533 New Brunswick
Fax. 732-246-3553
Tel. 732-897-9930 Asbury Park
Email. administrator@thridpower.net
Web. www.thridpower.net



Principals: Dr. Guy C. McCombs, III
Founder / President
The George Washington University
gmccombs@thirdpower.net

Employees: 6

Federal Tax ID: [REDACTED]

Certifications: New Jersey Transit Disadvantaged Minority Business
NY & NJ Minority Supplier Development Council
Port Authority of NY/NJ, Minority Business Enterprise

NAICS: 541613 - Consulting/Marketing Services
541820 - Public Relations Consulting Services

SICS: 8742 - Marketing Consulting Services
8743 - Public Relations Consulting Services

Dun & Bradstreet: 009522054 Rated as: "In Good Standing"

Memberships: American Marketing Association
Greater Newark Business Development Consortium
National Forum of Black Public Administrators
Newark Region Business Partnership



References:

Jim Longo, CL Incorporated
Tel. 973-515-0099
Email. jlongo@clincorporated.com

Jan Walden (NJ Transit, Asst. Executive Director, [Ret.])
Tel. 973-207-9852
Email. waldennj@yuhoo.com

Selected Clients & Projects:

Expert Witness Services:

For the New Jersey Department of Transportation. Compiled and analyzed over 8 years of data relating to the rate at which certain private transportation companies, operating in New Jersey, were flagged by the NJDOT for maintenance checks. The client was able to determine if the plaintiffs were accurate in their complaint against the agency.

NJ Transit

NJ Transit has employed Third Power for over 15 years to search out and intimately discuss, through focus groups, NJ Transit issues both externally and internally. Third Power's focus group work for NJ Transit has covered subjects ranging from testing advertising concepts to assessing internal operations. The later was most recently addressed when Third Power discussed issues of fairness in the procurement process as it related to Prime contractors and D/M/WBE businesses. The work lead to an online study of nearly 1000 Prime contractors and D/M/WBE sub contractors (out of a review of over 20,000) detailing and evaluating much information on the strengths and weaknesses of their procurement process

Private/Public Partners

For New Jersey Transit. The work included facilitating communication between New Jersey Transit and local communities during privatization process of primary parking facilities along major commuter train lines within the state. The results will provide New Jersey Transit with public opinion and consumer feedback concerning a range of issues, including fare increases, customer satisfaction, procurement diversity and direction for marketing and advertising efforts on behalf of the client.



Plainfield Municipal
Utilities Authority

Prepare and disseminate annual city-wide survey of Quality of Services, and conduct a series of focus groups to measure the quantitative and qualitative impact of PMUA's delivery of service as well as changes in policy. By gathering this valuable consumer information from city residents will directly affect the cost and services decisions of the client.

Port Authority of NY/NJ

Third Power managed the Port Authority's triennial study gauging public opinion regarding all of their facilities (e.g. Kennedy, Newark Liberty and LaGuardia airports, Lincoln and Holland Tunnels, George Washington bridge and Port Authority facilities and Terminals, etc.). The study involved coordinating 2000 completed phone calls for a 15-minute interview in two languages covering 18 counties in New York and New Jersey and submitting a written analysis, with tables and illustrations, of the outcomes. The client's marketing plans were then developed utilizing the results of this study.

Asbury Partners, LLC

Third Power served Asbury Partners, LLC for five years conducting the branding and community awareness and outreach initiatives for the Waterfront Redevelopment's \$1.2 billion project—Third Power created the "One City" campaign to minimize the existing disparity between upper and lower income households and create greater overall acceptance of the project. The concept developed by Third Power created a stakeholder relationship with the community residents by way of jobs, low to moderate income housing, set-aside construction work, small business development opportunities, and corporate spending on community enhancement projects.

SEPTA

South East Pennsylvania Transportation Authority (SEPTA) requested services of Third Power after a long lasting bus and rail strike. While the strike issues were resolved, the long duration had caused many riders to find alternate modes of transportation and were very slow to return, if at all, to SEPTA. SEPTA addressed the problem via the creation of the Authority's first major television ad campaign. Third Power was hired to conduct focus groups to test several television ad concepts among past commuters. The campaign was successful restoring ridership to pre-strike levels.



PROJECT PROFILE #1

PROJECT: Hudson Bergen Light Rail Transit System
LOCATION: Jersey City/Bayonne, NJ
OWNER: New Jersey Transit/21st Century Rail Group
COST: \$2 Billion
COMPLETION: 2009

PROJECT DESCRIPTION

The Hudson-Bergen Light Rail Transit System (HBLRTS) project was a precedent-setting, public-private partnership between New Jersey Transit (NJT) and 21st Century Rail Corporation. (Raytheon/Kinkisharyo). As the first design-build-operate-maintain (DBOM) U.S. project designed for fast-track completion and cost savings. The HBLRTS, is a 20.5-mile, 33-station system which links car, ferry, bus, rail and foot travelers. The project included heavy construction, installation of drainage ditches, construction of retaining walls, utility relocations, bridge rehabilitation, bridge replacement, civil infrastructure, track work, and stations, construction of control centers, and maintenance facility.



QWIC'S SERVICES

- MBE/SBE/WBE Programs
- CPM Scheduling
- Construction Trade Liaison
- Grant Writing/Administration
- DBE/AA Compliance & Reporting
- Project Labor Agreement
- Document Control
- Construction Trades Training
- MBE/WBE Training Program

QWIC was contracted to establish a full-service, full-time DBE Support Services and Community Liaison Center and to provide electrical and rail inspections, document control, purchasing and computer operations staff. As a part of the PLA, the center was structured to maximize employment for local residents in the construction, operation, and maintenance of the transit system, and to assist minority and female firms to identify and win subcontracts for the project. The Center developed an innovative full service extensive community outreach, workshops, training seminars, Bid Calendar, Bid Alerts, Certification and Qualification of DBEs, local resident employment liaison, centralized resource for technical data, Bid Room, Counseling, One-on-one mentoring, Union/Minority permit management, Workforce and DBE tracking and Reporting.

CLIENT CONTACT: Edward Hrnisewski 21st Century Rail Corp./URS Washington Division, 510 Carnegie Centre, Princeton, NJ 08540 Ph: (609) 720-2000



PROJECT PROFILE #2

PROJECT: RiverLINE -Southern New Jersey
Light Rail Transit System
LOCATION: Camden to Trenton, New Jersey
OWNER: New Jersey Transit/Southern New
Jersey Rail Group, LLC
COST: \$1.2 Billion
COMPLETION: 2008

PROJECT DESCRIPTION

Bechtel and Bombardier teamed as the So. NJ Rail Group to design and construct the 38-mile system and manufacture the light rail vehicles. And subsequently to operate and maintain the system and its park-and-ride facilities for the first 10 years. Daily ridership is estimated at 16,300 by 2020. The project along an existing heavy rail right-of-way included heavy construction, installation of drainage ditches, construction of retaining walls, utility relocations, bridge rehabilitations and bridge replacements, civil infrastructure, track work, and the construction of control centers, a maintenance facility and stations. As the second design-build-operate-maintain (DBOM) project in the U.S., the DBOM approach was structured for fast-track completion and cost savings.



QWIC'S SERVICES

- MBE/WBE Support Programs
- DBE/AA Compliance/Reports
- CPM Scheduling
- Signals & Communications Installation
- Utility Relocation Specialist
- Training Grant Programs
- Liaison/Construction Trade Councils
- Project Labor Agreement
- Inspections

QWIC was contracted to establish a full-service, full-time MBE/WBE Support Services and Community Liaison Center. As part of the PLA, the center was structured to maximize employment for local residents in the construction, operation, and maintenance of the transit system, and to assist minority and female firms. QWIC developed an innovative program of workshops, training seminars, bid calendars, Bid Alerts, BE certifications, local resident employment liaisons, centralized resources for technical data, bid rooms, counseling services, one-on-one mentoring, union/minority permit management, workforce reports, DBE tracking, mobilization fund programs and training programs. QWIC provided the grade crossing signals and communications specialists responsible for installation and training of maintenance personnel. QWIC also provided inspectors and a utility relocation specialist to address the permit and coordination issues with utilities along the 38 mile right-of-way.

CLIENT CONTACT: Walker Kimball, Bechtel Construction/Southern New Jersey Rail Group, LLC, Stationed Overseas E mail: wskimbal@bechtel.com



PROJECT PROFILE #3

PROJECT: Hope VI/Community Support Services Program
LOCATION: City of Camden, New Jersey
OWNER: Housing Authority of the City of Camden
COMPLETION: 2009

PROJECT DESCRIPTION

In 1989 the National Commission on Severely Distressed Public Housing initiated a National Action Plan to eradicate severely distressed public homes by the year 2000. The program targets physical improvements, management improvements and community services to residents. The HOPE VI plan was authorized in 1993 as part of the solution. HOPE VI funds are granted to Public Housing Authorities on HUD's Troubled Housing Authority list. Hope VI projects strive to provide supportive service programs to serve the physical, economic, education and social needs of residents. The program institutes community service programs intended to engage individuals on a volunteer basis or through limited stipends.



QWIC'S SERVICES

- Project Management Oversight
- Tracking and Reporting
- Quality Assurance/Quality Control

QWIC, Inc. provides oversight of the Hope VI/Community Support Services Program by providing data and reports on a quarterly basis. The electronic data collection systems used by the Housing Authority serve as the proposed tracking system which includes demographic data regarding the target population, such as place of residence, employment/unemployment, income, service area participation, etc. QWIC reports on and reviews the program to determine the impact on the target population. Based on the data, QWIC identifies program areas in need of improvement and identifies variances between project goals/objectives. QWIC utilizes this information to develop an early warning system to bring project accomplishments back on target with expected outcomes.

CLIENT CONTACT: Dr. Marilyn Feingold, Office of Institutional Research
Camden County College, 311 College Drive, Blackwood, NJ 08012 Ph: (856) 227-7200



PROJECT PROFILE #4

PROJECT: Hope VI/Community Support Services Program
LOCATION: Long Branch, New Jersey
OWNER: Housing Authority of the Long Branch
COMPLETION: 2011

PROJECT DESCRIPTION

In 1989 the National Commission on Severely Distressed Public Housing initiated a National Action Plan to eradicate severely distressed public homes by the year 2000. The program targets physical improvements, management improvements and community services to residents. The HOPE VI plan was authorized in 1993 as part of the solution. HOPE VI funds are granted to Public Housing Authorities on HUD's Troubled Housing Authority list. Hope VI projects strive to provide supportive service programs to serve the physical, economic, education and social needs of residents. The program institutes community service programs intended to engage individuals on a volunteer basis or through limited stipends.



QWIC'S SERVICES

- Project Management Oversight
- Tracking and Reporting
- Quality Assurance/Quality Control

QWIC, Inc. provides oversight of the Hope VI/Community Support Services Program by providing data and reports on a quarterly basis. The electronic data collection systems used by the Housing Authority serve as the proposed tracking system which includes demographic data regarding the target population, such as place of residence, employment/unemployment, income, service area participation, etc. QWIC reports on and reviews the program to determine the impact on the target population. Based on the data, QWIC identifies program areas in need of improvement and identifies variances between project goals/objectives. QWIC utilizes this information to develop an early warning system to bring project accomplishments back on target with expected outcomes.

CLIENT CONTACT: Tyrone Garrett, Executive Director, Housing Authority of the City of Long Branch, P.O. Box 337 – Garfield Court, Long Branch, NJ 07740
Ph: (732) 222-3747



PROJECT PROFILE #5

PROJECT:	Coney Island Hurricane Sandy Restoration
LOCATION:	Coney Island, NY
OWNER:	FEMA
COST:	\$150 M
COMPLETION:	2013

PROJECT DESCRIPTION

QWIC professionals are currently assigned to manage the cost, schedule and quality of the emergency restoration contractors on the rebuilding of the Coney Island boardwalk and bulkhead. QWIC is also reviewing, estimating and tracking all change order requests for multiple Coney Island projects related to Hurricane Sandy restoration for these fast track (24/7 – three shifts daily) projects. QWIC is also tracking and auditing costs for compliance with FEMA reporting requirements. Details:

- 16 locations through out three NY Boroughs Queens, Brooklyn Staten Island.
- Beach replacement
- Boardwalk replace
- Reconstruction of piers
- Reconstruction of 32 new life guard and comfort stations.



Client Contact: Bill Gove, Jacobs 2 Penn Plaza, Suite 0603, New York, New York 10121 Phone: (212) 944-2000



PROJECT PROFILE #6

PROJECT: Cape May County Avalon Bridge
LOCATION: Cape May County, NJ
OWNER: Cape May County
COMPLETION: 2011

PROJECT DESCRIPTION

- QWIC, Inc. provides Construction Management and Inspections during the widening of Avalon Blvd., and the bridge replacement from the Mainland to the Seven Mile Island Borough of Avalon.

- Townsends Inlet/Avalon Bridge damages for FEMA. QWIC professionals managed contractors for temporary repairs to assure the bridge was available for summer tourists along Ocean Drive between Avalon and Sea Isle City; a subsequent assignment will begin in October for permanent repairs.



CLIENT CONTACT: Mark Gibson, Gibson Engineering, Inc.
522 Sea Isle Boulevard, Ocean View, NJ 08230 Phone: (609) 624-1944



PROJECT PROFILE #7

PROJECT: Capital Health System Replacement Hospital
LOCATION: Mercer County, New Jersey
OWNER: Capital Health System
COST: \$893M
COMPLETION: 2012

PROJECT DESCRIPTION

Capital Health System has embarked on plans to build a new 540,000 square foot, state-of-the-art hospital in Hopewell Township, NJ. The six-story patient tower will provide private rooms for greater comfort and improved care. The tower will be linked by a five-story atrium to a 320,000-square-foot, six-story building that will house physician offices.



QWIC'S SERVICES

- EEO/AA and DBE Compliance Monitoring
- MBE/WBE/LBE Utilization Plan and Outreach Program
- Training Programs
- Construction Management

QWIC advises on all matters relating to compliance and assures that participation plans are executed correctly while working with consultants and contractors to alleviate any deficiencies in the Program. QWIC monitors project-related MBE/WBE and Local Resident participation, develops and implements program procedures and monitors monthly participation goals. QWIC's professionals guarantee program accountability by maintaining an M/WBE Program file including good faith efforts, documentation, meeting minutes, signed sub-agreements between consultants, contractors and registered M/WBEs, certified payrolls, and legally signed purchase orders which prove participation. They expedite monthly and quarterly compliance reports as required by the program and make necessary information available for compliance reviews, audits and close-outs of projects and contracts.

CLIENT CONTACT: Zachary Chester, Community Relations Coordinator
Capital Health System, 750 Brunswick Ave., Trenton, NJ 08069 Ph: (609) 815-7870



PROJECT PROFILE #8

PROJECT: Route 9A (Westside Highway)
Promenade Projects
LOCATION: New York City, New York
OWNER: New York State Dept of Transportation
and Lower Manhattan Redevelopment
Federal Highway Administration
COST: \$139 M
COMPLETION: December 2012

PROJECT DESCRIPTION

The destructive effects of 9-11 have necessitated the restoration of Lower Manhattan's transportation infrastructure, which lays the foundation for recovery and future growth of the area. The major goal of the restoration of the Route 9A corridor is to support the planned 9-11 Memorial, help promote Lower Manhattan as a Global Center, and serve as a catalyst for economic recovery. An STV/URS joint venture provides project management and controls for all four design phases of this complex, high profile project.



QWIC'S SERVICES

- Disadvantaged Business Enterprise (DBE) Compliance, Tracking and Reporting
- Training Programs

QWIC provides detailed reporting of DBE participation versus DBE goals. QWIC provides specialized monitoring for all DBE compliance issues, development and implementation of activities, AA/EEO Programs and acts as liaison for employment and subcontracting of local individuals and businesses. QWIC works closely with Contracts Administration, Procurement, and Project Control Personnel. Additionally, EEO training for all managers and supervisors is conducted and coordinated by QWIC.

CLIENT CONTACT: STV/URS Joint Venture - Thomas Mellett, Project Manager
225 Park Avenue South, New York, NY 10003 Ph: (212) 777-4500



PROJECT PROFILE #9

PROJECT: NYSDOT World Trade Center
Emergency Relief Program
LOCATION: New York City, New York
OWNER: New York State Dept of Transportation
COST: \$83.5 M
COMPLETION: December 2012

PROJECT DESCRIPTION

The Emergency Relief Program is intended to help state and local highway agencies pay for the extraordinary costs incurred by repairing damage to facilities functionally classified as interstates, principal arteries, minor arteries, urban collectors and rural major collectors by either natural disasters or catastrophic failures. ER funds may be used for both "emergency repairs" and "permanent repairs". After the World Trade Center attack in 2001 NYSDOT received Emergency Relief funds from FHWA through FEMA and the State Emergency Management Offices (SEMO).



QWIC'S SERVICES

- DBE Compliance Programs
- Tracking and Reporting

QWIC has been contracted to provide DBE support services, and AA/EEO compliance tracking and reporting. These reports provide detailed and summary reporting of the percentage of DBE participation each month and cumulative to-date vs. DBE goals established for the projects. QWIC provides specialized monitoring for all DBE compliance issues, development and implementation of DBE activities, AA/EEO Programs and compliance, and liaison for employment and subcontracting of local individuals and certified DBEs. QWIC works closely with Contracts Administration, Procurement, and Project Control Personnel.

CLIENT CONTACT: STV/URS Joint Venture - Thomas Mellett, Project Manager
225 Park Avenue South, New York, NY 10003 Ph: (212) 777-4500



PROJECT PROFILE #10

PROJECT: Hudson Bergen Light Rail Transit System
Customized Training Grant for Employees
LOCATION: Jersey City/Bayonne, NJ
OWNER: New Jersey Transit/21st Century Rail Group
COST: \$3,000,963
COMPLETION: 2004

PROJECT DESCRIPTION

The Hudson-Bergen Light Rail Transit System (HBLRTS) project was a precedent-setting, public-private partnership between New Jersey Transit (NJT) and 21st Century Rail Corporation. As the first design-build-operate-maintain (DBOM) project in the U.S., the DBOM approach was structured for fast-track completion and cost savings. The HBLRTS, is a 20.5-mile, 33-station system which links car, ferry, bus, rail and foot travelers. The project included heavy construction, installation of drainage ditches, construction of retaining walls, utility relocations, bridge rehabilitation, bridge replacement, civil infrastructure, track work, and the construction of control centers, a maintenance facility and stations.



QWIC'S SERVICES

- Training Grant Administration
- Grant Writing

QWIC developed proposals to secure training funds to assist 21st Century Rail Corporation with the costs of educating employees. Training under this three and a half year customized training grant – the second largest ever awarded by the NJ Dept. of Labor - were available to approximately 1,100 employees of 21st Century Rail and employees of DBE's assigned to the Hudson-Bergen Light Rail project. QWIC surveyed to determine the training needs of each unit. A matrix was prepared to cross-reference the positions with the training courses, to identify the scope of the customized training needs, which resulted in 73 different courses. Coordination was critical with the Hudson County Community College, the Mercer County Community College, Hudson County Technical Schools, the NJ Department of Education, and various private educational organizations. The initial proposals required comprehensive course descriptions, costs of course development and instruction for each course, identification of instructors and facilities, certification of trainers with the NJ Dept. of Education, identification of categories of trainees and salary ranges for each category. QWIC scheduled and administered the training grant, and applied for modifications of the grant, as required.

CLIENT CONTACT: Mike Rogers, 21st Century Rail Corp./URS Washington Division
510 Carnegie Centre, Princeton, NJ 08540 Ph: (609) 720-0140 and Brian Peters, NJDOL
Retired (856) 786-0912



PROJECT PROFILE #11

PROJECT:	RiverLINE -Southern NJ Light Rail Transit System
LOCATION:	Camden to Trenton, New Jersey
OWNER:	New Jersey Transit/Southern New Jersey Rail Group, LLC
COST:	\$1.2 Billion
COMPLETION:	2008

PROJECT DESCRIPTION

Southern New Jersey Rail Group, LLC (SNJRG) was contracted to design and construct the 38-mile system and manufacture the light rail vehicles. After completion, SNJRG was retained to operate and maintain the system and park-and-ride facilities for the first 10 years. The ridership is estimated at 15,800 daily riders in 2011 and 16,300 by 2020. The project included heavy construction, installation of drainage ditches, construction of retaining walls, utility relocations, bridge rehabilitation, bridge replacement, civil infrastructure, track work, and the construction of control centers, a maintenance facility and stations. As the second design-build-operate-maintain (DBOM) project in the U.S., the DBOM approach was structured for fast-track completion and cost savings.



QWIC'S SERVICES

- Training Grant Programs
- Grant Writing

QWIC, Inc. administered specific training in the disciplines needed to operate this State-of-the-Art transit system. Workers became skilled in new CAD design technologies, CPM scheduling, construction project management, blueprint reading, pneumatics, electronics, HVAC, safety awareness, productivity management, QA/QC- ISO 9000, driving and operation, computer skills, signals, communications, controls and many more. QWIC's training programs provided workers with the skills needed to ensure quality construction, high productivity and safety to the operating rail.

CLIENT CONTACT: Walker Kimball, Bechtel Construction/Southern New Jersey Rail Stationed Overseas E mail: wskimbal@bechtel.com and Brian Peters, NJDOL Retired (856) 786-0912

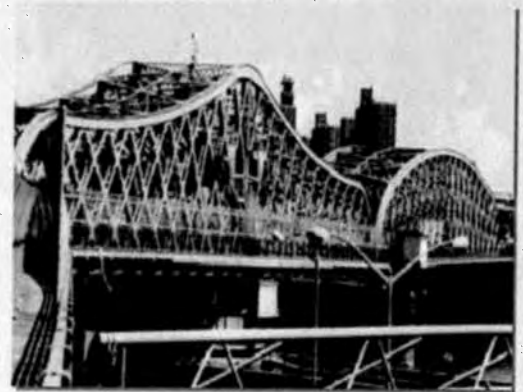


PROJECT PROFILE #12

PROJECT: Willis Avenue Bridge Project
LOCATION: Manhattan/Bronx, New York
OWNER: New York City Dept of Transportation
and Federal Highway Administration
COST: \$612.4 M
COMPLETION: December 2012

PROJECT DESCRIPTION

This venture will replace the existing bridge over the Harlem River, including the ramps on FDR Drive and Bruckner Blvd. The new construction will include a \$612.4 million swing-bridge to be built off-site, barged to the location and hoisted into position. The main swing-span and approach spans will be built on new alignment just south of the existing bridge while new ramps will connect to a refurbished Harlem River Drive viaduct.



QWIC'S SERVICES

- EEO/AA and Disadvantaged Business Enterprise Compliance, Tracking and Reporting
- Training of Primes, Subs and Consultants

QWIC's professionals track and report on the participation of minorities and women in the workforce, and the participation of certified DBEs to meet or exceed established goals. While collecting appropriate data from certified payrolls, QWIC's skilled experts organize data by trade, gender and ethnic minority to assure EEO and prevailing wage requirements are successfully met. QWIC administers training sessions to educate primes, subs and consultants on the Federal DBE requirements for 49 CFR Part 26 and the EEO/AA policies, procedures and requirements of NYSDOT and NYCDOT.

CLIENT CONTACT: Charles Bartolotta, New York City Dept of Transportation
Ph: 212-442-7597 cbartolotta@dot.nyc.gov



PROJECT PROFILE #13

PROJECT: Abbott School Construction Projects
LOCATION: Throughout New Jersey
OWNER: New Jersey Schools Development Authority
COST: \$8.6 Billion
COMPLETION: 2011

PROJECT DESCRIPTION

The New Jersey Educational Facilities Construction and Financing Act was signed into law on July 2000, resulting in the State's investment of \$8.6 billion in public school construction in New Jersey over the next decade, including full funding by the State of all school renovation and construction projects in 30 special needs school districts, known as the Abbott school districts. This program is the largest public construction program in New Jersey's history, and one of the largest in the nation. QWIC, Inc. has been contracted by nine (9) Project Management Firms (PMF's) to provide services on school construction projects throughout New Jersey under the Abbott School Construction Program, as summarized in the following table.



QWIC'S SERVICES

Region	Client	Construction Cost (MIL)	Community and D/M/W/SBE Outreach	Compliance Reporting	CPM Sched.	Inspections	Construction Management
Project Labor Agreement	Hill International	\$.05	X	X			X
Training SBEs	NJSDA	\$2.78	X	X	X	X	x
Northern	Bovis Lend Lease	\$255	X	X		X	X
Northern Pilot "A"	Bovis Lend Lease	\$100	X	X		X	X
Elizabeth	Bovis Lend Lease	\$280	X	X		X	X
Paterson	Jacobs Facilities, Inc.	\$71	X	X		X	X
Region 2	Epic Management, Inc.	\$150	X			X	X
Region 4	Sordani Skanska, Inc.	\$109			X		
Region 6	Hill International	\$300	X				
Region 7	Gilbane Building Co.	\$130	X			X	X
Region 8	Greyhawk N. America	\$68	X			X	X
Region 9	Bovis Lend Lease	\$58	X	X	X	X	X
Morgan Village Middle School	URS	\$68			X	X	X

CLIENT CONTACT: Gerald Murphy, Chief Operating Officer, NJSDA
 1 West State St, Trenton, NJ 08625 Ph: 609-943-5955



PROJECT PROFILE #14

PROJECT:	Valley Metro Light Rail Expansion
LOCATION:	Phoenix, Arizona
OWNER:	Federal Transit Administration
COST:	\$1.627 Billion
COMPLETION:	2004-2007

PROJECT DESCRIPTION

The Federal Transit Administration's (FTA) discretionary New Starts program is the federal government's principal financial resource for sustaining locally-planned, executed and operated transit projects. Funds may benefit heavy rail, light rail, commuter rail and bus rapid transit systems. The program has supported hundreds of new or extended transit systems across the country and has improved the mobility of millions of Americans. Benefits include reduced congestion and improved air quality in the areas they serve. The program fosters the development of viable communities.



QWIC'S SERVICES

- Project Management Oversight
- Claims Analysis/ Financial Assistance
- Cost Estimating
- CPM Scheduling

QWIC reports directly to Federal Transit Administration, review of quality procedures, schedules and cost estimates for new rail construction on the \$1.672B Valley Metro Light Rail Expansion in Phoenix, AZ . To guarantee that grantees execute projects in compliance with Federal regulations, FTA contracts for PMO services. QWIC provides analysis and oversight and review of CPM Scheduling, Cost Estimating, claims analysis and other services from preliminary engineering through close-out. Financial Services including support of the grantee process including grantee submittal reviews.

CLIENT CONTACT Joseph Marchese, P.E., Vice President, The Burns Group
11 Penn Center, 1835 Market Street, Suite 300, Philadelphia, PA 19103 Ph: (215) 563-9270



PROJECT PROFILE #14

PROJECT: Tri-Met Interstate Max Light Rail Project
LOCATION: Portland, Oregon
OWNER: Federal Transit Administration
COST: \$420 Million
COMPLETION: 2004-2007

PROJECT DESCRIPTION

The Federal Transit Administration's (FTA) discretionary New Starts program is the federal government's principal financial resource for sustaining locally-planned, executed and operated transit projects. Funds may benefit heavy rail, light rail, commuter rail and bus rapid transit systems. The program has supported hundreds of new or extended transit systems across the country and has improved the mobility of millions of Americans. Benefits include reduced congestion and improved air quality in the areas they serve. The program fosters the development of viable communities.



QWIC'S SERVICES

- Project Management Oversight
- Claims Analysis/ Financial Assistance
- Cost Estimating
- CPM Scheduling

QWIC, Inc. was contracted by Burns Engineering (formerly Heery International) to support the Federal Transportation Agency (FTA) Project Management Oversight (PMO) for the Tri-Met Interstate Max Light Rail Project. Tri-Met's 7.3 mile LRT service in Portland which is funded by FTA. To guarantee that grantees execute projects in compliance with Federal regulations, FTA contracts for PMO services. QWIC provides analysis and oversight and review of CPM Scheduling, Cost Estimating, claims analysis and other services from preliminary engineering through close-out. Financial Services including support of the grantee process including grantee submittal reviews.

CLIENT CONTACT: Joseph Marchese, P.E., Vice President, The Burns Group
11 Penn Center, 1835 Market Street, Suite 300, Philadelphia, PA 19103 Ph: (215) 563-9270



PROJECT PROFILE #14

PROJECT: Chicago Transit Authority
New Starts Program and
Capital Improvements

LOCATION: Chicago, IL

OWNER: Federal Transit Authority

COST: \$5 Billion

COMPLETION: 2004-2007

PROJECT DESCRIPTION

The Federal Transit Administration's (FTA) discretionary New Starts program is the federal government's principal financial resource for sustaining locally-planned, executed and operated transit projects. Funds may benefit heavy rail, light rail, commuter rail and bus rapid transit systems. The program has supported hundreds of new or extended transit systems across the country and has improved the mobility of millions of Americans. Benefits include reduced congestion and improved air quality in the areas they serve. The program fosters the development of viable communities.



QWIC'S SERVICES

- Project Management Oversight
- Claims Analysis/ Financial Assistance
- Cost Estimating
- CPM Scheduling

QWIC, Inc. was subcontracted to support the Federal Transportation Agency (FTA) Project Management Oversight (PMO) for the Chicago Transit Authority (CTA), Metra and Chicago Department of Transportation "New Starts" projects. To guarantee that grantees execute projects in compliance with Federal regulations, FTA contracts for PMO services. QWIC provides analysis, oversight and review of CPM Scheduling, Cost Estimating, Claims Analysis and other services from preliminary engineering through close-out. Financial Services include support of the grantee process including grantee submittal reviews.

CLIENT CONTACT: Joseph Marchese, P.E., Vice President, The Burns Group
11 Penn Center, 1835 Market Street, Suite 300, Philadelphia, PA 19103 Ph: (215) 563-9270



PROJECT PROFILE #15

PROJECT: Elwyn to WaWa Service Restoration Project
Value Engineering Study
LOCATION: Delaware County, Pennsylvania
OWNER: Southeastern Pennsylvania Transportation Authority
COMPLETION: 2009

PROJECT DESCRIPTION

The Elwyn to WaWa Service Restoration Project, located in Delaware County, Pennsylvania, is the extension of SEPTA commuter rail service from Elwyn Station to a new station to be built adjacent to the south side of U.S. Highway US 1. The project consists of about 1/2 mile of track and switching, the restoration or rebuilding of several bridges, and the construction of a new station, including platform, station building and parking facilities. The proposed track extension continues across U.S. Highway #1, on an existing bridge structure, to allow freight service to continue to the north.



QWIC'S SERVICES

- Value Engineering

The Lewis and Zimmerman Associates Value Engineering Team, which included QWIC, devoted three days to examination of the proposed URS preliminary design and study of existing site conditions. Changes for study were recommended in the track and bridge layout, the station platform, the WAWA station building and parking arrangement which had the potential for reducing project costs by up to \$14,000,000. Several other changes were recommended which could potentially improve functionality of the design.

CLIENT CONTACT: Mary Anne Lewis, President, Lewis and Zimmerman Associates
9861 Broken Land Parkway, Suite 254, Columbia, Maryland 21046 Ph:301-984-9590



PROJECT PROFILE #16

PROJECT: Hudson Bergen Light Rail Transit System
LOCATION: Jersey City/Bayonne, NJ
OWNER: New Jersey Transit/21st Century Rail Group
COST: \$2 Billion
COMPLETION: 2009

PROJECT DESCRIPTION

The Hudson-Bergen Light Rail Transit System (HBLRTS) project was a precedent-setting, public-private partnership between New Jersey Transit (NJT) and 21st Century Rail Corporation. (Raytheon/Kinkisharyo). As the first design-build-operate-maintain (DBOM) U.S. project designed for fast-track completion and cost savings. The HBLRTS, is a 20.5-mile, 33-station system which links car, ferry, bus, rail and foot travelers. The project included heavy construction, installation of drainage ditches, construction of retaining walls, utility relocations, bridge rehabilitation, bridge replacement, civil infrastructure, track work, and stations, construction of control centers, and maintenance facility.



QWIC'S SERVICES

- MBE/SBE/WBE Programs
- Grant Writing/Administration
- Document Control
- CPM Scheduling
- DBE/AA Compliance & Reporting
- Construction Trades Training
- Construction Trade Liaison
- Project Labor Agreement
- MBE/WBE Training Program

QWIC was contracted to establish a full-service, full-time DBE Support Services and Community Liaison Center and to provide electrical and rail inspections, document control, purchasing and computer operations staff. As a part of the PLA, the center was structured to maximize employment for local residents in the construction, operation, and maintenance of the transit system, and to assist minority and female firms to identify and win subcontracts for the project. The Center developed an innovative full service extensive community outreach, workshops, training seminars, Bid Calendar, Bid Alerts, Certification and Qualification of DBEs, local resident employment liaison, centralized resource for technical data, Bid Room, Counseling, One-on-one mentoring, Union/Minority permit management, Workforce and DBE tracking and Reporting.

CLIENT CONTACT: Edward Hrnisewski 21st Century Rail Corp./URS Washington Division, 510 Carnegie Centre, Princeton, NJ 08540 Ph: (609) 720-2000



PROJECT PROFILE #17

PROJECT: Belt Parkway Bridges
LOCATION: Rockaway Parkway, Fresh Creek,
Paerdegat Basin Bridges
OWNER: New York City Dept of Transportation
COST: \$365 M
COMPLETION: 2014

PROJECT DESCRIPTION

Rockaway Parkway, Fresh Creek, Paerdegat Basin Bridges will be reconstructed of its original structures, which were built beginning in 1939. These structures have must be rebuilt due to increase of traffic, the opening of JFK Airport in 1948, the development of communities and the Verrazano-Narrows Bridge. The demand is necessary to relieve the current conditions.



QWIC'S SERVICES

- DBE Compliance Programs
- Tracking and Reporting

QWIC has been contracted to provide DBE support services, and AA/EEO compliance tracking and reporting. These reports provide detailed and summary reporting of the percentage of DBE participation each month and cumulative to-date vs. DBE goals established for the projects. QWIC provides specialized monitoring for all DBE compliance issues, development and implementation of DBE activities, AA/EEO Programs and compliance, and liaison for employment and subcontracting of local individuals and certified DBEs.

CLIENT CONTACT: Frank Gallo, GPI/CTE 4105 Avenue V, Brooklyn, NY 11234
Ph: (347) 702-6430 and Charles Bartolotta, New York City Dept of Transportation
Ph: 212-442-7597 cbartolotta@dot.nyc.gov





Harold Oslick, P.E., Esquire

Regulatory and Compliance Director

EDUCATION

University of Pennsylvania, BS (1957) and MS (1959) in Civil Engineering
University of Connecticut, JD Degree (1967); graduated first in class.
Strategic Management Group, Executive Development Program (1985-1986).

LICENSES

P.E. - Pennsylvania.
Admitted to Practice of Law in Connecticut.

EXPERIENCE SUMMARY

Harold Oslick 's increasingly responsible positions over 44 years in the construction industry included execution, development, planning, scheduling, cost controls and management of light rail, infrastructure, power and industrial projects. Experienced in all technical, commercial and managerial aspects of projects, he has been assigned as a senior executive of multiple, large, complex projects and provides an impressive combination of organization, legal, technical and cost control expertise.

- **QWIC, Inc. (2000-Present) – Technical Project Consultant**
 - Negotiate contract change orders, claims analysis, schedule delay impacts, and dispute resolution on the \$1.8 Billion Hudson-Bergen Light Rail Transit System. Also providing compliance consultant services on the \$640 Million Southern New Jersey Light Rail Transit System.
 - Project Management Oversight for Tri-Met in Portland, OR – South Corridor Light Rail and the Wilsonville to Beaverton Commuter Rail. Reporting directly to Federal Transit Administration, review of quality procedures, schedules and cost estimates.
- **Raytheon Engineers & Constructors, Inc. (1993-1999)**

Deputy Project Director – Hudson-Bergen Light Rail Transit System (1996-2000)
Responsible for total project cost control and contract matters with ultimate responsibility for the bottom line for the \$1.8 Billion, 20.5 mile Hudson-Bergen LRT for 21st Century Rail Corporation (a Raytheon led consortium). Also performed all duties of Project Manager for Engineering and Construction for total facilities and rail systems for that project.
- **Ebasco Constructors, Inc. (1977-1993)**

As Senior Project Director, responsible for the total management of development, proposals, construction, engineering, design, procurement, and plant start-up and performance test activities on major projects, ranging in size from a few million to hundreds of millions of dollars, including preparation of turnkey firm price bids and execution of resulting projects. Direct interfaces with clients, subcontractor, equipment and service supplier organizations at all levels, up to corporate President. Responsible both directly and through Project Managers for all administration, technical, commercial and financial aspects of projects, including feasibility and economic analysis, development and financing activities, preparation, implementation and monitoring of budgets, cash flow analysis, schedules, and overall detailed work plans for project execution.

Performed and directed the performance of commercial and technical risk analysis of multi-million dollar projects. Both qualitatively and quantitatively assesses the potential for direct, indirect, consequential and liquidated damages due to schedule and technical risks; coordinates the activities of legal and insurance experts to develop ways to minimize and control project risks. Directly relates with

client counterparts and executive management on all matters of project planning, execution and control, including key technical issues as well as matters of management. Controls project management functions for designated areas of responsibility in regional offices. Administers all aspects of client contracts and is responsible to Ebasco executive management for project performance and client satisfaction.

- As Branch Manager for a foreign operations location
- Manager, Operations Analysis and Development - MIS, and project control policies and procedures.
- As Ebasco Chief Nuclear Licensing Engineer, responsible for the nuclear licensing, nuclear environmental, safety design review, reliability studies, and more.

REPRESENTATIVE PROJECT EXPERIENCE

Hudson-Bergen Light Rail Project in Jersey City/Bayonne, New Jersey
Brooklyn Navy Yard, 260 MW Combined Cycle Gas Fired, Cogeneration.
Camden Cogen, 135 MW Combined Cycle Gas Fired Cogeneration.
Halfmoon Project, 210 MW Fluidized Bed Boilers, Bituminous Coal fueled, Cogeneration.
American Brass Project, 62 MW Combined Cycle Gas Fired, Cogeneration.
West Lynn Project, 120 MW Combined Cycle, Gas Turbines, Cogeneration with Refrigeration.
Ocean State Project, 250 MW Combined Cycle Gas Turbine project, independent power producer.
Brookhaven Project, 220 MW Gas Turbine project, General Electric and LILCO.
North Hempstead Resource Recovery Project, 990 tpd mass burn waste-to-energy facility.
PenPac Project, 600 tpd MSW transfer station.
Jersey City Incinerator Authority, waste recycling facility.
Hazleton Cogeneration Project, internal project development, fluidized bed combustion, anthracite fuel.
Brooklyn Navy Yard Cogeneration Project, Montenay International, gas turbine combined cycle facility
Marcal Paper Mill Cogeneration Project, Marcal and Energy Initiatives, Inc., gas turbine combined cycle
Synthesis Gas Demonstration Plant, USDOE/WR Grace, syngas facility (coal to ammonia).
KNU 9 & 10, Korea Electric Power Corporation, nuclear plant (PWR).
Shearon Harris Nuclear Power Plant, Carolina Power & Light Co., (PWR).
Waterford Unit No. 3, Louisiana Power & Light, nuclear plant (PWR).
St. Lucie Units 1 & 2, Florida Power & Light Co., nuclear plant (PWR).
WPPSS Units 3 & 5, Washington Public Power Supply System, nuclear plant (PWR).
Millstone Unit No. 1, Northeast Utilities, nuclear plant. (BWR).
Vermont Yankee, Yankee Atomic Power Company, nuclear plant (BWR).
Chin Shan Units Nos. 1 & 2, Taiwan Power Company, nuclear plant (BWR).

MEMBERSHIPS

American Bar Association
Past Member, American Nuclear Society
Past Member, American National Standards Institute - Nuclear Standards Management Board; Chairman - Operations Committee
Past Member, Atomic Industrial Forum - Steering Group for the Committee on Reactor Licensing and Safety

PLEASE SEE PROJECT PROFILES FOR REFERENCES



Stuart Seidman, AIA, PMP, LEED AP (BD+C)

Summary of Qualifications

Project Management Professional, Registered Architect and MBA graduate with record of success in managing complex public and private construction programs and developing commercial real estate. Expertise includes institutional, educational, retail and office properties. Creative problem solver with ability to oversee projects and make sure the right project is built at the right place in a timely fashion and on budget. Specialized training includes Oracle's Primavera P6 and Six Sigma. Recognized for project achievements, including 6 CMAA regional awards.

Program, Project & Construction Management

Construction of institutional building programs and commercial real estate, including preparation of conceptual budgets, soliciting bids from prime contractors and subcontractors, negotiation of contracts, and project administration through fit-out and occupancy.

Real Estate Development

Development of shopping centers, office buildings, hotels, and industrial parks, including conception of project, site acquisition, land use approvals, design coordination and leasing to tenants.

Architecture

Land planning and the design of commercial buildings, a mixed-use waterfront developments, high rise apartments, and housing.

2011-Present

QWIC, Inc., Palmyra, New Jersey

South Jersey Transportation Authority Aircraft Rescue and Fire Fighting Station

Atlantic City International Airport, Egg Harbor Township, NJ

QWIC, Inc. has been retained as a sub-consultant to Joseph Jingoli and Son, Inc. for the purpose of oversight of construction activities and schedules to ensure project quality and maintenance of operations during construction. Consulting on Building Codes, DCA regulations, NJ Uniform Construction Code, IBC, HVAC Systems, Security Systems, Building Management Systems, NJDOT, FAA, Airfield Operations and NJ State Police.

- Project Engineering
- Job Site Supervision
- Information Technology Management
- Document Control
- Inspections
- Submittal Coordination
- Special Inspector Coordination
- Safety Inspections
- Oracle Contract Management Program Coordination
- General project management responsibilities

2001-2011

Hill International, Inc., Marlton, New Jersey

Senior Project Manager.

Responsible for full range of construction management activities for construction projects in the New Jersey, Pennsylvania and Delaware markets. Projects included K-12 school buildings, college buildings, industrial buildings, a corporate office park, fuel-cell energy centers and a state prison. Selected projects include:

- Bloom Energy: Responsible for initiating and implementing standard procurement procedures for consultants and contractors, including project management, bidding, and construction process assets. Projects include a small commercial energy center, a large commercial energy center, and a 200,000 sf manufacturing facility for natural gas powered electric generating fuel cells.
- State Prison: Responsible for review and revisions to the Project Manual for a major Pennsylvania state prison utilizing the Design-Build method of procurement.
- Richard Stockton College of New Jersey: Consultant for independent CPM Scheduling for the major renovation of the original campus exterior panel wall system and multiple additions, utilizing P3.
- Cedarbridge Corporate Campus: Pre-Construction Management for infrastructure improvements for a 180 acre corporate office campus.
- Schuetz: Owner's Representative of Design-Build Contractor for US subsidiary of German company building an \$8M steel fabrication facility.

- Cherry Hill Public Library: Pre-Construction Management for new \$21 million, 72,000 SF cultural center.
- New Jersey Schools Development Authority: Responsible for writing successful proposals which led to the award of the largest Project Management Firm contract for Region 6 – Trenton/Burlington/Pemberton and for three schools in Camden and Newark. Responsibilities including initiating program scope of work and assisting in setting up Program office for 18 Schools with an initial estimated value of \$299M.
- Atlantic City School District: Project Management for \$86M Referendum for two new PreK-8 schools.
- Woodbridge School District: Pre-Construction Management for \$82M Referendum of work at 25 schools.
- Pre-Construction Management for eleven additional school districts: Chesterfield Township, Lenape Regional, Matawan-Aberdeen Regional (6 schools), Henry Hudson Regional, West Long Branch, Edison Township, Freehold Township, Cumberland Regional, Hopewell Township, Millstone Township, Westampton Township, and Northern Burlington Regional. Pre-Construction Management for over \$300 million of Referendum funds.

Consulting studies for a range of clients, including:

- Due Diligence studies for acquisition of mixed use buildings under construction in Sint Maarten and Santo Domingo for a hedge fund.
- Philadelphia International Airport: Management consultant on reviews of selected Departments.
- Silica Builders: Management consultant for small residential builder reorganizing to undertake large scale commercial projects.

Business Development:

- Periodically responsible for preparation of proposals for work, including identifying and meeting with potential clients, proposal writing, team selection, and fee determination.

CMAA Awards:

- Six projects have received awards from the Mid-Atlantic Chapter of the CMAA.

2000-2001

Penmark Management Company, Inc., Plymouth Meeting, Pennsylvania

Director of Design and Construction. Responsible for project coordination of new developments, renovations / expansions of shopping centers, office buildings, and a hotel. Selected projects include:

- Extended Stay America: Oversight of development approvals, site planning, and coordination of sale of Plymouth Meeting site to national hotel chain.
- Tower Square & Commons: Pre-Construction Management for office campus and shopping center complex, including value engineering requiring finalization of planning board plans.
- Montgomery Commons: Pre-Construction Management for redevelopment of 30 acre shopping center.
- Highpoint Square 1 & 2: Pre-Construction & Construction Management of 2 30,000 SF office buildings, including planning board documents, contractor selection, and tenant fit-up.

1991-2000

President & General Manager

Brandywine Wallpapers, Inc. Wilmington, Delaware

Philadelphia Wallpapers, Inc. Philadelphia, Pennsylvania

Franchisees of *Wallpapers To Go, Inc.*, a national chain of decorating centers. President, sole stockholder, and General Manager of the companies. Stores sales exceeded \$1,200,000 in 1999.

1987-1990

Real Estate Developer

Philadelphia, Pennsylvania

Director of Property Management and Development for *The Rodin Group* and *VRG Corporation*. Responsible for project coordination, renovations and expansions of retail shopping centers.

1985-1986

Project Architect

Philadelphia, Pennsylvania

Project Architect at *The Salkin Group* and *Goldfarb/Kline & Associates*. Responsible for design of a mixed use waterfront development, high rise apartments, housing, and commercial buildings.

1982-1985

Architect

St. Louis, Missouri

Architect at *Mackey & Associates (Mackey/Mitchell)* while attending graduate school.

1980-1982

Intern Architect

Orlando, Florida

Intern Architect at *VOA Associates* and *Catalyst Architects*.

Education & Registration

Master of Business Administration - 1985

Master of Architecture and Urban Design - 1985

Washington University in St. Louis, St Louis, Missouri

Real estate project management and finance concentration. Graduate thesis: Feasibility study and master plan for 1500 acre industrial park at East St. Louis, IL.

Bachelor of Architecture - 1980

Carnegie Mellon University, Pittsburgh, Pennsylvania

Registered Architect in Pennsylvania, New Jersey, Illinois and Florida

National Council of Architectural Registration Boards Certificate

Project Management Professional

Project Management Institute

LEED Accredited Professional – Buildings + Design

United States Green Building Council

Professional Activities

American Institute of Architects
Construction Management Association of America
Project Management Institute

Professional Awards

Construction Management Association of America (Mid-Atlantic Chapter)
2009 for Shawnee High School Additions & Renovations
2008 for Woodbridge Township Schools Program
2008 for Westampton Township Schools Program
2007 for Henry Hudson Regional School
2007 for Frank Antonides School
2007 for Cedarbridge Corporate Campus

Community Activities

[REDACTED]



Gwen Foster, P.E., Mechanical/HVAC Engineer

An accomplished, results driven, mechanical engineer with 16+ years experience in engineering management, design and analysis of HVAC, fire protection and plumbing systems with a focus on healthcare, pharmaceutical and higher education facilities. Solid multi-disciplined background and outstanding, energetic communication skills with consistent project success. Services include project management, attending client and construction site meetings, architect interface and coordination of all trades throughout project design and construction administration.

Project Experience

NJSDA Professional Staffing Services, Mechanical Engineer 2011-2012

Creating the Mechanical Standards for Design and Construction of NJSDA Projects.

Provide Consultation to the NJSDA for HVAC system selection. Coordinating with an Energy Modeling consultant to determine most efficient systems for K thru 12 schools. Work with School Districts to determine specific facility needs, operating schedules, equipment requirements, lab classroom and large space requirements.

Kenner Army Health Clinic, Fort Lee, Virginia

42,000 square feet of interior renovations. Renovation included combining three separate primary care clinics into one space. The project was designed in phases to facilitate construction and also included design of temporary transition space. Engineered the redistribution of terminal boxes with hot water reheat coils from multiple air handling systems.

US ARMY Corps of Engineers (USACE), Medical Facilities Repair and Renewal (MFRR)

Provided a broad range of professional engineering services in support of government medical facility repair and renewal programs Throughout the US; work included site investigation, engineering design, and construction administration.

Sheppard Air Force Base, Wichita Falls, Texas

Five story Hospital building's induction unit replacement and riser renovation. Replacement of Hospital's six indoor air-handling units.

Laughlin Air force Base, Del Rio, Texas

Replacement of two indoor air-handling units.

Veterans Administration Hospital, Bldg. 55, Lyons, New Jersey

Designed sprinkler and standpipe system for a five story, 40,000sqft. veterans patient housing building. System included new fire pump, jockey pump, sprinkler distribution. Performed hydraulic calcs for pump sizing and code review.

Veterans Administration Hospital, Lyons, New Jersey

240-bed Hospital design of patient medical gas systems; Elderly Care Facility building 135 upgrade included new HVAC system installation. Veterans Housing facility building 5's Administration suite HVAC VAV system upgrades.

Bryn Mawr Hospital, Bryn Mawr, Pennsylvania

30,000sqft Emergency Department renovation. Project Manager and Lead Engineer. Engineered design of HVAC systems to contain three separate nursing pods, design included custom AHU's with variable air volume systems, hot water and chilled water systems, central and isolation room hepa exhaust systems for a phased design.

New Jersey Institute of Technology, Newark, New Jersey

300,000sqft. new high rise Administration office and Classroom buildings. Project Manager and Lead Engineer. Design of VAV system with fan powered boxes, hot water and chilled water systems, custom air handling units and air to air desiccant wheel energy recovery units. Design also entailed 9,000sqft. food court kitchen hood exhaust systems, stairwell pressurization fans and emergency generator ventilation and combustion air flues.

Professional Education

Drexel University, B.S. in Architectural Engineering and B.S. in Civil Engineering, 1992

Professional Licenses\Professional Memberships

Licensed as a Professional Engineer in the states of New Jersey and Pennsylvania.

American Society of Heating, Refrigeration and Air Conditioning Engineers.

PLEASE SEE PROJECT PROFILES FOR REFERENCES



Thomas W. Burns, Jr. PSP, Planning & Scheduling Professional

EDUCATION: **B.S. Civil Engineering - University of Virginia 1968**
 M.B.A. - Temple University 1984
 P.M.P. – Project Management Institute
 P.M.I. - AACE – CFMA Seminars - Primavera User Groups

PROFESSIONAL EXPERIENCE:

2003-Present QWIC, Inc. Instructor, Cost Estimator and CPM Scheduler

Tom Burns brings over 28 years of experience in the construction management field. He is a certified Project Management Professional; a CPM Scheduling Specialist (Primavera, Sure Trak), and is skilled in Project Administration (Expedition), Project Information Systems, Cost Estimating and Project Management. His broad experience involves projects that were highly operational and renovation type projects with many phases of construction and multiple prime contracts, thereby minimizing interference with a facility's operations during construction. He has played a key role in all the phases of work - budget justification, design, bidding, scheduling, construction, and claims resolution, and strongly believes in the "Top-Down, Big Picture" style of management. His expertise centers of the application of CPM scheduling techniques to plan, track, report, document, and manage the construction process. Tom uses the CPM schedule as the baseline for the development of most information reporting and tracking the issues in the construction process:

- the timing of the procurement of special equipment,
- the monitoring of the construction field work progress,
- the development of progress payments,
- the impact of change orders on the schedule,
- the overall status of the project in comparison to the original plan.

\$8 Million Health and Safety repair at the Roosevelt Elementary School #7 Garfield, NJ

\$8 New Early Childhood Center, Garfield, NJ

\$33 Million New Middle School, Garfield, NJ

\$4 Million addition to the Lincoln Middle School, Passaic, NJ

\$12 Million New Early Childhood Center Passaic, NJ

\$20 Million New Henry/Howe Street Elementary School, Passaic, NJ

\$24 Million New Dayton Avenue Middle School, Passaic, NJ

2002 – Cost Estimating & CPM Scheduling Assignments

JOHN S. McMANUS, INC. - Multiple School Construction Projects

Prepare and Maintain CPM Schedules for new and Renovated Schools.

Support General Contractor; John S. McManus, Inc.

Benjamin Rush High School Conversion to CAPA HS, Phila.. PA

Philadelphia Schools Improvement Team

Manoa Elementary School, Havertown, PA

Hilltop Elementary School, Chichester School District, PA

1999 to 2002 – Scheduling Manager, Eastern Region USA, Jacobs Facilities, Inc.

Development and maintenance of CPM Schedules with Project Managers for various construction projects:. Manager / multi-prime Environment. Training in the use of Project Management software.

- Camp Smith Readiness Center, Courtland, NY
- US United Nations Mission, New York City, NY
- Brooklyn Battery Tunnel, New York City, NY
- Henry Hudson Bridge Renovations, New York City, NY
- New York State Thruway Interchange 17 - I-84 and I-97
- Queens College, Queens, NY
- Keystone Building – Harrisburg, PA

- Lexington Courthouses, Lexington KY
- Bethesda/Chevy Chase High School, Bethesda, MD
- University of Cincinnati – Main Street Project –
- New Castle County Courthouse, Wilmington, DE
- Prettyman Courthouse, Washington, DC
- Erie Federal Courthouse, Erie, PA

- 1995 to 1999 **Independent Project Management Consultant**
- 1993 to 1995 **V.P. Project Management, Promatech, Inc., (WBE), Riverside, NJ**
- 1989 to 1992 **Senior Cost & Schedule Engineer, STV Group, Pottstown, PA**
- 1988 to 1989 **Director, Project Planning –CYMA Corporation, Blue Bell, PA**
- 1985 to 1988 **Project Control Engineer, Department of Public Property, City of Philadelphia**
- 1980 to 1984 **Resident Engineer & CPM Scheduler - Department of Public Property, City of Philadelphia -Center City Commuter Rail Connection, Contract No.1, Suburban Station Renovations \$25 M, 5 Prime Contractors.**
- 1972 to 1980 **Project Engineer, Department of Public Property City of Philadelphia 15TH Street Subway Station & West Plaza, Phase IV \$10 M, 4 Multi-Prime Contractors**

PLEASE SEE PROJECT PROFILES FOR REFERENCES

Anthony R. Giorgio, AIA, PP, LEED AP
Principal Architect

Education

Master of Architecture – University of Detroit
Bachelor of Environmental Studies - University of Detroit

Registrations

Architect: New Jersey, Pennsylvania, New York, Delaware & Connecticut
Planner: New Jersey
LEED Accredited Professional

Professional Memberships

American Institute of Architects
AIA - New Jersey; West Jersey
AIA Committee on Facilities Management
Construction Specifications Institute
U.S. Green Building Council

Mr. Giorgio's 35 years of New Jersey Schools experience encompasses a broad range of projects including preparing technical specifications, divisions 1-14 from small building renovations to complex urban developments. His experience also includes facilities management, master planning, urban design, and project feasibility services for institutional, governmental, commercial, housing, and health-care clients.

Mr. Giorgio has been responsible for the design and management of numerous projects for federal and state agencies, including the U.S. Postal Service, U.S. Air Force, U.S. Navy, NJ Dept. of Human Services, and NJ Department of Transportation.

Mr. Giorgio has written articles on project planning and pre-design services, and has lectured in schools and participated in seminars addressing architecture, planning, and urban design topics.

Construction Development Plan, Abbott School Program, Vineland, NJ

Mr. Giorgio served as the principal in charge to determine the final priority for the various life safety projects for the Vineland School District. After a priority list was established, L&G prepared scopes of work for the following schools:

- Solve Dippolito School
- Dr. George Cunningham School
- Vineland High School North
- Vineland High School South
- E. R. Johnstone School
- Dr. William Mennies School
- John H. Winslow School
- Marie Durand School

Facility Consultant, Camden Catholic High School, Cherry Hill, NJ

Mr. Giorgio serves as a facility consultant for this private school. Projects have included science laboratory renovations, athletic field upgrades, library renovations and classroom upgrades. Services have included pre-design, specifications and drawings preparation, bidding assistance, cost estimating, and construction oversight.

Relevance

- ✓ New Jersey Schools Experience
- ✓ Over 33 years' experience preparing technical specifications divisions 1-14
- ✓ Over 33 years' experience preparing architectural plans, sections, elevations
- ✓ Over 33 years' experience preparing design documents for school facilities projects, including feasibility studies, concept design, schematic design and design development
- ✓ Experience in preparation of Division 0 and 1 specifications
- ✓ Experience with preparation of Owner's Project Requirements Documents
- ✓ Organizational Skills
- ✓ Proficient in Microsoft Office Products and AutoCAD
- ✓ Familiar with New Jersey Codes and SDA standards
- ✓ Strong interpersonal and collaboration skills including coordination with engineering sub-consultants
- ✓ Excellent written, communication, analytical and problem solving skills
- ✓ Proven ability to meet deadlines for multiple concurrent tasks
- ✓ Projects Designed to LEED Criteria for Certification
- ✓ LEED Certified
- ✓ New Jersey Resident

Facility Consultant, Camden Promise Charter School, Camden, NJ

Mr. Giorgio served as a facility consultant for this private school for over 5 years. Projects included master plan recommendations, classroom renovations and office renovations. Services included pre-design, specifications and drawings preparation, bidding assistance, cost estimating, and construction administration.

Facility Consultant, Holy Savior Parish & School, Westmont, NJ

Mr. Giorgio served as a facility consultant for this private school for 8 years. Projects have included facility master plan preparation, entrance modifications, HVAC renovations, interior and exterior improvements. Services included pre-design, specifications and drawings preparation, bidding assistance, cost estimating, and construction administration.

Architect of Record, Rowan University

Mr. Giorgio is currently serving as a Facility Consultant to Rowan. He has provided planning studies and design services involving educational, recreational and residential facilities. Projects have involved overall master planning, building evaluations for rehabilitation and adaptive re-use, building expansions, programming, new construction and construction cost estimating.

Architect of Record, Burlington County College

Mr. Giorgio is currently serving an Architect on an on-call contract to perform A/E services. The intent for this contract is to address continuous and ongoing miscellaneous capital improvement projects with budgets up to \$1.5M in construction cost per project. Professional Consulting services include renovations and additions of existing facilities, structural renovations, mechanical and electrical improvements, information technology and interior design. Services include preparation of plans and studies, preparation of construction documents, specifications and bid documents, contract documents, estimating and construction administration.

Gorman Hall Renovations, Brookdale Community College, Lincroft, NJ

Gorman Hall is a 9,000 SF building that houses the College's Office of Information Technology. The facility contains network administration, OIT management, data center and application support. Mr. Giorgio served as the principal in charge to program and design the phased renovations to improve the functionality, building systems and work environment at this Lincroft campus building.

Renovations, Atlantic Cape Community College, Atlantic City & Cape May Campuses

The project consisted of alterations to four (4) rooms located on two campuses. Each campus building was addressed individually with the two similar rooms on each campus being treated as a pair. Finishes for each pair were associated although not identical matches. This allowed us to take advantage of common improvements, but different themes at each location.

Abington Conference Center, Penn State University

Mr. Giorgio served as the principal in charge for this project involved the alterations within an existing building to provide a conference center for the University sponsored events. The alterations included offices, conference room, barrier-free accessible toilet rooms and ancillary spaces.



JAN WALDEN

jwaldenassoc.com

SMALL BUSINESS & DBE DEVELOPMENT & COMPLIANCE ADMINISTRATOR

To seek a responsible and challenging position that would utilize my Thirty years of administering Small Business, DBE Development Programs, Contract Administration, Affirmative Action, and EEO. Excellent administrative, interpersonal, and communication skills. Extensive experience in making recommendations and presentations to the Executive Directors/CEOs and Board of Directors on matters pertaining to the state and federal agencies, local groups and organizations, professional associations, and the community. Extremely knowledgeable in the challenging field of Economic Development and Disadvantaged and Minority Business Programs. Conducts investigations of EEO, and Civil Rights complaints, and served as an Expert Witness. Extensive knowledge of Americans with Disabilities Act, DBE, Title VI Environmental Justice Program, Equal Employment Opportunity, workforce diversity, workplace violence, employee relations and Affirmative Action Programs, and Language Proficiency Programs. As well as monitoring and developing Federal & State DBE/MBE/WBE Programs.

AREAS OF EXPERTISE

- Diversity Program Management and Development
- DBE Program Evaluation
- Executive Management & Board of Directors
- Transportation & Highway Employment & Human Resource
- Lobbyist for Small Business, & Women Issues
- Small Business Development
- State, & Federal Contract Compliance
- MWDBE Support Services
- AA/EEO Regulatory Compliance
- DBE Certification
- Technical Assistance & Training
- Disparity Studies
- EEO & Civil Rights Investigations

PROFESSIONAL EXPERIENCE

VICE PRESIDENT
McKISSACK & McKISSACK INC.
150 West 30th Street
New York, New York 10001

FEBRUARY 2010 - JANUARY 2012

Provided a unique talent to McKissack & McKissack as part of their new program of

Embracing Diversity. Responsible for developing the Community Outreach Program, Employment Initiative Program, Diversity Monitoring Services, and Disparity Study Program, and Contract Compliance Monitoring.

Developed Columbia University's Minority and Women Business Program for their new Manhattanville Campus in West Harlem. As a consultant for Columbia responsible for creating local jobs for a diverse people.

Developed a inclusive recruitment program for the employment of local residents, and established the highest Minority and Women Business Goals in the State of New York to create contracting opportunities on the Construction of the Columbia University's Manhattanville Project.

PROJECT MANAGER

FEBRUARY 2009 - PRESENT

CMC - Consultant

University of Minnesota

Minnesota, Minn.

Part of a prestigious team of professionals responsible for conducting Disparity Studies around the county to further the development of Minority and Women Owned Businesses, and increase employment of minorities and women.

PRESIDENT, OWNER

JANUARY 2009 - PRESENT

J WALDEN & ASSOCIATES

A minority and women owned business, dedicated to developing Small, Minority and Women Business Programs. Establishes MBE and EEO goals for cities, state, and local governments. Conduct EEO, Civil Rights Investigation, Disparity Studies, and **Contract Compliance** Monitoring. As well as serve as an advisor to businesses, universities, government agencies, and serve as an expert witness.

SENIOR DIRECTOR BUSINESS DEVELOPMENT (Consultant)

FEBRUARY 2009 - JANUARY 2010

THIRD POWER MARKET AND DEVELOPMENT CORPORATION

100 Bayard Street

New Brunswick, NJ 08030

Responsible for developing new marketing strategies, and long range plans.

Developed marketing matrix.

Established and arranged major long term business relationships

NJ TRANSIT, CORPORATION - CORPORATE HEADQUARTERS

One Penn Plaza, Newark, New Jersey 07101

November 1982 - March 2009 - 27 Years

RETIRED MARCH 2009

ASSISTANT EXECUTIVE DIRECTOR DIVERSITY PROGRAMS

SENIOR DIRECTOR OF DIVERSITY PROGRAMS

DIRECTOR OF BUSINESS PROGRAMS & EEO/AFFIRMATIVE ACTION

Required to make recommendations and presentations to the Executive Director/CEO and Board of Directors on matters pertaining to the department, and represented the NJT to federal agencies, local groups and organizations, professional associations, and the NJ community.

Responsible for directing the development and implementation of NJ TRANSIT's Business Diversity Program.

Responsible for implementation of the Authority's Americans with Disabilities Act, DBE, Title VI/Environmental Justice Program, Equal Employment Opportunity, workforce diversity, workplace violence, employee relations and Affirmative Action Programs, Limited English Proficiency Program;

Responsible for developing the State of New Jersey's Unified Certification Program. Which included Standard Operation Procedures, Policies, development of correspondence, certification outreach information for over 20,000 certified Disadvantaged Business Enterprises.

Responsible for developing program strategy, including goals and objectives, policies, procedures, and practices to ensure the optimum utilization of Business Development for billion dollars projects,

Manage the day-to-day operations and staff of the Certification, Outreach, and Contract Compliance and business development units.

Directs the development, and conduct outreach activities, technical assistance workshops, enrichment programs to targeted business communities concerning relocation, project development, sales, certification, and all aspects of a small business development program.

Directs and acts as liaison to federal and state regulatory agencies and to business and professional organizations. Grant Management, and served as company spokes person on NJ TRANSIT initiatives.

DIRECTOR, CERTIFICATION & SPECIAL PROJECTS
NJ TRANSIT, CORPORATION - CORPORATE HEADQUARTERS
One Penn Plaza, Newark, New Jersey 07101

Design and implement uniform procedures for the NJ TRANSIT Small Purchase Program. Directs the development and implementation of the Federal Unified Certification Program, and provides leadership, guidance and insights to the NJ Unified Certification Program Steering Committee.

Responsible for management and supervision of the Certification Staff and develops program procedures for Certification, Re-Certification, and appeals process.

Directed the research, development, planning, assessments, recommendations and implementation efforts for all special projects, including multi-billion dollars projects.

Develops disparity studies, prepares recommendation for the annual DBE Goal in accordance with the procedures outlined in federal regulations.

Implements recommendations to improve DBE and SBE participation in NJ TRANSIT contracting opportunities.

DIRECTOR OFFICE OF BUSINESS DIVERSITY
NJ TRANSIT, CORPORATION - CORPORATE HEADQUARTERS
One Penn Plaza, Newark, New Jersey 07101

April 1987 through June 2003 (Also served as the Director of NJ Department of Transportation Office of Civil Rights 2000-2001)

Under the direction of the Senior Director and the Assistant Executive Director of Procurement and Supportive Services, serves as the managing Director responsible for the daily implementation of the Business Development, Small, Minority and Women Owned Business Enterprise Program. This program ensures that small, minority and women owned businesses have the maximum opportunity to participate on all aspects of NJ TRANSIT's contract opportunities. Specific responsibilities are as follows:

Enumeration of duties:

1. Directs the activities of 10 professional employees, seven part-time, and two supportive staff members. Within the Small, Minority and Women Business Program, directs the operation of a Certification, Outreach and, Contract Procurement Programs.
2. Responsible for the development, implementation and monitoring of the Business Diversity Program designed to support Small, Minority and Women Business Program in accordance with State and Federal Regulations.
3. Develops and monitors in house policies and procedures with Senior Directors.
4. Responsible for the development and monitoring of an annual Department budget along with the Senior Director.
5. Assist in the design and implementation of an Outreach Program to promote Small, Minority, and Women Owned Businesses.
6. Develops and negotiates small purchase contracts for the office, implement a State and Federal Set-aside Program, and mediates contracts.

MANAGER, SMALL BUSINESS DEVELOPMENT PROGRAM
NJ TRANSIT, CORPORATION - CORPORATE HEADQUARTERS
One Penn Plaza, Newark, New Jersey 07101

1985 through 1987

Enumeration of duties:

Responsible for the monitoring of Small, Minority, and Women Business Programs in accordance with State and Federal Regulations. Monitored and developed in house policies, and procedures.

1. Responsible for the development and monitoring of an annual departmental

budget.

2. Managed and implemented programs to promote Small, Minority, and Women Owned Businesses
3. Manager and negotiates small purchase contracts, implement a State and Federal Set-aside Program, and mediate contracts
4. Managed the activities of twelve (10) professional employees and two (2) supportive staff members. Within the Small, Minority and Women Business Program, directs the operation of a Certification Unit, Compliance Unit, and Contract Procurement Unit.

SENIOR MINORITY BUSINESS REPRESENTATIVE

NJ TRANSIT, CORPORATION - CORPORATE HEADQUARTERS
One Penn Plaza, Newark, New Jersey 07101

1982 - 1985

To ensure that disadvantaged business enterprises are provided an equal opportunity to bid on projects related to NJ Transit, pursuant to federal and state laws and regulations applicable. Further to develop proactive assistance programs designed to maximize Small, Minority, and Women Owned Business participation in NJ TRANSIT procurement activities. Responsibilities included: Certification, Development of Annual and Contract Goals. Technical Services, and Outreach to local and out-of-state community and organizations.

EDUCATION - Attended

1969 - 1972 - Business Administration, Rutgers University
Newark, New Jersey

In-complete

1968 - 1969 - Business Management, Kentucky State College,
Frankfort, Kentucky

ADVANCED TRAINING CERTIFICATE PROGRAMS

US DOT FTA Annual DBE Training Program 2009

Extensive knowledge of federal, state, and local statutes dealing with equality and/or equity in the provision of transit services pursuant to Title VI of the Civil Rights Act of 1964, and 49 CFR Part 26.

- :
- 2006 Fall Semester - Rutgers, The State University of New Jersey
Center for Management Development
Equal Employment Opportunity Program
 - 2005 - Advance Leadership Training for Executives,
NJ TRANSIT

- 2005 - Affirmative Action Compliance Training Update - NJ AA Council
- 2004 - Affirmative Action Compliance Training Update - NJAA Council
- 2003 - Rutgers University, National Transit Institute
Public Involvement in Transportation
Decision-Making
- 2002 - Grant Administration and Implementation Training - FTA
- 2001 - Federal Transit Administration, Newark, NJ
Disadvantaged Business Enterprise Program Training Seminar for
Federal Transit Administration Grantees
- 1998 - Federal Transit Administration and American Public Association,
Denver, Colorado - Disadvantaged Business Enterprise Program
Administration Course
- 1992 - Leadership Training, Organizational Performance & Development. NJ Transit
- 1984 - Affirmative Action Training Monitoring - AMA - New York, NY

Organizations, Boards & Membership

NJ Human & Civil Rights Organization – Past President, & member
 NY/NJ Minority Purchasing Council – Past Board Member
 COMTO, Conference of Minority Transportation Officials – Member
 IYO/CREST Development – Former Board Member
 NJAWBO – Former Member
 NY/NJ Regional Alliance for Contractors – Former Board Member

Knowledge and Experience of Compliance Softwares

Biz Trac

B2



Janald R. Walden

MBE/WBE Compliance Specialist

EDUCATION:

B.A. School of Liberal Arts – Graphic Design,
Hampton University, Hampton, VA

CERTIFICATIONS/LICENSES/SPECIAL TRAINING:

Certification - OSHA 10 Hour Construction, Safety and Health Training Program
Certification - Construction Estimating Practices
Certification - Construction Management
Certification - Construction Methods & Technology
Certification - Construction Contract Law
Certification - Blue Print Reading
Certification – N.Y.C. Department of Buildings: Suspended Scaffold Safety
Special Training – DBE Fraud

EXPERIENCE

Years of Relevant Experience: 11

Years with this Firm: 5

Mr. Walden provides Outreach services to the MBE/WBE community to establish the identity of the project and advising them of construction opportunities throughout the life of the project. He coordinates MBE/WBE certifications with the SUCF Opportunities Program and the NYS Department of Labor on certified payroll collection and monitoring, and related contract compliance issues. Mr. Walden monitors and tracks minority and female construction trade participation for the NYS Department of Treasury via monthly Workforce Reports. MBE/WBE monitoring and contract compliance reports are submitted to SUCF, measuring goals versus actual contract awards and payments. Mr. Walden also functions as the Jacobs team contact with AA/EEO offices.

Replacement of Willis Avenue Bridge - New York, NY (2007- Present)

M/W/DBE Contract Compliance Specialist/ Project Manager

QWIC, Inc. (Qualified Women/Minorities in Construction)

The Willis Avenue Bridge Project is a \$612.4 Million dollar joint effort between NYCDOT, NYSDOT and FHWA to replace the existing bridge over the Harlem River, including the ramps on FDR Drive and Bruckner Boulevard. As a subcontractor to Parsons Transportation Group, Mr. Walden has been retained to administer the EEO/AA and DBE Compliance Monitoring Program while ensuring compliance with 49 CFR Part 26 regulations for affirmative action. The Federal Highway Authority set a 10% goal of \$61 Million dollars in DBE contracts. Currently, under Mr. Walden's supervision, the project is exceeding the set Federal 10% goal, raising the current project DBE dollar value to date to \$68 Million dollars. Responsibilities include tracking and reporting monthly DBE Payments to Date, Good Faith Efforts, participation of minorities and women in the workforce to meet or exceed established Federal goals, collecting appropriate data from NYC Certified Payrolls and organizing data by trade, gender and ethnic minority to assure EEO and prevailing wage requirements are successfully met. Additionally, Mr. Walden performs monthly compliance reviews, on-site investigations and inspections comprising each DBE's identified scope of work and administers training sessions to educate primes, subs, Local Union's and consultants on the Federal DBE requirements for 49 CFR Part 26 and the EEO/AA policies, procedures and requirements.

New York City School Construction Authority (NYCSCA) Mentor Program - New York, NY (2005-2007)

Contract Controls Specialist, Noble Strategy, LLC Construction Management & Consulting

Mr. Walden successfully managed contract and document controls in conjunction with URS Corp. for the NYCSCA M/W/D/B/E Mentor Program. Utilizing several years of experience in construction management, consulting, business development and project procurement, Mr. Walden consistently managed, coordinated & monitored all construction

documents for multiple S/M/D/WBEs completing projects valued up to \$750,000. Primary duties included a monthly compliance review, weekly reporting & tracking status updates on current projects in the Pre & Post-Construction Phase, ensuring proper documentation of all project activities including test, inspections, material delivery and daily reports. Review and process potential change order, including contractors applications for payment. Conducted Bidders List preparation for Mentor Contractors, Bid Analysis preparation for Pre-Awarded Contractors, Scheduling & Request for Contract Bid Preparation and Issuing authorized documents for the Recommendation to Award & Notice to Precede.

Lincoln Technical Institute - Union, NJ (2004 – 2005)

Public Relations Executive

- Actively recruited High School & Adult Alternative students
- Motivational Speaking & Presentation
- Strategic Planning

Interracial Council for Business Opportunity (I.C.B.O.) - Newark, NJ (2003 – 2004)

Business Development Specialist, Minority Business Development Center,

- Business Plan Write-up & Development
- MBE, WBE, SBE, & DBE Certification Program
- Market Development
- Assistance in Tapping the Federal Market
- Marketing & Strategic Planning
- Procurement Packaging
- Bid Preparation
- Financial Packaging

Regional Alliance for Small Contractors - New York, NY (2002 – 2003)

Records Management / Procurement – D.B.E. Program

- Ensured the receipt of required documents for M/W/D/B/E certification
- Implemented & maintained information in the Certification Tracking System
- Assisted in DBE networking conferences, and workshops
- Monitored DBE payment disputes and performance concerns
- Monitored compliance to assigned DBE Goals

New Jersey Transit Corporation - Newark, NJ (2000 – 2002)

Records Management / Procurement – Blue Print Shop

- Maintained a log of current Contract Drawings, Specifications and revisions issued
- Assisted staff at NJ Transit Graphic Design Lab
- Designed: Specific Project related Posters, flyers, invitations & Newsletters
- Implemented & maintained document control measures including submittal files, logs, RFI's, photographs, materials delivery tracking, meeting minutes and reporting information

Teaching Experience:

Instructor: Noble Strategy Pre-Bid & Award Documentation

Expedition – Issuing Recommendation to Award (RTA)

Expedition – Issuing Notice to Proceed (NTP)

PLEASE SEE PROJECT PROFILES FOR REFERENCES



Sandra A. Langford

Years of Relevant Experience: 10

Years with this Firm: 10

NYS DOT Lower Manhattan Redevelopment - Federal Highway Administration

Route 9A (Westside Highway) Project, NYC, NY

Community Outreach and DBE/MBE/WBE Compliance Manager

QWIC provides compliance tracking, reporting and support services for DBE/MBE/WBEs as part of the STV/URS Construction Management Team. A \$289M project includes multiple roadway construction projects and a landscaped pedestrian promenade. Ms. Langford supervises the staff that provides DBE support services and AA/EEO compliance tracking and reporting. She provides detailed and summary reporting of DBE participation percentages monthly and cumulative vs. DBE goals established for the projects. Tasks include specialized monitoring of DBE compliance issues, implementation of DBE activities, AA/EEO Programs, and liaison for employment and subcontracting opportunities. QWIC works closely with Contracts Administration, Procurement, and Project Control Personnel

NYS DOT – Belt Parkway, NYC – As Project Manager for the Federal/State compliance contracts on this major roadway and 7 bridge rehabilitation project, Ms. Langford manages the compliance staff for the GPI/AECOM CM team. QWIC provides specialized monitoring for all DBE compliance issues, development and implementation of DBE activities, AA/EEO Programs and compliance, and liaison for employment and subcontracting of local individuals and certified DBEs. QWIC works closely with Contracts Administration, Procurement, and Project Control Personnel.

NY State Dept. of Transportation/World Trade Center Renaissance Projects

DBE/MBE/WBE Compliance Audits Manager

Thirteen different Federally funded projects require auditing to assess compliance with the DBE and AA/EEO goals and requirements established by the Federal government. Ms. Langford supervises staff that completes the audits and assesses compliance on these thirteen highly visible, fast track projects.

NY City Dept. of Transportation/Willis Avenue Bridge Replacement

DBE/MBE/WBE and AA/EEO Compliance Manager

The \$612 million Willis Avenue Bridge replacement project to move this bridge to a new location just south of the existing bridge over the Harlem River. Ms. Langford supervises staff that monitors compliance with Federal/State/City AA/EEO and DBE requirements, and completes Federal audits as required.

NJ DOT/NJ TRANSIT – Newark-Elizabeth Rail Link & Route 21 (McCarter Hwy)

Community Liaison and Public Relations Specialist

As the community liaison and public relations representative for the DMJM+Harris/STV team, Ms. Langford developed a comprehensive database of 3000 stakeholders, government agency officials, City of Newark department officials, community and faith-based organizations for a \$375M joint construction management project for two critical interrelated transportation projects. Duties included: Technical typing, ASIS Systems, development of Traffic Alerts, Bid Alerts, update targeted audiences, developed and maintain Action Item List, schedule coordination incorporating local City events, meetings, and extensive interaction with seven separate contracts' resident engineers, contractors, sub-contractors and utility companies on and off site. Heavy interaction with the Federal Bureau of Investigation, Gateway Hilton, Schools and Universities (Seton Hall University Law School, Rutgers University, NJ Institute of Technology, Essex County College, UMDNJ etc.), New Jersey Performing Arts Center, New Jersey Symphony Orchestra, and Bears Eagles Riverfront Stadium and many more. Ms. Langford has completed Contractor/Watchman Safety Program for active railways, light rail cars and high voltage electrical systems. While working closely with the Construction Managers of both the NJDOT Route 21 and NJ Transit Light Rail projects, Ms. Langford has achieved a basic knowledge of all aspects of roadway, tunnel, and rail construction.

**NJ Schools Development Authority/Gilbane Building Company, Neptune Community School
Sr. Construction Manager Assistant/Community Outreach Coordinator**

Encompasses on-site project requirements, monitoring schedule field activities, project initiation, project safety and quality controls, project reporting, planning, cost reporting and project closeout for a \$50+ million project for new construction of a K-5 Elementary School in Neptune, NJ. Duties include: Constant interaction with the NJSCC, School Staff, Architect, General Contractor, Field Inspectors and adjoining properties. Maintain numerous construction documents, contract types, project directory, permits, logs, Construction Reports (Daily Logs, Transmittals, Submittal, Change Order, RFI logs, RFQs, Minutes). Track various reports using Prolog Management, Suretrak and Microsoft software. Review, comment and expedite monthly requisitions for Accounting Department. Coordinate utility shutdown and turnover of land acquisitions. Assist with planning and coordinating all site functions with Neptune Township Board of Education and adjoining schools and provide reporting to NJSCC.

PLEASE SEE PROJECT PROFILES FOR REFERENCES



Abner D. Larrieux

Years of Relevant Experience: 12

Years with this Firm: 4

NYSDOT Lower Manhattan Redevelopment - Federal Highway Administration Route 9A (Westside Highway) Project, NYC, NY Community Outreach and DBE/MBE/WBE Compliance Manager

Mr. Larrieux provides DBE support services and AA/EEO compliance tracking and reporting. He provides detailed and summary reporting of DBE participation percentages monthly and cumulative vs. DBE goals established for the projects. Tasks include specialized monitoring of DBE compliance issues, implementation of DBE activities, AA/EEO Programs, and liaison for employment and subcontracting opportunities. Mr. Larrieux works closely with Contracts Administration, Procurement, and Project Control Personnel.

New York City Department of Transportation (NYCDOT) 5/2008- 8/2008

Associate Project Manager/Consultant

- **Capital Projects:** Ensure sub-grantee compliance with Federal Transit Administration rules and regulations Circulars 5010.1c, 4220.1E. Developed National Environmental Policy Act (NEPA) submittals for proposed Federal Transit Administration funded transportation related projects. Prepared grant applications for funding in TEAM online grant management system.
- Developed standard operating procedures for the agency and grants division.
- Develop the Disadvantaged Business Enterprise (DBE) annual goal plan, methodology and public briefing under the federal transit administration program. Attend various DBE/MBE outreach events to market the agencies contract opportunities to the business community.
- Represent the agency on assigned FTA aided project(s) issues from conception to completion.

Homeland Safety Consultants Inc. 1/2008- 4/2008

Construction Safety Consultant

- Prepare site safety plans for commercial buildings to obtain approval by New York City Department of Buildings.
- Coordinated planning activities with various City agencies to provide license renewal training to plumbers & fire suppression contractors.
- Develop OSHA training and Site Safety training for contractors' subcontractor's and laborers in order to maintain safe working conditions at the construction and demolition site.

Spectrum Personal Communications Corporation 2001- 2007

Vice President/Project Manager

Management of several large public work projects with environmental, transportation and land use and public involvement complexities.

- **AirTrain@Jamaica Station:** (Port-Authority of New York and NJ) **Project Manager** for the comprehensive public involvement process including ULURP and M/WBE project compliance. Created a Community Oversight Committee (COM) to bring all stakeholders together to find solutions to achieve economic development. Resolved community concerns to mitigate project impacts and concerns regarding jobs and business participation. This project positioned our team to become the National Corporate D/M/WBE Compliance for this General Contractor.
- **Columbia University Studebaker Building:** (Columbia University) **Project manager** on Columbia University Expansion project in West Harlem. Managed program regarding Minority/Women/Local (M/W/L) business participation. Prepared management reports to track and analyze M/W/L participation. Coordinated bid submission requirements, change order and subcontractor protocols during the construction phase. Developed WIN-WIN-WIN targeted approach despite strong community opposition to the proposed displacement of businesses and residents.
- **Hudson River Park Pier 40** (Hudson River Park Trust) **Project Manager.** Developed management tools to streamline coordination between General Contractors, Subcontractors, and the Construction manager. Assisted in preparing scope of work documents, budgets, and schedule for construction. **Contract Compliance:** Prepared monthly, quarterly and annual M/WBE and EEO reports for the client to demonstrate conformity with New York State Executive Law- Article 15-A.

- **Renovation of Woodlawn, Fordham and Carnasie Stations:** (Metropolitan Transportation Authority) *Contract Compliance* Officer responsible for ensuring the Contractor's compliance with the MTA D/M/WBE and EEO goals. Developed diversity training seminars that eventually led to staff compliance with company-wide diversity goals.

South Bronx Overall Economic Development Corporation 1999- 2001

Assistant Director – Procurement Technical Assistance Center

Management of a Federal Funded program to provide technical assistance to small business including guidance on bidding on Federal, State and City contracts.

- **Bronx Criminal Courthouse Complex** (Dormitory Authority State of NY) *Project Manager* for the public involvement effort. Coordinated project activities with various agencies and General Contractor to mitigate project impacts including traffic congestion, minority and women business participation local and union complexities. Monitored compliance of M/WBE participation in accordance with NYS Article 15-A law.
- Negotiated a **Project Labor Agreement** with local unions to facilitate hiring of local community resident.
- Managed an electronic bidmatch software to identify and analyze contract awards received by program clients.

Education:

STATE UNIVERSITY OF NEW YORK AT BUFFALO GRADUATE SCHOOL OF ARCHITECTURE AND PLANNING, Buffalo, NY

Master of Science in Public Affairs, M.S., 1998

Thesis: Policy Approaches To Spatial Mismatch

Award: Arthur Schombourg Fellow

STATE UNIVERSITY OF NEW YORK AT OSWEGO, Oswego, NY

Bachelor of Arts, BA in Sociology and French 1995

UNIVERSITE DE HAUTE GRAND BRETAGNE, Paris, France

Magna Cum Laude: Major Course of Study: French Culture & Civilization 1994

Certifications:

U.S. Department of Labor, Occupational Health and Safety Administration

40 Hour Site Safety Manager Course 2008

Risk & Project Management Training 2007

Pritchard Management Associates, Silverspring, Maryland

La Guardia Community College. 2000

The Leading Institute-Executive Leadership Management Program 2005

The State University of New Jersey Rutgers-Edward J. Bloustein School of Planning

& Public Policy, Newark, NJ

PROFESSIONAL AFFILIATIONS:

2008 Board Member: Columbia University/Board of Friends/Double Discovery Program

2005 Co-chair: Diversity Committee: NY Metro Chapter/American Planning Association

1992 Member: Alpha Phi Alpha Fraternity Inc.

PLEASE SEE PROJECT PROFILES FOR REFERENCES



Michelle D. Murdock

- Ability to prioritize and handle a high volume of work and managing project simultaneously with tight deadlines
- Accustomed to handling matters confidentially
- Skilled in coordinating/working with groups or independently with all organizational levels.

QWIC, Inc., Palmyra, NJ

2003-Present

State University Construction Fund - New Paltz Wooster Science Building Renovations

DBE/MBE/WBE Compliance Specialist

Working closely with the Fund's Opportunity Program, QWIC provides compliance tracking, reporting and support services for DBE/MBE/WBEs as part of the Jacobs Construction Management Team. This \$30,000,000 includes the complete renovation of the Science Building for SUNY at New Paltz. Ms. Murdock provides detailed and summary contract compliance reports to measure goals versus actual contract awards and payments. She as well is responsible for the tracking and reporting of the participation of minorities and women in the workforce to meet or exceed established goals. She accomplishes this by collecting and reviewing the appropriate data from certified payrolls.

NY State Dept. of Transportation/World Trade Center Renaissance Projects

DBE/MBE/WBE Compliance Specialist

Thirteen different federally funded projects require auditing to assess compliance with the DBE and AA/EEO goals and requirements established by the Federal government. Responsibilities include oversight of NYCDOT tracking and reporting of the participation of minorities and women in the workforce to meet or exceed established goals, collecting and reviewing of appropriate data from certified payrolls and organizing data by trade, gender and ethnic minority to assure EEO and prevailing wage requirements are successfully met.

Bronx Mental Health Redevelopment Project:

Community Outreach & MBE/WBEA Programs Project Manager

Redevelopment of a new residential and treatment facility at the Bronx Psychiatric Center, JACOB in collaboration with the Dormitory Authority State of NY (DASNY) has retained QWIC as a sub-consultant to advocate for minority and women businesses.

- Develop rollout procedures to ensure outreach to local minority, women, and small business contractors.
- Develop a comprehensive database of over 400 stakeholders, government agency officials, community and faith based organizations in the Bronx and surrounding boroughs.
- Develop and conduct workshops liaising with DASNY to assist contractors in the obtaining the required certifications.
- Organize opportunities for minority, women and small business contractors to meet prime contractors at mandatory pre-bid meetings.
- Participate in pre-construction kick-off meetings and progress review meetings.
- Monitor and track minority and female construction trade participation via monthly Workforce Reports.
- Submit MBE/WBE/SBE monitoring and contract compliance reports to measure goals versus actual contract awards and payments.
- Coordinate MBE/WBE/SBE certifications with the Empire State Development, liaising with the DASNY on certified payroll collection, monitoring, and related contract compliance issues.

Long Branch Housing Authority:

HOPE VI/CSS Program Evaluator

Michelle provides oversight of the Hope VI/Community Support Services Program by providing data and report on a quarter basis. The electronic data collection system used by the Long Branch Housing Authority (LBHA) serve as the proposed tracking system with includes demographic data regarding the target population, such as place of residence, employment/unemployment status, income, service area participation, etc.

Ms. Murdock reports on and reviews the Hope VI program run by the Housing Authority to determine the impact of the project activities on the target population. Based on the data, she identifies program areas in need of improvement and identifies

variances between project goals/objectives. Ms. Murdock utilizes this information to develop an early warning system to help bring project accomplishments back on target with expected project outcomes

NJ School Development Authority:

Community Outreach & MBE/WBE-AA/EEO Programs Project Manager

QWIC has been retained to provide MBE/WBE/SBE Outreach on several of the Schools Construction Projects funded by the NJ Schools Development Authority. Under the Educational Facilities Construction and Financing Act the New Jersey Economic Development Authority is responsible for construction and construction financing in the state's 30 "Special Needs" Abbott districts and for districts that receive more than 55% in state aid. This program is the largest public construction program in the history of the state, and one of the largest in the nation

While retained as a sub-consultant to Hill International, Epic Management, Inc. and Greyhawk North America, LLC Ms Murdock advocated for minority, women and small businesses on the New Jersey EDA/SDA Schools Construction Program.

- Developed rollout procedures to ensure outreach to local minority, women, and small business contractors.
- Develop a comprehensive database of stakeholders, government agency officials, community and faith based organizations in the Mercer, Burlington and Ocean County areas.
- Developed and conducted workshops to assist contractors in the required completion document control & submittals paperwork.
- Organized opportunities for minority, women and small business contractors to meet prime contractors at mandatory pre-bid meetings.
- Participated in pre-construction kick-off meetings and progress review meetings.
- Monitored and tracked minority and female construction trade participation for the NJ Dept.t of Treasury via monthly Workforce Reports.
- Submitted MBE/WBE/SBE monitoring and contract compliance reports to measure goals versus actual contract awards and payments.
- Coordinated MBE/WBE/SBE certifications with the NJ Commerce and Economic Growth Commission, liaising with the NJ Department of Labor on certified payroll collection, monitoring, and related contract compliance issues.

City of Philadelphia Neighborhood Transformation Initiative (NTI):

Community Liaison

QWIC was awarded a contract to provide community outreach and to develop programs for utilization of minority, female and disabled-owned business enterprises (MBE/WBE/DSBE) on Phase #1 of the Program Management Services for the comprehensive \$1 Million Neighborhood Transformation Initiatives (NTI) for the City of Philadelphia. The project includes structured plans for the demolition of thousands of dangerous buildings throughout the city.

- Assisted the Community Outreach Manager with administering meetings to assist local contractors with marketing and bidding on state and local government projects.
- Implemented ongoing contractor outreach efforts for bid packages advertised through the use of direct mail, win-fax, and e-mail communications to prospective bidders.

The City of Philadelphia Schuylkill River Skatepark:

Community Liaison

Provide outreach to the City of Philadelphia community officials, businesses and local residents. Work with the Skateboard Park Advisory Committee and stakeholders.

- Provide and distribute project information, coordinate public meetings, comprehensive mailings, press and media releases.
- Track responses and assemble database.
- Develop and monitor survey feedback.

Gilbane Building Company, Neptune Community School, Neptune, NJ:

Assistant Office Engineer

As assistant to the Office Engineer, Ms Murdock in contributing to the project closeout for a \$50+ million project for new construction of a K-5 Elementary School in Neptune, NJ. School features include an Aquatic Center, Green Roof Building, LEED (Leadership in Energy and Environmental Design) and Geothermal Heating and Cooling System. Ms. Murdock's responsibilities include the following:

- Maintaining the NJSDA master filing system, numerous construction documents, contract types (E-rate, data & cabling, etc) project directories, permits, logs, QIC (first deliveries/benchmarks/mock-up) and FFE.
- Organizing and documenting transmittals, submittals, RFI, RDI, RCL, and meeting minutes.
- Planning, coordinating and reporting on all site functions with Neptune Township Board of Education and the adjoining schools.

- Compiling a monthly PMF report for NJSDA including project punch lists to/from GC & A/E.
- Maintaining and tracking change order/allowances and the status of RFIs.

Hudson-Bergen Light Rail Transit System:

Community Liaison & DBE/MBE/WBE Specialist

Ms. Murdock successfully managed a full-service DBE Support Services and Community Liaison Center for the NJ Transit/21st Century Rail Corporation (a Public/Private Partnership). A \$1.8 Billion new light rail system located along the Hudson River. The first United States Design/Build/Operate/Maintain contract. QWIC's minority and female outreach and training programs are designed to provide maximum assistance to address schedule, financing, mobilization, bonding, insurance and document control needs.

- Managed a MBE/WBE Program in accordance with New Jersey Transit's procurement activities.
- Monitored strict compliance to meet goals for subcontracting to minority and women owned firms on the Hudson Bergen Light Rail Transit System Project.
- Developed workshops to provide business opportunities to minority and women owned firms.
- Acted as a liaison between Primes, the Compliance Office, Subcontractors and Procurement Managers.
- Attended pre-bid, preconstruction kick-off and progress review meetings to maximize participation.
- Recommended and chartered a bid review-sign off to ensure goals.
- Developed and managed subcontracting awards to MBE/WBE firms during this period.
- Conducted on-site audit compliance reviews.

AFLAC Mt. Laurel, NJ Independent Insurance Agent

2000 –2003

Developed prospect strategies.

- Cold-called up to 20 businesses per week for supplemental health insurance.
- Conducted presentations to business owners & employees.

TSR Wireless, Aston, PA Lead Customer Service Rep.

1997-2000

- Coordinated & administered individual & group training.
- Troubleshoot & resolved problems, while adding revenue.
- Handled the collection procedures & other duties as they were assigned.

Education:

- 2008 Certificate in Microsoft Access – Burlington County College
- 2005 Construction Management: Camden County College
- 2004 New Jersey Department of Labor Customized Training Program - Microsoft Office Suite
- 2001 Professional Training Services – NJ Life and Health License
- 1999 Certification in Microsoft Word and Excel: City of Camden Night Program
- 1986 Kane Business School, Cherry Hill, NJ
- 1981 Camden High School, Camden, NJ

Technical Qualifications:

Software: Microsoft Windows XP, Vista, 2010. Microsoft Powerpoint, Adobe Acrobat, Microsoft Word, Microsoft Excel, Microsoft

Outlook, Microsoft Access, Primavera Expedition. Winfax Pro.

PLEASE SEE PROJECT PROFILES FOR REFERENCES



Nancy C. Myers, President

EDUCATION: *B.S. Marketing, Business Administration – Rutgers University, Camden, NJ*
 A.B.A. Business/Psychology – Burlington County College, Pemberton, NJ

Nancy Myers is a veteran construction management and business development professional with extensive experience in Federal and State Regulations. She had bid successfully for over \$9.7 Billion in construction and computer related contracts in the U.S., Europe, South/Central America, Japan and China. Responsibilities have included: training grant proposals and administration, presentations, contract negotiations, MBE/WBE programs, trade shows, public relations, and advertising on transportation, criminal justice, health care, education, environmental, housing and commercial construction projects.

PROFESSIONAL EXPERIENCE:

QWIC, Inc. /Myers Construction Group LLC – As President/Owner of two certified WBE/DBE full-service Construction Management and General Construction firms, Ms. Myers QWIC's staff of 35 professionals provide a full menu of CM and GC services including inspections, CPM scheduling, claims consulting, training, public outreach, community liaison, support services and general construction services. Other services include customized contractor training programs for MBE/WBEs and construction trade training grants, grant administration, technical assistance, and liaison. Providing a "bridge" among owners, primes and subconsultants, QWIC's professional Project Managers mentor the small disadvantaged firms throughout a contract to assure first quality work and schedule control. QWIC professionals have extensive expertise in Federal and State Affirmative Action / Equal Opportunity statutes.

NJ Schools Development Authority (NJSDA) – Ms. Myers provided Project Executive services on fifteen Project Management Firm teams for the NJ SDA Abbott School Projects totaling over \$6.4 Billion. Services include outreach, tracking/reporting of MBE/WBE/SBE goals vs. actual contracts and payments, CPM Scheduling and inspections. She was also an integral part of the team developing the *Project Labor Agreements* for the State of New Jersey programs. QWIC and has also been awarded two prime contracts with NJSDA to provide *Training* to MWDBE contractors to provide the technical assistance and support services needed to secure contracts on the Abbott Schools Construction Programs.

Capital Health Replacement Hospital – Ms. Myers developed and implemented a Diversity Master Plan for an \$800 million replacement hospital/medical office building, and major renovations to the Fuld Campus to assure that local Mercer County businesses were offered maximum participation in the new construction and renovation projects. The contract involved major outreach,

Customized Contractor Training – Funded by the NJ Dept. of Labor, Ms. Myers was awarded three customized training grants to train workers and subcontractors totaling \$5.6 Million (Hudson-Bergen LRT \$3 Million, Southern NJ LRT \$2.4 Million and SBE Training \$350,000), which provides 53 training courses to not only employees of the Design/Build contractors, but also to more than 400 subcontractors, consultants and suppliers contracted on the projects.

Christina Seix Academy – Funded privately this charter school offers disadvantaged children living in single grandparents' homes an opportunity for a K-12 education. Ms. Myers provides consulting services through construction.

Hudson-Bergen Light Rail Transit System – Ms. Myers developed and manages a full-service DBE Support Services and Community Liaison Center for NJ Transit/21st Century Rail Corporation (a Public/Private Partnership) for the \$1.8 Billion, 20.5 mile, 33 station, 3 major intermodal transfer sites and 5 regional park & ride sites to serve a new light rail system located along the Hudson River in densely populated areas of Northern NJ. The first United States DBOM contract (Design/Build/Operate/Maintain) contract, QWIC's minority & female outreach and training programs are designed to provide maximum assistance to address schedule, financing, mobilization, bonding, insurance, & document control needs.

Southern NJ Light Rail Transit System – Ms. Myers developed the plan for Community Outreach and MBE/WBE Support Services for the NJ Transit/Bechtel Public-Private Partnership to Design/Build/Operate/Maintain the 38 mile, \$619 Million Camden to Trenton LRT along Conrail Right-of-Way. The services will include not only the DBE Support Services and Community Liaison project similar to Hudson-Bergen LRT, but also mobilization funds and other financial assistance and a more comprehensive training program.

Newark-Elizabeth Rail Link/Route 21 Rehabilitation– Ms. Myers developed a program to NJ Transit and NJ DOT to combine their public relations and outreach for two intersecting projects, coordinating community outreach, traffic alerts, press notifications, government agency and stakeholder communications.

PATCO Rapid Transit Expansion Assessment

The goals, objectives and study area limits encompass rapid transit extensions that directly serve or provide sufficient access through connecting services to rapidly developing areas of *Gloucester and Cumberland Counties, NJ* in the corridor roughly defined by the alignment of NJ Route 55.

Ms. Myers lead the community outreach efforts on the team lead by STV, Incorporated. The Delaware River Port Authority (DRPA) commissioned the team to undertake an assessment of the need and potential of expanding the Port Authority Transit Corporation's (PATCO) rapid transit service within the Port District. Ms Myers lead efforts including the following:

- Building a database of over 1050 community contacts
- Interviewing key business leaders and community organizations in southern New Jersey
- Holding public officials briefings and community involvement
- Placing advertising in community newspapers, posting flyers in strategic areas

City of Philadelphia Neighborhood Transformation Initiative – Ms. Myers is undertaking the community outreach and development of programs to maximize the utilization of minority, female and disabled-owned business enterprises on this \$295 million project, establishing a QWIC Contractor Snapshot Program to assist small firms market themselves to prime contractors.

NYSDOT – 9A (Westside Highway) Construction and World Trade Center Memorial Location Tracking, Reporting and Auditing of the Local, Minority and Female participation on the tunnel extension, park, landscaping and bike path adjacent to the WTC Memorial in NYC; similar auditing for 13 separate World Trade Center contracts funded by the Federal Government.

NYCDOT - Willis Avenue Bridge Replacement, NYC - Tracking, Reporting and Auditing of the Federal funds for Disadvantaged, Minority and Female participation on the new replacement movable bridge, complete demolition of the old bridge, and new access roadways and bridge exit ramps.

Belt Parkway, NYC – Tracking, Reporting and Auditing of the Federal funds for Disadvantaged, Minority and Female participation on 7 bridges and roadways along sections on the Belt Parkway.

Construction Trade Training – Funded by the NJ Dept. of Treasury, Ms. Myers developed pre-apprentice and union apprentice programs for the Southern NJ LRT and Hudson-Bergen LRT projects that coordinated recruiting, interviews, and training programs for minorities/females that resulted in union memberships with full benefits in Bricklayers & Allied Trades, Marble/Tile/Terrazzo, Plumbers, Electricians and Laborers Unions. Working with unions signatory to three Project Labor Agreements, these programs increased participation of minorities/females to meet NJ Workforce goals. A current TOOLS Program grant has also been awarded.

New York State DOT Minority/Female Construction Training and Loaned Executive Assistance Program – As a marketing consultant and teacher for the Regional Alliance for Small Contractors, Ms. Myers developed the proposals for a grant from the NYS DOT to provide comprehensive training programs, and customized analysis and evaluation of small, minority and female-owned firms active on the NYS DOT bidders list.

Promatech, Inc., Riverside , NJ

Senior Vice President-Business Development/Marketing (1992-1996)

Ms. Myers' senior level position included business development responsibilities for corporate revenue in construction management and engineering services, including proposals, corporate marketing, public relations, advertising, and service-line expansions. Corporate revenue grew substantially, helping this woman-owned and managed firm to one of the strongest in the industry. Developing relationships with the most prestigious prime companies, she directed aggressive proposal schedules and project teaming initiatives, winning contracts on projects with a total construction value of \$900 Million. Prime contract awards included:

- ◆ **Park Avenue Viaduct & 125th Street Station**
- ◆ **Penn DOT Minority/Female Construction Management Program**
- ◆ **NYC School Construction Authority Construction Management Services for Capital Improvement Projects**
- ◆ **Newark International Airport Redevelopment Program**

Hill International, Inc., Willingboro, NJ (1988-1992)

Director, Proposal/Graphics/Business Development Support Services

ChinAm International, Inc., Mt. Holly, NJ – Vice President/Marketing

Datapro Research Corporation (McGraw-Hill), Delran, NJ (1976-1986)

Director, Marketing & Sales Programs; Director Sales Development; Regional Sales & Training Manager
Five promotions from Sales Rep to

AWARDS

NJ BIZ Magazine

- Top 50 Construction Management Firms in NJ – 2010, 2008, 2007 & 2003**
- New Jersey's Best 50 Women in Business - 2006**
- New Jersey's Finest Award – 2005**
- New Jersey's Finest Award – 2004**

Burlington County Advisory Council on Women 2004

Outstanding Female Entrepreneur

Philadelphia 100

21st Fastest Growing Company in the Philadelphia Area 2004

Philadelphia Business Journal/Rowan University/Southern NJ Chamber of Commerce

6th Fastest Growing Business in South Jersey 2004

7th Fastest Growing Business in South Jersey 2003

8th Fastest Growing Business in South Jersey 2001

Advisory Council on Women of Burlington County

Outstanding Women of Burlington County Award 2004

Stevie Awards for Women Entrepreneurs - Employer of the Year 2004

NJ Alliance for Action

Special Recognition Award 2003

Southern NJ Development Council

Outstanding Woman-Owned Business 2003

New Jersey Golden Trowel Awards

Special Honorary Committee Award 2000

International Masonry Institute/Bricklayers and Allied Trades Council

Safety Excellence Award for Myers Construction Group, LLC

Building Contractors Association of South Jersey 2003

MEMBER ORGANIZATIONS

- Governor Jon Corzine - Committee for Budget, Revenue, Expenses and Re-engineering
- Southern NJ Development Council- Trustee & Transportation Committee Member
- NJ Alliance for Action- Trustee
- NJ Disparity Study Commission- Commissioner
- Burlington County College Foundation-Trustee
- Atlantic City Chamber of Commerce - Member
- Southern NJ Chamber of Commerce- Member
- (WTS) Women's Transportation Seminar- Member
- American Public Transit Association - Member
- Small Business Share- A small business organization founded by Ms Myers that unites to compete on state and federal projects as an alliance to strengthen the voices of small businesses.

REFERENCES

- ◆ Caren Franzini, Executive Director, NJ Economic Development Authority
- ◆ Gerald Murphy, Managing Director/Policies & Communication, NJ Schools Development Authority
- ◆ Jeff Nash, Camden County Freeholder
- ◆ Donald Norcross, NJ Senator and President, Camden-Gloucester Counties Construction Trades Council
- ◆ Brian Peters, Director/Business Services, NJ Department of Labor (retired)

PLEASE SEE PROJECT PROFILES FOR REFERENCES





Joan Bizzelle, Vice President

Years of Relevant Experience:18 Years with this Firm: 9

2011-Present

Bizzelle & Associates, LLC President

Specialist in Community Outreach, Compliance Monitoring, Technical Assistance and Program Support Services. Tiger Graphics, a division of Bizzelle & Associates, provides Graphic Design and Marketing Services.

2008-2011

Project Director: Capital Health Replacement Hospital Project

Capital Health has retained QWIC, Inc. to assist Mercer County residents and Disadvantaged Businesses in securing contracts for a new \$800 million, state-of-the-art regional hospital and medical office building in Hopewell NJ and a \$50 Million renovation of Capital Health's Fuld Campus in Trenton.

As Project Director, Ms. Bizzelle developed and manages the Capital Health M/S/WBE Resource Center. The center implements programs for Mercer County residents and businesses while opening doors to participation – jobs and contracts. From outreach to closeout, Ms. Bizzelle provides referrals, training, technical assistance and support services. QWIC drafted the Capital Health Diversity Policy to set goals, execute contract reports, change orders, payments and compliance tracking. Ms. Bizzelle notifies the Capital Health System Office of Community Relations in advance of pre-bid, pre-construction and progress meetings to ensure open communication and involvement while proactively reaching out to M/S/WBEs and local residents.

Ms. Bizzelle provides guidance to subcontractors and has programmed a Master Database of ready, willing and able M/S/WBE firms and local residents. An adult education training program has been established to prepare local contractors to work on large, complex projects. Initial courses include: blueprint reading, cost estimating, financial management, and business basics. A NJ Department of Labor Customized Training Grant is in the pipeline to expand the educational opportunities. Ms. Bizzelle controls registrations, course materials, course schedules, venues and instructor evaluations. The center coordinates networking opportunities to foster relationships between prime contractors, and historically disadvantaged firms.

Ms. Bizzelle has also designed and developed The Compliance Reporting Database System to document the efforts and results of Capital Health's Initiatives. The database, based on non-salaried expenditures (regardless of specialty) has been programmed as a method for tracking dollar expenditures to M/S/WBEs as vendors, prime contractors, subcontractors, and consultants, and allows for continuing comparisons between actual expenditures to date vs. annual M/S/WBE category goals.

2002- Present

Project Director

Housing Authority of the County of Camden -Hope VI

Camden County College subcontracted with QWIC, Inc., to provide evaluation oversight of the HOPE VI/Community Support Services Program, providing data, and reports on a quarterly basis. Ms. Bizzelle, as evaluator provided a formative and summative evaluation of Camden City's HOPE VI Project. She has a strong background in evaluating education, human services, and community development programs. As part of the evaluation, Ms. Bizzelle reported her results and recommendations to the College's Office of Institutional Research, the Dean of the Camden Campus, and the Program Director.

Joan Bizzelle

Ms. Bizzelle's responsibilities included analyzing the achievement of program goals and objectives. She provided the Program Director and Coordinator with on-going feedback to guide improvements in effectiveness and fiscal efficiency. The evaluation included quantitative and qualitative examinations of process components including the services, management tasks and outcome components. Ms. Bizzelle evaluated the HOPE VI Service Providers including the pre-apprenticeship training program for Camden Public housing and Section 3 residents for employment in the construction industry.

Project Director – New Jersey Schools Construction Corporation (NJSCC) Contractor Training Program

The \$1.4 Billion NJ Schools Construction program is the largest public construction program in New Jersey's history and one of the largest in the nation. QWIC, Inc. has been selected to organize and administer a \$1,100,000 grant to provide training to Minority, Women & Small Business Enterprises interested in working on the Schools Construction Program.

Ms. Bizzelle's responsibilities include creating a database system, which produces pre-defined reports under various classifications such as the contractor trade, the contractor capacity and size, past performance, work on hand, etc.. Ms. Walker implements all activities for an adult education training program from the collection of course materials and preparation of registration materials to the management of courses and instructor evaluations. She assists instructors and participants in meeting the immediate goals of the training and fosters networking opportunities. While developing and implementing a contractor marketing information database system, Ms. Bizzelle develops and documents procedures to enable the replication of a successful training program.

Community Outreach Manager – City of Philadelphia Neighborhood Transformation Initiative (NTI)

QWIC was awarded a contract to provide community outreach and to develop programs for utilization of minority, female and disabled-owned business enterprises (MBE/WBE/DSBE) on Phase #1 of the Program Management Services for the comprehensive \$1 Million Neighborhood Transformation Initiatives (NTI) for the City of Philadelphia. The project includes structured plans for the demolition of thousands of dangerous buildings throughout the city.

Ms. Bizzelle developed and administered Community Outreach Meetings to assist local contractors with marketing and bidding on state and local government projects. She developed a "Contractor Snapshot Form" to capture the necessary information and record it in a company developed database. Ms. Bizzelle implemented ongoing contractor outreach efforts for bid packages advertised through the use of direct mail, win-fax, and e-mail communications to prospective bidders.

1992- 2002 Regional Alliance for Small Contractors, Trenton, NJ

Operations Manager

New Jersey Dept of Transportation

Ms. Bizzelle assisted and implemented a professional development and technical assistance program which focused on a mentor-protégé program, matchmaking, networking, seminars and expanded courses on construction company management practices. She provided technical assistance for DBEs fulfilling contracted with New Jersey Department of Transportation.

City of Trenton

Ms. Bizzelle developed and implemented an outreach and technical assistance program for local contractors and vendors in the Trenton area. The outreach and technical assistance program focused on the needs of local business enterprises in administering, documenting and fulfilling the requirements for the City of Trenton contracts.

New Jersey Transit

Ms. Bizzelle developed and implemented a technical assistance program to determine the strengths, weaknesses, and deficiencies of NJ TRANSIT certified DBE firms while making recommendations for improvement. The technical assistance program was a component of the NJ TRANSIT DBE Supportive Services Program.

Joan Bizzelle

New Jersey Economic Development Authority

As a consultant for the NJEDA technical assistance contract, Ms. Bizzelle developed and implemented the Contractors Assistance Program (CAP). This series of seminars benefited emerging small contractors who were starting a new business, transitioning from residential to commercial construction or planning for growth. Presentations were conducted by leading professionals in the construction industry.

Turner Construction Company

As the sub-consultant for the Marriott Convention and Cultural Center Project, Ms. Bizzelle was responsible for developing and implementing a public relations, outreach, and bond and credit access program for small, local, minority, and women contractors. She identified small, local, minority, and women contractors in the City of Trenton, Mercer County and the State of New Jersey by utilizing a Marketing Data Form and producing a three part contractor resource directory: Trenton based contractors, Mercer County based contractors, and New Jersey Based contractors.

LAN Administrator

Design and develop a multi-user database management systems running on a Local Area Network. Provide training and user support for all applications to LAN users. Maintained PC workstations including software installation and upgrades. Also, responsible for providing technology support services to the Regional Alliance's New York office.

Graphic Designer

Serve as artistic support for the Regional Alliance; design flyers, charts, brochures, and ads for newspaper. Effectively organize time and work to consistently meet critical deadlines. Proficient in use of various graphic art programs.

Web Authoring

Design and maintain Regional Alliance website utilizing HTML (hyper-text markup Language). Provide technical support, including installation and configuring of browsers and e-mail applications.

Systems Manager

Assisted in the implementation of an integrated computer system. Regional Alliance for Small Contractors Automated LAN (RASCAL) maintained and organized the office local area network. Ensured the security of data, software/hardware. Recommended to the Executive Director the purchasing of software, output mediums and other necessary supplies. Interacted with staff and users to establish processing priorities and explained the capabilities and limitations of the installation's hardware and available software.

1990-1992 Governor's Study Commission on Discrimination in Public Works Procurement & Construction Contracts, Trenton, NJ

Executive Secretary

Ms. Bizzelle assisted the Executive Director in investigating, researching and reporting on the nature and scope of possible discrimination for the state's disparity study. She supported the Executive Director by providing comprehensive administrative and clerical support services. Ms. Bizzelle managed work schedules and controlled the flow of communication with staff, public, private officials and the general public. She was entrusted with the Director's scheduled events while organizing and presenting information in a useful format.

Computer Skills

IBM/PC/Macintosh Microsoft Access, WordPerfect, Quattro Pro, Paradox, Microsoft Office, Word, Power Point, Excel, Windows, Access, Quicken, Quickbooks Pro, Peachtree Accounting

Graphics Software:: PageMaker, Quark press, Freehand, Illustrator, Photoshop,

Web Authority Software: Dreamweaver, Front Page, Flash and Fireworks, etc

Joan Bizzelle

Achievements

- Publishing Track, Internet Academy, Fund for the City of New York,
- Novell Administration for Netware and Advanced Administration for Netware, Wave Technologies Training, New York
- Creations Art Gallery, Burlington County College, Pemberton, NJ

TECHNICAL PROPOSAL
POOL #1 – PROGRAM AND PROCESS MANAGEMENT AUDITING

MANAGEMENT OVERVIEW

The QWIC Team has organized this technical proposal to coincide with the identified services in the RFP for Pool #1, coordinating our approach and our relevant experience to demonstrate that QWIC professionals provide the experience and expertise to address the transparency required for the State of New Jersey as it manages the Hurricane Sandy recovery and restoration projects. The detailed requirements (“strings”) attached to the Federal Disaster Assistance Awards are complex and demand critical attention to assure that ALL applicable awardee obligations are properly managed. In many past Federally-funded disaster recoveries, mismanagement and exploitation delayed relief to thousands and lined the pockets of corrupt, dishonest individuals. That will not happen in New Jersey.

The Christie Administration is determined to set the standard for accountability as it assigns allocation of the Federal funds to state agencies and departments, residents and businesses affected by Hurricane Sandy. The State will also extend the services in this contract to other “User Agencies” (quasi-government agencies and authorities). The State has divided the oversight responsibilities with this RFP into three distinct areas of expertise to match the GSA RFQ issued under the GSA Advantage System. This contract is structured on a task order basis, which necessitates the consultant to customize and mobilize its professional team based on each individual task assignment’s requirements.

CONTRACT MANAGEMENT - TASK ORDER APPROACH

As each task is identified, the State Contract Manager will assign a specific scope of work, and task schedule to a Treasury or User Agency employee/consultant to solicit the prequalified pool of approved consultants, and subsequently notify the teams from the pool of the task’s parameters, schedule and deliverables. Within one-two weeks (based on time identified by Treasury or User Agency), the QWIC Project Manager will study the task and prepare questions, a preliminary schedule and preliminary cost estimate for a meeting to review the scope of work, deliverables and other issues those may arise during the preliminary investigation of the assigned task at hand. At that meeting clarification of questions, costs and schedule will be discussed and agreement reached.

The QWIC Team will then submit a formal final submission of cost and schedule in a technical proposal outlining the selected Team Personnel, and clarify work items which may have been amended by Treasury during the initial meeting. The proposal will include: Professionals assigned to the Team; detailed person-hour breakdown by task; cost proposal on approved Treasury form. The cost submitted in the proposal functions as a “Not to Exceed” Cost, unless a written change order is issued by Treasury in the form of an amended Task Order Authorization (TOA). If Treasury cannot approve the submitted Team proposal because of issues or questions, a negotiation meeting(s) may be scheduled to resolve those issues – usually within two weeks of the proposal submission.

TECHNICAL PROPOSAL
POOL #1 – PROGRAM AND PROCESS MANAGEMENT AUDITING



Upon Treasury approval, a TOA will be issued that will include the approved scope of work (as may have been amended), the QWIC Team proposal, schedule and cost. The TOA functions as a Notice to Proceed. If for some reason Treasury and the QWIC Team cannot negotiate an agreement, Treasury will notify the Team Leader in writing.

Treasury's goal is to approve TOAs as quickly as possible so that monitoring/tracking/reports and audits can proceed in "real time". Depending on the complexity and size of each task, special needs may require acceleration of the schedule. In cases of acceleration, verbal authorizations may be issued by the State Contract Manager, Director of Procurement, the Contract Administrator, or other Treasury professionals authorized to issue a verbal TOA, which will be confirmed in writing promptly. Change orders may be issued by the Treasury or User Agency without a formal written Team proposal amendment. The consultants may submit cost proposals with a lower rate than submitted with their original proposal, but must adhere to those reduced rates on all future task assignments.

This contract is for an undesignated time period from NTP. TOAs can be approved at any time during this period until such time as the State determines the Hurricane Sandy restoration tasks are completed. This contract is not a retainer, but a task order contract that permits Treasury to issue Task Order RFPs at any time during on an as-needed basis. The list of multiple disciplines anticipated to be needed on each Team is not necessarily all inclusive, but the primary focus would be the ten categories of work identified in the RFP.

The following text identifies the QWIC Team's approach and experience based on Federal/State policies, procedures and requirements in various sections of the CFR regulations. We have identified systems and methodologies for each service, and recommend that the best result continues to be engagement as early as possible for each task. The preparation of "cost worth" analysis (original estimate) vs. "worth" (least cost alternative of equal function) is detailed herein. Primary functions will not be jeopardized in task assignments. At times the QWIC Team may be required to review Contractors' change order requests and recommendations. Cost estimates and cost analysis of submissions from other parties may also be assigned. Training Treasury employees in compliance standards and procedures may also be assigned.

COMPLIANCE – What is it all about? Why do we need it?

The Federal Government has embraced the concept of leveling the construction industry playing field for DBE, MBE and WBEs, and incorporating Affirmative Action (AA) and Equal Employment Opportunities (EEO) in all of its funding. The agencies know that an essential component to meeting their goals is strong, accurate "real time" tracking and reporting

throughout each project. If tracking is only completed at the end of a project, there is no time to correct the non-compliance shortfall.

The QWIC Team offers trained compliance monitoring professionals, who clearly understand:

- HUD Community Development Block Grant Programs (CDBG)
- HUD Community Planning & Development Monitoring Requirements
- FEMA Administrative Process
- SBA Disaster Relief Programs
- Federal Regulations 49 CFR Part 26 and related AA/EEO and DBE requirements

QWIC understands the difficult, complex realities of implementing these regulations on Federally-funded projects. We identify issues before they become claims or disputes, and work to resolve those issues and concerns as early in the project as possible.

Based on the Scope of Work in your RFP, I have documented the knowledge our compliance specialists have of the Federal Regulations designated by USDOT, FTA, FHWA, FAA, FEMA, SBA, HUD and other relevant regulatory agencies. QWIC is particularly knowledgeable in transportation-related regulations based on our bridge, highway, light rail, airport and housing and education experience. We have detailed our methodology tracking Federally-funded USDOT projects for our monitoring, tracking, reporting and auditing assignments. QWIC utilizes different compliance software programs as designated by our client agencies, including (a) The Equitable Business Opportunities (EBO) System, (2) the B2GNow MWDBE Tracking Software, (3) LCP Tracker Workforce Tracking Software, (4) Primavera Project, and our (5) customized QWIC SNAPSHOT Database System, depending on our clients' requirements. I have outlined the basic steps our professionals take to accomplish the scope of work required for the Hurricane Sandy projects.

QWIC does not complete our tracking and reporting tasks just to produce numbers. We believe that there are opportunities throughout a large complex project to provide valuable training, technical assistance and support services to the Primes and Small Businesses. We have included this optional DBE Master Plan in the addendum in modular format in case any of the options are of interest to the State of New Jersey.



THE EXPERIENCE REQUIREMENTS FOR POOL #1

In this section of our proposal QWIC will demonstrate the relevant experience and skills that fit the requirements of each service identified in your RFP. A short description of the relevant experience follows each requirement in this section, plus a detailed project profile is filed in Volume 2, Section #3

**TECHNICAL PROPOSAL
POOL #1 – PROGRAM AND PROCESS MANAGEMENT AUDITING**

- a) **Development of processes, controls & technologies to support execution of Agency Programs:**
FEMA-: Public Assistance, Hazard Mitigation, Individual Assistance
HUD - Community Development Block Grants (CDBG)
Other Federal/State Grant and Assistance Programs

Project Profile #1 – FTA/NJ Transit - Hudson-Bergen Light Rail Compliance Monitor

The \$2 Billion Hudson-Bergen Light Rail project (Bayonne/Jersey City/Hoboken/Weehawken) was the first Design/Build/Operate/Maintain contract in the U.S.. QWIC developed three master databases to track contracts, change orders and payments vs. assigned DBE goals. As the AA/EEO Officer, QWIC authored and implemented policies and procedures for community outreach, job fairs, subcontracts and suppliers to monitor/track/report/audit the Federal/State requirements as defined in Federal Regulations, particularly 49 CFR Part 26 to provide “real time” measurement of goals vs actual performance for:

- Disadvantaged Business Enterprises (DBE) for Design, Construction & Operations
- Buy America Requirements
- Workforce Activity measured via Certified Payrolls
- Rail Car Requirements for Operations and Maintenance



Project Profile #2 – FTA/NJ Transit - The River LINE Light Rail Compliance Monitor

QWIC provided similar services as Project Profile #1 above on the \$1.2 Billion River LINE Light Rail project (Camden to Trenton).

Project Profile #3 – HUD – Camden City Housing Authority

QWIC provided Project Management Oversight for the HOPE VI Program on the \$200 Million Roosevelt Manor conversion from a high-rise to single and double homes. On behalf of HUD and our client, Camden

County College, QWIC monitored and audited the Federal Hope VI requirements designed to provide supportive service programs to serve the physical, economic, education and social needs of residents – leading to self-sufficiency via office skills training, construction trade skills training, classes towards a GED, health care, socialization, and other HUD requirements tied to Federal funding of the project. QWIC developed training programs, tracking databases and systems for Case Managers and residents. Quarterly audit reports were submitted to the Camden City Housing Authority and HUD, plus a final audit.

Project Profile #4 – HUD – Long Branch Housing Authority

QWIC provided similar services at the Long Branch Housing Authority as Project Profile #3 on the \$57 Million Long Branch Public Housing projects utilizing the electronic data system which included demographic data regarding the target population –residence, place of employment,

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income, service area participation and more. Quarterly and Final Audit Reports were issued to the Long Branch Housing Authority and HUD.

Project Profile #5 – FEMA – Coney Island Hurricane Sandy Restoration, NY

QWIC professionals are currently assigned to manage the cost, schedule and quality of the emergency restoration contractors on the rebuilding of the Coney Island boardwalk and bulkhead. QWIC is also reviewing, estimating and tracking all change order requests for multiple Coney Island projects related to Hurricane Sandy restoration for these fast track (24/7 – three shifts daily) projects. QWIC is also tracking and auditing costs for compliance with FEMA reporting requirements.

Project Profile #6 – FEMA – Cape May Co. Bridge Commission – Hurricane Sandy Restoration

QWIC provided similar services as Project Profile #5 on the Townsends Inlet/Avalon Bridge damages for FEMA. QWIC professionals managed contractors for temporary repairs to assure the bridge was available for summer tourists along Ocean Drive between Avalon and Sea Isle City; a subsequent assignment will begin in October for permanent repairs.

- b. Review and improve procedures addressing reimbursement review backlog and financial management

Project Profile #7 – Capital Health Replacement Hospital and Fuld Center Renovations

HUD provided financing of the new \$800 Capital Health Hospital in Hopewell, and the major renovations to the Fuld Center in Trenton. QWIC developed and implemented an overall new Diversity Plan, databases and tracking systems to recruit, train and provide support services for small local firms resulting in \$120 Million of contracts to Mercer County businesses. New systems for tracking & audits were essential to assure that the hospital's goal of local participation and minority/female participation was achieved.

Project Profile #8 – FHWA/NYS Dept. of Transportation - Route 9-A Renovations, NYC

Funded by FHWA via NYS DOT, the \$435 Million highway project launched after 9/11 required extensive tracking, reports and audits to assure the Federal Disaster Recovery money was appropriately spent. QWIC was assigned to develop systems and databases to monitor, track report and audit for NYS DOT and FHWA to assure appropriate spending of Federal funds.

Project Profile #9 – FHWA/NYS Dept. of Transportation - 13 World Trade Center Projects

Funded by FHWA via NYS DOT, 13 World Trade Center projects valued at \$87Million were assigned to the West Side Highway Construction Management team. QWIC was responsible to audit compliance per the Federal Emergency Relief Program requirements, and that contractors for the 13 separate contracts related to the approved 9/11 emergency projects were in compliance with FHWA/NYS DOT requirements.

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- c. Resources to perform workload analysis, skills gap analysis, organization effectiveness and workforce recruiting strategies.

Project Profile #10 – NJ Dept. of Labor Training Grant - Hudson-Bergen Light Rail

QWIC secured a \$3,000,963 customized training grant from the NJ Dept. of Labor to prepare companies to work on the first light rail project in NJ. QWIC developed a Skills Gap Analysis Questionnaire issued to all businesses participating on the project to identify training needs. The SGAQ responses provided raw data to develop a curriculum, class schedules, instructors, and venues. Companies were solicited for the customized training via e-mail, registered and attendance tracked and reported for payment submittals as required by NJ Dept. of Labor requirements. On the Job follow-up training was also tracked as a NJ DOL training option.

Project Profile #11 – NJ Dept. of Labor Training Grant - The River LINE Light Rail

QWIC secured a \$2,400,000 customized training grant from the NJ Dept. of Labor to prepare companies for work on the River LINE project. Similar policies and procedures as Project Profile #9 above including monthly tracking reports and final closeout audit to the NJ Dept. of Labor. On the job follow-up training was also tracked as a NJ DOL training option.

- d. Compliance Sanctions program for those applicants that fail to meet Federal/State requirements

Project Profile #12 – FHWA/NYC Dept. of Transportation - Willis Avenue Bridge Replacement



Based on FHWA guidelines, sanctions are invoked when businesses do not meet their goals on Federally funded projects. QWIC performs tracking in “real time” so that non-compliance is identified when there is sufficient time to correct the shortfall. Non-compliance notices are issued with requests for a Remediation Plan. Once the Remediation Plan is approved, and the schedule for correction is established, the non-compliance issue remains as an Action Item in monthly reports and audits until correction is achieved. Sanctions can include delay of payment, confiscation of retainage, dismissal from the project and/or Disbarred List.

Project Profile #13 – NJ Schools Development Authority

On twenty-eight different NJSDA project management teams, QWIC was responsible for developing policies, procedures, tracking and auditing databases to measure participation of small businesses on NJSDA projects statewide. Those programs developed by QWIC were essential when the authority was first launched as there were no existing procedures in place.

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- e. Consulting services to support account reconciliations necessary to control and report on existing Project Worksheet accounts, applicant balances, system interfaces and other control balances.

Project Profile #14 – Federal Transit Administration – Project Management Oversight

QWIC provided Project Management Oversight (PMO) services on light rail projects in CA, OR, WA, IL and AZ to assure that FTA grants to transit agencies/authorities were compliant with Federal regulations for Federal Transit Administration (FTA) and Federal Railroad Administration (FRA). Quarterly visits to agencies/authorities in CA, OR, WA, IL and AZ included review of Federal Grant budgets – Dollars spent to date, Status of change orders, financial control systems, audits of CFR requirements and overall analysis of project status.

- f. Quality assurance/quality control reviews and assessments associated with the payments process to ensure they are in compliance with Federal and State regulations and conform to industry best practices.

Project Profile #15 - FTA/SEPTA Value Engineering/Quality Control Project

The Southeastern Pennsylvania Transportation Authority's plans for the restoration of the Merion Rail Station on the Main Line required intense quality control and value engineering conferences to adjust the anticipated budget downward to meet available funds. QWIC provided the professionals to audit the engineer's estimate and apply value engineering procedures to assure best value for SEPTA. Alternate materials and equipment were specified to reduce the costs by more than \$1 million.

Project Profile #16 – FTA/NJ Transit - Hudson-Bergen Light Rail Claims Contract

QWIC provided the professionals to assess and analyze claims for the \$2 Billion Hudson-Bergen Light Rail documenting schedule delay impacts on the contract, change order requests and audits, cost overruns, unanticipated site conditions, quality issues and a myriad of other issues that affected the completion of the project.

- g. Risk Analysis and identify options for risk management for the Federal and State grant payment process.



Project Profile #14 – Federal Transit Administration – Project Management Oversight (PMO)

QWIC provided Project Management Oversight (PMO) services on light rail projects in CA, OR, WA, IL and AZ to assure that FTA grants to transit agencies/authorities were compliant with Federal regulations for Federal Transit Administration (FTA) and Federal Railroad Administration (FRA). An essential component of the PMO services included Risk Analysis and identification of Lessons Learned from other light rail projects to assure maximum return on investment to FTA. Quarterly visits to agencies/authorities in CA, OR, WA, IL and AZ included review of Federal Grant budgets – Dollars spent to date, Status of change orders, financial control systems, audits of CFR requirements and overall analysis of project status.

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- h. Consulting services to reduce the reconciliation backlog for the Request for Reimbursement process.

Project Profile #12 – FHWA/NYC Dept. of Transportation – Willis Avenue Bridge Replacement

The prompt payment requirements on Federally funded projects requires timely payments to Primes and Subcontractors/Subconsultants. The payment backlog on the Willis Avenue Bridge created substantial hardship for companies contracted on the bridge, and jeopardized Federal funding on the project until QWIC's Compliance Specialists developed a system to streamline submittal processing to meet the Federal requirements. Prompt payment clauses not only address submittal payments but also required prompt retainage recovery once a contract was complete – not waiting until the end of the contract.

Project Profile #17 – FHWA/NYC Dept. of Transportation – Belt Parkway (Phase #1)

QWIC is contracted to provide compliance tracking, audits, technical assistance and support services for the \$364.4 Million reconstruction of three bridges on the Belt Parkway – Rockaway Parkway Bridge, Fresh Creek Bridge and Paerdegat Basin Bridge. QWIC provides Federal compliance monitoring, reports and audits on the participation of certified DBEs and monitors the certified payroll for compliance with Davis-Bacon. The prompt payment requirements of Federally funded projects demands accurate and timely payments to Primes and subcontractors requires a streamlined approach to processing submittals and payments.

- i. Consulting services providing Subject Matter Expert (SME) knowledge of required standards for related monitoring and financial standards for Disaster Relief set forth in HUD's Community Planning and Development Monitoring Handbook 6509.2

Project Profile #3 – HUD/Camden City Housing Authority – Roosevelt Manor

The QWIC contract for the Camden City Housing Authority's \$200 Million Roosevelt Manor required QWIC to review and monitor all of the HUD requirements re: not only construction but also the HOPE VI requirements designed to provide supportive service programs to serve the physical, economic, education and social needs of residents – leading to self-sufficiency via office skills training, construction trade skills training, classes towards a GED, health care, socialization, and other HUD requirements tied to Federal funding of the project. QWIC developed training programs, tracking databases and systems for Case Managers and residents. Quarterly audit reports were submitted to the Camden City Housing Authority and HUD, plus a final audit.

Project Profile #4 – HUD/Long Branch Housing Authority – Multiple Public Housing Projects

QWIC provided similar services at the Long Branch Housing Authority as Project Profile #3 on the \$57 Million Long Branch Public Housing projects utilizing the electronic data system which included demographic data regarding the target population – residence, place of employment, income, service area participation and more. Quarterly and Final Audit Reports were issued to the Long Branch Housing Authority and HUD.

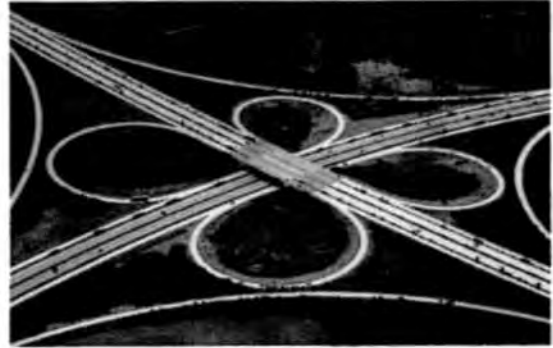
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- j. Conducting on-site and remote monitoring for compliance with CDBG-DR requirements, cross cutting federal requirements including Section 3 compliance, FEMA, SBA, EPA, OMB circulars and other Federal and State Requirements.

Project Profile #9 – FHWA/NYS Dept. of Transportation – West Side Highway, NYC

59th Street to Battery Tunnel Restoration

Funded by FHWA via NYS DOT, the \$435 Million highway project that runs parallel to the Hudson River from 59th Street to Battery Tunnel, launched after the 9/11 disaster required extensive tracking, reports and audits to assure the Federal Disaster Recovery money was appropriately spent. QWIC was assigned to develop systems and databases to monitor, track report and audit for NYS DOT and FHWA to assure appropriate spending of Federal funds. Some of the monitoring required on-site



reviews and interviews with company officials and employees to document Davis-Bacon, CFR and other Federal requirement compliance. Remote monitoring involved the assessment and analysis of reports submitted with payment requests, audit of schedules to assure on-time work, and comparison of materials vs. unit costs.

HUD - COMMUNITY DEVELOPMENT BLOCK GRANT PROGRAM (CDBG)

The CDBG is a flexible program that provides communities with resources to address a wide range of unique community development needs. Since 1974 the CDBG program is one of the continuously run programs at HUD, and provides annual grants on a formula basis to 1209 general units of local and state governments. The newly issued (April 2013) training manual “Basically CDBG” provides grantees guidance and assistance in the implementation of local Community Development Block grant programs. Additionally, the ISIS Training Manual for CDBG Entitlement Communities explains how to set up, fund, draw down funds and report accomplishments and performance measures for CDBG activities in IDIS.

Effective in December 2012, HUD also issued revised income limits applicable to the CDBG program that includes Extremely Low (30%), Very Low (50%) and Low (80%) of area median income.

HUD’s relevant program for the Hurricane Sandy recovery is The CDBG Disaster Recovery Assistance Program to help cities, counties and States recover from Presidentially declared disaster, especially in low-income areas, subject to availability of supplemental appropriations. These HUD funds often supplement disaster programs of Federal Emergency Management Agency (FEMA), the Small Business Administration (SBA), and the U.S. Army Corps of Engineers (USACOE). In addition, HOME Disaster Recovery grants can provide an

important resource to provide affordable housing to disaster victims. HUD grants are generally awarded as noncompetitive, nonrecurring Disaster Recovery grants by a formula that considers disaster recovery needs unmet by other Federal disaster assistance programs. CDBG Disaster Recovery grants primarily benefit low-income residents (usually 50%) in and around communities that have experienced a natural disaster. Grantees may use CDBG Disaster Recovery funds for recovery efforts involving housing, economic development, infrastructure and prevention of further damage to affected areas, if such use does not duplicate available funding from FEMA, SBA and USACOE.

Examples of approved HUD CDBG Disaster Recovery Activities

1. Purchase of damaged properties in flood plains; & relocating residents to safer areas;
2. Relocation payments for people and businesses displaced by the disaster;
3. Removal of debris not covered by FEMA;
4. Rehabilitation of homes and buildings damaged by the disaster;
5. Buying, constructing or rehabilitating public facilities such as streets, sewer, water, neighborhood centers and drainage systems;
6. Code Enforcement;
7. Homeownership activities such as down payment assistance, interest rate subsidies and loan guarantees for disaster victims;
8. Public services (generally limited to no more than 15% of the grant);
9. Helping businesses retain or create jobs in disaster impacted areas; and
10. Planning and administration costs (limited to no more than 20% of the grant).

Eligible activities must meet at least one of three program national objectives; benefit persons of low and moderate income, aid in the prevention or elimination of slums or blight, or meet other urgent community development needs because existing conditions pose a serious and immediate threat to the health and welfare of the community where other financial resources are not available.

CDBG Disaster Recovery Assistance is authorized under Title I of the Housing and Community Development Act of 1974, as amended. Program rules are published in the Federal Register; the Office of Community Planning and Development (CPD) administers the program.

COMMUNITY PLANNING AND DEVELOPMENT MONITORING POLICIES AND PROCEDURES

Monitoring and auditing are an integral management control technique and a Government Accountability Office (GAO) standard. It is an on-going process that assesses the quality of a program participant's performance over a period of time. Monitoring provides information about program participants that is critical for making informed judgments about program effectiveness and management efficiency. Monitoring helps to identify instances of fraud, waste and abuse, and is critical to:

1. Ensure that programs and technical areas are carried out efficiently, effectively, and in compliance with applicable laws and regulations;

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2. Assist program participants in improving their performance, developing or increasing capacity, and augmenting their management and technical skills; and
3. Stay abreast of the efficacy of CPD-administered programs and technical areas within the communities these programs serve.

The Community Planning and Development Monitoring Handbook (6509.2) details the monitoring requirements for the programs applicable to the Hurricane Sandy Disaster Recovery Program including, but not limited to:

1. Community Development Block Grant (CDBG) Entitlement, Small Cities and Insular Areas Programs;
2. State-administered Community Development Block Grant Program;
3. Section 108 Loan Guarantee Program, Economic Development Initiative (EDI);
4. Disaster Recovery Assistance;
5. HOME Investment Partnerships Program (HOME);
6. Emergency Shelter Grants (ESG).

THE QWIC APPROACH TO MONITORING

QWIC's approach to Monitoring is designed for "real time" tracking, not as once a year or at the end of a program, but as an ongoing process involving continuous communication and evaluation. Our monitoring approach involves frequent phone/e-mail contacts, written communications, analysis of reports and audits and periodic meetings with grantees and/or their contractors/consultants. Participant compliance is critical to HUD, FEMA, SBA and other Federal agencies to assure that program requirements are met throughout the project and to make offers of technical assistance and support services as needed.

Compliance goals include identification and prevention of deficiencies and to design corrective actions to improve or reinforce program participant performance. As the Federal government agency representative, the QWIC audit staff must be alert to fraud, waste and mismanagement, or situations with potential for such abuse. Remedial action plans are developed as early as possible after non-compliance evidence is uncovered, generally planned via discussion, negotiation or technical assistance to assist grantees in successful management/implementation/evaluation techniques that might be replicated by other program participants.

PREPARATION FOR MONITORING/AUDITING

The QWIC Monitoring Team positions itself as an "Advocate rather than an Adversary" mindful that the purpose of the programs is to help beneficiaries recover from what may be devastating problems to infrastructure, homes and businesses. We consider the "real time" monitoring tasks essential to address any non-compliance or shortfall – and assure that not only are program requirements met, but is the purpose for which the grant was issued being accomplished.

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The QWIC Monitoring Team assigned to each task prepares themselves with the following steps:

1. Gathering of information – programs, areas, functions to be reviewed including information or data that program participant is required to submit;
2. Establish names of participant staff members who may be consulted during the monitoring;
3. Assign QWIC staff to monitoring team, and specialists as needed, based on task parameters;
4. Assure that team members have in-depth knowledge of governing statutes, regulations, and official agency guidance contacts at governing agency;
5. Clearly define areas of responsibility and authority to monitoring team members;
6. Establish a schedule and cost estimate for submission to implement and complete the monitoring tasks;
7. Review and analyze participant reports, available data, Field Office files, audits and financial information, previous monitoring reports and issues.

CONDUCTING THE MONITORING/AUDITING

The QWIC team will review applicable statutes, regulations and may secure guidance for conducting the monitoring from applicable government agencies, and following the guidance printed in the HUD Community Planning and Development Monitoring Handbook, the OMB Performance of Commercial Activities Handbook, the FEMA Disaster Relief Recovery Regulations, the SBA Disaster Relief Program and other relevant documents.

1. Notify the Program Participant(s) of pending monitoring/audit task. Set schedule for meeting (remote or on-site); formalize meeting in writing identifying areas for review, introduction of monitoring team members, request participant staff participation at meetings. At initial meeting, explain monitoring objectives and process; identify individuals needed to work with team; establish logistics for on-site meeting facilities or spell out remote procedures.
2. Initial interviews and file reviews begin with verification of document compliance and performance including physical inspection, as may be required.
3. The Evaluation step establishes the comparison between program requirements and actual performance of grantee. File reviews to determine the accuracy of information using both automated and manual reports and data submitted by program participants.
4. Exhibit questions are prepared after evaluation. Interviews are scheduled with program participant staff, contractors, subrecipients and clients to clarify and determine the accuracy of the information, to assess level of satisfaction with the services and compliance with regulations.
5. Specific response to the Exhibit questions alert the monitoring team to issues before they become problems, and yield higher quality reviews that provide a better picture of a program participant's grant program performance. Responses provide important documentation for HUD/FEMA/SBA's administrative records.

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6. Since monitoring every document may be too cumbersome after large disasters, sampling procedures are outlined in the Handbooks.
7. Any Exhibit questions, Random sampling or spot-checks that reveals inconsistencies or questionable data accuracy indicates the need for further follow-up.
8. During the monitoring process, the QWIC Team will maintain an on-going dialogue with the program participant, discussing potential problems and solutions and providing an opportunity to make “on-the-spot” adjustments or corrections or present additional information to the review team. This communications prevents surprises at the exit conference where the monitoring report is formally submitted in writing.
9. Documenting and coordinating responses to questions, e-mail/fax/snail mail communications, minutes of meetings. The Handbooks’ Exhibits provide the basis for monitoring conclusions, which must be clear and concise so that decision-makers at the governing agencies can succinctly determine status of each program participants’ performance and documentation.
10. The Exit Conference discussions are held to assess preliminary conclusions as submitted by the monitoring team, to confirm the accuracy and completeness of the information used to form the basis for the monitoring conclusions. The Monitoring Summary Form is used to wrap up the overall process and identify agreements and any disagreements with the conclusions. At the end of this exit conference, a final monitoring report letter is issued by the QWIC monitoring team to HUD/FEMA/SBA and State of New Jersey Departments and User Agencies.

MONITORING CONCLUSIONS

After review and evaluation, all conclusions – positive or negative – must be supportable, defensible and adequately documented. The decision categories which may be reached are one or more than one of the following:

1. Performance was adequate or exemplary;
2. There were significant achievements relative to the grant application;
3. There were concerns that need attention by the program participant;
4. Technical assistance was provided or is needed; and/or
5. There were findings that require corrective actions.

There is a major difference between deficiencies and concerns. Concerns do not require corrective action, but deficiencies do. When deficiencies are identified, the following procedures apply:

1. Condition – describes what was wrong or what the problem was;
2. Criteria – cite the regulatory or statutory requirements that were not met;
3. Cause – explains why the conditions occurred;
4. Effect – describes what happened because of the condition;
5. Corrective Action – what action is needed to resolve the problem, and what is the time frame for response from the program participant.

EXAMPLE: ACTUAL COMPLIANCE MONITORING METHODOLOGY

A. DBE MONITORING SCOPE OF WORK

Task #1. Review of all payrolls for compliance with EEO and prevailing wage requirements including periodic site visits to perform prevailing wage interviews.

QWIC will collect the certified payrolls and record the data to look for patterns of non-compliance. Periodic, non-scheduled site visits are designed to discuss the prevailing wage requirements with individual workers to assure that their pay rate and hours match the Certified Payrolls submitted by the Primes and their Subcontractors. If non-compliance is identified, QWIC will follow the procedures established by US and NJ Department of Labor.

Task #2 – QWIC professionals will provide inspection of Construction site for conformance of the work performed by DBEs

QWIC provides non-scheduled visits to construction sites on all shifts to assure that DBEs are providing the services identified by the Prime in their contract, and that the DBEs' Notice to Proceed with their scope of work matches the master CPM schedule.

Task #3 – Provide training to Consultant, Contractor(s) and Subcontractors on DBE Programs, EEO regulations and ensuing reporting requirements.

The QWIC Team will establish training sessions at regular intervals (primarily when new contractors secure a Notice to Proceed), and work with the Prime General Contractors and their Subcontractors to educate them in the responsibilities re: Federal DBE, AA and EEO.

Task #4 – QWIC Professionals will attend progress meetings, as and when requested by the State Procurement Officials.

QWIC will be prepared to discuss current compliance standings at the meetings. The Delinquent Compliance Action List will be reviewed with discussion of the Remediation Plan and strategies to address shortfall being developed with the Primes and Subcontractors to bring each company up to their DBE and AA/EEO goal percentages.

Task #5 – QWIC will prepare and submit periodic progress reports, regulatory forms and other submittals as needed, and are required for compliance with the current Federal, State and City regulations.

QWIC will utilize the tracking software programs approved by the State of New Jersey and submit monthly tracking reports and quarterly summaries, as required. QWIC professionals have been trained on the system, and have utilized this program on our NYS DOT projects.

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Task #6 – Any other incidental work necessary to ensure that the Contract is in conformance, in terms of all reporting, with all Federal, State and City promulgated DBE, EEO and Prevailing Wage Requirements.

QWIC professionals are experts with Federal regulations and State of New Jersey regulations dealing with DBE/MBE/WBE and EEO/AA policies and procedures. In Section C & D of this proposal, we provide examples of the varied reports QWIC completes for US DOT projects.

Task #7 – Prepare for and coordinate an In-Depth EEO/AA and DBE compliance audit during the course of the construction project.

QWIC's experience in FHWA, FTA and State Departments of Labor audits began 16 years ago with the Hudson-Bergen Light Rail, the River LINE, and continue today on Willis Avenue Bridge, NJ DOT projects, Newark City Subway, NJ Turnpike Authority, Route 9-A and World Trade Center projects. We understand the importance of these audits. The accuracy of our data is crucial, and we take our audit responsibilities essential.

Task #8 – Any other tasks as directed by the Consultant in meeting with the requirements specified by Treasury or User Agencies.

QWIC welcomes the opportunity to provide additional services to our clients, and will look for opportunities to add value to the team in any way we can.

**B. CERTIFIED PAYROLLS ; WORKFORCE COMPLIANCE
PREVAILING WAGE**

**Compliance with USDOL Davis-Bacon labor standards
Laborers and Mechanics**

- Include those workers whose duties are manual or physical in nature including those that use tools or who are performing the work of a trade. This also includes apprentices, trainees and helpers
- Does not include those workers that are primarily administrative, executive, clerical, architects, engineers, inspectors, timekeepers
- Does include non-exempt working foremen who devote more than 20% of their time during a work week, and who do not meet the exemption criteria of 29 CFR Part 541, are laborers and mechanics for the time spent. The working foreman is due the rate listed in the contract wage determination for the hours spent as a laborer or mechanic
- Applies to those laborers and mechanics employed by a contractor on the "site of the work". Final rule of "site of work" is available at www.dol.gov/regs/fedreg/final/2000032436.pdf



Truck Drivers

- Includes transportation between the “site of work”, 29 CFR §5.21(1)
- Applies to those drivers for time spent working on the site of the work
- Time spent for loading/unloading materials and supplies on the site of work
- Transporting materials or supplies between a facility that is deemed part of the site of work
- Transporting portion(s) of work between site for performance of the contract
- Truck drivers not covered
 - Material delivery drivers while off “the site of work”
 - Drivers traveling between construction site and a commercial supply facility while they are off the “site of work” unless such transportation between the construction work site and a dedicated facility located “adjacent or virtually adjacent” to the work site
 - Drivers whose time spent on site of work is *de minimis*, such as only a few minutes at a time merely to pick up or drop off materials or supplies

Apprentices and Trainees

- Individual must be registered in an approved USDOL apprenticeship or training program
- Registration does not apply to those projects funded by the Federal-Aid Highway Act and enrolled in programs certified by the USDOT
- Fringe benefits paid compliant with apprenticeship or training program.

Davis Bacon “prevailing wage” equals basic hourly rate + fringe benefits + total prevailing rate

- Fringe benefits may be paid entirely as cash wages
 - Davis Bacon rate and fringe benefits must be paid for both straight time and overtime. Examples of fringe benefits are: Life insurance, Health insurance, Pension, Vacation, Holidays and Sick leave
- Items not considered fringe benefits are: Use of a truck; Holiday bonus
- No credit taken for any benefit required by federal, state or local law
 - Workers compensation; Unemployment compensation; Social security contributions
- Certified Payrolls Should Be Electronic
 - Payrolls submitted manually:

– Lack integrity	Increases risk of fraud	Difficult to audit
– Time Consuming	Compromises Confidentiality	Inefficient
– Consumes a lot of paper	Takes longer to catch errors	

C. EQUAL EMPLOYMENT OPPORTUNITY (EEO)

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The goal of all EEO Programs is to prohibit Discrimination. Affirmative Action is applied to all Federally-funded construction contracts and subcontracts of \$10,000+. The QWIC approach to EEO includes:

- Cooperate with City, State, Federal Agencies including Departments of Labor
- Assure that Contractor(s) adopt EEO Policy
- Contractor(s) must Designate EEO Officer
- QWIC can provide Education Sessions to Assert EEO policies to project personnel
- Assure that new employees are educated on EEO within 30 days of hire
- Inform all employees of EEO Policy via meetings, handbooks, etc.
- Conduct meetings with staff every 6 months
- Assure that required posters and notices are posted in visible area
- Include "An Equal Opportunity Employer" in all advertisements for employees with minority/female focus
- Identify sources of minorities & women, as requested
- Ensure nondiscrimination in
 - Wages, working conditions & benefits
 - Hiring, upgrading, promotion
 - Transfer, demotion, layoff, termination
- Take corrective action if discrimination is found. Document cause and action taken
- Investigate complaints and take corrective action that includes all affected persons
- Assist in increasing skills of minorities/women employees and applicants. Advise and encourage employees and applicants of training opportunities and promotions
- Incorporate EEO Clause in each union agreement
- Engage in direct recruitment when union fails to provide minorities and women. Document clearly as this can become part of GOOD FAITH EFFORT (GFE)
- Notify City or State and OFCCP if union is unable to provide women or minorities
- Contractor is not to discriminate in selection and retention of subcontractors, material suppliers and lessors of equipment
- Prime Contractor has responsibility to ensure subcontractor compliance
- Recordkeeping to document compliance for 3 years after work completion
 - EEO workforce by classification
 - GFE with unions
 - GFE to increase minorities and women
 - GFE to utilize DBEs
- Federal Laws and Regulations



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- **Federal and federally assisted construction contractors and subcontractors must comply with these regulations at all work sites.**
- **Executive Order 11246**
 - **Prohibits discrimination and requires affirmative action to ensure EEO without regard to race, color, sex, religion and/or national origin on contracts exceeding \$10,000 41 CFR Parts 60-1 thru 60-50.**
- **Vietnam Era Veterans' Readjustment Assistance Act of 1974, as amended**
 - **Any contract of \geq \$50,000 and \geq 50 employees prior to December 1, 2003 (41 CFR Part 60-250) or any initial or modified contract of \geq \$100,000 and \geq 50 employees after to December 1, 2003 (41 CFR Part 60-300), contractor shall take affirmative action to employ and advance in employment qualified special disabled veterans, veterans of the Vietnam era and any other veterans who served on active duty.**
- **Section 503 of the Rehabilitation Act of 1973, as amended**
 - **Any contract in excess of \$10,000 shall take affirmative action to employ and advance in employment qualified individuals with disabilities.**
- **Americans With Disabilities Act of 1990 (ADA)**
 - **Title I of the Americans with Disabilities Act of 1990 prohibits from discriminating against qualified individuals with disabilities in job application procedures, hiring, firing, advancement, compensation, job training, and other terms, conditions, and privileges of employment.**
- **American Recovery and Reinvestment Act of 2009 (ARRA)**
 - **An unprecedented effort to jumpstart our economy, create or save millions of jobs, and put a down payment on addressing long-neglected challenges to modernize our nation's infrastructure, enhance energy independence, expand educational opportunities, preserve and improve affordable health care, provide tax relief, and protect those in greatest need.**
- **41 CFR 60**
 - **To ensure there is no discrimination and are taking affirmative action to ensure equal employment opportunity without regard to race, color, religion, national origin, sex, disability, or status as a special disabled or Vietnam era veteran.**
- **Immigration Reform and Control Act of 1986 (IRCA)**
 - **Employers to keep I-9 forms for the US Citizenship and Immigration Services (USCIS)**
- **Title VII of the Civil Rights Act of 1964, as amended**
 - **Prohibits employment discrimination of race, color, national origin, sex and religion**

D. AFFIRMATIVE ACTION (AA)

- Affirmative Action - Actions, policies and procedures to which a contractor commits itself that are designed to achieve EEO.
- Affirmative Action for EEO is included in bid solicitations for all Federal and Federally assisted construction contracts in excess of \$10,000 including specified goals for minority and female participation, 41 CFR 60-4.2.
- Government contracts, 41 CFR 60-1.4(a); Federally assisted contracts, 41 CFR 60-1.4(b)
- Construction contracts and subcontracts must incorporate EEO clause, 41 CFR Parts 60-250.5, 60-300.5 and 60-641.5
- 41 CFR 60-4.3 describe affirmative action obligations and specific affirmative action steps contractor must implement in order to make a good faith effort to achieve the goals for minority and female participation.
- Goals for minority and female participation are based on hours worked by contractor's workforce in each trade on all construction work performed
 - Goals for Women - 6.9% of work hours nationwide
 - Goals for Minority - Vary by trade and region
- Affirmative Action goals to promote diversity by recruitment and outreach and good faith efforts
- Good Faith Efforts - to increase participation of minorities/females in skilled trades.
- 16 Affirmative Action Steps discussed in Standard Federal EEO Construction Contract Specification (EO 11246). Contractors MUST document their efforts fully.

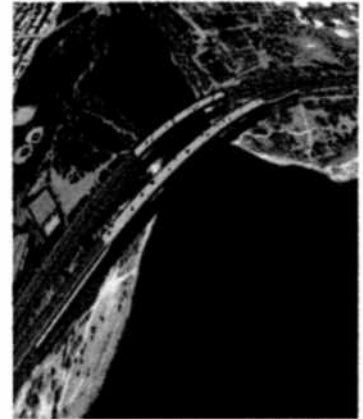


Affirmative Action Steps

1. Contractors must maintain work environment free of harassment, intimidation and coercion at all sites and in all facilities
2. Establish and maintain current lists of minority/female recruitment sources
3. Maintain current files containing names, addresses, telephone numbers of each minority/female off the street applicant and referrals from union, recruitment sources or organization
4. Notify in writing when union(s) has not referred minority/female when requested

**TECHNICAL PROPOSAL
POOL #1 – PROGRAM AND PROCESS MANAGEMENT AUDITING**

5. Develop on-the-job training opportunities or participate in training programs which include minorities/females
6. Disseminate EEO policies
7. Review EEO policies and affirmative action obligations with all employees and document attendance and minutes
8. Disseminate EEO policies in any advertisings
9. Direct recruitment efforts orally and in writing to minority, female and community organizations, schools, training organizations, etc.
10. Encourage minority/female employees to recruit other minorities/females
11. Validate EEO status. Include persons hired, promoted and terminated in each trade by ethnicity and gender
12. Inventory and evaluate all minority/female personnel for promotional opportunities
13. Ensure seniority practices, job classifications, work assignments and other personnel practices do not have any discriminatory effects
14. Ensure all facilities and company activities are non-segregated (except for toilets and necessary changing facilities)
15. Maintain solicitation records for subcontracts
16. Conduct a review of all supervisors' adherence to and performance under the company's EEO policies and affirmative action obligations.



E. DISADVANTAGED BUSINESS ENTERPRISE PROGRAM (DBE)

- 1999 - 49 CFR Part 23 & 26 established DBE regulations. Subsequent amendments have been issued to clarify decisions.
- USDOT DBE Program Regulations includes
 - Good Faith Efforts
 - Maximize race-neutral concept vs. race-conscious goals
 - 10% goal became “aspirational”
- Title VI of the Civil Rights Act of 1964
- 1980 – DOT regulations issued distinct goals for MBE and WBE
- 1982 – Surface Transportation Assistance Act
 - 10% National DBE goal
- 1987 – Surface Transportation & Uniform Relocation Assistant Act
 - Added women as presumed disadvantaged class
 - Added small business size standard
- Objectives
 - Remove barriers facing social and economically disadvantaged businesses
 - Achieve greater participation in federal aid contracts
 - Ensure only firms eligible, participate in program

TECHNICAL PROPOSAL
POOL #1 – PROGRAM AND PROCESS MANAGEMENT AUDITING

- **DBE is for small business concern that:**
 - **At least 51% owned by one or more individuals who are socially and economically disadvantaged**
 - **Managed, operated and controlled by one or more of the socially and economically disadvantaged owners**

- **Social Disadvantage/Economic Disadvantage**
 - **Citizen or lawfully admitted permanent residents**
 - **Groups with presumed social and economic disadvantages**
 - **Black, Hispanic, Native American, Asian, Asian-Pacific, Women**
 - **Others must prove social and economic disadvantaged**
 - **Personal net worth cannot exceed \$1.32 million**
 - **Excludes value of primary residence**
 - **Excludes ownership interest in firm applying for DBE certification**
 - **Firm's annual gross receipts averaged over 3-year period may not:**
 - **Exceed SBA size standards**
 - **May not exceed \$22.41 million**

- **DBE Program Goals on individual contracts are based upon**
 - **Consideration of overall program goal**
 - **Subcontracting opportunities available**
 - **Availability of DBEs to perform work demographically**

Commercially Useful Function (CUF)

- **Fraud - An imposter or one who deliberately falsely represent something to another in order to induce that person to surrender something of value for unlawful gain**

- **DBE Fraud**

- **Contractor who performs work that was contracted to DBE**
 - **By falsifying certified payroll and job-cost records**
 - **Minority lacks means to perform work**
 - **Employees shuttle back and forth from prime to DBEs payroll**
 - **Business name on equipment and vehicles covered with paint or magnetic signs**
 - **Orders/payment for supplies made by individual not employed by DBE**
 - **DBE absent on job site**
 - **Prime always uses the same DBE**



**TECHNICAL PROPOSAL
POOL #1 – PROGRAM AND PROCESS MANAGEMENT AUDITING**

- DBE provides false information concerning size and financial status. Much of the fraud NYS DOTurs at the certification process.
- Duplicate invoices and purchase orders
- DBE has no business office and little equipment
- DBE does not complete any contracted work
- DBE sells status to another company who completes the work, usually using DBE name on documentation and equipment
- Naming a female relative (wife, sister, etc.) of contractor
- DBE firm owned by relative of prime
- Ghost employees or certified payroll irregularities
- No knowledge, expertise or licenses in the type of business being operated

Good Faith Efforts

An often ignored responsibility that Primes and Sub-Primes have is to document thoroughly their efforts to recruit and utilize DBEs on their projects. Should they fall short of their DBE goal, the files that they maintain on their efforts to locate and utilize qualified DBEs are an important documentation of their efforts.

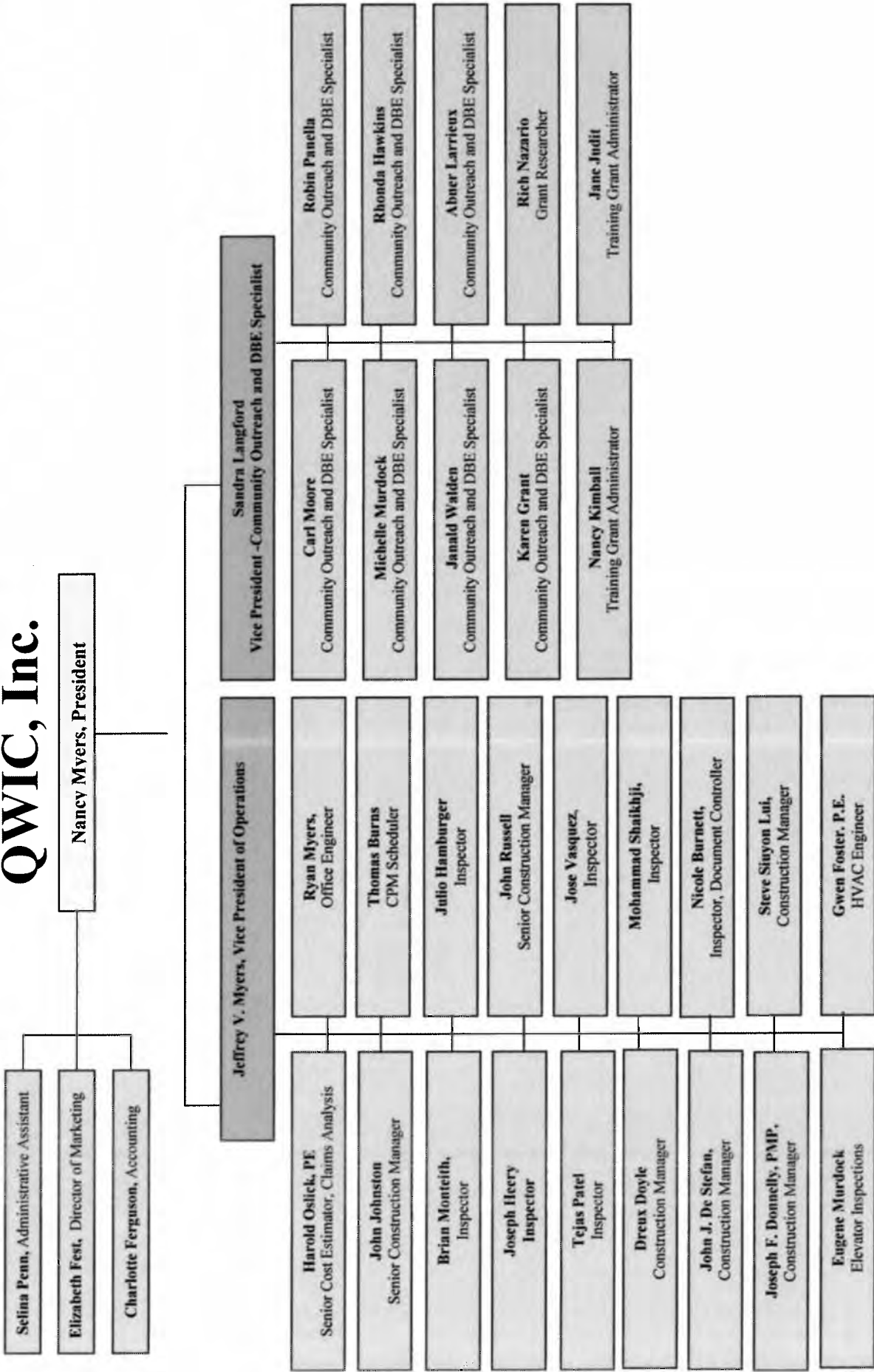
- 49 CFR Part 26, Appendix A
- Examples of Good Faith Efforts (GFE)
 - Solicit certified DBEs as early as possible
 - Select portions of work to be performed by DBEs
 - Negotiating in good faith
 - May not reject on price alone if reasonable
 - May not reject because prime chooses to self-perform
 - Not reject DBE as unqualified without reason
- Compliance incorporates
 - Meeting overall goals
 - Post-award oversight (documented Level of Efforts)
 - Ensure small business participation
 - Good Faith Implementation
 - 26.47 Failure to meet overall goal
 - Analysis and corrective action plan within 90 days of end of FY
 - Track trend in semi-annual uniform report if goal not met
 - Terminations and substitutions of DBEs are prohibited without prior approval
 - Assess Commitment vs. Attainment

Reporting of Certified Payrolls

- **Pre-Award**
 - **Workforce Participation Plan** **D/M/WBE Schedule of Utilization**
 - **Affirmative Action Plan** **D/M/WBE Solicitation Log**
- **Post-Award**
 - **Subcontract Agreements/Purchase Orders**
 - **DBE Trucking Plan**
 - **DBE Material Supplier Commitment Form**
 - **Monthly DBE Employment Utilization Plan (MTD/YTD) Subcontractor Payments**
 - **Designation of Affirmative Action Rep**
 - **Good Faith Efforts by contractors/Subcontractors**
 - **Certified Payroll**
 - **DOCUMENT!**

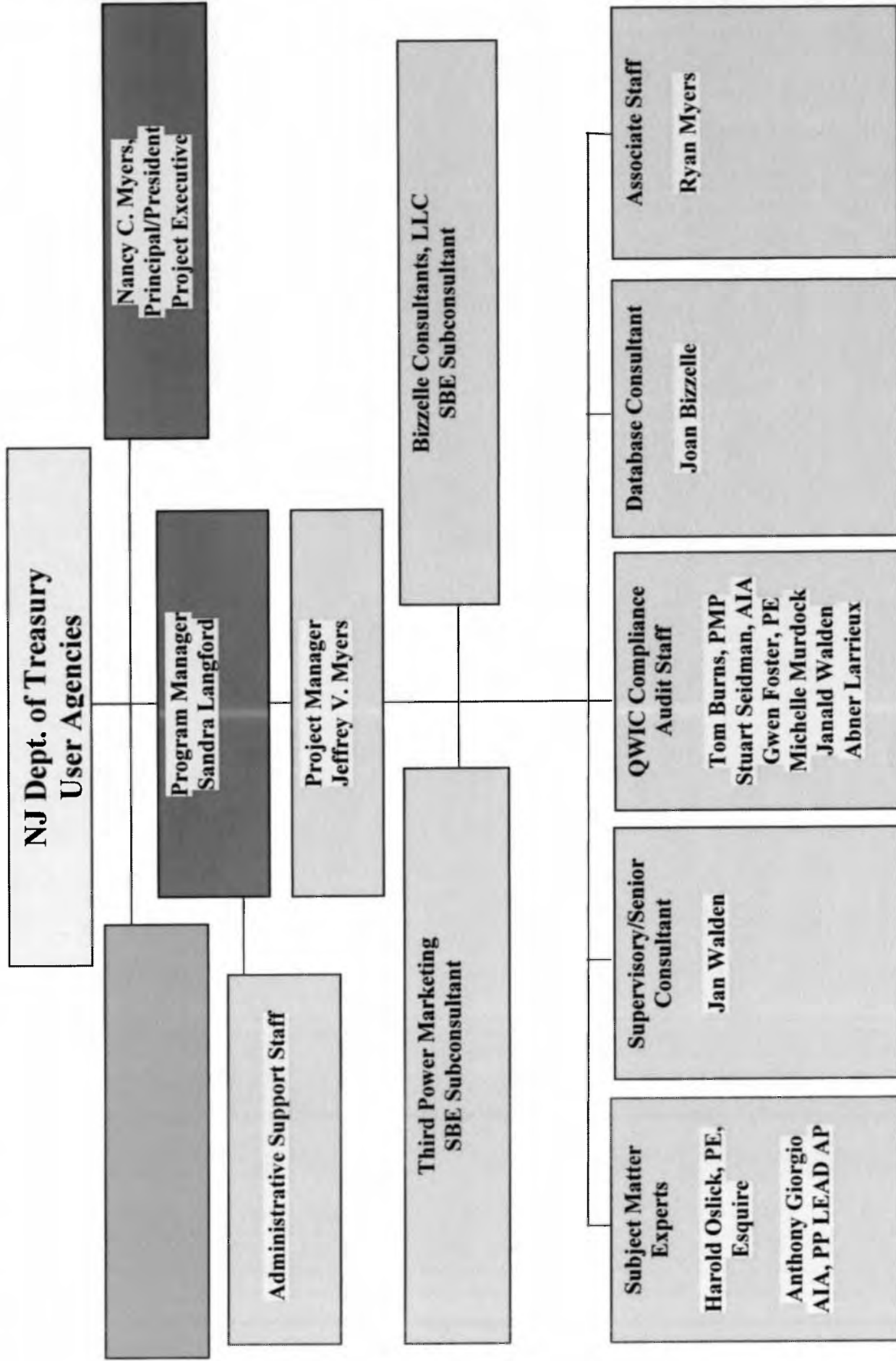


QWIC, Inc.





QWIC, Inc.



Key Team Members are indicated in Yellow





Examples





EBO

Search

- Setups
- Contracts
- Analysis
- Reports/Forms
- Goals
- Review
 - Good Faith
 - Commitments and Items
 - Labor Affidavits
 - Contract QJT Assignment
 - Payments and Receipts
 - Workhours Review
 - QJT Progress
 - Construction
 - Training Progress
 - Payment Memorization
 - Workforce Summary
 - Contracts By Firm
 - Payroll Audit
- Utilities
- Help
- Exit

Agency: State:
 Contract No.: Federal Aid No.:

Contract No	Federal Aid No	Contract Amt	Awarded To
D260860	L240-9042-453	\$1,112,165.00	SUIT-KOTE CORPORATION
D260861		\$583,822.77	POWER LINE CONSTRUCTORS, INC.
D260862	L010-5006-853	\$4,965,948.00	A. L. BLADES & SONS, INC.
D260863		\$1,194,927.00	AMHERST PAVING INC.
D260864		\$564,030.20	ELDERLEE, INC.
D260865		\$695,310.00	KELEMAN-BAUER CONSTRUCTION
D260867	L200-7004-053	\$14,713,477.80	CCI COMPANIES, INC.
D260868	LS90-3043-623	\$1,480,892.60	ECONOMY PAVING CO., INC.
D260869		\$2,310,900.00	KETCO, INC.

After logging into EBO, select Payroll Audit under Review. The standard EBO Search screen will display. Perform your contract search, highlight the contract and click on the Edit Menu Item.





- Setup
- Contracts
- Analysis
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Contract Hours Onsite Audit

Select b Year Select One Action Edit Colors Months

Auto Save When Audit Performed Process Payrolls More than late days

Date: 06/14/2008 To 07/19/2008

When the screen displays, there will be a new tab ONLINE AUDIT. Select that tab.

Items available are:

- Year - Year to review
- Action - Edit or Audit
- Colors - Change how row or column colors are displayed
- Auto Save - If checked, Audit results will be saved (DON'T CHECK THIS BOX)
- Process Payroll Days - Number of grace period days before a payroll is considered late
- Dates - The date range available for Audits



EBO

Contract Hours (Onsite Audit)

Select a Year: 2009
 Auto-Save When Audit Performed
 Process Payrolls More than late days: 30
 Dates: 08/14/2008 To 07/10/2009
 Months:
 Colors:
 Action:
 Edit:
 Help

	Jan 3	Jan 10	Jan 17	Jan 24	Jan 31	Feb 7	Feb 14	Feb 21	Feb 28	Mar 7	Mar 14	Mar 21	Mar 28	Apr 4
Firm														
A & K SLIPFORMING, INC.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
BLACK RIVER TREE REMOVAL	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
CCI COMPANIES, INC.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
CFR PAVING, INC.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
ELDERLEE, INC.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
NORTH COUNTRY GARDEN CENTER	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
OP-TECH ENVIRONMENTAL SERVICES	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
STILSING ELECTRIC, INC	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
STRAIGHTLINE INDUSTRIES INC	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
THOMAS J. KOVACH PROFESSIONAL LA	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Start by selecting a year. In this case, when you select 2009, a row for each vendor on the contract will display and a column for each week will display as a column. Again, the columns are the weekend date for each week. Weeks will display from contract award through contract close or "today's date" if the contract is not closed. If a prior year is selected, a column with the week ending Saturday will appear for each week of the year.

If a firm worked a week, you want to check the checkbox for that vendor for that week.

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EBO

- Setups >
- Contracts >
- Analysis >
- Reports/Forms >
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- Utilities >
- Help >
- Exit

Contract Hours Onsite Audit

Select a Year: 2009 Action: Audit Colors: None Dates: 08/14/2008 To 07/10/2009

Audit Same When Audit Performed Process Payrolls More than late days: 30

Firm	Jan 3	Jan 10	Jan 17	Jan 24	Jan 31	Feb 7	Feb 14	Feb 21	Feb 28	Mar 7	Mar 14	Mar 21	Mar 28	Apr 4
A & K SLIPFORMING, INC.														
BLACK RIVER TREE REMOVAL														
CCI COMPANIES, INC.														
CFR PAVING, INC.														
ELDERLEE, INC.														
NORTH COUNTRY GARDEN CENTER														
OP-TECH ENVIRONMENTAL SERVICES														
STILSING ELECTRIC, INC														
STRAIGHTLINE INDUSTRIES, INC.														
THOMAS J. KOVA														

When the checkboxes have been checked, perform an audit by changing the Action from Edit to AUDIT. When you change the action from Edit to Audit, the checkboxes will become disabled. Any week that is checked that there is not a corresponding payroll week in EBO will turn RED. If the payroll exist, the checkbox will remain checked but will be in white. The SAVE button at the top will save your data and take you out of the screen. The SAVE/CONT button will save your work and "refresh" the screen so that you can continue reviewing and "editing" the data.



EBO

- Setups >
- Contracts >
- Analysis >
- Reports/Forms >
- Goals >
- Review >
- Good Faith
- Commitments and Items
- Labor Affidavits
- Contract OJT Assignment
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- Workhours Review
- OJT Progress
- Construction
- Training Progress
- Payment Notation
- Workforce Summary
- Contracts By Firm
- Payroll Audit
- Utilities >
- Help >
- Exit

To continue Editing, change the action from Audit to Edit

Contract Hours: Onsite Audit

Select a Year: 2009

AutoSave When Audit Performed: Process Payrolls More than late days: 30

Action: Edit

Colors: Months

Dates: 08/14/2008 To 07/18/2009

Firm	Jan 3	Jan 10	Jan 17	Jan 24	Jan 31	Feb 7	Feb 14	Feb 21	Feb 28	Mar 7	Mar 14	Mar 21	Mar 28	Apr 4
A & K SLIPFORMING, INC.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
BLACK RIVER TREE REMOVAL	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
CCI COMPANIES, INC.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
CFR PAVING, INC.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
ELDERLEE, INC.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
NORTH COUNTRY GARDEN CENTER	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
OP-TECH ENVIRONMENTAL SERVICES	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
STILSING ELECTRIC, INC	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
STRAIGHTLINE INDUSTRIES INC	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
THOMAS J. KOVACH PROFESSIONAL LA	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

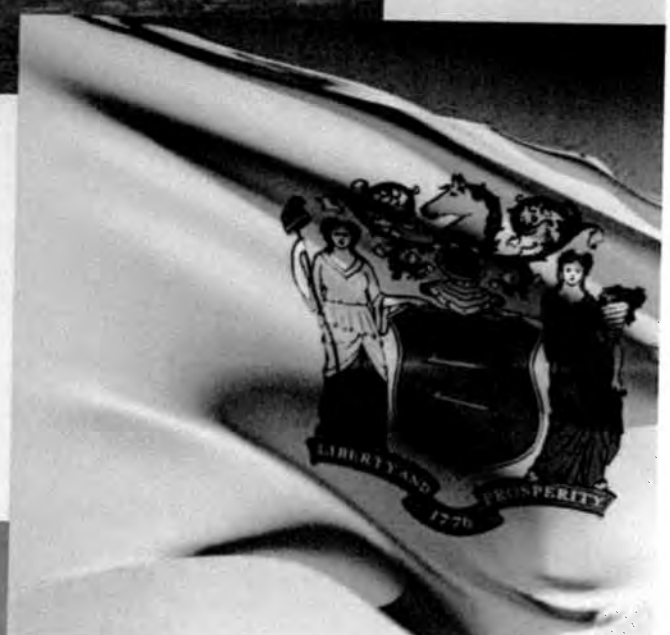


Vol. 3

COPY

*Proposal for NJ Treasury
14-X-23110*

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



Submitted By:
QWIC, Inc.
313 E. Broad St.,
Palmyra, NJ 08065
(856) 829-7942





Volume 3





Bidder's Name: Qwic, Inc.

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	\$ 224.00	\$ 230.75	\$ 237.68
22	Program Manager	\$ 184.00	\$ 189.50	\$ 195.18
23	Project Manager	\$ 156.00	\$ 160.65	\$ 165.50
24	Subject Matter Expert	\$ 184.00	\$ 189.50	\$ 195.18
25	Supervisory/Senior Consultant	\$ 156.00	\$ 160.65	\$ 165.50
26	Consultant	\$ 150.00	\$ 154.50	\$ 159.15
27	Associate/Staff	\$ 92.50	\$ 95.25	\$ 98.10
28	Administrative Support Staff	\$ 60.00	\$ 61.80	\$ 63.65

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.



SIGNATORY PAGE

STATE OF NEW JERSEY REQUEST FOR PROPOSAL (RFP)

RFP/Solicitation Number: 14-X-23110



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

Term Contract #: T2939
Requesting Agency: PROCUREMENT BUREAU
Requisition #: 1041262

ESTIMATED AMOUNT: \$ 0.00
CONTRACT EFFECTIVE DATE: July 01, 2013
CONTRACT EXPIRATION DATE: June 30, 2016
COOPERATIVE PURCHASING: NO
SET ASIDE: SMALL BUSINESS SUBCONTRACTING

TO ASK QUESTIONS CONCERNING THE CONTENTS OF THIS REP:
Please go to the Advertised Solicitation Current Bid Opportunities Web Page and click on the Quicklink button labeled Q&A.
http://www.state.nj.us/treasury/purchase/bid/summary/14x23110.shtml

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...
2) THE BIDDER MUST SIGN THE PROPOSAL.
3) THE PROPOSAL MUST INCLUDE ALL PRICE INFORMATION...
4) ALL PROPOSAL PRICES MUST BE TYPED OR WRITTEN IN INK.
5) ALL CORRECTIONS, WHITE-OUTS, ERASURES, RESTRIKING OF TYPE...
6) THE BIDDER MUST COMPLETE AND SUBMIT ALL FORMS...
7) THE BIDDER MUST ATTEND THE MANDATORY PRE-PROPOSAL CONFERENCE(S)...
8) FOR SET ASIDE CONTRACTS ONLY, A BIDDER MUST BE REGISTERED WITH THE N.J. DIVISION OF REVENUE...

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...
10) PERFORMANCE SECURITY: \$ N/A or N/A %
11) PAYMENT RETENTION N/A %
12) BY SIGNING AND SUBMITTING THIS PROPOSAL, THE BIDDER CONSENTS TO RECEIPT OF ANY AND ALL DOCUMENTS RELATED TO THIS RFP...

TO BE COMPLETED BY BIDDER

- 13) FIRM NAME: QWMC, Inc. ADDRESS 1: 313 East Broad St CITY: Palmyra STATE: New Jersey ADDRESS 2: ZIP: 08065
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, CERTIFIED OR CASHIERS CHECK ATTACHED, LETTER OF CREDIT ATTACHED, NONE
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: (856) 828-7942 EXT:
19) BIDDER FAX NO: (856) 828-7969 EXT: 21) FEDERAL EMPLOYER IDENTIFICATION NUMBER
20) BIDDER EMAIL ADDRESS: nancymyers@qwicinc.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
Nancy C. Myers

23) DATE 5/28/13

24) PRINT/TYPE NAME
Nancy C. Myers

25) TITLE President