



May 13, 2013

Ms. Roseann Koval  
Department of the Treasury  
Division of Purchase and Property – 9<sup>th</sup> Floor  
33 West State Street  
Trenton, NJ 08625  
Roseann.Koval@treas.state.nj.us

Reference: 1) URS General Services Administration Contract Number: GS-10F-0358K –  
Mission Oriented Business Integration Services (MOBIS)  
2) Request for Quote (RFQ) #: RFQ 776040S – Management of the Reconstruction,  
Rehabilitation, Elevation and Mitigation Program (RREM)  
3) Request for URS' Best and Final Offer, 10 May 2013 Letter, Department of the Treasury, State  
of New Jersey

Subject: Submittal of Revised URS Cost Proposal – Best and Final Offer

Dear Ms. Koval:

URS Group, Inc. (URS) is pleased to respond to the request for our Best and Final Offer (BAFO) with a revised cost proposal for the subject contract. **This BAFO includes a 5 ½% reduction from our original price quotation due to a reduction in labor hours for this project.** Our rates may be considered valid for a period of sixty (60) days from the date of this letter.

If you need additional information, or wish to discuss any aspect of our proposal, please call Catherine Carr Clinch at 301.820.3447. Contractual matters should be addressed to the attention of David Hernandez at 210.321.4989, or to Debora Monahan at 512.419.5979. Both David and Deborah can be reached by e-mail to [ursgsa@urscorp.com](mailto:ursgsa@urscorp.com).

Sincerely,

**URS Group, Inc.**

David L. Hernandez, Vice President  
GSA Program Director

Catherine Carr Clinch, CFM Vice President  
Program Chief Executive



**COST PROPOSAL**

SUBMITTED TO:

**DEPARTMENT OF THE TREASURY**

Division of Purchase and Property  
9th Floor  
33 West State Street  
Trenton, NJ 08625

SUBMITTED BY:

**URS GROUP, INC.**

1255 Broad Street  
Suite 201  
Clifton, NJ 07013-3398

# Management of the Reconstruction, Rehabilitation, Elevation and Mitigation Program (RREM) of the State of New Jersey Department of Community Affairs (DCA)

## RFQ 776040S

MAY 9, 2013



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## TAB 1 - EXECUTIVE SUMMARY

Submitted herein to New Jersey Department of Community Affairs is a competitively priced proposal, based upon GSA rates from URS. URS based our rates on our Mission Oriented Business Integrated Services (MOBIS) GSA schedule (General Services Administration Federal Supply Schedule Price List, Revision 0, Effective September 1, 2000 – August 31, 2015 (Option 2), Contract GS-10F-0358K).

The URS GSA schedule was discounted to provide the best value to NJ DCA and requested positions have been mapped to appropriate labor categories.

Our estimate of the total cost for each of the program phases is provided below. Assumptions and exceptions based upon the Scope of Work in the RFP are included following the table. All costs are based upon a project duration of 24 months, a full team of requested key staff and a basis of 1 structure completed in each project year. The proposed cost includes all startup cost and full cost for executing scope items associated with performing as the Lead RREM Contractor. We only provided cost for one structure because of the uncertainty of the number of structures that will be assigned to each contractor. We are providing a per structure cost to aid the New Jersey Department of Community Affairs in comparing that cost element with other bidders and being able to estimate total project cost based on an average unit rate. Our per structure unit cost if we are awarded 3,000 or more structures is \$6,509. This rate was designed to capture the economies of scale inherent in with performing a quantity reasonable for the Lead RREM Contractor. Should we be assigned fewer than 3,000 structures, our price per structure would increase 2%, to \$6,639.

Program Phase	Unit Cost	Cost
<b>Labor Year 1 – For management, administration and startup (only 1 inspection priced for purposes of cost comparison)</b>		<b>\$3,432,461.43</b>
Unit Price per inspection if URS is awarded 3000 Or more Structures =	\$6,509	
Unit Price per inspection if URS is awarded fewer than 3000 Structures =	\$6,639	
<b>Other Direct Costs Year 1 – Costs associated with management, administration and startup (inspection ODCs are included in Unit Price)</b>		<b>\$204,772.03</b>
<b>Travel Year 1 – Travel costs associated with management, administration and startup (inspection Travel costs are included in Unit Price)</b>		<b>\$342,838.47</b>
<b>Labor Year 2 – For management and administration (only 1 inspection priced for purposes of cost comparison)</b>		<b>\$2,771,657.18</b>
<b>Other Direct Costs Year 2 – Cost associated with management and administration (inspection ODCs are included in Unit Price)</b>		<b>\$176,035.10</b>
<b>Travel Year 2 – Travel costs associated with management and administration (inspection Travel costs are included in Unit Price)</b>		<b>\$17,365.07</b>
<b>TOTAL COSTS</b>	<b>\$6,945,129.28</b>	

Assumptions and Exceptions: An overall assumption is the structure of the program is as stated in the RFP. We are assuming that the 16 key personnel named in the proposal will be required to be substantially available for this project and have structured their hours to reflect their availability.

Because we cannot know in advance if we would be selected as the Lead or Secondary RREM Contractor, we are using the most conservative approach to providing our cost estimate – that which assumes that only one single family structure will be repaired or reconstructed using “sticks and bricks” building methods in each of the program years. The costs can be adjusted depending upon the total number of structures actually assigned to the URS Team.

1. Labor Year 1 – this includes labor hours and costs described in the RFP associated with management and oversight of Tasks 3.1.1 through 3.1.10. Task 3.1.1 includes labor hours assuming we are selected as the Lead RREM. As the potential lead, we have priced hours for our IT staff to establish an MIS capable of interfacing with the SHIP contractor and with Secondary RREM contractors.
2. Other Direct Costs Year 1 – the costs include a breakdown of the items, unit prices, and total costs associated with the first year of this contract. For this cost estimate, we again assumed we would be selected as the Lead RREM Contractor. As such, we have included the costs associated with purchasing the IT equipment necessary to run this program, the costs associated with hosting all data in a secure environment, data plans to ensure field data connectivity.
3. Travel Year 1 – the costs include the travel costs associated with starting up this contract, getting the expert management team to Trenton to establish the program, and for periodic visits from the few remote staff to ensure smooth operation of this program.
4. Labor Year 2 – this includes labor hours and costs described in the RFP associated with management and oversight of Tasks 3.1.3 through 3.1.10.
5. Other Direct Costs Year 2 – the costs include a breakdown of the items, unit prices, and total costs associated with the second year of this contract. These costs include hosting all data in a secure environment and data plans to ensure field data connectivity.
6. Travel Year 2 – the costs include the travel costs associated with periodic visits from remote subject matter experts.

## **TAB 2 - ADMINISTRATIVE REQUIREMENTS**

URS submits one (1) original and two (2) copies of the Certification Statement and all information required by the Certification as part of the proposal submission.

### TAB 3 – COST SCHEDULES

Cell to be completed by Bidder

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

Protected Cells

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

Firm Name: \_\_\_\_\_  
 Lead RREM Contractor     Secondary RREM Contractor     Either Position

Cost Quote for: <input checked="" type="checkbox"/> Year 1 <input type="checkbox"/> Year 2	Staffing Category	Equivalent GSA Staffing Category	GSA or Better Hourly Billing Rate (\$)	Section 3.1.1 Start Up - Program Design, Management, and Budgeting		Section 3.1.2 Prequalification of Homebuilders		Secondary RREM Contractor Costs Associated with Section 3.1.1 and 3.1.2		Section 3.1.3 Application Review and Processing		Section 3.1.4 Construction Management		Section 3.1.5 Quality Assurance/Quality Monitoring		Section 3.1.6 Appeals		Section 3.1.7 Compliance Monitoring		Section 3.1.8 Issue Tracking and Fraud, Waste and Abuse Coordination		Section 3.1.9 Document Management and Records Retention		Section 3.1.10 Accounting and Reporting		Total Hours Per Staff Category	Total \$ Per Staff Category		
				Hours	Amount (\$)	Hours	Amount (\$)	Hours	Amount (\$)	Hours	Amount (\$)	Hours	Amount (\$)	Hours	Amount (\$)	Hours	Amount (\$)	Hours	Amount (\$)	Hours	Amount (\$)	Hours	Amount (\$)	Hours	Amount (\$)				
	Program Chief Executive	Sr. Advisor	\$201.50	480	\$96,720.00	160	\$32,240.00	160	\$32,240.00	160	\$32,240.00	160	\$32,240.00	160	\$32,240.00	160	\$32,240.00	160	\$32,240.00	160	\$32,240.00	160	\$32,240.00	160	\$32,240.00	160	\$32,240.00	1,920	\$386,880.00
	Program Manager	Program Manager	\$160.14	480	\$76,867.20	160	\$25,622.40	160	\$25,622.40	160	\$25,622.40	160	\$25,622.40	160	\$25,622.40	160	\$25,622.40	160	\$25,622.40	160	\$25,622.40	160	\$25,622.40	160	\$25,622.40	160	\$25,622.40	1,920	\$307,468.80
	Construction Manager	Project Manager	\$143.50	480	\$68,880.00	160	\$22,960.00		\$0.00	160	\$22,960.00	160	\$22,960.00	160	\$22,960.00	160	\$22,960.00	160	\$22,960.00	160	\$22,960.00	160	\$22,960.00	160	\$22,960.00	160	\$22,960.00	1,920	\$275,520.00
	Eligibility Manager	Project Manager	\$143.50	480	\$68,880.00	160	\$22,960.00		\$0.00	160	\$22,960.00	160	\$22,960.00	160	\$22,960.00	160	\$22,960.00	160	\$22,960.00	160	\$22,960.00	160	\$22,960.00	160	\$22,960.00	160	\$22,960.00	1,920	\$275,520.00
	Information Technology Manager	Project Manager	\$143.50	480	\$68,880.00	160	\$22,960.00		\$0.00	160	\$22,960.00	160	\$22,960.00	160	\$22,960.00	160	\$22,960.00	160	\$22,960.00	160	\$22,960.00	160	\$22,960.00	160	\$22,960.00	160	\$22,960.00	1,920	\$275,520.00
	Subcontracts Manager	Sr. Administrative	\$108.69	240	\$26,085.60	80	\$8,695.20		\$0.00	80	\$8,695.20	80	\$8,695.20	80	\$8,695.20	80	\$8,695.20	80	\$8,695.20	80	\$8,695.20	80	\$8,695.20	80	\$8,695.20	80	\$8,695.20	960	\$104,342.40
	Budget & Financial Manager	Sr. Administrative	\$108.69	480	\$52,171.20	160	\$17,390.40		\$0.00	160	\$17,390.40	160	\$17,390.40	160	\$17,390.40	160	\$17,390.40	160	\$17,390.40	160	\$17,390.40	160	\$17,390.40	160	\$17,390.40	160	\$17,390.40	1,920	\$208,684.80
	Communications Director	Staff Consultant	\$111.12	400	\$44,448.00	80	\$8,889.60		\$0.00	0	\$0.00	40	\$4,444.80	0	\$0.00	0	\$0.00	0	\$0.00	40	\$4,444.80	40	\$4,444.80	0	\$0.00	0	\$0.00	600	\$66,672.00
	Chief Legal Counsel	Sr. Advisor	\$201.50	140	\$28,210.00	8	\$1,612.00		\$0.00	8	\$1,612.00	8	\$1,612.00	8	\$1,612.00	140	\$28,210.00	8	\$1,612.00	8	\$1,612.00	8	\$1,612.00	8	\$1,612.00	8	\$1,612.00	344	\$69,316.00
	Property Lien Director	Staff Consultant	\$111.12	480	\$53,337.60	0	\$0.00		\$0.00	720	\$80,006.40	720	\$80,006.40	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	1,920	\$213,350.40
	Facilities and Equipment Manager	Sr. Administrative	\$108.69	480	\$52,171.20	160	\$17,390.40		\$0.00	160	\$17,390.40	160	\$17,390.40	160	\$17,390.40	160	\$17,390.40	160	\$17,390.40	160	\$17,390.40	160	\$17,390.40	160	\$17,390.40	160	\$17,390.40	1,920	\$208,684.80
	Architect	Staff Consultant	\$111.12	480	\$53,337.60	40	\$4,444.80		\$0.00	80	\$8,889.60	80	\$8,889.60	40	\$4,444.80		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00	720	\$80,006.40
	Engineer	Staff Consultant	\$111.12	480	\$53,337.60	40	\$4,444.80		\$0.00	80	\$8,889.60	80	\$8,889.60	40	\$4,444.80		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00	720	\$80,006.40
	Estimating and Compliance Monitor	Staff Consultant	\$111.12	480	\$53,337.60	160	\$17,779.20		\$0.00	160	\$17,779.20	160	\$17,779.20	160	\$17,779.20	160	\$17,779.20	160	\$17,779.20	160	\$17,779.20	160	\$17,779.20	160	\$17,779.20	160	\$17,779.20	1,920	\$213,350.40
	Other	Sr. Advisor	\$201.50	200	\$40,300.00	200	\$40,300.00		\$0.00	0.5	\$100.75		\$0.00	0.5	\$100.75		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00	401	\$80,801.50
	Other	Staff Consultant - Field Super	\$111.12	240	\$26,668.80		\$0.00		\$0.00	9	\$1,000.08		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00	249	\$27,668.88
	Other	Staff Consultant - Quality Ass	\$111.12	40	\$4,444.80	4	\$444.48		\$0.00	1	\$111.12	1	\$111.12	1	\$111.12		\$0.00		\$0.00		\$0.00	0.5	\$55.56	1	\$111.12		\$0.00	49	\$5,389.32
	Other	Principal Consultant - Acquisi	\$133.48	240	\$32,035.20		\$0.00		\$0.00	2	\$266.96	2	\$266.96		\$0.00	0.5	\$66.74		\$0.00	0.5	\$66.74	0.25	\$33.37	0.25	\$33.37		\$0.00	246	\$32,769.34
	Other	Associate Consultant - Admin	\$75.26	40	\$3,010.40		\$0.00		\$0.00	0.25	\$18.82		\$0.00	0.25	\$18.82		\$0.00		\$0.00		\$0.00	0.25	\$18.82	0.25	\$18.82		\$0.00	41	\$3,085.66
	Other	Senior Consultant - IT Develop	\$121.55	480	\$58,344.00		\$0.00	240	\$29,172.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00	1	\$121.55	721	\$87,637.55
	Other	Staff Consultant - IT Develop	\$111.12	960	\$106,875.20		\$0.00	240	\$26,668.80	0.5	\$55.56		\$0.00	0.5	\$55.56	0.5	\$55.56	0.5	\$55.56	0.5	\$55.56	0.5	\$55.56	0.5	\$55.56	1	\$111.12	1,204	\$133,788.48
	Other	Associate Consultant - IT Dev	\$75.26	960	\$72,249.60		\$0.00	240	\$18,062.40		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00	1,200	\$90,312.00
	Other	Senior Analyst/Technician - IT	\$68.88	160	\$11,020.80		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00	160	\$11,020.80
	Other	Analyst/Technician - IT Supp	\$58.09	160	\$9,294.40		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00	160	\$9,294.40
	Other	Staff Administrative - Subcon	\$74.22	240	\$17,812.80	120	\$8,906.40		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00	1	\$74.22	361	\$26,793.42
	Other	Associate Administrative - Su	\$54.45	480	\$26,136.00	480	\$26,136.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00	0.5	\$27.23	0.5	\$27.23		\$0.00	961	\$52,326.45
	Other	BLANK			\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00
	Other	Associate Consultant - Inspe	\$75.26	240	\$18,062.40		\$0.00		\$0.00		\$0.00	36	\$2,709.36		\$0.00		\$0.00		\$0.00		\$0.00	0.5	\$37.63	0.5	\$37.63		\$0.00	277	\$20,847.02
	Other	Staff Consultant - HR Suppor	\$111.12		\$0.00		\$0.00		\$0.00	0.5	\$55.56	0.5	\$55.56		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00	1	\$111.12
	Other	Staff Administrative - Admin	\$74.22	480	\$35,625.60	160	\$11,875.20	160	\$11,875.20	0.5	\$37.11	0.5	\$37.11	0.1	\$7.42	0.1	\$7.42	0.1	\$7.42	0.1	\$7.42	0.1	\$7.42	0.1	\$7.42	0.1	\$7.42	802	\$59,494.75
	Other	Staff Administrative - Project	\$74.22	200	\$14,844.00		\$0.00		\$0.00		\$0.00	0.5	\$37.11		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00	201	\$14,881.11
	Other	Associate Administrative - Cle	\$54.45	200	\$10,890.00		\$0.00		\$0.00		\$0.00	0.5	\$27.23		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00	201	\$10,917.23
	<b>Total Other Direct Cost</b>			11380	\$1,284,077.60	2492	\$295,050.88	1200	\$143,640.80	2253.25	\$288,041.08	2338	\$296,084.53	1450.35	\$198,792.87	1501.1	\$216,337.32	1368.6	\$189,672.58	1409.1	\$194,184.12	1090.6	\$136,427.58	1373.6	\$190,152.07	27856.6	\$3,432,461.43		
					\$203,546.71		\$1,145.30		\$0.00		\$11.62		\$1.29		\$0.00		\$0.00		\$0.00		\$65.81		\$1.29		\$0.00		\$204,772.03		
	<b>Total Travel Cost</b>		\$342,838.47																							\$342,838.47			
	In accordance with Section 3.4 of the RFQ. Must attach detailed budget for the total cost with the RFQ.																												
					\$1,487,624.31		\$296,196.18		\$143,640.80		\$288,052.70		\$296,085.82		\$198,792.87		\$216,337.32		\$189,672.58		\$194,184.12		\$136,493.39		\$190,153.36	<b>Grand Total</b>	<b>\$3,980,071.93</b>		

Client Solicitation No. RFQ776040S  
 NJ DCA RREM  
 Period of Performance: NTP plus 2 years

\*\*Please note that if you do not plan on discounting, delete the highlighted columns. There will be a #REF! error. Insert the Schedule rate into the column and the formulas will work properly. Be sure to change the name from Discounted Rate to Schedule Rate.

Travel	RATE	Task 3.1.1		Task 3.1.2		Cost associated with Tasks 3.1.1 & 2		Task 3.1.3		Task 3.1.4		Task 3.1.5		Task 3.1.6		Task 3.1.7		Task 3.1.8		Task 3.1.9		Task 3.1.10		Total		
		NUMBER	COST	NUMBER	COST	NUMBER	COST	NUMBER	COST	NUMBER	COST	NUMBER	COST	NUMBER	COST	NUMBER	COST	NUMBER	COST	NUMBER	COST	NUMBER	COST	NUMBER	COST	
RT Train Fare (From Washington to Trenton)	\$ 140.00	28	\$3,920.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00	\$3,920.00
RT Airfare (From Houston to Newark)	\$ 325.00	4	\$1,300.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00	\$1,300.00
Days Lodging (Trenton)	\$ 119.00	1170	\$139,230.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00	\$139,230.00
Days Subsistence (Trenton)	\$ 61.00	1440	\$87,840.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00	\$87,840.00
Days Car Rental (New Jersey)	\$ 40.00	300	\$12,000.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00	\$12,000.00
Mileage	\$ 0.565	36000	\$20,340.00		\$0.00		\$0.00		\$0.00	200	\$113.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00	\$20,453.00
Parking/Tolls	\$ 10.00	90	\$900.00		\$0.00		\$0.00		\$0.00	1	\$10.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00	\$910.00
Subtotal Travel			\$265,530.00		\$0.00		\$0.00		\$0.00		\$123.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00	\$265,653.00
General & Administrative	17.31%		\$45,963.24		\$0.00		\$0.00		\$0.00		\$21.29		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00	\$45,984.53
General & Administrative FCCOM*	0.014%		\$37.17		\$0.00		\$0.00		\$0.00		\$0.02		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00	\$37.19
Fee	10.0%		\$31,149.32		\$0.00		\$0.00		\$0.00		\$14.43		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00	\$31,163.75
<b>Total Travel Costs</b>			<b>\$342,679.73</b>		<b>\$0.00</b>		<b>\$0.00</b>		<b>\$0.00</b>		<b>\$158.74</b>		<b>\$0.00</b>		<b>\$0.00</b>		<b>\$0.00</b>		<b>\$0.00</b>		<b>\$0.00</b>		<b>\$0.00</b>		<b>\$0.00</b>	<b>\$342,838.47</b>
<b>Other Direct Costs</b>																										
Outside Reproduction (per page)	\$ 0.10	5000	\$500.00	1000	\$100.00		\$0.00		\$2.50		\$1.00		\$0.00		\$0.00		\$0.00		\$0.00		\$1.00		\$1.00		\$1.00	\$605.50
Shipping (3 lbs)	\$ 3.85	200	\$770.00	200	\$770.00		\$0.00		\$0.00	25	\$0.00	10	\$0.00		\$0.00		\$0.00		\$0.00		\$0.00	10	\$0.00	10	\$0.00	\$1,540.00
Shipping (10lbs)	\$ 8.31	100	\$831.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00	\$831.00
Shipping (30lbs)	\$ 23.27	50	\$1,163.50		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00	\$1,163.50
Color Copies	\$ 1.30	2000	\$2,600.00		\$0.00		\$0.00		\$0.00	5	\$6.50		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00	\$2,606.50
Equipment Rental	\$ -		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00	\$0.00
Tags	\$ 0.25	500	\$125.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00	\$125.00
Binders (2")	\$ 3.49	50	\$174.50	5	\$17.45		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00	\$191.95
Binders (1.5")	\$ 2.59	50	\$129.50		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00	\$129.50
Fidelity Bond Insurance (Per \$Million)	\$ 10,000.00	5	\$50,000.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00	\$50,000.00
Deed Filing Fees (\$40 first page/\$10 additional pages)	\$ 50.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00	1	\$50.00		\$0.00	\$50.00
Handheld Computers/Tablets	\$ 400.00	40	\$16,000.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00	\$16,000.00
Tablet Wireless Connectivity (per tablet per mo)	\$ 10.00	480	\$4,800.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00	\$4,800.00
40 GB Shared Data Plans (per 2 tablets per mo)	\$ 300.00	240	\$72,000.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00	\$72,000.00
IT Server Hosting Service (Per Month)	\$ 718.95	12	\$8,627.40		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00	\$8,627.40
Subtotal Other Direct Costs			\$157,720.90		\$887.45		\$0.00		\$9.00		\$1.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$51.00		\$1.00	\$158,670.35
General & Administrative	17.31%		\$27,301.49		\$153.62		\$0.00		\$1.56		\$0.17		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$8.83		\$0.17	\$27,465.84
General & Administrative FCCOM*	0.014%		\$22.08		\$0.12		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00	\$22.21
Fee	10.0%		\$16,502.24		\$104.11		\$0.00		\$1.06		\$0.12		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$5.98		\$0.12	\$18,613.63
<b>Total Other Direct Costs</b>			<b>\$203,546.71</b>		<b>\$1,145.30</b>		<b>\$0.00</b>		<b>\$11.62</b>		<b>\$1.29</b>		<b>\$0.00</b>		<b>\$0.00</b>		<b>\$0.00</b>		<b>\$0.00</b>		<b>\$0.00</b>		<b>\$65.81</b>		<b>\$1.29</b>	<b>\$204,772.03</b>
<b>Materials</b>																										
Misc. Materials	\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00	\$0.00
Subtotal			\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00	\$0.00
Fee	10.0%		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00	\$0.00
<b>Total Materials Costs</b>			<b>\$0.00</b>		<b>\$0.00</b>		<b>\$0.00</b>		<b>\$0.00</b>		<b>\$0.00</b>		<b>\$0.00</b>		<b>\$0.00</b>		<b>\$0.00</b>		<b>\$0.00</b>		<b>\$0.00</b>		<b>\$0.00</b>		<b>\$0.00</b>	<b>\$0.00</b>
<b>TOTAL OTHER DIRECT COSTS</b>			<b>\$203,546.71</b>		<b>\$1,145.30</b>		<b>\$0.00</b>		<b>\$11.62</b>		<b>\$1.29</b>		<b>\$0.00</b>		<b>\$0.00</b>		<b>\$0.00</b>		<b>\$0.00</b>		<b>\$0.00</b>		<b>\$65.81</b>		<b>\$1.29</b>	<b>\$204,772.03</b>

\*Facilities Capital Cost of Money  
 Rate 2013 - 0.014%  
 FY2014 - 0.014%  
 FY2015 and beyond - 0.013%

Cell to be completed by Bidder

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

Protected Cells

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

Firm Name: \_\_\_\_\_  
 Lead RREM Contractor     Secondary RREM Contractor     Either Position

Cost Quote for: <input type="checkbox"/> Year 1 <input checked="" type="checkbox"/> Year 2	Staffing Category	Equivalent GSA Staffing Category	GSA or Better Hourly Billing Rate (\$)	Section 3.1.1 Start Up - Program Design, Management, and Budgeting		Section 3.1.2 Prequalification of Homebuilders		Secondary RREM Contractor Costs Associated with Section 3.1.1 and 3.1.2		Section 3.1.3 Application Review and Processing		Section 3.1.4 Construction Management		Section 3.1.5 Quality Assurance/Quality Monitoring		Section 3.1.6 Appeals		Section 3.1.7 Compliance Monitoring		Section 3.1.8 Issue Tracking and Fraud, Waste and Abuse Coordination		Section 3.1.9 Document Management and Records Retention		Section 3.1.10 Accounting and Reporting		Total Hours Per Staff Category	Total \$ Per Staff Category
				Hours	Amount (\$)	Hours	Amount (\$)	Hours	Amount (\$)	Hours	Amount (\$)	Hours	Amount (\$)	Hours	Amount (\$)	Hours	Amount (\$)	Hours	Amount (\$)	Hours	Amount (\$)	Hours	Amount (\$)	Hours	Amount (\$)		
	Program Chief Executive	Sr. Advisor	\$206.97		\$0.00		\$0.00		\$0.00	260	\$53,812.20	260	\$53,812.20	260	\$53,812.20	260	\$53,812.20	260	\$53,812.20	260	\$53,812.20	60	\$12,418.20	260	\$53,812.20	1,880	\$389,103.60
	Program Manager	Program Manager	\$164.49		\$0.00		\$0.00		\$0.00	260	\$42,767.40	260	\$42,767.40	260	\$42,767.40	260	\$42,767.40	260	\$42,767.40	260	\$42,767.40	60	\$9,869.40	260	\$42,767.40	1,880	\$309,241.20
	Construction Manager	Project Manager	\$147.41		\$0.00		\$0.00		\$0.00	260	\$38,326.60	260	\$38,326.60	260	\$38,326.60	260	\$38,326.60	260	\$38,326.60	260	\$38,326.60	60	\$8,844.60	260	\$38,326.60	1,880	\$277,130.80
	Eligibility Manager	Project Manager	\$147.41		\$0.00		\$0.00		\$0.00	260	\$38,326.60	260	\$38,326.60	260	\$38,326.60	260	\$38,326.60	260	\$38,326.60	260	\$38,326.60	60	\$8,844.60	260	\$38,326.60	1,880	\$277,130.80
	Information Technology Manager	Project Manager	\$147.41		\$0.00		\$0.00		\$0.00	260	\$38,326.60	260	\$38,326.60	260	\$38,326.60	260	\$38,326.60	260	\$38,326.60	260	\$38,326.60	60	\$8,844.60	260	\$38,326.60	1,880	\$277,130.80
	Subcontracts Manager	Sr. Administrative	\$111.65		\$0.00		\$0.00		\$0.00	130	\$14,514.50	130	\$14,514.50	130	\$14,514.50	130	\$14,514.50	130	\$14,514.50	130	\$14,514.50	30	\$3,349.50	130	\$14,514.50	940	\$104,951.00
	Budget & Financial Manager	Sr. Administrative	\$111.65		\$0.00		\$0.00		\$0.00	260	\$29,029.00	260	\$29,029.00	260	\$29,029.00	260	\$29,029.00	260	\$29,029.00	260	\$29,029.00	60	\$6,699.00	260	\$29,029.00	1,880	\$209,902.00
	Communications Director	Staff Consultant	\$114.14		\$0.00		\$0.00		\$0.00	0	\$0.00	200	\$22,828.00	0	\$0.00	200	\$22,828.00	0	\$0.00	200	\$22,828.00	20	\$2,282.80	220	\$25,110.80	840	\$95,877.60
	Chief Legal Counsel	Sr. Advisor	\$206.97		\$0.00		\$0.00		\$0.00	8	\$1,655.76	8	\$1,655.76	8	\$1,655.76	400	\$82,788.00	24	\$4,967.28	24	\$4,967.28	4	\$827.88	24	\$4,967.28	500	\$103,485.00
	Property Lien Director	Staff Consultant	\$114.14		\$0.00		\$0.00		\$0.00	900	\$102,726.00	900	\$102,726.00	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	1,800	\$205,452.00
	Facilities and Equipment Manager	Sr. Administrative	\$111.65		\$0.00		\$0.00		\$0.00	260	\$29,029.00	260	\$29,029.00	260	\$29,029.00	600	\$66,990.00	40	\$4,466.00	140	\$15,631.00	60	\$6,699.00	260	\$29,029.00	1,880	\$209,902.00
	Architect	Staff Consultant	\$114.14		\$0.00		\$0.00		\$0.00	160	\$18,262.40	160	\$18,262.40	80	\$9,131.20		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00	400	\$45,656.00
	Engineer	Staff Consultant	\$114.14		\$0.00		\$0.00		\$0.00	160	\$18,262.40	160	\$18,262.40	80	\$9,131.20		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00	400	\$45,656.00
	Estimating and Compliance Monitor	Staff Consultant	\$114.14		\$0.00		\$0.00		\$0.00	160	\$18,262.40	160	\$18,262.40	160	\$18,262.40	160	\$18,262.40	720	\$82,180.80	400	\$45,656.00	60	\$6,848.40	60	\$6,848.40	1,880	\$214,583.20
	Other	Sr. Advisor	\$206.97		\$0.00		\$0.00		\$0.00	0.5	\$103.49		\$0.00	0.5	\$103.49		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00	1	\$206.97
	Other	Staff Consultant - Field Super	\$114.14		\$0.00		\$0.00		\$0.00		\$0.00	9	\$1,027.26		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00	9	\$1,027.26
	Other	Staff Consultant - Quality Ass	\$114.14		\$0.00		\$0.00		\$0.00	1	\$114.14	1	\$114.14	1	\$114.14		\$0.00		\$0.00	0.5	\$57.07	1	\$114.14	5	\$513.63		
	Other	Principal Consultant - Acquisit	\$137.11		\$0.00		\$0.00		\$0.00	2	\$274.22	2	\$274.22		\$0.00	0.5	\$68.55		\$0.00	0.5	\$68.55	0.25	\$34.28	0.25	\$34.28	6	\$754.11
	Other	Associate Consultant - Admin	\$77.30		\$0.00		\$0.00		\$0.00	0.25	\$19.33		\$0.00	0.25	\$19.33		\$0.00		\$0.00		\$0.00	0.25	\$19.33	0.25	\$19.33	1	\$77.30
	Other	Senior Consultant - IT Develo	\$124.86		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00	1	\$124.86	1	\$124.86
	Other	Staff Consultant - IT Develop	\$114.14		\$0.00		\$0.00		\$0.00	0.5	\$57.07		\$0.00	0.5	\$57.07	0.5	\$57.07	0.5	\$57.07	0.5	\$57.07	0.5	\$57.07	1	\$114.14	4	\$456.56
	Other	Associate Consultant - IT Dev	\$77.30		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00
	Other	Senior Analyst/Technician - IT	\$70.76		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00
	Other	Analyst/Technician - IT Suppo	\$59.67		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00
	Other	Staff Administrative - Subcon	\$76.24		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00	1	\$76.24	1	\$76.24
	Other	Associate Administrative - Su	\$55.94		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00	0.5	\$27.97	0.5	\$27.97	1	\$55.94
	Other	BLANK			\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00
	Other	Associate Consultant - Inspec	\$77.30		\$0.00		\$0.00		\$0.00		\$0.00	36	\$2,782.80		\$0.00		\$0.00		\$0.00		\$0.00	0.5	\$38.65	0.5	\$38.65	37	\$2,860.10
	Other	Staff Consultant - HR Suppor	\$114.14		\$0.00		\$0.00		\$0.00	0.5	\$57.07	0.5	\$57.07		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00	1	\$114.14
	Other	Staff Administrative - Admin.	\$76.24		\$0.00		\$0.00		\$0.00	0.5	\$38.12	0.5	\$38.12	0.1	\$7.62	0.1	\$7.62	0.1	\$7.62	0.1	\$7.62	0.1	\$7.62	0.1	\$7.62	2	\$121.98
	Other	Staff Administrative - Project	\$76.24		\$0.00		\$0.00		\$0.00		\$0.00	0.5	\$38.12		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00	1	\$38.12
	Other	Associate Administrative - Cle	\$55.94		\$0.00		\$0.00		\$0.00		\$0.00	0.5	\$27.97		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00	1	\$27.97
	<b>Total Other Direct Cost</b>			0	\$0.00	0	\$0.00	0	\$0.00	3343.25	\$443,964.29	3588	\$470,488.56	2280.35	\$322,614.10	3051.1	\$446,104.55	2474.6	\$346,781.67	2455.1	\$344,318.43	536.6	\$75,769.97	2259.6	\$321,615.61	19988.6	\$2,771,657.18
	<b>Total Travel Cost</b>	\$17,365.07			\$0.00		\$1,145.40		\$0.00		\$174,802.34		\$1.29		\$0.00		\$0.00		\$0.00		\$0.00		\$65.81		\$20.25		\$17,365.07
	In accordance with Section 3.4 of the RFQ. Must attach detailed budget for the total cost with the RFQ.				\$0.00		\$1,145.40		\$0.00		\$618,766.63		\$470,489.85		\$322,614.10		\$446,104.55		\$346,781.67		\$344,318.43		\$75,835.78		\$321,635.86	<b>Grand Total</b>	<b>\$2,965,057.34</b>





Client Solicitation No. RFQ776040S  
 NJ DCA RREM  
 Period of Performance: NTP plus 2 years

\*Please note that if you do not plan on discounting, delete the highlighted columns. There will be a #REF! error. Insert the Schedule rate into the column and the formulas will work properly. Be sure to change the name from Discounted Rate to Schedule Rate.

Travel	RATE	Task 3.1.1		Task 3.1.2		Cost associated with Tasks 3.1.1 & 2		Task 3.1.3		Task 3.1.4		Task 3.1.5		Task 3.1.6		Task 3.1.7		Task 3.1.8		Task 3.1.9		Task 3.1.10		Total		
		NUMBER	COST	NUMBER	COST	NUMBER	COST	NUMBER	COST	NUMBER	COST	NUMBER	COST	NUMBER	COST	NUMBER	COST	NUMBER	COST	NUMBER	COST	NUMBER	COST	NUMBER	COST	
RT Train Fare (From Washington to Trenton)	\$140.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00	14	\$1,960.00		\$1,960.00	
RT Airfare (From Houston to Newark)	\$325.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00	4	\$1,300.00		\$1,300.00	
Days Lodging (Trenton)	\$119.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00	24	\$2,856.00		\$2,856.00	
Days Subsistence (Trenton)	\$61.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00	48	\$2,928.00		\$2,928.00	
Days Car Rental (New Jersey)	\$40.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00	20	\$800.00		\$800.00	
Mileage	\$0.565		\$0.00		\$0.00		\$0.00		\$0.00	200	\$113.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00	6000	\$3,390.00		\$3,503.00	
Parking	\$10.00		\$0.00		\$0.00		\$0.00		\$0.00	1	\$10.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00	10	\$100.00		\$110.00	
Subtotal Travel			\$0.00		\$0.00		\$0.00		\$0.00		\$123.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$13,334.00		\$13,457.00	
General & Administrative	17.31%		\$0.00		\$0.00		\$0.00		\$0.00		\$21.28		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$2,308.12		\$2,329.41	
General & Administrative FCCOM*	0.014%		\$0.00		\$0.00		\$0.00		\$0.00		\$0.02		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.02	
Fee	10.0%		\$0.00		\$0.00		\$0.00		\$0.00		\$14.43		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$1,564.21		\$1,578.64	
<b>Total Travel Costs</b>			<b>\$0.00</b>		<b>\$0.00</b>		<b>\$0.00</b>		<b>\$0.00</b>		<b>\$158.74</b>		<b>\$0.00</b>		<b>\$0.00</b>		<b>\$0.00</b>		<b>\$0.00</b>		<b>\$0.00</b>		<b>\$17,206.33</b>		<b>\$17,365.07</b>	
<b>Other Direct Costs</b>	<b>RATE</b>	<b>NUMBER</b>	<b>COST</b>	<b>NUMBER</b>	<b>COST</b>	<b>NUMBER</b>	<b>COST</b>	<b>NUMBER</b>	<b>COST</b>	<b>NUMBER</b>	<b>COST</b>	<b>NUMBER</b>	<b>COST</b>	<b>NUMBER</b>	<b>COST</b>	<b>NUMBER</b>	<b>COST</b>	<b>NUMBER</b>	<b>COST</b>	<b>NUMBER</b>	<b>COST</b>	<b>NUMBER</b>	<b>COST</b>	<b>NUMBER</b>	<b>COST</b>	
Outside Reproduction (per page)	\$0.10		\$0.00	1000	\$100.00		\$0.00	25	\$2.50	10	\$1.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00	10	\$1.00	10	\$1.00	\$105.50
Shipping (3 lbs)	\$3.85		\$0.00	200	\$770.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00	\$770.00
Shipping (10lbs)	\$8.31		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00	\$0.00
Shipping (30lbs)	\$23.27		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00	\$0.00
Color Copies	\$1.30		\$0.00		\$0.00		\$0.00	5	\$6.50		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00	\$6.50
Equipment Rental	\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00	\$0.00
Tabs	\$0.25		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00	\$0.00
Binders (2")	\$ 3.49		\$0.00	5	\$17.45		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00	\$17.45
Binders (1.5")	\$ 2.59		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00	\$0.00
Fidelity Bond Insurance (Per \$Million)	\$ 10,000.00		\$0.00		\$0.00		\$0.00	5	\$50,000.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00	\$50,000.00
Deed Filing Fees (\$40 first page/\$10 additional page)	\$ 50.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00	1	\$50.00		\$50.00	
Handheld Computers/Tablets	\$ 400.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00	\$0.00
Tablet/Wireless Connectivity (per tablet per mo)	\$ 10.00		\$0.00		\$0.00		\$0.00	480	\$4,800.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00	\$4,800.00
40 GB Shared Data Plans (per 2 tablets per mo)	\$ 300.00		\$0.00		\$0.00		\$0.00	240	\$72,000.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00	\$72,000.00
IT Server Hosting Service (Per Month)	\$ 718.95		\$0.00		\$0.00		\$0.00	12	\$8,627.40		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00	\$8,627.40
Subtotal Other Direct Costs			\$0.00		\$887.45		\$0.00		\$135,436.40		\$1.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$51.00		\$1.00	\$136,376.85
General & Administrative	17.32%		\$0.00		\$153.71		\$0.00		\$23,457.58		\$0.17		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$8.83		\$0.17	\$23,620.46
General & Administrative FCCOM*	0.014%		\$0.00		\$0.12		\$0.00		\$18.96		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00	\$38.05
Fee	10.0%		\$0.00		\$104.12		\$0.00		\$15,889.40		\$0.12		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$5.98		\$0.12	\$15,999.74
<b>Total Other Direct Costs</b>			<b>\$0.00</b>		<b>\$1,145.40</b>		<b>\$0.00</b>		<b>\$174,802.34</b>		<b>\$1.29</b>		<b>\$0.00</b>		<b>\$0.00</b>		<b>\$0.00</b>		<b>\$0.00</b>		<b>\$0.00</b>		<b>\$65.81</b>		<b>\$20.25</b>	<b>\$176,035.10</b>
<b>Materials</b>	<b>RATE</b>	<b>NUMBER</b>	<b>COST</b>	<b>NUMBER</b>	<b>COST</b>	<b>NUMBER</b>	<b>COST</b>	<b>NUMBER</b>	<b>COST</b>	<b>NUMBER</b>	<b>COST</b>	<b>NUMBER</b>	<b>COST</b>	<b>NUMBER</b>	<b>COST</b>	<b>NUMBER</b>	<b>COST</b>	<b>NUMBER</b>	<b>COST</b>	<b>NUMBER</b>	<b>COST</b>	<b>NUMBER</b>	<b>COST</b>	<b>NUMBER</b>	<b>COST</b>	
Misc. Materials	\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00	\$0.00
Subtotal			\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00	\$0.00
Fee	10.0%		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00	\$0.00
<b>Total Materials Costs</b>			<b>\$0.00</b>		<b>\$0.00</b>		<b>\$0.00</b>		<b>\$0.00</b>		<b>\$0.00</b>		<b>\$0.00</b>		<b>\$0.00</b>		<b>\$0.00</b>		<b>\$0.00</b>		<b>\$0.00</b>		<b>\$0.00</b>		<b>\$0.00</b>	<b>\$0.00</b>
<b>TOTAL OTHER DIRECT COSTS</b>			<b>\$0.00</b>		<b>\$1,145.40</b>		<b>\$0.00</b>		<b>\$174,802.34</b>		<b>\$1.29</b>		<b>\$0.00</b>		<b>\$0.00</b>		<b>\$0.00</b>		<b>\$0.00</b>		<b>\$0.00</b>		<b>\$65.81</b>		<b>\$20.25</b>	<b>\$176,035.10</b>

\*Facilities Capital Cost of Money  
 Rate 2013 - 0.014%  
 FY2014 - 0.014%  
 FY2015 and beyond - 0.013%

**URS**

[WWW.URS.COM](http://WWW.URS.COM)

1255 Broad Street Suite 201 Clifton, NJ 07013-3398 tel: 973.883.8500 fax



**TECHNICAL PROPOSAL**

SUBMITTED TO:

**DEPARTMENT OF THE TREASURY**

Division of Purchase and Property  
9th Floor  
33 West State Street  
Trenton, NJ 08625

SUBMITTED BY:

**URS GROUP, INC.**

1255 Broad Street  
Suite 201  
Clifton, NJ 07013-3398

**MAY 9, 2013**



# Management of the Reconstruction, Rehabilitation, Elevation and Mitigation Program (RREM) of the State of New Jersey Department of Community Affairs (DCA)

## RFQ 776040S





May 8, 2013

Roseann Koval  
Department of the Treasury  
Division of Purchase and Property – 9<sup>th</sup> Floor  
33 West State Street  
Trenton, NJ 08625

Reference: 1) URS General Services Administration Contract Number: GS-10F-0358K –  
Mission Oriented Business Integration Services (MOBIS)  
3) Request for Quote (RFQ) #: RFQ 776040S– Management of the Reconstruction, Rehabilitation,  
Elevation and Mitigation Program (RREM)

Subject: Submittal of URS Proposal

Dear Ms. Koval:

URS Group, Inc. (URS) is pleased to submit our discounted labor category rates for the subject contract. Our rates may be considered valid for a period of sixty (60) days from the date of this letter.

We bring New Jersey, DCA the capability to design, develop and implement a comprehensive housing recovery program. In order to rapidly deliver such a program within the timelines required by the RFQ, the construction management team selected to implement the Reconstruction, Rehabilitation, Elevation, And Mitigation (RREM) Program will have to bring with them the proven capability to rapidly develop and execute construction management processes that have been previously implemented, time tested, and met HUD approval. Our proven leadership team, experience managing large scale housing programs, and proven program management processes are a testament to this statement. The URS Team has extensive and demonstrated experience in working collaboratively with other professional services contractors on large-scale Community Development Block Grant Disaster Recovery (CDBG-DR) programs, bringing the DCA RREM our best management practices.

We are submitting as a Lead and/or Secondary Contractor.

We are confirming the following:

- Have appropriate state business licenses
- URS does not have a record of substandard work within past 5 years
- URS is not engaged in unethical practices with the past 5 years
- If awarded, URS takes responsibility for the signed contract and our work

If you need additional information, or wish to discuss any aspect of our proposal, please Catherine Carr Clinch at 301.820.3447 for technical details 212.896.0108. Contractual matters should be addressed to the attention of David Hernandez at 210.321.4989, or to Debora Monahan at 512.419.5979. Both can be reached by e-mail to [urgsa@urscorp.com](mailto:urgsa@urscorp.com).

Sincerely,

URS Group, Inc.

David L. Hernandez, Vice President  
GSA Program Director

Catherine Carr Clinch, CFM Vice President  
Program Chief Executive



# Cover Page



## Cover Page

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**NAME OF THE BIDDER**

URS Group, Inc.

**FIRM ADDRESS**

1255 Broad Street, Suite 201  
Clifton, NJ 07013

**FIRM TELEPHONE NUMBER**

973.883.8500

**FIRM FEDERAL TAX IDENTIFICATION NUMBER**

[REDACTED]

**NAME, TITLE, ADDRESS, TELEPHONE NUMBER, FAX NUMBER, AND EMAIL ADDRESS OF THE CONTACT PERSON  
AUTHORIZED TO CONTRACTUALLY OBLIGATE THE BIDDER ON BEHALF OF THE FIRM**

Name: David L. Hernandez

Title: Vice President, GSA Program Director

Address: 9901 IH-10 W, Suite 350  
San Antonio, Texas 78230

Telephone: 210.377.3764

Fax: [REDACTED]

Email: david.l.hernandez@urs.com



**Quote Letter**





Quote Letter

I, David L. Hernandez, certify that URS Group, Inc. understands the scope of work identified in RFQ 776040S. URS Group has the appropriate state license needed to perform the task at hand.

David L. Hernandez

May 9, 2013

Name

Signature

Date

*THIS CERTIFICATION CONTAINS A MATTER WITHIN THE JURISDICTION OF AN AGENCY OF THE UNITED STATES, AND THE MAKING OF A FALSE, FICTITIOUS, OR FRAUDULENT CERTIFICATION MAY RENDER THE MAKER SUBJECT TO PROSECUTION UNDER TITLE 18, UNITED STATES CODE, and SECTION 1001.*





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## EXECUTIVE SUMMARY

On October 29, 2012, Superstorm Sandy slammed into the southern coast of New Jersey, resulting in the most damaging disaster in State history. More than 346,000 homes were damaged or destroyed; economic losses to businesses are estimated up to \$30B; transportation systems, including New Jersey Transit, were severely damaged and closed for 10 days; and half the City of Hoboken was flooded.

As a result of this monumental event, the State of New Jersey began the development of a significant and sustained response and recovery campaign. The State will need to contend with equitable distribution of Federal disaster funding among the other affected states; to address concerns of those directly affected by the storm; and to implement effective housing and community rebuilding programs that lead to resilient community and economic development while maintaining the character of the New Jersey Coast and its people. All of this must be done in a transparent and expedited manner that allows the recovery efforts to withstand Federal auditing. Residents of the Garden State have never shied away from a challenge; they embrace them. Establishing an effective Rehabilitation, Reconstruction, Elevation and Mitigation (RREM) housing program is one of those challenges, and the URS Team stands ready to embrace this challenge alongside the Department of Community Affairs (DCA).

In approaching this challenge, DCA has the opportunity to rapidly implement a “smart” recovery. During our response to Sandy under other contracts, New Jersey citizens have expressed to the URS Team their concern for a recovery that is timely, that maximizes all available resources, that rebuilds to create a more resilient community and State, and that advocates and protects State and local interests. From day one our goal is to maximize the support the local New Jersey citizens will receive as part of the RREM recovery program. To do this, the URS Team will implement a triage system for an efficient and expeditious RREM program start up utilizing our depth of knowledge in program design, development of play books, fully commitment start up team, 15 pre-identified housing inspection teams and various geospatial tools and integrated management information system to manage the program and interface seamlessly with the Secondary RREM contractors, SSHIP and DCA systems. Using this triage system with Global Matching for grant programs, in combination with our comprehensive understanding of the Stafford Act and other disaster recovery programs, will maximize funding for the State.

The URS Team brings DCA the capability and leadership necessary to implement a New Jersey-approved housing and infrastructure rapid repairs program based on the lessons learned during our post-Sandy activities.

As recovery begins, DCA needs a consultant that will recognize its individual needs and has the recovery and technical experience required for the challenges that lay ahead. URS is that Team. We look forward to continuing our 60 + year relationship with the State of New Jersey on this effort and facilitating the rapid recovery of the New Jersey coastline to its splendor.

In the aftermath of Sandy, the recovery and healing process has only begun. DCA has the tremendous

“Being part of an unprecedented recovery effort required URS personnel at all levels to be flexible, fast and to work hand-in-hand with MDA to develop procedures and processes specific to the State of Mississippi’s unique needs... our relationship with URS continues as we administer almost \$1B in ongoing housing construction initiatives. We are poised to complete these tasks in a timely manner as well, thanks, in large measure, to the skills and professionalism of URS team members.”

- JON MABRY, MISSISSIPPI DEVELOPMENT  
AUTHORITY

responsibility of shepherding thousands of people through the myriad of processes and programs that will enable New Jersey to rebuild. We stand ready to help DCA set things right.

#### WHY THE URS TEAM?

- DCA gains lessons learned from our post-disaster CDBG Housing Recovery Program management experiences in Mississippi and Texas
- DCA has access to the industry leader who provides a full array of Federal disaster recovery program services, including information management and technical expertise
- DCA gains access to over 1,500 URS staff in the State of New Jersey from our 6 offices and 57,000 nationwide
- DCA gains a battle tested CDBG-DR RREM start up team, fully committed to this mission on day 1
- DCA gains a portfolio of CDBG-DR RREM play books, program design manuals, MIS system and 15 fully staffed and trained inspection teams
- DCA benefits from our relationships built supporting the State and local counties through hazard mitigation planning, infrastructure design and management, coastal management, and grant support
- DCA obtains access to URS' technical knowledge used to complete post-Sandy advisory base flood elevations (ABFE) and the FEMA Mitigation Assessment Team survey in New Jersey
- DCA gains the leading facilitator in public housing and at-risk population advocacy
- DCA obtains consistency in messaging and support of local outreach for integrating the ABFE and other flood data during New Jersey's recovery planning and activities
- DCA obtains visibility into the evolving temporary housing mission and policies through our current support of FEMA's Individual Assistance temporary housing mission within the State
- DCA gains our knowledge of lessons learned from the NYC Rapid Repair program and access to the implementation leadership team
- DCA obtains expertise on the technical and financial implications to the State of ongoing NFIP reform through our current efforts that support those reforms



## Tab 1 – Management Overview



## 1.0 MANAGEMENT OVERVIEW

**The URS Team is the only program manager that brings the New Jersey DCA the capability to design, develop, and implement a comprehensive housing recovery program as described and requested in the RFQ.** In order to rapidly deliver such a program within the timelines required by the RFQ, the construction management team selected to implement the Reconstruction, Rehabilitation, Elevation, and Mitigation (RREM) Program will have to bring with them the proven capability to rapidly develop and execute construction management processes that have been previously implemented, time tested, and met HUD approval. Our proven leadership team, experience managing large scale housing programs, and proven program management processes are a testament to this statement.

35,000+

Number of applicants processed by the URS Team for the MDA Hurricane Katrina Recovery Program.

The URS Team has extensive and demonstrated experience in working collaboratively with other professional services contractors on large-scale Community Development Block Grant Disaster Recovery (CDBG-DR) programs, bringing the DCA RREM our best management practices.

**Experience. Capacity. Results.** These terms are the URS Team trademark. We offer the DCA outstanding credentials and direct relevant experience for CDBG-DR housing construction programs. Our qualifications, coupled with local experienced personnel and national experts, provide the assurance the URS

Team brings the best in terms of local knowledge, expertise, and capacity. Our experience with disaster recovery housing programs after Hurricanes Katrina, Rita, Dolly, Ike, and Sandy allowed the URS Team to develop significant capabilities, processes, procedures, and trained personnel that not only understand the nature of the RREM Program, but have developed many of the operational themes that are recognized by HUD as best management practices (BMP). We understand the intensity and complexity of undertaking large-scale, scattered site construction programs, and have a well-developed program management process supported by key leaders with the experience needed to rapidly mobilize, plan, develop, and execute the RREM Program.

The following technical approach provides an overview of the URS Team’s program management process. It details how we approach the process with phasing, major tasks, and subtasks supported by key leadership and local staffing. Because the program design outlined in the RFQ requires intensive coordination and handoffs between separate contractors and program options, we tailored this narrative to support the DCA’s program processes from the lead program contractor perspective. Our project team has managed every phase of HUD CDBG-DR housing programs, have a unique understanding of the program challenges, and have devised a program management process flow that provides the needed guidance and direction to the project team.

### URS Team

The URS Team is composed of CDBG-DR program management and implementation firms, as well as local residential construction management firms with

*“Being part of an unprecedented recovery effort required URS personnel at all levels to be flexible, fast and to work hand-in-hand with MDA to develop procedures and processes specific to the State of Mississippi’s unique needs.”*



*“...our relationship with URS continues as we administer almost \$1B in ongoing housing construction initiatives. We are poised to complete these tasks in a timely manner as well, thanks, in large measure, to the skills and professionalism of URS team members.”*



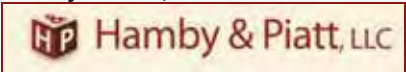
- Jon Mabry – CIA, CBM, CISA, CFSA, Chief Operations Officer – MDA Disaster Recovery Division

recent experience in the New York City Rapid Repair program. URS has extensive experience, a strong performance history, and a New Jersey presence. Our key teaming partners for these programs bring unique experience, complementary capabilities, and the local relationships needed to be successful. We selected these firms based on their proven capability and similar culture of quality and dedication and our joint work experience. **URS has worked numerous disaster recovery efforts with all our team members. We have built a strong team with a strong history of partnership in disaster recovery and commitment to rebuilding NJ with local talent.**

Below is **Table 1.1 URS Team as the NJ RREM Lead Contractor**, identifying our team members, their experience, and their roles for this effort.

**Table 1.1 URS Team – NJ RREM Lead Contractor**

COMPANY	EXPERIENCE	ROLE
<p>URS Corporation (URS)</p> 	<p>URS is a leading provider of pre- and post-disaster response and recovery program management, policy, planning, engineering, construction, and technical services for public and private sector agencies nationwide and globally for the past 20 years and the #1 CDBG-DR program implementation firm. URS has supported the response and recovery efforts associated with over 900 federally declared disasters. URS is a nationally recognized leader in pre- and post-disaster Stafford Act grants management and has successfully overseen over \$20B dollars in infrastructure and housing recovery grant allocations. URS is ranked #2 in Engineering News-Record (ENR) for the last 4 consecutive years and is number 248 on Fortune 500 list for 2013. <b>1,500 NJ employees</b></p>	<ul style="list-style-type: none"> <li>• Prime and overall lead contractor.</li> <li>• Recovery planning and implementation services for housing and infrastructure.</li> <li>• Overall program management of Stafford Act post-disaster grants.</li> </ul>
<p>The LiRo Group (LiRo)</p> 	<p>LiRo provides construction management, engineering, environmental, architectural, and program management solutions for clients in the NJ/NY area and is currently managing more than \$10B of public sector projects. LiRo is a leader in Sandy recovery efforts, including heading the top three housing recovery programs in New York and was responsible for returning over 100,000 residents to their homes. LiRo is also involved in virtually every building and infrastructure sector that was impacted by Sandy including 100 percent of New York City hospitals and 75 percent of schools recovery work. <b>47 NJ employees.</b></p>	<ul style="list-style-type: none"> <li>• Support in construction management and A&amp;E services.</li> </ul>

COMPANY	EXPERIENCE	ROLE
<p>CCMS</p> 	<p>Consolidated Construction Management Services (CCMS), located in Wall, NJ, in Monmouth County, was founded by Lino DeAlmeida to provide high-quality construction and program management services to public and private clients. CCMS is currently providing services for over \$100M of projects throughout New Jersey. CCMS' core competencies include program and construction management, inspections, and mechanical and civil engineering. CCMS' areas of expertise include water/wastewater treatment plants, institutional construction, residential construction, and infrastructure engineering and construction. <b>50 NJ employees</b></p>	<ul style="list-style-type: none"> <li>• NJ-based SB firm performing Hurricane Sandy recovery services and specialized in residential construction management.</li> </ul>
<p>H2Bravo</p> 	<p>This is a start-up small business consisting of three employees, all former URS CDBG program leaders for CDBG housing repair and reconstruction.</p>	<ul style="list-style-type: none"> <li>• CDBG housing repair/reconstruction program design and implementation</li> </ul>
<p>Hamby &amp; Piatt, LLC</p> 	<p>The firm provides advisory support to clients seeking federal and/or state funds, and to meet compliance requirements after funding.</p>	<ul style="list-style-type: none"> <li>• CDBG and Grant policy expertise.</li> </ul>

Our approach to the work is unique and our capacity to perform is unmatched. We have supplemented the core URS Team with partners that have unique capabilities and experience in key geographic areas in New Jersey.

There is Only one team that brings the experience , proven track record of success and proven play books/plans that the New Jersey Department of Community Affairs (DCA) seeks to acquire— that is The URS Team. We are comfortable making this claim because of the strength of the Team we have assembled, decades of experience we possess, and past successes we have achieved for our clients and community. We also know that no other team can demonstrate this track record of performance and delivery of programs for **both housing and infrastructure**.

Success in delivering the programs requires more than just familiarity with the federal and state guidelines. The URS team understands the requirements and brings the ability to:

- Implement a proven successful management methodology.
- Work closely with the ultimate program beneficiaries, addressing geographic differences.
- Create economies of scale to reduce time and cost.
- Have the capacity to perform and provide a customized solution.
- Address the programs efficiently and sensitively, while ensuring responsible program management.
- Work in partnership with New Jersey DCA, SSHIP contractor and subrecipients.



## Technical Approach

The URS Team developed the Housing Program Management Approach described herein in response to large scale CDBG-DR Housing Programs funded by HUD in the wake of the major storms that have plagued the Gulf Coast. We recognize the RREM Program Design is different than previous programs, and we have crafted our approach to account for hand offs between the DCA and other SSHIP and RREM contractors to provide a mixture of best practices and effective leadership tailored for RREM. While each member of the URS Team brings their own unique services and skills to the program, our team has the best balance of CDBG-DR Housing Construction Program Management experience coupled with local on the ground knowledge of the impacted areas gained after Superstorm Sandy. The URS Team conducts housing program management projects in accordance with a phased approach to implementation, effectively categorizing the program into phases and functional areas. Each functional area of the program is distinctive and operations are conducted concurrently to rapidly push applicants through the process with minimal delays while keeping them informed and current on their project status. ***The process approach described herein was proven effective in meeting the schedule and compliance requirements of other recent CDBG-DR construction programs.***

### 1.1 Start-up, Program Design, Management, and Budgeting

The URS Team effectively maps these tasks into a larger theme called operational planning. As the key start-up phase, operational planning provides the URS Team, other RREM contractors, and the DCA the necessary processes, products, and estimates to efficiently manage the process throughout the construction plan life cycle. Operational planning is composed of numerous tasks across all of the functional areas that synchronizes the DCA program management staff and the efforts of all of the key program contractors. Key aspects of operational planning include:

The URS Team recommends the development of a Joint Planning Group composed of leadership and technical elements of the lead and secondary RREM contractors and the State during the operational planning process to develop a collaborative environment.

**Program Design.** The first step of program design is the development of a needs assessment. The needs assessment provides the overall framework for funding allocation to specific programs, prioritizes how the funding will be distributed, and provides the justification for providing program funds those applicants most in need. This needs assessment process will greatly enhance the



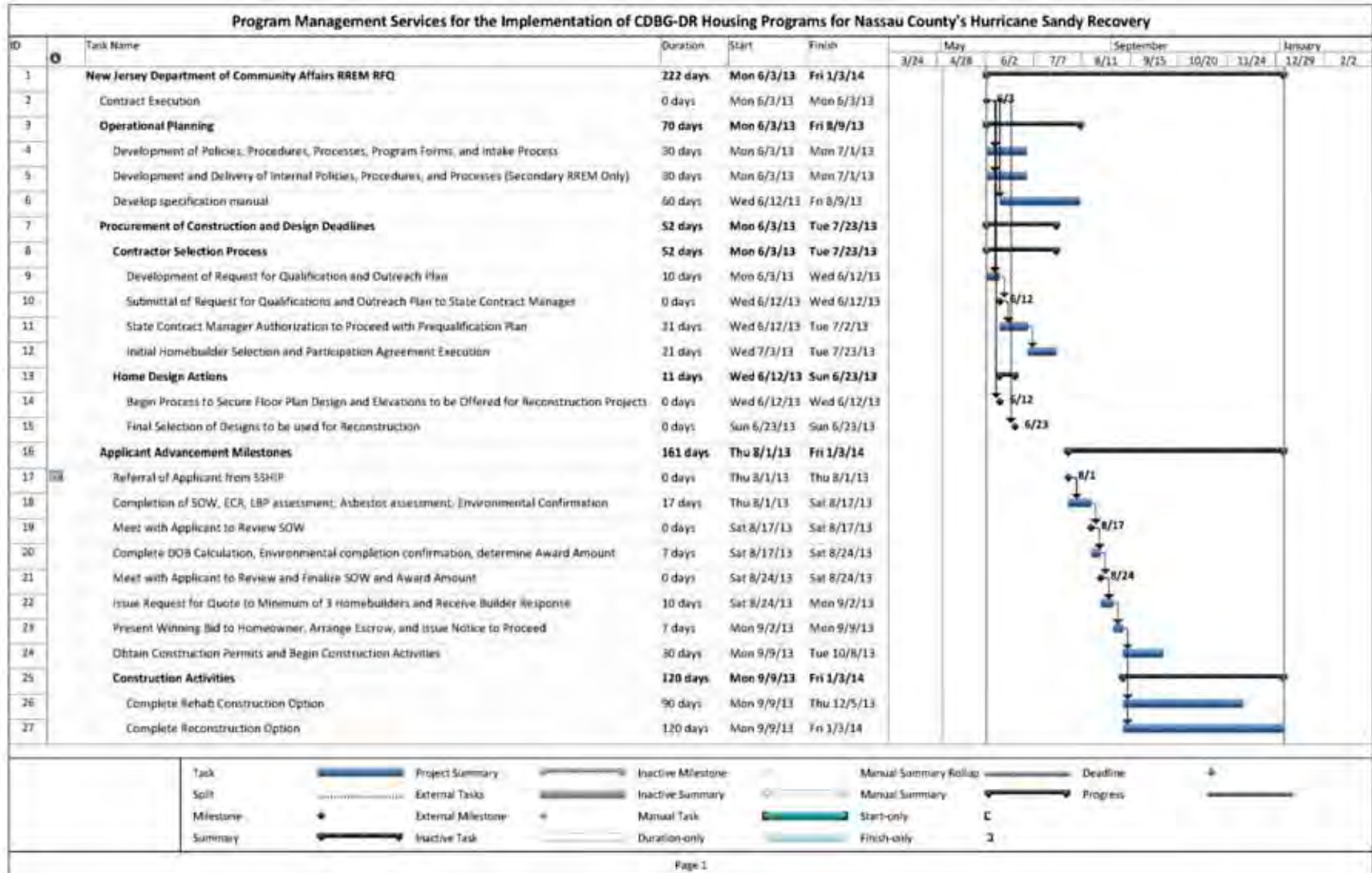
Affirmatively Furthering Fair Housing requirements and avoid Fair Housing complaints against the program. Using the results of the needs assessment, program design becomes the key task to ensure a standardized set of program guidelines, policies, and procedures are developed for consistency throughout the program. These guidelines answer key questions and concerns relevant and specific to the RREM, and are developed into a comprehensive program guidebook. The program guidebook becomes the document that uniformly provides the program policies and procedures to all participants in the program and drives consistency in delivery. Program design is critical for compliance with HUD regulations, supports monitoring, and HUD audits. The program guidebook also provides the necessary means and methods for processing applicants in a fair and transparent manner, along with a formal appeals process to handle difficult cases. **The URS Team brings with them a Needs**

**Assessment Process and Program Design Template that were developed over the course of multiple programs and can be rapidly adapted to the needs of RREM.** The needs assessment, program design, and resulting program guidebook development were implemented under other CDBG-DR programs and met the compliance approval of HUD and Fair Housing Advocates on numerous occasions. The program guidebook remains a living document, accepting continuous improvement as situations and problems that arise are resolved. With very tight timelines, the State will need an RREM lead contractor with the proven experience, capability, and capacity to deliver an effective program design. There is no substitute for proven experience.

**Process Flow Development.** Successful CDBG-DR programs are implemented based on a well-crafted process flow. The process flow is another central product produced during operational planning and is the most critical aspect of developing a coherent program that minimizes delays and eliminates unnecessary bureaucracy. The process flow drives literally every aspect of CDBG-DR housing program management and is key to the successful development of a management information system (MIS). **A key advantage of the URS Team is the fact we have created processes that support the rapid initiation of the program.** Our process flow was created, tested, and has evolved over the implementation of many different types of successful CDBG-DR programs, and can be jointly amended to guide the RREM program. Not only do we bring a proven design, but we also bring flexibility and multiple options for the execution of many different types of programs. The process flow also serves to develop the program timelines for each of the functional areas to provide a schedule and indication of the time needed to process and complete an individual project through closeout. The process flow is an effective subcontractor management tool to divide the program into distinct deliverables to task, schedule, review, and implement products created by subcontractors.

**Timeline Development.** Utilizing the URS Team's unparalleled experience in administering CDBG-DR programs and other grant programs, we have developed an overall program execution schedule to meet the requirements of this RFP.





**Staffing Scale up/Ramp Down.** Successful CDBG-DR programs are implemented based on solid startup and program design. URS has unsurpassed experience in designing and implementing CDBG-DR Repair/Reconstruction/Elevation and Mitigation programs. URS has executed similar programs by bringing in our core start up team, accessing our deep CDBG-DR construction management and housing inspector employees, working with local small residential construction management businesses and hiring/training low-moderate income individuals, where appropriate. Provided below is **Table 1.2 URS Team FTE Staffing Plan**, based on URS being the Lead RREM Contractor and executing 6,000 housing units in 2years.

**Table 1.2 URS Team FTE Staffing Plan**

Position Title	Number of FTEs				URS FTEs	Bidder					FTE Location		
	Startup	High Production (6000 unit throughput)	Ramp Down/program close out	total		URS	McBrayo	Hambly/Heit	CCMS	Unnamed NJ \$B of New Proj	NJ	Outside NJ	
program chief executive	1			1	1							1	
program manager	1			1	1							1	
construction manager-senior	1	5	1	5	5							5	
eligibility manager	1	10	1	10	7	3						7	3
information technology manager	5	5	1	5	5							2	3
subcontracts manager	1	1	1	1	1								1
budget and financial manager	1	1	1	1	1								1
communications director	1	1	1	1	1							1	
chief legal counsel	1	1	1	1			1						1
property lien director	1	10	1	10		6			4			10	
facilities/equipment manager	1	1	1	1	1							1	
architect	1	4	1	4	4							4	
engineer	1	4	1	4	4							4	
estimating/compliance manager	1	4	1	4	4							4	
construction manager-team leader	1	30	2	30	12	3			5	10		30	
housing inspector	4	120	8	120	48	12			20	40		120	
environmental manager	1	1	1	1	1							1	
IT technician	5	5	1	5	5							2	3
administrative	2	5	4	5	5							5	
human resources/recruiting		1		1	1								

This staffing plan is based on a 60-day start up and coordination with the DCA SSHIP contractor and DCA CDBG-DR action plan. URS is committed to stand up 15 inspection teams, consisting of a construction manager team leader and four (4) housing inspectors, with the capability to address 100 applicants (25 applicants/housing inspector). Our overall approach is to implement the program locally. Our approach accounts for over 85% of the overall program staff being located in NJ. Provided in Section 2 is our organization chart and detailed staffing tables and provided in Section 6 are resumes of our key staff.

**Management Information Systems (MIS).** Management Information Systems (MIS). The management of this program requires the implementation of a supporting information system that provides users in a series of roles from Case Managers, Construction Managers, Program Management staff, SHIPP personnel and the State with the information necessary to perform their responsibilities. URS has a proven toolset in the HomeSoURSe that can be deployed immediately to support this effort in the beginning days of the contract. Based on the requirements specified in the

SOW, the State requires a number of important characteristics for this MIS capability. Some of the highlights and resulting features of the URS MIS solution include:

- Section 1.1 summarizes Global and Homeowner-Specific timeline constraints. The tool must warn the program team when deadlines are approaching the timeline constraints so that additional focus can be given to these cases.
- Page 17 stipulates that the State expects “...fair, transparent, and expeditious” assistance. We believe strongly that appropriate real-time access must be provided to stakeholders including SHIPP and State personnel.
- URS plans to continuously evaluate a series of parameters that can be used to evaluate homebuilder performance to assist in the homebuilder award process.
- URS will incorporate a mechanism to track completion of requirements (environmental, etc) for each homeowner.

To satisfy this list of high-level requirements, URS will utilize and then customize its HomeSoURSe solution.

URS has demonstrated experience in developing workflow toolsets that permit the team to have appropriate visibility of tasks based on the user’s role from a program-level view down to a single task, including who completed the task and at what time. URS also understands that status can only be efficiently tracked on a program as large as the RREM program in a passive way meaning that users do not have to do any additional step to record their progress or completion on a given task. With URS’ previously implemented workflow tools, status is tracked by the tool and instantaneously included in all reports. Not only is this more accurate than a tool where the user must log progress but efficiencies are realized by reducing the workload of the users to record status progress.

URS envisions a Mobile tablet application that will support field staff in collecting data, obtaining signatures from homeowners, and providing the field staff with current information needed to complete their tasks. URS has deployed applications with business rules of similar complexity in a matter of weeks. An example of one of the mobile applications that is used for environmental work for the Department of Defense is provided.



**Example URS Mobile Application**

Another component that will be augmented from the existing HomeSoURSe is the aggregation of data into a Dashboard interface. URS recognizes that implementation of Dashboards designed around a user role can greatly improve visibility into the execution of the program and highlight anomalies for evaluation and action. Many Dashboard interfaces have been developed by URS and an example of an interface built to track field inspections of damaged structures in the post-disaster environment is provided. Each of the Dashboards that we have built is custom tailored using well-understood components to meet specific role-specific requirements. In many cases, the reporting requirements of programs are satisfied through on-line reporting but they have been augmented with printable reports to relay to users outside of the MIS’ user community. One aspect that URS definitely wishes to avoid is having to request reports and metrics from a specialist on the program team, URS wants the users to have immediate access to the required data that they need at all times.



**Example of URS Dashboard Capabilities for Disaster Response Projects**

Our software developers have implemented many performance models that utilize a series of parameters to develop a score. This objective measure is extremely valuable to drive improved performance and eliminate inefficiencies. We see models such as these as critical in evaluating program metrics such as homebuilder performance and schedule compliance.

Finally, URS recognizes that targeted cost-beneficial automation throughout the life-cycle of the program is warranted. In addition, the MIS system and supporting hardware will require support throughout the duration of this effort and URS envisions on-site support with additional specialties that can be called upon to support the program.

**Program Forms Development.** Capturing data from applicants, third parties, and construction contractors requires the development of numerous standardized forms and training on how to use those forms. Each functional area will have specific requirements for capturing, filing, and reporting of data to the SSHIP contractor, the State, and HUD. The development of forms for this data function is a critical requirement that requires the capability and know how to predict the type of data that will be needed, when it is required, and how to integrate the data into the MIS decision support template. **The URS Team has developed the necessary forms to support the process flow and MIS, and is prepared to provide these forms for review and approval during operational planning.**

**Sample Construction Contract Documents.** The URS Team has also developed a construction management process for CDBG-DR programs and will tailor those to the RREM's unique needs. Procurement and contracting are two items the HUD CDBG-DR staffs routinely and intensively monitor throughout the program to ensure the DCA is following and enforcing its policies. By way of experience with many HUD monitoring visits and audits, the URS Team developed and refined

construction program documents, processes, and contracts that were tested and proven on previous HUD CDBG-DR programs. Our approach to contracting includes the DCA executing a master contract with a contractor, a set of uniform general conditions (UGCs) that govern the conduct of construction, work orders for each contractor with a not to exceed cap, and individual assignments for each project that outlines and clarifies the roles and responsibilities of each party. ***This contract methodology has proven to be effective during implementation on hundreds of homes and noted as a best practice by HUD.***

***Document Compliance and Record Keeping Systems.*** Audit preparation begins with organized and accessible documents, and the URS Team uses the latest technologies to maintain the highest quality records. The web-based MIS serves as the main document management tool to image and index all program records. The digital applicant files, procurement archives, and draw requests allow program managers to easily confirm compliance without extensive delays. ***We will also ensure both an electronic and paper file are maintained for each applicant file.***

***Section 3 Plan Development / Compliance.*** The use of HUD CDBG-DR funds is subject to Section 3 provisions. The goal of Section 3 is to provide job opportunity and training for persons who meet the income and location requirements in the communities where the funds are being spent. The URS Team will work with the State's existing Section 3 plan and if necessary, provide a CDBG-DR plan that carries through to all subcontractors for compliance with HUD requirements. The URS Team will be subject to Section 3 requirements and is committed to working with the State to meet the goals identified in their specific Section 3 policy. For instance, this may mean going a step beyond normal notification procedures for employment and contracting procedures by developing strategies that will specifically target Section 3 residents and businesses for these types of economic opportunities.

URS recognizes that every agency that receives HUD funding, may have a different policy or approach to meeting or exceeding HUD Section 3 requirements. In previous programs URS has met the HUD identified hiring goals for new hire Section 3 eligible applicants for itself and its subcontractors including:

- 30 % of all new hires
- 10 % of total construction contracts
- 3 % of non-construction contracts.

***The URS Team will review and work with the State's Section 3 policy or develop a new policy and meet the resulting targets identified if different from those identified above.***

***Affirmatively Furthering Fair Housing (AFFH) Planning.*** The recent enabling legislation and the HUD notice both have a requirement to consider Fair Housing concerns, including Affirmatively Furthering Fair Housing (AFFH) issues, when spending CDBG-DR funds. This requirement is inclusive of all housing programs. With the disparate impact rule recently released by HUD, it is important not only to avoid intentional housing discrimination, but also unintentional actions resulting in fewer services or opportunities to participate in the programs being provided to protected classes (race, color, religion, national origin, sex, disability, and familial status).

At the direction of DCA, the URS Team will prepare an AFFH plan to show how program tools will be used to target housing rehabilitation or reconstruction for lower income or under-represented racial or ethnic persons in the community. The MIS will also have a built in tracking system for the race, ethnicity, and disability protected classes to ensure they are receiving benefits in proportion to their reported damages and population totals within the impacted areas.



**Standardized Plans and Specifications.** In accordance with the program guidelines, the URS Team will develop a series of standardized residential construction plans and specifications to achieve the program reconstruction needs. It is improbable that the standardized plans and specifications will uniformly apply to every applicant, but it is the intent to provide plans and specs that are an 80% solution that can be adapted to unique or challenging sites. The remaining 20% will require some customization and collaboration with the applicant to meet the site conditions.

It is likely that many of the applicants and their respective homes will come from a variety of incorporated and unincorporated areas of the State, each with its own unique building codes and zoning ordinances. It is essential to organize and have a thorough understanding of these different codes and ordinances and the constraints they place on the design process. ***The URS Design Team will prepare a building code and ordinance matrix by researching the local requirements and meeting with local building officials to develop rapport and begin the relationship building process that will be very important throughout the program duration.***



URS design professionals will conduct a **design study** during operational planning taking into account the following conditions:

- Universal Design Features
- Minimum Design Standards
- Minimum Design Specifications
- Lot sized based on a representative parcel sample
- Architectural themes present in the counties and communities
- Visibility (special needs accessibility)

The end result of the design study is typically 9-12 floor plans of various sizes with three or more front façade options that are able to be reversed left or right on the lot providing over 130 potential design alternatives. These options provide the applicant some choice in selecting their preferred design elements, but not so many choices that these become truly custom homes. The design team will also work with the local building code officials to pre-review and comment on the plans to ensure compliance with the local buildings code before assignments are issued to the contractors.

**Composite Pricing of Plans and Specifications.** After completion of the contractor procurement and the design study, the URS Design Team will solicit pricing of the standardized floor plans from the pre-qualified construction contractors. ***Composite pricing is a competitive pricing exercise for a reconstruction project where construction contractors provide pricing for each of the standardized floor plans coupled with a schedule of unit values that take into account the items on a project site that vary in scope and quantity.*** This composite pricing will complement the estimated cost of repair (ECR) process and assist with refining construction costs. Upon assignment of a house to a contractor, the contract amount is determined by combining the base composite cost per floor plan and site specific conditions derived from the schedule of unit values into the contract price.

The aforementioned items comprise the majority of the operational planning phase, and coupled with the logistical mobilization sets the conditions for program success through the effective management of these long lead-time tasks.

## 1.2 Prequalification of Homebuilders

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A housing program of this size requiring a large, rapid construction effort must include the early initiation and extensive training of construction contractor resources. The implementation of CDBG-DR housing programs are very different from typical homebuilding in the civilian market, requiring a much more detailed emphasis on compliance, reporting, scheduling, documentation, and contractor capacity. Construction contractors will adhere to a procurement process, strict program policies, and methodologies to ensure compliance with HUD CDBG-DR program requirements. In order to facilitate the success of construction contractors under these programs, the URS Team developed a process methodology to solicit, qualify, educate, train, and supervise contractors that have never worked in these types of recovery programs. The major operational tasks required to implement this approach include:

- Contractor Procurement
- Sample Contract Documents
- Contractor Assignment Methodology
- Contractor Training Workshops

**Contractor Procurement.** Due to our extensive experience with program design and management, URS has the necessary sample procurement documents, processes, and performance-based contracts in place and, with minimal alterations to meet the DCA RREM requirements are ready to be advertised for contractor selection. Our contractor procurement standards take into account contractor experience, construction capacity, financial resources, bonding capacity, business processes, and references. Contractors can be solicited and selected based on these basic, or more advanced, selection criteria. The process for contractor procurement includes development of the procurement solicitation for DCA review and approval, posting of the procurement, conducting a pre-proposal conference to review the procurement request and answer questions, acceptance and review of qualifications and/or proposals, conducting oral interviews, scoring the submission in accordance with the procurement policy, and contractor pool recommendation to the DCA.

The desired goal is a capable group of pre-qualified construction contractors vetted for participation and effectively trained on the program requirements through participation in one or more contractor workshops.

**Contractor Assignment Method.** The URS Team will implement a contractor assignment method, which assigns qualified builders to rehabilitate/reconstruct damaged or destroyed homes through an effective pricing and metric-driven process for each home. The program will develop an assignment methodology, composite pricing technique, and performance-tracking system to avoid overloading awarded contractors with more assignments than they are capable of simultaneously completing. The volume of work allocated to a contractor should be dependent upon the actual measurable performance metrics in completing the activities in a timely and satisfactory manner and in accordance with the requirements of the program. The program will also consider the contractor's demonstrated ability to meet all contracted requirements.

Assignments are made to pre-qualified construction contractors based on the assignment methodology and a Contractor Report Card of financial criteria and performance metrics including:

- **Bonding Capacity**
- **Financial Resources Available**
- **Average Build Time** (How quickly a contractor builds a house to program standards)
- **Quality/Workmanship** (Ratio of failed QA inspections to inspections passed)
- **Capacity** (Ability of contractor to manage volume of assignments in terms of financial capability, bonding capacity, and personnel)
- **Composite Pricing**
- **Total Value of Awarded Projects**

An initial assignment of a limited amount of structures is issued to each pre-qualified contractor to establish a baseline for the above metrics. These metrics are tracked in the construction management database and reviewed frequently when new assignments are available. Assignments can be grouped in any quantity depending on the amount of assignments available at a given time and the ability of the contractor to accept new assignments. This system of assignments is proven and treats each contractor fairly based on the metrics that contractors create for themselves. The better the performance of a contractor, the more assignments they receive.

URS will use our in-house assignment data base to optimize assignments and deployments based on availability, geography, housing type and anticipated RREM construction.

**Contractor Training Workshops.** When responding to the contractor pre-qualification solicitation, contractors must meet minimum criteria, which in the most basic sense means they must have documented experience in homebuilding and successful business practices. With the knowledge that the selected pool of contractors has basic knowledge of homebuilding, the URS Team has created a training program that provides the contractors and their staff with all of the program requirements, policies, and procedures in a two-day intensive training workshop. Contractors are provided with a program binder of all policies, procedures, forms (including examples that are pre-populated with program information) and construction standards so that every contractor receives the same information and instructions. Contractors are also provided log-in information for the program MIS where plans, specifications, and other program information will be posted for the contractor to download.



**Example of Contractors Pre-Qualification Workshop**

### 1.3 Application Review and Processing

**Coordination with SSHIP Contractor.** Although the SSHIP contractor awarded under another RFQ will largely conduct the outreach phase of this program, there will be significant coordination between the SSHIP contractor and RREM contractors during the program outreach and intake phases. For the sake of clarity, this narrative provides an overarching view how the URS Team believes the early stages of the program process will flow to assist the reader with the definitive program information requirements and handoffs between contractors.

Program outreach can be conducted in a number of different ways depending on the program end goals. Perhaps the most broad scale approach is general outreach, whereby media announcements, public notices, public meetings, and Web site information is provided to the general public to generate interest in the program. The most direct approach is targeted outreach, where certain areas are targeted for a door-to-door campaign to directly pursue potential applicants for the program. Regardless of the outreach methodology, the SSHIP management team should use the needs assessment that takes into consideration the Fair Housing rules and regulations that govern the CDBG-DR program and community involvement. The needs assessment can feed the overall direction of the outreach program and best determine the balance of general and targeted outreach to reach potential applicants.



Application intake closely follows and often parallels the outreach phase and involves the identification of potential applicants to fill out an abbreviated application form containing basic eligibility information. This abbreviated form requests contact information, address, income, and other factors so case managers can quickly enter the applicants into the MIS and prepare them for eligibility review.

Applicant eligibility processing is an organized and regimented process is required to ensure an applicant meets all of the eligibility criteria to participate in the housing recovery program. Eligibility for program participation exists in two forms: **personal eligibility and site eligibility**. **Personal eligibility** refers to criteria that an individual applicant or family must meet including income levels, property ownership, primary residency, and duplication of benefits review. **Site eligibility** consists of storm damage verification to the house and environmental considerations. An applicant must pass both personal and site eligibility to be qualified for the program.

**Transitions Between SSHIP and RREM Contactors.** At this point in the program management process, significant and important handoffs between the SSHIP contractor and the RREM contractors will occur. Due to program is designed, the RREM contractor will have to conduct several **site eligibility** tasks and provide those results back to the SSHIP contractor for final eligibility and grant award. Those actions anticipated as part of the RREM contractor’s scope are conducted during an Initial Inspection Site Visit. The 4 core tasks that comprise the **Initial Inspection Site Visit** include:

- 1. Verification of Unrepaired Storm Damage.** The presence of unrepaired storm damage is a site eligibility requirement to participate in the unmet need housing recovery program. Upon receipt of an applicant address applying for the program, verification is conducted to observe and document the unrepaired storm damage to the structure, to validate the site with photos, and a written damage assessment for eligibility to participate in the program. A photo log is developed, providing pictures in a standardized format including front with address visible, all other exterior elevations, interior photos if storm damage has not been verified from another source, and any adjacent exposures (backyard, side yards, proximity of dwellings, and any outbuildings).
- 2. Collect Data for Tier 2 Environmental Checklist.** The Tier 2 Site Specific Checklist (SSC) is developed after the Tier 1 Broad Review is completed and approved by the responsible entity and HUD. The SSC is designed to collect site-specific environmental information about a project site to be used in conjunction with other environmental databases to determine potential environmental impacts are they relate to the NEPA process. Part of this initial inspection includes

capturing information to answer any questions and observations as they relate to other site-specific conditions including environmental hazards, safety hazards, and GPS location. Any safety or environmental exposures should also be captured in the photo log.

- 3. Develop the HQS Checklist and Estimated Cost of Repair:** The Housing Quality Standards (HQS) Checklist and Estimated Cost of Repair (ECR) are documents developed to identify, quantify, document, and cost estimate the value of the unrepaired storm damage to the dwelling and the requirements to comply with local building codes. The URS Team uses a nationally recognized damage assessment program and cost database, Xactimate, configured for the requirements of HUD CDBG-DR programs. ***The detail of the ECR is extremely important as the information collected and the costs derived are utilized to perform a feasibility analysis to determine if it is possible to rehabilitate the home or if reconstruction is required.*** Numerous factors are also considered including a Lead Based Paint Assessment, flood mitigation if the house is located in a high hazard area, and other local building official stipulations. The ECR is subjected to quality assurance review and an Independent Technical Review (ITR) to assure compliance with URS standards. The outcome of the ECR is to effectively capture all damage and repair information with cost estimates that can be used as a repair scope of work for a construction contractor or as justification to warrant reconstruction.

These documents provide input into the feasibility analysis to determine the proposed action (rehab or recon), as well as determining if the structure is substantially damaged (50% or greater). Substantial damage drives the implementation of other code related items that could escalate the total project cost above the DCA suggested damage percentage by including items such as elevation, Lead Based Paint Abatement, Mold Abatement, etc. The ECR is a detailed scope and cost estimate and may be utilized as a contractor scope of work for rehabilitation projects as well as a threshold measure to assist in the feasibility assessment. The ECR should provide a sketch of the floor plan and detailed photos of the damage to be repaired in a photo log. ***The DCA will advise the URS Team early in the process on the level of program inspection and code compliance requirements to achieve since this decision drives the format, training, and implementation of the ECR process.***

Other key inputs needed for ECR:

- The DCA Standard for Repairs (code, Housing Quality Standards, other standards)
  - Any Rapid Repair Work or Post Storm Work Completed
  - Repairs completed by applicant
  - Date of original or substantially improved construction (Pre-1978 triggers Lead Based Paint Inspection)
  - A copy of the Substantial Damage Estimator (SDE) if completed by FEMA or the DCA
  - Fair Market Value of the dwelling
- 4. Perform Valuation and Validation of Duplication of Benefits.** Applicants may have used benefits received from insurance, the Small Business Administration (SBA), and FEMA or other sources to make repairs to their dwelling incurred from Sandy damages. These applicants may be able to deduct verifiable amounts of these expenditures from the duplication of benefit. This inspection provides an accurate valuation and validation of all applicant-funded repairs for which there are no complete receipts and/or photographs provided to the SSHIP case manager. The inspection should exclude any repairs performed by the Rapid Repair Program, volunteer/non-profit groups, and work that appears to have been performed prior to Sandy. The inspection will be performed utilizing a standardized pricing tool that provides accuracy and consistency and a Duplication of Benefits Valuation Report will be developed. This report can also serve as an important source

document for the reimbursement program should the DCA choose to implement the program through the SSHIP contractor or other resources.

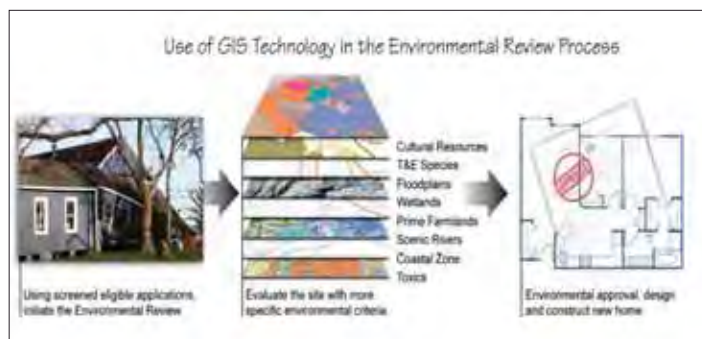
**Feasibility Assessment.** The results of this initial site visit will feed the SSHIP contractors eligibility processes, the environmental review process, and ultimately the feasibility assessment for each dwelling to decide the appropriate project pathway, rehabilitation or reconstruction. The feasibility assessment is also important as the Environmental Review Team will need the proposed action for the dwelling before the ERR can be finalized. Utilizing the damage data collected, cost estimation of the anticipated repairs, cost for mitigation requirements of lead based paint or asbestos mitigation, and other mitigation factors, the URS Team will perform an analysis of the financial and constructability requirements to determine if the dwelling should be a rehabilitation or reconstruction project. The results of program design and the policies and procedures developed during operational planning will drive the feasibility assessment processes for the overall property disposition.

**Environmental Review.** The RFQ makes note in several locations requiring the RREM contractor to coordinate with the DCA or the responsible entity (RE) for the completion of the Environmental Review Record (ERR) on each project site. The level of effort and coordination requested from the RREM contractor does not appear to be completely defined at this point in the program, so the URS Team thought it best to provide a detailed explanation of our environmental review capabilities in this narrative. It is understood that the DCA may require some or all of this approach depending on the needs of the program.



Our approach to the Environmental Review Phase of this program is a comprehensive plan drawn from a process developed and implemented on previous HUD CDBG-DR programs identical in nature to this program. Our approach was implemented with great success, resulting in a cost effective process producing a product that is both timely and meets all HUD ERR requirements. Our operational approach to the environmental review process can be included in the program guidebook and further described during the Tier 1 Broad Review development.

The URS Team brings a unique environmental review process that provides rapid and accurate review results to keep the eligibility moving forward quickly.



Environmental conditions identified in the Tier 1 Broad Review are organized into individual **Environmental Review Topics** in accordance with 24 CFR Parts 35, 51, and 58, as well as Section 106 Historic Preservation requirements. Based on the Tier 1 Broad Review outcome, a Tier 2 Level Review Site Specific Checklist (SSC) is developed to guide the reviewers through the environmental review process for individual project sites.

URS uses the latest in technology to streamline the environmental review process. Using input from the Tier 1 Broad Review and Tier 2 SSC, the review team creates a Geographic Information System (GIS) database with mapping layers to assist in the review process.

The GIS environmental layers support the utilization of the Tier 2 SSC. Environmental Review Specialists conduct a Step 1 Desktop Review of each site utilizing the Tier 2 SSC as a guide. Data assessed from the Step 1 review is recorded on the SSC and loaded into the MIS, feeding the project status reporting system and becoming the overall repository for environmental review deliverables and information. Each environmental review category has specific data review requirements that are “screened” through the GIS. In our experience, approximately 60% of the applications are environmentally cleared and certified through the Step 1 review process. The data management system tracks the status of each environmental review topic creating a mechanism for reporting the large amount of data for project status purposes. Applications that do not clear the environmental review process during the initial Step 1 review may require a more in depth evaluation.

Should a particular site require a more detailed review or direct agency coordination with the proponent agency a Step 2 Site Visit is authorized and professionals with the required specialty skills are dispatched to conduct further assessments. Step 2 assessments are designed to confirm our environmental position on the project and move the application towards environmental clearance or arrange for a more in depth assessment should one of the stakeholder agencies require a detailed review. In our experience, potential areas for in depth reviews that require agency coordination include architectural history, archaeology, wetlands, threatened and endangered species, and asbestos / lead based paint. Our approach for the analysis and mitigation for asbestos and lead based paint includes inspection, identification, and reports generated by certified professionals. Although asbestos and lead based paint are environmental issues, the URS Team conducts follow on inspections and certifications during the construction management phase, as the remedial action can be effectively monitored by professionals during construction.



The environmental certification process includes the completed checklist, any site reports, and a signature by the URS senior environmental manager validating the clearance in accordance with 24 CFR Part 58. Our normal certification process is performed paperless, with digital signatures. The final product is an Environmental Review Record (ERR) transmitted to the responsible entity (RE) for final review and approval.

### *1.4 Construction Management*

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The construction management for this program will require a series of well managed tasks that require interface with the applicant, the SSHIP contractor, and the construction contractor. The URS Team has designed the construction management process to create an orderly flow through the required tasks and keep all parties informed and involved in the myriad of decisions that are required.

**Pre-Construction.** After an applicant passes the personal and site eligibility screening, the applicant is eligible for funding and transitioned into the pre-construction phase. The project feasibility analysis conducted previously is the basis for meeting with the applicant to determine the benefit selection. Houses that can effectively be rehabilitated and meet all code requirements under the funding caps are limited to the rehabilitation option for construction, or, in certain situations, other options are investigated based on the applicants desires including buyout. If rehabilitation costs are above the damage threshold and meeting the DCA criteria for reconstruction, the project is moved into plans and specifications to begin the design process. **With many options available, the applicant will be provided the opportunity to review their work write up and select their preferred choice of the available home design style during the benefit selection meeting with the case manager.**

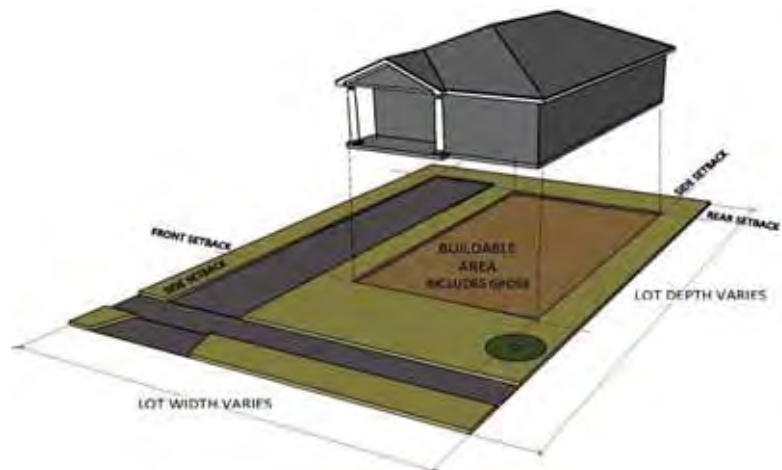
30'-0" Wide 40' Deep 1,200 Square Feet (Approx.) 2 Bed/1 Bath	30'-0" Wide 50'-0" Deep 1,500 Square Feet (Approx.) 2 Bed/1 Bath	30' Wide 40'-0" Deep 1,200 Square Feet (Approx.) 2 Bed/1 Bath	24'-0" Wide 50'-0" Deep 1,200 Square Feet (Approx.) 3 Bed/1 Bath	27' Wide 41'-0" Deep 1,120 Square Feet (Approx.) 3 Bed/1 Bath

Depending on the construction alternative outcome from benefit selection, projects are directed down the correct path to develop a final scope of work for rehabilitation or a set of construction documents for reconstruction. The rehabilitation scope is finalized from the ECR and used as the contractor's scope for final pricing and implementation. For reconstruction, architects and designers use information collected during the eligibility phase to assist with the overall design features of the reconstructed home. Those factors include:

- Family size (relates to number of bedrooms)
- Special needs considerations (ramp access, bathroom features, and physical layout)
- Other site specific data that may affect the design

Using the considerations above, the following tasks are performed:

- Boundary Survey
- Initial Elevation Certificate (if in floodplain)



**Lot Study Example**

Designers use this information to conduct a lot study to determine the buildable area available taking into account the local building codes, setbacks, building lines, utilities, detached structures, and other existing improvements to determine which floor plan best fits the area available and the orientation of the home (**Figure: Lot Study Example**). The building code matrix prepared during operational planning becomes a valuable tool in assisting the designers with the vast array of potential design challenges. Depending on the lot size and any adjacent exposures on the lot, if multiple floor plans within our standardized plans portfolio fit within the buildable area, our designers try to select the plan with the most Gross Square Footage (GSF).



After completion of the lot study, the construction manager will conduct a Style Selection Meeting with the applicant to provide the reconstruction housing options available to them. The applicant is provided options to choose the architectural elements of the façade and one of the architectural styles available in the standard palate of plans. The figure below provides an example of different architectural styles and themes that have been utilized on previous programs.



*Example Facade*

Once the applicant has decided on the style, the URS Design Team will assemble the construction documents and prepare the package for final approval and assignment to a construction contractor.

**Contractor Assignment.** The URS Team will implement a contractor assignment method, to assign qualified builders to rehabilitate/reconstruct damaged or destroyed homes through an effective pricing and metric-driven process for each home. The program will develop an assignment methodology, composite pricing technique, and performance-tracking system to avoid overloading awarded contractors with more assignments than they are capable of simultaneously completing. The volume of work allocated to a contractor should be dependent upon the actual measurable performance metrics in completing the activities in a timely and satisfactory manner and in accordance with the requirements of the program. The program will also consider the contractor's demonstrated ability to meet all contracted requirements.

Assignments are made to pre-qualified construction contractors based on the assignment methodology and Contractor Report Card of financial criteria and performance metrics including:

- **Bonding Capacity**
- **Financial Resources Available**
- **Average Build Time** (How quickly a contractor builds a house to program standards)
- **Quality/Workmanship** (Ratio of failed QA inspections to inspection passed)
- **Capacity** (Ability of contractor to manage volume of assignments in terms of financial capability, bonding capacity, and personnel)
- **Composite Pricing**
- **Total Value of Awarded Projects**

An initial assignment of a limited amount of structures is issued to each pre-qualified contractor to establish a baseline for the above metrics. These metrics are tracked in the construction management database and reviewed frequently when new assignments are available. Assignments can be grouped in any quantity depending on the amount of assignments available at a given time and the ability of the contractor to accept new assignments. This system of assignments is proven and treats each contractor fairly based on the metrics that contractors create for themselves. The better the performance of a contractor, the more assignments they receive.

**Contract Closings.** Once an assignment is made to a construction contractor, the necessary contract documents are created and reviewed pending final information from the parties. Construction contractors are expected to conduct an onsite visit to the project site, confirm the scope of work, and provide final pricing of onsite conditions based on the schedule of unit values. Once the pricing is finalized, a contract closing is conducted with the applicant to execute all the necessary forms, contracts, promissory note, and any other documents created during the operational planning phase. The contract closing will also track any Duplication of Benefits (DOB) gap amount and any other assistance the applicant may have received. These funds will be deposited into an escrow account and disbursed to the construction contractor at pay application intervals.

The contractor is required to provide updated evidence of insurance and produce performance and payment bonds within ten days of the contract closing. Notices to proceed will not be issued to contractors until the above documentation is provided to the program manager. Since the contractor and applicant are both located at the contract closing, a pre-construction meeting outlining the duties and responsibilities of the parties is conducted at this time.

**Construction.** The final phase of the overall program management process is performing the actual construction. The URS Construction Management Team provides the oversight, technical resources, decision-making, and management of the construction contractors during this phase. Case managers from the SSHIP contractor will remain involved and in close coordination with the construction managers.

**Notice to Proceed.** After the contract scope and amount is set up in the contracts system, an authorization number is granted to the construction manager and a Notice to Proceed (NTP) is issued to the construction contractor when the following conditions are met:

- Applicant has vacated the dwelling
- All utilities are disconnected
- Building Permit is granted
- Performance and payments bonds are received by the Program Manager

36

The average number of days to build a new residential home from NTP to completion for the SETRPC Round 1 Program.

These criteria are necessary to avoid construction delays and unnecessary expenses by the applicant should a delay occur that is beyond the contractors control. After NTP, the URS Team normally recommends a 90-day construction period.

Prior to issuance of the NTP for the first project, each builder is required to turn in a submittal package for the project. This package contains materials samples, equipment and fixtures data, warranty sheets, and other information that demonstrate his knowledge of the design intent. Once the builder's choices are approved, this streamlines the construction process and ensures design intent is being met.

**Quality Assurance / Progress Inspections.** In order to ensure the construction contractors are making satisfactory progress, the URS Team has an inspection protocol, quality assurance processes, and standardized inspections procedures developed specifically for HUD CDBG-DR programs. URS requires each contractor to schedule inspections through our MIS, therefore effectively tracking the construction progress to the time elapsed within the MIS and producing reports on each contractor's metrics. URS construction managers are able to anticipate the inspection and completion dates and assist the contractors with making timely requests and resolving issues onsite. URS will provide the

inspection milestone requirements to the contractors during the Contractor Training Workshops so each participant will have clear direction and understanding of the inspection process, what materials must be installed to pass the inspection, quality standards, and the expectations of the inspectors. Other inspections also occur during construction to monitor the abatement and disposal of environmental hazards including lead based paint and asbestos. Inspectors with qualifications in this field are employed with the necessary testing equipment to provide the required certifications.

URS recommends inspections during the construction process on the following schedule:

**A. Reconstruction**

- Foundation Inspection
- 33% Completion
- 66% Completion
- Final Inspection

**B. Rehabilitation**

- Elevation (if required)
- 50% Completion
- Final Inspection

These quality assurance inspections are scheduled online, conducted after the local building code inspections are passed and correspond to the major milestones for payment to the contractor. Efficiency in the inspections process is key to keeping the contractors successfully on schedule.



**Custom Mobile App for Inspections**

URS developed a custom **Mobile App** for inspections to minimize any delays that could be caused waiting on inspections. The App directly links with our MIS via 3/4g and Wi-Fi, and prints approved inspection reports in the field keeping our field inspectors mobile with little need to return to an office. If contractors fail a quality assurance inspection, they are required to reschedule the inspection after a pre-determined waiting period in order to correct deficiencies.

**Changes to Scopes of Work.** From time to time, changes to the original scope of work will be required, especially on major rehabilitation projects. These changes can take on various forms including the following:

- Request for Information (RFI)
- Change Orders
- Field Change Notification
- Issues Resolution

Field Inspectors will review and verify change order information and pass the request on to the lead construction manager for final review and recommendation of approval/denial. DCA approved change orders are provided to the URS Team Financial Management Group to update the construction contract in the housing contract system. Other no-cost changes are typically addressed in the field by the inspectors and are recorded in the MIS. Routine issues or conflicts in the construction documents are also remedied on site and recorded. All necessary forms, procedures, protocols, and training materials were prepared by the URS Team and are ready for review by the DCA.

**Pay Applications.** The URS Team developed a pay application process that is flexible and scalable to the needs of the DCA and the construction contractors. All pay applications must be itemized and accompanied by the inspection reports generated during the construction progress inspections. Once the inspection is complete and the work has been accepted, the program inspector will provide the necessary acceptance form to the contractor. The contractor couples the inspection documentation with the milestone invoice and submits to the construction management team for review and processing. The URS Team has all of the required forms and processes for the pay application process prepared and upon review and approval by the DCA, we are prepared to implement this process.



*Existing Processes and Procedures*

**Close-Out Documents.** Through quantitative performance reporting, the URS Team will coordinate with the SSHIP contractor and the DCA to collect all contract close-out documents and confirm that CDBG-DR funds were used for their intended purpose. Our team will ensure all expenditures were adequately documented and within the contracted amounts. Included in our closeout documents, URS will provide beneficiary information for DRGR and Section 504 reporting requirements. Our team's turnkey solution integrates close-out reporting with draw review and final inspections. Our web-based data and document management systems seamlessly integrate with program forms and software to quickly produce close-out documentation and expedite final payment. At a minimum the following will be part of a close out checklist:

- Elevation certificate
- Green building attributes
- IRC
- ADA
- Final bid specs/design and site drawings
- Inspection forms and photo documentation
- Contractor invoices, DCA invoice approvals and copies of final payment to construction contractors

### *1.5 Quality Assurance / Quality Control*

At each step in the process, the URS Team will employ its time tested quality assurance and quality control (QA/QC) reviews. These reviews are ingrained in our culture as disaster recovery specialists and we employ a process, which is unique in the disaster recovery world. For example, before an estimated cost of repair is released to the eligibility team for calculation purposes, it undergoes an Independent Technical Review (ITR) to verify that all possible scope elements were included and that costs are reasonable and necessary. The use of a standardized tool for pricing both repairs and reconstruction activities also assists with limiting the number of errors or omissions that, in turn, limits the number of future change order requests. Similarly, each environmental review goes through a rigorous QA/QC review before it is finalized to verify each topic was covered correctly and documented to HUD standards.

## **1.6 Appeals**

The URS Team will provide support to the Appeals Group from the SSHIP contractor. Typical appeals that are filed on the construction management side are from contractors that are not selected to participate as a pre-qualified contractor, applicants appealing decisions on home size or material quality, change orders that are denied, and construction time extensions. The URS Team has extensive experience with the appeals process and has developed our policies and procedures to document decisions, internally review products with manager approval, and formulate appeal responses based on the review of our documentation.

## **1.7 Compliance and Monitoring**

The URS Team understands the special challenges CDBG compliance and monitoring presents in the current environment. Our experience in working with disaster recovery programs has resulted in our processes being refined in the way we address the large-scale programs that have public pressure to move quickly.

To prepare for compliance and monitoring requirements, we have developed a two-part process. The first process includes an electronic data base that helps direct the program specialist to collect required HUD documentation during processing to ensure compliance with both HUD and program requirements. This includes staff training in how to prepare and maintain files (physical and electronic) that simplify HUD or State monitoring visits.

The second element is an ongoing process that uses a team of seasoned veterans to monitor field offices to ensure compliance and consistency across the entire program. This team also handles special problems and appeals to provide resolutions that are based on program guidance and HUD policies and guidance.

A typical staff monitoring will include file reviews, document maintenance, client operations, and program compliance with State and Federal laws. The staff monitoring will reduce the possibility of findings or repayment of funds. Under this approach we have not had a HUD compliance finding or repayment in our programs.

In addition to the ongoing process during the program, the URS Team will develop a continuing monitoring plan that will send a resident information sheet to each homeowner along with any form, affordability period requirements, or deed restriction that are filed in conjunction with receiving Sandy repairs and including any replacements or special funding to remain in place. As part of an ongoing maintenance issue, the URS Team will develop a process for site-visits to the homeowners in a statistically material way.

Our experience has also earned us expertise in not only complying in the standard HUD requirements, but also developing requirements like Section 3 reporting. Our team leadership understands how to meet the Affirmatively Furthering Fair Housing Standards found in the Fair Housing Act even through the prism of the new Disparate Impact Rule.

Our management and recording keeping systems are designed to be flexible so as new requirements are necessary, we can accommodate the changes. Given the high premium Congress has placed on information sharing with the public through web site requirements, the URS Team will be prepared to issue any reports necessary and on the schedule requested by the DCA.

### 1.8 Issue Tracking and Fraud, Waste, and Abuse Coordination

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In all functions, the URS Team will work with the DCA to establish and enforce the highest possible standards in fraud prevention, detection, and reporting. Our team routinely participates in HUD monitoring visits and has normal processes for supporting DCA with both internal and external audits. Our team can deploy multiple Certified Fraud Examiners who have assisted housing program managers with fraud detection and reporting findings to Federal and State investigators. On past projects, staff worked closely with Federal and State investigators including State auditors, OIG, the FBI, and U.S. attorneys to execute successful fraud prosecutions. This level of awareness and involvement ensures URS protects taxpayer funds.

In monitoring for construction fraud, URS' construction management processes have built in fraud prevention techniques to severely limit and avoid the typical "tricks" sometimes employed by unethical contractors. By regulating the quality of materials through specifications, requiring cut sheets on products, preparing detailed plans, and routine quality assurance inspections, the ability

**<.001%**  
of fraud after disbursing \$4B  
for Katrina Recovery due to  
our financial oversight.

for contractors to defraud applicants and the programs are severely limited. Our processes also prohibit applicants from making "side deals" or "upgrades" with contractors outside of the program requirements, also minimizing the opportunity for fraud, deception, or default. The URS Team will leverage its onsite presence at the applicant's residence to observe and report any conditions that may indicate potentially fraudulent behavior to the DCA. Similarly, URS will use its experience in managing residential contractors in HUD CDBG-DR programs in Mississippi and Texas to spot fraud, waste, abuse, or noncompliance with construction

requirements early. This helps prevent situations such as unpaid subcontractors, unauthorized substitution of inferior materials, and invalid change order requests.

### 1.9 Document Management and Records Retention

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Audit preparation begins with organized and accessible documents, and the URS Team utilizes the latest technologies to maintain the highest quality records. We use a secure, web-based document management tool to image and index all program records. Our user-friendly interface would provide the DCA and other contractors with unparalleled access and insight into every grant recipient's records.

We support our processes with a robust document management tool, and stored housing disaster recovery documents for CDBG-DR programs on redundant servers that allow program staff to quickly locate, view, and supply critical program information from their computer. It should be noted that URS houses and hosts the FEMA Hazard Mitigation Assistance (HMA) Portfolio Manager Tool, supporting HMA Grants Management..

### 1.10 Accounting and Reporting

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The URS Team has a large financial management capability embedded with our URS Project Controls Team. We have the experience and expertise to effectively account for, reconcile, and track grant funds expenses on the program. Our team routinely works with grant recipients and has developed financial processes to facilitate expedient payment and fiscal accountability. Our core accounting practices with large Federal programs coupled with years of CDBG-DR management enabled URS to institute financial processes that ensure compliance with HUD regulations.

The URS Team understands the complexity of offering a variety of housing solutions and the HUD documentation requirements necessary to ensure that CDBG funds are properly expended. The URS Team will work with the DCA to establish and maintain financial processes that:

- Emphasize effective internal controls including separation of duties, CDBG specific accounts, and regular account reconciliation
- Address previous monitoring or audit findings
- Ensure independence and objectivity
- Use proven fraud prevention and detection practices
- Offer recurring grant recipient trainings to communicate policies and discuss challenges

The URS Team also knows that project reporting promotes transparency and accountability. We use real-time, web-based reports to provide immediate insight into all program performance metrics. The live reports will provide the DCA direct access to project benchmarks, milestones, and barriers. Flexible report customization enables the URS Team to automate recurring reports such as HUD Disaster Recovery Grant Reports (DRGR) and produce ad hoc reports for specific audiences like the DCA, the SSHIP contractor, other RREM contractors, and any other State or Federal agency requiring regular program updates.



**Tab 2 – Start-up Team**





## 2.0 START-UP TEAM

To leverage our team’s extensive housing recovery experience, URS will mobilize key program leadership with local experience working after Superstorm Sandy in New Jersey and CDBG-DR experts from Texas, Louisiana, Mississippi and the East Coast with extensive experience developing and implementing successful CDBG-DR housing programs. These key leaders bring program knowledge, rapid start up capability, processes and procedures, and proven program success to execute this RFP.

The initial phase of the operational plan calls for an advance New Jersey team to deploy and establish contact with the DCA leadership. The advance team will begin developing the framework and infrastructure for program execution. Our overall operational plan includes the establishment of functional areas with a key leader directing and advising a composite team of URS staff, local subcontractors, and local individual hires. These functional areas are focused on service type including the program management office, outreach, eligibility, pre-construction, and construction. The leads of each service area will be provided the necessary processes, documents, and training to accomplish the program tasks. The essential element of the operation will be key experienced leadership providing direction and development for the program footprint.

URS senior staff will direct the overall support arrangement capitalizing on their extensive experience in mobilization and deployment of staff to support large-scale programs. The advance logistical elements are prepared to assist the URS leadership with critical tasks including locating office space, hiring and training local staff, deployment of critical IT Systems, Section 3 compliance, construction contractor procurement, and assistance directly to the State.

### Staffing

Key URS Team proposed startup personnel including staff members and subcontractor firms are defined in Table 2.1. The personnel included in this table will be supported by hundreds of URS Team staff that are available to surge to meet the specific programmatic needs of DCA. Illustrative personnel for surge areas are provided in Tab 6, including contract management and human resource staff that support the program management office.

**Table 2.1: Start Up Personnel**

KEY (PER RFP)	NAME	TECHNICAL ROLE	LABOR CATEGORY	FIRM	LOCATION	PERCENT COMMITMENT	YEARS OF EXPERIENCE	DEGREE(S)
<b>Leadership Team and Key Personnel</b>								
	Robert Harvey, PE, VP	Principal-in-Charge	Sr. Advisor	URS	Clifton	As Needed	32	MBA, BS
•	Catherine Carr Clinch, VP	Program Chief Executive	Sr. Advisor	URS	Trenton	As Needed	25	MS, BS
•	Kelly Huck, MBA	Program Manager	Program Manager	URS	Trenton	100	16	MBA, BA
•	Kevin Hamby	CDBG Legal Advisor	Sr. Advisor	HP	Texas	As Needed	28	JD, BA

KEY (PER RFP)	NAME	TECHNICAL ROLE	LABOR CATEGORY	FIRM	LOCATION	PERCENT COMMITMENT	YEARS OF EXPERIENCE	DEGREE(S)
<b>Leadership Team and Key Personnel</b>								
•	James Ariail, PMP	Estimating and Compliance Monitor	Staff Consultant	URS	Trenton	100	23	MS, BS
•	Kathy Hartman	Subcontract Manager	Sr. Administrative	URS	Tampa	50	32	BS
•	William O'Brien, PE	IT / Data Manager	Project Manager	URS	Germantown	50	22	BS
•	Jennifer Kellar, APR	Communications Director	Staff Consultant	URS	Trenton	50	15	BS
•	George Rodrigues, PMP	Facilities and Equipment Manager	Sr. Administrative	URS	NYC	100	13	MS, BA
	Mark Howard	Area Manager (Implementation)	Sr. Advisor	H2B	Trenton	100	22	BS
	Jaime Ceron	Production Manager	Sr. Administrative	URS	Trenton	100	36	BS
•	Reid Bruce, Esq.	Eligibility Manager	Project Manager	H2B	Trenton	100	10	JD, BS
	Steve Rozek	Environmental Manager	Associate Consultant	URS	Trenton	100	4	BS
•	Dennis Forsyth	Pre-Construction Manager	Staff Consultant	URS	Trenton	100	30	AS
•	Steve Giampietro, AIA	Lead Architect	Staff Consultant	URS	Trenton	100	15	BA, AS
•	Eric Bodnar, PE	Lead Engineer	Staff Consultant	URS	Trenton	100	19	BS
	Bill Coulbourne, PE	Elevation and Mitigation Lead	Sr. Advisor	URS	Germantown	50	35	PhD, MS, BS
	Nancy Hoffman, LEED, AP	Area Manager (Construction Management)	Staff Consultant	URS	Trenton	100	25	BS, AAS
•	Brian Lainson, PE, CME	Construction Manager	Principal Consultant	URS	Trenton	100	31	BS
•	Michael Dorris, CPA	Budget and Financial Management	Sr. Administrative	LiRo	Trenton	100	32	BS
•	Rose Estephan, CRS, GRI	Real Estate Acquisition & Disposition Manager / Property Lien Director	Staff Consultant	CCMS	Monmouth	100	20	BS

Key: HP – Hamby & Piatt; H2B – H2Bravo

We provide New Jersey DCA with our most experienced Program Leadership Team, including:

**Robert Harvey, PE, VP, will serve as Principal-in-Charge**

Mr. Harvey is a URS Vice President and a licensed New Jersey professional engineer with more than 35 years of professional experience in executive management of operations, recovery, design, construction and security for all types of large businesses, programs and projects: infrastructure, residential, commercial, rail transportation, roadway, environmental, public- private-partnerships, and security. The main focus of his career has involved executive governmental operations and development of large complex public/private organizations and programs, such as the Hudson Bergen Light Rail, using innovative concepts. Mr. Harvey previously served as the Executive Director of the Lower Manhattan Construction Command Center (LMCCC), where he facilitated the economic development and management of all public and private projects in Lower Manhattan, including over 500 rail transportation, infrastructure and building projects (including the World Trade Center Redevelopment) valued at approximately \$30 billion. He was responsible for the management, coordination and mitigation of issues involving well over 20,000 agency, management, design, and construction workers. Mr. Harvey optimized operations related to the construction of Lower Manhattan by negotiating permitting, property development, construction logistics, safety and security issues as well as the results from LMCCC analytic models – which have been applied to business impacts, logistics, cost, schedule and infrastructure security (both during construction and in the final operational configuration) – with the Mayor, City Commissioners, Governor and members of the State’s Executive Chamber. In his capacity as the Head of the Office of the Executive Director of the Port Authority of NY & NJ, Mr. Harvey managed the recovery of World Trade Center after the 1993 bombing and led detailed reviews and workshops for security risks and mitigation of all PA facilities (airports, marine ports, tunnels, bridges and rails systems).

**Cathy Carr Clinch, VP, CFM will serve as Program Chief Executive**

Ms. Clinch is a URS Vice President with more than 25 years of experience in response and recovery planning, preparedness, program analysis and assessment, and training. She has focused primarily on federal, state, and other government clients, including HUD and FEMA program implementation. She has led multiple major, complex, multi-disciplinary, and operational planning/response and recovery projects that required interagency horizontal and vertical planning, technology integration, and rapid response, often under the aggressive timelines dictated by time-critical emergency situations. She played a key role in URS’ support for FEMA following Hurricanes Katrina and Rita, overseeing URS’ technical, programmatic, and operational support for the Gulf Coast Recovery Office (GCRO) and FEMA’s recovery and mitigation grant management. Ms. Clinch is the Technical Reviewer on URS’ CDBG-DR programs in Texas and Mississippi, focused on support to Disaster Recovery Housing Program. Ms. Clinch has managed over \$2B in Stafford Act grants. Ms. Clinch is URS’s Principal-in-Charge on our NY/NJ Regional Catastrophic Planning Team contract and personally managed the NJ/NJ Post Disaster Housing Recovery and Rapid Repair (H3R) Plan and Program. Ms. Clinch is a URS Certified Project Manager. She has successfully managed increasingly larger and more complex programs since starting with URS in 1990. She has managed programs valued at more than \$150M with more than 1,000 task orders. As a Vice President, Ms. Clinch is authorized to commit all necessary resources to meet any requirement under this contract. She has full access to the firm’s and the URS Team’s resources for all required support services and has direct control of project and deliverable status, schedule adherence, team performance, and coordination.

### Kelly Huck will serve as Program Manager

Mr. Huck is a URS Program Manager with more than 16 years of experience in response and recovery programs, specifically with the CDBG-DR Housing Program Management of 5,000+ Units and CDBG-DR Construction Management of 1,000+ Units. As the URS Program Manager for the Texas General Land Office (GLO), Community Development Block Grant Disaster Recovery (CDBG-DR) Rounds 1 and 2 Housing Program for the City of Galveston, Mr. Huck leads a team of URS and subcontracting staff that perform Needs Assessments, develop program guidelines and outreach plans and support program implementation components including applicant management, intake/eligibility reviews, environmental review record (ERR) development, lead based paint (LBP) risk assessments/clearance certifications, historical agency coordination, surveying, plans/specification development, closing events with applicants (contract signings), contractor awards, construction management, construction inspections, contractor pay request processing, and application closeout.



### Kevin Hamby, Esq will serve as Senior Advisor for CDBG-DR Legal Advisor

Mr. Hamby, a former general counsel for the Texas Department of Housing and Community Affairs, has broad knowledge of housing procedures and HUD National Disaster Recovery program policy. Currently, Mr. Hamby is working Grant Administrators that support the Texas General Land Office in the state's housing program. Kevin works with two different Grant administrators in four different impacted areas. The combined programs anticipate building more than 3,000 owner occupied homes and funding more than \$100 million in rental developments. Mr. Hamby received his Juris Doctor (JD) from Catholic University and is a licensed attorney in Texas. Mr. Hamby has over 22 years at counsel for State Housing and Community Affairs and over 8 years supporting Texas and other states in CDBG-DR programs and policy.

URS is committed to this program and New Jersey's successful recovery. URS fully commits all our key staff to the program. We will relocate our on-site staff to New Jersey for the duration of the project, including our Program Manager. URS has secured over 1,700 square feet of office space to support this program.

Upon successful ramp-up of the program, the startup team identified in Table 2.1 will be supported by numerous other staff as shown in the organizational chart below. Included in this structure are the lead construction inspectors and construction inspectors that will support the execution of the RREM program. The URS Team has a scalable staffing model, such that an inspection team is composed of 1 lead inspector overseeing 4 inspectors. Each inspector oversees 25 applicants. A URS inspection team of 5 staff will oversee 100 applicants at a time. We can stand up a minimum of 15 inspection teams within a week of NTP, without having to utilize hiring mechanisms.

### Hiring and Training

Our experience has proven it is essential to hire and train local employees for our team to possess knowledge of the community, local cultural norms, diversity, and language skills. We seek candidates

with excellent interpersonal communication skills, a passion for helping impacted individuals, and the ability to understand and grasp concepts and processes. Previous experience in housing programs is not required, as our team will provide the training and equipment to perform the job. Most critical to the local hiring effort is locating construction managers, since they are the face of the program to applicants. Construction managers will work with each applicant throughout the life of the program, from the internal handoff from the SSHIP contractor, through pre-construction, and construction completion. Having a single point of contact through the entire program allows for a positive applicant experience, minimizes handoffs between phases, and provides consistent communication.

The URS Team will comply with HUD, State of New Jersey, and DCA Section 3 requirements by hiring local and making a good faith effort to hire Section 3 eligible employees or businesses. The URS Team will advertise hiring opportunities locally through non-profits, recommendations from the New Jersey Department of Labor, and DCA. Hiring preferences will be given to Section 3 employees and businesses where appropriate.

The URS Team’s primary strength is our capacity to provide trained and experienced personnel. All URS Team members are proficient in the requisite skills and trades to provide support for this contract from day one. In addition, we can call upon other available resources with requisite skills sets in CDBG and construction management. Recruitment and hiring of staff will be led by the Human Resource Group out of the Clifton, New Jersey office. This group will have the full support of the URS corporate recruiting and human resource capabilities. Subcontractor recruitment and procurement will be led by Kathy Hartman, the URS East Coast Contracts and Procurement Center (CPC) Manager. As the Subcontract Manager for this effort, Ms. Hartman and her team obtain all subcontract and procurement pricing in accordance with current U.S. Federal procurement and estimating practices; procure including solicit, negotiate, and award subcontracts and purchase orders of all supplies, services and construction; process subcontractor invoices; and close out subcontracts.

The global network of URS human resource professionals assist with recruitment, onboarding new staff, assistance with professional career development, and skill training so team members can contribute to their full potential. The HR staff is accountable for developing and coordinating effective programs and systems, such as mentoring, performance management, compensation, and employee benefits plans, along with a work environment that is ethical, safe, collaborative, and high performing. The following table highlights the URS Team contract management and human resource staff supporting recruitment and hiring of subcontractors and staff.

**Table 2.2: Contract Management & Human Resource Personnel**

NAME	TECHNICAL ROLE	FIRM	LOCATION	PERCENT COMMITMENT
Kathy Hartman	Subcontract Manager	URS	Tampa	50
Andrae Waters	Subcontract Administrator	URS	Germantown	50
Robyn Owens	Subcontract Administrator	URS	Germantown	50
Tracey Priozzi	Senior Regional Human Resource Manager	URS	Clifton	25
Olga Santiago	Human Resource Manager	URS	New York	25

NAME	TECHNICAL ROLE	FIRM	LOCATION	PERCENT COMMITMENT
Grace Previti	Regional Human Resource Manager	URS	Germantown	25
Kyisha Boyd	Human Resource Administrator	URS	Germantown	25
Paige Robertson	Special Projects Recruiter	URS	Germantown	50
Rocco Francica	Senior Recruiter	URS	Clifton	50
Inna Bellisario	Senior Recruiter	URS	Germantown	50

Employee training, specifically construction manager training, will take place through a phased approach as the program rapidly ramps into production. Training materials, policies, and procedures from previous programs managed by our team allow for rapid customization and DCA curriculum implementation. Construction managers and site supervisors will be trained in groups of five to ten staff members in 40 hours of program education, role definition, and mock interactions with applicants. As the outreach and intake portions of the program continue to identify potential applicants, the training program will respond similarly. Once new construction managers (CM) initiate personal consultations (PCs) with applicants, sufficient oversight from experienced staff will ensure CMs knowledge and appropriate applicant interaction.

Additional program staffing will leverage the large presence the URS Team has in the greater New Jersey and New York City area. The URS Team has successfully operated in the area for 60 years and collectively employs 2500 staff members in New Jersey and New York. Over those six decades, we have built valuable business relationships we will employ to ensure adequately program staffing.

## Facilities and Equipment Management

The facilities and equipment lead will prepare URS for immediate deployment to Trenton, New Jersey and support throughout the State. Personnel resources are already selected for this RFP from our current inventory of experts; the URS Team can mobilize key staff within one (1) week of NTP. Key functions involved with facilities and equipment management includes:

- Oversight of the facilities and equipment personnel
- Oversight of startup preparations
- Order, process, and track delivery of additional resources required to implement the program
- Identify, secure, and track utilization of facilities (main office space, shared facilities with SSHIP, back office coordination, etc.), and equipment (computers, tablets, office equipment, etc.)
- Prepare annual Government Property Report

## Rapid Deployment and Start-Up

The URS management team uses collective program knowledge, extensive deployment management experience, and Web-based tools to notify staff of assignment requirements and to select staff based on qualifications and abilities. The URS Team has extensive experience deploying resources under our FEMA contracts. Included in our rapid deployment and start-up program is training and hiring of local staff.

**Table 2.3: Average / Peak Team Deployments**

YEAR	2004		2005		2006		2007		2008	
FEMA PROGRAM	AVG	PEAK	AVG	PEAK	AVG	PEAK	AVG	PEAK	AVG	PEAK
PA-TAC	137	278	276	571	472	680	240	268	226	374
HMTAP	221	338	262	308	227	255	229	273	215	229
Housing	312	2035	516	2093	54	163	26	279	222	2044

Accurate and relevant training is an integral component of the URS Team preparedness. We use a combination of classroom and independent study, training, publications, job aids, on-the-job training, and mentoring to educate our staff and assess their abilities. We also encourage experienced staff to stay current between project assignments.

URS management team members have developed aggressive deployment strategies based on their exposure to response requirements under rapid deployment contracts for FEMA and other Federal and commercial clients. We are able to effectively reach out to URS offices and trusted subcontractors within the State of New Jersey and nationwide, maximizing our ability to draw on available, qualified resources.

While URS's first priority in selecting staff for assignments is to use full-time employees and an established cadre of experienced part-time staff from teaming firms, we also draw on experience from new resources, small businesses, and staff from the affected disaster area. This practice provides the following benefits:

- Opportunities for qualified professionals affected by the event to maintain or regain employment
- Increased knowledge base of local conditions and practices
- Decreased costs by reducing or eliminating travel-related expenses
- Resources able to support the project for extended periods of time

URS recognizes the RREM project will not only require staff with strong technical capabilities, but also staff with considerable customer service skills who can represent themselves professionally in front of a client and as members of the URS Team and RREM project.

URS assignment efforts are led by the assignment manager, supplemented with team member participation. Duties include the preparation of specific assignment deployment documents including Assignment Memo and Safe Work Plan, assistance with travel arrangements, security clearance coordination, and updates to the PM of assigned staff and a schedule of arrivals. Through discussions with team resource managers, the URS assignment manager recommends candidates who best meet the technical, programmatic, and assignment timing requirements. The URS Project Manager, Mr. Kelly Huck, provides final concurrence on the selected staff.



## Tab 3 – Contract Management





### 3.0 CONTRACT MANAGEMENT

The URS Team has extensive experience with the delivery of large Federally funded disaster recovery programs and HUD CDBG-DR funded housing programs. Our team has delivered successful post-disaster programs in Texas, Mississippi, and Louisiana valued at over \$6 billion. Our methods are time tested and proven to provide efficient, reliable, and cost-effective program management.

The URS Team has a structured and prescribed approach to contract management using the latest technologies and procedures.

Our use of innovative tools, such as the Housing Recovery Tool ([www.housing-recovery.com](http://www.housing-recovery.com)), will ensure project transparency, open communication, and efficient project management. Our highly qualified team is well equipped, prepared, and ready to get started immediately.

URS has developed data and process-driven technology solutions to create a dynamic and comprehensive project management web



Housing Recovery Tool

solution. The Housing Recovery Tool stems from our Best Management Practices (BMP) with disaster recovery and enables users to access a common view of financial data, documents, status reporting, resource availability, schedules, invoicing information, construction, grants management tools, and other key metrics. Such a tool is essential for the effective management of a project of this scope.

#### Dashboard

The URS Team knows that project reporting promotes transparency and accountability. Through the Dashboard section of the Housing Recovery Tool, key program metrics and exceptions can be handled in a more automated fashion to ensure compliance with specific contract requirements. Real-time, web-based reporting provides immediate insight and transparency into all program performance metrics. Live reports give users direct access to project schedules, financial and invoicing statuses, and resource availability. Flexible report customization enables the URS Team to automate recurring reports and produce ad hoc reports for specific audiences. Role-based user access allows content to be filtered for specific audiences. The Dashboard allows the program management office and project managers to spend more time addressing issues rather than looking for issues, which facilitates proactive program management.

*"This is great [HMTAP Dashboard]. I've been running around the building showing it off to folks. You and your team did a great job."*

- John Bishop  
FEMA

## **Contract Management, Control, and Supervision**

URS will establish a collaborative and process driven procedure to manage, control, and supervise all contract activities. The core of the contract management plan is in communications. URS will confer in detail with DCA administrators and staffs to ensure all program objectives and constraints are addressed in contract documents including expectations for quality, schedule, price, and documentation requirements.

Extensive contractor outreach will ensure local community and regionally significant contractors are informed of opportunities for construction work under the program. Great care shall be placed to coordinate with local labor unions for cooperation and participation without excluding non-union resources. The team will competitively procure construction, design, and other service contracts as approved by DCA to provide cost effective and immediate services to affected residents. These contracts will be both lump sum and unit priced to provide the DCA with an assurance of guaranteed cost effective price points, while ensuring the contracts have flexibility to address unanticipated resident needs.

The URS Team will evaluate bid results for adherence to contract terms and conditions, reject non-responsive, and non-responsible bids while at that same time communicating continuously with interested contractors. The URS Team will conduct numerous informational meetings and conference calls with contractors to address all concerns regarding the procurement process. This level of communication has proven successful in securing cost effective and responsive contractors for the DCA STEP program.

Due to the need for immediate action on this program, the contract management and procurement process will not be sequential in nature; rather many activities will run in parallel. Design, real estate, construction, and services procurement will occur in parallel so no time is wasted in the procurement process.

Pre-construction and design will be major activities early on in the program and require focused management. The URS Team will aggressively manage design professionals to ensure rapid progress and adherence to local building ordinances. Designs will be reviewed for adherence to local building codes, planning department policies, industry standards for energy efficiency, sustainability and constructability. Constructability reviews of all design documents shall be completed before designs are bid. Though they will not be universally applicable, great care will be taken to maximize the ability of the program to create standard designs to facilitate the reuse of approved plans and expedite additional project designs.

The URS Team will produce a base line schedule for all contract activities. The DCA will receive a hard copy and electronic reports weekly detailing the progress, variances from the schedule, and resolutions to maintain the procurement process.

## **Communication**

The URS Team will communicate through telephone calls, e-mails, conference calls, memorandums, letters, electronic messaging, meetings, and the Housing Recovery Tool based on the urgency and content of the message.

The Housing Recovery Tool provides a central location for project communication. The project management team can keep the staff up to date on the latest developments in the recovery efforts by posting items, such as policy and procedure changes, to the main page's announcement section. Project-related information, such as staffing and schedule changes, can be highlighted using the "Updates" windows. Staff contact lists provide a single location for team members to locate email

addresses and phone numbers of key staff. Team calendars allow team members to view staff assignments, document meeting times, and communicate milestones.

## The First 30 Days

The core communications strategy will be a **contract management conference call every day for the first 30 days of the program** to ensure the DCA, contract procurement leaders, and staffs are properly informed of requirements, schedule constraints, and impacts of related activities. These conference calls will be followed by a weekly status meeting with the DCA and senior staff to coordinate overall strategy for procurement, reporting, scheduling, and project controls.

A weekly written status report listing every contracting activity from identification to completion will be generated programmatically and made available electronically and via written reports. This report will contain:

- All anticipated procurements with scope of work, date of initial advertisement, preliminary date of execution, duration, and value of the work
- Requirements including insurance, bonding, experience, staff and local, minority, or other designations
- Designations for accountability in the procurement process
- Project manager accountability for contractual management, performance management, and financial management for every contract. Any deviation from baseline schedule and cost will be flagged for immediate correction. Failure of any contractor to deliver in accordance with the contract will result in immediate action.
- Dates of all time lines affecting procurement including NTP, task order issuance, delivery of services and expiration.

The URS Team will establish a procurement hotline along with “New Jersey Housing Sandy” as a specific email address to communicate internally and externally on all procurement matters. The URS Team will establish a subscription system whereby the DCA and other interested stakeholders will be automatically informed of procurement activities they subscribe to. All electronic reports will be customized for viewing on tablets, PC’s, and hand held devices.

## Meetings and Reporting

The URS program management reporting is a four-part process:

- Weekly action planning meetings
- Monthly contract reporting
- Semi-annual strategic/conceptual planning meeting
- Integrated common operating schedule (DCA/URS calendar)

Our approach ensures DCA and URS leadership are tactically aligned on the daily/weekly execution of the Housing Strategy Advisor Program. Weekly meetings will be structured to set specific objectives and gain a common operating picture. Our approach for the weekly action planning meetings is provided below:

- Allow DCA to establish contractor priorities for the coming week
- Review upcoming program milestones
- Discuss upcoming deliverables

- Document joint-review protocols for any major deliverables
- Provide financial information on the contract
- Discuss any concerns or potential impediments to program success

URS will provide DCA leadership with a monthly contract status report. This written monthly correspondence is a contract management vehicle that presents a clear and concise picture of technical, financial, and administrative activities. Specifically, the “Technical Activities” section summarizes the prior month’s work completed, current work activities, the next month’s proposed work activities, and identifies program delivery risks. Contract financial metrics provided in the monthly report include the monthly contract burn rate, as well as costs incurred to date, costs incurred the previous month, amount invoiced, and amount paid. This monthly program management tool enables a clear understanding of the past, current, and proposed technical activities, and corresponding costs to support those activities. This document also ensures timely, accurate reimbursement in compliance with CDBG-DR guidelines.

For contracts of similar scope and complexity, URS has found it very beneficial to maintain a joint listing of critical delivery dates. ***This “large wall calendar” approach tracks the overall schedule in a format that ensures a common operating picture for the program.*** This high-level scheduling tool works in concert with information captured in the Housing Recovery Tool web site in a manner impervious to power outages, network issues, or technological challenges. This redundant approach to maintaining and broadcasting the common operating picture ensures URS is constantly driving towards the short, intermediate, and long-term goals of DCA.

We bring DCA a proven approach to effectively manage multiple, simultaneous task orders on time-sensitive programs. Figure 3.3 provides a quick overview of our tested methodology – focused on identifying the correct resources, adhering to DCA schedules, and minimizing associated costs.

## Overview of Business Processes and Procedures

Business processes and procedures will be established for all core and support services. Each business process and procedure will be subject to revision control and available both in hard copy and electronically. Each process will be reviewed every three months to ensure all refinements are incorporated and that the process and procedures reflect actual work in progress. These core processes and procedures are useable management tools for program control.

All staff will be routinely trained on policies and procedures to ensure compliance. All new team members are subject to extensive policies and procedures training. No staff member shall be allowed to deviate from established policies and procedures without evaluation, consultation, or deliberate documentation.

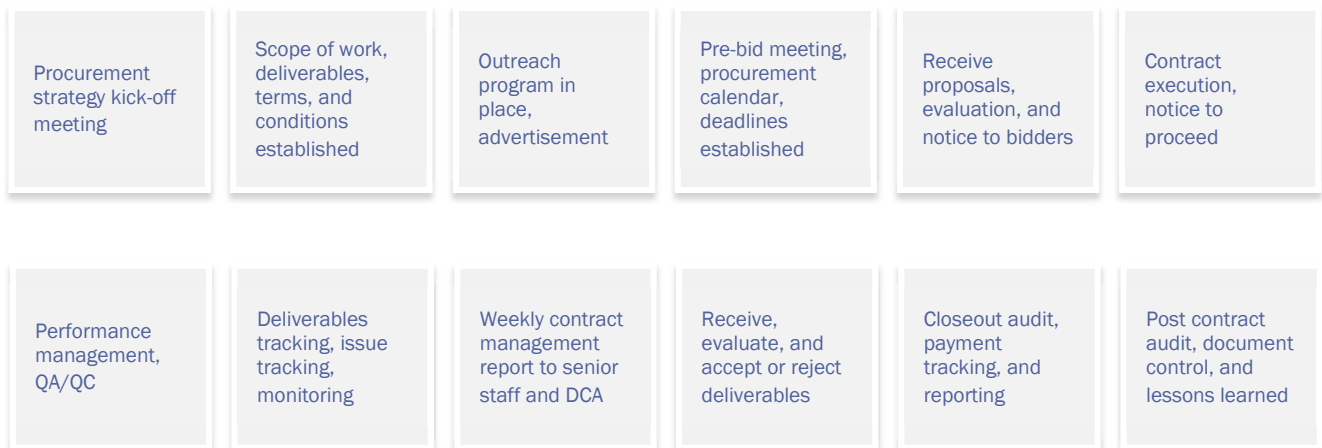
The URS Team will establish processes and procedures to govern all aspects of program and contract management including but not limited to:

**Table 3.1: URS Business Processes**

COMPONENTS	PROCESSES	QUALITY ASSURANCE
Application	Issue tracking and fraud, waste, and abuse coordination	Document controls – records retention
Quality assurance and quality control (QA/QC)	Real estate appraisal	Funding agency closeout audit compliance

COMPONENTS	PROCESSES	QUALITY ASSURANCE
Application review and processing - client intake and documentation	Outreach communication protocol	Accounting and reporting
Communication protocol with local agencies and governments	Public relations policies and procedures	Prescriptive policies concerning contact with media
Preconstruction checklists and protocols	Program design, management, budgeting, design standards, and specifications	Environmental review
DCA building standards and protocols	Programming standards for use in establishment of scope of work	Right of entry documentation standards
Assessment standards including pictorial documentation	Real estate assessment, acquisition, negotiation and closure process, and procedures; extensive work on standardization of valuation, relocation, and acquisition policies and procedures	Reporting standards, protocols, and delivery procedures
Appeals and claims management	Compliance and monitoring	A complete procurement manual for all public bidding processes and procedures
Lessons learned / Best management practices (BMP)	Data management, integration, and security	Construction management
Design management	Closeout documentation	Post construction audit

Contract Management and Housing Recovery Process Workflows are below.



**Contract Management Work Flow**

## Core Services Highlights

The following are examples of beneficial tools the URS Team has employed on past assignments.

## Accounting system

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URS currently has accounting, Cost Accounting Standard Board (CASB) Disclosure Statement, and purchasing systems approved by the Defense Contract Management Agency (DCMA) and the Defense Contract Audit Agency (DCAA) without any conditions. URS will utilize its business systems to support the contract.

**Accounting System:** The cognizant DCAA office performed an audit of URS' accounting practices using the applicable requirements contained in the Federal Acquisition Regulations (FAR), Defense FAR Supplement (DFARS), and Cost Accounting Standard (CAS) Board rules, regulations, and standards. URS' Accounting System was determined adequate on September 1, 2005 by the DCAA, Houston Branch Office (DCAA Audit Report/Identification No. 3521-2005K11070001) for accumulating and reporting incurred costs.

URS is subject to full Cost Accounting Standards (CAS) coverage. Our Cost Accounting Standards Disclosure Statement was determined adequate on April 8th, 2010 by the DCAA, Silver Spring Branch Office, and revisions to the Disclosure Statement were determined adequate by the DCMA, Baltimore, MD Office (DCAA Audit Report No. 3311-2010R19100002) on June 8, 2010. URS has not been notified that it is or may be in non-compliance with any cost accounting standards or the Disclosure Statement.

**Purchasing System:** URS has an approved purchasing system that has been determined adequate. Our purchasing activities will follow the procedures of this system. Purchase orders and subcontracts are tracked in the purchasing module of the JDE Enterprise One System. It is designed to issue individual purchase orders and basic ordering agreements. The purchasing system provides the subcontracts administrator the ability to track small business reporting and subcontractor budgets. URS' Purchasing System was determined adequate by the DCMA on July 12, 2007 (Defense Contract Management Agency, Baltimore, Maryland, and Naval Sea Systems Division).

**Competition:** Obtaining Firm Quotes- URS is committed to procuring items/services on a competitive basis to the fullest extent possible, and to providing the best overall value for our clients and for the company. As such, acquisitions over \$3,000 require competitive bids; unless determined there is an exception to this requirement. At least two offers, with three or more preferred, should be solicited from responsible, responsive suppliers. Procurement personnel will coordinate with the Program Manager to determine the number and type of sources for the solicitation. Prime contracts and supporting directives will be reviewed, as they may vary on the quantity of bids required. When competition will not be attempted, file documentation will state why this requirement is not being met in accordance with FAR Part 6.

Our robust account system and principals ensure the applicant receives the maximum return on investment for every project. To accomplish this, we develop a comprehensive project budget that is actively monitored by our Project Managers. URS leverages its depth of knowledge and experience to maintain controls on project costs from the onset. Utilizing our production-driven technology solution, our team reviews contract requirements, obtains audit reports, compares invoices to the budget, confirms proper signatories, verifies eligible expenses, and submits draw requests for managerial review. Our tiered review process ensures accuracy and facilitates consistency across all monetary draws.

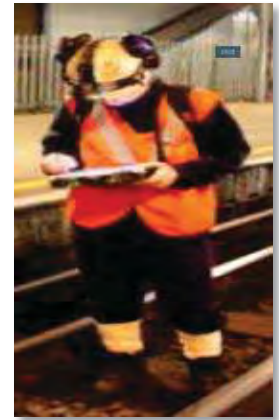
## Staffing

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The services under this contract require a diverse, field-deployed staff that will be performing time-sensitive tasks. Effectively controlling and monitoring staff assignments will play a critical role in the

success of this project. The Housing Recovery Tool will allow URS to create assignment teams, monitor team progress, view staff availability, and adjust project resources in real-time. Real-time monitoring of resources improves efficiency, reduces down time, and ultimately saves money.

The URS Team is submitting this proposal to be the lead or secondary contractor on this program management services contract. URS is a Fortune 500 engineering and construction firm with over 1500 engineers, architects, construction managers, environmental, and historic preservation professionals in the greater New Jersey area and over 54,000 employees nation-wide. Of our staff, over 5,000 have been involved in disaster and housing recovery services.



**Table 3.2** provides our level of effort to complete Tier 1 and 2 and the URS Team’s capacity to meet that challenge. Detailed staffing is provided in Tabs 2 and Tab 6.

**Table 3.2: URS Team Tier 1 and 2 Capacity**

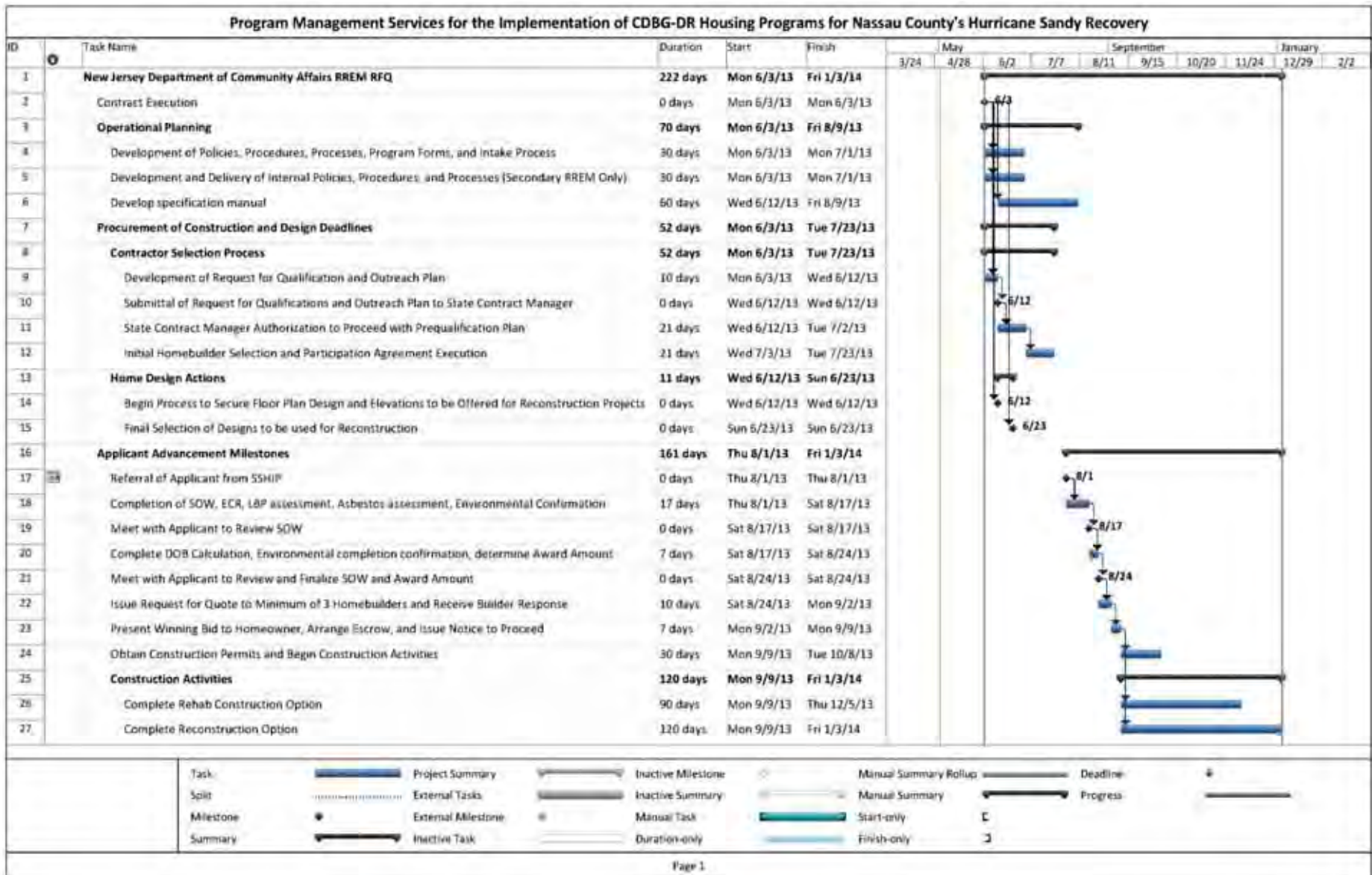
URS Team FTEs for Tier 1 Housing	URS Team FTEs For Tier 2 Housing	URS Team Total Capacity
Approximately 130 FTEs	Approximately 210 FTEs	58,000 FTEs 1500 FTEs in NJ

### Housing Recovery Process and Schedule

Based on URS’ best management practices (BMP) we developed the RREM Housing Recovery Process Flow in Figure 3.4 and scalable schedule in Figure 3.5 to address the Tier 1 and Tier 2 requirements of the RFP.









## Tab 4 – Potential Challenges



## 4.0 POTENTIAL CHALLENGES

The URS Team is a nationally recognized leader in CDBG-DR program implementation. We've identified the risk and consequence and the effective mitigation plan to decrease all identified risks to low risk. Provided below is a summary of program risks and mitigation measures to support program success.

Risk Category	Risk	Probability of Occurrence/ Consequence	Risk Rating	Mitigation Plan
Schedule, Compliance, Cost	Coordination and data sharing among multiple RREM contractors and the SSHIP contractor will require multiple hand-offs. This could lead to delays and potential compliance issues if executed poorly.	High / High	High	The URS Team proposes a Program Design Committee involving the SSHIP and each of the RREM contractors to develop common operational protocols for applicant hand-offs. The committee should also develop common data standards to support data sharing and transfers among contractor information systems.
Schedule/ Compliance	Insufficient applicant / program throughput following Duplication of Benefit and Award Amount determinations	Medium / High	High	The URS Team will develop protocols to optimize throughput for DCA review and approval. For example, these protocols may include processes for quickly identifying applications that may not remain viable following the duplication of benefit and award amount determination, fast-tracking applications with no "red flags," and quickly communicating throughput issues with metrics displayed on the Program Dashboard. At the direction of DCA, the URS Team may also support upstream efforts by the SSHIP contractor to effectively target eligible applicants utilizing methods that have proven successful for other CDBG-DR programs, including methods that leverage geospatial data.
Schedule Compliance	Complicated Regulatory Process/ Applications	High / Medium	High	Use URS' expertise to help simplify the regulatory application process for Hurricane Sandy Permits. Provide all necessary information on as little as a single simple form.
Schedule / Compliance / Cost	A large number of eligible homes are found to have been constructed before 1978 and	High / Medium	High	The URS Team, in consultation with DCA, will develop a plan governing how lead based paint will be identified and addressed prior to program deployment.

Risk Category	Risk	Probability of Occurrence/Consequence	Risk Rating	Mitigation Plan
	contain lead based paint. Pursuant to HUD requirements, lead based paint risks must be identified and addressed.			
Schedule/ Compliance / Legal	Lack of communication, coordination, or expectation management with applicants and other stakeholders leads to delays, complaints, appeals, and negative media coverage	Medium / High	High	<p>Once SHHIP data on an eligible applicant is received, the applicant will be assigned a single point of contact from the URS Team to answer questions, schedule meetings/site visits, and provide additional coordination and customer service as required.</p> <p>The URS Team will also implement a stakeholder communications strategy to include the publication of program updates using media, community meetings and a user friendly website for the general public.</p>
Schedule / Compliance / Cost	Cost estimates and repair scopes do not account for potential HUD requirements for Minimum Property Standards (MPS) and/or Housing Quality Standards (HQS), and/or deferred maintenance	Low / High	Medium	<p>HUD has indicated to past funding recipients that it wishes to see homes which are repaired brought up to current code, Minimum Property Standards (MPS) and/or Housing Quality Standards (HQS). If the house to be repaired was constructed more than 10-20 years before the event, it may not meet current code requirements. Deferred maintenance issues unrelated to disaster damage may also need to be addressed to meet these standards. The URS Team will clarify applicable standards with HUD and incorporate these standards into cost estimates, repair scopes, repair feasibility analyses, and quality control procedures.</p>
Financial/ Schedule/ Compliance / Legal	Non-compliance with Stafford Act Duplication of Benefits requirements.	Low / High	Medium	<p>The URS Team has developed proven methodologies for Duplication of Benefits compliance that have withstood multiple federal audits. To adapt our methodology for New Jersey, the URS Team will develop quality control protocols for data provided by SHHIP contractor. For example, Duplication of Benefits compliance specialists may utilize electronic interfaces with Federal and State Agencies and insurers to obtain payment data to verify and document payments received by applicants. When an applicant is unable to</p>

Risk Category	Risk	Probability of Occurrence/Consequence	Risk Rating	Mitigation Plan
				mitigate a gap in funding created by a duplication of benefits, construction experts will reduce the cost of the project to address the gap when possible while documenting the reduced benefit received by the applicant.
Compliance / Legal	Non-compliance with HUD CDBG rules, regulations and expectations.	Medium/Medium	Medium	Deployment of a team of professionals who not only have worked with the CDBG State Program Requirements, but also the CDBG-DR unwritten rules. Our prior knowledge will allow us to seek waivers where necessary and to implement creative program strategies when waivers are not available.
Schedule/ Compliance	The repair of Historic structures must be accomplished in accordance with the requirements of Section 106 of the NHPA and other state and local historic preservation requirements. This can lead to delays unless a Programmatic Agreement is in place to facilitate the expedited approval of repair plans.	Medium/Medium	Medium	The URS Team is experienced developing Programmatic Agreements for expedited Section 106 compliance reviews under CDBG-DR programs. In addition, our experienced cultural resources team will identify Section 106 issues early to formulate alternatives and mitigation measures that minimize delays. Strategies include the development of new construction plans and specifications which meet historic requirements and the development of rehabilitation scopes in partnership with stakeholders.
Financial/ Compliance	Non-compliance with elevation requirements.	Medium/Medium	Medium	Identification of projects which will require flood mitigation through elevation and the development of reconstruction and rehabilitation plans and specifications which meet current requirements and which are engineered to mitigate the chance of flood loss.
Schedule/ Legal	Non-compliance with HUD Fair Housing and Affirmatively Furthering Fair Housing (AFFH) requirements	Medium/Medium	Medium	Post <i>Westchester County</i> , HUD has emphasized the AFFH requirements found in the Fair Housing Act. With its new disparate impact rule, even unintentional discriminatory acts can be the basis for a complaint. Our team has negotiated Conciliation Agreements and operated program under strict scrutiny of housing

Risk Category	Risk	Probability of Occurrence/ Consequence	Risk Rating	Mitigation Plan
				advocates and HUD. Our experience in this arena helps your program to know what not to do and how to meet HUD's as of yet unpublished rules on AFFH.
Schedule / Compliance	Environmental determinations disqualify properties after SOWs have been developed and presented to applicants	Medium/ Medium	Medium	The URS Team includes proven CDBG-DR environmental experts who have successfully performed rapid environmental reviews for projects ranging from single family homes to large multifamily structures and infrastructure projects. Our Team proposes to utilize a customized database designed solely for CDBG-DR disaster recovery programs, and to support DCA in developing a programmatic agreement to expedite the environmental review process as required.
Financial/ Schedule	Not properly determining whether a structure should be rehabilitated or reconstructed.	Low / Medium	Low	After the scope write-up is complete, experienced construction management staff will use a clear decision matrix to determine whether a project should qualify for a rehabilitation or reconstruction. For quality control, each determination will be verified by a second qualified professional.
Financial/ Schedule	Ineffective deployment and management of construction contractors.	Low / Medium	Low	The URS Team will draw upon our experience designing and managing major CDBG-DR housing programs to prequalify construction contractors with the right capabilities; deploy systems, standard processes, and tools that enable success among the pool of construction contractors; expeditiously select the lowest of three bids for each job; and systematically monitor performance so that problems are identified early, corrective actions are taken to remove non-performing contractors, and less experienced contractors are supported to develop the capabilities needed to be successful. For example, the use of common materials and standardized plans allows contractors to organize their logistics operations and train their staff, thereby facilitating rapid construction.

**Program Management Services for the Implementation of CDBG-DR Housing Programs for Nassau County's Hurricane Sandy Recovery**

ID	Task Name	Duration	Start	Finish	May				September				January			
					3/24	4/28	6/2	7/7	8/11	9/15	10/20	11/24	12/29	2/2		
1	<b>New Jersey Department of Community Affairs RREM RFQ</b>	<b>222 days</b>	<b>Mon 6/3/13</b>	<b>Fri 1/3/14</b>												
2	Contract Execution	0 days	Mon 6/3/13	Mon 6/3/13			6/3									
3	<b>Operational Planning</b>	<b>70 days</b>	<b>Mon 6/3/13</b>	<b>Fri 8/9/13</b>												
4	Development of Policies, Procedures, Processes, Program Forms, and Intake Process	30 days	Mon 6/3/13	Mon 7/1/13												
5	Development and Delivery of Internal Policies, Procedures, and Processes (Secondary RREM Only)	30 days	Mon 6/3/13	Mon 7/1/13												
6	Develop specification manual	60 days	Wed 6/12/13	Fri 8/9/13												
7	<b>Procurement of Construction and Design Deadlines</b>	<b>52 days</b>	<b>Mon 6/3/13</b>	<b>Tue 7/23/13</b>												
8	<b>Contractor Selection Process</b>	<b>52 days</b>	<b>Mon 6/3/13</b>	<b>Tue 7/23/13</b>												
9	Development of Request for Qualification and Outreach Plan	10 days	Mon 6/3/13	Wed 6/12/13												
10	Submittal of Request for Qualifications and Outreach Plan to State Contract Manager	0 days	Wed 6/12/13	Wed 6/12/13			6/12									
11	State Contract Manager Authorization to Proceed with Prequalification Plan	21 days	Wed 6/12/13	Tue 7/2/13												
12	Initial Homebuilder Selection and Participation Agreement Execution	21 days	Wed 7/3/13	Tue 7/23/13												
13	<b>Home Design Actions</b>	<b>11 days</b>	<b>Wed 6/12/13</b>	<b>Sun 6/23/13</b>												
14	Begin Process to Secure Floor Plan Design and Elevations to be Offered for Reconstruction Projects	0 days	Wed 6/12/13	Wed 6/12/13			6/12									
15	Final Selection of Designs to be used for Reconstruction	0 days	Sun 6/23/13	Sun 6/23/13			6/23									
16	<b>Applicant Advancement Milestones</b>	<b>161 days</b>	<b>Thu 8/1/13</b>	<b>Fri 1/3/14</b>												
17	Referral of Applicant from SSHIP	0 days	Thu 8/1/13	Thu 8/1/13												
18	Completion of SOW, ECR, LBP assessment, Asbestos assessment, Environmental Confirmation	17 days	Thu 8/1/13	Sat 8/17/13												
19	Meet with Applicant to Review SOW	0 days	Sat 8/17/13	Sat 8/17/13												
20	Complete DOB Calculation, Environmental completion confirmation, determine Award Amount	7 days	Sat 8/17/13	Sat 8/24/13												
21	Meet with Applicant to Review and Finalize SOW and Award Amount	0 days	Sat 8/24/13	Sat 8/24/13												
22	Issue Request for Quote to Minimum of 3 Homebuilders and Receive Builder Response	10 days	Sat 8/24/13	Mon 9/2/13												
23	Present Winning Bid to Homeowner, Arrange Escrow, and Issue Notice to Proceed	7 days	Mon 9/2/13	Mon 9/9/13												
24	Obtain Construction Permits and Begin Construction Activities	30 days	Mon 9/9/13	Tue 10/8/13												
25	<b>Construction Activities</b>	<b>120 days</b>	<b>Mon 9/9/13</b>	<b>Fri 1/3/14</b>												
26	Complete Rehab Construction Option	90 days	Mon 9/9/13	Thu 12/5/13												
27	Complete Reconstruction Option	120 days	Mon 9/9/13	Fri 1/3/14												

Task		Project Summary		Inactive Milestone		Manual Summary Rollup		Deadline	
Split		External Tasks		Inactive Summary		Manual Summary		Progress	
Milestone		External Milestone		Manual Task		Start-only			
Summary		Inactive Task		Duration-only		Finish-only			



## Tab 5 – Organizational Support and Experience





## 5.0 ORGANIZATIONAL SUPPORT AND EXPERIENCE

The URS Team offers exceptional depth and breadth of professional personnel available in-house with decades of housing recovery, CDBG-DR, program implementation, PM/CM, and Stafford Act program knowledge. The URS Team has proven performance supporting such large programs nationwide. This defining advantage is of critical importance to our clients in delivering first-rate consulting support. As complex projects move forward over time, issues may arise requiring technical skills or capabilities not initially envisioned during planning phases or scoping.

Our team is composed of dedicated personnel, highlighted in Sections 2 and 6, over 1,500 personnel located throughout our New Jersey offices, and a pool of 50,000+ surge personnel located across the country. Special consideration was given to selecting the program managers and task leads listed in the Organization Chart and associated staff labor category table shown in Figure 6.1 and Table 2.1, as well as the technical resources providing support to each of our Task Leads. Resumes are included in Section 6.

URS is responsible for overall program management of this contract, including the management of subcontractors. The management approach for our organizational structure is discussed in detail in Tab 3. This discussion includes identification of management, supervisory and/or key personnel, as well as the organizational reporting structure. The URS Program Manager and task leads are highly qualified to support DCA, based on the scope of services.

The URS Team places quality and client service first. Excellence, by providing the best value to the client, is the foundation on which the URS Team has grown. Specifically, more than 80 percent of our annual business is from repeat clients. Our clients keep returning because of our responsiveness to client needs, our ability to complete projects on schedule and within cost limitations, our quality products, and our overall spirit of cooperation with clients. Whether working together, or as individual companies, we have a history of providing clients with continuous quality innovations. This is best shown by our continued service.

URS' past performance excellence is not unique to a single client. We have been providing continuous service to some clients for more than 30 years. Our Federal DoD customers, including the U.S. Army Corps of Engineers (USACE), U.S. Navy, and U.S. Air Force, have rated LiRo/URS "Above Average" or "Excellent" on over 300 projects in their Architect-Engineer Contract Administration Support System (ACASS) ratings. We value the State of New Jersey and its individual communities as clients and have strived to meet the challenges and opportunities that arise on projects we support for them each and every day for more than 60 years.

URS is proud of our past record supporting State and local communities in over 900 disasters as shown in **Figure 5.1**. We have received more than 40 letters of commendation for our disaster response and recovery efforts. URS takes great pride in the fact that many of these letters have been from both State and local governments.

*"Access to and communication with URS was tremendous. Being new to the grant process and the intricacies of mitigation, this aspect was very beneficial. All deliverables were timely and comprehensive. We have had extremely positive responses from all our municipalities and other professional firms to the Draft Plan."*

- Monmouth County



Figure 5.1: URS Disaster Response and Recovery Experience

URS has over 20 years of experience working cooperatively with grant making agencies and the grantee community. We have a history of supporting States and communities in numerous grant programs for economic development and infrastructure revitalization, including but not limited to the following programs:

- New Starts and Transportation Investment Generating Economic Recovery (TIGER) with the U.S. Department of Transportation (DOT)
- Energy Efficiency and Conservation Block Grant (EECBG) with the U.S. Department of Energy
- Cooperative Agreement and Development Agreements (CRADAs) with the U.S. Environmental Protection Agency
- American Recovery and Reinvestment Act (ARRA) grants throughout the government

Our experience spans the spectrum from application development, to project management, to policy and guidance support. The URS Team has supported the management of disaster recovery grants totaling \$24 billion as shown in **Table 5.1**.

Table 5.1: URS Disaster Mitigation and Recovery Grant Management Experience

PROGRAM	VALUE OF GRANTS SUPPORTED
FEMA PA	\$ 10,000,000,000 +
FEMA HMGP	\$ 5,400,000,000
HUD CDBG-DR	\$ 5,500,000,000
FEMA Non-Disaster Grants (PDM, RFC, SRL, and FMA)	\$ 2,850,000,000
<b>Total</b>	<b>\$ 23,750,000,000 +</b>

Since 2008, URS has worked alongside disaster-impacted States and communities, planning, designing, and implementing their CDBG-DR programs. We recognize infrastructure recovery is integral to successful housing and community recoveries. During this time, URS supported the delivery of over \$6.2 billion in CDBG-DR program funds. In 2010 alone, URS supported over \$1.9 billion in infrastructure projects. This past performance allows the URS Team to provide DPW with unmatched experience delivering infrastructure recovery programs that enable housing and community development and recovery.



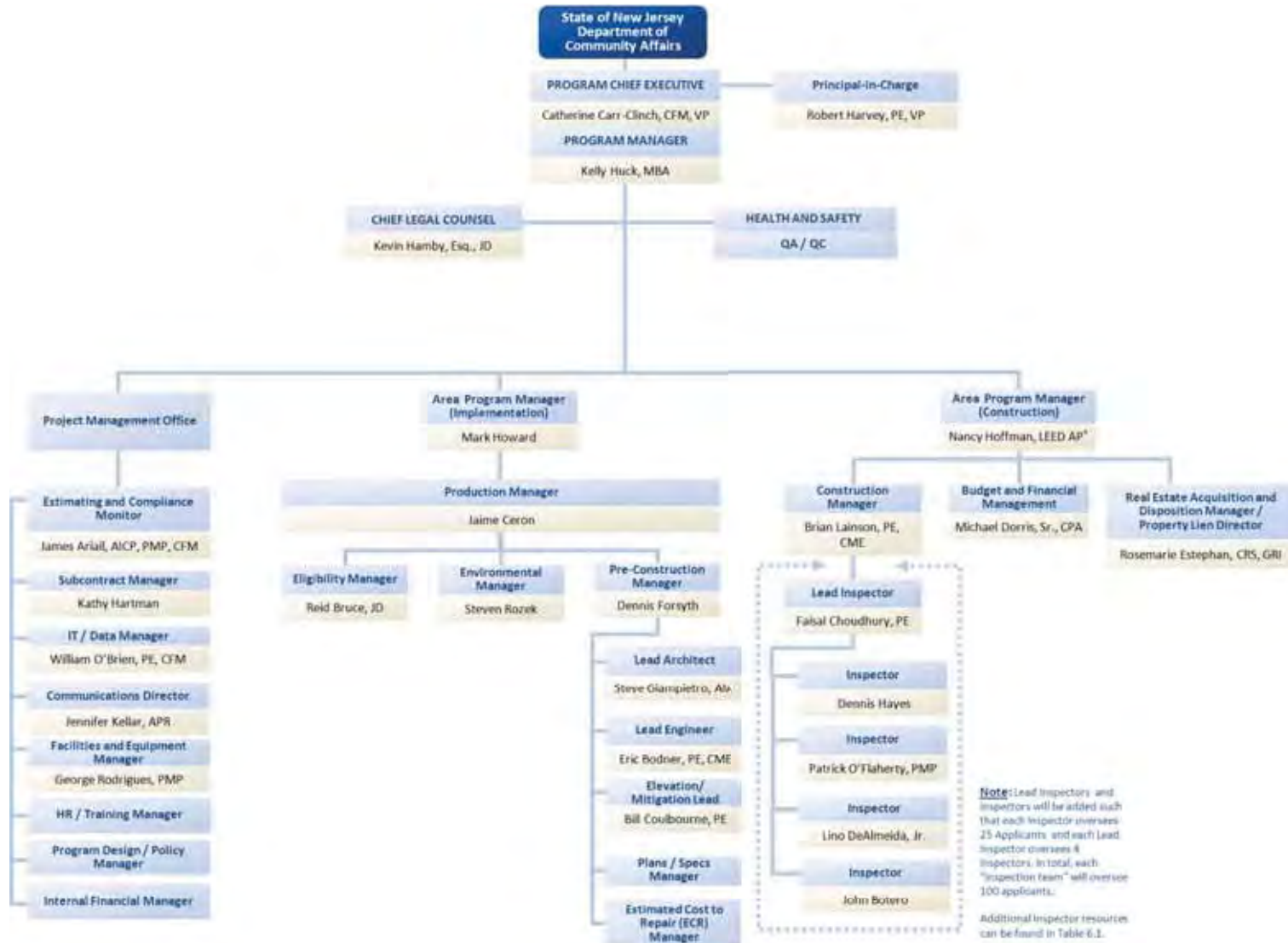
Figure 5.2: Recent LiRo/URS Housing and Infrastructure Experience

Table 5.2 provides insight into the breadth of project experience that the URS Team brings to the RREM Project.

Table 5.2: Previous Experience

Project Description	Location	Client	Team	Program/Project Management	Cost Estimation	Quality Control/Quality Assurance	Client/Owner Liaison	Policy Support	Regulatory Support	Environmental Impact	Infrastructure Recovery	Disaster Response/Recovery	Community/Outreach	Construction Management	Environmental & Resource Protection	Public/Regulatory Solutions	Data Collection	Communication & Outreach
1 Hurricane Ike / Dolly CDBG-DR Housing Program, Rounds 1 and 2	Beaumont, TX	Texas General Land Office	URS	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
2 Hurricane Katrina CDBG-DR Housing Program	Mississippi	Mississippi Development Authority	URS	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
7 Hudson-Bergen Transit Rail Line	New Jersey	New Jersey Transit Corporation	URS	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
8 Hurricane Sandy Infrastructure Assessment	New York City	Metropolitan Transportation Authority	URS	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
9 Nassau County Sheltering and Temporary Essential Power (STEP) - Sandy Response	Nassau County, NY	Nassau County, New York	URS	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
10 Post-Sandy Public Housing Utilities Restoration	New York City, NY	NYC Housing Authority	URS	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
11 Sandy Recovery STEP Program Management	New York City, NY	New York City Department of Environmental Protection	URS	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
12 New York City Housing Authority - Construction Management	New York City, NY	NYC Housing Authority	URS	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
13 Post-Sandy Emergency Response/Repairs	New York City, NY	NYC School Construction Authority	URS	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
14 Storm Damage Reduction and Building Assessment Projects	New Jersey	United States Army Corps of Engineers	URS	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
15 Floodplain Mapping - New Jersey	Statewide, NJ	NJ Department of Environmental Protection	URS	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
16 Disaster Housing Recovery Plan	New England Region (MA, NH, RI, Boston, Providence)	NE Regional Catastrophic Planning Initiative	URS	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
17 World Trade Center Recovery	Greater New York City Area	Port Authority of New York / New Jersey	URS	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
18 Individual Assistance - Technical Assistance Contract (I-TAC III) Disaster Solution Alliance, LLC JV	FEMA Region II (New Jersey, New York, Puerto Rico) FEMA Region I, FEMA Region V	Federal Emergency Management Agency	URS	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
19 Risk MAP Production and Technical Services Contract RAMPP JV	FEMA Region II (New Jersey, New York, Puerto Rico) FEMA Region III, FEMA Region VI	Federal Emergency Management Agency	URS	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
20 Housing Inspection Services PARR JV	Nationwide	Federal Emergency Management Agency	URS	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
21 Public Assistance Technical Assistance Contract NISTAC JV	Nationwide	Federal Emergency Management Agency	URS	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
22 Technical Assistance and Research Contract (TARC)	Nationwide	Federal Emergency Management Agency	URS	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
23 Hazard Mitigation Technical Assistance Program (HMTAP)	Nationwide	Federal Emergency Management Agency	URS	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*

Table 5.2: Previous Experience																	
Project Description	Location	Client	Role	Program/Project Management	Cost Program Management	Planning Management	Policy Support	Rebuilding/Recovery	ES/DRM Mitigation	Environmental Impact	Economic Community Development	Construction Management	Floodplain Management	Environmental & Historic Preservation	Technical Solutions	Legal Counsel	Community Outreach & Quality
24 Hazard Mitigation Assistance (HMA)	Nationwide	Federal Emergency Management Agency	URS	*	*	*	*	*	*				*	*	*	*	*
25 Atlantic City NJ Hazard Mitigation Plan	Atlantic City, NJ	Atlantic City, NJ	URS	*			*			*			*			*	*
26 Burlington County, NJ Multi-Jurisdictional Hazard Mitigation Plan	Burlington County, NJ	Burlington County, NJ	URS	*			*			*			*			*	*
27 Monmouth County, NJ Multi-Jurisdictional Hazard Mitigation Plan	Monmouth County, NJ	Monmouth County, NJ	URS	*			*			*			*			*	*
28 Atlantic County, NJ Multi-Jurisdictional Hazard Mitigation Plan	Atlantic City, NJ	Atlantic City, NJ	URS	*			*			*			*			*	*
29 Monmouth County, NJ 5-Year Hazard Mitigation Plan Update	Monmouth County, NJ	Monmouth County, NJ	URS	*			*			*			*			*	*
30 On Going Projects at Passaic Valley Sewerage Commission	Newark, NJ	Passaic Valley Sewerage Commission	CCMS	*						*	*					*	*
31 Atlantic City Post Office, Historic American Survey (HABS)	Atlantic City, NJ	Atlantic County, NJ	URB	*										*		*	
32 Allied Textile Printing Site (ATP)	Paterson, NJ	State of New Jersey, Department of Treasury, Division of Property Management and Construction, Department of Environmental Protection	URS	*										*			*
33 Phase IA Cultural Resource Background Investigations for Dredging of the Delaware and Raritan Canal	Franklin Township, Somerset County, NJ	New Jersey Water Supply Authority	URS	*										*			*
34 Historic Architectural Survey for Proposed Reconstruction of US Route 9 and Lacey Road Intersection	Lacey Township, Ocean County, NJ	New Jersey Department of Transportation	URS	*										*			*
35 GIS Study for NJ Department of Environmental Protection - Historic Preservation Office and the Department of Transportation	Ocean, Mercer, Middlesex, and Monmouth Counties, NJ	New Jersey Department of Transportation	URS	*										*			*
36 National Register Nomination for the George Chamberlain House / Jefferson Township Historical Society	Jefferson Township, NJ	Morris County, NJ Public Works, Engineering Division	URS	*										*		*	*
37 NJ Department of Transportation Open End Contract for Cultural Resource Investigation Statewide	Statewide, NJ	New Jersey Department of Transportation	URS	*										*		*	*
38 Historic Architecture and Roadway Study of US Route 202	Somerset and Morris Counties NJ	New Jersey Department of Transportation	URS	*										*			*
39 Delaware and Raritan Canal Historic District	Lambertville, NJ	CARBO Constructors Corporation	URS	*										*			*
40 NJ Transit On-Call Transit Planning Services	New Jersey	New Jersey Transit Corporation	URS	*			*									*	*





## Tab 6 – Resumes



## 6.0 RESUMES

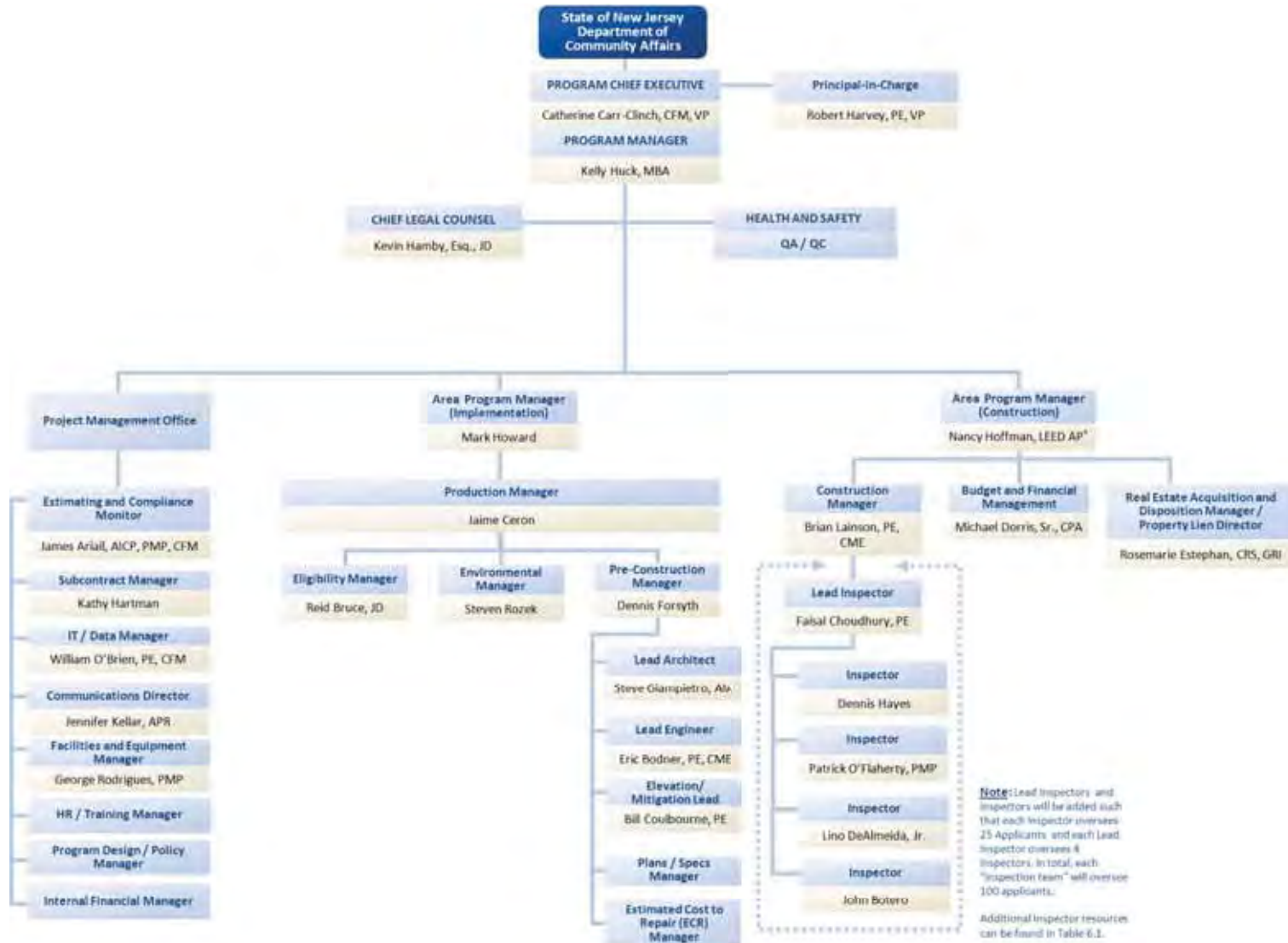
The URS Program Management Team offers leadership in disaster recovery related issues, CDBG program knowledge, program and construction management, and proven performance supporting grants implementation. Our team is composed of both full-time, dedicated, on-site support, and a pool of surge personnel located across New Jersey and throughout the country. Care was taken in selecting our management key personnel and individuals listed in the organizational chart that follows, and in **Table 6.1** on the next page. Additional staff are shown in Table 6.1 to demonstrate the depth of the staff available on the URS Team.

The organizational chart shown in below shows the key personnel assigned to this contract. Technical resources include personnel available to DCA on an as-needed or surge-support basis.

The URS Team considers key personnel to be those employees integral to ensuring the rapid mobilization of the program for DCA.

Resumes are included in for the identified management, supervisors, and key staff.





## Catherine Clinch, CFM, VP

### Program Chief Executive

#### PROJECT SPECIFIC EXPERIENCE

##### **Principal in Charge, DHS/FEMA Hazard Mitigation Assistance (HMA) Contract, Germantown, MD (2004–present):** Ms.

Clinch has been supporting the FEMA HMA program for the past 4 years, initially as the Program Manager and after a successful recompetes, as the Principal-in-Charge. She was responsible for URS's support to the FEMA HMA contract with respect to service delivery, schedule, and budget and overall mission support. Under her program management, she supported FEMA policy development for Global Match and National Flood Insurance Program Reform, decreased FEMA's program delivery costs by more than \$2 million by maximizing schedule efficiencies and increasing both internal and external stakeholder satisfaction. She managed a diverse project team comprising onsite/mission support staff and offsite technical expertise in outreach/grant review/grant facilitation. Ms. Clinch has provided leadership to the HMA contract that has enabled the development of a more substantive dialogue with FEMA and its external stakeholders, which has resulted in a more collaborative recovery and mitigation program focused on risk reduction. Specifically, she has overseen the development and enhancement of the Recovery/Mitigation Portfolio, Integrated Financial Management Information System, External Stakeholder engagement, HMA Regional Coordination, and the execution of three HMA Summits and three National Reviews.

#### FIRM

URS Group, Inc.

#### AREAS OF EXPERTISE

- Catastrophic Response and Disaster Recovery Planning
- Response and Recovery Operations
- Interagency Planning
- Program Management
- Grants Management
- Top Secret Clearance

#### YEARS OF EXPERIENCE

25 Years

#### EDUCATION

- MS/Environmental Science/  
Cleveland State University
- BS/Biology and Chemistry/  
Kent State University

**Reference:** Mike Grimm, Individual Assistance Division Director, FEMA, 500 C Street, SW, Washington, DC 20472, (202) 646-2500, [mike.grimm@dhs.gov](mailto:mike.grimm@dhs.gov)

**Relevance to NJ/DCA RFQ:** Leveraging Global Match process for New Jersey recovery

##### **Technical Reviewer for the South East Texas Regional Planning Commission and Mississippi**

**Development Authority Disaster Recovery Plan, TX, MS (2005-present):** Ms. Clinch has lent her expertise as National Practice Manager to the independent technical reviews of disaster recovery plan components for both clients. For South East Texas, URS drafted and has periodically revised the general program guidelines and individual program descriptions for all available activities associated with the CDBG-DR Round 1 Housing Assistance funding following Hurricane Ike. For Mississippi, URS has provided program management and development of the State's single-family home repair and reconstruction program. As reviewer, Ms. Clinch ensured compliance with HUD rules and regulations, Stafford Act provisions, and contract regulations.

**Reference:** Shaun Davis, Executive Director, SETRPC, 2210 Eastex Freeway, Beaumont, TX 77703, (409) 899-8444, [sdavis@setrpc.org](mailto:sdavis@setrpc.org)

**Relevance to NJ/DCA RFQ:** Lessons learned from analysis of recovery programs in Texas and Mississippi

**Hurricane Katrina/Rita GCRO, Baton Rouge, LA (March, 2012- August, 2012):** As Program Manager, oversees URS technical and programmatic support for Gulf GCRO. Through this effort, URS has provided the GCRO with support for the strategic recovery plan and recovery program metrics for the Gulf Coast. URS supported and facilitated over 20 senior level workshops as well as one three-day off-site workshop focused on strategic recovery programs and recovery metrics. In addition to strategic recovery, URS supported the GCRO in CDBG-DR Housing/Infrastructure, Individual Assistance and Public Assistance programmatic metric development and program support 2006-2009.

**Reference:** Mike Grimm, Individual Assistance Division Director, FEMA, 500 C Street, SW, Washington, DC 20472, (202) 646-2500, [mike.grimm@dhs.gov](mailto:mike.grimm@dhs.gov)

**Relevance to NJ/DCA RFQ:** Designing metrics for recovery plan

**Principal, NY/NY Regional Catastrophic Planning Team (RCPT):** Ms. Clinch is the overall program manager for URS. She has overseen over 10 Task Orders to the RCPT, specifically the Housing Recovery and Rapid Repairs Task Order.

**Reference:** Kelly McKinney, PE, Deputy Commissioner Planning and Preparedness, (347) 386-4884, [kmckinney@oem.nyc.gov](mailto:kmckinney@oem.nyc.gov); Steve Gutkin in NJ OHSP, (973) 645-5231

**Relevance to NJ/DCA RFQ:** Program Management

**Project Manager, Enhanced Operational Capability Planning for FEMA Long-Term Recovery Operations, Washington, DC, (2008–20011).** The contract was approximately 18 months in duration and \$3.6 million in value to develop a Recovery Analysis Toolkit and associated modular training for the FEMA Disaster Assistance Directorate. This toolkit and modular training will standardize the approach FEMA uses for identifying and resourcing long-term recovery operations. The standard operating procedure (SOP) and training course are intended for use by FEMA disaster recovery personnel during future presidentially declared disasters.

**Relevance to NJ/DCA RFQ:** Built recovery SOP and training course that could be used to support NJ communities

**Program Manager, Environmental Management Policy, Nationwide Environmental Services Contract, U.S. Postal Service (USPS), Nationwide, (2000–present).** Ms. Clinch has overall responsibility for ensuring URS's performance on this contract and for the successful delivery of services on the more than 1,000 Task Orders URS has completed over the last 10 years. Projects under this contract have included emergency response to various conditions (e.g., asbestos release, mold, anthrax, legionella, blood-borne pathogens, petroleum, ricin); program risk and vulnerability assessments; program management support to USPS asbestos and mold policies and program; underground storage tank support; Environmental Compliance Reviews (program enhancement and assessments/audits); Occupational Safety and Health Administration Voluntary Protection Program assessment and training; recycling and sustainability projects; environmental, safety, and health awareness; and training support to the USPS. The successful management, execution, and completion of these tasks earned URS the privilege of being nominated for the USPS Large Supplier of the Year award in 2004.

**Reference:** Gerilee Bennett, Branch Chief, Disaster Assistance Directorate, [Gerilee.Bennett@fema.dhs.gov](mailto:Gerilee.Bennett@fema.dhs.gov), 202.641.3267

**Relevance to NJ/DCA RFQ:** Multiple task order execution and completion on schedule

**Principal-in-Charge, Cities Readiness Initiative (CRI) Program, USPS, Nationwide, (2006–present).**

Ms. Clinch is responsible for supporting the management rollout of the USPS CRI Postal Plan in several cities as well as for providing overall program support to the Corporate Field Operations Support Group under the Deputy Postmaster General. The CRI program is a U.S. Department of Health and Human Services (HHS) initiative to potentially use USPS carrier volunteers to deliver medications to affected communities during a biohazard terrorist event. URS is responsible for coordinating USPS activities for the Philadelphia region. Under Ms. Clinch’s leadership, USPS and HHS were able to work through various potential obstacles and execute three highly successful pilots in Minneapolis, Seattle, and Boston.

**Reference:** Micheal Swigart, United States Postal Service, (202) 268-4749, [michael.a.swigart@usps.gov](mailto:michael.a.swigart@usps.gov)

**Relevance to NJ/DCA RFQ:** Designed innovative program by working with letter carrier unions, two large federal agencies and several municipalities across the country

## Kelly D. Huck, MBA

### Program Manager

#### PROJECT SPECIFIC EXPERIENCE

**Project Manager, Texas General Land Office (GLO), Community Development Block Grant Disaster Recovery (CDBG-DR) Round 2.2 Housing Program, City of Galveston, Texas, (February 2013):** Mr. Huck was the Project Manager for the City of Galveston Round 2.2 Disaster Recovery Housing Program that includes \$80M in construction of over 600 single-family homes. In this role, Mr. Huck led a team of URS staff and subcontractors in the development of a full-scale housing program. Pre-initiation tasks included a Needs Assessment, development of Program Guidelines, an Outreach plan, and environmental broad review. The program implementation components of the Round 2.2 Program include applicant management, intake/eligibility reviews, environmental review record (ERR) development, lead based paint (LBP) risk assessments/clearance certifications, historical agency coordination, surveying, plans/specification development, closing events with applicants (contract signings), contractor awards, construction management, construction inspections, contractor pay request processing, and application closeout.

**References:** Connie Nicholson, Galveston County Director of Community Services, (409) 770-5543 [connie.nicholson@co.galveston.tx.us](mailto:connie.nicholson@co.galveston.tx.us)

**Relevance to NJ/DCA RFQ:** Program and policy development, organizational leadership, process development and management, compliance, issues resolution

**Project Manager, Texas General Land Office (GLO), Community Development Block Grant Disaster Recovery (CDBG-DR) Round 1 Housing Program, City of Galveston, Texas, (January 2012):** Mr. Huck was tasked with assuming the role of Project Manager for the City of Galveston Round 1 Disaster Recovery Housing Program by request of the Texas GLO due to the program was not meeting the performance objectives under a previous management company. Mr. Huck organized a program management team to take over the construction of over 400 single-family houses that were languishing, effectively getting them complete with construction in less than 6 months. Mr. Huck led a multi-disciplinary team that conducted an assessment of the program status, reviewed processes and procedures, developed an action plan, and implemented new processes to recover the program and get applicants back into homes. With his leadership, the teams were able to get construction restarted and get the program back on schedule. The program implementation components of the Round 1 Program include program assessment, recovery planning, procurement, applicant management, intake/eligibility reviews, environmental review record (ERR) development, lead based paint (LBP) risk assessments/clearance certifications, historical agency coordination, surveying, plans/specification development, closing events with applicants (contract signings), contractor awards, construction management, construction inspections, contractor pay request processing, and application closeout.

#### FIRM

URS Group, Inc.

#### AREAS OF EXPERTISE

- CDBG-DR Housing Program Management of 5,000+ Units
- CDBG-DR Construction Management of 1,000+ Units
- Operational Planning
- Organizational Management
- Program Design
- Contractor Management
- Financial Analysis
- Cost Estimating
- Staffing Plans
- Subcontractor Management
- Contract Negotiation
- FAR Compliance
- Scheduling

#### YEARS OF EXPERIENCE

16 Years

#### EDUCATION

- MBA/General Management
- BA/International Business

#### REGISTRATION/CERTIFICATION

- URS Certified Project Manager

**References:** Jim Yarbrough, Former Galveston County Judge [REDACTED]

**Relevance to NJ/DCA RFQ:** Program and policy development, organizational leadership, Needs Assessment, process development and management, compliance, issues resolution, agency negotiations

**Logistics Team Lead, Alaska Pipeline Project; Anchorage, Alaska, (January 2011 – October 2011):** Mr. Huck served as the logistics team leader for an extensive field program spanning approximately 700 miles in remote Alaska. In this role, Mr. Huck was responsible the day-to-day management of more than 100 field personnel performing environmental studies along a proposed large diameter natural gas pipeline through a proposed route from Prudhoe Bay, Alaska to Calgary, Alberta.

**Relevance to NJ/DCA RFQ:** Complex program management, management of large field project, critical infrastructure repair

**References:** Meg Thornton, PRL Logistics, (907) 687-3619

**Deputy ROW Team Leader, Electric Transmission Texas (ETT) Competitive Renewable Energy Zone Project; Time and Materials Contract, (May 2010 – January 2011):** Mr. Huck served as the Deputy Right-of-Way (ROW) Team Leader for URS' External Program Management Consultant project with ETT. URS' role provided program management services for the design and construction of approximately 500 miles of electric transmission lines to transfer wind generated electricity from north and west Texas to the Dallas/Fort Worth, Austin, and San Antonio metropolitan areas. In this role, Mr. Huck ensured ROW and easement acquisition was completed on time and under budget to allow adequate time for construction activities to be completed prior to deadlines imposed by the Public Utility Commission of Texas.

**Relevance to NJ/DCA RFQ:** Program and policy development, organizational leadership,

**References:** Diane Cowin, URS Corporation, (512) 454-4797

**Project Controls Manager, City of Austin South IH-35 Water Wastewater Program Management Consultant Project, Time and Materials Contract, (December 2009 – March 2012):** Mr. Huck served as the Project Controls Manager for this \$10M program management contract to supplement City of Austin staff in managing more than 20 individual projects within a \$100M+ water/wastewater program to support development in southeast Austin. In this role, Mr. Huck was responsible for the financial management of the program, both within URS and with the City of Austin.

**Relevance to NJ/DCA RFQ:** Process development and management, compliance, issues resolution, financial management

**References:** Joe Hoepken, City of Austin, [Joe.Hoepken@austintexas.gov](mailto:Joe.Hoepken@austintexas.gov)

**Group Supervisor – Debris Operations, Federal Emergency Management Agency, Hurricane Ike, Time and Materials Contract, (October 2008 – December 2009):** Mr. Huck served as the Public Assistance Group Supervisor for debris removal operations in response to Hurricane Ike's impact in Texas. In this role, Mr. Huck managed a Federal grant program budgeted at approximately \$700M and a staff of as many as 70 employees under an ICS compliant organizational structure comprised of FEMA staff, US Army Corps of Engineers staff, and contractor staff from various organizations. Mr. Huck was responsible for resolving issues with numerous State officials, County Judges, Mayors, and other elected and appointed officials. Immediately following Hurricane Ike's landfall, these documents

were submitted on a daily basis. Mr. Huck participated as a FEMA representative on the Interagency Debris Removal Task Force, which was tasked with resolving obstacles to debris removal operations to ensure communities continue their recovery in an expeditious manner.

**Relevance to NJ/DCA RFQ:** Disaster response and recovery experience, Federal agency integration

**References:** Karri DuBois, Federal Emergency Management Agency, [karri.dubois@dhs.gov](mailto:karri.dubois@dhs.gov)

## Kevin Hamby, Esq., JD

### Chief Legal Counsel

#### PROJECT SPECIFIC EXPERIENCE

##### **Private Sector Consulting for Disaster Recovery for Hurricanes Ike and Dolly, TX, (September 2011 to present):**

In 2008, Texas was struck by two major Hurricanes Dolly and then Ike. The impact was felt in 51 counties covering more than 46,000 square miles that resulted in more than \$29 billion dollars in damages. Included in the storm path was Houston, Texas, the fourth largest city in the country. In addition, Ike required the entire barrier island that makes up the City of Galveston be evacuated. Both storms impacted significant infrastructure including waste water plants and bridges, homeowner occupied residential housing, public housing, second/vacation homes and single family and multi-family rental properties.

In Kevin's current capacity he works with Grant Administrators that support the Texas General Land Office in the state's housing program. Kevin works with two different Grant administrators in four different impacted areas. The combined programs anticipate building more than 3,000 owner occupied homes and funding more than \$100 million in rental developments.

Specifically in Round 2, Kevin has been instrumental in development of Needs Assessments for the four areas. He has taken lead roles in drafting the Needs Assessments and compiling the relevant data to establish the targeted areas, outreach and funding priorities. His duties also included working with the Needs Assessment Development Committees as well as public participation and presentations.

As a former general counsel for the Texas Department of Housing and Community Affairs, Kevin has broad knowledge of housing procedures and HUD National Disaster Recovery program policy. As applications are processed in the disaster recovery program in Texas, he uses that experience to assist the program in answering complex questions that arise in the application of CDBG to the programs. Disaster Recovery using CDBG for reconstruction of housing is relatively new and HUD policy development on CDBG application to housing rehabilitation and reconstruction is still being written—frequently as issues arise in current programs. Having 6+ years working with these programs provides important insight into implementation requirements.

**Reference:** Ken Jones, Executive Director Lower Rio Grande Development Council, 301 W. Railroad Street Weslaco, Texas 78596, (956) 682-3481, [kjones@lrgvdc.org](mailto:kjones@lrgvdc.org)

**Relevance to NJ/DCA RFQ:** Direct experience in working in a large program, large state environment in preparing needs assessments, guidelines and policy development that will also be critical to the New Jersey program start up.

**Senior Counsel/Liaison for Executive Director to Disaster Recovery for Hurricanes Ike and Dolly, Texas Department of Housing and Community Affairs, Austin, TX, (October 2009 to June 2011):** For

#### FIRM

Hamby & Piatt, LLC

#### AREAS OF EXPERTISE

- Action Plan Development
- Needs Assessment
- HUD CDBG DR program knowledge
- Start Up Policy Development
- Implementation Guideline Drafting
- Fair Housing

#### YEARS OF EXPERIENCE

28 Years

#### EDUCATION

- JD/Catholic University of America
- BA/University of Texas

#### REGISTRATION/CERTIFICATION

- Texas Bar License



this Project, Kevin Hamby was a direct employee of the State of Texas. As stated above, Hurricanes Dolly and Ike devastated significant parts of Texas. The Texas Governor designated the state's then CDBG infrastructure agency Texas Department of Rural Affairs (TDRA) as the lead agency in Texas for the IKE/Dolly DR program, with TDHCA being designated as the lead housing agency. Throughout the process, Kevin worked with the lead agency to draft and submit the Action Plan. Texas was to receive approximately \$3.1 billion in DR funds—or about 10% of the total damages of \$29 billion. The competition for funds was intense between regions and between activities.

That competition eventually led to a problem for the Texas program. Feeling their public and written comments about the percentages allocated between housing and non-housing and the regional distribution of funds were ignored, two statewide legal and advocacy groups filed an administrative complaint and then a Fair Housing Complaint with HUD. Prior to the Fair Housing complaint being officially filed, HUD rejected the Action Plan amendment with concerns about the approach used for funding allocation and whether there was adequate public participation in the development process. On December 1, 2009, the Fair Housing complaint was filed and challenged the state's commitment to affirmatively furthering fair housing as required under the Fair Housing Act. The complaint demonstrated this challenge to the state's commitment by disputing the amount of funding provided to low income persons, the allocation to areas that were more rural than urban and a concern about the state's Analysis of Impediments to Fair Housing. This was a front row seat of how not to approach an Action Plan process.

Kevin was a principal negotiator in working with state leaders, impacted communities, and the Complainants in drafting a Conciliation Agreement to resolve the concerns raised by the complaint. The end result was that the Agreement was not signed by HUD until March of 2010—a seven month delay since the original Action Plan Amendment had been filed and rejected. It also resulted in a shift in funding of approximately \$400 million, a shift from non-housing to housing activities, an increase in the percentage of funds dedicated to Low to Moderate Income (LMI) activities (could be housing or non-housing), and a rewrite of the state's Analysis of Impediments to Fair Housing (AI). Also included was a LMI mobility program known in Texas as the Homeowner Opportunity Program.

Kevin began working with the Analysis of Impediments. After initially hiring an underperforming contractor approved by the Complainants, Kevin staffed a policy committee for the AI and became the principal editor and compiler of the Phase 1 still in use. The committee began work in September and completed the project in January 2011 where it was submitted to the Governor's office for review and to HUD for approval. In addition, Kevin became the hands-on director for the TDHCA Disaster Recovery program as the Executive Director's Liaison. In that capacity, Kevin restructured the administrative program that streamlined the process and reduced estimated costs for tens of millions a year to approximately \$2.5 million. This structure is still being used by a different agency to staff the disaster recovery program.

**Reference:** C. Kent Conine, Former Board Chairman of TDHCA, 5220 Spring Valley Road # 204, Dallas, Texas 75254-2489, (972) 979-6996, [kent@conine.com](mailto:kent@conine.com)

**Relevance to NJ/DCA RFQ:** Development of action plans, public outreach, needs assessment and allocation process, project design and implementation, and fair housing.

**General Counsel for Texas Department of Housing and Community Affairs Hurricane Katrina and Rita, TX, (September 1, 2005 and June 2011):** For this Project, Kevin Hamby was a direct employee of the State of Texas. Hurricane Katrina was one of the largest natural disasters to impact the United States. It made landfall in August of 2005. While Texas received limited direct damage from

the storm, it did receive over 400,000 dislocated Louisianans that needed housing quickly. Shortly after Katrina, Hurricane Rita hit Southeast Texas directly causing significant damage. When Rita made landfall, Texas had to mobilize to request disaster recovery funding. TDHCA was designated as the lead agency. The first allocation of funds was for roughly 75 million dollars and Kevin was involved in setting up the program to distribute these funds to the local units of government who would run the housing programs directly.

In Rita Round 2, the State received another \$425 million in funds. Kevin was active in the development and approval of the Action Plan for this program that included the Method of Distribution.

**Reference:** C. Kent Conine, Former Board Chairman of TDHCA, 5220 Spring Valley Road # 204, Dallas, Texas 75254-2489, (972) 979-6996, [kent@conine.com](mailto:kent@conine.com)

**Relevance to NJ/DCA RFQ:** Development of action plans, public outreach, needs assessment and allocation process, project design and implementation, and fair housing.

## Robert Harvey, PE, VP

### Corporate Oversight: Principal-in-Charge

#### PROJECT SPECIFIC EXPERIENCE

**URS Corporation, Vice President for NY and NJ Region (2011-present):** Conceptualized and developed an enterprise Program Management System (U<sup>2</sup>) for helping URS deliver mega projects/programs on budget and schedule. Lead for coordination of URS Corporation's Superstorm Sandy Recovery efforts.

**Relevance to NJ/DCA RFQ:** Leads Sandy Recovery Efforts

**Lower Manhattan Construction Command Center, New York, NY (2006-2011):** Executive Director for Lower Manhattan recovery. Facilitated the economic development and management of all public and private projects in Lower Manhattan, including over 500 residential and commercial building, rail transportation, infrastructure projects (including the World Trade Center PATH Redevelopment) valued at approximately \$30 billion. Responsible for the management, coordination and mitigation of issues involving well over 20,000 agency management, design and construction workers. Optimized operations of the construction of Lower Manhattan by negotiating permitting, property development, construction logistics, safety and security issues reported directly to the Mayor, City Commissioners and Governor.

**Reference:** Robert Steel, Deputy Mayor for Economic Development, City Hall, 260 Broadway, New York, NY 10007, (212) 788-3243, [rsteel@cityhall.nyc.gov](mailto:rsteel@cityhall.nyc.gov)

**Relevance to NJ/DCA RFQ:** Management of complex multi-billion dollar redevelopment program

**Mega-project Development and Management, NJ/NY (1995-2005):** Instrumental in the development and implementation of several major infrastructure projects such as the Hudson Bergen Light Rail, a \$2 billion design-build-operate-maintain (DBOM) project for NJ Transit. Also played a role in the management of many other large projects in the Eastern US including: Southern New Jersey Light Rail, Newark Airport Monorail, JFK AirTrain, East Side Access (\$8.3 billion), Tren Urbano (\$2.5 billion), and Kennedy, LaGuardia and Miami International airport design and construction management projects.

**Reference:** Richard Sarles, WMATA General Manager/CEO (formerly NJ Transit Exec. Dir.), 600 5<sup>th</sup> Street, NW, Washington, DC 20001, [richard.sarles@wmata.com](mailto:richard.sarles@wmata.com)

**Relevance to NJ/DCA RFQ:** Management of complex multi-billion dollar redevelopment projects in NJ

**Port Authority of New York and New Jersey, NY/NJ, (1984-1995):** Developed and oversaw the \$9 billion 5-year Capital Program including all PANYNJ facilities and initiatives at aviation, tunnels, bridges, PATH, marine ports, and World Trade Center departments. Led the development/ review of project plans for all stages from initial concept through construction and start-up. Managed

#### FIRM

URS Group, Inc.

#### AREAS OF EXPERTISE

- Executive Leadership
- Mega Project Management

#### YEARS OF EXPERIENCE

40 Years

#### EDUCATION

- MS/Management of Constructed Facilities/MIT
- Executive Certificate/MIT Sloan School
- BS/Civil/Structural Engineering/Northeastern University

#### REGISTRATION/CERTIFICATION

- Professional Engineer: NJ, NY, MA

recovery of World Trade Center after 1993 bombing. Led detailed reviews and workshops for security risks and mitigation of all PA facilities and member of the Janet Reno Oklahoma City Bombing Task Force in 1995. Also worked with GSA to develop security standards for Federal Buildings and National Academy of Sciences study to protect buildings from explosives.

**Reference:** William Goldstein, MTACC Executive Vice President, (formerly PANYNJ Exec Dir.), (646) 252-3467, 2 Broadway, NY NY 10004, [wgoldstein@mtacc.info](mailto:wgoldstein@mtacc.info)

**Relevance to NJ/DCA RFQ:** Development and management of major infrastructure and facilities in NJ

## Mark Howard

### Area Program Manager (Implementation)

#### PROJECT SPECIFIC EXPERIENCE

**SETRPC Hurricane Ike Housing Recovery Program, Round 2, Southeast TX, (2012-2013):** Mr. Howard was the Deputy Program Manager for a \$190M single and multifamily CDBG-DR housing recovery program from Hurricane Ike. Mr. Howard was responsible for the overall strategic planning, operational development, client interface, staff supervision, and program production for over 1200 single and multifamily housing units. Key actions included the outreach, applicant intake and eligibility, environmental review, construction plans and construction management of the program. Mr. Howard was the organizational lead for over 150 program and production staff.

**Reference:** Shaun Davis, Executive Director, SETRPC, 2210 Eastex Freeway, Beaumont, TX 77703, (409) 899-8444, [sdavis@setrpc.org](mailto:sdavis@setrpc.org)

**Relevance to NJ/DCA RFQ:** Program and policy development, organizational leadership, process development and management, compliance, issues resolution

**LRGVDC Hurricane Dolly Housing Recovery Program, Round 2, McAllen, TX, (2012-2013):** Mr. Howard was the Deputy Program Manager for a \$124M single and multifamily CDBG-DR housing recovery program from Hurricane Dolly. Mr. Howard was responsible for the overall strategic planning, operational development, client interface, staff supervision, and program production for over 1000 single and multifamily housing units. Mr. Howard took an active role in developing and analyzing high poverty areas known as *Colonias* to assist the low to moderate income residents with the program. Key actions included the outreach, applicant intake and eligibility, environmental review, construction plans and construction management of the program. Mr. Howard was the capture manager and organizational lead for over 150 program and production staff.

**Reference:** Ken Jones, Executive Director, LRGVDC, 301 W. Railroad Street Weslaco, TX 78596, (956) 682-3481, [kjones@lrgvdc.org](mailto:kjones@lrgvdc.org)

**Relevance to NJ/DCA RFQ:** Program and policy development, organizational leadership, Needs Assessment, process development and management, compliance, issues resolution, agency negotiations

**City of Galveston Hurricane Ike Housing Recovery Program, Round 1, Galveston, TX, (2012-2013)** Mr. Howard was the Deputy Program Manager for a \$167M single family CDBG-DR housing recovery program from Hurricane Ike. Mr. Howard developed key relationships with local advocates in the City to create a viable program in an environment that was adverse due to the languishing recovery timeline. Due to the sweeping reforms and actions taken by Mr. Howard and his team, the City's program was revitalized and put on a course for success. Mr. Howard was responsible for the overall strategic planning, operational development, client interface, staff supervision, and program

#### FIRM

H2Bravo

#### AREAS OF EXPERTISE

- Strategic and Operational Planning
- Organizational Leadership
- Program Management
- Policy Development
- Program Guidelines
- Construction Processes
- Production Management
- Agency Negotiations

#### YEARS OF EXPERIENCE

22 Years

#### EDUCATION

- BS/Sociology/Louisiana State University

#### REGISTRATION/CERTIFICATION

- Licensed Construction Contractor

production for over 1000 single housing units, many of which were take-over houses due to failed contractors. Key actions included the Assessment of the Program, Recovery Planning, outreach, applicant intake and eligibility, environmental review, construction plans and construction management of the program. Mr. Howard was the organizational lead for over 150 program and production staff.

**Reference:** Jorge, Ramirez, Deputy Commissioner, Texas GLO, 301 Congress St., Austin, TX 78701, (866)206-1084, [Jorge.ramirez@glo.texas.gov](mailto:Jorge.ramirez@glo.texas.gov)

**Relevance to NJ/DCA RFQ:** CDBG-DR Compliance, Recovery Planning, Program Development, Policies and Procedures, Organizational Leadership

**SETRPC Hurricane Ike Housing Recovery Program, Round 1, Southeast Texas, (2012-2013):** Mr. Howard was the Deputy Program Manager for a \$195M single family CDBG-DR housing recovery program from Hurricane Ike. Mr. Howard was responsible for the overall strategic planning, operational development, client interface, staff supervision, and program production for over 1200 single and multifamily housing units. Key actions included the development of a construction management program that included contractor procurement, plans and specification development, inspections procedures, web based data management systems, staff training, contractor management, and overall production for the program. Mr. Howard was the organizational lead for the program and production staff, serving as the key leader and technical resource.

**Reference:** Shaun Davis, Executive Director, SETRPC, 2210 Eastex Freeway, Beaumont, TX 77703, (409) 899-8444, [sdavis@setrpc.org](mailto:sdavis@setrpc.org)

**Relevance to NJ/DCA RFQ:** Program and policy development, organizational leadership, process development and management, compliance, issues resolution

**Hurricane Katrina CDBG-DR Recovery Program, Mississippi Gulf Coast, (2007-2012):** Mr. Howard was the Capture Manager, Technical Lead, and Program Manager for the MDA Hurricane Katrina Housing Recovery Program, responsible for the policy development, organizational leadership, and delivery of program management and support services for numerous housing programs with over \$700M in HUD CDBG-DR funding from Hurricane Katrina. Mr. Howard led the overall development of the program management policy and processes, technical aspects of eligibility and National Environmental Policy Act (NEPA) processing, construction program development and management, and technical assistance to the MDA and subrecipients. The programs delivered for the MDA include:

- Neighborhood Home Program, \$132M, 2010-2013
- Long-term Workforce Housing Program, \$350M, 2009-2010
- Alternative Housing Pilot Program, \$20M, 2009-2010
- Neighborhood Rental Restoration Project, \$107M, 2009-2010
- Small Rental Assistance Program, Rounds 1&2, \$104M, 2008-2010
- Elevation Grant Program, \$70M, 2008-2010

**Reference:** Jon Mabry, Chief Operations Officer, MDA, P.O. Box 849 Jackson, MS 39205, (601) 359-2379, [jmabry@mississippi.org](mailto:jmabry@mississippi.org)

**Relevance to NJ/DCA RFQ:** CDBG-DR Compliance, Recovery Planning, Program Development, Policies and Procedures, Organizational Leadership

## James Ariail, AICP, PMP, CFM

### Estimating and Compliance Monitor

#### PROJECT SPECIFIC EXPERIENCE

**Housing Recovery Rapid Repair, New York Regional Catastrophic Planning Team (RCPT), Project Manager, New York, NY, (2012):** Mr. Ariail is currently managing a project to develop a Program Plan and Bid Specification that will guide the range of activities that must take place, simultaneously and on a large scale, to activate and implement a Housing Recovery Rapid Repair (H3R) program following a catastrophic event. The Program Plan draws upon proven URS systems for CDBG-DR Program Management. The deliverables will form part of the RCPT's Housing Resource Center, a toolbox for housing recovery.

**Reference:** Kelly R. McKinney, P.E., Deputy Commissioner, New York City Office of Emergency Management, 165 Cadman Plaza East, Brooklyn, NY 11201, (718) 422-4614, [kmckinney@oem.nyc.gov](mailto:kmckinney@oem.nyc.gov)

**Relevance to NJ/DCA RFQ:** Experience and success assisting a state with housing recovery solutions

**City of Houston CDBG-DR Program Recovery Plan, Houston, TX, (2012):** Developed recommendations for improving the performance of the City of Houston's CDBG-DR Disaster Housing Program following Hurricane Ike.

**Relevance to NJ/DCA RFQ:** Lessons learned from assisting municipality with HUD programs and policies.

**Reference:** Neil Forbes PMP CFE, Partner, Specialty Accounting, Horne LLP. Phone: (601) 326-1091. [Neil.Forbes@horne-llp.com](mailto:Neil.Forbes@horne-llp.com)

#### Planning Unit Chief, IA-TAC Branch, Individual Assistance

**Division, FEMA Headquarters, Location, (2006-2008):** Supervised a five-person unit responsible for all planning, policy, and analytical support for FEMA Direct Housing and Mass Care under the IA-TAC Program; developed operational plans for housing missions; estimated disaster housing requirements using statistical/geospatial methods; led program evaluation and development efforts; developed and delivered briefings to senior leadership at SES level; received a "Superior" overall performance rating and awards for innovative and proactive leadership.

**Reference:** Donna Banks, Federal Emergency Management Agency, U.S. Department of Homeland Security, 500 C Street SW, Washington, DC 20472, (202) 212-1116, [donna.banks@dhs.gov](mailto:donna.banks@dhs.gov)

**Relevance to NJ/DCA RFQ:** Proficiency with FEMA Individual Assistance program delivery

**Hazard Mitigation Assistance (HMA) Integration and Support, Location, (2008-present):** Mr. Ariail supports the FEMA HMA Branch in developing and implementing continuously improved delivery of

#### FIRM

URS Group, Inc.

#### AREAS OF EXPERTISE

- Disaster Housing
- FEMA Recovery Programs
- FEMA Mitigation Grants
- Community Planning
- Policy Analysis/Program Evaluation
- Program/Project Management

#### YEARS OF EXPERIENCE

17 Years

#### EDUCATION

- PhD candidate/Urban Planning /Virginia Tech
- MS/Urban and Regional Planning/University of Pittsburgh
- BA/Economics and Political Science/Virginia Tech

#### REGISTRATION/CERTIFICATION

- American Institute of Certified Planners (AICP)
- Project Management Professional (PMP)
- Certified Floodplain Manager (CFM)

mitigation grants. His main duties have included: Managing support for the Grants Policy Branch and Integrated Policy Team; managing Portfolio Management support tasks; supporting the development of a Risk-Based PDM methodology; developing white papers and other decision-making support tools for HMA leadership; supporting the development of HMA Unified Guidance; and budget/schedule management for contract.

**Reference:** Tony Hake, 500 C Street SW, Washington DC, (202) 646-3873, [lloyd.hake@fema.dhs.gov](mailto:lloyd.hake@fema.dhs.gov)  
**Relevance to NJ/DCA RFQ:** Understanding grants management process

**SRA International, Senior Planner/Project Manager, Policy, Program, and Regulatory Support Services, Location, (1999-2006):** Provided on-site support to the FEMA Individual Assistance Division to support the development of housing solutions following Hurricanes Katrina/Rita. Managed numerous projects supporting the development of policies, guidance, and program evaluation/implementation tools for emergency management and environmental agencies using a broad range of quantitative and qualitative methods. Developed analytical products using case analysis, cost-benefit, economic impact, geospatial, statistical, and other methodologies.

**Reference:** Frank Van Balen, Contract Acquisition Manager, SRA International, (703) 284-6049, [frank\\_vanbalen@sra.com](mailto:frank_vanbalen@sra.com)

**Relevance to NJ/DCA RFQ:** Analyzing all relevant federal programs to determine how to leverage additional funding for NJ

#### **PUBLICATIONS**

- *Stakeholder Collaborative Processes for Consensus Building on Planning Issues*, Practicing Planner, Vol. 1, No. 4, Winter 2003.
- *Integrating Community Capacity Building and Reuse Planning into the Reclamation of American Mine Lands: How U.S. Regulators are Cleaning up with Communities*, Mining Engineering, Vol. 58, No 3. March, 2006.



## Reid Bruce, JD

### Eligibility Manager

#### PROJECT SPECIFIC EXPERIENCE

**Texas General Land Office, South East Texas Regional Planning Commission, Lower Rio Grande Development Council, Bastrop Fires & City of Galveston Round 2 Housing Programs, CDBG Funding, TX, (2011-2013):** Planning, project development, project management, contractor management, oversight and issues resolution for four stand-alone subrecipient programs within the Texas General Land Office's overall Round 2 Program. Mr. Bruce worked with subrecipients, housing advocates, the Land Office and other stakeholders to design and perform Needs Assessments, draft Program Guidelines and design the framework for the delivery of single family owner occupied repair and reconstruction programs, single family rental programs, homebuyer assistance programs and the State of Texas' innovative homeowner opportunity voluntary relocation program. Mr. Bruce also worked to develop and implement a unique construction contractor assignment process to eliminate barriers and speed the reconstruction and repair of damaged residential structures.

**Reference:** Jorge A. Ramirez, Director, Disaster Recovery Program, 1700 N. Congress Avenue Austin, Texas 78701, (512) 861-4945, [Jorge.Ramirez@GLO.TEXAS.GOV](mailto:Jorge.Ramirez@GLO.TEXAS.GOV)

**Relevance to NJ/DCA RFQ:** Direct experience in working in a large program, large state environment on CDBG project design

**Texas General Land Office, City of Galveston Round 1 Single Family Rehabilitation and Reconstruction Program, CDBG Funding, TX, (2012-2013):** Project management, contractor management, oversight and issues resolution following the Texas General Land Office's assumption of management responsibilities for the City of Galveston's underperforming single family repair and reconstruction program. Mr. Bruce worked with stakeholders to facilitate the smooth transition from a subrecipient administered program to a state-run program including the development of a state administered construction contractor pool, the transfer of construction oversight responsibilities and the takeover of hundreds of construction projects which were incomplete. Mr. Bruce also worked with State and Local officials to develop revised guidelines, policies and procedures to facilitate the successful completion of the program.

**Reference:** Jorge A. Ramirez, Director, Disaster Recovery Program, 1700 N. Congress Avenue Austin, TX, 78701,

#### FIRM

H2Bravo

#### AREAS OF EXPERTISE

- CDBG DR planning
- CDBG DR policy and process development
- CDBG DR procurement
- Program/project management
- Subrecipient interface
- Duplication of benefits policy
- Workshops and training
- CDBG DR technical assistance
- Fraud detection and prevention
- Regulatory & programmatic analysis
- Risk management
- Program monitoring and QA/QC
- HUD OIG, GAO, FBI, & state government liaison
- Hurricane disaster recovery

#### YEARS OF EXPERIENCE

15 Years

#### EDUCATION

- Juris Doctor/University of Mississippi
- BA/Sociology & Anthropology/Millsaps College

#### REGISTRATION/CERTIFICATION

- Law Licenses:
  - Mississippi State & Federal
  - 5th Circuit Court of Appeals
  - U.S. Bankruptcy N.D. of Florida
  - Tribal Court of the Mississippi Band of Choctaw Indians
- Council of State Community Development Agencies (COSCEA) Advanced CDBG Training

(512) 861-4945, [Jorge.Ramirez@GLO.TEXAS.GOV](mailto:Jorge.Ramirez@GLO.TEXAS.GOV)

**Relevance to NJ/DCA RFQ:** Direct experience working in a large program, large state on CDBG project design

**MDA, Neighborhood Home Program, CDBG Funding, MS, (2010-2011):** Program management and development for the State's single-family home repair and reconstruction program. Worked closely with the client to assist in the development and deployment of a \$130M program which was created to address unmet housing needs in South Mississippi. Developed the overall program guidelines, production process from application intake through closeout, and the creation of an effective outreach and intake program which resulted in the collection of 17,000 applications in a nine-county area. Also directly deployed to the client to assist with contractor procurement, duplication of benefits policy development, and process management. While working directly with the State's program manager, he was responsible for interfacing with various contractors and the state's legal team to ensure compliance with HUD CDBG regulations and procurement policies.

**Reference:** Nell Rogers, Program Manager, Mississippi Development Authority Disaster Recovery Division, 501 North West Street, Jackson, Mississippi 39201, (601) 359-3449, [nrogers@mississippi.org](mailto:nrogers@mississippi.org)

**Relevance to NJ/DCA RFQ:** Working on unmet housing needs

**MDA, Neighborhood Rental Restoration Project, CDBG Funding, MS, (2009-2011):** Worked with various subrecipients and stakeholders to develop and implement a unique single-family rental housing repair and reconstruction program which targeted infill neighborhoods. This program implemented the lessons learned in previous programs and serves as nationwide model for rental repair programs which has been recognized by HUD in various disaster recovery training seminars. Responsibilities included staff management, management of the appeals process, oversight of the title review team, reporting, policy development and production management. Also responsible for interfacing with the State's monitoring team, the HUD Inspector General, and the General Accountability Office (GAO) during monitoring visits. Worked directly with the Katrina Fraud Task Force, the Office of the State Auditor, the Federal Bureau of Investigation (FBI), and prosecutors to enforce a proactive fraud prevention and fraud response policy.

**Reference:** Nell Rogers, Program Manager, Mississippi Development Authority Disaster Recovery Division, 501 North West Street, Jackson, Mississippi 39201, (601) 359-3449, [nrogers@mississippi.org](mailto:nrogers@mississippi.org)

**Relevance to NJ/DCA RFQ:** Working on rental housing recovery issues

**MDA, Small Rental Assistance Program, CDBG Funding, MS, (2008-2010):** Compliance coordinator for \$262M Hurricane Katrina recovery project which focused on the repair and construction of affordable rental housing units on the Mississippi Gulf Coast. Provided project design assistance to the MDA which resulted in a significant streamlining of the duplication of benefits and compliance procedures while increasing accountability and accuracy. Worked closely with MDA to design and implement programmatic changes which served to increase project efficiency and decrease costs. Also worked closely with the engineering team to build relationships with local planning and permitting officials so that the project's goals could be reached with the assistance of local governments.

**Reference:** Nell Rogers, Program Manager, Mississippi Development Authority Disaster Recovery Division, 501 North West Street, Jackson, Mississippi 39201, (601) 359-3449, [nrogers@mississippi.org](mailto:nrogers@mississippi.org)

**Relevance to NJ/DCA RFQ:** Working on rental assistance funding issues

**MDA, Program Management Office (PMO), CDBG Funding, MS, (2008-2011):** Worked with the State of Mississippi's PMO to develop and implement fraud prevention procedures and key aspects of the State's Privacy Act compliance procedures. These efforts resulted in the identification of several hundred potentially fraudulent Small Rental Assistance Program (SRAP) applications before those applications received any funding. He has also worked with the Long Term Workforce Housing (LTWH) program to identify potential fraud issues.

**Reference:** Nell Rogers, Program Manager, Mississippi Development Authority Disaster Recovery Division, 501 North West Street, Jackson, Mississippi 39201, (601) 359-3449, [nrogers@mississippi.org](mailto:nrogers@mississippi.org)

**Relevance to NJ/DCA RFQ:** Working on CDBG rental assistance program

## Jaime Ceron

### Production Manager

#### PROJECT SPECIFIC EXPERIENCE

**Disaster field Manager/Disaster Field Coordinator/Recruiter&Trainer, Partnership for Response and Recovery LLP (PaRR LLP), 2001-2013:** Multiple roles held with URS in support of FEMA's Individual Assistance Program as part of PaRR LLP. Roles varied from disaster to disaster, but included recruiting over 20,000 candidate inspectors, participating in development of training curriculum, training over 10,000 candidate inspectors, and supervising PaRR's field response to complete disaster housing inspections on deployments for nearly 50 declared disasters.

**References:** Sue Gray, COR, DHS-FEMA-VA-NPSC-DOC Contract Management Housing Inspection Services, 430 Market Street, Winchester, VA 22603, (540) 686-3809, [sue.gray@fema.dhs.gov](mailto:sue.gray@fema.dhs.gov)

**References:** David Ritchie, Task Monitor Supervisor, DHS-FEMA-VA-NPSC-DOC FEMA Inspection Services, 430 Market Street, Winchester, VA 22603, (540) 686-3824, [david.ritchie@fema.dhs.gov](mailto:david.ritchie@fema.dhs.gov)

#### EXAMPLE RECENT EXPERIENCE WITH PARR LLP

**Disaster Field Coordinator, DR-4086-NJ, Hurricane Sandy, New Jersey, 2012-2013:** Coordinated the inspections performed in New Jersey as a result of the Federal Disaster declared on October 30, 2012. Part of oversight team responsible for completion of 47,000 inspections in the first 30 days following declaration.

**Relevance to NJ/DCA RFQ:** FEMA certified disaster housing inspector with experience in conducting housing inspections.

**Disaster Field Coordinator, Pre-Deployment in Pennsylvania for Sandy Disasters, Hurricane Sandy, 2012:** Coordinated all the activities related to Deployment, Arrival, Check-In, Badging, Equipment Assignment, Training, and Routing of inspectors to the declared Sandy Disasters.

**Relevance to NJ/DCA RFQ:** Field investigation and management of inspectors; on-site Project Supervisor.

**Disaster Field Coordinator, Pre-Deployment in Virginia for Sandy Disasters, Hurricane Sandy, 2012:** Coordinated all the activities related to Deployment, Arrival, Check-In, Badging, Equipment Assignment, Training, and Routing of inspectors to the declared Sandy Disasters.

**Relevance to NJ/DCA RFQ:** On-site Project Supervisor.

#### FIRM

URS Group Inc.

#### AREAS OF EXPERTISE

- Architecture and Urban Planning
- FEMA Disaster Housing Inspections
- Building Inspections
- Building Plans Examining
- Public Works

#### YEARS OF EXPERIENCE

36 Years

#### EDUCATION

- BS/Architecture and Urban Planning/Universidad Pontificia Bolivariana

#### REGISTRATION/CERTIFICATION

- 1979/Architect and Urban Planner/Colombia/0570014675
- 1999/Building Inspector/Florida/BN3386
- 2000/Building Plans Examiner/Florida/PX1776
- 1993/Real Estate Agent/Florida/SL606507
- 1992/FEMA ACE Certification

**Disaster Field Manager, DR-4081-MS, Hurricane Isaac, Mississippi, PaRR Inspections, 2012-2013:** Supervised the completion of the inspections performed in Mississippi as a result of the Federal Disaster declared on August 29th, 2012. Oversaw completion of more than 17,000 inspections in first 30 days following declaration.

**Relevance to NJ/DCA RFQ:** Field investigation and management of inspectors.

**Disaster Field Manager, DR-4030-PA, Tropical Storm Lee, Pennsylvania, 2011-2012:** Supervised the inspectors deployed to Pennsylvania in response to the Federally Declared Disaster, as a result of the damages caused in the area by the Tropical Storm Lee. Oversaw completion of more than 8,000 inspections in first 30 days following declaration.

**Relevance to NJ/DCA RFQ:** Field investigation and management of inspectors; on-site Project Supervisor.

**Disaster Field Manager, DR-4025-PA, Hurricane Irene, Pennsylvania, 2011-2012:** Supervised the inspectors deployed to Pennsylvania in response to the Federally Declared Disaster, as a result of the damages caused in the area by Hurricane Irene. Oversaw completion of more than 33,000 inspections in first 30 days following declaration.

**Relevance to NJ/DCA RFQ:** Field investigation and management of inspectors; on-site Project Supervisor.

**Disaster Field Manager, DR-4017-PR, Hurricane Irene, Puerto Rico, 2011:** Supervised the inspectors deployed to Puerto Rico in response to the Federally Declared Disaster, as a result of the damages caused in the area by Hurricane Irene. Oversaw completion of more than 25,000 inspections in first 30 days following declaration.

**Relevance to NJ/DCA RFQ:** Field investigation and management of inspectors; on-site Project Supervisor.

**Disaster Field Manager, DR-1971-AL, Severe Storms-Tornadoes-Straight-line Winds and Flooding, Alabama, 2011:** Supervised the completion of the inspections performed in Alabama as a result of the Federal Disaster declared on April 28, 2011. Oversaw completion of more than 40,000 inspections in first 30 days following declaration.

**Relevance to NJ/DCA RFQ:** Field investigation and management of inspectors; on-site Project Supervisor.

## William Coulbourne, PE

### Elevation/Mitigation Lead

#### PROJECT SPECIFIC EXPERIENCE

**Superstorm Sandy Mitigation Assessment Team, FEMA, NJ, NY (2012-Present):** Supported as a member of the Mitigation Assessment Team in New Jersey and New York following Superstorm Sandy. Mr. Coulbourne assisted the team with structural evaluations of damaged coastal buildings along coastal NJ and is supporting the writing and review of the final reports.

**Reference:** John Ingargiola, 1800 S. Bell St. Arlington, VA, (202) 646.2500, [john.ingargiola@fema.dhs.gov](mailto:john.ingargiola@fema.dhs.gov)

**Relevance to NJ/DCA RFQ:** Lessons learned on reconstruction needs assessment

**Floodproofing Non-Residential Structures, FEMA, Nationwide, (2011-Present):** Consulted with FEMA and URS on content for the manual and acted as the primary technical reviewer. The publication provides information for technical mitigation information for building owners, designers and contractors on wet and dry floodproofing techniques.

**Reference:** Gregory Wilson, 1800 S. Bell Street, Arlington, VA, (202) 646-3953, [Gregory.wilson2@fema.dhs.gov](mailto:Gregory.wilson2@fema.dhs.gov)

**Relevance to NJ/DCA RFQ:** Insight into non-residential structures to expedite recovery options

**Hurricane Katrina Mitigation Assessment Team, FEMA, AL, MS, LA, (2005-2007):** Program Manager responsible for the reconnaissance work and development of recommendations for reconstruction in the areas affected by the storm. Mr. Coulbourne evaluated the performance of buildings along the gulf coast in response to the effects of Hurricane Katrina. In working with local and state officials, Mr. Coulbourne supported the development of recommendations that address improvements in building design and construction, code development and enforcement, and mitigation activities leading to greater resistance to hazard events. He provided numerous project briefings and presentations to groups nationwide interested in the results of the studies.

**Reference:** John Ingargiola, 1800 S. Bell St. Arlington, VA, (202) 646.2500, [john.ingargiola@fema.dhs.gov](mailto:john.ingargiola@fema.dhs.gov)

**Relevance to NJ/DCA RFQ:** Lessons learned on reconstruction needs assessment

**Pre-Disaster Mitigation Technical Review Program, FEMA, Nationwide, (2003-2011):** Program Manager responsible for the technical review (engineering, environmental, and benefit/cost) of over 300 projects presented by grant applicants from across the nation. The reviews were conducted within a 4-week period with a team of nearly 80 professionals from several firms including URS. The

#### FIRM

URS Group, Inc.

#### AREAS OF EXPERTISE

- Natural Hazard designs
  - Floodproofing
  - High Winds
- Building evaluations
- Structural engineering for buildings

#### YEARS OF EXPERIENCE

40+ Years

#### EDUCATION

- ME/Structural Engineering/University of Virginia
- BS/Civil Engineering/Virginia Tech

#### REGISTRATION/CERTIFICATION

- Professional Engineer: MD/VA/DE
- Certified Structural Engineer
- Certified Building Inspection Engineer

reviews involved several levels of internal review culminating in a short technical report for each project providing the technical evaluation of the project.

**Reference:** Lloyd “Tony” Hake, 500 C Street SW, Washington, DC, (202) 646.3876, [Lloyd.hake@fema.dhs.gov](mailto:Lloyd.hake@fema.dhs.gov)

**Relevance to NJ/DCA RFQ:** Environmental review process lessons learned

**TARC Contract, FEMA, Nationwide,(2004-2009):** Program Manager for BESTT Joint Venture. Contract provides expert engineering and publication experience for nationally applicable design and study tasks. Some studies are forensic in nature conducted after disasters, and others are problem-focused studies that will help reduce the costs of future disasters. Recently led the Mitigation Assessment Team efforts for Hurricanes Charley, Ivan and Katrina.

**Reference:** Ed Latsch, 1800 S. Bell Street, Arlington, VA, (202) 646-2500, [ed.latsch@fema.dhs.gov](mailto:ed.latsch@fema.dhs.gov)

**Relevance to NJ/DCA RFQ** Provide NJ with measures to reduce risk for future disasters

**Building Performance Study, World Trade Center Disaster, New York City, Federal Emergency Management Agency (FEMA), (2001-2003):** Structural Engineer involved in the joint FEMA/ASCE study of how the building collapses occurred and in the recommendations for additional study. Study included the effects fire had on the structural systems, the structural redundancy required to resist or delay eventual collapse, and the potential requirement that similar catastrophic events should be a part of building design criteria.

**Reference:** John Ingargiola, 1800 S. Bell Street, Arlington, VA , 202-646-2500, [john.ingargiola@fema.dhs.gov](mailto:john.ingargiola@fema.dhs.gov)

**Relevance to NJ/DCA RFQ:** Infrastructure recovery

**Coastal Construction Manual, FEMA, Nationwide (1998-1999):** Project Manager responsible for rewriting this 3-volume, 1000 page manual (FEMA 55 3rd Edition) to be used by engineers, architects, and building officials. This work also included the development of an interactive CD-ROM.

**Reference:** Ed Latsch, 1800 S. Bell Street, Arlington, VA , 202-646-2500, [ed.latsch@fema.dhs.gov](mailto:ed.latsch@fema.dhs.gov)

**Relevance to NJ/DCA RFQ:** Coastal erosion

## Michael T. Dorris, Sr., CPA

### Budget and Financial Management

#### PROJECT SPECIFIC EXPERIENCE

##### Procurement Manager, Hurricane Katrina, New Orleans, LA:

Mr. Dorris was the Procurement Manager supervising all phases of grants management and document control for a \$1 Billion dollar FEMA and CDBG grant to St Bernard Parish Government. He reviewed all billings for work contracted under this federal grant. The review was for compliance and reimbursement eligibility. Mr. Dorris managed all requests for reimbursement from the Governor's Office of Homeland Security and Emergency Preparedness. He worked closely with Project Managers to insure eligibility and proper scope alignment as the projects progressed. Mr. Dorris reconciled each project as it was completed to insure full reimbursement of all eligible funding. As projects were reconciled, worked closely with a closeout team to begin final closeout with FEMA and the State.

**Reference:** Craig P. Taffaro, Jr, St Bernard Parish President, (504) 401-3654

**Relevance to NJ/DCA RFQ:** Proficient in financial management/reporting for Federal disaster response and related funding

##### Shaw Environmental & Infrastructure, Inc., Baton Rouge, LA:

Mr. Dorris was the Cost Scheduler working on budget and scheduling for various projects. He performed extensive cost analyses in an effort to maintain or increase gross margins. Mr. Dorris completed work on both federal and local government projects with revenues up to \$90 million. In addition, he managed three levee projects for the U.S. Army Corps of Engineers and worked on hazardous mitigation projects for seven parishes to assist residents affected by Hurricane Katrina and Rita.

**Reference:** Mr. Matt Parker, Supervisor, Shaw Group, (504) 832-4878

**Relevance to NJ/DCA RFQ:** Proficient in financial management/reporting for Federal disaster response and related funding; coordination with State, local, and USACOE for mitigation, community resilience projects

**Shaw Environmental & Infrastructure, Inc., Field Services Office, LA:** Mr. Dorris, as Lead Supervisor, led operations of all disposal sites for St. Tammany Parish debris removal contract in response to Hurricane Katrina. Supervised 20-25 field monitors, 3 crew leaders, and 4 supervisors in daily debris removal contract. He was responsible for final completion of all tickets resulting from debris removal operations. Mr. Dorris was instrumental in developing procedures for control of all data needed for billing and FEMA reimbursement. He also supervised removal of over 5,000 hazardous stumps from the Parish right of way. All tasks were completed well-ahead of the client anticipated deadline. Mr. Dorris also played a key role in scheduling and supervising the work to meet all FEMA guidelines to insure 100% reimbursement.

#### FIRM

LiRo Engineers, Inc.

#### AREAS OF EXPERTISE

- Financial management/reporting for Federal funding sources totaling over \$1 billion
- Project management and infrastructure repairs on over \$1 billion for Katrina Hurricane

#### YEARS OF EXPERIENCE

32 Years

#### EDUCATION

- BS/Accounting/University of New Orleans

#### REGISTRATION/CERTIFICATION

- Certified Public Accountant



**Reference:** Mr. Matt Parker, Supervisor, Shaw Group, (504) 832-4878

**Relevance to NJ/DCA RFQ:** Proficient in financial management/reporting for Federal disaster response and related funding; coordination with State and local entities for reimbursement of eligible emergency activities

## Nancy Hoffman, LEED AP®

### Area Program Manager (Construction)

#### PROJECT SPECIFIC EXPERIENCE

**NJ Schools Development Authority, Jersey City Schools, Jersey City, NJ (2010-2011):** Project Manager for multiple projects in design and construction as part of the major renovation and construction of new schools for the Jersey City School District, a \$500 million program.

- *Heights Middle School MS#7:* Lead Project Manager responsible for providing problem resolution services and managing staff at Heights Middle School MS#7. She had previously been responsible for processing change orders and invoices, arranging inspections and writing reports for the \$50 million project. The 165,810 square foot facility includes an Auditorium and Gymnasium wing and a three-story Educational and Administrative wing.
- *PS 24, 220 Virginia Avenue:* Pre-construction Project Manager on this \$27 million, 117,000 s.f. renovation and 30,000 s.f. addition. The project conformed to the DOE model for a K-5 school, with capacity for 775 students. The project involved significant utility upgrades for water, electric, and gas. Her responsibilities included design reviews, value engineering, scheduling, pre-development, land acquisition, site feasibility, pre-construction and design phase services, designer and contractor procurement.
- *PS 20, Ocean Avenue between New Street and Cantor Avenue:* Pre-construction Project Manager on this \$26 million, 120,000 s.f. new construction, with a 24-month construction schedule. Coordination with public utilities was a major issue. PS 20 required a new 10" water line (1000' run) to be installed for the sprinkler system for the school. Other special situations included land acquisition, building demolition, remediation, street vacation, and underground parking. Responsibilities included design reviews, value engineering, scheduling, pre-development, land acquisition, site feasibility, pre-construction and design phase services, designer and contractor procurement.
- *PS 39, Plainfield Avenue between Duncan Avenue and Mallory Avenue:* Pre-construction Project Manager on this \$37 million, 104,000 s.f. renovation and 65,000 s.f. addition. The project had a 24-month construction schedule. Special situations encountered on the project included a land-locked site, land acquisition, street vacation, and upgrades on municipal water line. Responsibilities included design reviews, value engineering, scheduling, pre-development, land acquisition, site feasibility, pre-construction and design phase services, and designer and contractor procurement.

**Reference:** Corrado Minervini, NJSDA Regional Director, (609) 240-2825 and Aidita Milsted, NJSDA Project Manager, (609) 292-2418

#### FIRM

URS Group, Inc.

#### AREAS OF EXPERTISE

- Pre-construction Management
- Construction Management
- LEED/Sustainability

#### YEARS OF EXPERIENCE

25 Years

#### EDUCATION

- BS/Design and Urban Planning, Arizona State University
- AAS/Architecture, SUNY at Delhi

#### REGISTRATION/CERTIFICATION

- LEED Accredited Professional
- G|Pro Certificate Holder - Fundamentals of Building Green v.1.5 and Construction Management v.1.5
- Associate AIA

**Relevance to NJ/DCA RFQ:** New Construction, Facility Rehabilitation, NJ Permitting  
**NYC School Construction Authority & Settlement Housing Fund, New Settlement Housing Community Campus, Bronx, NY (2007-2012):** Project Manager/Owners Representative during the preconstruction phase of the \$83 million New Settlement Campus a four story, 138,000 SF building housing a Pre K through 12 public school and a community center with a pool and a green roof following the NYCSCA Green School Guide to achieve a LEED Silver rating. Responsibilities during preconstruction included coordinating budgeting, technical design review and project schedule. She attended bi-weekly project meetings with owner and consultants to coordinate and provide advice on construction matters, contract documents, and bidding and award.

**Reference:** Alan Senzer, NYCSCA Chief (Bronx), (718) 472-8262

**Relevance to NJ/DCA RFQ:** New Construction, LEED

**SUNY College at Old Westbury, New Academic Building & Boiler Upgrades, Old Westbury, NY (2008-2011):** Project Manager for preconstruction services for a new \$55 million, 5-story, 150,000-s.f. academic building and boiler upgrades. The new academic building houses offices, smart classroom, specialty labs and a student lounge. The Campus Center building houses boilers that heat the Campus center building and the New Academic building. Responsible for constructability review of the pre-bid documents, coordinating budgeting, technical design review, project schedule, and proposed monthly requisition. Attended project meetings with owner and consultants to coordinate and advise on construction matters, contract documents, and bidding and award. As LEED Coordinator developed and managed a compliance plan that records, tracks and reports on construction-based LEED responsibilities. She attended meetings with the contractors to coordinate and advise them on construction matters and contract documents pertaining to the project achieving LEED Gold status.

**Reference:** John Bossung, State University Construction Fund, (518) 320-3202

**Relevance to NJ/DCA RFQ:** New Construction, Mechanical Upgrades, LEED

**Stony Brook University Campus Improvements, Stony Brook, NY (2009-2012):** LEED Coordinator and Pre-construction Manager for three new building: 35,000 SF Simons Center for Geometry and physics, 70,000 SF Computer Science Center, 42,000 SF Advanced Energy Center for Research and Technology.

**Reference:** Louis Rispoli, Stony Brook University Asst. VP, (631) 632-6218

**Relevance to NJ/DCA RFQ:** New Construction

## Brian Lainson, PE, CME

### Construction Manager

#### PROJECT SPECIFIC EXPERIENCE

**Rutgers University Institute for Food, Nutrition & Health, New Brunswick, NJ (2012- 2013):** Project Manager for new \$30M Institute for Food, Nutrition & Health (IFN&H) building at the University's Cook Campus. Responsible for Civil Engineering and Site design along with regulatory permitting.

**Reference:** Eva Lew, AIA, Ballinger, (215) 446-0900, [elew@ballinger-ae.com](mailto:elew@ballinger-ae.com)

**Relevance to NJ/DCA RFQ:** New Construction, NJ

**Athletic Field Complex Rehabilitation, Glen Rock, NJ (2012-2013):** Project manager for the reconstruction of the existing athletic field complex located at Glen Rock High School. The project includes regarding and reconstruction of a turf grass field and synthetic track and a turf grass field. The project involves construction of retaining walls to update the fields to standard slope and grading in addition to extensive drainage improvements. Services also include regulatory permitting and construction management.

**Reference:** Anthony Catana, AIA, Spiezle Architectural Group, Inc., (609) 695-7400, [TCatana@spiezle.com](mailto:TCatana@spiezle.com)

**Relevance to NJ/DCA RFQ:** New Construction, NJ Permitting

**NJSDA, Public School 20, Jersey City, NJ (2012-2013):** Project Manager for the design and construction of a \$28M new primary school on Ocean Avenue in Jersey City. This SDA project will provide the area with new education facilities to meets the needs of the community. This tightly constrained urban site presented many challenges to maximize the footprint of the school building. Responsible for comprehensive site design, stormwater management design and regulatory permitting.

**Reference:** Jeanne Perantoni, AIA, SSP Architectural Group, (908) 725-7800, [jperantoni@ssparchitects.com](mailto:jperantoni@ssparchitects.com)

**Relevance to NJ/DCA RFQ:** New Construction, NJ Permitting

**Kean University Green Lane Building, Union, NJ (2011-2013):** Project Manager for the design and construction of a new 100,000 square foot/5-story academic building with ground floor book store and café amenities. Services included site design and engineering, stormwater management design and utility coordination. Regulatory permitting includes NJDEP Water Extension and Treatment Works Approval.

**Reference:** Joel Schulman, AIA, Gruskin Group, (973) 376-4411, [jshulman@gruskingroup.com](mailto:jshulman@gruskingroup.com)

**Relevance to NJ/DCA RFQ:** New Construction, NJ Permitting

#### FIRM

URS Group, Inc.

#### AREAS OF EXPERTISE

- Construction Management
- Site/Civil Engineering
- Regulatory Permitting

#### YEARS OF EXPERIENCE

30 Years

#### EDUCATION

- BS/Civil Engineering, New Jersey Institute of Technology

#### REGISTRATION/CERTIFICATION

- Professional Engineer, New Jersey
- Certified Municipal Engineer

**Non Real Estate Evaluations, NJ (2011-2012):** Prepared Non-Real Estate Cost-to-Cure studies associated with the proposed land takings by the New Jersey Department of Transportation. Prepared existing and proposed conditions drawings utilized to illustrate impacts of the takings. Interfaced with property owners and local zoning officials and developed conceptual site plans illustrating the proposed solutions. Prepared associated cost estimates and associated reports for use by the NJDOT in land acquisition negotiations.

**Reference:** Margaret Palmer, NJDOT, (732) 625-4264, [Margaret.Palmer@dot.state.nj.us](mailto:Margaret.Palmer@dot.state.nj.us)

**Relevance to NJ/DCA RFQ:** Land Acquisition

**South Harbor Fire House, Bayonne, NJ (2010-2013):** Project Manager for the design and construction of a new firehouse to serve the east side of Bayonne. The site is located on the site of the Site of the former Military Ocean Terminal now part of Bayonne Redevelopment area. Services included site design and engineering, stormwater management design and utility coordination. Services also include regulatory permitting and construction management.

**Reference:** Kenneth Mihalik, AIA, RSC Architects, (201) 941-3040, [kmihalik@rscarchitects.com](mailto:kmihalik@rscarchitects.com)

**Relevance to NJ/DCA RFQ:** New Construction, NJ Permitting

**Zeus Industrial Facility, Branchburg, NJ (2008-2013):** Project Manager for the design and construction of a \$12M 60,000-80,000 square foot lab/production/research and development facility on 25 acres. Services included Site design and engineering, stormwater management and State, County and Municipal Permitting including wetlands and FHA.

**Reference:** Richard Dinan, Zeus Industrial Products, (908) 575-2676, [rdinan@zeusinc.com](mailto:rdinan@zeusinc.com)

**Relevance to NJ/DCA RFQ:** New Construction, NJ Permitting

**Joint Base Consolidation McGuire-Dix-Lakehurst, NJ (2009):** Project Manager for preliminary master planning services for the consolidation of New Jersey Bases. As part of a team our services included infrastructure and transportation portions of the project.

**Reference:** Richard Delaney, Ewing Cole, (215) 601-5816, [rdelaney@ewingcole.com](mailto:rdelaney@ewingcole.com)

**Relevance to NJ/DCA RFQ:** Infrastructure Planning

## Steven Rozek

### Environmental Manager

#### PROJECT SPECIFIC EXPERIENCE

**NJ Transit, ARC Tunnel Asbestos Inspection and Abatement, NJ (2010-2011):** Field Scientist. Responsible for monitoring asbestos abatement throughout the 145,000 SF warehouse complex for demolition of the structures. In addition, conducted limited asbestos bulk sample collection to complete previous inspection by another firm that was not conducted diligently. Collected air samples throughout the abatement project, oversaw and corrected contractor preparatory, abatement, and disposal work practices, and acted as liaison between New Jersey Transit Authority and subcontractors involved in asbestos abatement project.

**Reference:** Glenn Zuber, NJ Transit, (973) 628-0192

**Relevance to NJ/DCA RFQ:** Asbestos Inspection

**New York City Department of Environmental Protection, Asbestos Inspection and Abatement, NY (2011-2013):** Asbestos Investigator/Project Monitor. Conducted numerous asbestos inspections for various branches of the New York Public Library, including the Schwartzman Building at 42nd Street and 5th Avenue, Washington Heights Public Library, and the Jefferson Market Branch Library. Issued project notifications to New York City Department of Environmental Protection for asbestos-related work. Acted as Asbestos Project Monitor for building-wide asbestos abatement at the Washington Heights Public Library in July 2011. Conducted industrial hygiene sampling and inspection at Hamilton Fish Library due to employee health complaints.

**Reference:** Steven Torrenti, New York Public Library, (646) 621-1124, [steventorrenti@nypl.org](mailto:steventorrenti@nypl.org)

**Relevance to NJ/DCA RFQ:** Asbestos Inspection

**River Park Towers Lead-based Paint Inspection, Bronx, NY (2012):** EPA Region 2 Lead Inspector/Risk Assessor. Conducted an XRF inspection in 45 Apartments and all common areas in the 1,600+ unit development in the Bronx, NY. Compiled XRF data into comprehensive report for client summarizing all XRF tests and all positives identified.

**Reference:** Charles Montgomery, IVI International, Inc., (800) 778-4139

**Relevance to NJ/DCA RFQ:** Project Engineer for Infrastructure Improvements; Housing

**River Oaks Villas Mold Inspection and Remediation Services, NJ (2011-2012):** Mold Inspector/Project Manager. Responded to site after Hurricane Irene to conduct mold inspection. Scope of work was expanded to include mold remediation. Generated associated cost proposal and

#### FIRM

URS Group, Inc.

#### AREAS OF EXPERTISE

- Asbestos,
- Lead-based Paint
- Mold Inspection

#### YEARS OF EXPERIENCE

4 Years

#### EDUCATION

- BS/Environmental Science/William Paterson University

#### REGISTRATION/CERTIFICATION

- New Jersey Asbestos Safety Technician
- New Jersey Lead Inspector / Risk Assessor
- New Jersey Radon Measurement Technician (6 Month Provisional Certificate)
- EPA/AHERA/ NYS Accredited Asbestos Inspector
- New York City Department of Environmental Protection Asbestos Investigator
- EPA Region 2 - New York Lead Inspector/ Risk Assessor
- Confined Space Entry
- OSHA 40-Hour HAZWOPER Certification

project design. Acted as liaison between management company and condominium association. Acted as on-site supervisor during mold abatement activities.

**Relevance to NJ/DCA RFQ:** Mold Inspection; Housing

**PSEG Asbestos, Lead-Based Paint, and Limited Hazardous Materials Survey, Burlington, NJ (2013):** Asbestos Inspector. Conducted inspection and sample collection for asbestos, lead-based paint, and PCBs throughout the 500,000 SF facility. Measured mercury vapor throughout and inventoried hazardous materials. Worked with subcontractors to distribute work, maximizing work completed during limited time available on site. Assimilated all previous and current inspection data into comprehensive report for the client.

**Reference:** Ria Canagon, PSEG, Newark, New Jersey (973) 430-7488

**Relevance to NJ/DCA RFQ:** Asbestos, Lead-based Paint Inspection

**JFK Water Meter Replacement Project, Queens, NY (2013):** Asbestos Inspector, Lead-Based Paint Inspector, and Confined Space Entry. Collected asbestos, lead-based paint, and sediment samples in two different underground water meter vaults requiring confined space entry. Responsible for pre-entry atmosphere monitoring, set-up of retrieval equipment, confined space entry, sample collection, record keeping, and sample submittal.

**Reference:** NYCDEP, Akimu Garuba, (718) 595-4262

**Relevance to NJ/DCA RFQ:** Project Engineer for Infrastructure Improvements; Asbestos and Lead Based Paint Inspection.

## Dennis Forsyth

### Pre-Construction Manger

#### PROJECT SPECIFIC EXPERIENCE

**Hurricane Katrina disaster recovery (Louisiana, Mississippi, Florida):** As Engineering Technician/FEMA Project Specialist Mr. Forsyth was responsible for meeting with local government agencies and private nonprofit entities to identify damages and discuss disaster funding eligibility. Mr. Forsyth performed site inspections, collect and review supporting documentation, provided cost reasonableness estimates, and prepared grant funding applications.

**References:** Eddie Murphy, 500 C St. SW, Washington, DC 20547, (202) 646-2776, [eddie.Murphy@fema.dhs.gov](mailto:eddie.Murphy@fema.dhs.gov)

**Relevance to NJ/DCA RFQ:** Site inspections, preparation and review of cost estimates, review of grant applications.

**Construction Projects – Nationwide.  
Architectural Designer/CADD Drafter/Construction  
Admin/Estimator for the following projects:**

- **SeaTac Airport Baggage Screening Facility.**  
Responsibilities included construction document preparation and design coordination for a 100,000 sf., three story building expansion of concourse C for the purpose of housing a new baggage screening facility and TSA offices.
- **South California Logistic Airport – New Fabric Hanger.**  
Responsibilities included construction document preparation and design coordination for a 60,000 sf. fabric hanger with attached office complex.
- **USPS RE-4 Program.** Performed site inspections of US Postal facilities to determine compliance with ADA standards. Prepared CADD drawings of as-built conditions and proposed design solutions.
- **USPS Air Mail Facility Security Upgrade and Remodel –** Responsibilities included preparing 30% design-built drawings and specifications. Insured postal standards and programming requirements were met, attended progress meeting, reviewed submittals and pay applications.
- **Mark Hatfield U.S. Courthouse, Property Management Office Remodel -** Responsibilities included construction document preparation, design coordination, and project estimating for a 1,400 office remodel.
- **University of Washington, Husky Den Remodel and McCarty Hall Improvements and Communications Upgrade.** Construction administration for the renovations and upgrades to three residence hall buildings. Reviewed RFI, COP, and pay applications. Change order cost reasonable estimating. Provided verbal clarification to contract documents and provided sketches for design

#### FIRM

URS Group, Inc.

#### AREAS OF EXPERTISE

- Construction Management, Project Management, Architectural Design, Construction Documentation Review

#### YEARS OF EXPERIENCE

15 Years

#### EDUCATION

- Associate of Science, Drafting Technology, Ventura College, California, 1985
- Certificate, Construction Management, University of Washington, 2002
- Certificate, Construction Document Technologist, CSI, WA, 2003
- FEMA Opts 1 & 2, Debris Opts training 2005



changes. Reviewed submittals and prepared meeting minutes. Inspected architectural punch list and back checked completed items.

**References:** Rob Ohm, 1501 4th Ave, Suite 1400, Seattle, WA 68101, (206) 438-2700, [Rob.Ohm@urs.com](mailto:Rob.Ohm@urs.com)

## Rosemarie D. Estephan, CRS, GRI

Real Estate Acquisition and Disposition Manager / Property Lien Director

### PROJECT SPECIFIC EXPERIENCE

**Weichert Realtors, Holmdel Branch:** Broker Manager (2002-Present)

Manager of Holmdel Branch with over 70 Associate Realtors. Oversee day to day operations, scheduling, Mortgages, Title Searches, Closings. Approximately 50 closings per month occur under Ms. Estephan's supervision.

**References:** Richard Harrison, Assistant Executive Director of FMERPA, Currently Director of Facilities Planning of FMERA, (732) 762-1165, [rharrison@njeda.com](mailto:rharrison@njeda.com)

**Relevance to NJ/DCA RFQ:** Real estate management, expert in title searches and inspections.

**Weichert Realtors, Holmdel Branch:** Associate (1997-2002)

Worked with hundreds of homeowners and home buyers through all facets of Real Estate buying/ selling/ searching/ closing process. From the initial meeting with clients, understanding needs, schedule, pre-approval to finding a home, presenting offers, working with homeowners through the title, inspection and closing process, Ms. Estephan has been involved in all phases of Real Estate transactions.

**Reference:** William Hanley, Managing Broker, Prominent Properties, Sotheby's International Realty, Former Director of NJ Association of Realtors, (732) 239-9757, [billhanleyrealtor@gmail.com](mailto:billhanleyrealtor@gmail.com)

**Relevance to NJ/DCA RFQ:** Real estate management, expert in title searches and inspections.

#### FIRM

CCMS

#### AREAS OF EXPERTISE

- Licensed Realtor
- Real Estate Management
- Land Development
- Title Searches and Inspections

#### YEARS OF EXPERIENCE

15 Years

#### EDUCATION

- Seton Hall University Graduate School
- Upsala College; Bachelor of Arts Degree

#### REGISTRATION/CERTIFICATION

- Licensed New Jersey Real Estate Broker/Sales Associate

## Steven Giampietro, AIA

Lead Architect

### PROJECT SPECIFIC EXPERIENCE

**Stony Brook University, Stony Brook Health Science Center Roof Deck Replacement, Stony Brook, NY (2011-2012):** Project Architect for the \$14.5 million dollar Plaza Roof Deck Replacement, which consists of approximately 166,000 SF of roofing and a limited building facade restoration. Responsible for construction administration including leading project meetings, preparation of meeting minutes, construction observation, shop drawing reviews, response to contractor RFI(s), design of scope changes and field clarifications.

**Reference:** Don Chester, State University Construction Fund, (518) 320-3234

**Relevance to NJ/DCA RFQ:** Roof Replacement

**US Military Academy, Military Museum Restoration, West Point, NY (2010-ongoing):** Project Architect for this \$10M rehabilitation and renovation project. The Museum building is 75 years old and is a SHPO landmark building. Project includes the physical rehabilitation of the solid masonry construction building envelope to arrest water infiltration and masonry deterioration and the replacement of the existing Heating, Ventilation and Air Condition system with a new system specifically designed to meet the temperature, humidity and control aspects required to maintain the museum archival collections. Further efforts include coordination with the State Historic Preservation Office (SHPO) through the Academy liaison and the preparation of cost estimates.

**Reference:** Jeff Friese, U.S. Army Corps of Engineers, (845) 938-8314

**Relevance to NJ/DCA RFQ:** Facility Renovation/Rehabilitation

**Calabro Elementary School & Demarest Middle School, Hoboken, NJ (2004):** Project Superintendent for the supervision of NJSCC Health & Life Safety Improvement Projects that included life safety systems upgrades, electrical upgrades, re-roofing, doors & windows replacement and masonry restoration. Responsibilities: Monitored daily construction activity for quality control, safety and conformance to the construction documents. Prepared meeting minutes, change orders, and bi-weekly status reports that reported project progress. Prepared, tracked and issued closeout documentation to the state authority, client, and board of education for these two Health & Life Safety Improvement projects and 14 others.

**Reference:** Tim Calligy, Hoboken Board of Education Director of Facilities, (201) 356-3768, [timothy.calligy@hoboken.k12.nj.us](mailto:timothy.calligy@hoboken.k12.nj.us)

**Relevance to NJ/DCA RFQ:** Facility Renovation

### FIRM

URS Group, Inc.

### AREAS OF EXPERTISE

- Design
- Specifications
- Construction Administration

### YEARS OF EXPERIENCE

15 Years

### EDUCATION

- Construction Administration, Stevens Institute of Technology
- BA/Architecture, New Jersey Institute of Technology
- AS/Architecture/Union County College

### REGISTRATION/CERTIFICATION

- Registered Architect, New Jersey

**New York School Construction Authority, PS 207K, St. Thomas Aquinas, Brooklyn, NY (2007-2009):** Design Engineer. Performed design and construction administration services for this \$5.5 million (Phase I) and \$2.9 million (Phase II) major renovation project to create a new Early Childhood Center to accommodate pre-kindergarten, kindergarten and first grade children. Responsibilities included: administer bi-weekly construction progress meetings, resolve constructability issues, shop drawing review, preparation of bulletins, interact with board of education staff and contractors.

**Reference:** Mary Bosco, Elizabeth G. Leary School (PS 207K), (718) 421-1682

**Relevance to NJ/DCA RFQ:** Facility Renovation

**Steam Distribution Renovation Program, West Point, NY (2010):** Assistant Project Manager and Construction Administrator for this \$9M rehabilitation of the 50-year-old underground campus steam distribution pipe system. Project includes the replacement of 10 underground deteriorated concrete vaults and their failed steam system components, repairs to 9 concrete vaults and their steam system components and other steam system repairs. The new construction will provide a final product that is designed to last a minimum of 50 years.

**Reference:** Jeff Friese, U.S. Army Corps of Engineers, (845) 938-8314

**Relevance to NJ/DCA RFQ:** Facility Rehabilitation

**NJ School Development Authority, Public School No. 3 & Middle School No. 4, Jersey City, NJ (2004-2006):** Assistant Project Manager. Assisted Project Manager from notice-to-proceed through project closeout for this \$70 Million, 5-acre, two new schools project. Responsibilities included: assisted project management in the review and routing of design changes and bulletins, checked materials' status with vendors, created custom status reports and reported results to client weekly, reviewed contract drawings and shop drawings for completeness and coordination, change order negotiation.

**Relevance to NJ/DCA RFQ:** New Construction

## Eric Bodnar, PE, CME

### Lead Engineer

#### PROJECT SPECIFIC EXPERIENCE

**Steelpointe Harbor Redevelopment Project, Bridgeport, CT (2006-2008):** Civil Engineer. Responsible for development of conceptual and final site development plans for a 51-acre urban mixed-use redevelopment project and marina located along the Pequonnock River in Bridgeport, CT. Project tasks included site and parking design, drainage design, utility relocation and design, and intermodal transportation planning (streetcar and bus), as well as extensive outreach and interaction with local and state agencies.

**Reference:** Michael Stone, Brideport Landing Development LLC, (203) 330-8200

**Relevance to NJ/DCA RFQ:** Site Planning, Drainage Design, Utility Design, Residential Development

**Maxwell Place, Hoboken, NJ (2006-2008):** Civil Engineer. Responsible for development of conceptual and final site development plans for a waterfront residential development project and public waterfront park located in northeastern Hoboken. Project tasks included site and parking design, stormwater management, drainage design, and utility design. Project also included public outreach and interaction with local and state agencies.

**Reference:** Thomas Mulvey, Toll Brothers City Living, (201) 217-6626

**Relevance to NJ/DCA RFQ:** Site Planning, Drainage Design, Utility Design, Residential Development

**Wood-Ridge Recreation Facility, Wood-Ridge, NJ (2013):** Civil Engineer and lead designer of new town recreation facility which included a natural turf softball/Little League field and associated site amenities and playground facility. Services included design of site and parking layout, drainage, and site utilities, as well as professional services during bidding and construction.

**Reference:** Paul A. Sarlo, Mayor, Borough of Wood-Ridge, NJ (201) 939-0202

**Relevance to NJ/DCA RFQ:** Civil Engineering, Infrastructure

**River Park Center, Yonkers, NY (2006-2008):** Hydraulic Designer. Responsible for hydraulic modeling and realignment design for a 1,500 linear foot portion of the Sawmill River being day-lighted in the center of Yonkers. The project was a portion of a mixed use redevelopment project by a public/private partnership. Goals of this portion of the project include un-covering portions of the Sawmill River that are currently culverted and returning them to a natural state within an urban park setting. Services included hydrologic and hydraulic modeling of the existing Sawmill River watershed, design of the re-alignment of the river and various natural and man-made features bordering the river, as well as all permitting involved with these tasks. Project also included public outreach and interaction with local and state agencies.

#### FIRM

URS Group, Inc.

#### AREAS OF EXPERTISE

- Site Design & Development
- Development Feasibility/Constructability Studies
- Utility & drainage Design

#### YEARS OF EXPERIENCE

22 Years

#### EDUCATION

- BE/Civil Engineering/Stevens Institute of Technology

#### REGISTRATION/CERTIFICATION

- Professional Engineer, New Jersey
- Certified Municipal Engineer, New Jersey

**Reference:** Louis Cappelli, Struever Fidelco Cappelli LLC, (917) 769-6500

**Relevance to NJ/DCA RFQ:** Stormwater Management, Hydraulic Design

**United Water – New Jersey, Hackensack Service Facility, Hackensack, NJ (2011):** Lead designer for upgrades to the facility’s drainage system. United Water relocated to an existing building, which required significant architectural and site improvements to meet United Water’s needs. Services included hydrologic modeling of local water shed area, hydraulic modeling of the existing and proposed storm water conveyance system, including a new underground storm water detention, preparation of construction documents, and design services during construction.

**References:** Mohammed Selimgir, United Water, Oradell, NJ (201) 634-4206

**Relevance to NJ/DCA RFQ:** Site Planning, Drainage Design

**Route I-95 Expansion, Somerset Street Interceptor and Outfall Relocation, Philadelphia, PA (2010-2012):** Hydraulic Designer/ Civil Engineer. Lead designer for the relocation of a combined sewer overflow/sewer interceptor facility resulting from the expansion of a portion of Interstate I-95. Services included hydrologic and hydrodynamic modeling of a portion of the City’s drainage system, design of new drainage structures, grit chambers and interceptor sewer, preparation of construction documents and design services during construction.

**Reference:** Nikunj Karumsi, Philadelphia Water Department, (215) 685-6309

**Relevance to NJ/DCA RFQ:** Hydraulic Modeling, Civil Engineering

**Town of Clarkstown, Hackensack River Improvements, Rockland County, NY (2008):** Project Manager and lead designer for a multi-phase engineering study of the Hackensack River between Lake DeForest and the Township’s southern boundary. This reach of the Hackensack River is subject to flooding during large storm events. Services included hydrologic modeling of the watershed, hydraulic modeling of the existing river and associated culverts/crossings, and design of flood control structures/remedies.

**References:** Charles Vezzetti, Rockland County Highway Department, (845) 638-5060

**Relevance to NJ/DCA RFQ:** Site Design, H&H Modeling

## Katherine Hartman

### Subcontract Manager

#### PROJECT SPECIFIC EXPERIENCE

**US Army Corps of Engineers, Various Districts.** Contract manager responsible for subcontractor, minority business procurement, and oversight, delivery order implementation, and cost and schedule management. Ms. Hartman was the principal liaison between the client, program manager, project managers, and subcontractors. Specific contracts included:

- **New Orleans District Corps of Engineers - A/E Design Services, Westbank and vicinity**
- **New Orleans District Corps of Engineers - General Design Support**
- **Vicksburg District Corps of Engineers – Houma Navigational Lock Design**
- **Memphis District Corps of Engineers – Planning, Engineering, and Environmental Services**
- **New York District Corps of Engineers – Complete Design, Bldg 757 Science Center, West Point Military Academy**

**References:** Donald Fournier, Director US Government Contracts and Procurement Department. 2870 Gateway Oaks Drive, Suite 150, Sacramento, CA 95833, (916) 678-2018, [Don.Fournier@urs.com](mailto:Don.Fournier@urs.com)

**Relevance to NJ/DCA RFQ:** Contract management, and cost/schedule management

**Federal Aviation Administration Security Equipment Interaction Services, Manassas, VA.** Ms. Hartman served as the contract manager responsible for subcontractor procurement and management; delivery order pricing, negotiation, and implementation; and cost / schedule control. Responsible for contract management oversight of security upgrades sites at over 30 airports within the continental U.S.

**References:** Donald Fournier, Director US Government Contracts and Procurement Department. 2870 Gateway Oaks Drive, Suite 150, Sacramento, CA 95833, (916) 678-2018, [Don.Fournier@urs.com](mailto:Don.Fournier@urs.com)

**Relevance to NJ/DCA RFQ:** Experience in subcontractor procurement and management

**Other Federal Projects.** Contract manager responsible for prime contract and subcontract regulatory compliance oversight, budget oversight and cost/schedule control for various projects for the Air Force Center for Environmental Excellence (AFCEE), Brooks AFB; Department of Energy Environmental Restoration Waste Management A/E, Oak Ridge, Tennessee; and Hazardous Waste Remedial Action Program (HAZWRAP), Oak Ridge, Tennessee.

#### FIRM

URS Group, Inc.

#### AREAS OF EXPERTISE

- Federal Contract Management
- Federal Procurement Management
- Federal Regulation Oversight
- Subcontract Management and Compliance Oversight
- Government Property Management
- DCAA Audit Support

#### YEARS OF EXPERIENCE

32 Years

#### EDUCATION

- BS/City University

**References:** Donald Fournier, Director US Government Contracts and Procurement Department. 2870 Gateway Oaks Drive, Suite 150, Sacramento, CA 95833, 916.678.2018. [Don.Fournier@urs.com](mailto:Don.Fournier@urs.com)

**Relevance to NJ/DCA RFQ:** Experience in budget oversight and cost/schedule control



## William O'Brien, PE, CFM

IT/Data Manager

### PROJECT SPECIFIC EXPERIENCE

#### Task Order Manager for National Technical Reviews (NTR) for FEMA Mitigation Grant Programs

- Led a team of 60 engineering and benefit-cost specialists that conducted technical reviews of over 1000 grant sub-applications over 4 grant cycles.
- Architected processes to reduce review time and costs while providing more detailed review reports for each sub-application.
- Conceived and implemented approaches to execute the early stages of FEMA's UHA strategy in the National Evaluation, NTR, and Pre-Award processes.
- Prior to leading the review team, supported the team with technology integration, data management, and information system support for the reviews.
- The technology tool supporting this activity included a workflow engine to manage processes and progress reviews through defined steps, reporting engines to provide the project management team and the client with real-time status of all reviews being conducted.

#### FIRM

URS Group, Inc.

#### AREAS OF EXPERTISE

- Solution Development
- Data Management
- Grant Management
- Geographic Information Systems
- Remote Sensing
- Numerical Modeling

#### YEARS OF EXPERIENCE

22 Years

#### EDUCATION

- BS/Civil Engineering/Old Dominion University

**Reference:** Tony Hake, 500 C Street SW, Washington DC, (202) 646-3873, [loyd.hake@fema.dhs.gov](mailto:loyd.hake@fema.dhs.gov)

**Relevance to NJ/DCA RFQ:** Expertise in data management, grant management and information systems.

**Technology Implementation Leader, Flood Mapping Toolsets.** Co-envisioned URS application to make entire floodplain mapping process contained within GIS based on ArcGIS 9.x. Currently leading a team of GIS application developers, mapping program specialists, and computer systems infrastructure specialists to deploy a national unified mapping production platform. Leading all URS Technology integration for the RiskMAP Production & Technical Services contract which includes the establishment and maintenance of two data centers, two distinct production toolsets, a LOMC processing capability, and a 75-PC HAZUS workstation farm. [Ongoing]

**Reference:** Eric Berman, Program Manager, FEMA/DHS, 1800 South Bell Street, Arlington, VA 20598, [eric.berman@fema.dhs.gov](mailto:eric.berman@fema.dhs.gov)

**Relevance to NJ/DCA RFQ:** GIS application and IT development.

**FEMA Hazard Mitigation Technical Assistance Contract, Task Lead** – Mr. Brien has supported the contract as an Task Lead. His institutional knowledge and innovative approaches to addressing challenges make him an outstanding resource. Mr. O'Brien has overseen the development of the National Review Tool, managed the feasibility and benefit-cost analysis teams for multiple review

cycles, assisted in the development of feasibility questions, and managed the technical review portion of the notification letter process for the past three National Reviews.

**Reference:** Franki Coons, Branch Chief, Grants Implementation, Risk Reduction Division, Department of Homeland Security, Phone (202)-646 3079, [franki.coons@fema.dhs.gov](mailto:franki.coons@fema.dhs.gov)

**Relevance to NJ/DCA RFQ:** Experience in information systems and grant management.

**Android Substantial Damage Estimator (SDE) Mobile Application:** Program manager for the development of a simple and easy to use Android-based data collection tool, which mirrors the capabilities of the previously developed and FEMA-distributed Substantial Damage Estimator desktop application (FEMA P-784). The goal of this mobile application is to streamline the existing field data collection processes by utilizing the inherent capabilities of a cellular-connected device. This functionality allows users to upload tabular data, spatial data and photographs from the field in real-time or near real-time.

**Reference:** Dale Lehman, PE, CFM, URS Corporation, 12420 Milestone Center Drive, Germantown, MD 20876, Phone: (301) 820-3000. Email: [dale.lehman@urs.corp](mailto:dale.lehman@urs.corp)

**Relevance to NJ/DCA RFQ:** Demonstrated experience in architecting and deploying mobile apps for field data collection and integrated within a larger data management system.

## Jennifer Kellar, APR

### Communications Director

#### PROJECT SPECIFIC EXPERIENCE

**FEMA Risk MAP, Region II Liaison.** Ms. Kellar provides strategic communications and public outreach support to FEMA Region II for Risk MAP (Mapping, Assessment, and Planning) projects. She develops outreach plans and presentations, facilitates meetings, and writes materials such as fact sheets, brochures, and letters. She is the deputy program manager for the New Jersey and New York City Coastal Outreach and Education Programs. As part of this task order, she is responsible for strategy development, media relations, and creation of a Coastal Outreach Advisory Team comprised of local champions and subject matter experts.

**Reference:** William McDonnell, Communications and Outreach Lead, FEMA Region II, 26 Federal Plaza, New York, NY 10278-0002, 212-680-3636, [William.mcdonnell@fema.dhs.gov](mailto:William.mcdonnell@fema.dhs.gov)

**Relevance to NJ/DCA RFQ:** Expertise in communicating and managing community expectations to government disaster rebuilding response; facilitating community consultation processes; engagement and negotiations with advocates.

#### Federal Emergency Management Agency (FEMA) Individual Assistance Contract, Senior Strategic Communications Specialist.

Ms. Kellar serves as a strategic communications specialist for the Individual Assistance Technical Contract III in support of FEMA Regions I, II, and V, known as Sector Bravo. Through this contract, Ms. Kellar supports readiness efforts relative to housing and construction; mass care; and disaster recovery center missions. Ms. Kellar assists with the development of scenario-based playbooks and both internal and external communications tools such as the DSATAC.com Web site, an internal newsletter, and fact sheets.

**Reference:** Deborah Flores, Program Analyst, Contract Oversight Unit, Contract, Facilities and Assets Management Branch, Business Management Division, DHS/FEMA/Recovery Directorate 500 C St SW Washington, DC 20472, Office: 202-212-1879, BB: 202-731-2586 [deborah.flores@fema.dhs.gov](mailto:deborah.flores@fema.dhs.gov)

**Relevance to NJ/DCA RFQ:** Expertise in communicating with various stakeholders via traditional and web-based outreach tactics; experience planning and facilitating large-scale meetings

#### Digital Flood Insurance Rate Map (DFIRM) Public Outreach Program, Senior Strategic Communications Specialist.

Ms. Kellar coordinated development of print collateral materials, such as fact sheets, brochures, and displays, and Web content and tools for the Maryland Department of the Environment's DFIRM public outreach program through Maryland Environmental Service. She was instrumental in strategy development for public meetings to be held in affected Maryland Counties.

#### FIRM

URS Group, Inc.

#### AREAS OF EXPERTISE

- Public outreach
- Strategic planning
- Media relations
- Employee communications
- Meeting planning
- Facilitation
- Writing and editing
- Training program development

#### YEARS OF EXPERIENCE

15 Years

#### EDUCATION

- BA/Journalism/University of Maryland, College Park

#### REGISTRATION/CERTIFICATION

- 2005/Accreditation in Public Relations/Universal Accreditation Board

**Relevance to NJ/DCA RFQ:** Experience developing communications materials designed to convey complex technical information to the public

**Reference:** Dave Guignet, Maryland State Flood Mapping Coordinator, Maryland Department of the Environment, (410) 537-3775, [Dguignet@mde.state.md.us](mailto:Dguignet@mde.state.md.us)

**FEMA Environmental and Historic Preservation (EHP), Training Specialist.** Working closely with subject matter experts, Ms. Kellar managed the development and revision of FEMA EHP training courses, including Introduction to EHP, Advanced Methods in EHP, and EHP Floodplain and Wetlands Management. She was responsible for managing these projects and developing course materials including instructor guides, student manuals, PowerPoint presentations, and tabletop exercises, while implementing innovative adult learning techniques.

**Reference:** Kathleen Callister, Deputy Director, National Cadre Manager, EHP, Office of Environmental Planning and Historic Preservation | FEMA/DHS, 1800 S. Bell St., Arlington, VA 20598-3020, (202) 646-3086 (office), [Kathleen.callister@dhs.gov](mailto:Kathleen.callister@dhs.gov)

**Relevance to NJ/DCA RFQ:** Expertise developing clear and effective training materials for a technical audience

**U.S. Army Corps of Engineers, Coastal Restoration, Strategic Communications Specialist and Facilitator.** Ms. Kellar supported the U.S. Army Corps of Engineers, New Orleans District's strategic communications efforts on three coastal restoration projects: the de-authorization of the Mississippi River Gulf Outlet; the Louisiana Coastal Area Restoration Project; and the Southwest Coastal Louisiana Restoration Project. Ms. Kellar contributed to the development of each project's detailed strategic communications plan and oversaw event logistics for all related public meetings. She developed collateral materials and evaluation tools, wrote key messages, and facilitated stakeholder meetings. She also developed scoping reports in line with National Environmental Policy Act standards following the public meetings.

**Reference:** Rene Poche, Public Affairs Officer, USACE, New Orleans District/Public Affairs 7400 Leake Ave., New Orleans, LA 70118, (504) 862.1767, [Rene.poche@us.army.mil](mailto:Rene.poche@us.army.mil)

**Relevance to NJ/DCA RFQ:** Experience planning and executing public meetings for a wide range of stakeholders including coordination of meeting logistics and facilitation of discussion sessions

## George Rodrigues, PMP

### Facilities and Equipment Manager

#### PROJECT SPECIFIC EXPERIENCE

##### **DHS/FEMA Hazard Mitigation Assistance (HMA) Contract.**

Mr. Rodrigues supports FEMA in developing and implementing continuously improved delivery of mitigation grants. His main duties include supporting FEMA leadership in constructing multi-year program integration plans, managing support to all guidance development and outreach tasks, facilitating the annual HMA National Review process, and ensuring that applicant notification proceeds smoothly. Mr. Rodrigues served as on-site lead for the HMA program, handling all day to day operational issues for the HMA. He coordinated interface of the URS Team with the client regarding badging requirements, office space and connectivity to IT systems.

From 2009-2010, Mr. Rodrigues served as the URS lead for the National Technical Review (NTR), a 4 week, off-site grant review for the HMA contract. During each review cycle, the URS Team facilitated the review of hundreds of subapplications. As the NTR lead, he was responsible for securing hotel and review space for over 200 attendees and support staff, and coordination and management of all equipment and logistics to support each 4 week operation, including the establishment of IT systems at the off-site location to facilitate the grant review process that met FEMA security requirements. Mr. Rodrigues was also charged with the duty of leading the efforts of obtaining and preparing all the submitted subapplication materials for each review.

**Reference:** Tony Hake, 500 C Street SW, Washington DC, (202) 646-3873, [lloyd.hake@fema.dhs.gov](mailto:lloyd.hake@fema.dhs.gov)

**Relevance to NJ/DCA RFQ:** Led on-site team including coordination of staff, work space and equipment.

**Post-Gustav Inspections, Louisiana, US Navy Global Contingency Contract.:** Deployed within 2 days of NTP to Jacksonville to work with NAVFAC SE Operations to plan for disaster recovery operations. Within one day of NTP, deployed to Belle Chasse, LA to assess the damage to the facilities and to develop scopes of work and cost estimates for the repairs. Upon completion of the field team assessments, began mobilization of subcontractors. Work included landscaping repairs, mold remediation, roof repairs, interior repairs and repairs to a mission-critical fueling pier. The project required close coordination with multiple facility occupants and other station personnel.

**Reference:** CDR Matthew Haupt, (678) 576-4643

**Relevance to NJ/DCA RFQ:** Damage assessment, subcontractor management.

**Response and Recovery Deployments, US Army Corps of Engineers:** Mr. Rodrigues deployed as a member of the US Army Corps of Engineers, 249th Engineer Battalion (Prime Power). As a battalion member, he was instrumental in the field design and installation of emergency power systems for critical facilities at various locations throughout the world in response to the following disasters:

#### FIRM

URS Group, Inc.

#### AREAS OF EXPERTISE

- On-site support
- Personnel Management
- Grant Management

#### YEARS OF EXPERIENCE

13 Years

#### EDUCATION

- MS/Emergency and Disaster Management/Touro University
- BA/Political Science/University of Massachusetts

- Terrorist Attack on the Pentagon, September 11th, 2001
- Typhoon Chata'an, 2002
- Hurricanes Ivan and Jeanne, 2004
- Hurricanes Dennis, Katrina and Rita, 2005

Mr. Rodrigues was instrumental in the deployment operations, logistics, and coordination of the 249<sup>th</sup> Engineer Battalion (Prime Power). A highlight of this experience was the work of the Battalion to re-establish the power infrastructure in the green zone of Afghanistan. Mr. Rodrigues facilitated coordination amongst numerous entities to ensure that the mission was completed.

**Reference:** LTC Anthony Reed, Assistant Chief of Staff at South Pacific Division, US Army Corps of Engineers, 1455 Market Street, San Francisco, CA 94103  
415-503-6517

**Relevance to NJ/DCA RFQ:** Led deployment of staff for numerous assignments.

## Faisal Choudhury, PE

### Lead Inspector

#### PROJECT SPECIFIC EXPERIENCE

**New York City Rapid Repairs Program, Citywide, New York City, NY, (November 2012 – present):** Mr. Choudhury is the Project Manager for LiRo's contract with responsibilities for Construction Management and QA/QC for over 50% of this program to restore power and heat to 40,000 homes. The program is divided into three divisions: Single Family Homes, High/Multi-Tenant Buildings, and a "Hot Shot" List of properties with special needs. With initial responsibilities to supervise six contractors and provide monitoring and inspection, quality assurance/quality control, and project controls for compliance with FEMA requirements for reimbursement, LiRo's operations has since grown to include providing customer service representatives, closeout inspectors, and data management and the number of contractors has increase to 10 for expanded properties in Broad Channel.

**Reference:** Michael Kenny, 250 Broadway, New York, NY 10007, (917) 939-6963, [mkenny@recovery.nyc.gov](mailto:mkenny@recovery.nyc.gov)

**Relevance to NJ/DCA RFQ:** Residential housing recovery; successful development of inspection, closeout, and documentation policies accepted by Client and FEMA

**New York City Department of Parks and Recreation, New York City, NY, (2009 - 2012):** Mr. Choudhury was the Program Manager responsible for the \$200 million Croton Program consisting of 75 projects. The design and construction of these projects involved meetings with borough representatives, Community Boards, Public Design Commission review and inter-agency coordination. Additional roles included:

- Coordination and update the Croton Filtration Monitoring Committee (CFMC) on a monthly basis on the status of the Parks Department Croton projects funded by the New York City Department of Environmental Protection's (DEP) Mitigation Fund
- Management and supervision of over 25 Construction Directors, Design Supervisors, Project Managers, Inspectors and support staff)
- Responsible for Certificate to Proceed (CP) Requests to the Office of Management and Budget for eligible projects listed in the DEP/DPR Memorandum of Agreement

**Reference:** John Natoli, Olmsted Center, Flushing Meadows-Corona Park, Flushing, NY, (718) 760-6725, [john.natoli@parks.nyc.gov](mailto:john.natoli@parks.nyc.gov)

**Relevance to NJ/DCA RFQ:** Permanent work for parks/recreation programs, interagency coordination at state and local levels

#### FIRM

LiRo Engineers, Inc.

#### AREAS OF EXPERTISE

- Single Family, Multi-Tenant, and High-Rise Housing Recovery
- Project management - infrastructure permanent work

#### YEARS OF EXPERIENCE

24 Years

#### EDUCATION

- BS/Mechanical Engineering/NY Institute of Technology

#### REGISTRATION/CERTIFICATION

- Professional Engineer/NY
- OSHA 10 Certified

## Dennis Hayes

### Inspector

#### PROJECT SPECIFIC EXPERIENCE

**School Construction, Several Projects, Manchester Township School District, NJ, (January 2004-May 2006):** Provided Program Management for the \$18 million renovation of the Manchester High School, the \$6 million renovation of the Manchester Middle School and \$2 million renovation of the Whiting Elementary School. Work included large and small work group classrooms, TV studios, locker rooms, cafeterias, resource centers and teacher's workrooms. All work was completed on time and within budget.

**Reference:** Robert Ryan, Deputy Director of Construction Management, NJSDA, (609) 341-5980

**Relevance to NJ/DCA RFQ:** Mr. Hayes' work with Manchester Township in Ocean County is located in areas hit hard by Superstorm Sandy. These same areas will need Personnel with knowledge of the infrastructure and personnel as recovery efforts move forward.

**School Construction – 3 Schools, Long Branch School District, Long Branch, NJ, (January 2004 – April 2007):** Long Branch School District, Long Branch, New Jersey – Provided Program Management for the construction of three (3) 90,000+ square-foot, multi-million dollar schools. The new three-story buildings were designed for pre-kindergarten through grade five students. The schools consisted of classrooms, media centers, auditorium-cafeteria rooms, a community health center, computer lab, science and music rooms. The projects were completed in 2007.

**Reference:** Joseph Ferraina, Superintendent (Retired), [REDACTED]

**Relevance to NJ/DCA RFQ:** Long Branch, located on the shore, was affected by Superstorm Sandy. Institutional knowledge of the area and infrastructure will assist with recovery efforts.

#### FIRM

CCMS

#### AREAS OF EXPERTISE

- Planning
- Program Management
- Personnel Management
- Cost Estimating

#### YEARS OF EXPERIENCE

25 years

#### EDUCATION

- BS/Environmental Science/Richard H. Stockton State College



## Patrick O’Flaherty, PMP

Inspector

### PROJECT SPECIFIC EXPERIENCE

**9/11 Emergency Support, National Guard, New York, NY (September 2001 – November 2001):** Mr. O’Flaherty provided emergency support at Ground Zero in NYC immediately after 9/11. While serving in the New Jersey National Guard, Mr. O’Flaherty immediately deployed, organized and operated the first military and civilian operations center at Ground Zero. Mr. O’Flaherty acted as a liaison between the Mayor’s Office/OEM, military, Federal, State, Local and International organizations. Responsible for many functional and advisory roles to assist in the recovery effort. Developed a system for employing the vital services of technology and telecommunications to support the rescue operations.

**Reference:** Michael Moore, OEM Branch Manager, National Guard, (732) 284-0639

**Relevance to NJ/DCA RFQ:** Disaster Recovery, Communications, operations center management during 9/11 mirror similar situations still affecting New Jersey Residents in hard hit areas.

**Program Management of Dispatch, Tower and Emergency Services Operations Center Planning and Build-out, Manchester, NJ, Ocean County, (January 2007 – June 2009):** Mr. O’Flaherty’s services involved Planning, applications to the Pinelands Commission for Tower Construction and renovations to the existing facility. As the Owners Representative, Mr. O’Flaherty provided Program Management, Applications to Pinelands Commission, APCO, FCC and several other governmental agencies. Client outreach and constant communication with the County personnel were an integral part of this project.

**Reference:** Art Abline, Administration, Manchester Township, 1 Colonial Drive, Manchester, NJ 08759, (732) 657-8121

**Relevance to NJ/DCA RFQ:** Constant communications and follow up with the various levels of government agencies involved during the Planning, Bidding, Approval and Construction Phases required Mr. O’Flaherty to manage several applications, contractors, Township personnel. Success with the NJ/DCA recovery project will involve the same careful planning, phasing, sensitivity and constant communication with all involved local, County, regional, State and Federal agencies and Personnel.

**FIRM**  
CCMS

**AREAS OF EXPERTISE**

- Planning
- Program Management
- Construction Management
- Inspection

**YEARS OF EXPERIENCE**  
24 Years

**EDUCATION**

- BS/Industrial Technology/Roger William University

**REGISTRATION/CERTIFICATION**

- PMP

## Lino A. De Almeida, Jr.

Inspector

### PROJECT SPECIFIC EXPERIENCE

**Rahway Valley Sewerage Authority, Rahway/Carteret, NJ, (February 2004 – December 2009):** Mr. DeAlmeida's responsibilities during the upgrade of RVSA's Sewerage Treatment Plant included planning, bidding, client and contractor liason. Spearheaded change order team. Oversaw team of 14 professionals during construction.

**Reference:** John Buonocore, Staff Engineer, 1050 east Hazelwood Avenue, Rahway, NJ 07065, (732) 388-0868, [jbuonocore@rahwayvalleysa.com](mailto:jbuonocore@rahwayvalleysa.com)

**Relevance to NJ/DCA RFQ:** Infrastructure such as Wastewater Treatment Plants affected by Superstorm Sandy will be a key part of recovery efforts in New Jersey

**New Jersey Natural Gas, Wall Township, NJ, (1994-1997):** While President of CAL Distribution Contractors, Inc. Mr. DeAlmeida was responsible for Installation of Gas Main Distribution Lines, Residential and Commercial Services for Monmouth And Ocean Counties. Mr. DeAlmeida was also responsible for 24/7 emergency services.

**Reference:** Craig Lynch, (800) 221-0051

**Relevance to NJ/DCA RFQ:** Infrastructure such as Natural Gas affected by Superstorm Sandy will be a key part of recovery efforts in New Jersey

### FIRM

CCMS

### AREAS OF EXPERTISE

- Planning
- Civil Engineering
- Cost Estimating
- Program Management
- Personnel Management

### YEARS OF EXPERIENCE

35 Years

### EDUCATION

- BS/Civil Engineering/Newark College of Engineering (AKA - NJIT)

## John Botero

### Inspector

#### PROJECT SPECIFIC EXPERIENCE

John Botero is a Field Inspector and Coordinator who has worked on multiple disasters since 2001. He has conducted 198 training classes, trained over 3,000 inspectors in 12 states, and managed 40 disasters including floods, hurricanes, landslides, mudslides, severe storms, tornadoes, tropical storms and wildfires.

Mr. Botero was also a self-employed remodeling contractor and interior designer with 20 years experience. Also, since 1992, he was a FEMA-certified disaster housing inspector. He completed more than 18,000 housing inspections in over 15 disasters, including hurricanes, floods, earthquakes, and tornadoes. He assisted in field training newly-assigned inspectors and performed re-inspections for quality control purposes.

Disasters he has provided inspector related assistance include the following:

#### FEMA Disaster Housing Inspection

**Field Office Manager, DR-4085 NY, 2012 – 2013:** Oversight of all field operations, provide direct support to contract inspectors and interface with FEMA ISC and TM. Oversaw completion of more than 77,000 inspections in the first 30 days following declaration.

**Field Coordinator, DR-4080 LA, 2012:** Provide direct support to contract inspectors and interface with FEMA ISC. Part of oversight team responsible for completion of more than 61,000 inspections in the first 30 days following declaration.

**Field Office Manager, DR-4017 PR, 2011 – 2012:** Oversight of all field operations, provide direct support to contract inspectors and interface with FEMA ISC and TM. Part of oversight team responsible for completion of more than 25,000 inspections in the first 30 days following declaration.

**Field Coordinator, DR-1971 AL, 2011:** Provide direct support to contract inspectors and interface with FEMA ISC. Part of team responsible for completion of more than 40,000 inspections in the first 30 days following declaration.

**Field Coordinator, DR-1930 IA, 2010:** Provide direct support to contract inspectors and interface with FEMA ISC. Part of team responsible for completion of 7,500 inspections in the first 30 days following declaration.

**Field Coordinator, DR-1897 NJ, 2010:** Provide direct support to contract inspectors and interface with FEMA ISC. Part of team responsible for completion of more than 7,000 inspections in the first 30 days following declaration.

#### FIRM

URS Group, Inc.

#### AREAS OF EXPERTISE

- FEMA Disaster Housing Inspections
- Interior Design

#### YEARS OF EXPERIENCE

38 Years

#### EDUCATION

- Construction Cost Estimating/
- Miami Dade Community College
- BA/Interior Design /Universidad de Bogotá Jorge Tadeo Lozano
- BA/Graphic Design/Universidad de Bogotá Jorge Tadeo Lozano

#### REGISTRATION/CERTIFICATION

- 1974/Asociación de Diseñadores Gráficos de Colombia/Colombia/
- 1979/Sociedad Colombiana del Diseño Interior/Colombia

**Disaster Field Manager, DR-1855 KY, 2009:** Oversight of all field operations, provide direct support to contract inspectors and interface with FEMA ISC and TM. Oversaw completion of more than 9,000 inspections in the first 30 days following declaration.

**Disaster Field Manager, DR-1791 TX, 2008 – 2009:** Oversight of all field operations, provide direct support to contract inspectors and interface with FEMA ISC and TM. Oversaw completion of more than 150,000 inspections in the first 30 days following declaration.

**Field Coordinator, DR-1786 LA, 2008:** Provide direct support to contract inspectors and interface with FEMA ISC. Part of team responsible for completion of more than 85,000 inspections in the first 30 days following declaration.

**References:** Sue Gray, COR, DHS-FEMA-VA-NPSC-DOC, Contract Management Housing Inspection Services, 430 Market Street, Winchester, VA 22603, (540) 686-3809, [sue.gray@fema.dhs.gov](mailto:sue.gray@fema.dhs.gov)

David Ritchie, Task Monitor Supervisor, DHS-FEMA-VA-NPSC-DOC, FEMA Inspection Services, 430, Market Street, Winchester, VA 22603, (540) 686-3824, [david.ritchie@fema.dhs.gov](mailto:david.ritchie@fema.dhs.gov)

**Relevance to NJ/DCA RFQ:** FEMA certified disaster housing inspector with experience in conducting housing inspections.



## Tab 7 – Experience on Contracts of Similar Size and Scope



## 7.0 EXPERIENCE OF BIDDER ON CONTRACTS OF SIMILAR SIZE & SCOPE

The URS Team has demonstrated corporate experience in the disaster recovery, housing recovery, program planning, management, and the technical and logistical support needed to perform all aspects of this effort. Some highlights of the URS Team’s relevant experience include:

- \$23 billion of disaster mitigation and recovery grant management
- Successful responses to more than 900 disasters
- \$6.2 billion of CDBG-DR programs
- Success on Hurricanes Katrina, Ike, Rita, and Ivan
- Success on three of the largest New York Sandy housing programs
  - NYC Rapid Repairs (40,000 homes)
  - NYC Housing Authority (80,000 residents)
  - Nassau STEP
- 25 years and hundreds of projects for the State of New Jersey and its local communities

While **Section 5** discusses a broad spectrum of our recent experience, similar in nature to the tasks required under this contract, the project summaries in this section highlight and demonstrate our ability to support DCA in the implementation and operation of the RREM Program. The project summaries also highlight our expertise in policy and program design to maximize available Federal funding, development of procurement requests for additional services required by the State, and in program implementation of economic revitalization and infrastructure recovery strategies. In addition, the project summaries provide detailed information on our URS Team member contracts of particular relevance to this proposal.

**Table 7.1** provides the contract names included in this proposal and a summary of relevance to the DCA RREM RFQ. Abstracts for these projects are provided in the following pages.

**Table 7.1 Summary of URS Team Past Performance**

CONTRACT NAME (Team Member)	RELEVANCE TO RFP
Mississippi Development Authority (MDA), HUD CDBG-DR Program (URS)	<b>Similar size and scope:</b> Needs assessment, outreach, program design, program implementation, compliance with HUD and other requirements, disaster recovery, project management, data collection and management, GIS systems, archeological review, lead-based paint review, ecological evaluations, application processing, environmental review and certification, programmatic agreement, and DRGR reporting
Hurricane Ike and Dolly CDBG-DR Housing Program, Rounds 1 and 2 (URS)	<b>Similar size and scope:</b> Needs assessment, outreach, program design, program implementation, compliance with HUD and other requirements, program/project management, disaster recovery, data collection and management, GIS systems, archeological review, lead-based paint review, ecological evaluations, application processing, environmental review and certification, and programmatic agreement

CONTRACT NAME (Team Member)	RELEVANCE TO RFP
Public Assistance Technical Assistance Contract (PA-TAC) (NISTAC/URS)	<p><b>Similar size and scope:</b> Program management, post-disaster infrastructure recovery planning, long-term recovery planning, Stafford Act Policy support, engineering, cost estimation, and EHP services and public assistance program requirements for state/local reimbursement</p> <p><b>Local support:</b> Management of World Trade Center Public Assistance Support post 9/11</p>
Hazard Mitigation Assistance (URS)	<p><b>Similar size and scope:</b> Program management; policy and program development; management of billions of dollars of recovery grants; technical assistance to locals, data collection, and management; and Stafford Act Policy support</p> <p><b>Local support:</b> Direct technical assistance to New Jersey communities, Post-Sandy outreach support, and direct support to multiple New Jersey communities for 15 Severe Repetitive Loss subapplications totaling over \$62M</p>
Housing Inspection Services (PaRR/URS)	<p><b>Similar size and scope:</b> Program management, post-disaster housing inspections, data collection and management, and Housing Recovery Focus</p> <p><b>Local support:</b> Post-Sandy Housing Inspections</p>
Individual Assistance Technical Assistance Contract (IA-TAC III) (DSA/URS)	<p><b>Similar size and scope:</b> Program management, post-disaster temporary housing missions, housing recovery focus, data collection and management, Housing Recovery Focus, Sheltering and Temporary Power Program (STEP), and Stafford Act Policy support</p> <p><b>Local support:</b> Post-Sandy Temporary Housing Mission with DSA housing sites Atlantic, Burlington, Monmouth, and Ocean Counties</p>
New York City Housing Authority (NYCHA) – Sandy Response (LiRo)	<p><b>Similar scope:</b> Program management, construction management, and technical support to HUD funding recipient</p> <p><b>Local support:</b> Utilities restoration to 80,000 residents for the country's largest public housing authority, with assessments of over 200 buildings</p>
Hazard Mitigation Technical Assistance Contract (HMTAP) (URS)	<p><b>Similar size and scope:</b> Program management; disaster response and recovery services; grant application development; and engineering, planning, environmental science, historic architecture, and archaeology services</p> <p><b>Local support:</b> HMGP program review for engineering feasibility, EHP, and cost effectiveness for every subapplication submitted since 2003; recovery planning and mitigation planning</p>

CONTRACT NAME (Team Member)	RELEVANCE TO RFP
Technical Assistance Research Contract (TARC) (URS)	<p><b>Similar size and scope:</b> Program management; disaster response and recovery services; building performance assessment; building code, engineering, planning, environmental science, historic architecture, and archaeology services; training; and GIS</p> <p><b>Local Support:</b> Post-Sandy Hurricane Mitigation Assessment Team Review in coastal New Jersey areas</p>
Floodplain Mapping for the State of New Jersey (URS)	<p><b>Similar scope:</b> Technical services to New Jersey, Stafford Act Program support, data collection, and analysis</p> <p><b>Local support:</b> Statewide New Jersey contract to support the identification and quantification of flood risks</p>
Hudson-Bergen Rail Line (URS)	<p><b>Similar size and scope:</b> Program management, construction management, economic development, engineering and design services, and smart growth strategy</p> <p><b>Local support:</b> Public-private partnership that resulted in “10,000+ new units that... documented at the five station areas are conservatively estimated at \$5.3 billion. These developments represent new riders, new ratables, new business creation and investment, new employment opportunities, environmental improvement, and a fresh, engaging sense of place in station areas.” <i>Land Development at Selected Hudson-Bergen Light Rail Stations</i>, Rutgers University 2008</p>
New York City Rapid Repairs Program – Sandy Response (LiRo)	<p><b>Similar size and scope:</b> Program management, construction management, data collection and management, monitoring/inspections, customer service, communications, and outreach</p> <p><b>Local support:</b> Managed program with ten contractors performing repairs for single family, multi-tenant, and high-rise buildings for 40,000 homes</p>
Nassau County Sheltering and Temporary Essential Power (STEP) – Sandy Response (LiRo)	<p><b>Similar size and scope:</b> Program design and management, construction management, data collection and management, monitoring/inspections, customer service, communications, and outreach</p> <p><b>Local support:</b> Program design and sole delivery vehicle for the County including bidding, contractor management/assignments, outreach, inspection, monitoring, and closeout documentation for FEMA reimbursements. The program is complete.</p>



CONTRACT NAME (Team Member)	RELEVANCE TO RFP
Hurricane Sandy Infrastructure Assessment (URS)	<p><b>Similar size and scope:</b> Program management, construction management, damage assessments, inspection services, and service restoration planning</p> <p><b>Local Support:</b> The investigation, assessment and recovery of critical infrastructure in the NYC area supported the return of New Jersey residents to work throughout the impacted areas</p>
New York City Housing Authority – Construction Management (LiRo)	<p><b>Similar size and scope:</b> Program management, construction management, emergency repairs, housing recovery, and Federal funding compliance</p>
World Trade Center Transportation Hub and Site Redevelopment (URS)	<p><b>Similar size and scope:</b> Program management, construction management, economic redevelopment, housing recovery, infrastructure recovery, and Federal funding compliance</p> <p><b>Local Support:</b> Provided restoration of PATH Terminal, serving as the downtown terminus for rail service for over 25,000 New Jersey residents daily</p>
RiskMap Production and Technical Services Contract (URS)	<p><b>Similar size and scope:</b> Program management, New Jersey flood hazard analysis, GIS products, data driven environment, and post-Sandy outreach,</p> <p><b>Local Support:</b> Developed post-Sandy advisory base flood elevation (ABFE) maps for the coastal counties of New Jersey and supported the outreach relating to the integration of the ABFE information into New Jersey recovery efforts</p>

## Hurricane Katrina CDBG-DR Housing Program

### State of Mississippi

#### OVERVIEW OF SERVICES

As part of the \$5.4B funding allocation from CDBG-DR for Hurricane Katrina damages, URS was contracted by the Mississippi Development Authority (MDA) to provide a variety of planning, environmental, and program and construction management services for the Housing Recovery Program along the Mississippi Gulf Coast. URS partnered to provide these services for 8 separate CDBG-DR programs, two of which were so successful they warranted a second round of funding. Individual program descriptions include:

#### Elevation Grant Program (EGP), \$70.5M Program Funding

The Elevation Grant Program (EGP) was a HUD CDBG-DR funded program to provide grants to homeowners to defray the costs of elevating their homes above the base flood elevation in high hazard areas. EGP awards were classified as additional assistance available to homeowners who received assistance from the separate repair program, the Homeowners Assistance Program (HAP), and were required to elevate because of changes in federal flood maps. URS processed a total of 3,266 applications representing \$70.5M in grant funding.

URS provided program management, including data management, field investigations, and environmental reviews in order for the applicant to receive funding and construct their project. As part of the program guidelines development, URS created a data management and GIS system designed to streamline the approval process and move in a rapid, efficient manner so the applicants could receive their funding in a timely manner.

URS had to overcome substantial coordination issues with the local governments for the constantly changing Flood Insurance Rate Maps (FIRM) due to the rapidly changing conditions after Hurricane Katrina. Working with FEMA and the local governments, URS was able to utilize the digital FIRMs to project any upcoming new requirements and make adjustments before construction projects were initiated. Other unique scope items included development of a Programmatic Agreement with federal, state, local, and tribal agencies that are stakeholders in the NEPA review process. The renegotiation of the programmatic agreement reduced the time required by the State Historic Preservation Office (SHPO) to review the findings by more than 75 percent, and in many cases cut the overall review time in half.

#### Small Rental Assistance Program (SRAP), Rounds 1 & 2, \$118M Program Funding

The MDA contracted URS to provide program management services, consisting of application intake, application processing, eligibility review, title services, environmental review, field investigations, and data management services in support of the Small Rental Assistance Program for Mississippi residents and rental property owners that were impacted by Hurricane Katrina. The objective of the SRAP is to provide rental assistance, grants for repairs, renovations, or new construction to small

#### PROJECT RELEVANCE

- Development of Operational Plans
- Strategic Planning
- Needs Assessment
- Public Input Meetings
- Policy and Guidelines Development
- Fair Housing
- Program Development
- Process Development
- Data Management

#### PROJECT OWNER

Mississippi Development Authority (MDA)

#### CONTRACT NUMBER(S)

- MDA #491-C,
- Subcontract to Horne, LLP

#### TYPE OF CONTRACT

Performance-based IDIQ

#### PROJECT DURATION

Start: 2007  
Close: 2013

#### CONTRACT VALUE

\$53.7 Million (over 2 contracts)

rental properties. The program's intent is to increase the area's affordable rental units in Katrina impacted areas. URS processed a total of 1,861 applications disbursing more than \$118M in program funding.

These programs represented a pivotal component in the redevelopment of the post-Katrina Mississippi Gulf Coast. Aggressive goals for disbursement of these grants were set by the Governor's office and State Legislature. An agreement had to be reached with 10 separate state and field agencies to streamline the review and approval process.

Our project managers partnered with MDA and various state agencies to automate duplication of benefits processing.

URS was charged with developing a process and managing 10 different disciplines (from cultural resources to IT database programmers) to implement a process to handle an intense amount of data, conduct field investigations, detailed reviews, and report to various agencies. The scope of the project included development of a Programmatic Agreement with federal, state, local, and tribal agencies that are stakeholders in the NEPA review process. SRAP was one of the most successful recovery programs resulting in a significant increase in affordable rental property and assisting with the long term recovery of the region.

### **Neighborhood Rental Restoration Program (NRRP), \$41M Program Funding**

The MDA contracted URS in 2009 to provide program management, which consisted of application intake, applications processing, eligibility reviews, title reviews, environmental and project management services in support of the Neighborhood Rental Restoration Program (NRRP) for Southern Mississippi residents that were impacted by Hurricane Katrina.

The goal of the NRRP program is to restore existing neighborhoods and provide affordable housing to very low income (50 percent AMI and below) tenants in the southern most portions of Hancock, Harrison, and Jackson counties. Applicants who repair, rehabilitate or reconstruct damaged properties and agree to follow MDA's rental rules can receive forgivable loans as incentives. URS disbursed more than \$41M to 900 applicants in a two-year period.

The scope of the project includes:

- Development of a web-based application intake system that integrated with our workflow tool to expedite intake and eligibility processing.
- Delivered superior applicant service by conducting personal eligibility consultations, in person and by phone, with more than 900 applicants.
- Coordinated with site and environmental engineers to ensure successful compliance with state and federal regulations.
- Established a tenant income verification center to determine eligibility, report on more than 900 tenants, and guarantee LMI compliance.
- Coordinated with multiple state agencies, municipalities, insurance companies, and other federal programs to certify more than 900 applications for Stafford Act compliance and current property taxes.
- Created and maintained an easily accessible, digital library of all applicant documents and case history through our document management solution.
- Tax record searches and verification at the County Tax Assessor office.
- Mapping of the property locations including mapping layers that are relevant to each specific environmental aspect of the NEPA review process.
- Field work and data collection to verify location using GPS (sub-meter accuracy).

- Archaeology and architectural history evaluations and field assessments, as necessary for Section 106 compliance.
- Floodplain, wetlands, and coastal zone evaluations and field assessments, as necessary for NEPA compliance.
- Threatened and endangered species evaluations and field assessments, as necessary for NEPA compliance.
- Hazardous substances evaluations and field assessments for toxic/contamination, landfills, above and underground storage tanks, and other potentially toxic or hazardous substances, for NEPA compliance.
- Lead-based paint evaluations and field assessments for NEPA compliance.
- Property proximity to airport runways evaluations for NEPA compliance.
- Farmland protection evaluations for NEPA compliance.

**Long-Term Workforce Housing Program, \$350M Program Funding:**

The Long Term Workforce Housing Program (LTWH) provided grants and loans to local units of government, non-profits, and for-profit organizations to provide long-term affordable housing in Hancock, Harrison, Jackson, and Pearl River counties on the Mississippi Gulf Coast that were impacted by Hurricane Katrina.

The LTWH program assists individuals with low or moderate incomes attain adequate housing, destroy and prevent slums and blight, and assists communities with rapid recovery due to an immediate threat to the well-being of the residents. URS disbursed more than \$350M in program funds for the LTWH program consisting of more than 50 subrecipients or grantees in a two-year period.

Two of the subrecipients, which are non-profit organizations, had more than 625 scattered sites. MDA contracted URS to provide program management services, consisting of field investigations and environmental reviews for these sites to meet the HUD-required standards. URS worked with these non-profit organizations with program management and compliance issues.

**Alternative Housing Pilot Program (AHPP), \$20M Program Funding:**

Alternative Housing Pilot Program (AHPP) was a unique program that combined or “packaged” the use of funds from HUD CDBG-DR and FEMA to provide a proof of concept rapid housing program for 224 Southern Mississippi residents that were impacted by Hurricane Katrina. MDA, in conjunction with the Mississippi Emergency Management Agency (MEMA) initiated a pilot program to provide assistance in placing Mississippi cottages on permanent foundations in the counties of Hancock, Jackson, Harrison, Pearl River, Stone, and George. The purpose of the AHPP is to develop and produce a safer, more comfortable temporary housing unit for use after a disaster. The program also addresses additional goals such as new approaches to management of units and the option of allowing units to go from temporary to permanent.

MDA contracted URS to assist with the program management services that included feasibility assessments, field investigations, foundation recommendations, environmental reviews and project closeout for this program.

The scope of the project includes:

- Prepared subrecipients for contract, reviewed policies and procedures, and conducted training sessions on cash request processing, HUD policies, and Fair Housing requirements.
- Automated Stafford Act compliance and processed more than 5,000 housing applicants for duplication of benefits of other federal assistance programs.

- Created customized reporting tools that expanded transparency and accountability by aging and tracking all project processes and events.
- Developed a Housing Applicant Income Verification process that determined applicant eligibility and monitored HUD income requirements to increase subrecipient compliance.
- Automated the quarterly GAO reporting requirements and HUD's Disaster Recovery Grant Reporting (DRGR) System to establish transparency and consistency.
- Provided policy recommendations on program income, subrecipient financing, allowable expenses, and duplication of benefits verification.
- Instituted real-time milestone reporting that allows managers 24/7 access to web-based reports
- Tax record searches and verification at the County Tax Assessor office.
- Field work and data collection to verify location using GPS (sub-meter accuracy).
- Archaeology and architectural history evaluations and field assessments, as necessary for Section 106 compliance.
- Other environmental reviews.

### **Neighborhood Home Program, \$132M Program Funding**

URS provided program management for the MDA consisting of application processing, eligibility, damage assessments, environmental, and construction management services in support of the Neighborhood Home Program (NHP) for Mississippi residents that were impacted by Hurricane Katrina and have unmet housing recovery needs.

The goal of the NHP is to repair, rehabilitate, and reconstruct Hurricane Katrina-damaged homes owned by low to moderate income families who have been unable, through other means, to return their homes to an acceptable level of habitation. This includes homeowners in nine counties including Hancock, Harrison, Jackson, Pearl River, Stone, George, Lamar, Forrest, and Jones counties.

The scope of the project includes:

- Conduct face-to-face meetings with each applicant to explain the program and collect all necessary eligibility information and documentation.
- Verify application eligibility based on existing need, location of primary residence, income, duplication of benefits, and property eligibility requirements.
- Verify applicant ownership of property and property tax status.
- Prepare damage estimates for individual structures.
- Conduct environmental inspections and reviews.
- Make final eligibility determination based on all previously collected information.
- Coordinate subcontractor activities for eligible property repairs.
- Manage subcontractor payments for completed work.
- Site inspection to assess storm-related damage and develop a scope of work and cost estimate for rehabilitation or replacement.
- Tax record searches and verification at the County Tax Assessor office.
- Mapping of the property locations including mapping layers that are relevant to each specific environmental aspect of the NEPA review process.
- Field work and data collection to verify location using GPS (sub-meter accuracy).
- Archaeology and architectural history evaluations and field assessments, as necessary for Section 106 compliance.
- Floodplain, wetlands, and coastal zone evaluations and field assessments, as necessary for NEPA compliance.

- Threatened and endangered species evaluations and field assessments, as necessary for NEPA compliance.
- Hazardous substances evaluations and field assessments for toxic/contamination, landfills, above and underground storage tanks, and other potentially toxic or hazardous substances, for NEPA compliance.
- Lead-based paint evaluations and field assessments for NEPA compliance.
- Property proximity to airport runways evaluations for NEPA compliance.
- Farmland protection evaluations for NEPA compliance.

#### SUPPORT TO STATE & LOCAL

URS' support to the MDA and local subrecipients during this unprecedented event required a multi-faceted approach and dynamic planning and staffing over the course of the program. CDBG-DR was a new concept and required intense planning and negotiation with HUD and local governments to develop an Action Plan, Program Guidelines, and a Method Distribution of funds that would set the tone and guide the entire housing recovery process. While MDA set the program goals and objectives, the URS Team provided the technical capability and staff dedication to take the program from concept to reality.

#### BENEFIT TO NEW JERSEY

URS' broad experience in a wide variety of planning, program development, program management, and implementation with CDBG-DR funds provides the State of New Jersey with the reassurance we have skills and abilities to develop an effective program. The URS Team's experience with CDBG-DR program requirements and regulations will assist the State in avoiding potential program pitfalls and delays, thus delivering the program funding to victims of Superstorm Sandy rapidly and facilitating the long term recovery process.

REFERENCES	
Reference 1	Reference 2
<p><b>Jon Mabry</b>                      Chief Operations Officer, Disaster Recovery Division                      P.O. Box 849                      Jackson, MS 39205                      (601) 359-2379                      jmabry@mississippi.org</p>	<p><b>Nell Rogers</b>                      Program Manager, Disaster Recovery Division                      P.O. Box 849                      Jackson, MS 39205                      (601) 359-9341                      nrogers@mississippi.org</p>

## Hurricane Ike / Dolly CDBG-DR Housing Program, Rounds 1 and 2 State of Texas

### OVERVIEW OF SERVICES

URS provides the full spectrum of housing program management services for single and multifamily housing to the Texas General Land Office in support of the Hurricane Ike / Dolly CDBG-DR Housing Recovery Program, Rounds 1 and 2. URS provided essential planning and policy development services in the pre-award cycle assisting the Texas GLO with the overall program development and compliance with CDBG-DR regulations and a Conciliation Agreement the Texas GLO entered into with the Statewide Housing Advocates related to Fair Housing requirements and standards. The URS Team has been instrumental in the program development, providing the strategic direction, plans, draft policies and products that the GLO adopted on a programmatic basis. Furthermore, the program management process developed by URS has been executed and proven to be successful throughout the state with the ability to tailor the program for regions of the state with unique issues or differences. URS' services will result in the construction or rehabilitation of over 3000 single and multifamily housing units for Round 2.

**Programmatic Planning:** URS developed a Programmatic Process Flow that follows the major phases of the CDBG-DR program including Operational Planning, Outreach, Intake, Eligibility, Environmental, Pre-Construction, Construction Management and Closeout. Supporting each of these major phases are elements that are required to meet the CDBG-DR requirements and mutually support a cohesive program process. Major deliverables that support the Programmatic Process Flow include:

- Needs Assessments
- Homeowner Opportunity Program (HOP) Guidelines
- Outreach Plan and Materials
- Intake Centers and Application Formats
- Eligibility Determinations (utilizing data management systems and a process flow)
- Broad, Site Specific, and ERR Review Documents for Environmental
- GIS Systems
- Standardized Plans and Specifications for Reconstructed Houses
- Estimated Cost of Repair (ECR) formats and protocols for Rehabilitation
- Procurement of a Statewide Contractor Pool
- Project awards, contract documents and Uniform General Conditions for contractors
- Construction Inspections utilizing newest technology (Custom iPad App)
- Project Closeout and Pay Application Process

### PROJECT RELEVANCE

- CDBG – DR Program
- Design and Management
- Program Process Development
- Program Management
- Data Management Systems
- Training Programs
- Policies and Procedures Development
- CDBG-DR Compliance
- Needs Assessments

### PROJECT OWNER

Texas General Land Office

### CONTRACT NUMBER(S)

- GLO 12-236-005
- GLO 12-258-015

### TYPE OF CONTRACT

IDIQ

### PROJECT DURATION

Start: 2012

Close: 2013

### CONTRACT VALUE

\$42.3M

### OTHER FIRMS INVOLVED

- Hamby & Piatt

Each of these functions required intense planning and coordination with state and local officials to develop a cohesive process that was functional, complied with State and Federal regulations and procurement guidelines, and was adaptable to the communities impacted by the storms. URS was awarded Program Management and Grant Administration services in four communities to implement the housing recovery program in close coordination with the subrecipient. The GLO chose to implement a unique contracting mechanism whereby the State held the contract with URS to ensure the quality and timeliness of the delivery of the services and URS worked in close coordination onsite with the subrecipient to manage the day to day operations of the program. Each subrecipient is unique and required modification to the program process to suit the local needs and individual community requirements. Subrecipient program awards to URS include:

### **Southeast Texas Regional Planning Commission, Round 2, \$190M Program Funds**

The Southeast Texas Regional Planning Commission (SETRPC) supports a 3 county region with 26 local incorporated communities with single and multifamily housing programs. In order to meet the requirements of the Conciliation Agreement, URS conducted a Needs Assessment of the 3 county region to determine Targeted Outreach Areas and focus the use of the CDBG-DR funding to the most qualified applicants. URS developed a Needs Assessment Methodology support by GIS technology that located areas of concentrated poverty, protected classes, and FEMA high risk areas to determine the best overall locations for Targeted Outreach. Further, URS' analysis also extended to income categories of Very Low, Low, and Low to Moderate, to ensure the residents in the identified areas were served related to the magnitude of damage that occurred during the storms. The Statewide Housing Advocates, who largely directed how the Round 2 funds should be spent, approved the URS Methodology and adopted it for use statewide.

URS further supports SETRPC with program and construction management of single and multifamily housing units. URS coordinated with 26 local communities in the three-county area to develop a systematic process for the design and construction of housing units for applicants that qualify for the program. Using a streamlined and high production focus, URS developed a series of standard housing units based on the Round 2 Program Guidelines with a vision for providing a high quality product that conforms to all the representative building codes, accessibility requirements, and fair housing standards. The result is a product that is unique to the program, high quality, yet reproducible in high quantities.

URS overcame significant challenges on a tight schedule including interaction with building officials, Texas Department of Insurance Windstorm requirements, historic preservation issues, and unique design criteria.

The project scope includes developing a data management system, procuring a list of pre-qualified residential contractors, conducting site visits to develop work write ups, preparing plans and specifications, building code review, conducting contractor training, preparing bid packages and bidding, conducting pre-bid conferences, making construction contract awards, conducting pre-construction conferences, making progress inspections, processing pay applications, and project closeout.

### **Lower Rio Grande Valley Development Council, Round 2, \$124M Program Funds**

The Lower Rio Grande Valley Development Council (LRGVDC) represents a 3 county area located in extreme south Texas along the border with Mexico. With the highest concentration of poverty in the United States, the Lower Rio Grande Valley was severely impacted by Hurricane Dolly, and 3 additional hurricanes, since 2008. The "Valley" as it is commonly called, is largely occupied by Hispanic populations with a unique heritage. Local communities in the areas are known as *Colonias*,



and represent very poor migrant workers and citizens, creating unique challenges for managing a Federally funded housing recovery program.

URS conducted a similar Needs Assessment for the Valley, resulting in large scale Target Areas and implemented Outreach activities utilizing local Non-Profit Housing Organizations. The development of trust and relationships with the applicants is critical to the program success, so the employment of local citizens and implementation of Section 3 plans require intense oversight of the program manager.

Similar to other regions of the state, the URS project scope includes developing a data management system, procuring a list of pre-qualified residential contractors, conducting site visits to develop work write ups, preparing plans and specifications, building code review, conducting contractor training, preparing bid packages and bidding, conducting pre-bid conferences, making construction contract awards, conducting pre-construction conferences, making progress inspections, processing pay applications, and project closeout.

### **City of Galveston, Round 2, \$104M Program Funds**

Founded in 1836, the City of Galveston is an island community and was the landfall location for Hurricane Ike in 2008. The entire city was flooded with 4 to 8 feet of inundation, virtually damaging every building in the city of 52,000 people. The City presents unique challenges for housing recovery programs due to the density of houses that are eligible for listing on the National Historic Register and numerous Historic Districts that make up the majority of the City. Galveston is also the only community to have adopted a more stringent building code than the rest of the state, making the rebuilding process more challenging considering the historic environment.

The GLO contracted with URS to provide CDBG-DR housing program recovery services. The City's Charter presented very restrictive requirements for providing public services on private property, so the GLO decided to deliver the program directly, with no subrecipient contract involvement. The City's program is the only Round 2 program where the GLO is directly delivering the services through URS to the applicant.

The URS project scope for the City of Galveston program required much more intensive input and negotiation with the Historic Preservation entities including the Landmark Commission and the Texas Historic Commission. Further, severely restrictive building codes coupled with non-standard lot sizes in the City created specific challenges for reconstruction compliance that required new and creative approaches to the normal program management process. The URS scope includes developing a data management system, procuring a list of pre-qualified residential contractors, conducting site visits to develop work write ups, preparing plans and specifications, building code review, conducting contractor training, preparing bid packages and bidding, conducting pre-bid conferences, making construction contract awards, conducting pre-construction conferences, making progress inspections, processing pay applications, and project closeout.

### **Bastrop County Wildfire Recovery, \$22M Program Funds**

In September 2011, Bastrop County, Texas experienced the worst wildfire in Texas' history resulting in the loss of 1,691 structures and over \$325M in damages. CDBG-DR Program funded the State of Texas with \$22M for housing recovery from the wildfire for Low to moderate income families. GLO contracted URS to conduct construction management services for the reconstruction of approximately 200 single family homes. Utilizing standardized construction plans designed with *Firewise design* and sustainability protocols, URS provided the full range of program and construction management services for Bastrop County. Unique challenges during program implementation included the observation of an endangered species, the *Houston Toad*, of which less

than 100 remain due to habitat destruction from the wildfire. No other habitat for the *Houston Toad* is known to exist anywhere in the United States.

URS developed standardized plans, procured a contractor pool, conducted a Contractor’s Workshop, prepared contracts and Uniform General Conditions, made project awards, conducting pre-construction conferences, making progress inspections, processing pay applications, and project closeouts.

**SUPPORT TO STATE & LOCAL**

URS provided direct staffing and program management support to the local Council of Governments to help make the program successful and fulfill the unmet needs of over 3,000 low to moderate income applicants.

**BENEFIT TO NEW JERSEY**

URS has developed a program and construction management process that can be tailored to any community and provides efficient, cost effective solutions to solving low to moderate income housing needs.

REFERENCES	
Reference 1	Reference 2
<b>Jorge Ramirez</b> Deputy Commissioner 301 Congress St. Austin, TX 78701 (866) 206-1084 jorge.ramirez@glo.texas.gov	<b>Javier Perez</b> Housing Director 301 Congress St. Austin, TX 78701 (866) 206-1084 javier.perez@glo.texas.gov

## Public Assistance Technical Assistance (NISTAC)

### Nationwide

#### OVERVIEW OF SERVICES

**Brief Description of Contract Work:** URS, as part of the NISTAC joint venture provides post-disaster technical support and programmatic assistance to FEMA within all 10 FEMA regions. Its scope of work involves responding to all types of natural and man-made disasters, including residential housing. NISTAC has responded to 350+ disasters, 1,000+ project assignments, the concurrent management of 100+ TOs in multiple locations, and rapid deployment of staff. NISTAC's resourcefulness has enabled it to deploy staff on a less-than-48-hour notice hundreds of times, sending 400+ people to help with the 2004 hurricanes and 650+ people in response to Hurricane Katrina. To increase program efficiency and consistency, NISTAC developed a program management database and web program management tool to expedite project tracking and monthly reporting. It also developed a damage cost estimating system that FEMA's Public Assistance Division has used to estimate \$4+ billion in disaster damage repairs. NISTAC's QMS uses ISO 9001:2000 protocols and incorporates strict QA controls and measures. Its QA process includes a formal client feedback survey that queries technical, management, schedule, and cost performance on completed tasks. FEMA has issued NISTAC consecutive project awards for outstanding performance since 1985 and incentive fees every year since the contract type changed to performance-based.

#### SUPPORT TO STATE & LOCAL

##### Hurricanes Katrina, Rita, and Wilma

Provided over 225 engineers, technical and senior staff to address the unprecedented response and recovery efforts. Led special technical teams to address restoration of hundreds of justice facilities, police stations, prisons, courthouses, fire stations and utilities. Provided recommendations on the restoration of public transportation and emergency transportation services. Provided senior planners to assist with Long Term Recovery efforts. Led GIS support to entire Public Assistance operation. To address the critical need to re-establish police, fire and justice system capabilities, NISTAC developed and led a specialty Justice Team that worked closely with FEMA to expedite the assessment/grant eligibility for over 220 justice facilities in Louisiana.

##### Housing Assistance Following 1992 "Storm of the Century."

NISTAC was tasked with conducting the entire mobile home/travel trailer contractor selection and oversight following the "Storm of the Century" in the Florida Panhandle from Tampa to Tallahassee, FL. NISTAC developed the scope of work, selected the sites and approved the installation of mobile homes and travel trailers installed on individual homeowner's property while they completed repairs on their flood damaged homes. NISTAC also conducted the inventory for both turn over to the resident and inventory when the trailers were no longer needed.

#### PROJECT RELEVANCE

- Policy, training, and publication development
- Stafford Act programs
- Long term recovery (ESF #14) support
- 

#### PROJECT OWNER

FEMA

#### CONTRACT NUMBER(S)

- Contract 5: HSFEHQ-09-D-0882
- Contract 4: HSFEHQ-06-D-489
- Contract 3: HSFEHQ-04-D-0127
- Contract 2: EMW-2003-CO-0001
- Contract 1: EMW-97-CO-0173

#### TYPE OF CONTRACT

Performance-based IDIQ

#### PROJECT DURATION

Start: 2/23/2012

Close: 2/26/2017

#### CONTRACT VALUE

\$1B + (over 5 contracts)

### Stafford Act Programs

NISTAC's recent completion of Long-Term Recovery support in Wisconsin received accolades from FEMA management for our innovative approaches and efficient and effective planning support. Our staff have detailed Fire Management Assistance experience and were the principal authors of FEMA's Fire Management Guide.

### Emergency Support Function (ESF) #14: Long Term Community Recovery Support

NISTAC has supported FEMA in the development of policies and standard operating procedures for ESF #14, and coordinated meetings and conferences of ESF #14 primary and support agencies.

#### BENEFIT TO NEW JERSEY

URS understand how to support FEMA on disaster related events and the importance of providing fast and accurate response services. We have integrated geospatial technologies into our inspection process, assessed imagery during recovery operations, provided training and reach back capabilities into our cadre personnel to offer Subject Matter Experts, former FEMA decision makers, who are knowledgeable in each of the Emergency Support Functions.

The URS Team includes the largest A/E firm in the U.S. and will provide the latest in industry best practices. URS Team professionals in risk assessment, codes and standards, and retrofit design provide expert support for development of scopes of work, costs estimates, and mitigation proposals in flood and wind zones.

PROGRAM IMPROVEMENTS UNDER NISTAC CONTRACT	BENEFITS TO NJ
Initial develop of Cost Estimating Format, support for expert panel review, instruction	Improved estimating process, consistency, and accuracy
Implemented master planning approach for reconstruction of system-wide facilities	Systematic, forward-looking approach to maximize use of funds
Developed protocols for reach-back capabilities to expand expert support for field operations	Increased access to technical experts at reduced cost
Developed alternative / programmatic arrangements for environmental compliance	Streamlined project approval while ensuring compliance

REFERENCES	
Reference 1	Reference 2
<p><b>Eddie Murphy</b>                      COTR                      Federal Center Plaza, Washington, DC                      (202) 646-2948                      Eddie.Murphy@fema.dhs.gov</p>	<p><b>James Walke</b>                      Risk Reduction Division Director                      1800 S. Bell Street, Arlington, VA 22002                      (202) 646-2751                      James.Walke@fema.dhs.gov</p>

## Hazard Mitigation Assistance (HMA)

### Nationwide

#### OVERVIEW OF SERVICES

As part of a time and materials contract supporting the Grants Implementation Branch, FEMA has ordered more than \$20M in work under two successive contracts. URS, along with various Team members, currently provides FEMA with full time staff on-site, supported by numerous off-site personnel to focus on program strategy, guidance, program outreach, and facilitation of the application and award/post award process. FEMA expanded the URS scope of services based on demonstrated programmatic improvements and the need to support programmatic objectives—reaching the contract ceiling in 3 years, as opposed to the planned 5. Additional responsibilities of this effort include:

- Assisting the Grants Implementation Branch in program planning to continually unify their message and improve the delivery of the HMA program. Thinking across program lines—PDM, FMA, RFC, SRL, and HMGP—URS is supporting FEMA leadership with programmatic decisions that ultimately increase community resilience and sustain HMA funding.
- Assembling teams of highly skilled professionals with detailed knowledge of the technical aspects of HMA grant programs and processes to continually improve the Hazard Mitigation Assistance Unified Guidance document.
- Assisting in various program outreach activities, including leading the logistical effort to stage three National HMA Summits (Bethesda, MD; Denver CO; and Ft. Lauderdale, FL), eight Senior Branch Meetings, and numerous Integrated Program Team (IPT) and external stakeholder training sessions, briefings, and workshops.
- Supporting all aspects of the application process, including the management of applications from submittal to FEMA until notification letters are delivered for the past three grant cycles.
- Managing the eligibility reviews, national rankings, national evaluations, and the overall technical review process
- Development of portfolio manager tool to support grants management

#### SUPPORT TO STATE & LOCAL

For the entirety of the URS HMA Contract, the goal of the client and our support focused on getting grant dollars to states and territories. URS has been a part of hundreds of stakeholder meetings designed to increase state participation and funding. The initial goal of federal grant management is to ensure that states and territories are aware of the opportunities and that the barriers to entry are minimized to the extent practical by the law. To increase state access to FEMA grants, URS

#### PROJECT RELEVANCE

- Program management
- Grants management
- Outreach
- Meeting facilitation
- Application facilitation
- Guidance development

#### PROJECT OWNER

FEMA

#### CONTRACT NUMBER(S)

- HSFEHQ-10-A-0921
- HSFEHQ-10-A-07-A-1017

#### TYPE OF CONTRACT

GSA MOBIS

#### PROJECT DURATION

Start: October 2010

Close: Present (2 Contracts)

#### CONTRACT VALUE

\$37.9M (2 contracts)

developed the Portfolio Manager which allows states to access FEMA grant data and while providing their own mitigation/recovery needs. URS draws from our knowledge of recovery, mitigation projects, all-hazards planning, floodplain mapping, building science, risk assessment, Public Assistance, the Stafford Act, HUD, and the NFIP to provide new approaches in information collection and delivery.

#### BENEFIT TO NASSAU COUNTY

Of specific benefit to the County and DPW is the **ability of the URS Team to weave improvements in Portfolio Management into your communications and training strategies.** Development of job aids, a standard procedure for project closeouts, and truly integrated reporting are all enhanced by successful execution of data management principles developed under this large, nationwide contract. URS, in support of the FEMA Grants Implementation Branch, has provided program management assistance for billions of dollars of FEMA grants since 2008. For New York alone, URS oversaw and facilitated award of grants worth over \$74M dollars. **URS appreciates the need to exceed congressional expectations for program delivery, obligations, and awards. The benefits that URS provides are expanded reporting capabilities, increased faith in the financial tracking, and a thorough understanding of how to your state in a comprehensive recovery framework.**

REFERENCES	
Reference 1	Reference 2
<b>Lloyd (Tony) Hake</b> Chief of the Grants Implementation Branch 500 C Street, SW, Washington, DC (202) 646-3428 Lloyd.Hake@fema.dhs.gov	<b>Frank Coons</b> Acting Branch Chief 500 C Street, SW, Washington, DC (202) 646-3079 Franki.Coons@fema.dhs.gov

## Housing Inspection Services (PaRR LLP)

### Nationwide

#### OVERVIEW OF SERVICES

URS was a partner in a joint venture—Partnership for Response and Recovery LLP (PaRR LLP)—that provided the following emergency response services: coordination for registration of applicants for aid, disaster damage assessments, and validation of damage determinations made using remote sensing. The contract entailed performance of individual site inspections and preliminary damage assessments in support of the FEMA temporary housing program. PaRR developed a Web-based management information system to efficiently manage all aspects of this contract including an automated integrated voice response (IVR) call-out system that was tied into the deployment module, which enabled rapid deployment of thousands of inspectors with minimal effort. Based on the scope, the inspector work force was selected to mirror the cultural diversity of the disaster area. This system allowed PaRR to deploy more than 2,000 inspectors in response to the 2004 hurricanes in Florida; more than 4,000 in response to Hurricanes Katrina, Rita, and Wilma in 2005; and more than 2,300 in response to Hurricanes Ike and Gustav in 2008.

#### SUPPORT TO STATE & LOCAL

During late 2012, PaRR LLP was tasked to respond to address damages from Hurricane Sandy in NJ, NY, and CT. To facilitate expedited completion of damaged dwelling inspections, PaRR pre-positioned more than 400 inspectors in advance of the storm landfall and disaster declaration. Following the declaration, PaRR deployed more than 1,200 inspectors to the region. In New Jersey, PaRR deployed 540 disaster housing inspectors during the days immediately following the declaration—beginning with inspectors deployed the morning Sandy was declared by President Obama. To date, PaRR has completed more than 57,000 inspections in New Jersey. As of this submittal, PaRR LLP continues to complete housing inspections for FEMA as part of the overall Sandy recovery program.

#### BENEFIT TO NEW JERSEY

By completing disaster housing inspections following the declaration, PaRR LLP played an integral role in expediting assistance to the residents of New Jersey. Most important, data collected during inspection of the damaged dwellings enabled rental assistance and help with immediate needs to be provided to affected residents. New Jersey residents—especially those in coastal communities—were significantly impacted by the storm, and many have housing needs that are not met by active insurance or other assistance programs. Therefore, completion of the disaster housing inspection to identify storm-related damages for which assistance can be provided by FEMA enables quick, short-term assistance to be provided. This helps bridge the gap until assistance from longer term recovery programs can be administered.

#### PROJECT RELEVANCE

- Housing inspections
- Damage assessments
- Technological solutions
- Community outreach
- Post-Sandy recovery support

#### PROJECT OWNER

FEMA

#### CONTRACT NUMBER(S)

- EMW-2001-CO-0002, HSFEHQ-06-D-0570, and
- HSFE80-12-D-0213

#### TYPE OF CONTRACT

Performance-based IDIQ

#### PROJECT DURATION

Start: 2/14/01

Close: 4/3/13

#### CONTRACT VALUE

\$750M + (all contracts)

REFERENCES	
Reference 1	Reference 2
<b>Lester Ingol</b> Contracting Officer 500 C Street, SW, Washington, DC (202) 212-1767 Lester.Ingol@fema.dhs.gov	<b>Steve Eells</b> Contract Management & Housing Inspection Services Mgr. 430 Market Street, 4th Floor, Winchester, VA (540) 686-3801 Steve.Eells@fema.dhs.gov



## Individual Assistance – Technical Assistance Contract (IA-TAC III)

### Region II (NJ, NY), III and V

#### OVERVIEW OF SERVICES

URS was awarded the IA-TAC III contract for FEMA Regions 1, 2, and 5 (Bravo Sector) as managing partner of Disaster Solutions Alliance, LLC. As managing partner, URS is responsible for overall management of the contract, supports the technical delivery of task orders, and supports FEMA in service disaster survivors. Services include planning and readiness activities in additions to core IA efforts associated with housing, community, and mass care support.

When the President declares a disaster and authorizes providing Individual Assistance (IA), FEMA can help homeowners and renters affected by the disaster with housing needs and necessary expenses. URS and our team members assist FEMA to aid affected individuals and their families through:

- Program implementation, support and management
- Site assessments and inspections for temporary housing unit placement
- Transportation, installation, maintenance, deactivation and removal of temporary housing units
- Community site design and construction
- General construction services
- Shelter facility identification, assessment and repair
- Mass care planning and operations support
- Shelter occupants and disaster-affected populations food service
- Emergency first aid
- Animal and household pet care services

#### SUPPORT TO STATE & LOCAL

In the immediate aftermath of Hurricane Sandy, Disaster Solutions Alliance (DSA), provided support to the state of New Jersey in close coordination with FEMA Headquarters Individual Assistance Technical Assistance Division. DSA services included:

- Mission Planning Team support in the assessment of the nature and scope of damage to the housing sector, identification of DSA assets that could be utilized in support of a housing mission.
- Identification of commercial parks that could be potentially accommodate Temporary Housing Units in New Jersey. DSA's planning staff compiled a spreadsheet with information on 51 commercial parks in the state. Park owners were contacted on a daily basis to ascertain the suitability and availability of pads to support the installation of Manufactured Housing and Park Models.
- Research to identify required permitting and waiver requirements to be addressed in the execution of a Temporary Housing Mission in New Jersey.
- Daily communication with FEMA field staff on evolving recovery factors and potential requirements for temporary housing assistance.

#### PROJECT RELEVANCE

- Program management
- Disaster recovery
- Housing strategy planning
- Contractor management
- Direct housing

#### PROJECT OWNER

FEMA

#### CONTRACT NUMBER(S)

- HSFEHQ-09-D-0701

#### TYPE OF CONTRACT

IDIQ

#### PROJECT DURATION

Start: 5/9/09

Close: Present

#### CONTRACT VALUE

\$375M

In early December, 2012, DSA was directed by FEMA to install up to 100 Temporary Housing Units (THU) on commercial sites. In response, DSA mobilized an Incident Management Team within 24 hours to the Joint Field Office to execute this housing mission. DSA performed 150 site inspection reports and began to ensure that all State, County and local codes were adhered to. At the conclusion of the task order in March of 2013, 73 THUs were installed.

Additionally, DSA was issued a task order to support on the implementation of the STEP Program in New York post-Sandy. DSA planners provided process management and program development planning for the assessments, repairs and quality assurance/control.

#### **BENEFIT TO NEW JERSEY**

As part of IA-TAC's mission to provide housing following Hurricane Sandy, temporary housing units are being installed within New Jersey. As part of the housing mission, temporary housing units would be hauled and installed within the state providing much needed benefit to the survivors. Commercial parks where these units can be installed have been identified and steps to expedite the permitting process have been identified.

In evaluating all housing alternatives, URS brings the knowledge of the STEP process, paths to avoid, and common pitfalls.

REFERENCES	
Reference 1	Reference 2
<b>Deborah Flores</b> IA-TAC Bravo Sector COTR 500 C Street, SW, Washington, DC (202) 212-1012 Deborah.flores@dhs.gov	<b>Andrew Lucaciu</b> IA-TAC Charlie Sector COTR 500 C Street, SW, Washington, DC (202) 212-1063 Andrew.Lucacia@fema.dhs.gov

## New York City Housing Authority (NYCHA) – Sandy Response

### Citywide, New York City

#### OVERVIEW OF SERVICES

##### Emergency Response

NYCHA is the largest public housing authority in North America with properties totaling nearly 340 developments citywide and over 400,000 residents. In the immediate aftermath of Hurricane Sandy, LiRo guided NYCHA in its response to assess the 200+ buildings to help the 80,000 residents in the most devastated areas in the Rockaways in Queens, Coney Island in Brooklyn, and Lower Manhattan. Utilizing lessons learned from 9/11 and Hurricane Katrina, an action plan was drafted with NYCHA's Capital Program and within 24 hours, mobilized New York City's largest electrical and mechanical contractors to participate in this joint emergency recovery effort. The team was successful in restoring heat and power to these residents in less than two weeks. The team also advised NYCHA of the level of documentation required for FEMA reimbursements and assisted the agency in setting up their filing system as the program transitioned from emergency/temporary work to permanent repairs.

##### Permanent Repairs/Hazard Mitigation

With the benefit of having worked on NYCHA's portfolio through our On-Call Construction Management contracts since 2004 totaling \$370M and the recent emergency response, LiRo is uniquely suited to assist NYCHA with its current efforts to restore/improve properties damaged by Sandy. LiRo's architectural practice is working with our Mechanical/ Electrical/Plumbing team to evaluate and formulate the best approaches to rebuilding at 41 buildings within high-rise complexes, including providing NYCHA with Hazard Mitigation Proposals (HMP). This initial assignment represents 25% of the total permanent work planned.

#### SUPPORT TO STATE & LOCAL

NYCHA benefitted from the disaster recovery experience of LiRo's senior management from past disasters. Our team quickly set up a management and reporting structure and were imbedded with NYCHA's team at its Command Center. We advised them on coordination with other City agencies including our contacts at the Buildings Department and ConEd for re-energizing issues, and OEM to assist with the fuel shortage.

#### BENEFIT TO NASSAU COUNTY

Nassau County will be able to capitalize on the lessons learned from our team from past disasters and NYCHA's success in quickly restoring power to 80,000 residents. Additionally, we are familiar with HUD and other federal funding requirements and have already developed HMPs for a wide range of housing properties.

#### PROJECT RELEVANCE

- Experience with Emergency and Permanent repairs for housing recovery
- Extensive work with HUD funded programs
- Design and construction management capabilities to assist with Hazard Mitigation plans

#### PROJECT OWNER

New York City Housing Authority

#### CONTRACT NUMBER(S)

- AE 1203155

#### TYPE OF CONTRACT

IDIQ, Cost Plus, FFP

#### PROJECT DURATION

Start: November 2012

Close: Ongoing

#### CONTRACT VALUE

\$50M

REFERENCES	
Reference 1	Reference 2
<b>Raymond Ribeiro, PE</b> Executive VP for Capital Projects 250 Broadway, New York, NY 10007 (212) 306-8685 Raymond.ribeiro@nycha.nyc.gov	<b>Farhan Syed, PE</b> VP Capital Projects 90 Church Street, New York, NY 10007 (212) 306-2982 Farhan.syedp.e@nycha.nyc.gov

## Hazard Mitigation Technical Assistance Program (HMTAP)

### Nationwide

#### OVERVIEW OF SERVICES

Under consecutive \$50M, \$95M, \$95M, and \$150M ID/IQ A/E HMTAP contracts, URS and its team provided pre- and post-disaster engineering, planning, environmental, and programmatic assistance for FEMA's mitigation programs for floods, hurricanes, earthquakes, wildfires, ice storms, tornadoes, tsunamis, terrorist attacks, and other incidents in all 10 FEMA Regions. Under these contracts, we provided support to FEMA, states and communities on more than 200 disaster declarations through 1,025+ TO assignments. Major events included the 2004 Hurricanes; Hurricanes Katrina and Rita; Northridge and Nisqually Earthquakes; Midwest and Red River of the North flooding; the World Trade Center attacks; 2003 Southern California wildfires; Hurricanes Isabel, Ike, Gustav, Georges, Marilyn, Opal, Floyd, and Fran; and Tropical Storm Allison.

#### Program Management

We developed the Web-based HMTAP "Dashboard" to provide URS Program Managers and FEMA Project Monitors with: an effective means for exchanging status reports, financial data, customer feedback, support documentation, and training; a library for deliverables; streamlined service; and enhanced partnering.

#### Technical/Programmatic Evaluations

We provided FEMA with management and technical support for annual PDM grant application reviews, including continual improvement of electronic review and processing systems. Reviewed projects through each grant cycle for feasibility, cost effectiveness, and environmental compliance. The results of our reviews withstood detailed review by Grants Management and the Office of Management and Budget.

#### SUPPORT TO STATE & LOCAL

**Programmatic Planning and Support:** Following hurricanes Katrina and Rita, URS provided programmatic, technical, and operations support to the Gulf Coast Recovery Office (GCRO). URS assisted the GCRO in strategic planning at the Recovery Office level and at all four Transitional Recovery Offices (TROs). URS Staff interviewed senior GCRO and TRO staff to identify mission critical goals, objectives and strategies for implementation.

URS provided a wide range of other programmatic services under this contract, including development and maintenance of daily and weekly Gulf-wide and TRO specific reporting metrics. The program focused on critical requirements for mitigation, environmental and historic preservation, public assistance, and individual assistance. URS coordinated reporting efforts among the 4 (TROs), Louisiana, Mississippi, Alabama, and Texas; assessed recovery trends, provided analysis and senior level briefings for FEMA Gulf Coast leadership.

URS supported the GCRO IA Global Report, a weekly Excel-based report used to track individuals and households in the FEMA IA housing program in Alabama, Louisiana, Mississippi and Texas. These

#### PROJECT RELEVANCE

- Program management
- Technical assistance
- Developed and refined benefit cost analysis
- Delivery of EHP technical assistance to locals
- Planning and economics
- Long term recovery

#### PROJECT OWNER

FEMA

#### CONTRACT NUMBER(S)

- HSFEHQ-09-D-1130

#### TYPE OF CONTRACT

IDIQ

#### PROJECT DURATION

Start: 1995

Close: Ongoing

#### CONTRACT VALUE

\$390M (4 contracts)

reports tracked the movement from FEMA-provided temporary housing units through hotels, rental housing, and ultimately, to permanent housing. The Public Assistance Global Report was a weekly report used to track progress of impacted jurisdictions and the infrastructure projects that were underway. These reports tracked the movement of Projects (through Project Worksheets) in critical sectors including healthcare, education, law, transportation, utilities, etc. The reports identified the key issues occurring in the program area, impact to program delivery, proposed action, and final resolution. Additional metrics for debris monitoring and structural demolition were developed and tracked for Mississippi and Louisiana. Funding trends for the Public Assistance program were developed and analyzed on a county/parish/applicant level. Mitigation metrics were included in the PA Global Reports, quantifying the number of opportunities for 406 mitigation as well as amount of 406 mitigation funding dispersed to date. Each TRO provided data on a weekly basis, from which **URS performed trend analyzes in order to chart the progress within key factor areas identified by senior management. These reports were delivered by URS to the director of the GCRO and further disseminated to FEMA Senior staff.**


URS provided environmental/historic preservation technical assistance for projects submitted to FEMA under the Alternative Housing Pilot Program (AHPP) in Alabama, Mississippi, Louisiana, and Texas for compliance with the National Environmental Policy Act (NEPA) and applicable environmental laws and executive orders.

#### BENEFIT TO NASSAU COUNTY

URS has a long history of supporting New York under the HMTAP contract. Dating back to Hurricane Gloria in 1985, URS has supported FEMA in staffing Joint Field Offices, recording high water marks, implementing Joint Explanatory Statement projects, and facilitating resident access to FEMA grant dollars through numerous helplines and outreach material development.

We will bring the local knowledge gained through direct support to New York and communities and integrate it with our GCRO recovery expertise.

Further, URS continues to enhance existing, and develop new, systems, to facilitate continuous improvement of the management process of all of our contracts. We have demonstrated an excellent ability to track task orders and performance, provide high-quality, on-time services and products to our clients. URS completed task order assignments 15 percent under budget on average, using more than 70 subcontractors and consultants, resulting in a savings of over \$25M to the client. As these management systems and procedures already exist and can be readily applied to this procurement, the DPW can rest assured that they have a consultant with the capabilities to manage this program without adding additional burden to the agency.

REFERENCES	
Reference 1	Reference 2
<b>Tom Atkin</b> Rear Admiral (Ret.) 	<b>John Bishop</b> COTR 1800 S. Bell Street, Arlington, VA (202) 646-4363 John.bishop@fema.dhs.gov

## Technical Assistance and Research Contract (TARC)

### Nationwide

#### OVERVIEW OF SERVICES

URS has been part of the last four consecutive FEMA Technical Assistance and Research Contracts (TARC), first as a subcontractor to Greenhorne & O'Mara, Inc. (G&O), and then as the program manager of the Joint Venture of BESTT (Building Engineering Sciences and Technology Team), and now as prime contractor of the existing contract. These firms are nationally recognized professionals with decades of direct experience completing problem-focused studies and conducting post-disaster forensic engineering investigations for FEMA.

The URS Team has supported FEMA's mission to strengthen national building codes and provide sound reconstruction guidance since the early 1990s. Over the years, the URS Team members provided FEMA with the following services: architectural; building performance assessment; engineering; graphic design; technical writing; planning, environmental science; historic architecture; archaeology; surveying; training; and GIS. We have completed more than 150 task orders under TARC.

#### SUPPORT TO STATE & LOCAL

In response to Hurricane Sandy, URS is assisting FEMA Building Science conduct a post-disaster forensic investigation, called a Mitigation Assessment Team (MAT) investigation, to assess the damage in New Jersey and New York for potential building code improvements and to support a more resilient community recovery in accordance with the new National Disaster Recovery Framework. Residential buildings and critical facilities (hospitals, schools, police, fire, water, power, transportation and communications) are the key topics being studied by the MAT.

#### Building Codes:

The URS Team members are helping FEMA, states, and communities further their mission in the development, adoption, and tracking of national disaster-resistant building codes and standards. The URS Team provided database development, data collection, and task order management and monitoring for this effort. The Building Code Tracking System developed is used for the following purposes:

- Track the adoption rate of state-of-the-art codes across the nation and resulting improvement in the disaster resistance of building construction in those areas
- Learn whether the nation's largest growing areas are implementing disaster-resistant codes
- Compare the effectiveness of codes (in use or not in use) in areas of similar natural hazards exposure and vulnerability
- Discover areas that may lack codes and are in need of technical assistance from FEMA and its partners

#### PROJECT RELEVANCE

- Program management
- Building codes
- Disaster recovery
- Housing recovery strategy
- Engineering and construction best practices
- Substantial damage evaluation

#### PROJECT OWNER

FEMA

#### CONTRACT NUMBER(S)

- HSFEHQ-10-D-0037

#### TYPE OF CONTRACT

IDIQ

#### PROJECT DURATION

Start: 5/2010

Close: Present (Current Contract)

#### CONTRACT VALUE

\$35M (current contract)

- Identify local ordinances, programs, and policies related to natural hazard mitigation and that may exist separately from model building codes
- Provide building code data to support Response and Recovery activities following natural disasters

The URS Team is tracking the adoption of latest disaster resistant building codes by jurisdictions using the ISO BCEGS database supplemented with our own data collection. We are collecting data for three different categories to determine whether: 1) jurisdictions with high or very high seismic risk have adopted seismic resistant code (IBC 2003 and later); 2) jurisdictions with high hurricane risk have adopted hurricane resistant code (IBC 2003 and later); and 3) jurisdictions with high flood risks (Zone A etc.) have adopted flood resistant code (IBC 2003 or later).

### Repetitive Loss Technical Assistance

URS has supported the validating over 3,500 properties for grant funding eligibility under the Severe Repetitive Loss Grant Program. URS has also updated property information for thousands of NFIP policies helping NFIP communities to accurately track repetitive loss properties and address the risk associated with these properties.

### BENEFIT TO NASSAU COUNTY

The goal of the MAT is to not only document damage observed, but ultimately provide practical, usable and cost effective strategies for the affected home owners, local officials and contractors as they begin the rebuilding process. This will be available to the NJ residents through a MAT report summarizing the damage observed as well as providing mitigation recommendations. Additionally, the MAT will develop recovery advisories, trainings and outreach materials, as well as potential long-term code change recommendations. Specific to NY includes guidance on restoration of flooded buildings in cold weather conditions, improving load path connection for residential homes, issues to consider when rebuilding in close proximity to shore protection, mitigation of utilities in non-substantially damaged residential buildings, and strategies to protect critical facilities and other facilities important to the community. Also available to NY residents include subject matter expert to assist with various technical code and reconstruction issues as well as trainings tailored to the unique issues experienced by Nassau County.

REFERENCES	
Reference 1	Reference 2
<b>John Ingargiola</b> COTR 1800 S. Bell Street, Arlington, VA (202) 646-3452 John.Ingargiola@fema.dhs.gov	<b>Greg Wilson</b> COTR 1800 Bell Street, Arlington, VA (202) 646-3953 Gregory.Wilson2@fema.dhs.gov



## Floodplain Mapping

### New Jersey

#### OVERVIEW OF SERVICES

URS has an Indefinite Delivery Indefinite Quantity (IDIQ) contract for floodplain mapping services with the New Jersey Department of Environmental Protection (NJDEP). The first task order is for flood data analysis and floodplain mapping support within the Hackensack River-Passaic River Watershed, including revising the county-wide Flood Insurance Study (FIS) for Bergen County. The task order includes topographic data development from previous LiDAR collections, detailed hydrologic and hydraulic engineering studies for 53 stream miles; creation of new Zone A delineations for 16 stream miles; authoring a county-wide Flood Insurance Study; development of Digital Flood Insurance Rate Map (DFIRM) databases; production of 89 DFIRM map panels and Post-Preliminary Support.

Multiple survey teams collected field survey data for the selected stream reaches, which was used to perform detailed hydraulic analyses using AECOM's Watershed Information System (WISE) software, a FEMA approved software package. WISE includes automated tools to develop hydraulic models, final floodplain mapping, and FEMA DCS-compliant data files. For model development, URS developed an integrated GIS database, including bare-earth elevation models, stream vectors, stream perimeters, bank stations, and model features.

Discharges for flow nominations for the new study reaches were provided by the NJDEP. For all studied reaches, HEC-RAS input data was electronically mapped on the terrain model using WISE. The RASLOT software was used to create the new studies' flood profiles. All data has been developed in the FEMA Data Capture Standards format. The new study information was merged into a DFIRM database.

New study data for streams outside of Bergen County, including streams in Passaic, Morris, and Essex counties, will be provided to other FEMA contractors for incorporation into separate Physical Map Revisions (PMRs) for those counties.

#### SUPPORT TO STATE & LOCAL

A new county-wide FIS is being created for Bergen County, NJ. In addition to the new detailed studies, the effective DFIRM data base and current mapping was converted from the NGVD29 datum to the NAVD88 datum. This effort required conversion of over 250 profile panels, the floodway data table, and base flood elevations depicted on the DFIRMs. The FIS effort also includes incorporating additional detailed study information for both fluvial and coastal flooding sources from other contractors. In addition to drafting an updated FIS report, 89 DFIRM panels will be distributed to the 70 communities within Bergen County.

#### BENEFIT TO NEW JERSEY

Local professionals and subcontractors used in this contract provide knowledge of local conditions, reduce travel costs and provide opportunities for DCA to meet intent of the Stafford Act Reform

#### PROJECT RELEVANCE

- Understanding of local flood conditions with direct impact on housing and recovery strategy

#### PROJECT OWNER

NJ Dept. of Environmental Protection

#### CONTRACT NUMBER(S)

- P1066-00

#### TYPE OF CONTRACT

Multiple Award Term Contract

#### PROJECT DURATION

Start: May 2, 2011

Close: Ongoing

#### CONTRACT VALUE

\$1.25M

Measures relating to the use of local resources post-disaster and thereby keeping recovery funds within the state.

Congress recently passed the NFIP Biggert-Waters Act of 2012 (BW-12) that reforms the National Flood Insurance Program. These changes will affect homeowners in the special flood hazard areas within the state. As the contractor for the State of New Jersey supporting their effort as a mapping Cooperative Technical Partner (CTP), URS has access and knowledge of the local flood conditions throughout the state.

URS will incorporate the most recent NFIP flood map modifications for communities in the state, along with considerations of BW-12, into the housing strategy in order to provide the state with a more sustainable recovery.

REFERENCES	
Reference 1	Reference 2
<b>Joseph Ruggeri</b> NJ State NFIP Coordinator's Office 501 East State Street Mail Code 501-01A P. O. Box 420 Trenton, NJ 08625-0420 (609) 292-2296 Joseph.Ruggeri@dep.state.nj.us	<b>John Scordato</b> NJ State NFIP Coordinator's Office 501 East State Street Mail Code 501-01A P. O. Box 420 Trenton, NJ 08625-0420 (609) 292-2296 John.Scordato@dep.state.nj.us

## Hudson-Bergen Light Rail Transit System

### Hudson County, NJ

#### OVERVIEW OF SERVICES

URS led the DBOM consortium and served as construction manager and prime contractor for the \$1.8 billion Hudson-Bergen Light Rail Transit System (HBLRT), the first and largest Design-Build-Operate-Maintain (DBOM) transit system in the U.S. URS was responsible for engineering and design, procurement, construction management, startup and commissioning for stations, bridges, maintenance facilities, utilities, and track for this FRA-compliant transit system. URS managed subcontractors performing civil, electrical and tunneling work, and also self-performed the civil and architectural work for the light rail stations and some of the rail systems work. URS procured over 100 contract packages and subcontracted over \$200 million to DBE firms. URS continues to operate the HBLRT and maintain the infrastructure, rail system, stations and facilities. The system includes 17 miles of electrified double track featuring overhead catenary traction power supply, 24 passenger stations, 100,000 SF maintenance shop, 75,000 SF vehicle storage facility and rail yard, and more than a dozen bridges.

#### SUPPORT TO STATE & LOCAL

This ambitious FTA-funded transportation project is a public-private partnership (PPP) with NJ Transit. The line was constructed through a heavily urbanized, densely populated area and URS worked closely with six different municipalities, the county, state agencies and other community-based organizations to ensure the project's success. A strong community relations component ensured that relationships with municipal governments and their constituents were developed from the top down, with initial meetings scheduled between the Project Director and Community Relations Director for HBLRT and the Mayor's Office for each affected community.

#### BENEFIT TO NEW JERSEY

HBLRT is one of the most successful transit-oriented development areas in the United States. Since opening for revenue service, more than 100 companies have moved into the area and 30,000 new jobs have been created. As of 2008, 10,000+ new units documented at five station areas as of 2008 were conservatively estimated at \$5.3 billion. These developments represent new riders, new ratables, new business creation and investment, new employment opportunities, environmental improvement, and a fresh, engaging sense of place in station areas. HBLRT serves more than 45,000 New Jersey customers daily.

#### PROJECT RELEVANCE

- Economic Development
- Historic Restoration
- Community Outreach
- Construction Management
- Infrastructure Design
- Road Design

#### PROJECT OWNER

New Jersey Transit Corporation (NJT)

#### CONTRACT NUMBER(S)

- 96CT001

#### TYPE OF CONTRACT

Design-Build-Operate-Maintain

#### PROJECT DURATION

Start: 1996

Close: Ongoing (O&M)

#### CONTRACT VALUE

\$2B

REFERENCES	
Reference 1	Reference 2
<p><b>Steven Santoro</b> Assistant Executive Director, NJT Capital Planning One Penn Plaza East Newark, NJ 07105 (973) 491-8960 ssantoro@njtransit.com</p>	<p><b>Charles (Ty) Dickerson</b> Program Manager One Penn Plaza East Newark, NJ 07105 (973) 491-8480 cdickerson@njtransit.com</p>

## New York City Rapid Repairs Program (RRP) – Sandy Response Citywide, New York City

### OVERVIEW OF SERVICES

The first of its kind, the Rapid Repairs Program is a partnership between the Federal Emergency Management Agency (FEMA) and the City of New York to restore temporary power, heat, and hot water to individual homeowners whose properties were damaged by Sandy. The program is designed to leverage and maximize government and private resources to help these single family homeowners hardest hit by the storm.

LiRo is performing Construction Management and Quality Assurance/ Quality Control for over 50% of this program to restore power and heat to a projected 40,000 homes. As the program evolved, it is currently divided into three divisions: Single Family Homes, High-Rise/Multi-Tenant Buildings, and a “Hot Shot” List of properties with special needs. With initial responsibilities to supervise six contractors and provide monitoring and inspection, quality assurance/quality control, and project controls for compliance with FEMA requirements for reimbursement, LiRo’s operations has since grown to include providing customer service representatives, closeout inspectors, and data management and the number of contractors has increase to 10 for expanded work at properties in Broad Channel.

Nearly 10,500 residential units have been completed from the remaining list of approximately 16,000 registered homeowners.

LiRo’s team is comprised of 102 personnel, with daily functions that include coordination of appointments, Right of Entry, register new applicants to the program, and technical support. Extensive records management/photo documentation is integral to our operation for payment as well as the maintenance of a database for future FEMA audits. Many of the standard forms for documentation utilized by the RRP were formulated by LiRo.

LiRo’s early success with our contractor payment tasks had a 90% success rate and is currently at 98%, with minimal contract deductions. LiRo was commended for our efforts in records management and payment processing.

### SUPPORT TO STATE & LOCAL

LiRo’s extensive knowledge of all NYC regulatory and sister agencies, allowed greater coordination for sign-offs and where cooperation was needed due to jurisdictional issues with other agencies. Our assessment teams were also knowledgeable in the social services resources for homeowners as we visited properties where individuals were in need of additional assistance beyond home repairs.

#### PROJECT RELEVANCE

- Success developing/mobilizing/managing housing recovery
- Experience with issues related to recovery/work in single family homes
- Designed/implemented documentation system
- Supporting call center/ direct outreach to homeowners
- Success with payment processing

#### PROJECT OWNER

New York City Department of Environmental Protection

#### CONTRACT NUMBER(S)

- N/A

#### TYPE OF CONTRACT

- T&M, Unit Price

#### PROJECT DURATION

**Start:** November 2012

**Close:** Ongoing

#### CONTRACT VALUE

- \$500M (Projected)

**BENEFIT TO NASSAU COUNTY**

Nassau County will be able to capitalize on the lessons learned by our team from the largest (\$500M) Sandy residential housing recovery program. We have already developed procurement, project management, and data management systems that have tested and accepted by the Owner and FEMA.

REFERENCES	
Reference 1	Reference 2
<b>Michael Kenny</b> Integrity Manager 250 Broadway, NY NY 10007 (917) 939-6963 mkenny@recovery.nyc.gov	<b>Frank D'Arpino</b> Associate Commissioner 30-30 Thomson Ave. Long Island City, NY 11101 (718) 391-1061 D'ArpinoF@ddc.nyc.gov

## Nassau County Sheltering and Temporary Essential Power (STEP) Countywide, Nassau County, New York

### OVERVIEW OF SERVICES

LiRo designed and implemented this program for Nassau County's efforts to return homeowners to their properties damaged by Superstorm Sandy. This innovative Sheltering and Temporary Essential Power (STEP) Program matches contractors with homeowners to assess the damages to their homes and make the necessary emergency/temporary repairs so that these households can have safe power, heat and hot water to shelter in place while performing permanent repairs.

Part of a Joint Venture, LiRo is assisting the County with the registration process for the homeowners; managing the activities of the electrical, plumbing, and carpentry contractors related to assessments; and preparation of work orders and scheduling of work at these homes. LiRo is also holding the construction contracts, providing inspectors to monitor and verify the contractors' work, and preparing final closeout documentation. To meet the rigorous documentation that is required for this FEMA funded program, LiRo instituted invoicing policies and procedures for assessment and work order processing and implemented the documentation control system that tracks and reports on over 10,000 physical files. All of these tasks were completed in less than 21 days. The program was completed in less than three months. To date, nearly 6,000 homes have been visited with 2,600 completed assessments and 700 work orders issued.

### SUPPORT TO STATE & LOCAL

LiRo's team is the sole delivery vehicle of this program providing all services to the County. Our management and support staff work in concert with the Nassau County Office of Emergency Management at the County's Headquarters and is providing intake and customer representative services, management of contractor assignments, and document controls from that facility. Additionally, we are monitoring the work and submitting documentation to the County for FEMA reimbursements.

### BENEFIT TO NASSAU COUNTY

Nassau County will be able to capitalize on the lessons learned from this residential program, including policies and procedures developed and accepted by FEMA representatives. Our team would be able to capitalize on the lessons learned directly in Nassau County related to procurement, right-of-entry work, and contractor management to facilitate implementation.

#### PROJECT RELEVANCE

- Success developing/managing procurement strategy for housing recovery
- Experience with issues related to recovery/work in single family homes
- Designed/implemented documentation system
- Supporting call center/ direct outreach to homeowners

#### PROJECT OWNER

Nassau County

#### CONTRACT NUMBER(S)

- N/A

#### TYPE OF CONTRACT

IDIQ, Unit Price

#### PROJECT DURATION

Start: 11/30/12

Close: Ongoing

#### CONTRACT VALUE

\$10,000/house

REFERENCES	
Reference 1	Reference 2
<b>Rob Walker</b> Chief Deputy County Executive Theodore Roosevelt Executive & Legislative Building 1550 Franklin Avenue, Mineola, NY 11501-4898 (516) 571-6000 Rrwalker@nassaucountyny.gov	<b>Shila Shah-Gavnoudias, PE</b> Commissioner Nassau County Department of Public Works 1194 Prospect Avenue, Westbury, NY 11590 (516) 571-9634 sshahgavnoudias@nassaucountyny.gov



## Hurricane Sandy Infrastructure Assessment

### New York, New York

#### OVERVIEW OF SERVICES

Following Hurricane Sandy URS assisted the MTA in conducting assessments of several of its properties. The Queens Midtown Tunnel (QMT) was closed for several days as a result of severe damage to many of its critical support systems. After temporary repairs allowed the tunnel to reopen, the MTA called on URS to provide assessment and inspection services to help return the tunnel to permanent normal condition. URS determined that the tunnel's light fixtures and wiring had to be removed and replaced, and the dewatering system required refurbishment of pumps, valves, controls, and electrical distribution. Sandy also affected the tunnel's heat tracing system and ventilation ducts and the dewatering equipment in the Queens and Manhattan Vent Buildings. Inspection and assessment was typically performed during the day, with repairs performed during the evening and early morning hours when the tunnel could be closed to traffic.

URS also developed and implemented a damage assessment plan for repairs to the MTA's Integrated Electronic Security System (IESS) installed in the terminals, stations and under river tunnels. For the past five years URS has provided construction management services for system-wide installation of IESS communications systems. Wherever possible, URS performed actual surveys to assess the damage; where sites could not be accessed URS implemented a methodology to assess "probable damage" based on the reported flood levels and first-hand knowledge of the location and quantity of IESS equipment. While damage in Amtrak's East River Tunnel was found to be significant, URS identified only minimal damage to Metro-North and New York City Transit property.

The Long Island Rail Road's Long Beach Branch sustained significant damage due to saltwater flooding during Hurricane Sandy and service was suspended. URS organized a team of independent railroad engineering experts to conduct a site inspection and damage assessment of the signals, traction power and communications systems to document the nature of the system repairs that should be undertaken to restore service. The team reviewed the restoration approach underway by LIRR forces and provided recommendations for near-term and longer-term repair and restoration alternatives. URS provided project management using CPM scheduling and integrated management database software to support the LIRR restoration team including development of daily progress updates for the restoration CPM schedule, project administration and reporting for the LIRR engineering team.

#### SUPPORT TO STATE & LOCAL

The MTA is a New York State public benefit corporation with responsibility for maintaining public transportation and transit operations throughout New York City. The MTA provides service for more than 8 million passengers and more than 280,000 vehicles daily. URS provided services to Long

#### PROJECT RELEVANCE

- Infrastructure Assessment
- Construction Management
- Project Management
- Linked enterprise CPM (multiple project/ contracts) and database construction management software (URS' U2 system)

#### PROJECT OWNER

New York Metropolitan Transportation Authority (MTA)

#### CONTRACT NUMBER(S)

- 98-0001-01
- CM-1310

#### TYPE OF CONTRACT

Investigation/Construction Management

#### PROJECT DURATION

Start: 2012

Close: Ongoing

#### CONTRACT VALUE

N/A

Island Rail Road, Metro-North Railroad, Triborough Bridge and Tunnel Authority, three of the MTA's operating agencies. Prompt assessment and repair of these facilities was critical to the City's economic well-being following Hurricane Sandy.

**BENEFIT TO NASSAU COUNTY**

URS' proven expertise in assessment/investigation and recovery of critical infrastructure can be applied directly to recovery efforts in New York.

REFERENCES		
Reference 1	Reference 2	Reference 3
<b>Nino Pirraglia (IESS)</b> MTACC Construction Management 2 Broadway New York, NY 10004 (646) 252-3135	<b>Samir Salah (QMT)</b> Manager, Structural Engineering, B&T 2 Broadway New York, NY 10004 (646) 252-7084	<b>Kevin Tomlinson (LIRR)</b> Chief of Engineering, LIRR 93-59 183rd Street Hollis, NY 11423 (718) 558-3030

## New York City Housing Authority – Construction Management Citywide, New York City

### OVERVIEW OF SERVICES

Under successive contracts, LiRo has been performing work on a task order basis for the largest public housing authority in North America since 2004. NYCHA properties total nearly 340 developments citywide with over 400,000 residents. We have provided the construction management services listed below on a wide variety of projects ranging in value from \$500,000 to \$60M. The total value of these contracts is over \$371M.

These projects require careful coordination with community residents so that interruptions of utilities, housing access, dust, noise, etc. are kept to an absolute minimum. In addition, a community liaison is necessary to keep local residents well informed as to the progress and new developments on the project. Project services include:

- Demolition
- Lead and Asbestos Abatement
- Mechanical, Electrical, Plumbing
- Cost Estimating and Scheduling
- Constructability Review
- Contractor Prequalification and Bid Administration
- Project Management
- Construction Inspection
- Document Control
- Change Orders
- Project Closeout

### SUPPORT TO STATE & LOCAL

With nearly 20 years of experience with this public housing client, our full-service firm have provided planning, design, construction management, construction inspection, and closeout services with the full understanding of all HUD requirements and the Authority's commitment plans, this includes NYCHA's \$423M in Recovery Act fund from its FY12 plan.

### BENEFIT TO NASSAU COUNTY

Nassau County will be able to capitalize on the lessons learned by our team from our public housing experience. We understand the HUD and other federal funding requirements; the need for tenant and community outreach; and managing multi-site and multi-contract programs. We have developed procurement, project management, and data management systems that integrate with large scale projects.

#### PROJECT RELEVANCE

- Experience with Emergency and Permanent repairs for housing recovery
- Extensive work with federal funding requirements
- Design and construction management capabilities to meet all deadlines

#### PROJECT OWNER

New York City Housing Authority

#### CONTRACT NUMBER(S)

- N/A

#### TYPE OF CONTRACT

IDIQ, Cost Plus, FFP

#### PROJECT DURATION

Start: 2004

Close: Ongoing

#### CONTRACT VALUE

\$371M

REFERENCES	
Reference 1	Reference 2
<b>Raymond Ribeiro, PE</b> Executive VP for Capital Projects 250 Broadway, NY NY 10007 (212) 306-8685 Raymond.ribeiro@nycha.nyc.gov	<b>Farhan Syed, PE</b> VP Capital Projects 90 Church Street, NY NY 10007 (212) 306-2982 Farhan.syedp.e@nycha.nyc.gov

## World Trade Center Transportation Hub and Site Redevelopment New York, New York

### OVERVIEW OF SERVICES

URS, as part of a joint venture, is providing construction and program management services to the Port Authority to rebuild the World Trade Center (WTC) site in lower Manhattan and the main station hub/PATH Hall and tracks/systems of the PATH system that support commuting from and to New Jersey. The program is one of the largest urban infrastructure developments in the U.S. and includes more than \$10 billion in public and private capital investment in the 16-acre site. URS' services include construction management and resident engineering, quality assurance, site logistics coordination, independent schedule management, contractor schedule review, cost estimating, construction safety oversight, site security management, cost management, document control, logistics, environmental reporting, and other support and technical services, as well as coordination with government agencies, utilities, local communities and business groups. Coordinating the logistics of site activities for this complex project has been a major challenge as there are multiple teams of construction companies vying for space both within the site's 16-acre footprint as well as in the immediate area. 4-D modeling and sophisticated scheduling software have been used to facilitate management of the project. The main program elements include: WTC Transportation Hub/New PATH Terminal, National September 11 Memorial and Museum; One World Trade Center, Vehicle Security Center; and site infrastructure improvements (streets, roadways, utilities, temporary and permanent power supply, central chiller plant).

### SUPPORT TO STATE & LOCAL

The project required intensive coordination with government agencies, utilities, and local communities and business groups.

### BENEFIT TO NASSAU COUNTY

Much of the work in Lower Manhattan was funded by federal agencies, primarily HUD and FTA. We established good relations with both agencies and many of the same individuals will be involved in the Nassau County Recovery Programs.

#### PROJECT RELEVANCE

- Pre-construction Services
- Inspection Services
- Cost Management
- Quality Control
- Document Control
- Cost Estimating
- Logisitics
- Environmental Reporting
- Agency Coordination

#### PROJECT OWNER

Port Authority of New York and New Jersey

#### CONTRACT NUMBER(S)

- WTC284.459

#### TYPE OF CONTRACT

Program/Construction Management

#### PROJECT DURATION

Start: 2006

Close: Ongoing

#### CONTRACT VALUE

\$17B

### REFERENCES

Reference 1	Reference 2
<p><b>Richard Behnke</b> Engineer of Construction, WTC Construction 115 Broadway New York, NY 10006 (212) 435-5675 rbehnke@panynj.gov</p>	<p><b>Alan Reiss</b> Deputy Director, World Trade Center Redevelopment 115 Broadway New York, NY 10006 (212) 435-5530 areiss@panynj.gov</p>

## RiskMap Production and Technical Services Contract

### Regions 2, 3, and 6

#### OVERVIEW OF SERVICES

As a joint venture partner for Risk Assessment and Mapping Partners (RAMPP), URS was awarded a contract to provide DFIRM production and technical services to assist FEMA with identifying flood hazards throughout the United States and its territories. As part of this contract, we operate Regional Support Centers located near the FEMA Regional offices in Regions II, III, and VI, process Letters of Map Change (LOMCs), and provide production and technical services for FISs and DFIRMs. We will also provide studies, hazard risk assessment, mitigation planning and outreach, and other services under this contract.

To date, the joint venture has been awarded over \$90 million in task orders for a variety of services. Over \$70 million of this work is for Regional production task orders, of which the primary tasks are FIS and DFIRM production for over 90 counties and several watersheds. These production tasks include watershed studies, countywide studies, Physical Map Revision (PMRs) for levee issues, and PMRs for revisions to coastal flood hazards.

Another major component of our Regional production effort is updating the coastal DFIRMs and FIS for the New Jersey coast from the Delaware River north to (and including) New York City.

#### SUPPORT TO STATE & LOCAL

Hurricane Sandy made landfall on October 29, 2012, and has left in her wake literally billions of dollars in damages in communities along the New York and New Jersey coastline. Understandably, communities are anxious to begin the rebuilding process and get their lives back together, and in doing so, the URS Germantown office is playing an important role in helping these communities. Under the Federal Emergency Management Agency's Risk Mapping, Assessment, and Planning Program (Risk MAP), URS is preparing Advisory Base Flood Elevations (ABFEs) that property owners can use to aid in their rebuilding efforts.

ABFEs consist of a series of maps and Geographic Information System (GIS) data layers that show revised base flood elevations and more accurately define areas of higher coastal flood risk. These are an interim step in the ongoing work by URS to update the National Flood Insurance Program's Flood Insurance Rate Maps (FIRMs). These maps are adopted by communities to ensure building and construction take place in a responsible manner so that property owners' flood risk is reduced, and that as a participating community in the NFIP, required flood insurance is offered at lower rates.

In addition to the ABFE mapping effort, URS is providing onsite communications and outreach support to FEMA and local communities in Hurricane Sandy-impacted areas. This has included assisting with local community meetings to present options on rebuilding by elevating homes to the ABFEs; answering "Ask The Expert" emails through the region2coastal.com website; and developing and updating Frequently Asked Questions and other helpful information. It is imperative that local

#### PROJECT RELEVANCE

- Hazard analysis
- Program management
- Local media and congressional outreach
- Familiarity with local community officials, issues, and opportunities
- Ability to provide attentive and responsive support

#### PROJECT OWNER

FEMA

#### CONTRACT NUMBER(S)

- HSFEHQ-09-D-0369

#### TYPE OF CONTRACT

IDIQ

#### PROJECT DURATION

Start: 2008

Close: Ongoing

#### CONTRACT VALUE

\$600M

community officials and property owners have a good understanding of how the ABFE information can be used in the coastal rebuilding effort. Through our efforts, communities will be armed with information and know what to do to prepare for their future in coastal New Jersey and New York.

URS has supported the State of New Jersey in the past by working through FEMA’s Region II office as their Regional Support Center. As part of a joint venture, URS has been serving FEMA Region II, which includes New Jersey, for nearly five years in a technical support role for the Hazard Mitigation Branch and Floodplain Management Branch of FEMA. URS has also worked with the Regional Catastrophic Planning Team (RCPT) providing consultation and communications support related to its Universal Logistics Standard, which impacts both New York and New Jersey.

**BENEFIT TO NEW JERSEY**

By choosing URS, the State of New Jersey will benefit from the already comprehensive knowledge URS has regarding local rebuilding efforts, related controversies, and approaches to address overcome these issues. URS sees a great deal of opportunity in New Jersey and looks forward to an opportunity to capitalize on its FEMA and RCPT experiences to bring long-term benefits to the State.

REFERENCES	
Reference 1	Reference 2
<b>Roy Wright</b> Deputy Associate Administrator, Mitigation 1800 S. Bell Street, Arlington, VA (202) 646-3461 Roy.Wright@dhs.gov	<b>William McDonnell</b> FEMA Region II – Public Outreach 26 Federal Plaza, New York, NY (212) 680-3600 William.mcdonnell@fema.dhs.gov



## Tab 8 – Additional Experience of Bidder





## 8.0 ADDITIONAL EXPERIENCE OF BIDDER

The URS Team has the most comprehensive experience with HUD CDBG-DR programs with a proven history of outstanding performance on two of the largest disaster recovery housing programs ever funded. The comprehensive services the URS Team provided to previous projects extends from policy and program development in the early or pre-funding stage, all the way through construction and closeout of the projects. As our project summaries attest, our work for the Mississippi Development Authority after Hurricane Katrina and the Texas General Land Office after Hurricane Ike demonstrates our history of successful performance. URS helped pioneer these programs as we implemented new regulations and policies being developed to govern the program while simultaneously executing the task orders. We were at the forefront working directly with our clients and HUD to codify solutions that work not only in theory, but on the ground during project implementation.

Our national contracts with FEMA for Public Assistance, Individual Assistance, and Hazard Mitigation, along with our expertise in leveraging private capital sources, serve our clients well. The URS Team brings together our expertise across programs to align recovery needs with optimal funding sources. Our ability to administer a comprehensive housing program management process, as proven by our successful experience with other CDBG-DR programs, provides the DCA assurance of our ability to coordinate effectively with State and Federal agencies, and other stakeholders to facilitate understanding and program participation.

The collective URS Team also brings together the best expertise available within the consulting industry for HUD CDBG-DR programs. Each team partner has unique skills sets, whether it is national experience with large recovery projects, expertise in housing policy, budgeting and financial management capabilities, or on the ground experience with construction management. The resources we bring are only enhanced by the depth of experience they possess. Our project experience summaries provide the DCA with an in-depth look at how our team has performed and assurance that we can service the full spectrum of duties required under this program.

**Table 8.1: The URS Team Meets or Exceeds all Additional Experience Requirements**

REQUIREMENT	PROJECTS DEMONSTRATING EXPERIENCE	HIGHLIGHTS
<p><i>Bidder should have significant proven experience and a history of successful professional engagements in disaster recovery, including housing policy and program development</i></p>	<ul style="list-style-type: none"> <li>• Hurricane Katrina CDBG-DR Housing Program</li> <li>• Hurricane Ike Housing Program Round 1 (HUD CDBG Funded)</li> <li>• Hurricane Ike/Dolly CDBG-DR Housing Program, Round 2</li> <li>• Public Assistance Technical Assistance Contract (PA-TAC)</li> <li>• Individual Assistance – Technical Assistance Contract (IA-TAC III)</li> <li>• Housing Inspection Services (PARR)</li> <li>• Hazard Mitigation Technical Assistance Program (HMTAP)</li> </ul>	<ul style="list-style-type: none"> <li>• URS developed and implemented successful housing policies and programs, both single and multi-family, for Mississippi following Katrina</li> <li>• URS, H2Bravo, and Hamby &amp; Piatt partnered under multiple contracts in Texas to develop and implement successful housing policies and programs, both single family and multi-family, for housing recovery under CDBG-DR</li> <li>• URS developed a program plan and bid specification for rapidly repairing housing within the New York City metropolitan area following a catastrophic event</li> <li>• URS delivered its 75 percent draft three days before Superstorm Sandy made landfall</li> </ul>

REQUIREMENT	PROJECTS DEMONSTRATING EXPERIENCE	HIGHLIGHTS
	<ul style="list-style-type: none"> <li>• Hazard Mitigation Assistance (HMA)</li> <li>• Regional Catastrophic Planning Team, Housing Recovery and Rapid Repair (H3R) Task Order</li> <li>• Monmouth, Atlantic, and Burlington Counties, NJ Multi-Jurisdictional Hazard Mitigation Plans</li> </ul>	<ul style="list-style-type: none"> <li>• Draft deliverables were used by New York City to help launch its Rapid Repair Program.</li> <li>• In support of the HMTAP and HMA contracts, URS supports FEMA with the Hazard Mitigation Assistance Programs, reviewing multiple mitigation projects, including elevation.</li> <li>• URS supports FEMA for all major recovery programs, including Public Assistance (PA-TAC), Individual Assistance (Housing Inspections and IA-TAC), and Mitigation (HMTAP and HMA)</li> <li>• URS has a longstanding history of supporting NJ communities with mitigation planning through local contracts as well as through FEMA Region II.</li> </ul>
<p><i>Bidder should have a thorough understanding of all other housing recovery program requirements, including but not limited to other Federal and State agency requirements (when and if applicable under the program component)</i></p>	<ul style="list-style-type: none"> <li>• Hurricane Katrina CDBG-DR Housing Program</li> <li>• Hurricane Ike Housing Program Round 1 (HUD CDBG Funded)</li> <li>• Hurricane Ike/Dolly CDBG-DR Housing Program, Round 2</li> <li>• Individual Assistance – Technical Assistance Contract (IA-TAC III)</li> <li>• Hudson-Bergen Light Rail Transit System</li> </ul>	<ul style="list-style-type: none"> <li>• In addition to our extensive CDBG-DR experience, URS supports the FEMA program for direct housing assistance (i.e., mobile homes) under the IA-TAC III contract</li> <li>• URS brings extensive familiarity with New Jersey codes and regulations through our portfolio of planning, engineering, and construction projects throughout the State</li> </ul>
<p><i>Bidder should have thorough understanding of and experience in quantitative data analysis and its application to policy and program planning</i></p>	<ul style="list-style-type: none"> <li>• Hurricane Katrina CDBG-DR Housing Program</li> <li>• Hurricane Ike Housing Program Round 1 (HUD CDBG Funded)</li> <li>• Hurricane Ike/Dolly CDBG-DR Housing Program, Round 2</li> <li>• Technical Assistance and Research Contract (TARC)</li> </ul>	<ul style="list-style-type: none"> <li>• Through our CDBG-DR Program Management contracts, URS used a variety of quantitative and geospatial analytic methods to assess post-disaster housing needs, design programs targeted to meet those needs, and implement programs compliant with CDBG-DR requirements</li> <li>• The URS Team includes economists and urban planners with experience performing a broad range of local/regional economic and financial analyses related to economic development and the fiscal/economic impact of community investments</li> </ul>

REQUIREMENT	PROJECTS DEMONSTRATING EXPERIENCE	HIGHLIGHTS
<p><i>Bidder should have thorough understanding of the environmental and historic issues and requirements relative to the housing recovery efforts as they impact program selection and delivery</i></p>	<ul style="list-style-type: none"> <li>• Hurricane Katrina CDBG-DR Housing Program</li> <li>• Hurricane Ike Housing Program Round 1 (HUD CDBG Funded)</li> <li>• Hurricane Ike/Dolly CDBG-DR Housing Program, Round 2</li> <li>• Hazard Mitigation Technical Assistance Program (HMTAP)</li> <li>• Hazard Mitigation Assistance (HMA)</li> <li>• Public Assistance – Technical Assistance Contract (PA-TAC)</li> <li>• Multiple Projects with NJ Department of Transportation</li> </ul>	<ul style="list-style-type: none"> <li>• URS developed an innovative, HUD approved environmental and historic preservation (EHP) review process for CDBG-DR programs in MS and TX that drastically reduced the time required for the review process</li> <li>• HUD-approved tools include Programmatic Agreements for Cultural Resources considerations, GIS Mapping, and protocols for high tempo environmental clearances</li> <li>• URS has successfully negotiated with local historic commissions in areas like Galveston, TX, where over 50 percent of the housing stock is historic</li> <li>• The URS Team’s process was noted in several HUD monitoring reports as a “Best Practice” in housing recovery programs</li> <li>• Under PA-TAC, URS prepares project worksheets to address appropriate recovery of damaged infrastructure while remaining compliant with all Federal/State/local environmental and historic/preservation requirements</li> <li>• Under the HMA and HMTAP contracts, URS performs environmental reviews for projects proposed under HMGP and other Hazard Mitigation Assistance programs</li> <li>• URS is ranked No. 1 for Chemical and Soil Remediation, and No. 4 for Site Assessment and Compliance in the 2012 ENR rankings.</li> <li>• URS has supported NJ DOT throughout the State of New Jersey on Environmental and Historic Preservation compliance related to transportation projects</li> <li>• Much of the work was performed in the Sandy impacted areas, providing URS additional insight into the environmental and cultural conditions that exist.</li> </ul>
<p><i>Bidder shall have significant experience designing housing recovery efforts related to natural</i></p>	<ul style="list-style-type: none"> <li>• Hurricane Katrina CDBG-DR Housing Program</li> <li>• Hurricane Ike Housing Program Round 1 (HUD CDBG Funded)</li> </ul>	<ul style="list-style-type: none"> <li>• URS has designed housing recovery efforts under multiple CDBG-DR contracts</li> <li>• URS evaluated alternative housing recovery options in Louisiana following Hurricane Katrina under HMTAP</li> </ul>

REQUIREMENT	PROJECTS DEMONSTRATING EXPERIENCE	HIGHLIGHTS
<p><i>disasters, including but not limited to HUD and CDBG-DR requirements, budgeting, DOB, and technical evaluation of both short- and long-term priorities.</i></p>	<ul style="list-style-type: none"> <li>• Hurricane Ike/Dolly CDBG-DR Housing Program, Round 2</li> <li>• Public Assistance Technical Assistance Contract (PA-TAC)</li> <li>• Individual Assistance – Technical Assistance Contract (IA-TAC III)</li> <li>• Hazard Mitigation Technical Assistance Program (HMTAP)</li> <li>• Regional Catastrophic Planning Team, Housing Recovery and Rapid Repair (H3R) Task Order</li> </ul>	<ul style="list-style-type: none"> <li>• URS developed play books for NJ Region II temporary and alternative housing for FEMA to support NJ post disaster</li> </ul>
<p><i>Bidder shall have experience in planning, structuring, organizing and staffing housing recovery efforts in states in the aftermath of a catastrophic event. Bidder shall have a proven track record in assisting states in large-scale housing recovery efforts</i></p>	<ul style="list-style-type: none"> <li>• Hurricane Katrina CDBG-DR Housing Program</li> <li>• Hurricane Ike Housing Program Round 1 (HUD CDBG Funded)</li> <li>• Hurricane Ike/Dolly CDBG-DR Housing Program, Round 2</li> <li>• Public Assistance Technical Assistance Contract (PA-TAC)</li> <li>• Individual Assistance – Technical Assistance Contract (IA-TAC III)</li> <li>• Housing Inspection Services</li> <li>• Hazard Mitigation Technical Assistance Program (HMTAP)</li> <li>• Nassau County Sheltering and Temporary Essential Power (STEP) – Sandy Response</li> <li>• New York City Housing Authority – Sandy Response</li> </ul>	<ul style="list-style-type: none"> <li>• URS provides surge staffing in support of all major FEMA recovery programs, including our Housing Inspection Services and IA-TAC III contracts</li> <li>• URS planned, structured, organized, and staffed housing recovery efforts for CDBG-DR programs following Hurricanes Katrina and Ike</li> <li>• LiRo successfully staffed and managed a cadre of subcontractors to support the Nassau County, NY STEP Program as well as the NYCHA post-Sandy utility restoration efforts</li> <li>• URS has mobilized staff hundreds of times in support of housing inspection efforts as part of the Housing Inspection contract for FEMA.</li> </ul>
<p><i>Bidder shall have experience in working with HUD and understanding of FEMA funds in the aftermath of major catastrophic events</i></p>	<ul style="list-style-type: none"> <li>• Hurricane Katrina CDBG-DR Housing Program</li> <li>• Hurricane Ike Housing Program Round 1 (HUD CDBG Funded)</li> <li>• Hurricane Ike/Dolly CDBG-DR Housing Program, Round 2</li> </ul>	<ul style="list-style-type: none"> <li>• The URS Team developed quality working relationships with HUD officials in the aftermath of Hurricanes Katrina and Ike</li> <li>• Many processes and procedures developed by the URS Team for CDBG-DR programs are now considered best practices by HUD</li> </ul>
<p><i>Bidder shall have particular expertise in all CDBG-DR and general federal</i></p>	<ul style="list-style-type: none"> <li>• Hurricane Katrina CDBG-DR Housing Program</li> <li>• Hurricane Ike Housing Program Round 1 (HUD CDBG Funded)</li> </ul>	<ul style="list-style-type: none"> <li>• The URS Team includes attorneys and Certified Public Accountants that have successfully supported clients to comply with CDBG-DR rules and regulations under multiple contracts</li> </ul>

REQUIREMENT	PROJECTS DEMONSTRATING EXPERIENCE	HIGHLIGHTS
<p><i>rules and regulations</i></p> <p><i>Bidder shall have significant experience with data management related to hurricanes, tropical storms, or similar natural disasters and experience applying data structures and data analysis to critical decision-making regarding housing recovery policy and programming</i></p>	<ul style="list-style-type: none"> <li>• Hurricane Ike/Dolly CDBG-DR Housing Program, Round 2</li> <li>• Hurricane Katrina CDBG-DR Housing Program</li> <li>• Hurricane Ike Housing Program Round 1 (HUD CDBG Funded)</li> <li>• Hurricane Ike/Dolly CDBG-DR Housing Program, Round 2</li> <li>• Hazard Mitigation Technical Assistance Program (HMTAP)</li> <li>• Public Assistance Technical Assistance Contract (PA-TAC)</li> <li>• Housing inspections</li> </ul>	<ul style="list-style-type: none"> <li>• The URS Team developed information management systems recognized by HUD as a best practice for CDBG-DR</li> <li>• URS Team data management systems were tested and proven on large-scale CDBG-DR programs in MS and TX</li> <li>• The systems are process-based, with key triggers and notifications assisting in the process flow</li> <li>• Seamless flows of information between the hand-off points coupled with the ability to assess production in real time are major attributes of the URS Team’s approach to data management</li> <li>• Under HMTAP, URS has more than 15 years of experience capturing and managing data from all disaster types to inform recovery planning and decision-making</li> </ul>
<p><i>Bidder shall have experience in assessing and incorporating into its recovery planning process any mitigation efforts being undertaken in the aftermath of a statewide catastrophic event that has damaged or destroyed dwellings, businesses, critical infrastructure, and key resources</i></p>	<ul style="list-style-type: none"> <li>• Hazard Mitigation Technical Assistance Program (HMTAP)</li> <li>• Hazard Mitigation Assistance (HMA)</li> <li>• Technical Assistance and Research Contract (TARC)</li> </ul>	<ul style="list-style-type: none"> <li>• URS has extensive experience developing both mitigation plans and recovery plans that incorporate mitigation efforts following catastrophic events under HMTAP</li> <li>• In response to Hurricane Sandy, URS is assisting FEMA Building Science conduct a post-disaster forensic investigation, called a Mitigation Assessment Team (MAT) investigation, to assess the damage in New Jersey and New York for potential building code improvements and to support a more resilient community recovery in accordance with the new National Disaster Recovery Framework</li> <li>• Residential buildings and critical facilities (hospitals, schools, police, fire, water, power, transportation, and communications) are the key topics being studied by the MAT</li> <li>• Under TARC, the URS Team supported FEMA’s mission to strengthen national building codes and provide sound reconstruction guidance since the early 1990s.</li> </ul>



**Tab 9 – Subcontracts**



## 9.0 SUBCONTRACTOR EXPERIENCE WITH THE SCOPE OF WORK

The following section presents the rationale for the URS Team with specific subcontractors to ensure DCA receives the highest standard of service in all scope of work elements. Specifically, this section will provide the demonstrated experience for each subcontractor and the elements of the scope of work in which we will have them support. Three references are included for each subcontractor.

**The LiRo Group (LiRo):** LiRo provides construction management, engineering, environmental, architectural, and program management solutions for clients in the New Jersey and New York area. The firm is currently managing more than \$10B of public sector projects. LiRo is a leader in Hurricane Sandy recovery efforts, including heading the top three housing recovery programs in New York and was responsible for returning over 100,000 residents to their homes post storm. LiRo is also involved in virtually every building and infrastructure sector that was impacted by Superstorm Sandy including 100 percent of New York City hospitals and 75 percent of schools recovery work.

REFERENCES		
Reference 1	Reference 2	Reference 3
<p><b>Raymond Ribeiro, PE</b> Executive VP for Capital Projects 250 Broadway New York City, NY 10007 (212) 306-8685 raymond.ribeiro@nycha.nyc.gov</p>	<p><b>Michael Kenny</b> Integrity Manager 250 Broadway New York City, NY 10007 (917) 939-6963 mkenny@recovery.nyc.gov</p>	<p><b>Shila Shah-Gavnoudis</b> Commissioner Nassau County Department of Public Works (516) 571-9634 sshagavnoudis@nassaucountyny.gov</p>

**H2Bravo:** The URS Team selected H2Bravo to provide Community Development Block Grant Disaster Recovery (CDBG-DR) implementation support and guidance. They were specifically chosen for their experience setting up, executing, reporting, and troubleshooting for large CDBG-DR projects. The firm was established on extensive experience from Hurricanes Katrina and Ike and capabilities of the principal managers, **Mark Howard, Reid Bruce, and Chad Herndon**. They bring diverse knowledge of disaster recovery housing programs, project management, and project implementation. Their experience is derived from direct project implementation on two of the largest disaster recovery programs ever undertaken, Hurricanes Katrina and Ike. Specific experience on housing programs includes program design, program implementation, environmental review, and construction management. The firm also brings specialized experience in administration and process development as they relate to regulatory requirements for large scale recovery and construction programs.

REFERENCES		
Reference 1	Reference 2	Reference 3
<p><b>Shaun Davis</b> Executive Director, SETRPC 2210 Eastex Freeway Beaumont, TX 77703 (409) 899-8444 sdavis@setrpc.org</p>	<p><b>Ken Jones</b> Executive Director, LRGVDC 301 W. Railroad Street Weslaco, TX 78596 (956) 682-3481 kjones@lrgvdc.org</p>	<p><b>John Mabry</b> Chief Operations Officer Disaster Recovery Division P.O. Box 849 Jackson, MS 39205 (601) 359-2379 jmabry@mississippi.org</p>

**Hamby & Piatt:** The URS Team chose Hamby & Piatt to provide executive-level CDBG-DR policy support throughout the duration of this program. **Kevin Hamby**, a former general counsel for the

Texas Department of Housing and Community Affairs, has broad knowledge of housing procedures and HUD National Disaster Recovery program policy. Mr. Hamby is currently working with grant administrators supporting the Texas General Land Office in the State’s housing program. Kevin works with two different grant administrators in four different impacted areas. The combined programs anticipate building more than 3,000 owner occupied homes and funding more than \$100 million in rental developments. Mr. Hamby has over 22 years at counsel for State Housing and Community Affairs and over 8 years supporting Texas and other States in CDBG-DR programs and policy.

REFERENCES		
Reference 1	Reference 2	Reference 3
<b>Ken Jones</b> Executive Director Lower Rio Grande Development Council 301 W. Railroad Street Weslaco, Texas 78596 (956) 682-3481 kjones@lrgvdc.org	<b>C. Kent Conine</b> Former Board Chairman of TDHCA 5220 Spring Valley Road # 204 Dallas, Texas 75254-2489 (972) 979-6996 kent@conine.com	<b>Elizabeth Anderson</b> Former Chairman TDHCA 221 East 11th Street Austin, Texas 78701-2410 (214) 564-9063 banderson@sbcbglobal.net

**Consolidated Construction Management Services (CCMS):** Consolidated Construction Management Services (CCMS), located in Wall, Monmouth County, New Jersey was founded by **Lino DeAlmeida** to provide high construction and program management services to public and private clients. CCMS is currently providing services for over \$100 million in projects throughout the State of New Jersey. CCMS’ core competencies include program and construction management, inspections, and mechanical and civil engineering. CCMS’ areas of expertise include residential construction, institutional construction, and infrastructure engineering and construction.

REFERENCES		
Reference 1	Reference 2	Reference 3
<b>John J. Reiser, Jr., PE</b> Middlesex County – County Engineer (Retired) 333 Townsend St. PO Box 1248 New Brunswick, NJ 08903 (732) 745-3283 (Office) [REDACTED] (Cell)	<b>John S. Rotolo, PE</b> Passaic Valley Sewerage Commission – Chief Engineer 600 Wilson Avenue Newark, NJ 07105 973.344.1800 (Office) [REDACTED] Cell jrotolo@pvsc.com	<b>Niel Palmieri</b> Union County – Director of Facilities Management 10 Elizabethtown Plaza Elizabeth, NJ 07207 (908) 527-4218 (Office) [REDACTED] (Cell) npalmieri@ucnj.org





**Attachment 1**



**SOURCE DISCLOSURE CERTIFICATION FORM**

Contractor: URS Group, Inc. Solicitation Number: RFQ 775040S

I hereby certify and say:

I have personal knowledge of the facts set forth herein and am authorized to make this Certification on behalf of the Contractor.

The Contractor submits this Certification in response to the referenced contract issued by the Division of Purchase and Property, Department of the Treasury, State of New Jersey (the "Division"), in accordance with the requirements of N.J.S.A. 52:34-13.2.

**Instructions:**

List every location where services will be performed by the Contractor and all Subcontractors.

If any of the services cannot be performed within the United States, the Contractor shall state, with specificity the reasons why the services cannot be so performed. Attach additional pages if necessary.

<b>Contractor and/or Subcontractor</b>	<b>Description of Services</b>	<b>Performance Location[s] by Country</b>	<b>Reasons why services cannot be performed in US</b>
URS Group, Inc.	Prime Contractor	USA	
H2 Bravo	Planning and Consulting	USA	
Hamby & Pitt, LLC	CDBG & Grant Policy	USA	
CCMS Corp.	Construction Mang.	USA	
The LiRO Group	Construction Mang.	USA	

Any changes to the information set forth in this Certification during the term of any contract awarded under the referenced solicitation or extension thereof will be immediately reported by the Vendor to the Director, Division of Purchase and Property (the "Director").

The Director shall determine whether sufficient justification has been provided by the Contractor to form the basis of his certification that the services cannot be performed in the United States and whether to seek the approval of the Treasurer.

I understand that, after award of a contract to the Contractor, it is determined that the Contractor has shifted services declared above to be provided within the United States to sources outside the United States, prior to a written determination by the Director that extraordinary circumstances require the shift of services or that the failure to shift the services would result in economic hardship to the State of New Jersey, the Contractor shall be deemed in breach of contract, which contract will be subject to termination for cause pursuant to the State of New Jersey Standard Terms and Conditions.

I further understand that this Certification is submitted on behalf of the Contractor in order to induce the Division to accept a bid proposal, with knowledge that the Division is relying upon the truth of the statements contained herein.

I certify that, to the best of my knowledge and belief, the foregoing statements by me are true. I am aware that if any of the statements are willfully false, I am subject to punishment.

Contractor: URS Group, Inc.  
[Name of Organization or Entity]

By: David L. Hernandez Title: Vice President

Print Name: David L. Hernandez Date: May 9, 2013

**EXHIBIT A**

**MANDATORY EQUAL EMPLOYMENT OPPORTUNITY LANGUAGE  
N.J.S.A. 10:5-31 et seq. (P.L. 1975, C. 127)  
N.J.A.C. 17:27**

**GOODS, PROFESSIONAL SERVICE AND GENERAL SERVICE CONTRACTS**

During the performance of this contract, the contractor agrees as follows:

The contractor or subcontractor, where applicable, will not discriminate against any employee or applicant for employment because of age, race, creed, color, national origin, ancestry, marital status, affectional or sexual orientation, gender identity or expression, disability, nationality or sex. Except with respect to affectional or sexual orientation and gender identity or expression, the contractor will ensure that equal employment opportunity is afforded to such applicants in recruitment and employment, and that employees are treated during employment, without regard to their age, race, creed, color, national origin, ancestry, marital status, affectional or sexual orientation, gender identity or expression, disability, nationality or sex. Such equal employment opportunity shall include, but not be limited to the following: employment, upgrading, demotion, or transfer; recruitment or recruitment advertising; layoff or termination; rates of pay or other forms of compensation; and selection for training, including apprenticeship. The contractor agrees to post in conspicuous places, available to employees and applicants for employment, notices to be provided by the Public Agency Compliance Officer setting forth provisions of this nondiscrimination clause.

The contractor or subcontractor, where applicable will, in all solicitations or advertisements for employees placed by or on behalf of the contractor, state that all qualified applicants will receive consideration for employment without regard to age, race, creed, color, national origin, ancestry, marital status, affectional or sexual orientation, gender identity or expression, disability, nationality or sex.

The contractor or subcontractor will send to each labor union, with which it has a collective bargaining agreement, a notice, to be provided by the agency contracting officer, advising the labor union of the contractor's commitments under this chapter and shall post copies of the notice in conspicuous places available to employees and applicants for employment.

The contractor or subcontractor, where applicable, agrees to comply with any regulations promulgated by the Treasurer pursuant to N.J.S.A. 10:5-31 et seq., as amended and supplemented from time to time and the Americans with Disabilities Act.

The contractor or subcontractor agrees to make good faith efforts to meet targeted county employment goals established in accordance with N.J.A.C. 17:27-5.2.

The contractor or subcontractor agrees to inform in writing its appropriate recruitment agencies including, but not limited to, employment agencies, placement bureaus, colleges, universities, and labor unions, that it does not discriminate on the basis of age, race, creed, color, national origin, ancestry, marital status, affectional or sexual orientation, gender identity or expression, disability, nationality or sex, and that it will discontinue the use of any recruitment agency which engages in direct or indirect discriminatory practices.

The contractor or subcontractor agrees to revise any of its testing procedures, if necessary, to assure that all personnel testing conforms with the principles of job-related testing, as established by the statutes and court decisions of the State of New Jersey and as established by applicable Federal law and applicable Federal court decisions.

In conforming with the targeted employment goals, the contractor or subcontractor agrees to review all procedures relating to transfer, upgrading, downgrading and layoff to ensure that all such actions are taken without regard to age, race, creed, color, national origin, ancestry, marital status, affectional or sexual orientation, gender identity or expression, disability, nationality or sex, consistent with the statutes and court decisions of the State of New Jersey, and applicable Federal law and applicable Federal court decisions.

The contractor shall submit to the public agency, after notification of award but prior to execution of a goods and services contract, one of the following three documents:

Letter of Federal Affirmative Action Plan Approval

Certificate of Employee Information Report

Employee Information Report Form AA302 (electronically provided by the Division and distributed to the public agency through the Division's website at [www.state.nj.us/treasury/contract\\_compliance](http://www.state.nj.us/treasury/contract_compliance))

The contractor and its subcontractors shall furnish such reports or other documents to the Division of Public Contracts Equal Employment Opportunity Compliance as may be requested by the office from time to time in order to carry out the purposes of these regulations, and public agencies shall furnish such information as may be requested by the Division of Public Contracts Equal Employment Opportunity Compliance for conducting a compliance investigation pursuant to **Subchapter 10 of the Administrative Code at N.J.A.C. 17:27.**

**URS**

[WWW.URS.COM](http://WWW.URS.COM)

1255 Broad Street Suite 201 Clifton, NJ 07013-3398 tel: 973.883.8500 fax:



May 10, 2013

Roseann Koval  
Department of the Treasury  
Division of Purchase and Property – 9<sup>th</sup> Floor  
33 West State Street  
Trenton, NJ 08625  
Roseann.Koval@treas.state.nj.us

Reference:     1) URS General Services Administration Contract Number: GS-10F-0358K –  
                          Mission Oriented Business Integration Services (MOBIS)  
                          2) Request for Quote (RFQ) #: RFQ 776040S– Management of the Reconstruction, Rehabilitation,  
                          Elevation and Mitigation Program (RREM)  
                          3) Request for Clarifications, 10 May 2013 Letter, Department of the Treasury, State of New  
                          Jersey

Subject:        Submittal of Revised URS Cost Proposal

Dear Ms. Koval:

URS Group, Inc. (URS) is pleased to respond to the request for clarifications with a revised cost proposal for the subject contract. Our rates may be considered valid for a period of sixty (60) days from the date of this letter.

**In response to your question regarding the modifications in our cost proposal, it was not URS' intention to leave these modifications as part of our submission and a new quotation is submitted with that portion removed.**

If you need additional information, or wish to discuss any aspect of our proposal, please Catherine Carr Clinch at 301.820.3447 for technical details 212.896.0108. Contractual matters should be addressed to the attention of David Hernandez at 210.321.4989, or to Debora Monahan at 512.419.5979. Both can be reached by e-mail to [ursgsa@urscorp.com](mailto:ursgsa@urscorp.com).

Sincerely,

**URS Group, Inc.**

David L. Hernandez, Vice President  
GSA Program Director

Catherine Carr Clinch, CFM Vice President  
Program Chief Executive



**COST PROPOSAL**

SUBMITTED TO:

**DEPARTMENT OF THE TREASURY**

Division of Purchase and Property  
9th Floor  
33 West State Street  
Trenton, NJ 08625

SUBMITTED BY:

**URS GROUP, INC.**

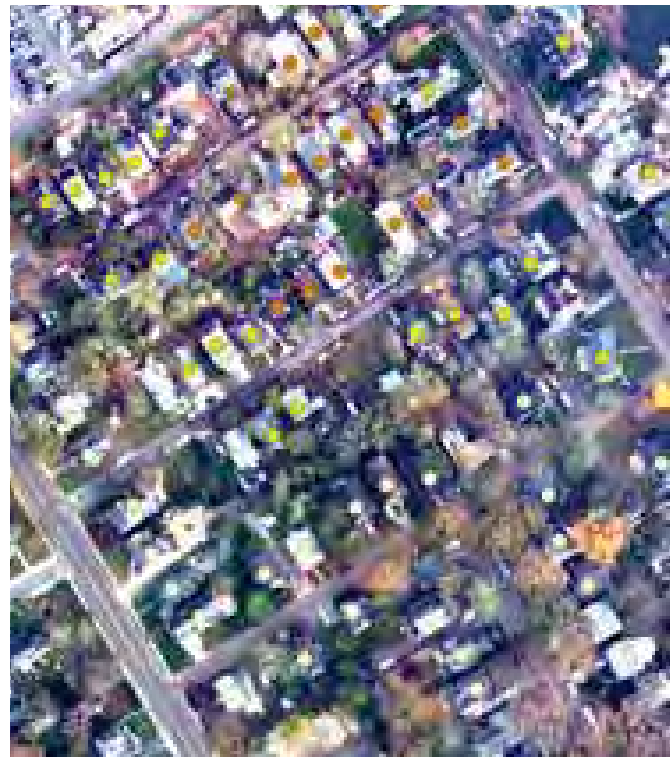
1255 Broad Street  
Suite 201  
Clifton, NJ 07013-3398

**MAY 9, 2013**



# Management of the Reconstruction, Rehabilitation, Elevation and Mitigation Program (RREM) of the State of New Jersey Department of Community Affairs (DCA)

RFQ 776040S



## Table of Contents

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## TAB 1 - EXECUTIVE SUMMARY

Submitted herein to New Jersey Department of Community Affairs is a competitively priced proposal, based upon GSA rates from URS. URS based our rates on our Mission Oriented Business Integrated Services (MOBIS) GSA schedule (General Services Administration Federal Supply Schedule Price List, Revision 0, Effective September 1, 2000 – August 31, 2015 (Option 2), Contract GS-10F-0358K).

The URS GSA schedule was discounted to provide the best value to NJ DCA and requested positions have been mapped to appropriate labor categories.

Our estimate of the total cost for each of the program phases is provided below. Assumptions and exceptions based upon the Scope of Work in the RFP are included following the table. All costs are based upon a project duration of 24 months, a full team of requested key staff and a basis of 1 structure completed in each project year. The proposed cost includes all startup cost and full cost for executing scope items associated with performing as the Lead RREM Contractor. We only provided cost for one structure because of the uncertainty of the number of structures that will be assigned to each contractor. We are providing a per structure cost to aid the New Jersey Department of Community Affairs in comparing that cost element with other bidders and being able to estimate total project cost based on an average unit rate. Our per structure unit cost if we are awarded 3,000 or more structures is \$6,509. This rate was designed to capture the economies of scale inherent in with performing a quantity reasonable for the Lead RREM Contractor. Should we be assigned fewer than 3,000 structures, our price per structure would increase 2%, to \$6,639.

Program Phase	Unit Cost	Cost
<b>Labor Year 1 – For management, administration and startup (only 1 inspection priced for purposes of cost comparison)</b>		<b>\$3,581,048.63</b>
Unit Price per inspection if URS is awarded 3000 Or more Structures =	\$6,509	
Unit Price per inspection if URS is awarded fewer than 3000 Structures =	\$6,639	
<b>Other Direct Costs Year 1 – Costs associated with management, administration and startup (inspection ODCs are included in Unit Price)</b>		<b>\$204,772.03</b>
<b>Travel Year 1 – Travel costs associated with management, administration and startup (inspection Travel costs are included in Unit Price)</b>		<b>\$342,838.47</b>
<b>Labor Year 2 – For management and administration (only 1 inspection priced for purposes of cost comparison)</b>		<b>\$3,040,015.58</b>
<b>Other Direct Costs Year 2 – Cost associated with management and administration (inspection ODCs are included in Unit Price)</b>		<b>\$176,035.10</b>
<b>Travel Year 2 – Travel costs associated with management and administration (inspection Travel costs are included in Unit Price)</b>		<b>\$17,365.07</b>
<b>TOTAL COSTS</b>	<b>\$7,362,074.88</b>	

Assumptions and Exceptions: An overall assumption is the structure of the program is as stated in the RFP. We are assuming that the 16 key personnel named in the proposal will be required to be substantially available for this project and have structured their hours to reflect their availability.

Because we cannot know in advance if we would be selected as the Lead or Secondary RREM Contractor, we are using the most conservative approach to providing our cost estimate – that which assumes that only one single family structure will be repaired or reconstructed using “sticks and bricks” building methods in each of the program years. The costs can be adjusted depending upon the total number of structures actually assigned to the URS Team.

1. Labor Year 1 – this includes labor hours and costs described in the RFP associated with management and oversight of Tasks 3.1.1 through 3.1.10. Task 3.1.1 includes labor hours assuming we are selected as the Lead RREM. As the potential lead, we have priced hours for our IT staff to establish an MIS capable of interfacing with the SHIP contractor and with Secondary RREM contractors.
2. Other Direct Costs Year 1 – the costs include a breakdown of the items, unit prices, and total costs associated with the first year of this contract. For this cost estimate, we again assumed we would be selected as the Lead RREM Contractor. As such, we have included the costs associated with purchasing the IT equipment necessary to run this program, the costs associated with hosting all data in a secure environment, data plans to ensure field data connectivity.
3. Travel Year 1 – the costs include the travel costs associated with starting up this contract, getting the expert management team to Trenton to establish the program, and for periodic visits from the few remote staff to ensure smooth operation of this program.
4. Labor Year 2 – this includes labor hours and costs described in the RFP associated with management and oversight of Tasks 3.1.3 through 3.1.10.
5. Other Direct Costs Year 2 – the costs include a breakdown of the items, unit prices, and total costs associated with the second year of this contract. These costs include hosting all data in a secure environment and data plans to ensure field data connectivity.
6. Travel Year 2 – the costs include the travel costs associated with periodic visits from remote subject matter experts.

## **TAB 2 - ADMINISTRATIVE REQUIREMENTS**

URS submits one (1) original and two (2) copies of the Certification Statement and all information required by the Certification as part of the proposal submission.

**TAB 3 – COST SCHEDULES**

**Cell to be completed by Bidder** **Exhibit 4 Cost Quote - RFQ Management of the Reconstruction, Remediation, Elevation, and Mitigation Program RFQ775040S**

**Protected Cells**

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

Firm Name: \_\_\_\_\_  
 Lead RREM Contractor  Secondary RREM Contractor  Other Position

Staffing Category	Equivalent GSA Staffing Category	GSA or Better Hourly Billing Rate (%)	Section 3.1.1 Start Up - Program Design, Management, and Budgeting		Section 3.1.2 Prequalification of Homebuilders		Secondary RREM Contractor Costs Associated with Section 3.1.1 and 3.1.2		Section 3.1.3 Application Review and Processing		Section 3.1.4 Construction Management		Section 3.1.5 Quality Assurance/Quality Monitoring		Section 3.1.6 Appeals		Section 3.1.7 Compliance Monitoring		Section 3.1.8 Issue Tracking and Fraud, Waste and Abuse Coordination		Section 3.1.9 Document Management and Records Retention		Section 3.1.10 Accounting and Reporting		Total Hours Per Staff Category	Total \$ Per Staff Category				
			Hours	Amount (\$)	Hours	Amount (\$)	Hours	Amount (\$)	Hours	Amount (\$)	Hours	Amount (\$)	Hours	Amount (\$)	Hours	Amount (\$)	Hours	Amount (\$)	Hours	Amount (\$)	Hours	Amount (\$)	Hours	Amount (\$)						
Program Chief Executive	Sr. Advisor	\$201.50	480	\$96,720.00	160	\$32,240.00	160	\$32,240.00	160	\$32,240.00	160	\$32,240.00	160	\$32,240.00	160	\$32,240.00	160	\$32,240.00	160	\$32,240.00	160	\$32,240.00	160	\$32,240.00	1,600	\$388,880.00				
Program Manager	Program Manager	\$160.14	480	\$76,867.20	160	\$25,622.40	160	\$25,622.40	160	\$25,622.40	160	\$25,622.40	160	\$25,622.40	160	\$25,622.40	160	\$25,622.40	160	\$25,622.40	160	\$25,622.40	160	\$25,622.40	1,600	\$307,468.80				
Construction Manager	Project Manager	\$143.50	480	\$68,880.00	160	\$22,960.00	160	\$22,960.00	160	\$22,960.00	160	\$22,960.00	160	\$22,960.00	160	\$22,960.00	160	\$22,960.00	160	\$22,960.00	160	\$22,960.00	160	\$22,960.00	1,600	\$275,520.00				
Eligibility Manager	Project Manager	\$143.50	480	\$68,880.00	160	\$22,960.00	160	\$22,960.00	160	\$22,960.00	160	\$22,960.00	160	\$22,960.00	160	\$22,960.00	160	\$22,960.00	160	\$22,960.00	160	\$22,960.00	160	\$22,960.00	1,600	\$275,520.00				
Information Technology Manager	Project Manager	\$143.50	480	\$68,880.00	160	\$22,960.00	160	\$22,960.00	160	\$22,960.00	160	\$22,960.00	160	\$22,960.00	160	\$22,960.00	160	\$22,960.00	160	\$22,960.00	160	\$22,960.00	160	\$22,960.00	1,600	\$275,520.00				
Subcontract Manager	Sr. Administrative	\$108.69	240	\$26,085.60	80	\$8,695.20	80	\$8,695.20	80	\$8,695.20	80	\$8,695.20	80	\$8,695.20	80	\$8,695.20	80	\$8,695.20	80	\$8,695.20	80	\$8,695.20	80	\$8,695.20	800	\$104,342.40				
Budget & Financial Manager	Sr. Administrative	\$108.69	480	\$52,171.20	160	\$17,390.40	160	\$17,390.40	160	\$17,390.40	160	\$17,390.40	160	\$17,390.40	160	\$17,390.40	160	\$17,390.40	160	\$17,390.40	160	\$17,390.40	160	\$17,390.40	1,600	\$208,684.80				
Communications Director	Staff Consultant	\$111.12	400	\$44,448.00	80	\$8,889.60	80	\$8,889.60	80	\$8,889.60	80	\$8,889.60	80	\$8,889.60	80	\$8,889.60	80	\$8,889.60	80	\$8,889.60	80	\$8,889.60	80	\$8,889.60	800	\$66,672.00				
Chief Legal Counsel	Sr. Advisor	\$201.50	240	\$48,360.00	8	\$1,612.00	8	\$1,612.00	8	\$1,612.00	8	\$1,612.00	248	\$49,972.00	8	\$1,612.00	8	\$1,612.00	8	\$1,612.00	8	\$1,612.00	8	\$1,612.00	500	\$111,228.00				
Property Lien Director	Staff Consultant	\$111.12	480	\$53,337.60	0	\$0.00	720	\$80,096.40	720	\$80,096.40	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	1,500	\$213,360.40				
Facilities and Equipment Manager	Sr. Administrative	\$108.69	480	\$52,171.20	160	\$17,390.40	160	\$17,390.40	160	\$17,390.40	160	\$17,390.40	160	\$17,390.40	160	\$17,390.40	160	\$17,390.40	160	\$17,390.40	160	\$17,390.40	160	\$17,390.40	1,600	\$208,684.80				
Architect	Staff Consultant	\$111.12	480	\$53,337.60	40	\$4,444.80	80	\$8,889.60	80	\$8,889.60	45	\$4,444.80	80	\$8,889.60	80	\$8,889.60	80	\$8,889.60	80	\$8,889.60	80	\$8,889.60	80	\$8,889.60	800	\$200,096.40				
Engineer	Staff Consultant	\$111.12	480	\$53,337.60	40	\$4,444.80	80	\$8,889.60	80	\$8,889.60	45	\$4,444.80	80	\$8,889.60	80	\$8,889.60	80	\$8,889.60	80	\$8,889.60	80	\$8,889.60	80	\$8,889.60	800	\$200,096.40				
Estimating and Compliance Monitor	Staff Consultant	\$111.12	480	\$53,337.60	160	\$17,390.40	160	\$17,390.40	160	\$17,390.40	160	\$17,390.40	160	\$17,390.40	160	\$17,390.40	160	\$17,390.40	160	\$17,390.40	160	\$17,390.40	160	\$17,390.40	1,600	\$213,360.40				
Other	Sr. Advisor	\$201.50	200	\$40,300.00	200	\$40,300.00	80.00	\$16,120.00	80.00	\$16,120.00	0.5	\$100.75	80.00	\$16,120.00	0.5	\$100.75	80.00	\$16,120.00	80.00	\$16,120.00	80.00	\$16,120.00	80.00	\$16,120.00	80.00	\$16,120.00	401	\$80,601.50		
Other	Staff Consultant - Field Super	\$111.12	240	\$26,668.80	80.00	\$8,889.60	80.00	\$8,889.60	80.00	\$8,889.60	9	\$1,000.08	80.00	\$8,889.60	80.00	\$8,889.60	80.00	\$8,889.60	80.00	\$8,889.60	80.00	\$8,889.60	80.00	\$8,889.60	80.00	\$8,889.60	249	\$27,668.88		
Other	Staff Consultant - Quality Ass	\$111.12	40	\$4,444.80	4	\$444.48	80.00	\$8,889.60	1	\$111.12	1	\$111.12	1	\$111.12	80.00	\$8,889.60	80.00	\$8,889.60	80.00	\$8,889.60	80.00	\$8,889.60	80.00	\$8,889.60	80.00	\$8,889.60	48	\$5,389.32		
Other	Principal Consultant - Acquis	\$133.46	240	\$32,030.40	80.00	\$10,713.60	80.00	\$10,713.60	2	\$266.96	2	\$266.96	80.00	\$8,889.60	80.00	\$8,889.60	80.00	\$8,889.60	80.00	\$8,889.60	80.00	\$8,889.60	80.00	\$8,889.60	80.00	\$8,889.60	248	\$32,789.34		
Other	Associate Consultant - Admin	\$75.26	40	\$3,010.40	80.00	\$6,020.80	80.00	\$6,020.80	0.25	\$18.82	80.00	\$8,889.60	0.25	\$18.82	80.00	\$8,889.60	80.00	\$8,889.60	80.00	\$8,889.60	80.00	\$8,889.60	80.00	\$8,889.60	80.00	\$8,889.60	41	\$3,095.68		
Other	Senior Consultant - IT Develop	\$121.55	480	\$58,344.00	80.00	\$9,720.00	240	\$29,172.00	80.00	\$9,720.00	80.00	\$9,720.00	80.00	\$9,720.00	80.00	\$9,720.00	80.00	\$9,720.00	80.00	\$9,720.00	80.00	\$9,720.00	80.00	\$9,720.00	80.00	\$9,720.00	721	\$87,632.55		
Other	Staff Consultant - IT Develop	\$111.12	960	\$106,675.20	80.00	\$8,889.60	0.5	\$55.56	80.00	\$8,889.60	0.5	\$55.56	0.5	\$55.56	0.5	\$55.56	0.5	\$55.56	0.5	\$55.56	0.5	\$55.56	0.5	\$55.56	8	\$111.12	1,204	\$133,758.48		
Other	Associate Consultant - IT Dev	\$75.26	960	\$72,249.60	80.00	\$8,889.60	80.00	\$8,889.60	80.00	\$8,889.60	80.00	\$8,889.60	80.00	\$8,889.60	80.00	\$8,889.60	80.00	\$8,889.60	80.00	\$8,889.60	80.00	\$8,889.60	80.00	\$8,889.60	80.00	\$8,889.60	1,200	\$80,132.00		
Other	Senior Analyst/Technician - IT	\$98.88	160	\$15,820.80	80.00	\$8,889.60	80.00	\$8,889.60	80.00	\$8,889.60	80.00	\$8,889.60	80.00	\$8,889.60	80.00	\$8,889.60	80.00	\$8,889.60	80.00	\$8,889.60	80.00	\$8,889.60	80.00	\$8,889.60	80.00	\$8,889.60	160	\$11,020.80		
Other	Analyst/Technician - IT Support	\$58.09	160	\$9,294.40	80.00	\$8,889.60	80.00	\$8,889.60	80.00	\$8,889.60	80.00	\$8,889.60	80.00	\$8,889.60	80.00	\$8,889.60	80.00	\$8,889.60	80.00	\$8,889.60	80.00	\$8,889.60	80.00	\$8,889.60	80.00	\$8,889.60	160	\$9,294.40		
Other	Staff Administrative - Support	\$74.22	240	\$17,812.80	120	\$8,906.40	80.00	\$8,889.60	80.00	\$8,889.60	80.00	\$8,889.60	80.00	\$8,889.60	80.00	\$8,889.60	80.00	\$8,889.60	80.00	\$8,889.60	80.00	\$8,889.60	80.00	\$8,889.60	80.00	\$8,889.60	1	\$74.22	361	\$26,793.42
Other	Associate Administrative - Sup	\$54.45	480	\$26,136.00	480	\$26,136.00	80.00	\$8,889.60	80.00	\$8,889.60	80.00	\$8,889.60	80.00	\$8,889.60	80.00	\$8,889.60	80.00	\$8,889.60	80.00	\$8,889.60	80.00	\$8,889.60	80.00	\$8,889.60	80.00	\$8,889.60	0.5	\$27.23	691	\$92,326.45
Other	BLANK		80.00	\$0.00	80.00	\$8,889.60	80.00	\$8,889.60	80.00	\$8,889.60	80.00	\$8,889.60	80.00	\$8,889.60	80.00	\$8,889.60	80.00	\$8,889.60	80.00	\$8,889.60	80.00	\$8,889.60	80.00	\$8,889.60	80.00	\$8,889.60	80.00	\$8,889.60		
Other	Associate Consultant - Inspen	\$75.26	240	\$18,062.40	80.00	\$8,889.60	80.00	\$8,889.60	36	\$2,709.36	80.00	\$8,889.60	80.00	\$8,889.60	80.00	\$8,889.60	80.00	\$8,889.60	80.00	\$8,889.60	80.00	\$8,889.60	80.00	\$8,889.60	80.00	\$8,889.60	0.5	\$27.23	377	\$20,847.03
Other	Staff Consultant - Hill Support	\$111.12	960	\$106,675.20	80.00	\$8,889.60	80.00	\$8,889.60	0.5	\$55.56	0.5	\$55.56	80.00	\$8,889.60	80.00	\$8,889.60	80.00	\$8,889.60	80.00	\$8,889.60	80.00	\$8,889.60	80.00	\$8,889.60	80.00	\$8,889.60	80.00	\$8,889.60	961	\$106,786.32
Other	Staff Administrative - Admin	\$74.22	480	\$35,625.60	160	\$11,875.20	160	\$11,875.20	0.5	\$37.11	0.5	\$37.11	0.1	\$7.42	0.1	\$7.42	0.1	\$7.42	0.1	\$7.42	0.1	\$7.42	0.1	\$7.42	800	\$59,484.75				
Other	Staff Administrative - Project	\$74.22	200	\$14,844.00	80.00	\$8,889.60	80.00	\$8,889.60	80.00	\$8,889.60	80.00	\$8,889.60	80.00	\$8,889.60	80.00	\$8,889.60	80.00	\$8,889.60	80.00	\$8,889.60	80.00	\$8,889.60	80.00	\$8,889.60	80.00	\$8,889.60	201	\$14,861.11		
Other	Associate Administrative - Co	\$54.45	200	\$10,890.00	80.00	\$8,889.60	80.00	\$8,889.60	0.5	\$37.11	80.00	\$8,889.60	80.00	\$8,889.60	80.00	\$8,889.60	80.00	\$8,889.60	80.00	\$8,889.60	80.00	\$8,889.60	80.00	\$8,889.60	80.00	\$8,889.60	201	\$10,917.23		

<b>Total Other Direct Cost</b>			12440	\$1,410,902.80	2492	\$296,950.88	1200	\$143,640.80	2253.26	\$268,041.06	2336	\$296,084.53	1420.36	\$198,792.67	1608.1	\$238,099.32	1368.6	\$198,672.58	1409.1	\$194,164.12	1090.6	\$136,427.58	1373.6	\$190,152.07	28024.6	\$3,981,048.83
<b>Total Travel Cost</b>				\$342,838.47																						\$342,838.47
In accordance with Section 3.4 of the RFQ, Must attach detailed budget for the total cost with the RFQ.							</																			

Client Solicitation No. RFQ 776040S  
 NJ DCA RREM  
 Period of Performance: NTP plus 2 years

Cost (estimated only)  
 \*Please note that if you do not plan on subcontracting, complete the appropriate columns. There will be a 100% price insert for the Schedule items into the Subtotal and the Estimate will work properly. Be sure to change the scope from Direct Costs to Subtotal. Note:

	RATE	Task 3.1.1 NUMBER	COST	Task 3.1.2 NUMBER	COST	Tasks 3.1.1 & 2 NUMBER	COST	Task 3.1.3 NUMBER	COST	Task 3.1.4 NUMBER	COST	Task 3.1.5 NUMBER	COST	Task 3.1.6 NUMBER	COST	Task 3.1.7 NUMBER	COST	Task 3.1.8 NUMBER	COST	Task 3.1.9 NUMBER	COST	Task 3.1.10 NUMBER	COST	TOTAL NUMBER	COST	
<b>Travel</b>																										
RT Train Fare (From Washington to Trenton)	\$ 140.00	28	\$3,920.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00					\$3,920.00
RT Airfare (From Newark to Newark)	\$ 325.00	4	\$1,300.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00					\$1,300.00
Days Lodging (Trenton)	\$ 119.00	1170	\$136,230.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00					\$136,230.00
Days Subsistence (Trenton)	\$ 81.00	1440	\$87,840.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00					\$87,840.00
Days Car Rental (New Jersey)	\$ 40.00	300	\$12,000.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00					\$12,000.00
Mileage	\$ 0.585	36000	\$20,340.00		\$0.00		\$0.00		\$0.00		\$113.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00					\$20,453.00
Parking/Tolls	\$ 10.00	90	\$900.00		\$0.00		\$0.00		\$0.00		\$10.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00					\$910.00
<b>Subtotal Travel</b>			\$265,530.00		\$0.00		\$0.00		\$123.00		\$123.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00					\$265,653.00
General & Administrative	17.31%		\$45,963.24		\$0.00		\$0.00		\$21.29		\$21.29		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00					\$45,984.53
General & Administrative FCCOMP	0.014%		\$37.17		\$0.00		\$0.00		\$0.02		\$0.02		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00					\$37.19
Fee	10.0%		\$31,148.32		\$0.00		\$0.00		\$14.43		\$14.43		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00					\$31,183.75
<b>Total Travel Costs</b>			\$342,879.73		\$0.00		\$0.00		\$0.00		\$158.74		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00					\$342,839.47
<b>Other Direct Costs</b>																										
Outside Reproduction (per page)	\$ 0.10	5000	\$500.00	1000	\$100.00		\$0.00	25	\$2.50	10	\$1.00		\$0.00		\$0.00		\$0.00		\$0.00	10	\$1.00	10	\$1.00			\$605.50
Shipping (3 lbs)	\$ 3.85	200	\$770.00	200	\$770.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00					\$1,540.00
Shipping (10lbs)	\$ 8.31	100	\$831.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00					\$831.00
Shipping (30lbs)	\$ 23.12	50	\$1,156.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00					\$1,156.00
Color Copies	\$ 1.30	3000	\$2,600.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00					\$2,606.50
Equipment Rental	\$		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00					\$0.00
Tabs	\$ 0.25	500	\$125.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00					\$125.00
Binders (7")	\$ 3.49	50	\$174.50		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00					\$174.50
Binders (11")	\$ 2.50	50	\$125.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00					\$125.50
Fidelity Bond Insurance (Per \$MMillion)	\$ 19,000.00	5	\$95,000.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00					\$95,000.00
Dead Filing Fees (\$40 first page/\$10 additional pages)	\$ 50.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00					\$50.00
Handheld Computers/Tablets	\$ 400.00	40	\$16,000.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00					\$16,000.00
Tablet Wireless Connectivity (per tablet per mo)	\$ 10.00	480	\$4,800.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00					\$4,800.00
40 GB Shared Data Plans (per 2 tablets per mo)	\$ 300.00	240	\$72,000.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00					\$72,000.00
IT Server Hosting Service (Per Month)	\$ 718.95	12	\$8,627.40		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00					\$8,627.40
<b>Subtotal Other Direct Costs</b>			\$157,720.90		\$887.45		\$0.00		\$9.00		\$1.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00					\$158,670.35
General & Administrative	17.31%		\$27,201.46		\$153.62		\$0.00		\$1.56		\$0.17		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00					\$27,455.84
General & Administrative FCCOMP	0.014%		\$22.08		\$0.12		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00					\$22.21
Fee	10.0%		\$19,502.24		\$104.11		\$0.00		\$1.08		\$0.12		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00					\$19,613.63
<b>Total Other Direct Costs</b>			\$203,549.71		\$1,145.28		\$0.00		\$11.62		\$1.28		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00					\$204,772.62
<b>Materials</b>																										
Misc Materials	\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00					\$0.00
Subtotal			\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00					\$0.00
Fee	10.0%		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00					\$0.00
<b>Total Materials Costs</b>			\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00					\$0.00
<b>TOTAL OTHER DIRECT COSTS</b>			\$203,549.71		\$1,145.28		\$0.00		\$11.62		\$1.28		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00					\$204,772.62

\* Facilities Capital Cost of Money  
 Rate 2013 - 0.014%  
 FY2014 - 0.014%  
 FY2015 and beyond - 0.013%

Cell to be completed by Bidder

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

Protected Cells

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

Firm Name: \_\_\_\_\_  
 Lead RREM Contractor  Secondary RREM Contractor  Other Position

Staffing Category	Equivalent OSA Staffing Category	GSA or Better Hourly Billing Rate (\$)	Section 3.1.1 Start Up - Program Design, Management, and Budgeting		Section 3.1.2 Prequalification of Homebuilders		Secondary RREM Contractor Costs Associated with Section 3.1.1 and 3.1.2		Section 3.1.3 Application Review and Processing		Section 3.1.4 Construction Management		Section 3.1.5 Quality Assurance/Quality Monitoring		Section 3.1.6 Appeals		Section 3.1.7 Compliance Monitoring		Section 3.1.8 Issue Tracking and Fraud, Waste and Abuse Coordination		Section 3.1.9 Document Management and Records Retention		Section 3.1.10 Accounting and Reporting						
			Hours	Amount (\$)	Hours	Amount (\$)	Hours	Amount (\$)	Hours	Amount (\$)	Hours	Amount (\$)	Hours	Amount (\$)	Hours	Amount (\$)	Hours	Amount (\$)	Hours	Amount (\$)	Hours	Amount (\$)	Hours	Amount (\$)	Total Hours Per Staff Category	Total \$ Per Staff Category			
Program Chief Executive	Sr. Advisor	\$206.97	90.00	\$0.00			0.00	260	\$53,812.20	260	\$53,812.20	260	\$53,812.20	260	\$53,812.20	260	\$53,812.20	260	\$53,812.20	260	\$53,812.20	260	\$53,812.20	260	\$53,812.20	2,080	\$430,467.60		
Program Manager	Program Manager	\$164.49	50.00	\$0.00			0.00	260	\$42,767.40	260	\$42,767.40	260	\$42,767.40	260	\$42,767.40	260	\$42,767.40	260	\$42,767.40	260	\$42,767.40	260	\$42,767.40	260	\$42,767.40	2,080	\$342,139.20		
Construction Manager	Project Manager	\$147.41	50.00	\$0.00			0.00	260	\$38,326.60	260	\$38,326.60	260	\$38,326.60	260	\$38,326.60	260	\$38,326.60	260	\$38,326.60	260	\$38,326.60	260	\$38,326.60	260	\$38,326.60	2,080	\$306,612.80		
Eligibility Manager	Project Manager	\$147.41	50.00	\$0.00			0.00	260	\$38,326.60	260	\$38,326.60	260	\$38,326.60	260	\$38,326.60	260	\$38,326.60	260	\$38,326.60	260	\$38,326.60	260	\$38,326.60	260	\$38,326.60	2,080	\$306,612.80		
Information Technology Manager	Project Manager	\$147.41	50.00	\$0.00			0.00	260	\$38,326.60	260	\$38,326.60	260	\$38,326.60	260	\$38,326.60	260	\$38,326.60	260	\$38,326.60	260	\$38,326.60	260	\$38,326.60	260	\$38,326.60	2,080	\$306,612.80		
Subcontracts Manager	Sr. Administrative	\$111.85	90.00	\$0.00			0.00	130	\$14,514.50	130	\$14,514.50	130	\$14,514.50	130	\$14,514.50	130	\$14,514.50	130	\$14,514.50	130	\$14,514.50	130	\$14,514.50	130	\$14,514.50	1,040	\$116,116.00		
Budget & Financial Manager	Sr. Administrative	\$111.85	90.00	\$0.00			0.00	260	\$29,029.00	260	\$29,029.00	260	\$29,029.00	260	\$29,029.00	260	\$29,029.00	260	\$29,029.00	260	\$29,029.00	260	\$29,029.00	260	\$29,029.00	2,080	\$232,232.00		
Communications Director	Staff Consultant	\$114.14	90.00	\$0.00			0.00	0	\$0.00	200	\$22,828.00	0	\$0.00	200	\$22,828.00	0	\$0.00	200	\$22,828.00	220	\$25,110.80	220	\$25,110.80	220	\$25,110.80	1,040	\$118,705.60		
Chief Legal Counsel	Sr. Advisor	\$206.97	50.00	\$0.00			0.00	8	\$1,655.76	8	\$1,655.76	8	\$1,655.76	400	\$82,788.00	24	\$4,967.28	24	\$4,967.28	24	\$4,967.28	24	\$4,967.28	24	\$4,967.28	520	\$107,624.40		
Property Lien Director	Staff Consultant	\$114.14	50.00	\$0.00			0.00	900	\$102,726.00	900	\$102,726.00	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	1,800	\$205,452.00		
Facilities and Equipment Manager	Sr. Administrative	\$111.85	50.00	\$0.00			0.00	260	\$29,029.00	260	\$29,029.00	260	\$29,029.00	600	\$66,900.00	43	\$4,496.00	140	\$15,659.00	260	\$29,029.00	260	\$29,029.00	260	\$29,029.00	2,080	\$232,232.00		
Architect	Staff Consultant	\$114.14	80.00	\$0.00			0.00	160	\$18,262.40	160	\$18,262.40	80	\$9,131.20	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	400	\$45,656.00		
Engineer	Staff Consultant	\$114.14	50.00	\$0.00			0.00	160	\$18,262.40	160	\$18,262.40	80	\$9,131.20	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	400	\$45,656.00		
Estimating and Compliance Monitor	Staff Consultant	\$114.14	50.00	\$0.00			0.00	160	\$18,262.40	160	\$18,262.40	160	\$18,262.40	160	\$18,262.40	160	\$18,262.40	720	\$82,166.40	400	\$45,656.00	160	\$18,262.40	160	\$18,262.40	2,080	\$237,411.20		
Other	Sr. Advisor	\$206.97	50.00	\$0.00			0.00	0.5	\$103.48	0.5	\$103.48	0.5	\$103.48	0.5	\$103.48	0.5	\$103.48	0.5	\$103.48	0.5	\$103.48	0.5	\$103.48	0.5	\$103.48	1	\$206.97		
Other	Staff Consultant - Field Super	\$114.14	50.00	\$0.00			0.00	0.5	\$1,027.28	0.5	\$1,027.28	0.5	\$1,027.28	0.5	\$1,027.28	0.5	\$1,027.28	0.5	\$1,027.28	0.5	\$1,027.28	0.5	\$1,027.28	0.5	\$1,027.28	5	\$1,027.28		
Other	Staff Consultant - Quality Ass	\$114.14	50.00	\$0.00			0.00	1	\$114.14	1	\$114.14	1	\$114.14	1	\$114.14	1	\$114.14	1	\$114.14	1	\$114.14	1	\$114.14	1	\$114.14	5	\$513.63		
Other	Principal Consultant - Acquis	\$137.11	50.00	\$0.00			0.00	2	\$274.22	2	\$274.22	2	\$274.22	0.00	\$0.00	0.5	\$68.56	0.00	\$0.00	0.5	\$68.56	0.25	\$34.28	0.25	\$34.28	6	\$754.11		
Other	Associate Consultant - Admin	\$77.30	50.00	\$0.00			0.00	0.25	\$19.33	0.25	\$19.33	0.25	\$19.33	0.00	\$0.00	0.00	\$0.00	0.00	\$0.00	0.25	\$19.33	0.25	\$19.33	0.25	\$19.33	1	\$77.30		
Other	Senior Consultant - IT Develop	\$124.86	50.00	\$0.00			0.00	0.00	\$0.00	0.00	\$0.00	0.00	\$0.00	0.00	\$0.00	0.00	\$0.00	0.00	\$0.00	0.00	\$0.00	0.00	\$0.00	0.00	\$0.00	1	\$124.86		
Other	Staff Consultant - IT Develop	\$114.14	50.00	\$0.00			0.00	0.5	\$57.07	0.5	\$57.07	0.5	\$57.07	0.5	\$57.07	0.5	\$57.07	0.5	\$57.07	0.5	\$57.07	0.5	\$57.07	0.5	\$57.07	4	\$456.56		
Other	Associate Consultant - IT Dev	\$77.30	50.00	\$0.00			0.00	0.00	\$0.00	0.00	\$0.00	0.00	\$0.00	0.00	\$0.00	0.00	\$0.00	0.00	\$0.00	0.00	\$0.00	0.00	\$0.00	0.00	\$0.00	0	\$0.00		
Other	Senior Analyst/Technician - IT	\$70.76	50.00	\$0.00			0.00	0.00	\$0.00	0.00	\$0.00	0.00	\$0.00	0.00	\$0.00	0.00	\$0.00	0.00	\$0.00	0.00	\$0.00	0.00	\$0.00	0.00	\$0.00	0	\$0.00		
Other	Analyst/Technician - IT Support	\$50.67	50.00	\$0.00			0.00	0.00	\$0.00	0.00	\$0.00	0.00	\$0.00	0.00	\$0.00	0.00	\$0.00	0.00	\$0.00	0.00	\$0.00	0.00	\$0.00	0.00	\$0.00	0	\$0.00		
Other	Staff Administrative - Subcont	\$76.24	50.00	\$0.00			0.00	0.00	\$0.00	0.00	\$0.00	0.00	\$0.00	0.00	\$0.00	0.00	\$0.00	0.00	\$0.00	0.00	\$0.00	0.00	\$0.00	0.00	\$0.00	1	\$76.24		
Other	Associate Administrative - Sub	\$55.94	50.00	\$0.00			0.00	0.00	\$0.00	0.00	\$0.00	0.00	\$0.00	0.00	\$0.00	0.00	\$0.00	0.00	\$0.00	0.5	\$27.97	0.5	\$27.97	0.5	\$27.97	1	\$55.94		
Other	BLANK		50.00	\$0.00			0.00	0.00	\$0.00	0.00	\$0.00	0.00	\$0.00	0.00	\$0.00	0.00	\$0.00	0.00	\$0.00	0.00	\$0.00	0.00	\$0.00	0.00	\$0.00	0	\$0.00		
Other	Associate Consultant - Inspec	\$77.30	50.00	\$0.00			0.00	36	\$2,782.86	36	\$2,782.86	36	\$2,782.86	36	\$2,782.86	36	\$2,782.86	36	\$2,782.86	36	\$2,782.86	36	\$2,782.86	36	\$2,782.86	36	\$2,782.86	36	\$2,782.86
Other	Staff Consultant - HR Support	\$114.14	50.00	\$0.00			0.00	0.5	\$57.07	0.5	\$57.07	0.5	\$57.07	0.5	\$57.07	0.5	\$57.07	0.5	\$57.07	0.5	\$57.07	0.5	\$57.07	0.5	\$57.07	1	\$114.14		
Other	Staff Administrative - Admin	\$76.24	50.00	\$0.00			0.00	0.5	\$38.12	0.5	\$38.12	0.1	\$7.62	0.1	\$7.62	0.1	\$7.62	0.1	\$7.62	0.1	\$7.62	0.1	\$7.62	0.1	\$7.62	0.1	\$7.62	2	\$152.48
Other	Staff Administrative - Project	\$76.24	50.00	\$0.00			0.00	0.00	\$0.00	0.00	\$0.00	0.00	\$0.00	0.00	\$0.00	0.00	\$0.00	0.00	\$0.00	0.00	\$0.00	0.00	\$0.00	0.00	\$0.00	1	\$76.24		
Other	Associate Administrative - Ca	\$55.94	50.00	\$0.00			0.00	0.5	\$27.97	0.5	\$27.97	0.00	\$0.00	0.00	\$0.00	0.00	\$0.00	0.00	\$0.00	0.00	\$0.00	0.00	\$0.00	0.00	\$0.00	1	\$55.94		
<b>Total Other Direct Cost</b>			0	\$0.00	0	\$0.00	0	\$0.00	3343.25	\$443,964.25	3568	\$470,488.56	2280.35	\$322,614.10	3061.1	\$446,104.55	2474.6	\$346,781.67	2465.1	\$344,318.43	2356.6	\$302,714.37	2359.6	\$333,029.61	21908.6	\$3,040,015.58			
<b>Total Travel Cost</b>		\$17,365.07									\$1.28														\$17,365.07				
<b>Grand Total</b>			\$0.00	\$1,145.40	\$0.00	\$0.00	\$0.00	\$0.00	\$618,795.03	\$470,489.85	\$322,614.10	\$446,104.55	\$346,781.67	\$344,318.43	\$302,780.18	\$333,049.85	<b>Grand Total</b>	<b>\$3,233,415.74</b>											

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



Client Substitution No. RFQ776040S  
 NJ DCA RREM  
 Period of Performance: RFP plus 2 years

\*Please note that if you do not get an alternative, divide the highlighted amount. There will be a BERT error. Insert the Substitution into the table, and the formulas will work properly. Be sure to change the name from Discretionary Rate to Substitution Rate.

	RATE	Task 3.1.1 NUMBER	COST	Task 3.1.2 NUMBER	COST	Task 3.1.1 & 2 NUMBER	COST	Task 3.1.3 NUMBER	COST	Task 3.1.4 NUMBER	COST	Task 3.1.5 NUMBER	COST	Task 3.1.6 NUMBER	COST	Task 3.1.7 NUMBER	COST	Task 3.1.8 NUMBER	COST	Task 3.1.9 NUMBER	COST	Task 3.1.10 NUMBER	COST	Task NUMBER	COST			
<b>Travel</b>																												
PT Travel Fare (From Washington to Trenton)	\$140.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		14	\$1,380.00	\$1,380.00	
PT Airfare (From Houston to Newark)	\$325.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		4	\$1,300.00	\$1,300.00	
Days Lodging (Trenton)	\$119.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		34	\$2,956.00	\$2,956.00	
Days Subistence (Trenton)	\$61.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		48	\$2,928.00	\$2,928.00	
Days Car Rental (New Jersey)	\$46.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		20	\$900.00	\$900.00	
Mileage	\$0.585		\$0.00		\$0.00		\$0.00		\$0.00	200	\$113.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		6000	\$5,280.00	\$5,593.00	
Parking	\$10.00		\$0.00		\$0.00		\$0.00		\$0.00	1	\$10.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		10	\$100.00	\$110.00	
Subtotal Travel			\$0.00		\$0.00		\$0.00		\$0.00		\$123.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00			\$12,334.00	\$13,457.00	
General & Administrative	17.31%		\$0.00		\$0.00		\$0.00		\$0.00		\$21.29		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00			\$2,208.12	\$2,329.41	
General & Administrative FCCOM*	0.614%		\$0.00		\$0.00		\$0.00		\$0.00		\$0.62		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00			\$0.50	\$0.62	
Fee	16.0%		\$0.00		\$0.00		\$0.00		\$0.00		\$14.45		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00			\$1,564.21	\$1,678.64	
<b>Total Travel Costs</b>			<b>\$0.00</b>		<b>\$0.00</b>		<b>\$0.00</b>		<b>\$0.00</b>		<b>\$158.74</b>		<b>\$0.00</b>		<b>\$0.00</b>		<b>\$0.00</b>		<b>\$0.00</b>		<b>\$0.00</b>		<b>\$0.00</b>			<b>\$17,206.33</b>	<b>\$17,365.07</b>	
<b>Other Direct Costs</b>																												
Outside Reproduction (per page)	\$0.10		\$0.00	1000	\$100.00		\$0.00	20	\$2.00	10	\$1.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		10	\$1.00	\$105.50	
Shipping (7 Bay)	\$3.95		\$0.00	200	\$770.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00			\$0.00	\$770.00	
Shipping (100cs)	\$8.31		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00			\$0.00	\$0.00	
Shipping (200cs)	\$23.27		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00			\$0.00	\$0.00	
Copy Copies	\$1.20		\$0.00		\$0.00		\$0.00	5	\$6.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00			\$0.00	\$6.00	
Equipment Rental	\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00			\$0.00	\$0.00	
Tables	\$0.25		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00			\$0.00	\$0.00	
Binders (2")	\$ 3.48		\$0.00	5	\$17.40		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00			\$0.00	\$17.40	
Binders (1 1/2")	\$ 2.99		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00			\$0.00	\$0.00	
Fidelity Bond Insurance (Per \$Million)	\$ 10,000.00		\$0.00		\$0.00		\$0.00	5	\$50,000.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00			\$0.00	\$50,000.00	
Direct Filing Fees (840 line page/10 additional page)	\$ 20.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00			\$0.00	\$50.00	
Handheld Calculators/Tables	\$ 400.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00			\$0.00	\$0.00	
Tablet Wireless Connectivity (per tablet per mo)	\$ 10.00		\$0.00		\$0.00		\$0.00	480	\$4,800.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00			\$0.00	\$4,800.00	
40 GB Shared Data Plans (per 2 tablets per mo)	\$ 300.00		\$0.00		\$0.00		\$0.00	240	\$72,000.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00			\$0.00	\$72,000.00	
IT Server Hosting Service (Per Month)	\$ 718.95		\$0.00		\$0.00		\$0.00	12	\$8,627.40		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00			\$0.00	\$8,627.40	
Subtotal Other Direct Costs			\$0.00		\$887.40		\$0.00		\$135,426.40		\$1.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00			\$51.00	\$136,376.00	
General & Administrative	17.32%		\$0.00		\$153.71		\$0.00		\$23,467.19		\$0.11		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00			\$8.53	\$23,420.46	
General & Administrative FCCOM*	0.613%		\$0.00		\$0.12		\$0.00		\$18.88		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00			\$0.00	\$18.88	
Fee	16.0%		\$0.00		\$104.12		\$0.00		\$15,889.40		\$0.12		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00			\$5.39	\$15,989.74	
<b>Total Other Direct Costs</b>			<b>\$0.00</b>		<b>\$1,145.46</b>		<b>\$0.00</b>		<b>\$174,802.34</b>		<b>\$1.29</b>		<b>\$0.00</b>		<b>\$0.00</b>		<b>\$0.00</b>		<b>\$0.00</b>		<b>\$0.00</b>		<b>\$0.00</b>			<b>\$65.91</b>	<b>\$20.25</b>	<b>\$175,035.10</b>
<b>Materials</b>																												
Misc. Materials	\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00			\$0.00	\$0.00	
Subtotal	\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00			\$0.00	\$0.00	
Fee	16.0%		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00			\$0.00	\$0.00	
<b>Total Materials Costs</b>			<b>\$0.00</b>		<b>\$0.00</b>		<b>\$0.00</b>		<b>\$0.00</b>		<b>\$0.00</b>		<b>\$0.00</b>		<b>\$0.00</b>		<b>\$0.00</b>		<b>\$0.00</b>		<b>\$0.00</b>		<b>\$0.00</b>			<b>\$0.00</b>	<b>\$0.00</b>	
<b>TOTAL OTHER DIRECT COSTS</b>			<b>\$0.00</b>		<b>\$1,145.40</b>		<b>\$0.00</b>		<b>\$174,802.34</b>		<b>\$1.29</b>		<b>\$0.00</b>		<b>\$0.00</b>		<b>\$0.00</b>		<b>\$0.00</b>		<b>\$0.00</b>		<b>\$0.00</b>			<b>\$65.91</b>	<b>\$20.25</b>	<b>\$175,035.10</b>

\* Substituted Copied Cost of Money  
 Rate 2013 - 0.014%  
 \* 2014 - 0.014%  
 \* 2015 and beyond - 0.013%

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