

Integrity Oversight Monitor for Superstorm Sandy Projects for the Passaic Valley Sewerage Commission (PVSC)

Request for Quote (RFQ) #: EQ2015-001-P3

May 11, 2015

May 11, 2015

Department of the Treasury
David Ridolfino, Associate Deputy State Treasurer
125 West State Street, 1st floor
Trenton, NJ 08625

Grant Thornton LLP
333 John Carlyle Street, Suite 500
Alexandria, VA 22314-5745
T 703.837.4400
F 703.837.4455
www.GrantThornton.com

Subject: Request for Quote for Integrity Oversight Monitor for Superstorm Sandy Projects for the Passaic Valley Sewerage Commission (PVSC) RFQ# EQ2015-001-P3

Dear Mr. Ridolfino:

Grant Thornton is pleased to submit this Proposal for an Integrity Oversight Monitor for Superstorm Sandy Projects for the Passaic Valley Sewerage Commission.

Grant Thornton is a full-service audit, accounting, and advisory firm with extensive experience in disaster recovery and grants management. We have over 50 offices in the United States, including offices in New Jersey, New York, and Virginia. Grant Thornton prides itself on the excellent service and value we provide to our clients. As current providers of monitoring service, grants compliance reviews and close-out audits, our personnel are familiar with the type of work discussed in this Engagement Query (EQ) and look forward to the chance to work with the New Jersey Department of Treasury and the Passaic Valley Sewerage Commission (PVSC) on this opportunity.

We understand the scope of work is to perform integrity monitoring services for Superstorm Sandy projects by creating, implementing, and monitoring policies and procedures to ensure that the entities engaged in the PVSC construction and engineering projects comply with relevant laws and regulations, and to prevent, deter, uncover and report unethical and/or illegal conduct for the term of the contract and are equipped to provide those services.

Selecting an integrity monitor is an important decision. This proposal provides the information requested in your EQ. However, please feel free to contact me with any questions or require additional information at Jack.Reagan@us.gt.com or at 703-637-2730 or our Contract Specialist, Virginia Dawson, at Virginia.Dawson@us.gt.com or 512-692-1235.

We look forward to the opportunity to work with the Department and PVSC.

Sincerely,



Jack Reagan
Global Public Sector Audit Partner
Grant Thornton LLP

Table of Contents

EXECUTIVE SUMMARY

<i>1.1</i>	BACKGROUND	2
<i>1.2</i>	OUR PROPOSED TEAM	2
<i>1.3</i>	OUR VALUE PROPOSITION	4

TECHNICAL APPROACH

<i>2.1</i>	MANAGEMENT OVERVIEW	7
<i>2.2</i>	CONTRACT SCHEDULE	19
<i>2.3</i>	CONTRACT MANAGEMENT	20
<i>2.4</i>	ORGANIZATIONAL SUPPORT AND EXPERIENCE	22
<i>2.5</i>	CONTRACT COST PROPOSAL/QUOTE	29

ADDITIONAL REQUIRED ELEMENTS

<i>3.1</i>	FEMA EXPERIENCE ON CONTRACTS OF SIMILAR SIZE AND SCOPE	32
<i>3.2</i>	CURRENT CONTRACT ENGAGEMENTS	36
<i>3.3</i>	ADDITIONAL EXPERIENCE OF BIDDER	41
<i>3.3</i>	STATEMENT OF NO CHANGE	42

APPENDICES

<i>A</i>	RESUMES	
<i>B</i>	CONTRACT SCHEDULE	

EXECUTIVE SUMMARY

1.1 BACKGROUND

On March 27, 2013, P.L. 2013, Chapter 37 (N.J.S.A. § 52:15D-1, et seq.), the Integrity Oversight Monitor Act (the Act) was enacted for the purpose of authorizing the deployment of Integrity Oversight Monitors for recovery and rebuilding contracts resulting from Superstorm Sandy and subsequent major storms in New Jersey. The Act permits the State Treasurer to require Integrity Oversight Monitor services on any State or non-State, federally funded recovery and rebuilding contract of \$5 million or more. Consequently, the Treasurer has required Integrity Oversight Monitoring on any such contracts valued at \$5 million or more.

There are currently three (3) contracts with Passaic Valley Sewerage Commission (PVSC) that are subject to integrity oversight monitoring and potentially another eleven (11) which would be subject to the same requirements.

1.2 OUR PROPOSED TEAM

Grant Thornton LLP

The people in the independent firms of Grant Thornton International Ltd provide personalized attention and the highest quality service to public and private clients in more than 100 countries. Grant Thornton LLP is the U.S. member firm of Grant Thornton International Ltd, one of the six global audit, tax, and advisory organizations. Grant Thornton International Ltd and its member firms are not a worldwide partnership, as each member firm is a separate and distinct legal entity. Grant Thornton LLP's headquarters is located in Chicago. The Grant Thornton's Global Public Sector (GPS) group headquarters is located in Alexandria, Virginia.

Compared to most firms, Grant Thornton has more people, with more experience, dealing with issues in the public sector. This experience includes working with federal, state, and local authorities similar to the Passaic Valley Sewerage Commission. Public sector clients have been a strategic focus of Grant Thornton for years. We currently serve hundreds of governmental entities throughout the United States. Specifically, we provide FEMA grant monitoring and compliance review services for

- ✓ **FEMA Expertise and Hurricane Sandy Experience**
- ✓ **Contracts with State and Local Governments**
- ✓ **Grant Monitoring engagements in 13 States**
- ✓ **Engineering Support to the NJEIT under the SAIL Program**
- ✓ **NJOEM Small Project QA/QC Reviews and the development of FEMA compliant SOPs.**

clients in New Jersey, New York, Texas and Wisconsin. Our experience allows us to provide the right people at the right time bringing relevant insights and experience. This translates into well-informed ideas and proven solutions that are relevant to the PVSC.

We have more than 700 professionals exclusively serving the public sector through our GPS practice. More importantly to you, our GPS team has access to the remainder of our national professional services staff, should the PVSC have unique needs that require access to a broader team. Our distinguished professionals bring invaluable real-world experience and understanding under the unique constraints faced by state and local governments. We have a legacy of being among the profession's pioneers in developing public sector planning techniques, performance measures, evaluation criteria, and

financial management systems. We have carefully structured the proposed leadership team for this engagement with experienced Project Managers who are managing similar engagements for the New Jersey Environmental Infrastructure Trust (NJEIT) and Office of Emergency Management (NJOEM) and the Texas Department of Public Safety (TXDPS) - Texas Division of Emergency Management (TDEM). Jack Reagan, your proposed Engagement Partner, currently serves as the Engagement Partner on the NJOEM and NJEIT engagements. Tennale Walker, your proposed Program Manager, served as the Project Manager for the TXDPS – TDEM engagement for over three years and is the Project Manager for the NJOEM engagement. David Barth, your proposed Project Manager, currently serves as the Project Manager on the NJEIT engagement and Program Manager on the NJOEM engagement. In addition, prior to coming to Grant Thornton, Mr. Barth was responsible for the implementation, execution and management of the New Jersey Department of Environmental Protection's (DEP) annual operating and capital budgets including related federal grants management. See resume section for further details of the leadership team's years of State financial expertise and experience.

In order to provide the engineering expertise to properly monitor the construction projects we are teaming with Tetra Tech, Inc. (Tetra Tech) for their Federal Emergency Management Agency (FEMA) expertise; United States Army Corps of Engineers (USACE) experience with levees, flood walls, and similar water retention structures; and experience with wastewater treatment systems; and Roberts Engineering Group, which represents several New Jersey wastewater treatment facilities in the NJEIT – NJDEP Financing Program.

Tetra Tech

Tetra Tech is a leading provider of specialized management consulting and technical engineering services. Clients include a diverse base of public and private-sector organizations located throughout the United States and internationally. The 2014 Engineering News-Record magazine's ranking of the Top 500 engineering firms in the country placed Tetra Tech as the 7th largest provider of engineering and technical services. Tetra Tech is one of the leading firms in the nation in the field of disaster management and homeland security, with millions of dollars in revenue coming from contracts in such diverse areas as infrastructure hardening and protection; disaster recovery; emergency management, planning, and preparedness; community resilience; disaster recovery, and grant management. Tetra Tech has provided state and local government with Public Assistance and Hazard Mitigation Grant Program consulting services since 2005. Specifically relative to Superstorm Sandy and experience with recent changes to FEMA's policies and guidance, Tetra Tech is providing direct support to the Port Authority of New York and New Jersey and the State of New York. Tetra Tech, a Grant Thornton team member on the NJEIT and NJOEM engagements, is also a prime contractor on the New Jersey Department of Environmental Protection's Historic and Environmental Program (HEP) Review required under the United States Department of Housing and Urban Development (HUD) – Community Development Block Grant (CDBG)-Development Recovery (DR) program. Tetra Tech also provides environmental review and documentation support services for a variety of Sandy recovery programs being administered by New York State.

Tetra Tech's also brings significant experience related to flood walls and levee design, construction, and inspection. In two of these projects:

- Tetra Tech prepared the FEMA levee certification and provided analyses, engineering, and design required to support the certification effort for these four levee segments that total approximately 20 miles of levee, 5 miles of floodwall, 9 pump stations, and multiple closure structures.
- Tetra Tech was the designer of record of the \$1.3 billion Lake Borgne Surge Barrier project at the Inner Harbor Navigation Canal (IHNC)—the largest civil works design-build project in USACE’s history. The team developed the design criteria, the detailed design, and construction plans and specifications of the surge barrier, gates, structural monoliths, and foundations.

- ✓ FEMA Certification and Coordination
- ✓ Levee and Floodwall Analysis and Design
- ✓ USACE Coordination
- ✓ Significant & important flood risk damage reduction project
- ✓ Flood gates, flood walls, approach walls, navigation gates
- ✓ Hydraulic modeling
- ✓ Value engineering

Tetra Tech proposes a similar team of engineers for this project.

Roberts Engineering Group LLC

At Grant Thornton we recognize the importance of utilizing and developing firms designated as Small Business Enterprises (SBE). As such, we are proud to bring Roberts Engineering Group LLC to the table as members of our proposed team.

Roberts Engineering Group LLC is a civil engineering and land surveying firm specializing in municipal, utility, water and waste water, infrastructure, roadway, and site development engineering, as well as project and construction management. The firm is certified as a Women Business Enterprise and approved as a Small Business Enterprise by the New Jersey Commerce & Economic Growth Commission, Office of Development for Small Business, and Women and Minority Businesses. Roberts Engineering brings New Jersey local government experience and has been the design engineering firm for several New Jersey municipalities’ wastewater treatment facilities. The firm’s municipal engineering services are provided under appointment as engineers in municipalities in Mercer, Atlantic and Monmouth Counties. As municipal engineers, they provide day-to-day engineering services for clients and prepare plans for capital construction projects, including construction administration and inspection. Many projects are funded through State and Federal grant programs, including NJEIT, NJDOT and FEMA, and as such, they have established very specific project frameworks for monitoring compliance with the technical and budgetary requirements set forth.

1.3 OUR VALUE PROPOSITION

Grant Thornton has extensive experience in overseeing the management of federal disaster recovery funding and evaluating grantee/subgrantees’ effective and efficient use of grant funds as well as monitoring compliance with applicable laws, regulations, and applicable program guidance. Grant Thornton, with our years of consulting and audit experience of federal grants will benefit PVSC with the management of its FEMA funding.

By engaging Grant Thornton, the PVSC has the opportunity to build on the efficiencies already gained through our work with the NJEIT. Tetra Tech as Grant Thornton’s teaming partner on the NJEIT engagement is a highly recognized and valued engineering firm supporting the NJEIT and the Department of Environmental Protection. Through our engineering support to NJEIT’s SAIL

Program, NJEIT boasts a payment turn-around time averaging 21 days from the time a Request for Reimbursement (RFR) is submitted to NJOEM until payment is received. According to NJEIT this is unheard of.

The Grant Thornton team can bring this experience to this engagement. In summary, our experience includes:

Emergency Management Experience. Grant Thornton is working under contract with the New Jersey Environmental Infrastructure Trust (NJEIT) to provide integrity oversight monitoring and engineering support to the rebuilding efforts associated with New Jersey's wastewater treatment plants impacted by Superstorm Sandy. The scope of this engagement includes permitting compliance reviews, engineering design approvals, and construction oversight. Grant Thornton's work also includes the review of the subgrantees' requests for reimbursement (RFRs) to ensure compliance with the applicable approved FEMA project requirements and recommendation to the NJEIT to provide interim funding payments.

Grant Thornton has also worked with the New Jersey Office of Emergency Management (NJOEM) to review the State's current processes for handling disaster related work that falls under FEMA's small project threshold. This engagement sought to develop FEMA compliant Standard Operating Procedures (SOP) for the small project process.

Grant Thornton is also working with the Texas Division of Emergency Management to verify that the expenditure of FEMA's public assistance funding complies with relevant grant requirements set out by FEMA and the State of Texas. Additionally, Grant Thornton reviews existing internal controls to determine if they are designed and implemented to mitigate, detect, or correct material non-compliance with the grant statutes set by FEMA and the State of Texas. The internal controls review is limited to disaster related activity.

Federal, State and Local Government Experience. Our organization conducts grants management and internal controls work, including A-133 and A-123 work, at the federal, state and local levels. As such we understand the unique compliance challenges faced by organizations at each level – from protecting limited dollars at the federal level to struggling with administrative requirements of compliance at the state and local level. More specifically our team understands the New Jersey Local Public Contracts Law, NJSA 40A:11-1 et seq. and New Jersey State Public Contracting Law (NJSA 52:34-6 et seq.). Our team regularly prepares contracts for public advertisement in accordance with these laws and provides services to local municipalities in New Jersey. As such our team understands the requirements of state and local rules, regulations and ordinances. We understand the steps that must be followed for any public procurement in New Jersey in order to be in compliance with the above stated regulations.

Diverse Grants Experience. We provide grants management and advisory services to numerous clients, including Public Service Enterprise Group (PSEG), National Institute of Health (NIH), Texas Department of Public Safety (TXDPS), US Food and Drug Association (FDA), the Low Income Home Energy Assistance Program (LIHEAP) and National Science Foundation (NSF) just to name a few others. We understand that each grant comes with its own requirements and that monitoring for compliance with those requirements comes with its own challenges. Our diverse experience with different types of grants and the associated requirements has given us the ability to

synthesize any set of requirements and apply best practices in grants management to any set of grant requirements we monitor.

TECHNICAL APPROACH

2.1 MANAGEMENT OVERVIEW

The Grant Thornton team will provide integrity monitoring services to the Passaic Valley Sewerage Commission (PVSC) related to the following fourteen (14) construction or engineering contracts:

1. Witt O'Brien – Consulting Services Contract
2. National Compressor Services – Air compressor repairs
3. Travis, Inc. – By-pass and cabling replacement
4. Administration and Control Building Construction Contractor
5. Hazard Mitigation Project Manager
6. Floodwall Design Engineer
7. Floodwall Construction Contractor
8. Standby Power Generator Design Engineer
9. Standby Power Generator Construction Contractor
10. Phase Two PAC Motor Repairs
11. Motor Control Center Replacement
12. Motor Repairs (Over 25 HP)
13. Electrical Feeder Replacement
14. Additional By-pass and cabling replacement

Six (6) integrity monitoring tasks (Tasks A-F) were set forth in the SCOPE OF WORK (SOW) REQUIREMENTS section of this RFQ. We will discuss our methodology and approach to completing these six tasks separately in the sections to follow. Where applicable within Tasks C – F Grant Thornton will discuss the specific approach within the focus of the fourteen (14) contracts

A. Conduct kick-off meeting with representative from the Department of Treasury and other key participants

We will hold a meeting with the Department of Treasury and PVSC officials to discuss the tasks and deliverables required under this work assignment. This meeting will provide the State, PVSC, and Grant Thornton the opportunity to introduce ourselves, confirm our understanding of the tasks, discuss our proposed approach, confirm timelines, and gather any additional information that might be needed to initiate our work. The meeting will also provide an opportunity for each party to exchange relevant documents and files and reach agreement on how findings and reports will be submitted.

In addition, upon issuance of a Letter of Engagement, Grant Thornton will request (via a Document Request List) initial supporting documentation to include but not limited to the procurement policies and procedures, copies of the contracts under review and a list of payments disbursed for the projects to date.

To maintain consistency with other Integrity Monitor activities underway within the State, we will also request any existing Integrity Monitor policies and procedures, quarterly Integrity Monitor reports and deliverables from other Treasury Integrity Monitor engagement query projects, to serve as input for this Task. In this manner, Treasury will achieve consistency in the work products and

reports. We will work closely with State and PVSC officials to ensure that the right information is being gathered and that the information requested is deemed relevant.

Deliverable: Grant Thornton will provide a memorandum of record of the meeting within ten (10) business days of the kick-off meeting. Copies of the minutes will also be provided to the Department of Treasury and PVSC officials (as applicable).

Proposed Hours: Grant Thornton's proposes 24 hours for this Task

B. Review PVSC's financial and administrative functions as they relate to these contracts.

- 1. Ensure that these functions adhere to all grant/assistance program guidelines, procurement rules and reporting requirements.**

Effectively implemented financial and administrative policies and procedures are essential to the mitigation of non-compliance, inefficiencies, risk of de-obligations, fraud, waste, and abuse in the management of grant funds.

Review Current Financial/Administrative Documentation. The first step to evaluating compliance systems and controls is to obtain a clear understanding of the applicable financial and administrative functions for the contracts. This includes a review of processing systems and internal controls, including documenting the overall processes. In addition to the information/documentation obtained during Task A, we will request and review any other strategic, project, procurement, and/or design documentation developed to-date.

Conduct Walkthroughs. The Grant Thornton team will perform a walk-through of each relevant financial and administrative process. Walk-throughs are a common methodology for obtaining a sequential understanding of the steps in each process and the roles of the officials responsible for key steps related to compliance and internal controls. The objectives of the walk-through are as follows:

- Understand the policies, processes, and controls from the process owner's prospective
- Determine if knowledge gaps between process owners and written policies and procedures exist in order to determine the need for training and/or additional policies and procedure development
- Identify key controls
- Determine the control objectives and if the controls are properly designed and implemented, including evaluation of the control environment (e.g., does management support compliance with established controls). We will also determine if the controls have an IT component.
- Determine any control gaps/weaknesses and make appropriate recommendations.

We will review PVSC's processes, policies and procedures to ensure that appropriate penalties and controls are incorporated into the vendor contracts to dis-incentivize fraud, waste and abuse. These controls will be designed to address construction fraud schemes such as false application for payment, change order manipulation, false representation, billing for work not performed and

substituting or removing materials. Having proper review and approval controls in place will also minimize the risk of duplication of benefits and common processing errors. The effectiveness and the enforcement of the controls will be monitored during the continuous review of procurements, payments and deliverables. Table 1 below includes a representative lists of government and not-for-profit organizations where Grant Thornton has provided support with the review and analysis of operational and financial procedures, manuals and internal controls.

Client
Public Services Enterprise Group (PSEG) – Long Island
New Jersey Office of Emergency Management
Department of Veterans Affairs
Social Security Administration
United States Marine Corps
National Aeronautics and Space Administration
Yale University
Morehouse College
Centers for Medicaid and Medicare Services
Department of Veterans’ Affairs
Transportation Security Administration

Table 1: Internal Controls Policies and Procedures Review Support

Compliance with Laws and Regulations. Throughout our review of the financial and administrative functions, we will ensure that your functions are in compliance with the grant agreement/assistance program, procurement rules and reporting requirements. Specifically we will refer PSVC compliance with the Federal, State and Local laws, regulations, or ordinances noted below (as applicable) in **Table 2:**

Area	Sources of Compliance Requirements and Best Practices
FEMA	<ul style="list-style-type: none"> • Robert T. Stafford Disaster Relief and Emergency Assistance Act • Code of Federal Regulations (CFR) Title 44 • FEMA policies, procedures and regulations e.g. FEMA’s 9500 series publications • OMB circulars (e.g., A-133, A-102, A-107, A-87) as applicable • NEPA 42 USC 4321

Area	Sources of Compliance Requirements and Best Practices
Procurement and Contracts	<ul style="list-style-type: none"> • Title 44 CFR Part 13, Section 13.36 • New Jersey State Public Contracting Laws (NJSA 52:34-6 et seq.) • New Jersey Local Public Contracts Law (NJSA 40A:11-1 et seq.) • New Jersey State Comptroller Sandy Audit Guidance and Plans • Davis-Bacon Act and other labor standard provisions • Buy American requirements • Federal Acquisition Regulations
Fraud, Waste, and Abuse	<ul style="list-style-type: none"> • False Claims Act • Grant Thornton Best Practices - Fraud Schemes and Controls
NJ Integrity Monitor Law	<ul style="list-style-type: none"> • Integrity Oversight Monitor Law • Integrity Oversight Monitor Training Session Briefing, Guidance as of 9/17/13

Table 2: Compliance requirements and best practices

We will identify opportunities for strengthening the policies or procedures and related controls, and identify ways to minimize the risk of de-obligation or delays in reimbursements or project closing. As the work progresses, we propose that informal bi-weekly “coffees” be held with PVSC officials and the Grant Thornton team to discuss work performed and potential areas of interest that might be highlighted in upcoming monthly and quarterly reports.

Deliverable: Grant Thornton will complete the review of PVSC financial and administrative functions within forty (40) business days of the kick-off meeting and report any findings to PVSC and the State Contract Manager.

Proposed Hours: Grant Thornton’s proposes 60 hours for this Task.

C. Procurement and Payment Review of Each Contract

Perform Testing as follows:

- 1. Verify that the contract was procured in accordance with all Federal, State and Local laws, regulations, and ordinances.**

Grant Thornton will review the contracts and determine if they were properly procured by performing the following procedures:

- Review PVSC procurement policies and procedures to determine if they meet the guidelines of the federal procurement requirements and that the policies and procedures were followed.
- Obtain the advertisement for bids and copies of all submitted bids.

- Review the bid selected and the evaluation of the bid to determine that the selection is properly supported.
- If the contract was not competitively bid, determine if the competitive bid process was properly waived. Specifically we will verify that the Witt O'Brien and National Compressor contracts were properly procured and that sufficient documentation is maintained to support these procurements.
- Review other supporting documentation as applicable such as award letter, notice of acceptance, or notice to proceed.
- Confirm that System for Award Management (SAM) testing, was performed for all vendors before procuring services from the vendor. If validation has not been done, perform accordingly and obtain screen shots for support.

Review the contracts and determine the following:

- The scope of the contract is consistent with the scope of work needed
- The type of contract is eligible (unit price, fixed price, time and material etc.)
- Contracts are signed and fully executed.
- Amendments (as applicable) are also signed and maintained.
- Ensure conditions of the contracts are being met through detailed review of invoices and site inspections.

More specifically for the design related components of each construction contract (Zimpro Process Air Compressors, Cabling and Electric Wiring, Floodwall, and Standby Power System) the Grant Thornton team will:

- Review PVSC's procurement procedures including:
 - Bidding and Addenda procedures.
 - Instructions to bidders and contract award procedures.
 - Contract award or rejection of bids and re-advertising construction contracts, and provide Authorization to Awards for construction contracts.
- Review Project Costs, Review Allowable/Eligible Costs, and Projected Construction Costs, including:
 - Comparing the plans and specifications to ascertain that the work being performed is consistent with corresponding FEMA PWs.

2. Verify that the payment process is, or was consistent with applicable Federal, State, and Local laws and that there were no duplication of benefits, process and payment errors, waste, fraud, abuse, malfeasance, or mismanagement of funds.

Grant Thornton will obtain invoices paid to date and determine the following:

- Invoice dates are within the period of the executed contract.
- Invoices have the proper supporting documentation and detail.
- Invoice rates and hours agree with the contract and PO if applicable.
- Perform additional procedures based on the type of contract (Unit Price and T&M etc.) to ensure additional cost such as travel, materials/supplies, etc. are properly supported in the invoice.

- Ensure proof of payment for each payment was obtained and tie to invoice amount.

During our compliance reviews of sub-grantees on behalf of the Texas Division of Emergency Management (TDEM), common audit findings often result from improper procurements, missing documentation and unsupported hours. Grant Thornton will work with PVSC to ensure documentation is properly tied out and obtained for a suitable retention period (3+ years from close of grant).

Grant Thornton will continue the monthly review of request for reimbursement (RFR) submitted by each of the contractors throughout the term of the engagement and the specific contract being monitored. For example, the Grant Thornton team will review invoice payment requests and confirm the withholding of retainage or the payment of price adjustments for asphalt or fuel among many other things.

The Grant Thornton team will review documentation and onsite conditions during site visits to assure compliance with approved PWs and to assure that payment requests have been or will be reflective of actual work performed and installed.

If Force Account Labor will be utilized in conjunction with any of the 14 contracts, Grant Thornton will expand its review to the underlying cost accounting systems of PVSC to support the documentation of reimbursable cost.

Grant Thornton offers PVSC a dynamic, multi-tiered, and interdisciplinary forensic accounting and specialty accounting services process that moves beyond the limitations of traditional pay and chase solutions to help prevent improper payments as a result of fraud, waste, and abuse within Government disaster assistance programs. Our services are scalable and fast—and work with large data sets. They can operate in proprietary information processing systems or cloud computing environments. Grant Thornton services track with project operations and disbursements to provide analysis of either pre-payment anticipated outcomes or post-disbursement results. These services provide unique capabilities that are directly germane to federal anti-fraud objectives. Grant Thornton forensic services are designed to prevent improper payments by detecting potential fraud, waste, and abuse before any funds are disbursed. In addition, these services are designed to identify potential internal control issues quickly and to allow the responsible parties to dynamically re-target requisite oversight resources based on what is learned from the identified issues. The key elements of Grant Thornton services include

- Application of a five step, payment cycle analytics tool (if applicable) for the contracts. It begins with a robust initial vetting process for the contractor, supported by ongoing analytics of each payment transaction with the contractor. The five steps are authentication, verification/exclusion, pre-payment checks, payment processing and post-payment recoupment. Any or all steps are available to PVSC as needed;
- Data handling, error detection modeling, and historical analytics powered by Grant Thornton's high performance data processing systems designed for the kind of analysis that PVSC requires to help stop fraud in as near to real time as possible;
- Intuitive visual analytics tools to manage high volume data flow with software technology that enhances human cognition of complex data sets to provide a rapid production of high volume analytics; and

- Superior investigative, forensic review, and program management expertise provided by Grant Thornton.
- 3. If weaknesses, errors, etc. are detected, develop recommendations and strategies to ensure maximum Federal recoveries, compliance with all laws, and prevention of associated risks.**
- If weaknesses or errors are detected during the procedures performed above, we will work with PVSC to reconcile the discrepancies and obtain missing or alternative supporting documentation.
 - All documentation from the procurement documentation to the payment of all invoices will be filed and indexed sequentially to aid in the close-out audit. Per our experience with the state of Texas, a well-organized filing system is critical to efficient and timely close-out audits.

If significant weaknesses and reoccurring errors are detected, the Grant Thornton suite of Enterprise Integrity tools discussed above are deployed in real time and would represent a continuous process for monitoring the integrity of the contracts under scope. This strategy will be tailored to New Jersey and Federal requirements by using all available and applicable data sources to maximize the impact of continuous review for determining savings, improving processes and minimizing risk. Any suspension of fraud, waste, abuse or mismanagement of funds noted during our normal review of the contracts and payment will be reported to appropriate officials immediately.

Task C 1 Deliverables: For all existing authorized contracts subject to the Integrity Oversight Monitor Act (currently three based on the Revised Engagement Query), Grant Thornton will verify, within sixty (60) business days of the Kick-Off Meeting, that each contract was procured in accordance with the applicable Federal, State, and Local laws, regulations and ordinances. For all other contracts, Grant Thornton will complete the verification within thirty (30) business days of the specific contract's execution and our resulting task order, once the project's cost exceed the threshold of the Integrity Oversight Monitoring requirements.

Tasks C 2 & C3 Deliverables: Grant Thornton will verify, on an on-going basis, that each payment is or was processed consistent with applicable Federal, State and Local laws, and that there is no duplication of benefits, or process and/or payment errors, waste fraud, abuse, malfeasance or mismanagement of funds. Grant Thornton will report any findings to PVSC and the State Contract Manager and will include within the Monthly Status Report the on-going status of each project until the project is completed.

Proposed Hours: Grant Thornton's proposed hours for this Task are detailed below in Table 6 for each contract identified in the Revised Engagement Query.

D. Review and Evaluate Contract Deliverables

1. Verify that construction plans, documentation, and permits comply with all Federal, State and Local laws, regulations, and ordinances.

Grant Thornton will task our engineering subject matter experts (SME) to verify that the plans, documents, and permits comply with federal, state, and local laws, regulations, and ordinances by performing a careful and deliberate review of the documents. We will compile a full checklist of the plans, contract documents, and all permits, and will review all documentation to confirm that the plans comply with the permits.

More specifically, for the construction-related contracts (Zimpro Dryers, Cabling and Wiring, Floodwall and Standby Power System), the Grant Thornton team will:

- Compile a list of all required permits for construction.
- Reach out to PVSC and determine the status of the permits, and document the status in tabular form.
- Ensure compliance with environmental requirements of the projects and monitor the list of permit approvals.
- Confirm environmental assessment impact status with PVSC staff.
- Confirm cultural resources impact status with PVSC staff prior to the start of the project, and as required thereafter if questions arise during construction.
- Review plans and specifications to verify performance of work consistent with corresponding FEMA PWs and hazard mitigation plans.
- Specific to the flood wall, verify implementation of the design in accordance with generally accepted procedures such as those developed by USACE.
- Review construction documents and procurement procedures to ensure compliance with applicable state and federal regulations, and completion of design documents per regulations, standards, and codes.
- Provide guidance for Authorization to Advertise.

The following documents will be reviewed:

- FEMA project worksheet and Hazard Mitigation project file.
- Plans, specifications, and contract documents – assumed to be one set.
- Other related documents or correspondence such as design report and subgrant applications.

2. Verify that all construction contract deliverables are provided, and within acceptable timeframes, for the duration of the engagement.

Grant Thornton, with assistance from our engineering SMEs and engineering field staff, will conduct on-site reviews of actual constructed and installed improvements, and will compare installed improvements to the contract plans and other documentation. We will perform generalized calculations to confirm that actual quantities are consistent with the quantities for which the

Contractor received payment. We will compare the construction schedule with actual time devoted to the project to assure that the schedule is acceptable.

The Grant Thornton team will perform the following work:

- Review preconstruction meeting procedures after contract award but prior to Contractor mobilization (Notice to Proceed).
- Attend preconstruction meeting.
- Review construction oversight requirements and change order review procedures.
- Perform on-site construction inspections monthly to verify that ongoing work complies with approved design and specifications, and FEMA-obligated PWs.
- Conduct change order review (non-engineering) to ensure compliance with FEMA-approved scope/obligated PW.

Scanned copies of the following documents regarding all major items (electrical, mechanical, pumps, valves, VFDs, flow meters, etc.) will be requested as these arrive.

- Equipment packing slip and/or first couple of pages of the Operations and Maintenance (O&M) Manual for all equipment delivered and installed
- Bill of lading – if one arrives with the shipment.

While monitoring each contract's/project's progress, the Grant Thornton team will provide:

- Site Inspection Form: Following the site visit, a Site Inspection Form will be developed that will be similar in format to the NJ DEP Construction Inspection Report. Project-specific photographic documentation will be included in each inspection report.
- Final Project Closeout Memorandum: This Memorandum will include a summary of the project, final site inspection report, and final requisition review.

Task D - Deliverables: Grant Thornton will verify, on an on-going basis, that the project plans, documentation, and permits comply with all Federal, State, and Local laws, regulations, and ordinances and that all contract deliverables were provided and within acceptable timeframes for each project until it is completed. Grant Thornton will report any findings to PVSC and the State Contract Manager and will include within the Monthly Status Report the on-going status of each project until the project is completed.

Proposed Hours: Grant Thornton's proposed hours for this Task are detailed below in Table 6 for each contract identified in the Revised Engagement Query.

E. Provide Ongoing Quality Assurance/Quality Control Reviews for the duration of this Engagement.

- 1. Ensure that payments are disbursed consistent with applicable directives, and that there are no duplication of benefits, process and payment errors, waste, fraud, abuse, malfeasance, or mismanagement of funds.**

An effective system for providing quality assurance/quality control reviews is essential to reducing the risk of de-obligation and preventing the duplications of benefits and payment errors, as well as waste, fraud, abuse, malfeasance and mismanagement of grant funds. These types of occurrences can cause delivery delays, and ultimately, de-obligations of federal grant awards. Grant Thornton's approach to monitoring requires the Integrity Monitor to serve as a line of defense when reviewing contracts, vendor invoices, and compliance. Electronic work papers document the necessary information and facilitate compliance reviews. Our experience has shown that these services are critical components of quality monitoring and are best performed by an independent party.

After the initial review and for the duration of the PVSC engagement, Grant Thornton will review the supporting documentation as requests for reimbursement are made, payments are disbursed, and progress reports are submitted. This continual monitoring will ensure that the information reported and costs claimed comply with all laws, regulations, and ordinances.

We will review monthly monitoring activities by the PVSC and the design and project management contractor (if applicable) to ensure that an effective control environment is maintained through the completion of the project. We will obtain copies of oversight and contractor status reports submitted by the vendors. We will analyze these reports and verify the information with supporting documentation.

Our team will review all deliverables for compliance including all invoices and subsequent payments. As contractor invoices are submitted, Grant Thornton will perform a detailed review of the invoices to ensure the following:

- Invoice dates are within the period of the executed contract.
- Invoices have the proper level of detail and supporting documentation including timesheets and logs.
- Invoice amounts tie to the supporting documentation.
- Invoice rates and hours agree to the contract and PO if applicable.
- Perform additional procedures based on the type of contract (Unit Price and T&M) to ensure additional cost such as travel, materials/supplies, etc. are properly supported in the invoice.
- Ensure proof of payment for each payment for each invoice is maintained and agrees to invoice amount.

The Grant Thornton team will:

- Review requisition packages and supporting documentation to ensure costs are justifiable and in line with the PVSC's original approved design and FEMA obligated PWs.
- Create and maintain a contract disbursement tracking sheet.

- Review requisition packages and supporting documentation submitted by PVSC to FEMA. Verify costs are justifiable and in line with the applicant’s original approved design and FEMA’s obligated PW.
- Requisition Form: Whenever a requisition is reviewed, the team will provide a completed approved or denied requisition package and supporting documentation. The requisition authorization package will consist of a one-page Technical Memorandum documenting the approval or rejection of the requisition. Any reasoning for the rejection of the requisition will be documented. A requisition authorization table showing the percent of work completed, payment authorized in the current requisition, payment that has been made to date, and any retainage will be included in the technical memorandum. The requisition authorization table will be similar to the bid sheet and the NJOEM Request for Reimbursement Requisition Form and Labor Summary Report Audit Form, and will have item descriptions, quantities, contract unit rates, retainage information, etc.

On an ongoing basis the Grant Thornton team will provide for the quality assurance / quality control reviews over each contract through the monitoring of the cost documentation supporting RFRs and onsite reviews confirming that payment requests reflect actual work performed and installed.

As some invoices can be rather large, a discussion on the level of review of the invoices and payments will be closely coordinated with PVSC. On an ongoing basis through the closeout of the project, Grant Thornton will also perform the additional monitoring activities noted in **Table 3** below:

Area	Monitoring Activities
Grant Management	<u>Maintain Electronic Vendor File</u> : Maintain an electronic project file for the purposes of compliance and to ease downstream project closeout activities. This file will contain solicitations, submitted bids, bid evaluations, signed contracts, amendments or change orders, vendor invoices with supporting schedules and proof of payment documentation.
NJ Integrity Monitoring Law	<p><u>Electronic NJ Integrity Monitor File</u>: Separate from the Vendor workpaper files, we will maintain a NJ Integrity Monitor file which contains the necessary documentation required to support the Status report and the Findings of potential fraud, malfeasance, or criminal activity.</p> <p><u>Monthly</u>: On the first business day of each month Grant Thornton will provide updates on activities conducted for, each task to include the type of activity, analysis, results, recommendations, resolutions, and/or preventative measures, and follow up on any previous outstanding issues.</p> <p><u>Quarterly Report</u>: On the first business day of each calendar quarter, Grant Thornton will provide the Contract Manager a report detailing the provision of services during the three-month period preceding the due date of the report and any previously unreported provision of services, which shall include, but not be limited to, detailed findings concerning the integrity oversight monitor’s provision of services and recommendations for corrective or remedial action relative to findings of malfeasance and inefficiency. The report shall include a privilege log which shall detail each denial of sensitive information that the integrity oversight</p>

Area	Monitoring Activities
	<p>monitor exercises in preparing the report. The report shall not include any information which may compromise a potential criminal investigation or prosecution or any proprietary information.</p> <p><u>Findings of potential fraud, malfeasance, or criminal activity:</u> We will report these to the State Contract Manager, the Office of State Comptroller and the Attorney General immediately by email.</p> <p><u>Time Logs:</u> We will maintain copies (and upon request, originals) of time logs to include information on the allocation of hours worked by the Grant Thornton team to the respective federally-funded programs and all other data required in order to ensure compliance with all federal requirements.</p>

Table 3: Quality Assurance/Internal Control Reviews

In addition, to assist in overall project management, we will evaluate reported project status in accordance with the project schedule and budget, identifying any discrepancies and delays.

2. Continue review through project closeout to ensure compliance with contract

During the actual construction of the contracts, we will assure that the monthly request for payment is fully consistent with the actual improvement. Specifically Grant Thornton will provide PVSC an experienced inspector at the construction site to observe the actual construction progress which has been made. Our inspector will review onsite site improvements made since the prior visit. At each onsite visit, the plans will be reviewed to assure congruency between the plans and the ongoing work. Site visit observations and notes will be compared to contractor’s monthly invoices. A final inspection will be performed for each contract to ensure all work has been completed in accordance with scope of work, contract schedule and plan.

3. Provide ongoing guidance and problem resolution to support account reconciliations and other issues related to the payment processing and reporting

Your proposed Grant Thornton team is comprised of four CPAs and Engineers who will be on site and/or available for ongoing guidance and immediate problem resolution. We will provide assistance with account reconciliations to ensure information is accurate, payment processing to facilitate timely and accurate payments to contractors and reporting to ensure compliance throughout the duration of the project. We have expertise in developing monitoring and reporting tools that can assist with funds management and provide ad-hoc reports of information as needed and in real time. We will perform data analytics as desired to identify inconsistencies in information that may require further review.

Task E - Deliverables: Grant Thornton will provide, on an on-going basis, quality assurance and quality control reviews to confirm that payments are disbursed consistent with applicable directives and that there is no duplication of benefits, process and payment errors, waste, fraud, abuse, malfeasance or mismanagement of funds. Grant Thornton will report any findings to PVSC and the State Contract Manager and will include within the Monthly Status Report the on-going status of each project until the project is completed.

Proposed Hours: Grant Thornton’s proposed hours for this Task are detailed below in Table 6 for each contract identified in the Revised Engagement Query.

F. Provide Deliverables as Set Forth in this Engagement Query

The Deliverables required under Task F will be ongoing for each project until the project is completed. Our reports will provide sufficient detail to convey the particular work performed; our findings based on site visits and document review; the result of our visits and reviews and whether there was the need for follow up, correction, and resolution. If necessary, we will report on recommended procedures for future activity and recommended preventative measures.

Grant Thornton will provide and/or report:

- Findings of potential fraud, malfeasance or criminal activity to State Comptroller and Attorney General immediately upon discovery;
- Monthly Progress Status Reports to the State Contract Manager on the first business day of each month;
- Quarterly Integrity Oversight Monitoring Reports to the State Treasurer on the first business day of each calendar quarter; and
- Time Logs will be maintained and will be available to the State Contract Manager upon request.

Task F - Deliverables: Grant Thornton will provide the required deliverable reports on the schedule identified within the Engagement Query. Grant Thornton will include within the Monthly Status Report the on-going status of each project until the project is completed.

Proposed Hours: Grant Thornton’s proposed hours for this Task are detailed below in Table 6 for each contract identified in the Revised Engagement Query.

2.2 CONTRACT SCHEDULE

The Table below contains the proposed contract schedule based on the information provided in the Revised Engagement Query and/or assumptions Grant Thornton made where contract lengths were indeterminate or not identified. **Table 4** below includes the performance milestones and associated deliverable items to be submitted as evidence of completion of each task and/or sub-task. Overall, we propose to complete the deliverables outlined in the Engagement Query within the required timeframes identified in the Revised Engagement Query.

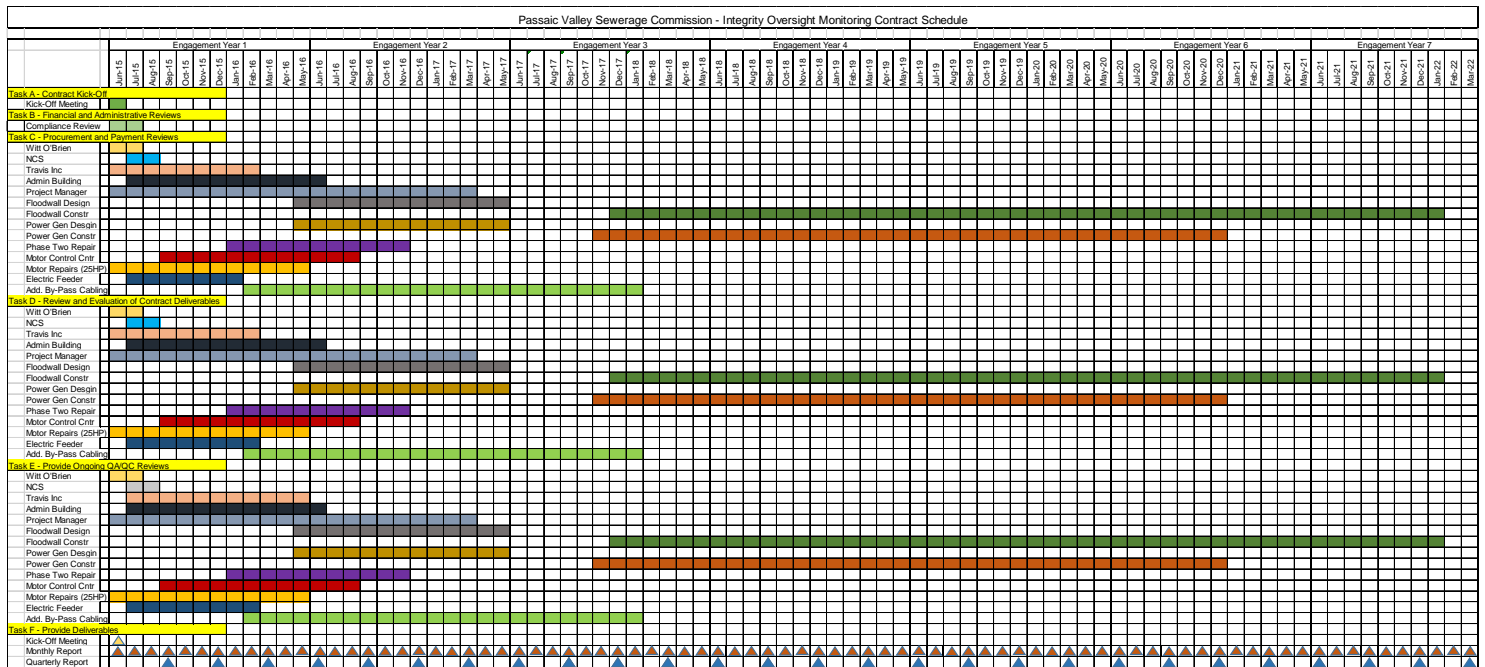


Table 4: Proposed contract schedule

Based on Grant Thornton’s understanding of the Revised Engagement Query, our price proposal reflects the cost to complete all Tasks for each of the fourteen (14) contracts and Tasks A and B using the third year of the G9004 contract. Further Grant Thornton price proposal is premised on the identified length of each contract’s monitoring requirements or, in the cases where the contract term was not provided Grant Thornton has provided the basis of its assumptions on which price proposals were developed. Accordingly if the time period for which monitoring is required exceed the basis on which this proposal was given, Grant Thornton reserves the right to revisit the pricing proposal.

2.3 CONTRACT MANAGEMENT

The magnitude of the Superstorm Sandy recovery efforts by the Passaic Valley Sewerage Commission requires experienced and diverse resources to accomplish the purpose of PVSC’s Revised Engagement Query. The stated purpose of the Revised Engagement Query is to provide the Commission with a monitor to minimize the risk of deobligation; prevent or rectify the duplication of benefits, process and payment errors, waste, fraud, abuse, malfeasances and mismanagement.

Grant Thornton will provide a wide array of resources in support of the PVSC’s requested integrity oversight monitoring services. We will review and monitor PVSC’s financial and administrative functions as defined in the Revised Engagement Query for the contracts identified as having exceeded the \$5 million threshold established by P.L. 2013, Chapter 37 – “The Integrity Oversight Monitor Law” (the Law). Our Team will ensure that proper controls are in place; verify that the contracts are procured in accordance with all federal, state, and local laws, regulations and

ordinances; and confirm that all contract requirements, terms and conditions, and deliverables are met; and confirm contractor invoices and payments are compliant.

If any of the fourteen contracts will be financed through the NJEIT's SAIL Program our Team will leverage the NJEIT's reviews and recommendations without duplicating or recreating efforts.

NOTE: Grant Thornton is the contractor that is performing the required reviews and making recommendations for the NJEIT. This will significantly facilitate the leveraging of the NJEIT reviews and recommendations and could represent significant cost savings.

Plan to Manage, Control, and Supervise Contacts.

The Grant Thornton team will work to ensure seamless communication and coordination as it relates to the management, control, and supervision of tasks required under this EQ. We have operated successfully under large, task order driven contracts. We bring a proven approach to managing multiple, simultaneous tasks on time-sensitive programs. Our management protocol will be overseen by a joint leadership team. All task deliverables will be signed-off on by our program manager and engagement partner, ensuring that there will be no gaps in quality or level of support offered to the State.

Communications with the State Contract Manager and PVSC Officials

To ensure effective communication with the State Contract Manager, and PVSC officials, we will establish a communication protocol that includes regular written and face-to-face communication. The protocol will ensure that we respond to top priorities and that our work is responsive, and meeting client expectations.

For issued Task Orders, we will hold regular status meetings and provide status reports as requested by the Contract Manager and PVSC officials. Grant Thornton will include the Task Order status reports as part of the Monthly Report. Each status report will include an update on our open assignments, activities completed, activities in process, status of action items, issues, findings and budget.

Grant Thornton will provide on the first business day of the month a Monthly Report on our analyses of data on fraud detection, outlier trends and progress by agencies or contractors to correct anomalies and system processes to provide verification of resolution and prevention of reoccurrence. The monthly reports will also address the resolution and closure of issues identified as result of any audit or monitoring from agencies providing oversight.

We will develop and maintain an integrated master schedule for the tasks under the contract, and our team leaders will review monthly time and expense information to ensure the engagement is on budget. We will maintain time logs as defined in the EQ.

In addition, on the first business day of each calendar quarter, Grant Thornton will provide a report detailing our provision of services during the three-month period preceding the due date of the report and any previously unreported provision of services. The quarterly reports will include, but not be limited to, detailed findings concerning our provision of services and recommendations for corrective or remedial action relative to findings of malfeasance and inefficiency. As required, the report will include a privilege log, which will detail each denial of sensitive information that Grant Thornton exercises in preparing the report for transmission to the Legislature and the Governor

pursuant to this subsection. Our reports will not include any information which may compromise a potential criminal investigation or prosecution, or any proprietary information

All members of our Engagement Leadership team will be available to the State via phone or e-mail when not on site. Our Project Manager will be located in New Jersey and will coordinate our day to day work in New Jersey. We will stand ready to compile any contract or task information you request and return it to you within 24 hours.

Contract Oversight and Compliance. In addition to providing high quality services and deliverables, our Engagement Leadership team will work with our contract compliance specialists to ensure that we adhere to all contract provisions, including but not limited to:

- **Travel Expenses and Reimbursements:** Adherence to the General Services Administration (GSA) published travel rules and rates to include disaster specific amendments in accordance with the Federal Travel Regulations and as modified by specific reference in the G9004 Contract's Section 3.6 Travel Expenses and Reimbursements (Mileage Reimbursements).
- **Data Confidentiality:** The protection and confidentiality of all data, including the completion of confidentiality agreements, security awareness and confidentiality training, and security clearances/background checks for all staff.
- **Document Retention/Material Ownership:** Document retention in accordance with Federal and State requirements and the transfer of ownership for all materials and technology solutions to the State (unless otherwise agreed to).
- **Liquidated Damages:** The adherence to liquidated damages provisions associated with a failure to meet any required milestones, standards or deliverables, as appropriate.
- **Compensation and Payment:** Compliance with invoicing and payment terms as agreed to by the State, and in accordance with both Federal and State requirements.
- **Potential Conflicts of Interest:** The identification and avoidance of any and all potential conflicts of interest.

By providing the Contract Manager and PVSC officials a standardized Project Management Process, ongoing communication, and rigorous contract oversight, the Grant Thornton team will ensure that all tasks under the contract are completed to the highest standard and in accordance with all contract provisions.

2.4 ORGANIZATIONAL SUPPORT AND EXPERIENCE

We believe that chemistry is important to a productive, long-term relationship between Grant Thornton and the State. One of the most important factors in selecting a firm is the people with whom you will be working. Grant Thornton client service teams are selected to match the clients we serve. Care and attention are paid to aligning technical and industry skills, experience, and personality.

The Grant Thornton team includes professionals with deep experience in audit, disaster recovery, engineering, financial management, fraud, waste and abuse detection, and organizational analysis and improvement. We have provided resumes of personnel with significant depth and breadth of skills gained from years of consulting experience in both the public and private sectors. All of our

proposed personnel have relevant experience and expertise to allow for outstanding and seamless service delivery.

Across Grant Thornton and our teaming partners, we have a deep bench of staff and expertise allowing us to match skills to specific need of the engagement. Our staff has a broad range of certifications and includes CPAs, fraud examiners, professional engineers and construction/project managers.

The organization and structure of the team will be dynamic. Grant Thornton maintains a strong corporate commitment to deploying the best resources for our engagements. As such we are teaming with engineering firms to ensure the construction of the projects are effectively monitored while we focus on the monitoring of the grant funding. We are accustomed to seamlessly and transparently integrating partners through our multitude of BPAs and our teaming approach facilitates a culture of one integrated team. Our team blends a distinct combination of large and small businesses known for successfully providing services similar to those outlined within the PWS. Subcontractors are assigned specific roles based on their core capabilities and vast experience, and are integrated into the staffing process to ensure the best resources are selected. We continually monitor and evaluate subcontractor performance and quality and have direct access to their senior leadership to expedite resolving any issues.

From an engineering perspective the Grant Thornton team will include Subject Matter Experts (SME) in the areas of wastewater engineering, electrical and control systems engineering, structural engineering, geotechnical engineering and wetlands/environmental evaluation and permitting. Depending on the given contract the professional expertise will change. For instance the electrical engineering SME will play a lead role monitoring the Travis contract and the Standby Power Generator's design and construction. A geotechnical engineering SME will play the lead role with the Floodwall's design and construction.

The personnel proposed for this project are professionals with proven records of expertise and experience. Their bios follow with resumes attached as an Appendix. The proposed team structure is shown in the **Chart 5** below:

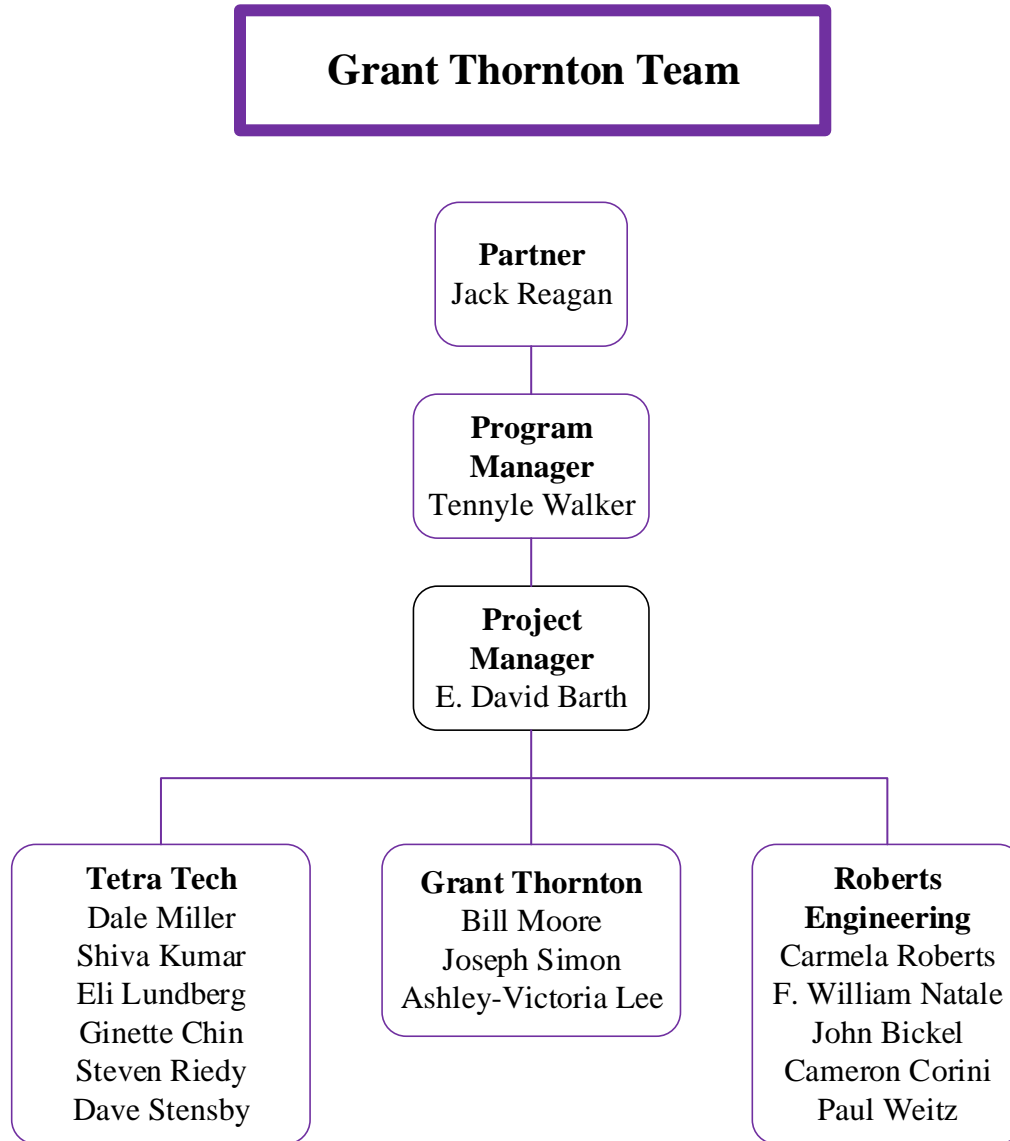


Chart 5: Organizational Chart

Project Leadership

- **Jack Reagan**, proposed as Engagement Partner, has over twenty-five years of experience in the audit and evaluation of federal, state, and local government financial statements, internal controls, and accounting and financial management systems and operations. He has overseen numerous projects demonstrating his extensive knowledge of federal and state and local government accounting, financial management, auditing and budget to include developing and revising operating policies and procedures for federal and state and local government agencies and designing or evaluating financial reporting internal controls. Mr. Reagan currently serves as the Engagement partner on the New Jersey Office of Emergency Management (NJOEM) project. This effort includes a compliance review for all applicable federal, state and local laws, regulations and ordinances in order to verify that State procedures adhere to grant program

guidelines. Mr. Reagan also has extensive experience and special expertise in grants management and disaster recovery oversight. Mr. Reagan is a Certified Public Accountant (CPA).

- **Tennyle Walker**, proposed as Program Manager (*Senior Manager*), has over 12 years of experience in audit and financial management. She has advanced knowledge of performance reviews, federal audits, grant audits, A-133 audits, and internal control assessments. She also has significant experience managing, testing, and reporting on program compliance including expertise in federal and state financial and accounting laws and regulations. Ms. Walker has been the Project Manager on the Public Assistance Grant Audits/Reviews engagement being performed for the Texas Division of Emergency Management for almost three years. During that time, her team has completed well over 450 audits of PA grant-funded projects in a variety of jurisdictions for three disasters. She is well-versed in federal and state grant requirements, common audit findings, and best practices for retention and documentation requirements in order to minimize audit findings at closeout. She also serves as a Project Manager on the New Jersey Office of Emergency Management (NJOEM) project. Ms. Walker is a Certified Public Accountant (CPA) and Certified Government Financial Manager (CGFM).
- **E. David Barth**, proposed as a Project Manager (*Manager*) has extensive experience in the State's financial processes through his years of managing the New Jersey Department of Environmental Protection's (NJDEP) budget and financial operations. His expertise includes the financial oversight of multiple federal grant programs using monies from multiple funding agencies, many with their own set of requirements and grant conditions. Mr. Barth coordinated an internal NJDEP team that tied together the multiple state and federal Superstorm Sandy funding sources to FEMA's Resource Support Functions/Framework addressing the goals of Environmental Infrastructure, Natural and Cultural Resources and Hazard Mitigation Work Groups. He also participated on the procurement teams responsible for drafting the State's RFP for Debris Removal, Debris Removal Monitoring, and the CDBG Environmental and Historic Review contracts. Mr. Barth's role on these teams centered on reviewing the proposals and recommending the awards. His training includes HUD's Disaster Recovery – CDBG Administration Training (2013) focused on the management of CDBG-DR funding, grant requirements and Action Plan development. Mr. Barth's experience with the State of New Jersey included responsibility for construction/project oversight of the Department of Environmental Protection's recreational development and historic restoration projects. Additionally as the Director of Budget and Finance for the Department of Environmental Protection, Mr. Barth was responsible for overseeing the fiscal aspects of the Clean Water State Revolving Fund (CW-SRF) program.

Subject Matter Experts

- **Bill Moore, CPA**, proposed as a Subject Matter Expert, is a Senior Manager at Grant Thornton. He has over 50 years of auditing, accounting, and advisory experience at the Federal, state and local government level, including over 15 years of experience performing audits and reviews of Federal assisted grant programs. Prior to coming to Public Accounting Mr. Moore had 30+ years of experience with the U.S. Government Accounting Office (GAO). He is currently working on the New Jersey Hurricane Sandy disaster recovery project for the New Jersey Department of Treasury looking at FEMA Public Assistance awards. Mr. Moore has been the Audit Manager for 16 individual state audits of the management of the Homeland Security Grant Program and 13 state audits of FEMA emergency management awards for the DHS

Office of Inspector General. He also managed 30 audits of FEMA Firefighter Assistance awards to fire departments throughout the U.S. In addition, he has been the manager of grantee audits of FEMA disaster assistance grants awarded to local governments. Mr. Moore also managed an audit of FEMA's Disaster Close-Out Process and FEMA's Public Assistance Grant Appeals system. Both audits resulted in recommendations to FEMA's program office for management improvement. Mr. Moore's experience at Grant Thornton, Foxx & Company and the Government Accountability Office include audits of the Department of Agriculture, the Department of Defense, General Services Administration, the Department of Housing and Urban Development, the Department of Labor, the Nuclear Regulatory Commission and the Department of Homeland Security. Mr. Moore is a Certified Public Accountant, Certified Government Financial Manager, and Certified Professional Manager.

- **Dale Miller** is proposed as an SME (Structural Engineer) for reviewing structural design of the flood wall. Dale has experience in management and structural design of navigation, heavy civil, and marine projects for public agencies and private developers. He has managed several on-call-type contracts involving coordination of a multidisciplinary A/E teams. Dale specializes in in-the-wet construction of reinforced and post-tensioned concrete and steel structures, and has provided seismic analysis, preliminary and final plans, specifications, cost estimates, construction inspection, load ratings, alternative studies, and reports. Dale is currently Vice Chair for the international working group Permanent International Association of Navigation Congresses (PIANC) on innovations in lock design and construction.
- **Dave Stensby** is proposed as the SME (Design & Construction of Hydraulic Structures) if gates or other similar structures are on the flood wall. Dave has experience in design and analysis and construction of hydraulic structures. His diverse experience includes concrete and embankment dams, and geotechnical investigations supporting large structures. He has designed numerous steel gates including tainter gates, and high-pressure slide and roller gates. Gate operations cause hydraulic transients that he also evaluates. He has unique experience in finite element modeling of flood walls, levees, gates, and related equipment. Dave has supported design studies with flood routing and civil remediation alternatives. Most recently, he was part of the Tetra Tech team that, with international partners, successfully bid for the design of the new third set of locks at the Panama Canal.
- **Steven J. Riedy** is proposed as an SME for review of geotechnical data and geotechnical design, and for inspections of the flood wall during construction. Mr. Riedy has experience with water resource and flood control projects, and has an extensive background conducting classical geotechnical evaluations serving clients in various markets. Experience includes inspection, evaluation, and remediation of dams, flood walls, levees, seepage/stability berms, and overtopping protection. Mr. Riedy conducts periodic inspections of USACE levees and levee design and certification efforts for USACE. His experience includes participation in Federal Energy Regulatory Commission (FERC) Part 12 Inspections, preparation of several National Flood Insurance Plan (NFIP) levee certification reports, development of dam inspection reports, and preparation of plans and specifications for repairs or improvements to dams, levees, and appurtenance structures. Mr. Riedy also has conducted technical evaluations of staged construction, implementation and monitoring of instrumentation systems, laterally-loaded pile evaluations, structural inspections and evaluations, and temporary shoring designs. He has also

developed analyses and offered recommendations for efforts on lock and dam projects for USACE.

- **Ginette Chin** is proposed as an SME (electrical engineer) for review of the electrical design and inspection during construction/installation of the Power Generator. She has over 24 years of experience in design startup and testing of large and complex electrical engineering projects. Ginette's experience encompasses a wide variety of new construction and renovation project types including power generators and substations. Ginette is a leader in the integrated design process, and stays current with the latest codes, trends, and innovations through involvement in professional organizations and continuing education. Ginette has extensive experience with government agencies including FEMA and USACE. Her experience includes detailed drawings for power distribution including substations and power generators.

Senior Consultants

- **Joseph Simon**, proposed as a Senior Consultant (*Senior Associate*) has seven years combined experience working in project and grant management for public and not-for-profit organizations. He has worked under contract for New York City's Office of Management and Budget embedded within the City's Departments of Transportation, Sanitation, Parks and Recreation, Emergency Management, and Environmental Protection managing federal reimbursement strategy for damages incurred during Hurricane Sandy. His areas of expertise are in FEMA's Public Assistance program, 404 and 406 Hazard Mitigation, and project worksheet formulation. Mr. Simon holds Master's degrees in Public Administration and International Relations.
- **Shiva Kumar**, proposed as a senior consultant, is a senior engineering manager with over 20 years of technical experience in the engineering, compliance, assessment, and restoration fields. Shiva's project management experience includes project planning, cost control, budgeting, scheduling, subcontract management, construction management (developing requests for proposal, conducting pre-bid meetings), and procurement of subcontractors. Shiva is an SME and Engineering Manager for multiple wastewater rebuild projects. His work includes assistance to NJEIT in technical and engineering oversight monitoring to expedite processing and review of projects so that only eligible projects proceed to construction. He establishes costs pre-determined to be eligible for FEMA funding, and ensures that any funds released by FEMA for the project meet all federal, state, and local requirements. Shiva performs due diligence so potential for FEMA deobligation is minimized by ensuring full compliance with all regulations. Shiva has provided technical and engineering oversight in the areas of wastewater treatment plant/pump station construction and requisition reviews based on professional engineering standards and NJEIT standards.
- **Eli Lundberg**, proposed as a senior consultant. He has over 6 years of experience in construction oversight, 3 of which have involved his residency in Panama working on the Panama Canal Third Set of Locks Design Build. His specialty includes design and analysis of a variety of structures. He has experience with the USACE levee and flood wall certification process.

- **Carmela Roberts**, proposed as a Senior Consultant, is Owner and President of Roberts Engineering Group, LLC. She founded the firm in 2004 and singlehandedly brought it to where it is today. She has specialized her career in municipal engineering with a strong emphasis in water and wastewater engineering. She is highly skilled in management and project management as well as construction administration. Her strengths are in management of both business and personnel and technical needs for engineering clients. She has represented all of her municipal clients for multiple years and in particular has been representing one municipality for 25 years.
- **F. William Natale**, proposed as a Senior Consultant in water and wastewater and structural engineering is an innovative engineer with an exceptional track record in water and wastewater, as well as structural engineering, overall resource management, project management, maintenance management, negotiation, customer service, and strong interpersonal communications. Mr. Natale is skilled in directing multi-discipline teams with responsibilities in the areas of owner and contractor liaison; contract development and monitoring; short and long-term project planning and scheduling; special event planning; design coordination; construction phase coordination and supervision; and property management.
- **John Bickel**, proposed as a Senior Consultant is an electrical engineer with over 40 years' experience in a wide array of electrical design and review. Mr. John Bickel's experience in electrical engineering and design includes pump stations, treatment plants and industrial electrical engineering. His work focuses on Electrical design and construction including treatment plants, pump stations, industrial facilities; lighting; compliance with codes; construction specifications and construction management.

Consultants

- **Ashley-Victoria Lee**, proposed as a Consultant, is a member of Grant Thornton's team in Texas working with the Texas Department of Emergency Management. Given her experience reviewing procurements, contracts and invoices for compliance with relevant statutes, regulations and grant agreements, Ashley-Victoria will be added to the team
- **Cameron Corini**, proposed as a Consultant (*Designer*), is a civil engineer with 4 years of experience. He is skilled in preparing contract documents for municipal and land development projects including geometry, grading, drainage and cost estimating. He is proficient with the latest releases of AutoCAD, Civil CD, and HEC-Ras software.

Associates

- **Paul Weitz**, proposed as an Associate (*Construction Inspector*), performs inspection of government construction projects as well as residential and commercial developments to ensure compliance with approved plans. This includes sanitary and storm sewers, water mains, concrete and paving for roadway reconstruction. Inspection for project compliance, verification of quantities and ADA compliance. Inspection of capital improvement projects for compliance to approved plans.

2.5 CONTRACT COST PROPOSAL/QUOTE

The following summary of our cost proposal reflects the hours and cost for each task and each monitoring assignment. Grant Thornton's pricing is premised on the length of the engagement until each contract/project is completed as defined in the Revised EQ's Section V on page 10 of 15. Accordingly the level of effort and related pricing represents the length of time associated with each contract/project as defined in the Revised EQ on page 11 of 15, unless the completion dates were indeterminate. In these cases Grant Thornton has provided its level of effort and pricing based on the Cost Proposal Assumptions and Understandings outlined below.

The pricing was premised on a contract award and authorization to proceed being issued by June 1, 2015. Accordingly the pricing for all Tasks will be using the G9004 Contract Year 3.

The detailed cost distribution is included in the attached Cost Quotes (Attachment 7 – Grant Thornton LLP Cost Quote).

The following Table 6 provides a labor cost summary of Cost Quotes by Task and Contract.

	Task A		Task B		Task C		Task D		Task E		Task F		Total	
	Hours	Cost	Hours	Cost	Hours	Cost	Hours	Cost	Hours	Cost	Hours	Cost	Hours	Cost
General	24	\$4,505.62	60	\$9,327.20									84	\$13,832.82
Witt O'Brien					175	\$25,029.65	6	\$1,137.56	14	\$2,278.88	15	\$2,917.08	210	\$31,363.17
National Compressor					140	\$20,021.65	50	\$6,059.76	12	\$1,883.71	7	\$1,414.10	209	\$29,379.22
Travis Inc.					216	\$31,583.16	260	\$29,894.84	70	\$11,036.88	58	\$10,858.58	604	\$83,373.46
Administration and Controls Building					72	\$10,527.72	564	\$63,896.64	120	\$19,104.94	84	\$15,608.52	840	\$109,137.82
Project Manger					234	\$31,750.53	24	\$4,275.84	116	\$20,210.08	164	\$30,668.08	538	\$86,904.53
Floodwall Engineering					163	\$21,811.21	372	\$61,693.72	176	\$28,136.80	84	\$15,608.52	795	\$127,250.25
Floodwall Construction					428	\$60,683.72	816	\$122,568.96	512	\$82,157.92	328	\$61,336.16	2,084	\$326,746.76
Power Generator Engineering					164	\$21,950.52	152	\$23,278.62	144	\$22,398.72	84	\$15,608.52	544	\$83,236.38
Power Generator Construction					336	\$47,161.54	468	\$67,522.16	388	\$66,072.48	252	\$46,825.56	1,444	\$227,581.74
Phase Two PAC Motor Repairs					80	\$11,991.85	444	\$50,942.88	72	\$12,026.40	73	\$14,098.88	669	\$89,060.01
Motor Control Center					76	\$11,240.36	444	\$50,942.88	72	\$12,026.40	84	\$15,608.52	676	\$89,818.16
Motor Repairs Over 25 HP					52	\$7,946.60	444	\$50,942.88	72	\$12,026.40	84	\$15,608.52	652	\$86,524.40
Electric Feeder Replacement					38	\$5,702.02	259	\$29,716.68	42	\$7,015.40	56	\$10,502.26	395	\$52,936.36
Permanent By-pass Cabling					124	\$18,318.92	888	\$101,885.76	144	\$24,052.80	168	\$31,217.40	1,324	\$175,474.88
Totals	24	\$4,505.62	60	\$9,327.20	2,298	\$325,719.45	5,191	\$664,759.18	1,954	\$320,427.81	1,541	\$287,880.70	11,068	\$1,612,619.96

Table 6: Contract Cost Proposal Summary

Cost Proposal Assumptions and Understandings:

Grant Thornton's cost proposal associated with the integrity oversight monitoring of the fourteen identified contracts is premised on the length of each project's contract period or construction timeframe. We have identified below the specific premise on which our proposals have been developed. If any of the facts change or are determined to be materially different than what has

been provided in the Revised Engagement Query and/or the Response to Question, Grant Thornton reserves the right to provide an alternate price proposal.

Witt O'Brien: The work under this contract has been completed. Accordingly there is minimal continuing work which will be subject to integrity monitoring.

National Compressor Services (NCS): The value of the authorized work under this contract has not exceeded the \$5 million threshold of the Integrity Oversight Monitoring Act. However since the Revised Engagement Query requires that the bidders complete and provide price proposals on all tabs Cost Quote, Grant Thornton has provided an estimate to meet the requirements of the Revised Engagement Query if the value of the work exceeds \$5 million. Further Grant Thornton's proposal is premised that there is no ongoing work which would be monitored. If the value of the NCS contract should exceed \$5 million and require ongoing monitoring efforts Grant Thornton reserves the right to provide a supplemental proposal to meet these different requirements.

Travis Inc.: The temporary work under this contract is ongoing and is expected to be completed by January 2016 when a replacement contract will be rebid. Grant Thornton's proposal is premised that the on-going requirements to monitor payment processes, and provide on-going quality control reviews will end in January 2016.

Administration and Controls Building: The construction timetable for this project is 365 days. Accordingly Grant Thornton's proposal is to provide integrity oversight monitoring for a one year period following our receipt of a Task Order and/or a Notice to Proceed.

Project Manager – AECOM/HDR: PVSC's agreement dated February 13, 2015 with AECOM HDR is for a two year period. Grant Thornton's proposal is to provide integrity oversight monitoring during that approximate two year period until March 2017. Grant Thornton reserves the right to provide an additional proposal to monitor the AECOM HDR contract for the full term beyond the initial term and up to the full amount of AECOM HDR's proposed \$10.9 million Program Manager bid.

Floodwall Engineering: The anticipated design schedule for this project is approximately one year beginning in May 2016. Accordingly Grant Thornton's proposal is to provide one year of integrity oversight monitoring of this contract. If the length of the design contract is materially different than the term referenced in the Revised Engagement Query, Grant Thornton reserves the right to provide a revised proposal for the additional time period during which integrity oversight monitoring would be required.

Floodwall Construction: The anticipated construction timetable for this project is for a potential four year period (December 2017 to 2021). Accordingly Grant Thornton's proposal is to provide four years of integrity oversight monitoring of the contractor awarded the floodwall's construction. If there are multiple contractors awarded construction contracts where the value of the individual contracts exceed the \$5 million threshold of the Integrity Oversight Monitoring Act, Grant Thornton reserves the right to provide a supplemental proposal for the additional monitoring requirements.

Standby Power Generator Engineering: The anticipated design schedule for this project is approximately one year beginning in May 2016. Accordingly Grant Thornton's proposal is to provide one year of integrity oversight monitoring of this contract. If the length of the design contract is materially different than the term referenced in the Revised Engagement Query, Grant Thornton reserves the right to provide a revised proposal for the additional time period during which integrity oversight monitoring would be required.

Standby Power Generator Construction: The anticipated construction timetable for this project is for a potential three year period (November 2017 to 2020). Accordingly Grant Thornton's proposal is to provide three years of integrity oversight monitoring of the contractor awarded the power generator's construction. If there are multiple contractors awarded construction contracts where the value of the individual contracts exceed the \$5 million threshold of the Integrity Oversight Monitoring Act, Grant Thornton reserves the right to provide a supplemental proposal for the additional monitoring requirements.

Phase Two PAC Motor Repairs: The anticipated procurement date for the replacement of the Integrated Power Services contract is identified as some time in 2016 when the current contract expires. Since the time period of replacement contract was identified as "Indeterminate" and the value is unknown and may be subject to monitoring, Grant Thornton proposal is premised on a contract value of \$5 million and for integrity oversight monitoring of one year. If the value is greater than \$5 million and/or the time period to monitor the contract exceeds one year, Grant Thornton reserves the right to provide a supplemental proposal to provide services beyond the period on which this proposal is based.

Motor Controls Center: The anticipated contract award for the replacement of the motor controls center is September 2015, with specification under design. The contract's length is "Indeterminate" as well as the value of the contract award. Since the construction time frame was identified as "Indeterminate" and the value is unknown, Grant Thornton's proposal is premised on a contract value of \$5 million and for integrity oversight monitoring of one year. If the value is greater than \$5 million and/or the time period to monitor the contract exceeds one year, Grant Thornton reserves the right to provide a supplemental proposal to provide services beyond the period on which this proposal is based.

Motor Repairs Over 25 HP: The anticipated integrity oversight monitoring need is June 2015. However since the time period of monitoring services was identified as "Indeterminate" and the value is unknown, Grant Thornton proposal is premised on a contract value of \$5 million and for integrity oversight monitoring of one year. If the value is greater than \$5 million and/or the time period to monitor the contract exceeds one year, Grant Thornton reserves the right to provide a supplemental proposal to provide services beyond the period on which this proposal is based.

Electrical Feeder Replacement: The anticipated contract award for the permanent electric feeder replacement is June 2015 with construction completed by January 2016. While the value of the contract award is unknown, Grant Thornton's proposal is premised on a contract value of \$5 million and for integrity oversight monitoring of seven months. If the value is greater than \$5 million and/or the time period to monitor the contract exceeds seven months, Grant Thornton reserves the right to provide a supplemental proposal to provide services beyond the period on which this proposal is based.

Permanent By-pass and Cabling Replacement: The anticipated procurement date for the replacement of the Travis Inc. contract and the installation of permanent cabling is identified as February 2016 and will have a contract term of two years. While the value the anticipated contract is unknown and may be subject to monitoring, Grant Thornton proposal is premised on a contract value of \$5 million and for integrity oversight monitoring of two years. If the value is greater than \$5 million and/or the time period to monitor the contract exceeds two years, Grant Thornton reserves the right to provide a supplemental proposal to provide services beyond the period on which this proposal is based.

ADDITIONAL REQUESTED ELEMENTS

3.1 FEMA EXPERIENCE ON CONTRACTS OF SIMILAR SIZE AND SCOPE

With over 85 years of experience, Grant Thornton has the requisite knowledge, resources, and capabilities to lead the work necessary for the State of New Jersey. Our experience is demonstrated by our successful execution of numerous similar engagements for Governmental entities in both size and scope. Grant Thornton is confident in our ability to deliver outstanding service.

Grant Thornton has assisted grantees and subgrantees through all aspects of the disaster grant cycle – preparation, response, management, monitoring and closeout. We understand how to apply sound financial and Governmental accounting practices, processes, and controls to every aspect of this cycle. Most importantly, we bring to bear our significant experience in grants compliance and closeouts to enhance every aspect of the grant cycle, always working with the end-result in mind.

In the aftermath of disasters and expenditure of funds, State and subgrantees are constantly at risk of having Federal funds de-obligated based on reviews by FEMA and OIG audits. We apply our in-depth understanding of commonly found audit exceptions, typically resulting from a failure to comply with Federal guidelines, inadequate documentation, and inadequate accounting practices, to help mitigate the de-obligation of funds. We apply this knowledge and experience throughout every step of the grant cycle to help ensure a positive end result.

The following lists specific FEMA-based engagements representing projects of similar size and scope:

New Jersey Environmental Infrastructure Trust (NJEIT):		
Begin/End Date	August 2014 – Present	
Contact Information	David Zimmer, Executive Director 609-219-8600 dzimmer@njeit.org	George Rolon, Project Manager 609-219-8600 grolon@njeit.org
<p>Grant Thornton is providing technical and engineering oversight for environmental infrastructure projects financed through the New Jersey Environmental Infrastructure Trust (NJEIT) SAIL program. The SAIL program provides interim financing to projects that are awaiting FEMA Public Assistance funding. The objective of our work is to identify any Federal, State and local compliance issues which would jeopardize project completion, and loan payback. To accomplish this, our team monitors facility compliance with required permits, review engineering checklists to ensure projects are ready to receive initial funding, monitor project completion through monthly site visits and documentation review, monitor FEMA PA compliance, and review and recommend disposition of SAIL reimbursement requests.</p>		

Texas Department of Public Safety, Texas Division of Emergency Management (TXDPS, TDEM) Grant Closeout Reviews and Monitoring Services	
Begin/End Date	Contract 1: October 2011 – August 2012

	Contract 2: May 2013 – August 2014 with 3 option years	
Contact Information	Deputy Assistant Director for Mitigation, Recovery and Standards & Compliance [Redacted] [Redacted]	State Coordinator for Recovery [Redacted]
<p>Since 2011, Grant Thornton has been engaged by the Texas Division of Emergency Management to conduct compliance audits of subgrantees for FEMA Public Assistance grants. The audits involve evaluating internal controls; examining the subgrantee’s supporting documentation for project expenditures; evaluating their compliance with relevant statutes, regulations, and grant agreements; and reporting the audit results. Project expenditures are audited in accordance with 44 Code of Federal Regulations, OMB Circulars A-133 (and the Compliance Supplement), A-87, A-122, A-110, A-21 and A-102 as well as FEMA-specific guidance. This project requires Grant Thornton to work with State and local entities across the State of Texas. The areas covered under these audits include direct administrative cost (DAC), FA labor, FA equipment, purchases (materials and equipment), contracts, rentals, and debris removal/management. A report in accordance with Generally Accepted Government Auditing Standards (GAGAS) General and Field Work Standards for Performance Audits is issued for each PW. The original contract included reviewing \$272,000,000 in FEMA grants and performing audits of 339 project worksheets for 76 applicants. Grant Thornton was awarded a second contract in May 2013. As of October 2014, this contract includes auditing over \$231,320,585 in FEMA grants for 343 project worksheets audits.</p>		

New Jersey Office of Emergency Management (NJOEM)		
Begin/End Date	June 2014- April 2015	
Contact Information	Captain Joseph Geleta, NJ State Police, Chief of Recovery Bureau 609-882-2000 Ext 2192 lpp4054@gw.njsp.org	Lieutenant Walt Babecki, NJ State Police, Finance Unit 609-882-2000 Ext 2189 lpp5556@gw.njsp.org
<p>Grant Thornton assisted the New Jersey Office of Emergency Management in reviewing the State’s current processes for handling disaster related work that falls under FEMA’s small project threshold. The effort includes a compliance review for all applicable federal and state laws, regulations and any existing policies and procedures; and the development of a Standard Operating Procedures (SOP) document to ensure compliance with federal requirements. Grant Thornton is also providing ongoing quality assurance / quality control reviews and assessments of a selected set of FEMA Project Worksheets (PW) identifying if the FEMA obligations were established consistent with FEMA “small project” directives; monitoring the ongoing status of</p>		

the projects and identifying any issues that involve insurance payments different than the FEMA estimates, the need for time extensions and/or the requirements for versioning. The FEMA obligated value of the 374 assigned PWs is approximately \$104.7 million.

FEMA Levee Certification

Begin/End Date	2012-on-going	
Contact Information	[Redacted]	
	Southeast Louisiana Flood Protection Authority – East Regional Director	

Tetra Tech was selected by Southeast Louisiana Flood Protection Agency – East (SLFPA-E) to prepare provide the analyses, engineering and design required to support the certification effort for four levee segments (St. Bernard Parish, Orleans Parish, Arpent, Florida Avenue, Maxent, and Paris Road) that total approximately 20 miles of levee, 5 miles of floodwall, 9 pump stations and multiple closure structures. The project is proceeding in phases as follows:

PROJECT HIGHLIGHTS

- ✓ **FEMA Certification and Coordination**
- ✓ **Levee and Floodwall Analysis and Design**
- ✓ **25 Miles of Levee**
- ✓ **5 Miles of Floodwall**
- ✓ **USACE Coordination**

Phase 1 – Preliminary Needs Assessment and Evaluation. The purpose of this phase was to review and evaluate all existing data and identify data gaps or additional engineering analyses required in the certification efforts. Tasks in this phase included:



data collection; review of all existing data; hydraulic model review; interior drainage review; geotechnical review; structural and pump station review; levee inspections (using the USACE Levee Inspection System and SLFPA-E Forms); freeboard assessment and the preparation of a needs assessment report.

The Needs Assessment Report outlined FEMA requirements and assessed data gaps and analysis needs to be completed to attain levee accreditation. These gaps include specific steps to address deficiencies (both physical and analytical deficiencies) in freeboard, structural stability, geotechnical analysis, interior drainage, operations and maintenance manual requirements.

Phase 2 – Certification Engineering Analysis and Preliminary Design. Based on the findings of phase 1, the following items are presently being addressed as part of the certification efforts: preliminary design and construction cost estimates for improvements; drainage pipe investigations; operation and maintenance manual updates; sheet pile wall thickness evaluation; geotechnical analyses (stability, seepage and settlement); structural analysis (Florida Avenue floodwall, closure structures, sheet pile floodwall, and pump station floodwalls); update the inspection report to include addressed items; verify as-builts; develop as-builts for missing segments; and prepare levee certification report.

Due to inadequacies in one reach of the existing system, a modification to the existing system is currently under design. The re-designed section includes an earthen levee, 2 closure structures, access ramps, relocation of utilities, and a local pump station.

Lake Borgne Surge Barrier project at the Inner Harbor Navigation Canal (IHNC)	
Begin/End Date	2006-2012
Contact Information	<div style="background-color: #ccc; width: 100px; height: 20px; display: inline-block;"></div> USACE Hurricane Protection Office, New Orleans
<div style="display: flex; justify-content: space-between;"> <div style="width: 45%;"> <p>Tetra Tech led the design of the \$1.3 billion Lake Borgne Surge Barrier project at the Inner Harbor Navigation Canal (IHNC) - the largest civil works design-build project in USACE's history. The team developed the design criteria, the detailed design and prepared the construction plans and specifications of the surge barrier, gates, structural monoliths, and foundations. In addition to engineering design services, Tetra Tech provided project management, value engineering, geotechnical and engineering during construction services for the project. The barrier is constructed near the confluence of the Gulf Intracoastal Waterway (GIWW) and the Mississippi River Gulf Outlet (MRGO), a natural funnel identified as an area of critical vulnerability in the Hurricane and Storm Damage Risk Reduction System (HSDRRS). The purpose of the project is to design and construct a line of hurricane risk reduction from surges from Lake Borgne produced by a 1-percent-annual-chance hurricane and to have resiliency for the 0.2% annual chance hurricane event.</p> <p>The design includes two 150-foot-wide flood control gates at GIWW (a buoyant sector gate and a concrete barge swing gate), a 56-foot-wide vertical lift gate with vehicular bridge at Bayou Bienvenue, and complete floodwall closure of the MRGO. Project design features include hydraulic modeling to prove all structures safe for navigation and flood control gates for navigation passes designed to open and close in a timely manner in the event of hurricane. At GIWW, the temporary bypass barge gate was designed to allow navigation to continue at GIWW during construction. Tetra Tech is responsible for design of the permanent shallow draft navigation pass at GIWW 150-foot wide by 42-foot high sector gate supported by buoyant tanks along the bottom of the skin plate used to regulate tidal flows and storm surge into the IHNC.</p> </div> <div style="width: 45%; background-color: #4a4a8a; color: white; padding: 5px;"> <p style="text-align: center; margin: 0;">KEY RELEVANCE</p> <ul style="list-style-type: none"> Significant & important flood risk damage reduction project Flood gates, flood walls, approach walls, navigation gates Hydraulic modeling Value engineering </div> </div>	

The 15-year timeframe considered normal for a design-bid-build project of this magnitude was reduced to four years, requiring an extremely aggressive schedule for completion. To accommodate the accelerated schedule, the project team opted for a braced pile floodwall that would allow for fabrication of the wall components before geotechnical investigations were complete.



The surge barrier is one of the first flood barrier projects in the world to be designed for overtopping during a 100-year hurricane event. A storage polder available behind the barrier can store half a meter in depth of water inside the interior floodwalls behind the barrier, allowing for the height of the gates and floodwalls to be reduced from 32 feet to 26 feet. Physical models were developed to confirm the analytical results.

Cost Savings: \$200-300 million

A value engineering review was conducted at the 50 percent complete design phase. The sector gate at Bayou Bienvenue was changed to a vertical lift, reducing the size and cost of the foundation, abutments, and gate. The support wheels for the GIWW Sector gate were eliminated and replaced with buoyancy tanks, allowing the gate to move without contact with the sill, greatly reducing operating forces and eliminating the maintenance requirements for the submerged wheels. **Cost Savings: \$20-30 million**

Placement of the surge barrier required the design to allow for vessel passage to and from Lake Borgne along the GIWW. This resulted in plans for two gate structures at GIWW - the sector gate that would act as the surge barrier's main navigation structure and the bypass gate to be used during construction of the sector gate or when it required closure.

The project received the 2012 ACEC Grand Conceptor Award, the top National Engineering Excellence Award and the ASCE 2014 Outstanding Civil Engineering Achievement (OCEA) award.

Contract Value: \$58M; Construction Cost: \$1.1B

3.2 CURRENT CONTRACT ENGAGEMENTS

The following listing provides a summary of the Grant Thornton's team of current disaster recovery engagements, the contracting entity, the term of the engagement, the contract's points of contact and a short description of the services we are providing.

New Jersey Environmental Infrastructure Trust (NJEIT):		
Begin/End Date	August 2014 – Present	
Contact Information	David Zimmer, Executive Director 609-219-8600 dzimmer@njeit.org	George Rolon, Project Manager 609-219-8600 grolon@njeit.org

Grant Thornton is providing technical and engineering oversight for environmental infrastructure projects financed through the New Jersey Environmental Infrastructure Trust (NJEIT) SAIL program. The SAIL program provides interim financing to projects that are awaiting FEMA Public Assistance funding. The objective of our work is to identify any Federal, State and local compliance issues which would jeopardize project completion, and loan payback. To accomplish this, our team monitors facility compliance with required permits, review engineering checklists to ensure projects are ready to receive initial funding, monitor project completion through monthly site visits and documentation review, monitor FEMA PA compliance, and review and recommend disposition of SAIL reimbursement requests.

New Jersey Department of Environmental Protection (NJDEP) Historic and Environmental Program (HEP) Reviews:	
Begin/End Date	June 2013-present
Contact Information	Donna Mahon, Program Director (609) 341-5313 donna.mahon@dep.nj.gov
<p>Tetra Tech, Inc. was contracted by the New Jersey Department of Environmental Protection (NJDEP) to complete Tier 2 Environmental Record Reviews under the Rehabilitation, Reconstruction, Elevation and Mitigation (RREM) and Landlord Rental Repair (1-4 unit) Program (LRRP) established under the New Jersey Community Development Block Grant Disaster Recovery (CDBG-DR) Program to assist residential property owners directly impacted by Hurricane Sandy in October 2012.</p> <p>Under these programs, Tetra Tech personnel are performing environmental and historic reviews which include a desktop assessment, field reconnaissance and, in some instances, additional levels of assessment in situations when potential areas of environmental concern requiring further investigation were identified. Tetra Tech's desktop assessment of applications include, but are not limited to:</p> <ul style="list-style-type: none"> • Review of application materials for completeness and confirming the State Contract Manager's/Program Manager's determination of classification of level of environmental review was appropriate based on project activity or, as requested by the State Contract Manager/Program Manager, classifying the level of environmental review in accordance with 24 CFR Part 58.30; • Performance of a desktop assessment utilizing the NJDEP ArcGIS Online HUD Review Tool provided by the State Contract Manager/Program Manager and performance of an onsite Tier 2 Field reconnaissance in accordance with HUD regulations and NJDEP guidance; • Determining if consultation with another federal, state or local entity is required, consulting the entities as necessary and documenting the determination in the Tier 2 form; • Determining if a floodplain or wetland 8-step analysis is required as per 24 CFR Part 55; 	

- Performance of various roles related to Section 106 compliance by a Secretary of the Interior’s Standard (SOI) qualified professional to identify and evaluate historic properties (including archaeological sites), assessing projects for adverse effects on such resources, and development of appropriate treatment measures;
- Determining whether a field assessment is warranted and the rationale for such determination;
- Specifying the required conditions, mitigation and permits in the environmental review record (ERR);
- Drafting public notices when applicable.

Tetra Tech documented each assessment in an ERR in accordance with 24 CFR Part 58.38. Tetra Tech team members developed and compiled source documentation to supplement the ERR and provided justification for the information that was detailed in the Compliance Documentation Section of the Statutory Checklist, the Environmental Assessment Checklist, and any other section of the ERR. Tetra Tech ensured that assessment efforts and compilation of documentation was in accordance with HUD, FEMA and NEPA statutory requirements and federal Section 106. Throughout the entire project, the Tetra Tech team implemented a Quality Control and Quality Assurance (QA/QC) process to identify any issues with compliance and worked to resolve them.

Tetra Tech offered the state the requisite expertise, experience and most importantly, personnel resource capacity to provide the DEP with timely environmental review services. We acutely understood that that the environmental review record and documentation was a necessary and important aspect of this CDBG-DR program and its successful completion was critical to the State’s ability to disburse grant funds to affected homeowners and communities.

Texas Department of Public Safety, Texas Division of Emergency Management (TXDPS, TDEM) Grant Closeout Reviews and Monitoring Services			
Begin/End Date	Contract 1: October 2011 – August 2012 Contract 2: May 2013 – August 2014 with 3 option years		
Contact Information	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 50%; padding: 5px;"> <div style="background-color: #cccccc; width: 100px; height: 15px; margin-bottom: 5px;"></div> Deputy Assistant Director for Mitigation, Recovery and Standards & Compliance <div style="background-color: #cccccc; width: 100px; height: 15px; margin-top: 5px;"></div> </td> <td style="width: 50%; padding: 5px;"> <div style="background-color: #cccccc; width: 100px; height: 15px; margin-bottom: 5px;"></div> State Coordinator for Recovery <div style="background-color: #cccccc; width: 100px; height: 15px; margin-top: 5px;"></div> </td> </tr> </table>	<div style="background-color: #cccccc; width: 100px; height: 15px; margin-bottom: 5px;"></div> Deputy Assistant Director for Mitigation, Recovery and Standards & Compliance <div style="background-color: #cccccc; width: 100px; height: 15px; margin-top: 5px;"></div>	<div style="background-color: #cccccc; width: 100px; height: 15px; margin-bottom: 5px;"></div> State Coordinator for Recovery <div style="background-color: #cccccc; width: 100px; height: 15px; margin-top: 5px;"></div>
<div style="background-color: #cccccc; width: 100px; height: 15px; margin-bottom: 5px;"></div> Deputy Assistant Director for Mitigation, Recovery and Standards & Compliance <div style="background-color: #cccccc; width: 100px; height: 15px; margin-top: 5px;"></div>	<div style="background-color: #cccccc; width: 100px; height: 15px; margin-bottom: 5px;"></div> State Coordinator for Recovery <div style="background-color: #cccccc; width: 100px; height: 15px; margin-top: 5px;"></div>		
<p>Since 2011, Grant Thornton has been engaged by the Texas Division of Emergency Management to conduct compliance audits of subgrantees for FEMA Public Assistance grants. The audits involve evaluating internal controls; examining the subgrantee’s supporting documentation for project expenditures; evaluating their compliance with relevant statutes, regulations, and grant agreements; and reporting the audit results. Project expenditures are audited in accordance with 44 Code of Federal Regulations, OMB Circulars A-133 (and the Compliance Supplement), A-87, A-122, A-110, A-21 and A-102 as well as FEMA-specific guidance. This project requires Grant Thornton to work with State and local entities across the State of Texas. The areas covered under these audits include direct administrative cost (DAC), FA labor, FA equipment, purchases (materials and equipment), contracts, rentals, and debris removal/management. A report in accordance with Generally Accepted Government Auditing Standards (GAGAS) General and</p>			

Field Work Standards for Performance Audits is issued for each PW. The original contract included reviewing \$272,000,000 in FEMA grants and performing audits of 339 project worksheets for 76 applicants. Grant Thornton was awarded a second contract in May 2013. As of October 2014, this contract includes auditing over \$231,320,585 in FEMA grants for 343 project worksheets audits.

Public Service Enterprise Group – Long Island (PSEG-LI) Administrative Process Reviews and Gap Analysis:					
Begin/End Date	November 2014 – Present				
Contact Information	<table border="1"> <tr> <td>[REDACTED], Project Manager – Project Controls</td> <td>[REDACTED], Director – Delivery Procurement</td> </tr> <tr> <td>[REDACTED]</td> <td>[REDACTED]</td> </tr> </table>	[REDACTED], Project Manager – Project Controls	[REDACTED], Director – Delivery Procurement	[REDACTED]	[REDACTED]
[REDACTED], Project Manager – Project Controls	[REDACTED], Director – Delivery Procurement				
[REDACTED]	[REDACTED]				
<p>Grant Thornton has completed the Administrative Process Reviews (Grant Management, Procurement Processes and Project Management) and is finalizing its Gap Analysis of PSEG-LI’s administrative processes and procedures identifying areas of potential FEMA compliance issues and making recommendations to improve PSEG-LI’s system of policies, procedures, processes and controls to implement and successfully manage the \$729 million FEMA 406 hazard mitigation funding awarded to rebuild Long Island’s transmission and power distribution system and improve its resiliency.</p>					

Public Service Enterprise Group – Long Island (PSEG-LI) Procurement Support Services:					
Begin/End Date	November 2014 – Present				
Contact Information	<table border="1"> <tr> <td>[REDACTED], Project Manager – Project Controls</td> <td>[REDACTED], Director – Delivery Procurement</td> </tr> <tr> <td>[REDACTED]</td> <td>[REDACTED]</td> </tr> </table>	[REDACTED], Project Manager – Project Controls	[REDACTED], Director – Delivery Procurement	[REDACTED]	[REDACTED]
[REDACTED], Project Manager – Project Controls	[REDACTED], Director – Delivery Procurement				
[REDACTED]	[REDACTED]				
<p>Grant Thornton, as a second phase, building on the above Gap Analysis has been tasked to provide Procurement Support in the implementation of the individual projects that make up the scope of FEMA’s \$729 million hazard mitigation award. The specific scope of this engagement involves drafting the individual RFPs; confirming that FEMA and Federal contracting requirements are incorporated into the RFP; reviewing the bids for compliance with the RFP’s requirements and conducting independent cost reviews to assess the cost reasonableness of vendors’ price proposals; and managing the system of procurement processes and documentation to assist PSEG-LI with the management of the individual project files.</p>					

New York Rising – Community Revitalization Program (NYGOSR):	
Begin/End Date	8/2013 to 5/2015 (Round 1) and 6/2014 to present (Round 2)
Contact Information	<div style="background-color: #ccc; width: 100px; height: 20px; display: inline-block;"></div> , Executive Director New York State Department of State 2 John Walsh Boulevard - Suite 206, Peekskill, New York 10566



Location: Village of Margaretville, Delaware County, NY; Towns of Shandaken and Hardenburgh, Ulster County, NY; Village of Washingtonville, , Town of Blooming Grove, City of Middletown, Town of Wallkill, Orange County, NY; Town of Chenango, Broome County, NY; Town of Windham, Greene County, NY; Towns of Fulton and Blenheim, Schoharie County, NY.

Tetra Tech is working for the New York State Housing Trust Fund Corporation (HSTF) to support the New York Rising Community Reconstruction Program (NYSCR). Tetra Tech is preparing a comprehensive reconstruction and redevelopment plan for three communities impacted by Hurricane Sandy, Irene and Tropical Storm Lee. Tetra Tech performed community outreach, strategic visioning, risk assessment, housing and community needs assessments, and critical infrastructure. This multi-faceted approach incorporated hydraulic analysis of vulnerable areas to determine the feasibility of projects that will reduce the vulnerability of the community designated critical and significant facilities to increase the resilience against future disasters. In addition through a facilitated risk analysis as well as economic and housing market analyses, Tetra Tech worked with the communities to develop ways to implement additional strategies for economic revitalization, human services, housing, infrastructure, natural and cultural resources therefore increasing the community’s capacity to implement changes. The strategies and projects address a broad range of flood mitigation projects as well as provide opportunities to stimulate economic development and vibrancy. This plan provides a roadmap for the communities to rebuild better in the wake of the devastation created by the recent disasters.

During the planning process, Tetra Tech employed a wide array public outreach from providing outreach booths at the local community festivals, on local cable and radio media outlets, employment of surveys to gather public and agency input, to support of a student-produced video highlighting challenges faced by a rural community in the wake of more frequent flooding disasters. In addition, Tetra Tech used a unique state-of-the-art on-line community mapping portal to facilitate data input from the communities and to capture locations, historical damages, road closures, and community values of life-safety and economic critical facilities and systems.

These plans effectively address the technical issues and challenges facing the flood vulnerabilities of each community’s housing and infrastructure, to result in plans for more resilient

communities. Additional details on the NYRCR program can be found at <http://stormrecovery.ny.gov/community-reconstruction-program>

3.3 ADDITIONAL EXPERIENCE OF BIDDER

Grant Thornton prides itself on the breadth and depth of our experience in various areas of federal, state, and local financial management, including grants compliance, monitoring, internal controls and policy and procedure reviews. Through the work we do with state agencies in Texas, New Jersey, New York, and other states, we are well aware of the requirements of federal grantees and subgrantees. Our current and past performance in the grants management arena gives us the capabilities to deliver functional and technical expertise to the State for this project. By choosing Grant Thornton for integrity monitoring services, the State will receive a single provider with a deep understanding of the importance of and requirements for grants compliance from multiple perspectives.

Throughout the proposal, we have highlighted our FEMA, Emergency Management and Grant Management related experience. Below are a few additional summaries of other grant management relevant projects we have conducted recently or are performing currently.

Department of Homeland Security – Federal Emergency Management Agency. Our FEMA team’s grant experience includes audits for the Office of the Inspector General (OIG). The audits for the OIG includes 16 state-level audits of the Homeland Security Grant Program and 30 audits of grants awarded by FEMA from the Assistance to Firefighters Grant Program to individual fire departments. The Assistance to Firefighters Grant Program audits were spread among three states. In addition to evaluating the grant recipient’s efficiency and effectiveness in using the grant funds, the audits also assessed compliance with Federal, state, and local grant requirements. Our team’s experience with FEMA grants also includes numerous audits of disaster assistance programs for the DHS Office of Inspector General. For example, our team’s experience includes audits of public assistance grants for debris removal within 6 individual Louisiana Parishes immediately following Hurricane Katrina. Our team members have also conducted audits for the DHS OIG of internal FEMA policies, procedures, and processes. For example, at the request of the OIG, we conducted a FEMA-wide audit of FEMA and the States’ failure to close disaster assistance Public Assistance grants in a timely manner.

Department of Homeland Security – UASI At the request of the City of Milwaukee Internal Audit Division, Grant Thornton is conducting an audit of Milwaukee’s management and administration of DHS/FEMA Homeland Security Grant Program funds. The City of Milwaukee's Office of Emergency Management and Homeland Security is responsible for coordinating emergency planning, disaster preparedness, and response training for the City of Milwaukee and its partners in the adjoining five-county region, known as the Milwaukee Urban Area Security Initiative (UASI). The City's Homeland Security mission is to create a multi-jurisdictional, multi-disciplinary network of government agencies and community stakeholders in order to prevent, prepare for, respond to, and recover from major disruptive events, thereby mitigating impact on southeastern Wisconsin.

3.4 STATEMENT OF NO CHANGE

Grant Thornton affirms that there has been no change to the Disclosure of Investigations and/or Other Actions involving Grant Thornton that was submitted with our original proposal under the G9004 RFQ.

APPENDIX A

RESUMES

We have assembled a team of qualified staff to provide the State with the assistance it needs. The following section consists of each staff member's detailed resume containing the most relevant experience for the services requested by the State of New Jersey.

John E Reagan, CPA

Proposed Role: Engagement Partner

Why Selected for this Role?

- Over twenty-four years of experience in the audit and evaluation of federal and state and local government financial statements, internal controls, and accounting and financial management systems and operations
- Experience directing efforts aimed at helping the US Department of Homeland Security to receive a clean audit opinion
- Experience and special expertise in state and local government financial management to include reporting, accounting, budgeting, and grants management
- Certified Public Accountant (CPA)

Work History & Relevant Experience

Grant Thornton, LLP

Global Public Sector Audit Partner, January 2014 – present

CliftonLarsonAllen LLP, Public Sector, Partner, (October 2012-January 2014)

KPMG LLP, Public Sector, Partner (October 2004-July 2012)

KPMG LLP, Public Sector, Manager (July 1995-October 2004)


KPMG LLP, Senior Associate (January 1992-July 1995)

Price Waterhouse LLP, Associate (June 1989-January 1992)

Federal and State Government Experience

- **New Jersey Office of Emergency Management (NJOEM).**

Contract period June 10, 2014 to April 2015

Reference Contact: 



Grant Thornton

Mr. Reagan serves as the engagement partner accountable for all aspects of the engagements and is the overall lead over the team currently conducting an evaluation of the State's current processes for handling disaster related work that falls under FEMA's small project threshold. The effort includes a compliance review for all applicable federal, state and local laws, regulations and ordinances in order to verify that State procedures adhere to grant program guidelines. Mr. Reagan is involved in approving the overall execution and directing the ongoing quality assurance/quality control reviews and assessments.

- **New Jersey Environmental Infrastructure Trust (NJEIT)**

Contract period April 1, 2014 to November 2016

Reference Contact: [REDACTED]

Mr. Reagan serves as the engagement partner accountable for all aspects of the engagement and is the overall lead over the team currently providing engineering support and consultant services to the NJEIT's SAIL Program.

- **Department of Homeland Security – Bureau of Citizenship and Immigration Services** - Engagement partner accountable for all aspects of the financial statement audit of the USCIS. Specifically, he identified and assigned qualified personnel to the project, approved work plans, directed work and reported to DHS OIG management and USCIS leadership on project progress, reviewed workpapers and reports for compliance to professional standards.
- **Department of Homeland Security – Immigration and Customs Enforcement Bureau** - Engagement partner accountable for all aspects of the financial statement audit of the USICE. Specifically, he identified and assigned qualified personnel to the project, approved work plans, directed work and reported to DHS OIG management and USICE leadership on project progress, reviewed workpapers and reports for compliance to professional standards.
- **U.S. Department of Homeland Security – Immigration and Customs Enforcement Bureau** - Engagement partner responsible for a consulting project to determine the root cause of chronic funding problems encountered during months 9 and 10 of the fiscal year. Identified inconsistencies in compensation costs across multiple offices within ICE which were not properly understood in its budget methodology. Further identified inadequate cost build up for costs of detention and removal operations as well as Federal Protective Service costs charged by GSA in its lease agreements that contributed to a mismatch of costs to revenues needed to cover the costs. Resulting report was used to support additional federal appropriations to close the chronic structural deficit.



Grant Thornton

- **Department of Transportation – Consolidated Audit** - Engagement quality assurance partner responsible for an independent review of all work performed on the audit prior to the release of the report. Involved in approving the overall audit plan, reviewing findings identified during the audit, and reviewing all financial statement opinions and other deliverables to management prior to issuance.
- **Department of Transportation – Federal Highway Trust Fund** - Engagement quality assurance partner responsible for an independent review of all work performed on the audit prior to the release of the report. Involved in approving the overall audit plan, reviewing findings identified during the audit, and reviewing all financial statement opinions and other deliverables to management prior to issuance.
- **Department of Health and Human Services – Food and Drug Administration** - Engagement partner accountable for all aspects of the financial statement audit of the FDA. Specifically, he identified and assigned qualified personnel to the project, approved work plans, directed work and reported to HHS OIG and FDA management on project progress, reviewed workpapers and reports for compliance to professional standards.
- **Department of Agriculture - United States Trade and Development Agency** - Engagement partner accountable for all aspects of the financial statement audit of the USTDA. Specifically, he identified and assigned qualified personnel to the project, approved work plans, directed work and reported to management on project progress, reviewed workpapers and reports for compliance to professional standards.
- **Department of Homeland Security – Science and Technology Directorate, Management Directorate, National Protection and Programs Directorate, Federal Law Enforcement Training Center (collectively referred to as the Components)** - Engagement partner accountable for all aspects of the financial statement audit of the Components. Specifically, he identified and assigned qualified personnel to the project, approved work plans, directed work and reported to DHS OIG management and DHS and Components leadership on project progress, reviewed workpapers and reports for compliance to professional standards.

Education and Certifications

- B.S.B.A., University of Richmond, 1989
- Certified Public Accountant (CPA)
- Certified Government Financial Manager (CGFM)

Tennyle Walker, CPA

Proposed Role: Program Manager

Why Selected for this Role?

- Over seven years of audit management experience and twelve years of professional auditing and accounting experience
- Advanced knowledge of compliance audits, federal audits, grant audits A-133 audits and internal control assessments
- Expert on federal financial and accounting laws and policies
- Significant experience managing, testing and reporting on program compliance
- Certified Public Accountant

Work History & Relevant Experience

Grant Thornton, LLP

Senior Manager, August 2011 - present

- **Texas Department of Public Safety (TXDPS), Texas Division of Emergency Management (TDEM).**

Contract period: June 2011 to Present

Reference Contact: [REDACTED]

Since 2011, Ms. Walker has been conducting compliance audits of assigned TDEM sub-recipients' Public Assistance Grant Project Worksheets (PW). The audits involve examining the sub-recipients control environment and compliance with relevant statutes, regulations and grant agreements, and reporting the audit results. The original contract included reviewing \$272,000,000 in FEMA grants and performing audits of 339 project worksheets for 76 applicants. Grant Thornton was awarded a second contract in May 2013. As of October 2014, this contract includes auditing over \$354,528,526 in FEMA grants on 237 project worksheets. As project Manager, Ms. Walker prepares and manages the budget, prepares staffing plans to coordinate resources between four offices, reviews staff test work in the areas of labor, contracts, purchases (materials and equipment), rental agreements and debris removal, draft reports over internal controls and compliance and develops workpapers procedures and templates.

- **New Jersey Office of Emergency Management (NJOEM).**

Contract period: June 10, 2014 to Present

Reference Contact: [REDACTED]



Grant Thornton

Ms. Walker is the project lead over the team currently conducting an evaluation of the State's current processes for handling disaster related work that falls under FEMA's small project threshold. The effort includes a compliance review for all applicable federal, state and local laws, regulations and ordinances in order to verify that State procedures adhere to grant program guidelines. Ms. Walker also oversees the ongoing quality assurance / quality control reviews and assessments FEMA designated small projects, confirming that projects are properly classified.

- **Public Service Enterprise Group – Long Island (PSEG-LI)**

Contract period: November 24, 2014 to Present

Reference Contact: [REDACTED]

Ms. Walker is the project lead over the team currently evaluating PSEG-LI policies, procedures and administrative systems for compliance with FEMA 406 Program Guidance; and making recommendations to improve the grants management compliance requirements.

KPMG LLP

Senior Manager/Director (July 2009 – August 2011)

Manager (July 2007 – July 2009)

Senior Associate (October 2004 – July 2007)

Associate (October 2002 – October 2004)

- **Department of Energy (DOE)** Ms. Walker performed 5 performance audits (3 Post-Award Accounting System Audits and 2 Financial Capability Audits) over DOE's financial assistance grant awards during FY2010 (August 2010-November 2010). She reviewed and performed going concern analyses, cash flow analyses, and financial ratio analyses as well as reviewed test work over system controls and billings to the government in accordance with FAR.
- **District of Columbia Government.** Ms. Walker was the Senior Manager of the FY 2010 University of District of Columbia (UDC) audit. She provided guidance to staff (a team of 7) and reviewed all workers (including workpapers performed over Cash, Human Resources, Capital Assets, Revenue, Investments, Procurement, Financial Reporting and Entity Level Controls) prepared during the audit. She managed the budget and met with management on a regular basis to provide status updates on audit progress, report findings and perform SAS 99 inquiries. She also worked with the DC Central team to ensure transactions between the DC Government and the University was properly recorded.



Grant Thornton

- **Department of Homeland Security (DHS).** Ms. Walker served as the audit manager on the FY2009 and FY2008 audits of the Immigration and Customs Enforcement (ICE), Directorates of Management (MGT), Science and Technology (S&T), Preparedness Directorate (NPPD), and USVISIT, which are all bureaus under DHS. As the engagement audit manager, Ms. Walker managed a team of up to 15 staff auditors, senior auditors, IT auditors and subcontractors ensuring that the audit was performed in the most efficient and effective manner. Ms. Walker provided guidance to staff and reviewed all work papers (including workpapers performed over Fund Balance with Treasury, Reimbursable Agreements, Human Resources, Bonds, PP&E, Financial Reporting, Entity Level Controls and some Procurement) prepared during the audit. She managed the budget and met with the client as well as management on a regular basis to provide status updates on audit progress, report findings and perform SAS 99 inquiries. As FY2009 was the first year ICE was a stand-alone audit, Ms. Walker also prepared the audit report which included an ICOFR review (internal controls over financial reporting), management letter and SAS 114 letter for the audit.
- Ms. Walker was previously the senior in charge for the FY2006 and FY2007 audits of ICE, USCIS (United States Citizenship Immigration Services), MGT, S&T, NPPD and USVISIT. As the senior in-charge auditor, Ms. Walker was responsible for Fund Balance with Treasury, Reimbursable Agreements and Financial Reporting as well as overseeing the day-to-day functions of the audit team. Ms. Walker supervised a team of up to 12 members, helping to ensure that the audit progressed as planned. Ms. Walker completed and reviewed test work over internal controls, financial statement amounts, and compliance with laws and regulations for Fund Balance with Treasury, Reimbursable Agreements and Financial Reporting. She also reviewed audit programs and audit workpapers in the areas of Human Resources and Revenue. She held weekly internal team status meetings as well as status meetings with management in which she also prepared audit status agendas. She worked closely with the audit manager and audit partner to help ensure deadlines were met to keep management abreast of any rising issues. Relevant Guidance (including applicable predecessors): OMB 07-04, OMB A-136, Government Auditing Standards, FAM, FISCAM.

Education and Certifications

- B.B.A., Accounting, Howard University, 2002
- Certified Public Accountant (CPA)
- Certified Government Financial Manager (CGFM)

E. David Barth

Proposed Role: Project Manager

Why Selected for this Role?

- Extensive involvement in New Jersey's Rebuilding and Recovery efforts
- Expert in federal and state financial processes
- Experience with federal emergency grant process

Work History & Relevant Experience

Grant Thornton, LLP

Manager, November 2013 - Present

- **New Jersey Environmental Infrastructure Trust (NJEIT)**

Contract Period: August 1, 2014 to Present

Reference Contact: [REDACTED]

Mr. Barth serves as the Project Manager of Grant Thornton's contract with the New Jersey Environmental Infrastructure Trust (NJEIT) providing integrity monitoring - engineering and technical support to the NJEIT bridge loan program for FEMA sub-grantees for the repair of environmental infrastructure projects impacted by Super Storm Sandy.

- **New Jersey Office of Emergency Management (NJOEM)**

Contract period June 10, 2014 to Present

Reference Contact: [REDACTED]

Mr. Barth serves as the Program Manager of Grant Thornton's contract with the New Jersey Office of Emergency Management (NJOEM) reviewing compliance procedures for small project PWs, developing the required operating procedures, and providing a QA/QC review of small project PWs related to the Super Storm Sandy recovery efforts.

- **New Jersey Department of Environmental Protection.** Mr. Barth served as the Project Manager for a contract with the New Jersey Department of Environmental Protection reviewing the Department's Air Fee Program, providing an analysis of its revenues and cost and recommending actions to close the revenue gaps to establish a self-supporting program.

New Jersey Department of Environmental Protection

Director, July 2002 – June 2013

- Mr. Barth was responsible for the implementation, execution and management of DEP's operating and capital budgets including related federal funding. . He was responsible for the integration of programmatic budget needs, strategic directions and financial solutions. . Mr. Barth oversaw the support systems necessary to insure a continuity of government business operations, infrastructure support and coordination and financial management of all domestic security funding available to the Department or passes through to local governments. He was responsible for the development of a management structure to identify, maximize and manage federal funding sources for New Jersey's Rebuilding and Recovery efforts as they relate to the New Jersey Department of Environmental Protection. He established the process and procedures to insure the necessary internal controls were in place to oversee the spending and grant compliance conditions are met during the implementation phases of rebuilding. Mr. Barth coordinated an internal Department of Environmental Protection team to tie together the multiple state and federal funding sources to the goals of Environmental Infrastructure, Natural and Cultural Resources and Hazard Mitigation Work Groups and their alignment to FEMA's Resource Support Functions/Framework.

Education and Certifications

- Masters, Administration, Rider College, 1981
- B.A., US History, Fairfield University, 1973

Bill Moore, CPA, CPM, CGFM

Proposed Role: Subject Matter Expert

Why Selected for this Role?

- Over fifty years of experience in the audit and evaluation of federal and state and local government financial statements, internal controls, and accounting and financial management systems and operations
- Providing advisory assistance to the New Jersey Emergency Management Agency reviewing compliance procedures for small project PWs, developing the required operating procedures, and providing a QA/QC review of small project PWs related to the Super Storm Sandy recovery efforts.
- Experience in performing financial and performance audits of federal grants and contracts including audits of FEMA awards to local governments receiving disaster recovery assistance, state agencies managing FEMA disaster programs, and FEMA program offices at FEMA Headquarters and the FEMA regional offices.
- Experience in performing audits and evaluations for other federal agencies resulting in a thorough understanding of federal regulations and requirements
- Certified Public Accountant (CPA), Certified Government Financial Manager (CGFM)

Mr. Moore's special expertise is the successful completion of performance audits of **Federal and State agency programs and activities**. Mr. Moore has managed performance audits of all types including economy, efficiency and effectiveness reviews; compliance reviews, general management studies; acquisition management reviews; government fraud, waste and abuse; and grants program management. His years of experience have provided Mr. Moore with specific knowledge of various Federal agency programs and activities, including programs managed by the Department of Homeland Security/ Federal Emergency Management Agency, Department of Defense, Department of Housing and Urban Development, NASA, and the U.S. Nuclear Regulatory Commission.

Grant Thornton LLP

Senior Manager, Global Public Sector (September 3, 2013)

Member of the Global Public Sector, State and Local team. Mr. Moore is a Senior Manager on Grant Thornton's team for the New Jersey Office of Emergency Management engagement. His experience and knowledge of FEMA programs has enable him to effectively evaluate compliance and with Federal requirements and the overall management of FEMA's Public Assistance grant program. He has participated in marketing activities for contracts to assist and audit the billions of dollars being granted by FEMA and the Department of Housing and Urban Development to



the State of New Jersey to recovery from the damages created by Hurricane Sandy. Also, participated in objective, scope, and methodology planning for Grant Thornton's contract with the Texas Department of Public Safety. The contract Scope of Work focuses on assisting the State in its efforts to finalize and close open FEMA grants received as a result of Hurricane Ike. Mr. Moore is currently leading GT's audit of the City of Milwaukee's management and oversight of Department of Homeland Security terrorism preparedness and response grant. He is also providing consulting support to the State of New Jersey's Office of Emergency Management for the OEM's management and oversight of audits of FEMA approved Public Assistance grants awarded as a result of Hurricane Sandy. Mr. Moore is a leader in GT's efforts to build its portfolio for State and Local audit and advisory services.

Foxx & Company

Senior Manager (October 1996 to September 2013)

Department of Homeland Security (DHS) Experience – Mr. Moore was Foxx's Senior Manager for over 50 audits of DHS programs and activities for the DHS's Office of Inspector General. Mr. Moore developed the Firm's proposals, wrote audit programs, planned the audits, managed the engagements; ensured that the audits were performed according to auditing standards and that quality reports were issued on time and within budget. He worked with the clients to resolve conflicts or problems concerning the audit. As the Senior Audit Manager, he was the senior firm representative on-site at the client's location. The reports issued recommended actions and questioned costs related to Federal, state and local program management. The reports presented opportunities for improving compliance with regulations and increasing the economy, efficiency, and effectiveness of federally funded programs. The audits also identified and reported fraud, waste, and abuse. The audits included: 30 audits of Assistance to Firefighter grants management by individual fire departments, 13 audits of the management of disaster assistance grants by state emergency management offices, 16 audits of first responder grants to individual states, and 6 audits of FEMA internal processes and procedures. Mr. Moore also managed audits of the removal of Hurricane Katrina debris from Louisiana's Saint Bernard Parish, St. Tammany Parish, Washington Parish, East Baton Rouge Parish, Plaquemines Parish and the City of Kenner.

Nuclear Regulatory Commission (NRC) Experience – As Foxx's Senior Manager, Mr. Moore evaluated NRC's compliance with internally developed software procedures. He reviewed the policies and practices followed by NRC in the management and control of reimbursable agreements and made several recommendations for improved compliance, economy, and efficiency. He also reviewed the internal controls for NRC's planned implementation of a new, fully integrated personnel and payroll system. His performance on this review resulted in NRC asking him to do a similar review of their planned implementation of PeopleSoft software as a new cost accounting, personnel and payroll system. He reviewed and wrote procedures for collection of fees for the U.S. Nuclear Regulatory Commission. These procedures became part of NRC's formal fee collection manual.



Government Accountability Office (GAO) Experience

Entry Level to Member of the Senior Executive Service (SES) (June 1964 – June 1995)

Mr. Moore was an auditor for the GAO. He started at the entry level and was a member of the Senior Executive Service (SES) when he retired. For 22 years, his GAO headquarters responsibilities included performing and managing audits at several federal agencies, including Agriculture, DOD, GSA, HUD, and NASA. He was a member of the Comptroller General's Steering Committee for implementation for Federal Managers Financial Integrity Act, and was responsible for implementing the act at NASA, DOD, and the State Department. As GAO's Cincinnati Regional Office Manager for 11 years, Mr. Moore managed Cincinnati-based auditors for all GAO Ohio, West Virginia, Indiana, and Kentucky audits.

Education

West Liberty University, BS (Accounting), 1964

Industrial College of Armed Forces, National Security Management degree, 1981

Federal Executive Institute, Executive Excellence Program, 1988

Training and Certifications

Certified Public Accountant (CPA), West Virginia, License No. WV000521

Certified Government Financial Manager (CGFM), 1985

Certified Professional Manager (CPM), 1981

Joseph F. Simon, MPA, MAIA

Proposed Role: Senior Consultant

Why Selected for this Role?

- Over seven years of experience in grant and project management at local governments and non-profit agencies.
- Experience with Hurricane Sandy disaster recovery at the New Jersey Office of Emergency Management and the City of New York Office of Management and Budget with the NYC Department of Transportation, Sanitation and Environmental Protection providing guidance and assistance.
- Experience and special expertise in local government and non-profit program management.

Mr. Simon has seven years combined experience working in project and grant management for public and not-for-profit organizations. His areas of expertise are in FEMA's Public Assistance program, 404 and 406 Hazard Mitigation, and project worksheet formulation.

Grant Thornton LLP

Senior Associate, Global Public Sector (November 2014 – present)

New Jersey Office of Emergency Management – Hurricane Sandy Recovery (November 2014 – present)

Developed Standard Operating Procedures outlining a step-by-step methodology for processing and monitoring FEMA small Project Worksheets. Conducted interviews with officials in the State's finance department and public assistance unit to identify gaps in program processes. Gathered information on client-selected group of applicants to the Public Assistance program to detect specific insurance issues and provide monitoring of the same.

Hagerty Consulting

Management Consultant (March 2013 – November 2014)

New York City Office of Management and Budget – Hurricane Sandy Recovery

Provided consulting advice to the NYC Departments of Transportation, Sanitation, and Environmental Protection on federal reimbursement strategy for damages caused by Hurricane Sandy. Provided management and analytical support for over \$22 million dollars in expense tracking and capital projects including wastewater treatment plants, debris removal, and emergency protective measures. Delivered programmatic support to the Office of Emergency Management on its 404 Hazard Mitigation Grant Proposal team, which will result in the application for over \$600 million dollars in funding.

Hermidad, Inc.

Country Director (January 2009 – July 2011)



Directed day-to-day operations of Hermandad Inc., a community development agency working primarily in rural communities of Latin America and the Caribbean to accomplish sustainable development through core competencies in water management, agriculture, resource conservation, health and nutrition, sanitation, housing, leadership training, and local institution building. Identified projects and developed proposals for development activities. Oversaw physical construction and design of projects, including gravity-flow water systems

Education

M.A.I.A., Civil Society Organizations, Maxwell School of Citizenship and Public Affairs, 2013

M.P.A., Public Organizations, Maxwell School of Citizenship and Public Affairs, 2012

B.A., Spanish and Latin American Studies, Drew University, 2005

Training and Certifications

Independence Training, 2014

Government Ethics and Political Compliance, 2014

Ashley-Victoria Lee, MSA

Proposed Role: Consultant

Why Selected for this Role?

Ms. Lee has a broad knowledge government accounting, and federal regulations and processes. Her experience includes management of grants and implementation workshops/trainings, development of policies and procedures, maintained budgets, reallocated government funding, developing and implementing more efficient of cost effective approaches to work situations and evaluating internal control practices and documenting work flow.

Grant Thornton LLP

Audit Associate, Global Public Sector (October 2014 – present)

Texas Department of Public Safety Public Grant Audit Ms. Lee is currently conducting compliance audits of assigned Texas Division of Emergency Management sub-recipients' Public Assistance grant Project Worksheets (PW). The audits involves reviewing contracts and invoices for compliance, examining the sub-recipients control environment and compliance with relevant statutes, regulations, and grant agreements, and reporting the audit results.

Texas Department of Aging and Disability

Cost Allocation Accountant V (January 2014 – October 2014)

Maintain, revise, and update the DADS Public Assistance Cost Allocation Plan (PACAP) to ensure compliance with federal regulations (Title 7, 42, 45 codes, Department of Health and Human Services Grants Administration Manual, Implementation Guide for Office and Budget Management A-87) and the procedures by which the administrative costs of DADS are allocated to various programs. Ensure financial code block structures in agency accounting system coincide with the cost allocation methodologies defined in the DADS PACAP. Reconcile the agency accounting system at year-end to ensure proper roll over to new fiscal years. Maintain the program cost accounts (PCAs) within Uniform Statewide Accounting System (USAS). Review the 3-character system designator funding codes used to track both labor hours and mainframe processing time that are linked to the State and Federal shares in costs for accuracy and completeness before submittal to the Health and Human Services Commission (HHSC). Prepare financial analyses monthly for proper allocation of all administration costs of DADS between Federal and Non-federal programs. Develop new cost allocation methodologies in coordination with Budget for new programs and grants. Prepare the monthly and quarterly depreciation schedule to be drawn by cash management. Prepare cost allocation journal entries based on quarterly Random Moment Time Sampling statistical data. Provide assistance with additional tasks, projects, or assignments upon request of the General Ledger Manager or Supervisor. Train accounting staff on federal guidelines outlined in the DADS Public Assistance Cost Allocation



Plan (PACAP). Assisted in the set-up of federal grants. Assist cash management staff on cost allocation analyses.

University of Central Arkansas

Grant Accountant (January 2013 – January 2014)

Maintained all state, private grants, along with a few federal grants. Coordinated the accounting functions related to sponsored programs and other restricted accounts. Proposed policies and procedures related to restricted funds for review and implementation by Program Managers. Assisted faculty and staff with the financial reporting and other administrative requirements of their grants/contracts, state Memorandum of Agreements, training. Monitored and tracked the status of each program through its program life cycle. In charge of preparation, review, for audit work. Prepared all accounting entries (transactions and journals) related sponsored programs and grants. Prepared invoices, billings and collect funds for the support of restricted funds related to grants. Prepared all applicable fiscal reports or sponsored programs and ensure the timely submission. Compute, prepare and submit the annual indirect cost rate. Negotiated the rate with the applicable state agency as necessary. Attended professional development training and stay abreast of the Office of Management and Budget Circulars and their applicability to grants management related to A-133 audit. Directly consulted with all funding agencies, faculty, staff and third party vendors as they related to financial administration of grants. This included interpreting federal requirements and granting agency guidelines of such grants. Provided training & workshops to all faculty and staff as related to the grant. Efficiently and effectively managed their respective grants in following board policy, granting agency guidelines, and all applicable federal regulations related to special programs. Applied indirect costs quarterly. Attend professional development workshops and seminars to stay abreast of changes related to special programs and restricted grants. Perform other duties as assigned by the senior grant accountant.

Fortier, Inc.

Accounting Assistant (June 2012 – January 2013)

Processed payments and documents such as invoices, journal vouchers, employee reimbursements, and statements. Verified items billed against items ordered and received and reconciled differences other employees. Filed and removed records and reports. Performed related work as assigned.

Education

Masters of Science (M.S.A.), Accountancy, University of Phoenix, 2013

Bachelors of Business Administration (B.B.A), Accounting and Personal Financial Planning, University of Central Arkansas, 2012



Grant Thornton

SUB CONTRACTORS

Dale Miller, PE, SE

Proposed Role: Subject Matter Expert (Structural Engineer – Hydraulic Structures)

Why Selected for this Role?

- More than 38 years of experience in management and structural design of navigation, heavy civil, and marine projects for public agencies and private developers
- Specializes in in-the-wet construction of reinforced and post-tensioned concrete and steel structures, and has provided seismic analysis, preliminary and final plans, specifications, cost estimates, construction inspection, load ratings, alternative studies, and reports
- Managed the largest design build civil works project in USACE history, the \$1.1 Billion Lake Borgne Surge Barrier in New Orleans, and has managed numerous design and Design/Build Marine, Flood Control, and Navigation Projects
- Licensed civil and structural engineer

Work History & Relevant Experience

Tetra Tech, Inc.

Senior Structural Engineer, April 1991 – present

MBF Engineers, Structural Engineer, (July 1990 - April 1991)

Snohomish County PUD No. 1, Project Manager, (January 1990 – July 1990)

GMSI, Technical Support Engineer, (February 1989 – December 1990)

URS Corporation, Structural Engineer, (January 1980 - June 1989)

HKM Associates, Structural Engineer, (1978 - 1980)

U.S. National Park Service, Structural Engineer, (1976 - 1978)

Federal Government Experience

- **Inner Harbor Navigation Canal (IHNC) Lake Borgne Surge Barrier; USACE, New Orleans District; Lake Borgne, LA.** The devastating effects of Hurricane Katrina are well known. Areas such as the Lower 9th Ward, Chalmette, and New Orleans East endured some of the most severe devastation and flooding. The Lake Borgne barrier project will significantly reduce future storm impacts on the City of New Orleans. Dale was the Design Manager, directing the design approach and resources for this billion-dollar flood protection project. Dale managed all design work, including the design effort provided by the prime. This is the largest civil works Design-Build project in the history of USACE, and it will provide flood risk reduction for a 0.1% frequency hurricane. The



Grant Thornton

project includes design and construction of a 150' sector gate, 150' Bypass Barge Gate, a 56' vertical lift gate, and over 1.5 miles of some of the highest barrier floodwalls on the Gulf Coast. The project is constructed in the wet through marsh, navigation canals, and bayous, and involved a demanding 3-year design and construction schedule and a requirement to maintain navigation throughout construction.

- **Hero Canal Levees and Floodwall Design; USACE, New Orleans District; Hurricane Protection System, LA.** As Project Manager, Dale was in charge of alignment studies report for evaluating engineering and construction considerations of four alternative alignments within the Hurricane Protection System of the Hero Canal to Oakville Reach. Tetra Tech prepared the floodwall and floodgate sections of the report. L-walls and T-walls, swing and roller type of vehicular floodgates, and miter and swing type navigational floodgates were evaluated for their suitability at this project site.
- **Levee and Floodwall Assessment; USACE, New Orleans District; New Orleans, LA.** Dale was Principal-In-Charge of a detailed inspection of floodwalls and associated structures for the New Orleans East Basin of the Lake Pontchartrain and Vicinity Hurricane Protection System. The inspection included concrete cracking and spalling, condition of the joints between structures including water stops, and structural displacements of structures including permanent tilting of walls and relative displacements at joints.
- **Chickamauga Lock Replacement Approach Wall Alternative Study; USACE, Nashville District; Tennessee River, TN.** Project Manager in charge of the design and to evaluate multiple approach wall configurations and recommend the wall type for the new Chickamauga Lock. Multiple approach wall alternatives were created including fixed, floating, and float-in designs. Each alternative was designed for a consistent set of barge impact loads and earthquake loads. Consideration was given to construction sequence and schedule. Recommendations were based on the least cost alternative. Two alternatives were recommended in the study: float-in box beams were selected for the upstream approach walls, and precast panel walls were selected for the downstream approach walls.
- **Charleroi Locks and Dam Land Wall; USACE, Pittsburgh District; Monongahela River, PA.** Project Manager responsible for development of alternative solutions and final design for the cutoff wall and containment system to protect the existing lock wall and timber piles during dewatering of the lock chamber, demolition of adjacent existing monoliths, and construction of 17 new lock monoliths. The design comprised unique elements of in-the-wet and in-the-dry construction.

Education and Certifications

- M.B.A., Business Administration, 1985



- M.S., Civil Engineering, 1979
- B.S. Architectural Engineering/Structure, 1976
- Professional Engineer, Structural: LA
- Professional Engineer, Civil & Structural: WA

Dave Stensby, PE

Proposed Role: Subject Matter Expert (Design & Construction of Hydraulic Structures)

Why Selected for this Role?

- More than 36 years of experience in design, analysis, and construction of hydraulic structures
- Experiences include work regarding concrete and embankment dams, and geotechnical investigations supporting large structures
- Designed numerous steel gates including tainter gates, high-pressure slide and roller gates (gate operations cause hydraulic transients, which Dave also evaluates)
- Unique experience in finite element modeling of dams, gates, and related equipment
- Licensed professional engineer

Work History & Relevant Experience

Tetra Tech, Inc.

Senior Project Engineer (Structural & Mechanical), September 1997

Federal Government Experience

- **USACE, New Orleans District - Inner Harbor Navigation Canal (IHNC) Lake Borgne Surge Barrier, New Orleans, LA -**
Participated the development and selection of design alternatives for the proposed flood protection structures at IHNC in New Orleans
- **USACE, New Orleans District - West Bank and Vicinity Hurricane Protection, Bayou Segnette Pump Station and Company Canal, Orleans Parish, LA -**
Structural Engineer for design of a lift gate and the Bayou Segnette Pump Station and the design for the Barge Gate at Company Canal.

- **USACE, New Orleans District - Hero Canal Levees and Floodwall Design, Hurricane Protection System, LA -**
Provided QA/QC for alignment studies report for evaluating engineering and construction considerations of four alternative alignments within the Hurricane Protection System of the Hero Canal to Oakville Reach. Tetra Tech prepared the floodwall and floodgate sections of the report. L-walls and T-walls, swing and roller type of vehicular floodgates, and miter and swing type navigational floodgates were evaluated for their suitability at this project site.
- **USACE, New Orleans District - Levee and Floodwall Assessment, New Orleans, LA**
Project Engineer for a detailed inspection of floodwalls and associated structures for the New Orleans East Basin of the Lake Pontchartrain and Vicinity Hurricane Protection System. The inspection included concrete cracking and spalling, the condition of the joints between structures including water stops, and structural displacements of structures including permanent tilting of walls and relative displacements at joints. Analysis of the structures was done subsequent to the inspection.
- **USACE, Pittsburgh District - Charleroi Contract No. 1, Support during Construction - Monongahela River, PA -**
Participated in resolving construction issues during the first construction phase for the new lock at Charleroi.
- **USACE, Rock Island District - Upper Mississippi Locks 22 and 25 NESP, Upper Mississippi River, MO -**
Developed in-the-wet construction method for new lock chamber for typical locks on the Upper Mississippi.
- **USACE, Pittsburgh District - Charleroi Land Wall Design, Monongahela River, PA**
Participated in design review of the Charleroi Lock Land Wall. The client gathered personnel from other a variety of sources to review the potential for cost savings construction methods for existing land wall design.
- **USACE, Pittsburgh District - Dashields Locks and Dam Risk and Reliability Assessment, Ohio River, PA-**
Participated in the risk and reliability study of the dam and abutments at Dashields Dam.
- **USACE, Nashville District - Chickamauga Lock Upstream and Downstream Approach Walls - Tennessee River, TN -**



Participated in development of design alternatives for the approach walls at Chickamagua Lock and Dam and design through the 30 percent level. Active in project review for subsequent phases.

Education and Certifications

- M.S., Civil Engineering, University of Washington, 1982
- B.S., Mechanical Engineer, University of Washington, 1972
- Professional Engineer, Civil: WA

Steven J. Riedy, PE

Proposed Role: Subject Matter Expert (Geotechnical)

Why Selected for this Role?

- Extensive experience with flood control projects
- Inspections with levee design and certification efforts for USACE and various municipalities. Technical levee and flood wall engineering evaluations include slope stability, seepage, effective uplift, and settlement analyses.
- FERC Part 12 Inspections and preparation of several NFIP levee certification reports.

Work History & Relevant Experience

Tetra Tech,
Senior Project Geotechnical Engineer

Contracts Similar in Size and Scope

- **Levee/Floodwall Certification for the Southeast Louisiana Flood Protection Authority (SLFPA-East): 40-Arpent and Maxent levees in Saint Bernard and Orleans Parish, LA (2013-present).** Mr. Riedy served as geotechnical engineer on this project, conducting technical engineering effort for evaluation of I-walls and levees as part of this certification project. Effort also included design of closure features and new sections of levee and I-wall in areas where the current protection did not meet the current project specifications. The technical evaluations include global stability evaluations, rotational stability evaluations (I-walls), as well as finite element seepage evaluations. The very soft and compressible nature of the foundation soils in the area have presented challenges relating to stability of the levee features. A detailed geotechnical program was conducted to obtain site-specific shear strength values for the

foundation soils. For this work, Tetra Tech essentially adopted the technical guidance published by USACE for this effort including the *Hurricane and Storm Damage Risk Reduction System Design Guidelines* (HSDRRS) and ETL 1110-2-575 *Evaluation of I-Walls*.

- **McPherson Levee Evaluation: Great Miami River, Miami Conservancy District, Ohio (2012-2013).** Project/Geotechnical Engineer. Performed the geotechnical inspections, explorations, and technical evaluations for the Miami Conservancy District (MCD) levee project in Dayton, Ohio. Work on this project consisted of planning and executing subsurface exploration, and conducting field permeability testing and technical engineering evaluations of the McPherson Levee, in Dayton, Ohio. Technical evaluations consisted of slope stability, seepage, and settlement analyses of several critical levee sections. The levees were evaluated for the Base Flood (1 percent chance of annual exceedance) as well as MCD's Official Plan Flood (OPF).
- **Washington D.C. Levee Design, Phase 2, Baltimore District, USACE (2010-2012).** Project Engineer. Mr. Riedy served as the project engineer for the design of new flood protection features and improvements to the existing levees that protect our nation's capital. In general, the project consisted of adding or modifying flood protection features to protect against the project design flood, with a return period of approximately 500 years. The existing Potomac Park levee runs along the north side of the reflecting pool between the Lincoln Memorial and the Washington Monument. This existing levee was to be modified to withstand the project design flood. Modifications at the Potomac Park site included raising/reconfiguring the existing levee, as well as adding three sluice gates on storm drainage features. The protection on the southern end of the City consists of a new floodwall and stop log closures along the northern perimeter of Fort McNair near the confluence of the Potomac and Anacostia Rivers. This project also involved design of several sluice gate closures required as part of the project.
- **Tuscarawas River LPP Levee System Report, Massillon OH, Huntington District – Corps of Engineers (2010).** Engineer. FEMA certification of a USACE-designed and locally-operated local protection project. The deliverable was a report to be used by USACE in its submission to FEMA documenting condition of the levee and certifying that portions of the project are capable of adequately providing protection from the Base Flood (100-year) event. Portions of the project required remedial measures prior to certification; the report also documented these deficiencies.
- **Levee Periodic Inspections, Huntington District – USACE (2009-2010).** Project/Geotechnical Engineer. Periodic Inspection of Newark LPP and Massillon LPP within the Muskingum River Basin. Worked as Project Team Leader as well as Geotechnical Engineer



for the Newark LPP Periodic Inspection. Supported and collaborated with Geotechnical Engineer for the Massillon LPP Periodic Inspection. Work on this project included a comprehensive review of available project information, field inspection of pertinent flood control features including levees, pump stations, gate closures, stop log closures, and retaining/flood walls using the USACE Levee Inspection System. Deliverables included the inspection reports and out-brief presentations for District personnel.

- **Levee Certification Projects – Geotechnical Evaluations of Butler, and Miami County Levees: Great Miami River, Miami Conservancy District, Ohio (2009-2010).** Project/Geotechnical Engineer. Performed geotechnical inspections, explorations, and technical evaluations for MCD levee projects in Hamilton, Middletown, Franklin, Troy, and Piqua, Ohio. Work on these projects consisted of planning and executing subsurface exploration, conducting field permeability testing, and performing the technical engineering evaluations required for FEMA NFIP certification submittal. Technical evaluations consisted of slope stability, seepage, and settlement analyses of several critical levee sections for each local feature. Deliverables included the Embankment Protection, Slope Stability, and Settlement report sections, and associated signature pages in the tabbed format required by FEMA Region V.

Education and Certifications

- B.S. 2005, Civil Engineering (Ohio State University)
- Professional Engineer in a number of states

Ginette Chin, PE

Proposed Role: Subject Matter Expert (Electrical)

Why Selected for this Role?

- Over 24 years design experience encompassing a wide variety of new construction and renovation project types
- Leader in the integrated design process who keeps current with the latest codes, trends, and innovations through involvement in professional organizations and continuing education. Experience with government agencies including USACE.
- Licensed professional engineer.

Work History & Relevant Experience

Tetra Tech, Inc.

Senior Project Engineer, March 2009 – present



Rushing, Senior Electrical Engineer (September 2007 – January 2009)
HNTB, Senior Electrical Engineer (November 2001 – September 2007)
ECS Engineering, Senior Electrical Engineer (January 1998 – September 2001)
Hargis, Electrical Engineer, (April 1995 – January 1998)
Bouillon Christofferson & Schairer, Electrical Engineer, (March 1990 – March 1995)

Federal Government Experience

- **Port Authority of New York & New Jersey – FEMA 406 Mitigation Assistance**
Provided on-site inspection of the impact of flooding due to Hurricane Sandy on the electrical systems at various Port of New York and Port of New Jersey facilities. Project tasks included site inspection, write-up of finding, development of mitigation strategies in conjunction with input from end users, as well as development of anticipated mitigation costs.
- **USACE, Portland District – John Day Mitigation DDR**
Ginette functioned as QA/QC/ITR for the electrical portion of the report.
- **USACE, Nashville District – Barkley Power Plant Line Relay Design**
Ginette managed the project subconsultants for replacement of the line relay protection system at Lake Barkley Power Plant. She was responsible for maintaining project schedule, budget, project submittals, and meetings.
- **USACE, Portland District – Fire Protection for the Columbia River Dams**
As Electrical Engineer, Ginette was responsible for electrical design of the fire protection upgrades for the Columbia River Dam Powerhouses: Bonneville Powerhouse One and Two, The Dalles Powerhouse, and John Day Powerhouse. Her work included field verification of existing conditions in the project areas. Ginette was also responsible for coordination of the architectural, mechanical, and fire protection disciplines.
- **USACE, Chicago District – Chicago Lock Electrical FFP Assessment**
Project Manager and Electrical Engineer for assessment of the electrical distribution system at Chicago Lock. Project entailed development of a deficiencies report indicating where the electrical distribution system did not comply with the National Electrical Code, a Power Quality report, a Protective Relay Coordination Report, an Arc Flash Analysis Report, production and installation of Arc Flash Labels, development of a consolidated and updated one-line diagram and arc flash boundary drawings, as well as interview of facility personnel with respect to arc flash safety.

Education and Certifications



- BS, Electrical Engineering (1989)
- Professional Engineer, Electrical in a number of states.

Shiva Kumar, PE

Proposed Role: Supervisory/Senior Consultant

Why Selected for this Role?

- Over 20 years of technical experience in environmental engineering, compliance, assessment, and restoration fields.
- Developed designs, specifications, and work plans, and has been involved in equipment vendor and system supplier negotiations, preparation of O&M manuals, and management of O&M activities.
- Project management experience includes project planning, cost control, budgeting, scheduling, subcontract management, construction management (develop request for proposals, conduct pre-bid meetings), and procurement of subcontractors.
- Performs inspection of capital improvement projects to ensure compliance with approved plans

Work History & Relevant Experience

- **Tetra Tech, Inc.** Project Manager/Program Manager, October 2010-present
- **Black & Veatch**, Engineering Manager (June 2007 – September 2010)
- **URS Corporation/AECOM**, Environmental Engineer/Project Manager (February 2006 – June 2007)
- **Tetra Tech, Inc.**, Project Manager/Engineering Manager/Environmental Engineer (June 1996 – February 2006)

Contracts Similar in Size and Scope

- **Task/Project Manager; NJ Environment and Infrastructure Trust (NJEIT); Integrity Monitoring Services, 2013 – ongoing.** Project Manager for multiple wastewater rebuild projects. The work includes technical and engineering oversight, and monitoring assistance to the NJEIT. Shiva processes and reviews projects; prevents, detects, and remediates waste, fraud, and abuse; and ensures that only eligible projects proceed to construction. She establishes costs pre-determined to be eligible for FEMA funding, and ensures that any funds released by FEMA for the project meet all federal, state, and local requirements. Siva performs due diligence so potential for FEMA deobligation is minimized by ensuring full compliance with all regulations. She provides



Grant Thornton

technical and engineering oversight of designs related to rebuilding and flood mitigation, and performs construction management and requisition reviews in accordance with NJDEP and NJEIT standards.

- South Monmouth Regional Sewerage Authority – Lake Como and Pitney Pump Stations – construction cost \$2.5M
- Kearny Municipal Utilities Authority – Kearny Point and Harrison Avenue Pump Stations – construction cost \$10M
- Bayshore Regional Sewerage Authority – Multiple pump stations at the wastewater treatment plant, and sludge dewatering and incineration facilities – construction cost \$40M
- Middlesex County Utilities Authority pump stations – construction cost \$60M.
- **Engineering Manager; Southbridge Regional Water Treatment Plant, Sioux City, Iowa; 2009 to 2010** – Responsible for design of a 10 million gallons per day (mgd) (expandable to 30 mgd) membrane filtration water treatment plant. The facility included PALL membrane filtration modules, CIP systems, chemical feed systems, and high-service pump station.
- **Project Manager & Project Engineer; Richmond Advanced Recycled Water Treatment Project, East Bay Municipal Utility District, Oakland, CA; 2009 to 2010** – Develop O&M Manual including standard operating procedures (SOPs), pre-start checklist, system start-up, system shutdown, etc., for various systems of the plant. This is a reuse plant that uses MF for pre-treatment and RO for removal of dissolved solids.
- **Project Manager and Engineering Manager – Remedial Design (RD), Lockheed Martin Dump Road Area (DRA) site (Middle River, Maryland) 12/2011 – Present** – Design a pump-and-treat system employing a series of process units (precipitation, advanced oxidation, air stripping, and activated carbon) to remediate site groundwater contaminated with chlorinated compounds, 1,4-dioxane, and metals. Treated water will be ultimately discharged to nearby surface water. Procure all permits, and manage all engineering work including installation of potable water lines, water conveyance lines, installation of treatment building, and negotiations with system suppliers. Construction cost: \$20M
- **Design Engineer, Aqua, NY Water Treatment Facility – Department of the Navy, Mid-Atlantic** – Performed engineering services for a new 3,000-square-foot (sq. ft.) Water Treatment Facility in Nassau County, New York. This project involves modifications to an existing 2000 gallons per minute (gpm) water treatment facility, to include removal of organic contaminants from the groundwater utilizing liquid phase granulated activated carbon filtration technology. The treatment plant is housed in a 3,000 sq. ft accessory building where chlorination, fluoridation, and final phosphate polishing



Grant Thornton

occur additionally. Piping, controls, new switchgear for the entire site, and a backup emergency generator are housed inside this building.

- **Project Engineer, Deer Meadow Water Treatment Facility, Artesian Water Company (Delaware)** – Provided process and engineering services during design of the project. The project consisted of a 250 gpm water treatment facility for removal of iron (up to 10 milligrams per liter [mg/L]) from the groundwater utilizing greensand filtration technology including automatic backwashing of filters. The treatment plant is housed in a 3,400 sq. ft building. Included were chlorination, fluoridation piping, controls, and backup emergency generator housed inside a pump house. This project utilized “Green Technology” that included reuse of wastewater and use of geothermal energy for the building’s heating, venting, and air conditioning (HVAC) system.

Education and Certifications

- M.S., Environmental Engineering, University of Maryland at College Park, 1994
- B.S., Civil Engineering, 1989
- Professional Engineer in multiple states.

Eli Lundberg, EIT

Proposed Role: Senior Consultant (Construction Inspection)

Why Selected for this Role?

- Over 6 years of experience, 3 of which occurred in Panama working on the Panama Canal Third Set of Locks Design Build
- Specializes in design and analysis of a variety of structures
- Experience with USACE inspection procedures and protocols.

Work History & Relevant Experience

Tetra Tech, Inc.

Design Engineer, September 2008

Federal Government Experience

- **Panama Canal Authority – Panama Canal Third Set of Locks Design-Build Project, Cocolí and Gatún, Panama** – Responsible for analysis and design of water saving structures including conduits and



Grant Thornton

water saving basins. Provided on-site engineering support for construction of water saving structures, wing walls, and approach structures. Coordinated construction phase services including shop drawing reviews, requests for information, and constructability reviews with an international, multidiscipline team. Performed field observations and was involved in QA activities. Participated in development of corrective actions and in field design instructions to meet a fast-track construction schedule while maintaining compliance with the employer's requirements and the design consortium's contract documents.

- **USACE, Mississippi Valley Division – Larose to Golden Meadow EAR, LA –**
Performed an independent technical review of I-Wall and T-wall flood protection structures in the New Orleans area.
- **USACE, Huntington District – Soo Locks Vertical Lift Gate and Machinery and Wire Rope Fender Design and Construction, St. Mary's River, MI –**
Performed structural analysis using SAP 2000 to support design of a new 107-foot-wide by 38-foot-tall vertical lift gate stored in the submerged position.
- **USACE, New Orleans District – Inner Harbor Navigation Canal (IHNC) Lake Borgne Surge Barrier, Lake Borgne, LA –**
This \$1.3 billion flood protection project is the largest civil works design-build project in the history of USACE, offering flood risk reduction from a 0.1 percent frequency hurricane. This fast-track project is constructed in-the-wet through marsh, navigation canals, and bayous. As Design Engineer, Eli was responsible for structural analysis and design of a 150-foot buoyant sector gate while working with a multi-disciplinary team to design closure of the Gulf Intracoastal Waterway. The sector gate is constructed of steel tubular members and features buoyant tanks that float and support the gate during operation, and allow for float-in installation. The gate features a vehicular bridge that allows channel crossing by maintenance vehicles. Eli prepared design submittals and final plans and specifications for sector gate construction. He was responsible for structural analysis and design of the tubular steel towers and overhead structure that support a 150- and 60-foot-wide by 34-foot-tall vertical lift gate, and vehicular bridge. The gate and tower structures deliver closure of the Bayou Bienvenue Canal. He prepared design submittals and final plans and specifications for tower, overhead structure, and bridge fabrication. Eli served as the primary field representative responsible for engineering support during fabrication and installation of the 150-foot sector gate. He worked closely with the contractor, fabricators, and installation contractor, and coordinated with a multidisciplinary engineering team to successfully meet the fast-tracked construction schedule. He completed engineering support for construction of a 60-foot vertical lift gate, lift gate pile foundation and reinforced concrete abutment, and tower structures. He assisted design team management in coordinating efforts of a multiple disciplinary, multiple firm team to complete design and support construction of the IHNC Hurricane



Grant Thornton

Protection project.

- **USACE, Seattle District – Howard Hanson Dam Rock Excavation Correction, Eagle Gorge, WA.**

Conducted site visits to resolve conflicts with rock anchors and concrete wall reinforcement. Created a set of guidelines for contractor's use during the remainder of construction.

- **USACE, Portland District – Bonneville Dam Washington Shore Entrance Modifications Design Documentation Report, Cascade Locks, OR –**

Coordinated with biologists, hydraulic engineers, and USACE operation personnel to create a concept for fish ladder entrance modifications. Modifications are intended to facilitate lamprey passage in the fish ladder while improving or not negatively affecting salmon passage. Tasks included layout, structural analysis and design of a fixed weir, slot filler, and extensive ladder floor modifications. Prepared plans and a Design Documentation Report.

Education and Certifications

- B.S., Civil Engineering, Washington State University, 2008
- Engineering-in-Training, WA

Carmela Roberts, P.E C.M.E

Proposed Role: Senior Consultant

Why Selected for this Role?

- Unique Experience or Capabilities: Municipal Engineering, Feasibility Studies, Grant Oversight, Water/ Wastewater Treatment, Code Compliance, Water Conveyance & Storage, Wastewater Collection and Pump Station Design, Construction Engineering & Management
- Highly skilled in management, project management as well as construction

Work History & Relevant Experience

Roberts Engineering Group, LLC
Principal

- Principal in the firm of Roberts Engineering Group, LLC. Representing Hightstown Borough, and Pennington Borough in Mercer County, and Roosevelt Borough and Wall Township Water and Sewer, in Monmouth County New Jersey, as well as Special Consultants to the City of Brigantine in Atlantic County; Neptune Township in Monmouth County and Hamilton Township in Mercer County. Responsible for capital improvements, construction management, Planning and Zoning Reviews, water and sewer utilities and treatment and all engineering requirements of the governing body.

Contracts Similar in Size and Scope;

- **General Engineering Services, Borough of Hightstown, NJ, Municipal Engineer -** Municipal Engineer representing Hightstown Borough in Mercer County, New Jersey. Responsible for all capital improvements, construction management, Planning and Zoning Reviews, water and sewer utilities and treatment and all engineering requirements of the governing body.

Contract Period: 2014

Contract Reference: [REDACTED]

- **Roadway Reconstruction Program, Borough of Hightstown, NJ, Project Manager** We prepared final plans, specifications and permitting for detailed design of the full reconstruction of 6 roadways including replacement of water mains, sewer manholes, sewer mains and storm water upgrades. We prepared the documents necessary to obtain permits for Mercer County Soil Conservation District, New Jersey Department of Transportation for funding. Performing field survey, inspection and construction administration. Construction cost of \$1.6 million.

Contract Period: 2014

Contract Reference: [REDACTED]

- **Stockton Street Historic District Streetscape Infrastructure, Borough of Hightstown, NJ, Project Manager -** Project Manager responsible for the design and construction of new historic based streetscape using period materials including bluestone and brick sidewalks and granite curbs. Restoration of a Civil War era monument and park; re-aligned curb line and intersections with improved sidewalks. The entire district was designed to be compliant with The Americans with Disabilities Act. The streetscape design was funded by a grant from the NJ Historic Trust; the first such grant provided for



Grant Thornton

an entire historic district. The construction was funded by a \$1.69 million American Reinvestment and Recovery Act Transportation Enhancement Grant

Contract Period: 2008-2012

Contract Reference: [REDACTED]

- **New Village Road, Township of West Windsor, NJ, Project Manager** - This project included field survey and design of roadway improvements to New Village Road, between Edinburg Road (County Route 526) and Old Trenton Road (County Route 535), which included resurfacing with sub-grade repairs where necessary, drainage improvements, and concrete repairs to curb and sidewalk; Bicycle and Pedestrian amenities including inlet casting replacement, ADA upgrades, striping and signage. A \$220,000.00 NJDOT Trust Fund grant was received for this project.

Contract period: 2013

Contract Reference: [REDACTED]

1990 – December 2004

- Municipal Engineer representing Hightstown Borough and the Washington Municipal Utilities Authority in Mercer County, and Roosevelt Borough in Monmouth County, New Jersey. . Responsible for capital improvements, construction management, Planning and Zoning Reviews, water and sewer utilities and treatment and all engineering requirements of the governing body. Additionally designed underground electrical for PSE&G /electrical and site plan and pump improvements for PSE&G/gas.

1987-1990

- Engineer for municipal and private development site work. Also designed pump stations and water treatment plant upgrades. Designed and directed projects including preparation of plans and specifications for painting and repairs to water storage tanks, roadway and drainage improvements, park renovations, boardwalk and bulkhead replacement, rehabilitation of wells, water distribution systems and water treatment plants, replacement of ocean outfall pipes for sewage treatment plants and rehabilitation of sewage treatment plants. Provide inspection & construction management.

1986-1987

- Civil engineer responsible for municipal and residential land development projects. Managed municipal projects ranging from design of roadways with associated drainage, and public parking lots. Duties included obtaining funds, design, and preparation of



specifications, quantity and cost estimates and contract administration. . Also planning and zoning board review.

1983-1986

- Civil engineer responsible for design and analysis of cast-in-place concrete, pre-stressed concrete and concrete and steel composite bridge reconstructions and rehabilitations, including design of associated drainage and approach roadways. Also, preparation of permits, earthwork calculations, specifications, quantity and cost estimates, and field inspection of construction operations.

1982-1983

- Engineer in charge of design and design review, construction modification, contract administration and system engineering for communications link facilities. Evaluation for efficiency and cost effectiveness, including structural connections for external units and electronic communication devices, the manner in which varied apparatus were to be mounted to the interior of the facility and design of proper connections to be made in attaching one unit to another. Prepared records, specifications, contracts and performed site inspections.

Education and Certifications

- B.S., Civil Engineering, University of Massachusetts, 1982
- Certified as a Professional Engineer (PE)

F. William Natale, PE, PP, CME

Proposed Role: Senior Consultant

Why Selected for this Role?

- Mr. Natale is an innovative engineer with an exceptional track record in overall resource management, project management, maintenance management, negotiation, customer service, and strong interpersonal communications. Skilled in directing multi-discipline teams with responsibilities in the areas of owner and contractor liaison; contract development and monitoring

Work History & Relevant Experience

Roberts Engineering Group, LLC

Water\Wastewater Experience

Big Timber Creek Interceptor, Camden County Municipal Utilities Authority, Camden County, NJ: Design and construction engineering for nine multi-million dollar sanitary sewer

interceptors to eliminate the existing municipal WWTP and convey the flows to the CCMUA WWTP to treat the flows as required by the NJDEP. The projects consisted of gravity, pressure and force mains through existing roadways and easements including major highway crossings.

WWTP Expansion and Improvement, Gloucester County Utilities Authority, West Deptford, NJ: Permitting, design and construction engineering for the sludge handling and disposal at the WWTP. The project included a fluid bed incinerator with state of the art emission controls as required by the NJDEP. The project also involved the interaction with the USEPA and NJDEP for the testing of a wet ESP for emission control. It was to be the basis for all future permit conditions issued by the NJDEP.

WWTP Improvements, Gloucester Township Municipal Utilities Authority, Gloucester Township, NJ: Management of various improvements within the wastewater treatment plant due to failure or age including the RBC, fluid bed sludge incinerator, chemical feed and ductwork. The project required the investigation, evaluation, preparation of plans and specifications and construction services.

Interceptor Improvements and Rehabilitation, Hamilton Township Department of WPC, Hamilton Township, Mercer County, NJ: Provided permitting, design and construction services for two interceptor improvements and rehabilitation. Interceptors of 42" and 48" diameters were required to be lined. One interceptor was slip lined while the other was determined to require the use of CIPP method since there was various service laterals connected on route.

Odor Control, Grease Interceptor and Sanitary Sewer Extension, Northampton County Hospital and Extended Care Facility, Nazareth, PA: The facility had a grease and odor concern both at the pump station and the discharge to the municipal system. A chemical feed system needed to be designed and installed to address the issue. Also, since meal preparation was performed on-site, a grease interceptor outside the kitchen needed to be added and the plumbing within the kitchen redesigned and rerouted.

Replacement of Sanitary and Water Mains, Cities of North Wildwood and Wildwood, NJ: Replacement was required due to failure of sanitary mains and undersized water mains. The projects were funded by USDA. Prepared applications and estimates, determined scope, prepared plans and specifications and provided construction services.

Wastewater Treatment Plant Evaluation, Township of Branchburg, NJ: Replace existing wastewater treatment plant with new plant or pump station for off-site treatment. Evaluated the cost for each alternative and determined the replacement with a new WWTP would be most economical.

Trained Operators of Various Wastewater and Water Facilities, Gloucester County, NJ: Responsible for training which provided the necessary knowledge to apply and obtain their licenses which benefited the operators and the employers.

Utilities Expansion, Northern Burlington Regional High School, Mansfield, NJ: Planned a project to complete the design for utilities expansion at a school facility without interrupting the school's operation. Developed a schedule so construction could begin and be completed during summer when school was not in session.

Pump Station Construction, Township of Branchburg, NJ: Developed a project plan for construction of two pumping stations, while keeping the existing pump stations in operation. The plan considered the limited available space which provided a cost savings in not needing to purchase additional lands or use of a temporary pump station.

Redesign of Failing Chemical Feed Pump, Gloucester County Utility Authority, West Deptford, NJ: Redesigned and relocated a failing chemical feed pump due to lack of maintenance because of exposure to winter conditions. This allowed for proper maintenance and eliminated the operation and maintenance problems.

Cooling Water Flow Investigation, Gloucester County Utility Authority, West Deptford, NJ: Insufficient water was being provided to an emission control device for an incinerator. Ran analysis and isolated the problem at a check valve installed by a contractor where a shipping wedge had been left in place. The problem was solved once the wedge was removed and a delay claim was avoided.

Wastewater Treatment Plant Modification, North Hanover BOE, Burlington County, NJ: Coordinated the redesign and construction of a wastewater treatment plant at a school site. The project required interaction between permitting agency, school district and contractor to bring the facility on line in order to allow the school to open. Completed the project on time and students could enter first day of school.

Wastewater Collection Improvements and Extensions, Various Clients and Locations: Managed the permitting, design and construction for multiple wastewater collection, extensions and improvement projects. Projects ranged from replacement or lining of mains and pump station investigation and improvements.

Pilot Plant Testing of Emission Control Device, USEPA, West Deptford, NJ: NJDEP was in process of determining permit limitations for emission control devices for sludge incinerators. Assisted in the process initiated and funded by the USEPA of the performance of a pilot plant testing of a model for a wet ESP. NJDEP utilized the information and released the permit to construct without requiring investigation of other sources of sludge handling and emission control.

Sanitary Sewer Extensions and Pump Stations, Northern Burlington Regional School District, Mansfield Township, NJ: Coordinated multiple sanitary sewer extensions and pump stations to eliminate existing small wastewater treatment plant to convey the wastewater to a larger regional plant. NJDEP ordered project completion by a specified date. The project was completed by the specified date avoiding fines and violations.

I/I Study and Improvements to Sanitary Sewers, Gloucester Twp. MUA, Gloucester Twp., NJ: The extraneous flows into the sanitary sewer system were a cause of concern of washing out the WWTP and possible permit violations. It was determined to locate the areas of highest impact to the system by use of flow measurement and monitoring. Once the areas were determined, an extensive program of cleaning followed by videoing the mains was incorporated to locate and correct the problems. It was also decided; to reduce the cost, the MUA purchased a vacuum truck and video camera system to set up a program to perform this work by their staff. Services provided were to review and make recommendations based on review of the videos and the evaluation of the most needed repairs. The specifications for initial bidding of the cleaning and video, the



procurement of the jet truck and video equipment were also provided. Upon final evaluation and acceptance by the MUA design, bidding and construction engineering services were provided.

Princeton Farms I/I program, Hopewell Twp., NJ: Excessive I/I was experienced in a section of the township which was conveyed and treated by an adjoining community. During significant rainfall events the pump station also experienced problems conveying the flows. The township was ordered to address the issue or be subjected to fines and increased fees. Flow monitoring during a determined period was utilized to isolate areas of most concern. Services were provided to prepare documents to clean and video the mains and laterals. The project was divided into three phases. Once the videoing was completed, reviewed and evaluated bidding documents were prepared for the improvements and construction engineering services were provided.

I/I Study and Evaluation, Washington Twp. MUA, Washington Twp. (Robbinsville), Mercer Co, NJ: an increase in I/I was experienced in older sections of the system which increased pumping costs and fees by the adjoining community who treated the flows. Services provided were preparing bidding documents to procure a firm to clean and televise the mains. Once received the videos were reviewed and evaluated. Recommendations for repairs were provided. Upon approval by the MUA bidding documents were prepared for the repairs and construction engineering services were included.

Education and Certifications

- BS - Civil/Environmental Engineering - Newark College of Engineering (presently New Jersey Institute of Technology) 1976

John Bickel, PE, PP, CME

Proposed Role: Senior Consultant

Why Selected for this Role?

- Mr. John Bickel has over 40 years of experience in electrical engineering and design including pump stations and industrial electrical engineering. His work focuses on electrical design and construction including pump stations, industrial facilities; electrical code compliance; construction specifications and construction management.
- Highly skilled in management, project management as well as construction

Work History & Relevant Experience

Roberts Engineering Group, LLC
June 2011 to Present

Control Systems including public water, public sewerage, traffic signal and design of roadway and area lighting. Consulting Traffic Engineer; computerized municipal and industrial control systems



turnkey engineering, including design, specification preparation, bid review, project administration, system start-up.

Project Experience

Control Systems including public water, public sewerage, traffic signal and bridge operating machinery, design of roadway and area lighting. Design of sports timing and speed detection equipment for swimming, bicycle racing and automobile racing. Consulting Traffic Engineer; computerized municipal and industrial control systems turnkey engineering, including design, specification preparation, bid review, contractor selection, project administration, system start-up and system monitoring for debugging and functional improvements. Surveillance system design. Expert witness for automobile and electrical accident investigation and reconstruction. Design of light rail signal control systems. Consultant to AMTRAK, CONRAIL AND SEPTA.

Education and Certifications

- MS – Engineering Management - Drexel University
- BS – Engineering (Electrical) – Drexel University

Cameron Corini

Proposed Role: Consultant

Why Selected for this Role?

- Area of expertise includes Municipal Engineering.
- Skilled in preparing contract documents for municipal and land development projects including geometry, grading, drainage and cost estimating.
- Proficient with the latest releases of AutoCad, Civil CD and HEC-Ras software.

Work History & Relevant Experience

Roberts Engineering Group, LLC

May 2008- Present

Junior Engineer

Contracts Similar in Size and Scope

- **Grape Run Road & Pershing Avenue, Borough of Hightstown, NJ, Project Engineer**



Grant Thornton

This project includes the preparation of plans and specifications for public advertisement, including field survey, and preparation of permits for Mercer County Soil Conservation and NJDOT detour and highway occupancy. This project will replace full depth pavement, install new curb and sidewalks, drainage improvements, sanitary sewer main replacement and water services replacement and ADA accessible ramps.

Contract period: 2013-2014

Contract Reference: [REDACTED]

- **Downtown Streetscape Improvements, Borough of Pennington, NJ, Project Engineer** - Roberts Engineering Group, LLC performed surveying, design, construction administration and inspection services as well as necessary coordination with the NJDOT for this Trust Fund project. The project included full upgrade of the project streetscape to ADA Compliance. Improvements included new curb, sidewalk, brick pavers, street lighting and amenities. We provided engineering services for the contract award, preconstruction meeting, coordination with the Public Works Department, construction inspection, review of payments and change orders, and project closeout including release of retainage, receipt of a maintenance bond and submission of necessary NJDOT forms for project reimbursement.

Contract Period: 2013-2014

Contract Reference: [REDACTED]

- **Roadway Improvements, Borough of Hightstown, NJ, Project Engineer**
This project included field survey and design for the milling and paving of an entire section of Hightstown Borough which consists of 6 roadways. All roadways will be milled and paved and repairs will be made to deteriorated sections of pavement; replacement of deteriorated curb and sidewalks; installation of ADA Compliant handicap ramps; replacement of regulatory signs and installation of striping; upgrading of stormwater inlets to meet NJDOT Bicycle Safe and NJDEP Stormwater requirements, construction administration and inspection.

Contract Period: 2013- 2014

Contract Reference: [REDACTED]

- **Oscar Drive Reconstruction, Borough of Roosevelt, NJ, Project Engineer** - This project includes surveying, design, construction administration and inspection, for removal of existing pavement; stabilization of roadway edges; replacement and update of drainage inlets and add drainage structures and piping.



Grant Thornton

Contract Period: 2012-2013

Contract Reference: [REDACTED]

Education and Certifications

- B.S., Civil Engineering, Rowan University, 2010

Paul Weitz

Proposed Role: Associate

Why Selected for this Role?

- Area of expertise includes Construction Inspection
- Performs inspection of residential and commercial developments as well as capital improvement projects to ensure compliance with approved plans

Work History & Relevant Experience

Roberts Engineering Group, LLC

Construction Inspector

Contracts Similar in Size and Scope

- **Grape Run Road & Pershing Avenue, Borough of Hightstown, NJ, Construction Inspector** - Roberts Engineering Group, LLC performed construction administration and inspection services as well as necessary coordination with the NJDOT for this Trust Fund project. We provided engineering services for the contract award, preconstruction meeting, coordination with the Public Works Department, construction inspection, review of payments and change orders, and project closeout including release of retainage, receipt of a maintenance bond and submission of necessary NJDOT forms for project reimbursement.

Contract period: 2012-2013

Contract Reference: [REDACTED]

- **Lower King Georges Road, Borough of Pennington, NJ, Construction Inspector** - Roberts Engineering, LLC provided full construction administration including survey stake-out, preconstruction meeting, coordination with the Public Works Department,



Grant Thornton

construction inspection, review of payments and change orders, and project closeout including release of retainage, receipt of a maintenance bond and submission of necessary NJDOT forms for project reimbursement.

Contract period: 2011

Contract Reference: [REDACTED]

- **Stockton Street Historic District, Borough of Hightstown, NJ, Construction Inspector** - Roberts Engineering Group, LLC performed construction administration and inspection services as well as necessary coordination with the NJDOT for this American Reinvestment and Recovery Act Transportation Enhancement project. We provided engineering services for the contract award, preconstruction meeting, construction inspection, review of payments and change orders, and project closeout including release of retainage, receipt of a maintenance bond and submission of necessary forms for project reimbursement.

Contract period: 2008-2011

Contract Reference: [REDACTED]

- **Grape Run Road & Pershing Avenue, Borough of Hightstown, NJ, Construction Inspector** - Roberts Engineering Group, LLC performed construction administration and inspection services as well as necessary coordination with the NJDOT for this Trust Fund project. We provided engineering services for the contract award, preconstruction meeting, coordination with the Public Works Department, construction inspection, review of payments and change orders, and project closeout including release of retainage, receipt of a maintenance bond and submission of necessary NJDOT forms for project reimbursement.

Contract period: 2012-2013

Contract Reference: [REDACTED]

Education and Certifications

- Soil erosion and storm water management- Freehold SCD - 2005
- Mercer County tree care program -2005
- Soil erosion control for contractors-Rowan University- 2005
- Confined space entry- Hamilton Township - 1998
- N.J. society of asphalt technologists- 1992



Grant Thornton

- Public works construction inspection- Rutgers 1978

Cost Quote

<i>(Cells to be completed by Contractor)</i>		Firm Name: Grant Thornton LLP							
<i>(Protected Cells)</i>		Engagement Name: Integrity Oversight Monitor for Passaic Valley Sewerage Commission (PVSC)							
One Time Tasks for All Contracts			Task A		Task B		Total Hours Per Staff Category	Total \$ Per Staff Category	
			Attend and Document Kick Off Meeting		Review Financial and Administrative Functions				
Term	Staffing Category	Hourly Billing Rate (\$)	Hours	Amount (\$)	Hours	Amount (\$)			
One Time Tasks for All Contracts	Partner/Principal/Director	\$267.44	2	\$534.88	0	\$0.00	2	\$534.88	
	Program Manager	\$217.01	2	\$434.02	0	\$0.00	2	\$434.02	
	Project Manager	\$178.16	8	\$1,425.28	4	\$712.64	12	\$2,137.92	
	Subject Matter Expert	\$195.31	8	\$1,562.48	16	\$3,124.96	24	\$4,687.44	
	Supervisor/Senior Consultant	\$137.24	4	\$548.96	40	\$5,489.60	44	\$6,038.56	
	Consultant	\$112.83	0	\$0.00	0	\$0.00	0	\$0.00	
	Associate/Staff	\$100.95	0	\$0.00	0	\$0.00	0	\$0.00	
	Administrative Support	\$58.50	0	\$0.00	0	\$0.00	0	\$0.00	
	Other			\$0.00		\$0.00	0	\$0.00	
	Other			\$0.00		\$0.00	0	\$0.00	
	Other			\$0.00		\$0.00	0	\$0.00	
	Other			\$0.00		\$0.00	0	\$0.00	
	Total Staffing			24.0	\$4,505.62	60.0	\$9,327.20	84.0	\$13,832.82
	Total Other Direct Cost								\$0.00
Total Travel Cost		\$3,000.00						\$3,000.00	
								\$16,832.82	

Staffing
Direct Costs
Travel Costs
Total

Cost Quote

(Cells to be completed by Contractor)		Firm Name: Grant Thornton LLP											
(Protected Cells)		Engagement Name: Integrity Oversight Monitor for Passaic Valley Sewerage Commission (PVSC)											
Witt O'Brien			Task C		Task D		Task E		Task F		Total Hours Per Staff Category	Total \$ Per Staff Category	
			Procurement and Payment Review		Review and Evaluate Contract Deliverables		Provide Ongoing Quality Assurance / Quality Control		Provide Deliverables				
Term	Staffing Category	Hourly Billing Rate (\$)	Hours	Amount (\$)	Hours	Amount (\$)	Hours	Amount (\$)	Hours	Amount (\$)			
Year 2 Contract Prices G9004 - 5/14/14 through 5/13/15 T2939 - 8/19/14 through 8/18/15	Partner/Principal/Director	\$259.65		\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00	
	Program Manager	\$210.69		\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00	
	Project Manager	\$172.97		\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00	
	Subject Matter Expert	\$189.62		\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00	
	Supervisor/Senior Consultant	\$133.25		\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00	
	Consultant	\$109.55		\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00	
	Associate/Staff	\$98.01		\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00	
	Administrative Support	\$56.79		\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00	
	Other			\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00	
	Other			\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00	
	Other			\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00	
	Other			\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00	
	Total Staffing			0.0	\$0.00	0.0	\$0.00	0.0	\$0.00	0.0	\$0.00	0.0	\$0.00 Staffing
	Total Other Direct Cost												\$0.00 Direct Costs
Total Travel Cost												\$0.00 Travel Costs	
\$0.00 Total													
Year 3 Contract Prices G9004 - 5/14/15 through the end of the PVSC contract term. T2939 - 8/19/15 through the end of the PVSC contract term.	Partner/Principal/Director	\$267.44	0	\$0.00	0	\$0.00	0	\$0.00	1	\$267.44	1	\$267.44	
	Program Manager	\$217.01	5	\$1,085.05	0	\$0.00	2	\$434.02	4	\$868.04	11	\$2,387.11	
	Project Manager	\$178.16	15	\$2,672.40	2	\$356.32	2	\$356.32	10	\$1,781.60	29	\$5,166.64	
	Subject Matter Expert	\$195.31	0	\$0.00	4	\$781.24	2	\$390.62	0	\$0.00	6	\$1,171.86	
	Supervisor/Senior Consultant	\$137.24	155	\$21,272.20	0	\$0.00	8	\$1,097.92	0	\$0.00	163	\$22,370.12	
	Consultant	\$112.83	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	
	Associate/Staff	\$100.95	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	
	Administrative Support	\$58.50	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	
	Other			\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00	
	Other			\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00	
	Other			\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00	
	Other			\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00	
	Total Staffing			175.0	\$25,029.65	6.0	\$1,137.56	14.0	\$2,278.88	15.0	\$2,917.08	210.0	\$31,363.17 Staffing
	Total Other Direct Cost												\$0.00 Direct Costs
Total Travel Cost		\$1,250.00										\$1,250.00 Travel Costs	
\$32,613.17 Total													
\$31,363.17 Staffing													
\$0.00 Direct Costs													
\$1,250.00 Travel Costs													
			175.0	\$25,029.65	6.0	\$1,137.56	14.0	\$2,278.88	15.0	\$2,917.08	\$210.00	\$32,613.17 Grand Total	

Cost Quote

(Cells to be completed by Contractor)		Firm Name:	Grant Thornton LLP										
(Protected Cells)		Engagement Name:	Integrity Oversight Monitor for Passaic Valley Sewerage Commission (PVSC)										
National Compressor Services			Task C		Task D		Task E		Task F		Total Hours Per Staff Category	Total \$ Per Staff Category	
Term	Staffing Category	Hourly Billing Rate (\$)	Procurement and Payment Review	Review and Evaluate Contract Deliverables	Provide Ongoing Quality Assurance / Quality Control	Provide Deliverables	Hours	Amount (\$)	Hours	Amount (\$)			Hours
Year 2 Contract Prices G9004 - 5/14/14 through 5/13/15 T2939 - 8/19/14 through 8/18/15	Partner/Principal/Director	\$259.65		\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00	
	Program Manager	\$210.69		\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00	
	Project Manager	\$172.97		\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00	
	Subject Matter Expert	\$189.62		\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00	
	Supervisor/Senior Consultant	\$133.25		\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00	
	Consultant	\$109.55		\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00	
	Associate/Staff	\$98.01		\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00	
	Administrative Support	\$56.79		\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00	
	Other			\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00	
	Other			\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00	
	Other			\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00	
	Other			\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00	
	Total Staffing			0.0	\$0.00	0.0	\$0.00	0.0	\$0.00	0.0	\$0.00	0.0	\$0.00
	Total Other Direct Cost												\$0.00
Total Travel Cost												\$0.00	
\$0.00 Total													
Year 3 Contract Prices G9004 - 5/14/15 through the end of the PVSC contract term. T2939 - 8/19/15 through the end of the PVSC contract term.	Partner/Principal/Director	\$267.44	0	\$0.00	0	\$0.00	0	\$0.00	1	\$267.44	1	\$267.44	
	Program Manager	\$217.01	5	\$1,085.05	0	\$0.00	1	\$217.01	2	\$434.02	8	\$1,736.08	
	Project Manager	\$178.16	10	\$1,781.60	2	\$356.32	1	\$178.16	4	\$712.64	17	\$3,028.72	
	Subject Matter Expert	\$195.31	0	\$0.00	4	\$781.24	2	\$390.62	0	\$0.00	6	\$1,171.86	
	Supervisor/Senior Consultant	\$137.24	125	\$17,155.00	8	\$1,097.92	8	\$1,097.92	0	\$0.00	141	\$19,350.84	
	Consultant	\$112.83	0	\$0.00	16	\$1,805.28	0	\$0.00	0	\$0.00	16	\$1,805.28	
	Associate/Staff	\$100.95	0	\$0.00	20	\$2,019.00	0	\$0.00	0	\$0.00	20	\$2,019.00	
	Administrative Support	\$58.50	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	
	Other			\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00	
	Other			\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00	
	Other			\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00	
	Other			\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00	
	Total Staffing			140.0	\$20,021.65	50.0	\$6,059.76	12.0	\$1,883.71	7.0	\$1,414.10	209.0	\$29,379.22
	Total Other Direct Cost												\$0.00
Total Travel Cost		\$850.00										\$850.00	
\$30,229.22 Total													
\$29,379.22 Staffing													
\$0.00 Direct Costs													
\$850.00 Travel Costs													
\$30,229.22 Grand Total													
			140.0	\$20,021.65	50.0	\$6,059.76	12.0	\$1,883.71	7.0	\$1,414.10	\$209.00	\$30,229.22	

Cost Quote

(Cells to be completed by Contractor)		Firm Name: Grant Thornton LLP											
(Protected Cells)		Engagement Name: Integrity Oversight Monitor for Passaic Valley Sewerage Commission (PVSC)											
Travis			Task C		Task D		Task E		Task F		Total Hours Per Staff Category	Total \$ Per Staff Category	
Term	Staffing Category	Hourly Billing Rate (\$)	Hours	Amount (\$)	Hours	Amount (\$)	Hours	Amount (\$)	Hours	Amount (\$)			
Year 2 Contract Prices G9004 - 5/14/14 through 5/13/15 T2939 - 8/19/14 through 8/18/15	Partner/Principal/Director	\$259.65		\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00	
	Program Manager	\$210.69		\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00	
	Project Manager	\$172.97		\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00	
	Subject Matter Expert	\$189.62		\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00	
	Supervisor/Senior Consultant	\$133.25		\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00	
	Consultant	\$109.55		\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00	
	Associate/Staff	\$98.01		\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00	
	Administrative Support	\$56.79		\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00	
	Other			\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00	
	Other			\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00	
	Other			\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00	
	Other			\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00	
	Total Staffing			0.0	\$0.00	0.0	\$0.00	0.0	\$0.00	0.0	\$0.00	0.0	\$0.00 Staffing
	Total Other Direct Cost												\$0.00 Direct Costs
Total Travel Cost												\$0.00 Travel Costs	
\$0.00 Total													
Year 3 Contract Prices G9004 - 5/14/15 through the end of the PVSC contract term. T2939 - 8/19/15 through the end of the PVSC contract term.	Partner/Principal/Director	\$267.44	0	\$0.00	0	\$0.00	0	\$0.00	3	\$802.32	3	\$802.32	
	Program Manager	\$217.01	12	\$2,604.12	0	\$0.00	8	\$1,736.08	14	\$3,038.14	34	\$7,378.34	
	Project Manager	\$178.16	24	\$4,275.84	8	\$1,425.28	8	\$1,425.28	34	\$6,057.44	74	\$13,183.84	
	Subject Matter Expert	\$195.31	0	\$0.00	0	\$0.00	8	\$1,562.48	0	\$0.00	8	\$1,562.48	
	Supervisor/Senior Consultant	\$137.24	180	\$24,703.20	56	\$7,685.44	46	\$6,313.04	7	\$960.68	289	\$39,662.36	
	Consultant	\$112.83	0	\$0.00	84	\$9,477.72	0	\$0.00	0	\$0.00	84	\$9,477.72	
	Associate/Staff	\$100.95	0	\$0.00	112	\$11,306.40	0	\$0.00	0	\$0.00	112	\$11,306.40	
	Administrative Support	\$58.50	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	
	Other			\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00	
	Other			\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00	
	Other			\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00	
	Other			\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00	
	Total Staffing			216.0	\$31,583.16	260.0	\$29,894.84	70.0	\$11,036.88	58.0	\$10,858.58	604.0	\$83,373.46 Staffing
	Total Other Direct Cost												\$0.00 Direct Costs
Total Travel Cost		\$1,850.00										\$1,850.00 Travel Costs	
\$85,223.46 Total													
\$83,373.46 Staffing													
\$0.00 Direct Costs													
\$1,850.00 Travel Costs													
			216.0	\$31,583.16	260.0	\$29,894.84	70.0	\$11,036.88	58.0	\$10,858.58	\$604.00	\$85,223.46 Grand Total	

Cost Quote

(Cells to be completed by Contractor)		Firm Name:	Grant Thornton LLP											
(Protected Cells)		Engagement Name:	Integrity Oversight Monitor for Passaic Valley Sewerage Commission (PVSC)											
Administration and Control Building Contractor			Task C		Task D		Task E		Task F		Total Hours Per Staff Category	Total \$ Per Staff Category		
			Procurement and Payment Review		Review and Evaluate Contract Deliverables		Provide Ongoing Quality Assurance / Quality Control		Provide Deliverables					
Term	Staffing Category	Hourly Billing Rate (\$)	Hours	Amount (\$)	Hours	Amount (\$)	Hours	Amount (\$)	Hours	Amount (\$)				
Year 2 Contract Prices G9004 - 5/14/14 through 5/13/15 T2939 - 8/19/14 through 8/18/15	Partner/Principal/Director	\$259.65		\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00		
	Program Manager	\$210.69		\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00		
	Project Manager	\$172.97		\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00		
	Subject Matter Expert	\$189.62		\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00		
	Supervisor/Senior Consultant	\$133.25		\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00		
	Consultant	\$109.55		\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00		
	Associate/Staff	\$98.01		\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00		
	Administrative Support	\$56.79		\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00		
	Other			\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00		
	Other			\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00		
	Other			\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00		
	Other			\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00		
	Total Staffing			0.0	\$0.00	0.0	\$0.00	0.0	\$0.00	0.0	\$0.00	0.0	\$0.00	Staffing
	Total Other Direct Cost													\$0.00
Total Travel Cost													\$0.00	Travel Costs
\$0.00												Total		
Year 3 Contract Prices G9004 - 5/14/15 through the end of the PVSC contract term. T2939 - 8/19/15 through the end of the PVSC contract term.	Partner/Principal/Director	\$267.44	0	\$0.00	0	\$0.00	0	\$0.00	4	\$1,069.76	4	\$1,069.76		
	Program Manager	\$217.01	4	\$868.04	0	\$0.00	12	\$2,604.12	20	\$4,340.20	36	\$7,812.36		
	Project Manager	\$178.16	8	\$1,425.28	12	\$2,137.92	24	\$4,275.84	48	\$8,551.68	92	\$16,390.72		
	Subject Matter Expert	\$195.31	0	\$0.00	0	\$0.00	12	\$2,343.72	0	\$0.00	12	\$2,343.72		
	Supervisor/Senior Consultant	\$137.24	60	\$8,234.40	72	\$9,881.28	72	\$9,881.28	12	\$1,646.88	216	\$29,643.84		
	Consultant	\$112.83	0	\$0.00	288	\$32,495.04	0	\$0.00	0	\$0.00	288	\$32,495.04		
	Associate/Staff	\$100.95	0	\$0.00	192	\$19,382.40	0	\$0.00	0	\$0.00	192	\$19,382.40		
	Administrative Support	\$58.50	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00		
	Other			\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00		
	Other			\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00		
	Other			\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00		
	Other			\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00		
	Total Staffing			72.0	\$10,527.72	564.0	\$63,896.64	120.0	\$19,104.96	84.0	\$15,608.52	840.0	\$109,137.84	Staffing
	Total Other Direct Cost												\$0.00	Direct Costs
Total Travel Cost		\$1,250.00										\$1,250.00	Travel Costs	
\$110,387.84												Total		
\$109,137.84												Staffing		
\$0.00												Direct Costs		
\$1,250.00												Travel Costs		
72.0												Hours		
\$10,527.72				Amount	564.0				Amount	120.0				Amount
\$15,608.52				Amount	84.0				Amount	\$840.00				Amount
\$110,387.84												Grand Total		

Cost Quote

(Cells to be completed by Contractor)		Firm Name: Grant Thornton LLP										
(Protected Cells)		Engagement Name: Integrity Oversight Monitor for Passaic Valley Sewerage Commission (PVSC)										
Floodwall and Onsite Power Generator Project Manager			Task C		Task D		Task E		Task F		Total Hours Per Staff Category	Total \$ Per Staff Category
			Procurement and Payment Review		Review and Evaluate Contract Deliverables		Provide Ongoing Quality Assurance / Quality Control		Provide Deliverables			
Term	Staffing Category	Hourly Billing Rate (\$)	Hours	Amount (\$)	Hours	Amount (\$)	Hours	Amount (\$)	Hours	Amount (\$)		
Year 2 Contract Prices		Partner/Principal/Director		\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00
G9004 - 5/14/14 through 5/13/15		Program Manager		\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00
		Project Manager		\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00
T2939 - 8/19/14 through 8/18/15		Subject Matter Expert		\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00
		Supervisor/Senior Consultant		\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00
		Consultant		\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00
		Associate/Staff		\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00
		Administrative Support		\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00
		Other		\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00
		Other		\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00
		Total Staffing	0.0	\$0.00	0.0	\$0.00	0.0	\$0.00	0.0	\$0.00	0.0	\$0.00
		Total Other Direct Cost										\$0.00
		Total Travel Cost										\$0.00
\$0.00 Total												
Year 3 Contract Prices		Partner/Principal/Director		\$0.00		\$0.00		\$0.00	8	\$2,139.52	8	\$2,139.52
G9004 - 5/14/15 through the end of the PVSC contract term.		Program Manager	5	\$1,085.05		\$0.00	24	\$5,208.24	40	\$8,680.40	69	\$14,973.69
		Project Manager	10	\$1,781.60	24	\$4,275.84	24	\$4,275.84	96	\$17,103.36	154	\$27,436.64
T2939 - 8/19/15 through the end of the PVSC contract term.		Subject Matter Expert		\$0.00		\$0.00	24	\$4,687.44		\$0.00	24	\$4,687.44
		Supervisor/Senior Consultant	171	\$23,468.04		\$0.00	44	\$6,038.56	20	\$2,744.80	235	\$32,251.40
		Consultant	48	\$5,415.84		\$0.00		\$0.00		\$0.00	48	\$5,415.84
		Associate/Staff		\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00
		Administrative Support		\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00
		Other		\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00
		Other		\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00
		Total Staffing	234.0	\$31,750.53	24.0	\$4,275.84	116.0	\$20,210.08	164.0	\$30,668.08	538.0	\$86,904.53
		Total Other Direct Cost										\$0.00
		Total Travel Cost		\$850.00								\$850.00
\$87,754.53 Total												
\$86,904.53 Staffing												
\$0.00 Direct Costs												
\$850.00 Travel Costs												
\$87,754.53 Grand Total												
			234.0	\$31,750.53	24.0	\$4,275.84	116.0	\$20,210.08	164.0	\$30,668.08	\$538.00	\$87,754.53

Cost Quote

(Cells to be completed by Contractor)		Firm Name: Grant Thornton LLP											
(Protected Cells)		Engagement Name: Integrity Oversight Monitor for Passaic Valley Sewerage Commission (PVSC)											
Floodwall Engineer			Task C		Task D		Task E		Task F		Total Hours Per Staff Category	Total \$ Per Staff Category	
Term	Staffing Category	Hourly Billing Rate (\$)	Hours	Amount (\$)	Hours	Amount (\$)	Hours	Amount (\$)	Hours	Amount (\$)			
Year 2 Contract Prices													
G9004 - 5/14/14 through 5/13/15	Partner/Principal/Director	\$259.65		\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00	
	Program Manager	\$210.69		\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00	
	Project Manager	\$172.97		\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00	
	Subject Matter Expert	\$189.62		\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00	
	T2939 - 8/19/14 through 8/18/15	Supervisor/Senior Consultant	\$133.25		\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00
		Consultant	\$109.55		\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00
		Associate/Staff	\$98.01		\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00
		Administrative Support	\$56.79		\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00
		Other			\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00
		Other			\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00
	Other			\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00	
	Other			\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00	
	Total Staffing		0.0	\$0.00	0.0	\$0.00	0.0	\$0.00	0.0	\$0.00	0.0	\$0.00	
	Total Other Direct Cost											\$0.00	
	Total Travel Cost											\$0.00	
\$0.00 Total													
Year 3 Contract Prices													
G9004 - 5/14/15 through the end of the PVSC contract term.	Partner/Principal/Director	\$267.44	0	\$0.00	0	\$0.00	0	\$0.00	4	\$1,069.76	4	\$1,069.76	
	Program Manager	\$217.01	5	\$1,085.05	0	\$0.00	12	\$2,604.12	20	\$4,340.20	37	\$8,029.37	
	Project Manager	\$178.16	10	\$1,781.60	12	\$2,137.92	24	\$4,275.84	48	\$8,551.68	94	\$16,747.04	
	Subject Matter Expert	\$195.31	0	\$0.00	200	\$39,062.00	52	\$10,156.12	0	\$0.00	252	\$49,218.12	
	T2939 - 8/19/15 through the end of the PVSC contract term.	Supervisor/Senior Consultant	\$137.24	92	\$12,626.08	100	\$13,724.00	48	\$6,587.52	12	\$1,646.88	252	\$34,584.48
		Consultant	\$112.83	56	\$6,318.48	60	\$6,769.80	40	\$4,513.20	0	\$0.00	156	\$17,601.48
		Associate/Staff	\$100.95	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00
		Administrative Support	\$58.50	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00
		Other			\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00
		Other			\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00
	Other			\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00	
	Other			\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00	
	Total Staffing		163.0	\$21,811.21	372.0	\$61,693.72	176.0	\$28,136.80	84.0	\$15,608.52	795.0	\$127,250.25	
	Total Other Direct Cost											\$0.00	
	Total Travel Cost	\$350.00										\$350.00	
\$127,600.25 Total													
\$127,250.25 Staffing													
\$0.00 Direct Costs													
\$350.00 Travel Costs													
			163.0	\$21,811.21	372.0	\$61,693.72	176.0	\$28,136.80	84.0	\$15,608.52	\$795.00	\$127,600.25 Grand Total	

Cost Quote

(Cells to be completed by Contractor)		Firm Name: Grant Thornton LLP												
(Protected Cells)		Engagement Name: Integrity Oversight Monitor for Passaic Valley Sewerage Commission (PVSC)												
Floodwall Construction			Task C		Task D		Task E		Task F		Total Hours Per Staff Category	Total \$ Per Staff Category		
			Procurement and Payment Review		Review and Evaluate Contract Deliverables		Provide Ongoing Quality Assurance / Quality Control		Provide Deliverables					
Term	Staffing Category	Hourly Billing Rate (\$)	Hours	Amount (\$)	Hours	Amount (\$)	Hours	Amount (\$)	Hours	Amount (\$)				
Year 2 Contract Prices		Partner/Principal/Director		\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00		
G9004 - 5/14/14 through 5/13/15		Program Manager		\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00		
		Project Manager		\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00		
T2939 - 8/19/14 through 8/18/15		Subject Matter Expert		\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00		
		Supervisor/Senior Consultant		\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00		
		Consultant		\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00		
		Associate/Staff		\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00		
		Administrative Support		\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00		
		Other		\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00		
		Other		\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00		
		Total Staffing	0.0	\$0.00	0.0	\$0.00	0.0	\$0.00	0.0	\$0.00	0.0	\$0.00		
		Total Other Direct Cost										\$0.00		
		Total Travel Cost										\$0.00		
\$0.00 Total														
Year 3 Contract Prices		Partner/Principal/Director	0	\$0.00	0	\$0.00	0	\$0.00	16	\$4,279.04	16	\$4,279.04		
G9004 - 5/14/15 through the end of the PVSC contract term.		Program Manager	12	\$2,604.12	0	\$0.00	48	\$10,416.48	80	\$17,360.80	140	\$30,381.40		
		Project Manager	48	\$8,551.68	48	\$8,551.68	96	\$17,103.36	192	\$34,206.72	384	\$68,413.44		
T2939 - 8/19/15 through the end of the PVSC contract term.		Subject Matter Expert	0	\$0.00	256	\$49,999.36	88	\$17,187.28	0	\$0.00	344	\$67,186.64		
		Supervisor/Senior Consultant	328	\$45,014.72	256	\$35,133.44	240	\$32,937.60	40	\$5,489.60	864	\$118,575.36		
		Consultant	40	\$4,513.20	256	\$28,884.48	40	\$4,513.20	0	\$0.00	336	\$37,910.88		
		Associate/Staff	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00		
		Administrative Support	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00		
		Other		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00
		Other		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00
		Total Staffing	428.0	\$60,683.72	816.0	\$122,568.96	512.0	\$82,157.92	328.0	\$61,336.16	2,084.0	\$326,746.76		
		Total Other Direct Cost										\$0.00		
		Total Travel Cost		\$18,150.00								\$18,150.00		
\$344,896.76 Total														
\$326,746.76 Staffing														
\$0.00 Direct Costs														
\$18,150.00 Travel Costs														
			428.0	\$60,683.72	816.0	\$122,568.96	512.0	\$82,157.92	328.0	\$61,336.16	\$2,084.00	\$344,896.76		
Grand Total														

Cost Quote

(Cells to be completed by Contractor)		Firm Name: Grant Thornton LLP											
(Protected Cells)		Engagement Name: Integrity Oversight Monitor for Passaic Valley Sewerage Commission (PVSC)											
Onsite Power Generator Engineer			Task C		Task D		Task E		Task F		Total Hours Per Staff Category	Total \$ Per Staff Category	
			Procurement and Payment Review		Review and Evaluate Contract Deliverables		Provide Ongoing Quality Assurance / Quality Control		Provide Deliverables				
Term	Staffing Category	Hourly Billing Rate (\$)	Hours	Amount (\$)	Hours	Amount (\$)	Hours	Amount (\$)	Hours	Amount (\$)			
Year 2 Contract Prices G9004 - 5/14/14 through 5/13/15 T2939 - 8/19/14 through 8/18/15	Partner/Principal/Director	\$259.65		\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00	
	Program Manager	\$210.69		\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00	
	Project Manager	\$172.97		\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00	
	Subject Matter Expert	\$189.62		\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00	
	Supervisor/Senior Consultant	\$133.25		\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00	
	Consultant	\$109.55		\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00	
	Associate/Staff	\$98.01		\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00	
	Administrative Support	\$56.79		\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00	
	Other			\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00	
	Other			\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00	
	Other			\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00	
	Other			\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00	
	Total Staffing			0.0	\$0.00	0.0	\$0.00	0.0	\$0.00	0.0	\$0.00	0.0	\$0.00
	Total Other Direct Cost												\$0.00
Total Travel Cost												\$0.00	
\$0.00 Total													
Year 3 Contract Prices G9004 - 5/14/15 through the end of the PVSC contract term. T2939 - 8/19/15 through the end of the PVSC contract term.	Partner/Principal/Director	\$267.44	0	\$0.00	0	\$0.00	0	\$0.00	4	\$1,069.76	4	\$1,069.76	
	Program Manager	\$217.01	4	\$868.04	0	\$0.00	12	\$2,604.12	20	\$4,340.20	36	\$7,812.36	
	Project Manager	\$178.16	12	\$2,137.92	12	\$2,137.92	24	\$4,275.84	48	\$8,551.68	96	\$17,103.36	
	Subject Matter Expert	\$195.31	0	\$0.00	50	\$9,765.50	12	\$2,343.72	0	\$0.00	62	\$12,109.22	
	Supervisor/Senior Consultant	\$137.24	92	\$12,626.08	50	\$6,862.00	96	\$13,175.04	12	\$1,646.88	250	\$34,310.00	
	Consultant	\$112.83	56	\$6,318.48	40	\$4,513.20	0	\$0.00	0	\$0.00	96	\$10,831.68	
	Associate/Staff	\$100.95	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	
	Administrative Support	\$58.50	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	
	Other			\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00	
	Other			\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00	
	Other			\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00	
	Other			\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00	
	Total Staffing			164.0	\$21,950.52	152.0	\$23,278.62	144.0	\$22,398.72	84.0	\$15,608.52	544.0	\$83,236.38
	Total Other Direct Cost												\$0.00
Total Travel Cost		\$250.00										\$250.00	
\$83,486.38 Total													
\$83,236.38 Staffing													
\$0.00 Direct Costs													
\$250.00 Travel Costs													
\$83,486.38 Grand Total													
			164.0	\$21,950.52	152.0	\$23,278.62	144.0	\$22,398.72	84.0	\$15,608.52	\$544.00	\$83,486.38	

Cost Quote

(Cells to be completed by Contractor)		Firm Name: Grant Thornton LLP											
(Protected Cells)		Engagement Name: Integrity Oversight Monitor for Passaic Valley Sewerage Commission (PVSC)											
Onsite Power Generator Construction			Task C		Task D		Task E		Task F		Total Hours Per Staff Category	Total \$ Per Staff Category	
			Procurement and Payment Review		Review and Evaluate Contract Deliverables		Provide Ongoing Quality Assurance / Quality Control		Provide Deliverables				
Term	Staffing Category	Hourly Billing Rate (\$)	Hours	Amount (\$)	Hours	Amount (\$)	Hours	Amount (\$)	Hours	Amount (\$)			
Year 2 Contract Prices													
G9004 - 5/14/14 through 5/13/15	Partner/Principal/Director	\$259.65		\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00	
	Program Manager	\$210.69		\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00	
	Project Manager	\$172.97		\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00	
	Subject Matter Expert	\$189.62		\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00	
	T2939 - 8/19/14 through 8/18/15	Supervisor/Senior Consultant	\$133.25		\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00
		Consultant	\$109.55		\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00
		Associate/Staff	\$98.01		\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00
		Administrative Support	\$56.79		\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00
		Other			\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00
		Other			\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00
	Other			\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00	
	Other			\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00	
	Total Staffing		0.0	\$0.00	0.0	\$0.00	0.0	\$0.00	0.0	\$0.00	0.0	\$0.00 Staffing	
	Total Other Direct Cost											\$0.00 Direct Costs	
	Total Travel Cost											\$0.00 Travel Costs	
												\$0.00 Total	
Year 3 Contract Prices													
G9004 - 5/14/15 through the end of the PVSC contract term.	Partner/Principal/Director	\$267.44	0	\$0.00	0	\$0.00	0	\$0.00	12	\$3,209.28	12	\$3,209.28	
	Program Manager	\$217.01	10	\$2,170.10	0	\$0.00	36	\$7,812.36	60	\$13,020.60	106	\$23,003.06	
	Project Manager	\$178.16	30	\$5,344.80	36	\$6,413.76	72	\$12,827.52	144	\$25,655.04	282	\$50,241.12	
	Subject Matter Expert	\$195.31	0	\$0.00	86	\$16,796.66	124	\$24,218.44	0	\$0.00	210	\$41,015.10	
	T2939 - 8/19/15 through the end of the PVSC contract term.	Supervisor/Senior Consultant	\$137.24	256	\$35,133.44	216	\$29,643.84	148	\$20,311.52	36	\$4,940.64	656	\$90,029.44
		Consultant	\$112.83	40	\$4,513.20	130	\$14,667.90	8	\$902.64	0	\$0.00	178	\$20,083.74
		Associate/Staff	\$100.95	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00
		Administrative Support	\$58.50	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00
		Other			\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00
		Other			\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00
	Other			\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00	
	Other			\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00	
	Total Staffing		336.0	\$47,161.54	468.0	\$67,522.16	388.0	\$66,072.48	252.0	\$46,825.56	1,444.0	\$227,581.74 Staffing	
	Total Other Direct Cost											\$0.00 Direct Costs	
	Total Travel Cost	\$16,900.00										\$16,900.00 Travel Costs	
												\$244,481.74 Total	
												\$227,581.74 Staffing	
												\$0.00 Direct Costs	
												\$16,900.00 Travel Costs	
			336.0	\$47,161.54	468.0	\$67,522.16	388.0	\$66,072.48	252.0	\$46,825.56	\$1,444.00	\$244,481.74 Grand Total	

Cost Quote

(Cells to be completed by Contractor)		Firm Name:	Grant Thornton LLP											
(Protected Cells)		Engagement Name:	Integrity Oversight Monitor for Passaic Valley Sewerage Commission (PVSC)											
Phase Two Repairs - A924 Contracts			Task C		Task D		Task E		Task F		Total Hours Per Staff Category	Total \$ Per Staff Category		
			Procurement and Payment Review		Review and Evaluate Contract Deliverables		Provide Ongoing Quality Assurance / Quality Control		Provide Deliverables					
Term	Staffing Category	Hourly Billing Rate (\$)	Hours	Amount (\$)	Hours	Amount (\$)	Hours	Amount (\$)	Hours	Amount (\$)				
Year 2 Contract Prices														
G9004 - 5/14/14 through 5/13/15	Partner/Principal/Director	\$259.65		\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00		
	Program Manager	\$210.69		\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00		
	Project Manager	\$172.97		\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00		
	Subject Matter Expert	\$189.62		\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00		
	T2939 - 8/19/14 through 8/18/15	Supervisor/Senior Consultant	\$133.25		\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00	
		Consultant	\$109.55		\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00	
		Associate/Staff	\$98.01		\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00	
		Administrative Support	\$56.79		\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00	
		Other			\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00	
		Other			\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00	
	Other			\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00		
	Other			\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00		
	Total Staffing		0.0	\$0.00	0.0	\$0.00	0.0	\$0.00	0.0	\$0.00	0.0	\$0.00	Staffing	
	Total Other Direct Cost												\$0.00	Direct Costs
	Total Travel Cost												\$0.00	Travel Costs
\$0.00 Total														
Year 3 Contract Prices														
G9004 - 5/14/15 through the end of the PVSC contract term.	Partner/Principal/Director	\$267.44	0	\$0.00	0	\$0.00	0	\$0.00	4	\$1,069.76	4	\$1,069.76		
	Program Manager	\$217.01	5	\$1,085.05	0	\$0.00	12	\$2,604.12	20	\$4,340.20	37	\$8,029.37		
	Project Manager	\$178.16	15	\$2,672.40	12	\$2,137.92	12	\$2,137.92	48	\$8,551.68	87	\$15,499.92		
	Subject Matter Expert	\$195.31	0	\$0.00	0	\$0.00	12	\$2,343.72	0	\$0.00	12	\$2,343.72		
	T2939 - 8/19/15 through the end of the PVSC contract term.	Supervisor/Senior Consultant	\$137.24	60	\$8,234.40	96	\$13,175.04	36	\$4,940.64	1	\$137.24	193	\$26,487.32	
		Consultant	\$112.83	0	\$0.00	144	\$16,247.52	0	\$0.00	0	\$0.00	144	\$16,247.52	
		Associate/Staff	\$100.95	0	\$0.00	192	\$19,382.40	0	\$0.00	0	\$0.00	192	\$19,382.40	
		Administrative Support	\$58.50	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	
		Other			\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00	
		Other			\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00	
	Other			\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00		
	Other			\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00		
	Total Staffing		80.0	\$11,991.85	444.0	\$50,942.88	72.0	\$12,026.40	73.0	\$14,098.88	669.0	\$89,060.01	Staffing	
	Total Other Direct Cost											\$0.00	Direct Costs	
	Total Travel Cost	\$1,750.00										\$1,750.00	Travel Costs	
\$90,810.01 Total														
\$89,060.01 Staffing														
\$0.00 Direct Costs														
\$1,750.00 Travel Costs														
			80.0	\$11,991.85	444.0	\$50,942.88	72.0	\$12,026.40	73.0	\$14,098.88	\$669.00	\$90,810.01	Grand Total	

Cost Quote

(Cells to be completed by Contractor)		Firm Name: Grant Thornton LLP											
(Protected Cells)		Engagement Name: Integrity Oversight Monitor for Passaic Valley Sewerage Commission (PVSC)											
Motor Control Central Replacement			Task C		Task D		Task E		Task F		Total Hours Per Staff Category	Total \$ Per Staff Category	
			Procurement and Payment Review		Review and Evaluate Contract Deliverables		Provide Ongoing Quality Assurance / Quality Control		Provide Deliverables				
Term	Staffing Category	Hourly Billing Rate (\$)	Hours	Amount (\$)	Hours	Amount (\$)	Hours	Amount (\$)	Hours	Amount (\$)			
Year 2 Contract Prices		Partner/Principal/Director	\$259.65	\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00	
G9004 - 5/14/14 through 5/13/15		Program Manager	\$210.69	\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00	
		Project Manager	\$172.97	\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00	
T2939 - 8/19/14 through 8/18/15		Subject Matter Expert	\$189.62	\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00	
		Supervisor/Senior Consultant	\$133.25	\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00	
		Consultant	\$109.55	\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00	
		Associate/Staff	\$98.01	\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00	
		Administrative Support	\$56.79	\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00	
		Other		\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00	
		Other		\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00	
		Other		\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00	
		Other		\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00	
		Total Staffing		0.0	\$0.00	0.0	\$0.00	0.0	\$0.00	0.0	\$0.00	\$0.00 Staffing	
		Total Other Direct Cost										\$0.00 Direct Costs	
		Total Travel Cost										\$0.00 Travel Costs	
												\$0.00 Total	
Year 3 Contract Prices		Partner/Principal/Director	\$267.44	0	\$0.00	0	\$0.00	0	\$0.00	4	\$1,069.76	4	\$1,069.76
G9004 - 5/14/15 through the end of the PVSC contract term.		Program Manager	\$217.01	4	\$868.04	0	\$0.00	12	\$2,604.12	20	\$4,340.20	36	\$7,812.36
		Project Manager	\$178.16	12	\$2,137.92	12	\$2,137.92	12	\$2,137.92	48	\$8,551.68	84	\$14,965.44
T2939 - 8/19/15 through the end of the PVSC contract term.		Subject Matter Expert	\$195.31	0	\$0.00	0	\$0.00	12	\$2,343.72	0	\$0.00	12	\$2,343.72
		Supervisor/Senior Consultant	\$137.24	60	\$8,234.40	96	\$13,175.04	36	\$4,940.64	12	\$1,646.88	204	\$27,996.96
		Consultant	\$112.83	0	\$0.00	144	\$16,247.52	0	\$0.00	0	\$0.00	144	\$16,247.52
		Associate/Staff	\$100.95	0	\$0.00	192	\$19,382.40	0	\$0.00	0	\$0.00	192	\$19,382.40
		Administrative Support	\$58.50	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00
		Other		0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00
		Other		0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00
		Other		0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00
		Other		0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00
		Total Staffing		76.0	\$11,240.36	444.0	\$50,942.88	72.0	\$12,026.40	84.0	\$15,608.52	676.0	\$89,818.16 Staffing
		Total Other Direct Cost											\$0.00 Direct Costs
		Total Travel Cost	\$1,750.00										\$1,750.00 Travel Costs
													\$91,568.16 Total
													\$89,818.16 Staffing
													\$0.00 Direct Costs
													\$1,750.00 Travel Costs
				76.0	\$11,240.36	444.0	\$50,942.88	72.0	\$12,026.40	84.0	\$15,608.52	\$676.00	\$91,568.16 Grand Total

Cost Quote

(Cells to be completed by Contractor)		Firm Name: Grant Thornton LLP											
(Protected Cells)		Engagement Name: Integrity Oversight Monitor for Passaic Valley Sewerage Commission (PVSC)											
Motor Repair Over 25HP - Contract A966			Task C		Task D		Task E		Task F		Total Hours Per Staff Category	Total \$ Per Staff Category	
			Procurement and Payment Review		Review and Evaluate Contract Deliverables		Provide Ongoing Quality Assurance / Quality Control		Provide Deliverables				
Term	Staffing Category	Hourly Billing Rate (\$)	Hours	Amount (\$)	Hours	Amount (\$)	Hours	Amount (\$)	Hours	Amount (\$)			
Year 2 Contract Prices													
G9004 - 5/14/14 through 5/13/15	Partner/Principal/Director	\$259.65		\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00	
	Program Manager	\$210.69		\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00	
	Project Manager	\$172.97		\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00	
	Subject Matter Expert	\$189.62		\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00	
	T2939 - 8/19/14 through 8/18/15	Supervisor/Senior Consultant	\$133.25		\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00
		Consultant	\$109.55		\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00
		Associate/Staff	\$98.01		\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00
		Administrative Support	\$56.79		\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00
		Other			\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00
		Other			\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00
	Other			\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00	
	Other			\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00	
	Total Staffing		0.0	\$0.00	0.0	\$0.00	0.0	\$0.00	0.0	\$0.00	0.0	\$0.00 Staffing	
	Total Other Direct Cost											\$0.00 Direct Costs	
	Total Travel Cost											\$0.00 Travel Costs	
												\$0.00 Total	
Year 3 Contract Prices													
G9004 - 5/14/15 through the end of the PVSC contract term.	Partner/Principal/Director	\$267.44	0	\$0.00	0	\$0.00	0	\$0.00	4	\$1,069.76	4	\$1,069.76	
	Program Manager	\$217.01	4	\$868.04	0	\$0.00	12	\$2,604.12	20	\$4,340.20	36	\$7,812.36	
	Project Manager	\$178.16	12	\$2,137.92	12	\$2,137.92	12	\$2,137.92	48	\$8,551.68	84	\$14,965.44	
	Subject Matter Expert	\$195.31	0	\$0.00	0	\$0.00	12	\$2,343.72	0	\$0.00	12	\$2,343.72	
	T2939 - 8/19/15 through the end of the PVSC contract term.	Supervisor/Senior Consultant	\$137.24	36	\$4,940.64	96	\$13,175.04	36	\$4,940.64	12	\$1,646.88	180	\$24,703.20
		Consultant	\$112.83	0	\$0.00	144	\$16,247.52	0	\$0.00	0	\$0.00	144	\$16,247.52
		Associate/Staff	\$100.95	0	\$0.00	192	\$19,382.40	0	\$0.00	0	\$0.00	192	\$19,382.40
		Administrative Support	\$58.50	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00
		Other			\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00
		Other			\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00
	Other			\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00	
	Other			\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00	
	Total Staffing		52.0	\$7,946.60	444.0	\$50,942.88	72.0	\$12,026.40	84.0	\$15,608.52	652.0	\$86,524.40 Staffing	
	Total Other Direct Cost										\$0.00 Direct Costs		
	Total Travel Cost	\$1,750.00									\$1,750.00 Travel Costs		
											\$88,274.40 Total		
											\$86,524.40 Staffing		
											\$0.00 Direct Costs		
											\$1,750.00 Travel Costs		
			52.0	\$7,946.60	444.0	\$50,942.88	72.0	\$12,026.40	84.0	\$15,608.52	\$652.00	\$88,274.40 Grand Total	

Cost Quote

(Cells to be completed by Contractor)		Firm Name: Grant Thornton LLP												
(Protected Cells)		Engagement Name: Integrity Oversight Monitor for Passaic Valley Sewerage Commission (PVSC)												
Electrical Feeder Replacement - Contract A919			Task C Procurement and Payment Review		Task D Review and Evaluate Contract Deliverables		Task E Provide Ongoing Quality Assurance / Quality Control		Task F Provide Deliverables		Total Hours Per Staff Category	Total \$ Per Staff Category		
Term	Staffing Category	Hourly Billing Rate (\$)	Hours	Amount (\$)	Hours	Amount (\$)	Hours	Amount (\$)	Hours	Amount (\$)				
Year 2 Contract Prices G9004 - 5/14/14 through 5/13/15 T2939 - 8/19/14 through 8/18/15	Partner/Principal/Director	\$259.65		\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00		
	Program Manager	\$210.69		\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00		
	Project Manager	\$172.97		\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00		
	Subject Matter Expert	\$189.62		\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00		
	Supervisor/Senior Consultant	\$133.25		\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00		
	Consultant	\$109.55		\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00		
	Associate/Staff	\$98.01		\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00		
	Administrative Support	\$56.79		\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00		
	Other			\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00		
	Other			\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00		
	Other			\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00		
	Other			\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00		
	Total Staffing			0.0	\$0.00	0.0	\$0.00	0.0	\$0.00	0.0	\$0.00	0.0	\$0.00	Staffing
	Total Other Direct Cost													\$0.00
Total Travel Cost													\$0.00	Travel Costs
\$0.00 Total														
Year 3 Contract Prices G9004 - 5/14/15 through the end of the PVSC contract term. T2939 - 8/19/15 through the end of the PVSC contract term.	Partner/Principal/Director	\$267.44	0	\$0.00	0	\$0.00	0	\$0.00	3	\$802.32	3	\$802.32		
	Program Manager	\$217.01	2	\$434.02	0	\$0.00	7	\$1,519.07	14	\$3,038.14	23	\$4,991.23		
	Project Manager	\$178.16	8	\$1,425.28	7	\$1,247.12	7	\$1,247.12	32	\$5,701.12	54	\$9,620.64		
	Subject Matter Expert	\$195.31	0	\$0.00	0	\$0.00	7	\$1,367.17	0	\$0.00	7	\$1,367.17		
	Supervisor/Senior Consultant	\$137.24	28	\$3,842.72	56	\$7,685.44	21	\$2,882.04	7	\$960.68	112	\$15,370.88		
	Consultant	\$112.83	0	\$0.00	84	\$9,477.72	0	\$0.00	0	\$0.00	84	\$9,477.72		
	Associate/Staff	\$100.95	0	\$0.00	112	\$11,306.40	0	\$0.00	0	\$0.00	112	\$11,306.40		
	Administrative Support	\$58.50	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00		
	Other			\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00		
	Other			\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00		
	Other			\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00		
	Other			\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00		
	Total Staffing			38.0	\$5,702.02	259.0	\$29,716.68	42.0	\$7,015.40	56.0	\$10,502.26	395.0	\$52,936.36	Staffing
	Total Other Direct Cost													\$0.00
Total Travel Cost		\$1,250.00											\$1,250.00	Travel Costs
\$54,186.36 Total														
\$52,936.36 Staffing														
\$0.00 Direct Costs														
\$1,250.00 Travel Costs														
			38.0	\$5,702.02	259.0	\$29,716.68	42.0	\$7,015.40	56.0	\$10,502.26	\$395.00	\$54,186.36	Grand Total	

Cost Quote

(Cells to be completed by Contractor)		Firm Name: Grant Thornton LLP											
(Protected Cells)		Engagement Name: Integrity Oversight Monitor for Passaic Valley Sewerage Commission (PVSC)											
Additional By Pass and Replacement of Cabling			Task C		Task D		Task E		Task F		Total Hours Per Staff Category	Total \$ Per Staff Category	
			Procurement and Payment Review		Review and Evaluate Contract Deliverables		Provide Ongoing Quality Assurance / Quality Control		Provide Deliverables				
Term	Staffing Category	Hourly Billing Rate (\$)	Hours	Amount (\$)	Hours	Amount (\$)	Hours	Amount (\$)	Hours	Amount (\$)			
Year 2 Contract Prices													
G9004 - 5/14/14 through 5/13/15	Partner/Principal/Director	\$259.65		\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00	
	Program Manager	\$210.69		\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00	
	Project Manager	\$172.97		\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00	
	Subject Matter Expert	\$189.62		\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00	
	T2939 - 8/19/14 through 8/18/15	Supervisor/Senior Consultant	\$133.25		\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00
		Consultant	\$109.55		\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00
		Associate/Staff	\$98.01		\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00
		Administrative Support	\$56.79		\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00
		Other			\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00
		Other			\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00
	Other			\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00	
	Other			\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00	
	Total Staffing		0.0	\$0.00	0.0	\$0.00	0.0	\$0.00	0.0	\$0.00	0.0	\$0.00	
	Total Other Direct Cost												
	Total Travel Cost												
\$0.00											Staffing		
\$0.00											Direct Costs		
\$0.00											Travel Costs		
\$0.00											Total		
Year 3 Contract Prices													
G9004 - 5/14/15 through the end of the PVSC contract term.	Partner/Principal/Director	\$267.44	0	\$0.00	0	\$0.00	0	\$0.00	8	\$2,139.52	8	\$2,139.52	
	Program Manager	\$217.01	4	\$868.04	0	\$0.00	24	\$5,208.24	40	\$8,680.40	68	\$14,756.68	
	Project Manager	\$178.16	24	\$4,275.84	24	\$4,275.84	24	\$4,275.84	96	\$17,103.36	168	\$29,930.88	
	Subject Matter Expert	\$195.31	0	\$0.00	0	\$0.00	24	\$4,687.44	0	\$0.00	24	\$4,687.44	
	T2939 - 8/19/15 through the end of the PVSC contract term.	Supervisor/Senior Consultant	\$137.24	96	\$13,175.04	192	\$26,350.08	72	\$9,881.28	24	\$3,293.76	384	\$52,700.16
		Consultant	\$112.83	0	\$0.00	288	\$32,495.04	0	\$0.00	0	\$0.00	288	\$32,495.04
		Associate/Staff	\$100.95	0	\$0.00	384	\$38,764.80	0	\$0.00	0	\$0.00	384	\$38,764.80
		Administrative Support	\$58.50	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00
		Other			\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00
		Other			\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00
	Other			\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00	
	Other			\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00	
	Total Staffing		124.0	\$18,318.92	888.0	\$101,885.76	144.0	\$24,052.80	168.0	\$31,217.04	1,324.0	\$175,474.52	
	Total Other Direct Cost												
	Total Travel Cost	\$3,600.00											
\$179,074.52											Total		
\$175,474.52											Staffing		
\$0.00											Direct Costs		
\$3,600.00											Travel Costs		
\$179,074.52											Grand Total		
			124.0	\$18,318.92	888.0	\$101,885.76	144.0	\$24,052.80	168.0	\$31,217.04	\$1,324.00	\$179,074.52	