

SECTION VI - COST PROPOSAL PAGE

Proposer Name: Yip Associates

Proposer agrees to supply the services at the prices bid below in accordance with the terms, conditions and specifications contained in this RFQ.

Proposal – Cost Information

Construction Contract Audit Services	Firm, Fixed Project Cost
1) Las Olas Blvd Corridor Improvement Project- Garage	\$480,000
2) Las Olas Blvd Corridor Improvement Project – Open space	\$465,000
3) Aquatics Center Improvements Project	\$525,000

Total Project Cost \$ 1,470,000

NOTE: Pricing should be included in this RFQ, but it MUST be submitted in a separate SEALED PACKET/ENVELOPE. The Proposer shall label both packets/envelopes according to the requirements in Section IV of this RFQ. Sealed Pricing will be opened upon selection of short list of proposers. Should the pricing be included in the same packet as the proposal, and not be kept separate, the proposal may be deemed non-responsive. Do NOT include pricing on the Flash Drive Copies.

Submitted by:

Richard Vermeulen
Name (printed)

Richard Vermeulen
Signature

4/6/17
Date

Partner - Yip Associates
Title

**ORIGINAL
BID**

SECTION 3



YIP ASSOCIATES

FORENSIC ACCOUNTING +
FINANCIAL INVESTIGATIONS

City of Fort Lauderdale Solicitation 571-11919 RFQ Response Construction Contract Audit Services



Prepared for:

City of Fort Lauderdale
Procurement Services Division
100 N. Andrews Avenue, #619
Fort Lauderdale, FL 33301 (City Hall)

April 10, 2017



YIP ASSOCIATES

FORENSIC ACCOUNTING +
FINANCIAL INVESTIGATIONS

CONFIDENTIAL

TO: CITY OF FORT LAUDERDALE

FROM: YIP ASSOCIATES

DATE: APRIL 7, 2017

SUBJECT: BID 571-11919 – CONSTRUCTION CONTRACT AUDIT SERVICES

As a Partner and authorized representative of the firm, I hereby submit this proposal to provide Construction Contract Audit Services as requested in Solicitation 571-11919.

Sincerely,

Richard F. Vermeulen
Partner, Government Sector Services
Yip Associates

Table of Contents

Pages

Section 1: Executive Summary 1-3

Section 2: Qualifications & Experience 4-16

Section 3: Approach to Scope of Work 17-33

Section 4: References 34

Section 5: Minority/ Women (M/WBE) Participation 35-37

Section 6: Subcontractors 38-45

Section 7: Required Forms 46-56

Appendix A: Resumes 57-78

Appendix B: Sample Reports 79-88

Section 1: Executive Summary

Yip Associates is pleased to submit this proposal to provide Construction Contract Audit Services to The City of Fort Lauderdale (the “City”) as described in RFQ Solicitation 571-11919. The main objective of these services will be to assist The City Auditor’s Office for the City of Fort Lauderdale (“CAO”) in ensuring that public funds are properly used in accordance with all agreements and contracts. Yip Associates is a certified Women’s Business Enterprise (“WBE”), Minority Business Enterprise (“MBE”) and Small Business Enterprise (“SBE”).

Yip Associates was founded in 2008 by Maria M. Yip after numerous years working for the Big 8 accounting firms Price Waterhouse and Arthur Andersen, and leading the forensic accounting practice for Florida as a partner at Grant Thornton. The Firm has since grown steadily and is now recognized as a leading forensic accounting firm serving clients in the United States and abroad from its offices in Florida, New York and New Jersey. The Firm focuses primarily on integrity monitoring, forensic accounting/litigation support, financial investigations, government consulting, bankruptcy consulting, fiduciary roles such as Receivership, Assignments for the Benefit of Creditors and Monitorships, tax consulting, and valuations. We have team members that are fluent in English, Spanish, Portuguese, and Chinese (Mandarin and Cantonese).

Yip Associates is a local business enterprise with three offices located in Florida: Fort Lauderdale, Miami, and Boca Raton; as well as offices in New York and New Jersey. The staff that will serve the contract will be from our Fort Lauderdale, Miami and New Jersey offices. The Fort Lauderdale and Miami offices will perform regular site visits and conduct on-site auditing procedures. The New Jersey office will provide oversight and perform other supporting construction audit services as needed.

Although Yip Associates, as a firm, does not have a long history providing the services requested in this RFQ, the company is expanding and recently acquired several full-time individuals who possess significant experience providing construction related accounting, auditing and monitoring services on large-scale capital construction projects in the Northeast. Members of our Government Sector practice have provided identical services to many of the major New York and New Jersey State, city and local agencies, as well as private owners. They include the Port Authority of New York and New Jersey, the Metropolitan Transportation Authority, the New York City Department of Investigation, the New York City Housing Authority, the Department of Design and Construction, the State of New Jersey - Department of the Treasury, the New York Yankees and several others. A list and description of relevant Yip Associates projects is included in Section 2 below.

Of particular relevance to our team’s work on previous engagements, is that we have an established record of revealing overbillings, falsification of invoices and other schemes that have resulted in millions of dollars in real cost savings and financial recoveries for our government clients. We have also been instrumental in helping our clients strengthen their controls in areas of potential risk, deter corrupt practices on their projects and avoid scandalous headlines and public embarrassment.

Members of the Yip Associates team also have significant experience monitoring public projects being run by the Construction Management (“CM”) firm, Skanska USA. Skanska projects that we have monitored include the World Trade Center Transportation Hub, the Second Avenue Subway and Phase 1 of the Moynihan Station at the James A. Farley Post Office — projects that together represent close to \$10 billion worth of construction. Because of this experience, we have a familiarity with how Skanska manages its projects, and its internal control structure. We are also familiar with the project accounting and cost tracking systems that Skanska utilizes. We will leverage our experience and “lessons learned” on those projects, which will enable us to get ahead of the curve quickly on the two Las Olas Boulevard Corridor Improvement Projects.

Key Personnel

Following are the officers, principals, and key personnel from Yip Associates who will be directly involved with the work:

Maria M. Yip, President- Miami Office
Richard F. Vermeulen, Partner- New Jersey Office
Angela R. Della Universita, Director- New Jersey Office
Kerry-Ann M. Rin, Director- Miami/Fort Lauderdale Offices
Christopher M. Copley, Manager- New Jersey Office
Gregory P. Sidoti, Senior Associate- Miami/Fort Lauderdale Offices
Carlos E. Chavez, Senior Associate- Miami/Fort Lauderdale Offices
Nina Ficociello, Associate- New Jersey Office

Subcontractors

Although the vast majority of the work will be performed by Yip Associates personnel, we know from direct experience on projects of this size and complexity, that there will be certain components of the work that require the expertise of technical (non-financial) firms to ensure that the City and the contractors fully meet and comply with all contract terms and conditions. For this reason, Yip Associates is teaming with Nova Consulting (“Nova”), who will be providing certain engineering compliance and on-site monitoring and inspection services on an “as-needed” basis.

Established in 1995, Nova is an engineering consulting firm specializing in civil and environmental engineering, as well as construction management and program management services. Nova brings two decades of experience providing professional services to federal, state, and municipal agencies in the water and wastewater, environmental, and transportation/infrastructure markets.

Nova counts the following Florida state, county and city agencies among its clients:

- Florida Department of Transportation
- Broward County Aviation Department
- Broward County Water & Wastewater Services
- South Florida Water Management District
- Miami-Dade
- Miami-Dade Aviation Department
- Miami-Dade Water & Sewer Department
- Miami-Dade Regulatory and Economic Resources
- Miami-Dade Transit
- Miami-Dade Public Works Department
- Miami-Dade Expressway Authority
- City of Miami
- City of Sunny Isles Beach
- City of Hollywood
- City of Coral Gables

Section 2: Qualifications & Experience

Yip Associates is a Limited Liability Corporation (LLC) registered in the state of Florida. The individuals who make up the proposed team for this RFQ have over twenty (20) years of combined experience providing the services requested. We have been certified as an MBE and WBE in the states of Florida, New York, and New Jersey. The firm has 22 full time employees, including management, technical and support staff. Employees of the firm hold the following licenses and certifications: Certified Public Accountant (CPA), Certified Fraud Examiner (CFE), Certified Forensic Accountant (CRFAC), Certified Construction Auditor (CCA), and Certified in Financial Forensics (CFF).

At Yip Associates, we strive to take part in sustainable business practices that demonstrate a commitment to conservation and the environment. To cut back on paper waste, we perform our work electronically, whenever possible, which includes documentation of our work papers and the support provided from the client. In cases where a document needs to be printed, we use recycled paper, print double sided and ensure to recycle the paper when finished. In the office, we utilize washable plates for food and cups for coffee and water. We also carpool or utilize public transportation when commuting to work, clients or events to reduce our carbon footprint.

Nova Consulting is a corporation registered in the State of Florida. The individuals who make up the proposed team for this RFQ have over forty (40) years of combined experience in engineering, program and construction management. Nova is a local firm, with offices in Fort Lauderdale, Doral and West Palm Beach, and is certified as a WBE, MBE, and SBE. The firm consists of highly skilled professional engineers, scientists and geologists, and construction managers. Their engineers are licensed Professional Engineers, who are also OSHA certified.

The Yip Associates and Nova team assembled for this RFQ was done in such a way as to ensure that we will have more than enough capacity to adequately service the needs of the City of Ft. Lauderdale. Combined, the two firms total approximately 90 employees, so if there was ever the need to expand our capacity, we could do so very easily.

Yip Associates Office Information

Miami, Florida:
2 S. Biscayne Blvd, Suite 2690
Miami, FL 33131
Phone: (305) 569-0550
Fax: (888) 632-2672
www.yipcpa.com

Red Bank, New Jersey
65 Mechanic Street, Suite 204
Red Bank, NJ 07701
Phone: (732) 784-4401
Fax: (888) 632-2672
www.yipcpa.com

Fort Lauderdale, Florida

1 East Broward Boulevard, Suite 700
Ft. Lauderdale, FL 33301
Phone: (954) 966-7465
Fax: (888) 632-2672
www.yipcpa.com

New York, New York

565 Fifth Ave., 7th Floor
New York, NY 10017
Phone: (212) 500-6030
Fax: (888) 632-2672
www.yipcpa.com

Boca Raton, Florida

1001 Yamato Road, Suite 301
Boca Raton, FL 33431
Phone: (561) 325-6950
Fax: (888) 632-2672
www.yipcpa.com

Yip Associates Contact Persons

Richard F. Vermeulen, Partner
65 Mechanic Street, Suite 204
Red Bank, NJ 07701
Phone: (732) 784-4401

Kerry-Ann M. Rin
2 S. Biscayne Blvd, Suite 2690
Miami, FL 33131
Phone: (305) 787-3752

Nova Consulting Office Information

Broward County

3323 W. Commercial Blvd.
Ft. Lauderdale, FL 33309
Phone: (954) 731-8140
Fax: (954) 731-3557
www.nova-consulting.com

Miami-Dade County

10486 NW 31st Terrace
Doral, FL 33172
Phone: (305) 436-9200
Fax: (305) 436-9265
www.nova-consulting.com

Palm Beach County

500 South Australian Ave., Suite 600
West Palm Beach, FL 33401
Phone: (561) 659-6784
Fax: (561) 659-7629
www.nova-consulting.com

Nova Consulting Contact Person

Harold Aiken, Client Manager
3323 W. Commercial Blvd.
Ft. Lauderdale, FL 33309
Phone: (954) 731-8140

Representative Projects

A description of representative projects, the agencies to which our team provided services, the dates we provided the services and the approximate estimated and actual costs of the projects or programs are included below.

Project: State of New Jersey SuperStorm Sandy Disaster Recovery Program

Client: *The State of New Jersey – Department of the Treasury*

Duration: *August 2013 through June 2016*

Estimated and Actual Costs: *Approximately \$24 Million*

The State of New Jersey, through a competitive process, prequalified a number of firms to provide auditing and integrity monitoring, among other services, on a large number of SuperStorm Sandy recovery and rebuilding projects. Members of the Yip Associates team worked for the integrity monitoring firm that provided these services for the City of Elizabeth and the City of Perth Amboy. The City of Elizabeth Veteran's Memorial Waterfront Park project involved the rebuilding of the entire waterfront, including the memorial park, the municipal marina and the recreation and boardwalk piers. The City of Perth Amboy project involved the rebuilding of seven areas including several beachfront promenades and a fishing pier. Both projects involved performing risk assessments; recommending loss prevention strategies to prevent duplication of benefits, inefficiency, fraud, waste, abuse, malfeasance and mismanagement of funds; and determining if appropriate compliance systems and controls related to procurement, subcontracting, compliance, cost eligibility, contract management, invoicing, and payment were in place to comply with the contract and applicable State and Federal guidelines, regulations and the law.

Project: Moynihan Station Redevelopment - Phase I

Client: *Moynihan Station Development Corporation ("MSDC")*

Duration: *October 2012 to August 2016*

Estimated Cost: *Approximately \$167 Million*

Actual Cost: *Approximately \$180 Million*

MSDC retained a firm to perform independent oversight services in connection with Phase I of the Moynihan Station Redevelopment Project. The project involved work on the James A. Farley Post Office Building and various surrounding projects, including a concourse to the 8th Avenue Subway and Penn Station in New York City. Members of Yip Associates formerly worked for the firm that was hired to monitor this project. Our work focused primarily on the General Contractor, Skanska USA, and the CM firm (a Joint Venture between AECOM and STV). Our team's responsibilities included: development of an integrity risk assessment and a review of all project policies and procedures for vulnerability of fraud, waste, abuse, and environmental/safety risks; design and implementation of a program to mitigate risks; review and monitoring of budgets and construction schedules; review of the contractors' records for

compliance with the terms of their contracts and with applicable laws and regulations; and reviews of project costs and supporting documentation including payment applications, change orders, vendor invoices, payroll reports, and site records for evidence of overbilling or fraud. Our work on this project revealed a number of financial, environmental, safety and compliance issues. For each issue identified, we provided corrective recommendations which were adopted by the general contractor, and an enhanced oversight program by the construction manager was put into place.

Project: Governor's Office of Storm Recovery – Policies & Procedures Review

Client: Governor's Office of Storm Recovery ("GOSR")

Duration: From July 2016 to January 2017

Value of Programs: Approximately \$4 Billion

GOSR was established in order to maximize the coordination of recovery and rebuilding efforts in the New York State municipalities that were affected by Superstorm Sandy, Hurricane Irene, and Tropical Storm Lee. GOSR's recovery efforts were divided into separate NY Rising Programs based on the nature of their reconstruction or objective (e.g. Homeowner, Infrastructure, Small Business, Rental Properties, etc.). Yip Associates was selected by the Prime Contractor as a Minority/Woman Business Enterprise ("M/WBE") subcontractor to perform a completeness evaluation on the documented internal control procedures as they relate to GOSR's Program policies for seven (7) of the New York Rising Programs ("Programs"). This evaluation included cross-referencing policies and procedures from the Programs manuals in order to identify policies within the manuals that were not addressed by procedures documented within their related procedure manuals. Yip Associates used its understanding of the Programs' operations obtained through this review to provide general and program specific suggestions for improvement. All of our findings and documentation were presented to GOSR's Internal Audit Department to assist in its effort to enhance the operations of the Programs.

Project: World Trade Center Transportation Hub Project

Client: Port Authority of New York and New Jersey Office of Inspector General

Duration: October 2006 to August 2016

Estimated Cost: Approximately \$3.2 Billion

Actual Cost: Approximately \$4 Billion

This project involved construction of a major mass transit hub and related infrastructure. Members of the Yip Associates team worked for the firm who was hired to conduct a risk assessment, design and implement a corruption prevention program, and then monitor compliance with the program. We reviewed and assessed the adequacy of controls on all phases of the project to assure that all transactions were conducted and documented in such a way as to be both transparent and auditable. We designed a program to assure adequate oversight and monitoring of compliance with the designed controls. We performed various tasks including attending project construction and other relevant project related meetings, conducting field inspections of construction activities to ensure that the work was being performed in accordance with contractual requirements and industry best practices, and

performing desk audits of invoices, change orders and other project documents to ensure that all required information was being submitted timely and in accordance with the contracts. During the course of this engagement, we made numerous recommendations regarding improvements in the areas of purchasing and bidding practices, construction processes, project finances, environmental compliance, safety, physical site security, information security, prevailing wage compliance and M/WBE program compliance and reporting; many of which were adopted by the Port Authority. Our work on this project led to millions of dollars in identified cost savings and financial recoveries.

Project: National September 11 Memorial and Museum

Client: Port Authority of New York and New Jersey Office of Inspector General

Duration: From August 2008 to January 2014

Estimated Cost: Approximately \$700 Million

Actual Cost: Approximately \$1 Billion

This major excavation and construction project involved multiple facilities and structures including the Memorial Plaza, with two manmade waterfalls, a Museum, and a Visitor Orientation and Education Center. Members of the Yip Associates team were involved in monitoring all aspects of these projects. Our roles included conducting a review of existing processes and procedures in place on the project for the purpose of identifying possible integrity risks. Significant areas reviewed included: procurement procedures, prevailing wage compliance, cost estimating, change order management, billing and payment procedures, M/WBE compliance, environmental and safety compliance and a review of closeout procedures, among others. Our team maintained a presence on site to monitor construction progress and for compliance with appropriate prevailing wage, environmental and safety requirements, and intelligence gathering. We continuously monitored payment applications, change orders, compliance with M/WBE requirements, and procurements. We also analyzed engineering controls and reviewed various safety and environmental program elements. Our findings and recommendations resulted in significant savings, as well as improvements to project processes and integrity controls.

Project: World Trade Center Cleanup and Recovery Project

Client: New York City Department of Design and Construction (“DDC”)

Duration: September 2001 through July 2002

Estimated and Actual Cost: Approximately \$500 Million

Following the September 11, 2001 terrorist attacks, members of the Yip Associates team were involved in the financial oversight of the demolition, cleanup and recovery efforts at the World Trade Center. The work included a review of approximately \$500 million in invoices and other construction related costs billed by the CM firms and all contractors, subcontractors and suppliers. As one of the largest “time-and materials” contracts in history, our reviews focused on potential overbillings and fraud in the areas of materials, labor, equipment and general conditions. This included a review of all internal controls as well as a review for compliance with all relevant Federal, New York State and City laws, rules and regulations. Our team’s work on

this project contributed to millions of dollars in documented financial recoveries and savings for the City of New York, and was instrumental in the DDC submitting a successful claim to FEMA for reimbursement of the costs.

Project: New York City Housing Authority - Bond B Program

Client: New York City Housing Authority (“NYCHA”)

Duration: From October 2013 to October 2016

Estimated and Actual Cost: Approximately \$476 Million

The NYCHA Bond B project was a program to fund repairs to deteriorating building exteriors and systems at twenty-four (24) public housing developments around New York City. Members of our team worked with the firm that was tasked with developing a risk assessment and implementing an integrity monitoring program to oversee the projects. The team maintained a daily presence on site to monitor construction progress, and for compliance with appropriate prevailing wage, environmental and safety requirements, and intelligence gathering. The auditors conducted reviews of payment applications, payrolls, timesheets, bank statements and cancelled checks to ensure compliance with prevailing wage requirements. In addition, contractor office visits were conducted to obtain documents and interview the contractors. By combining information gathered in the field with documentation reviewed in the office, prevailing wage frauds were uncovered, which generated significant savings for NYCHA.

Project: Croton Water Treatment Plant

Client: New York City Department of Environmental Protection (“DEP”)

Duration: From 2004 through 2015

Estimated Cost: Approximately \$2.8 Billion

Actual Cost: Approximately \$3.2 Billion

The Croton Water Treatment Plant project was a major New York City excavation and construction project which involved building an underground water treatment plant and boring three tunnels to tie the plant into the existing New York City water system. Working for the firm hired to monitor the project, members of the Yip Associates team maintained a daily site presence focusing on security, safety, prevailing wage and fiscal control issues. We tested fiscal processes and reviewed financial documents such as payment applications invoices, change orders and certified payrolls. We worked in conjunction with the New York City Department of Investigation to support investigations of subcontractors and vendors.

Project: The New Yankee Stadium

Client: The New York Yankees

Duration: August 2006 to April 2009

Estimated Cost: Approximately \$900 Million

Actual Cost: Approximately \$1.45 Billion

The New York Yankees project replaced the existing Yankee Stadium with a state of the art facility. Members of the Yip Associates team worked for a firm that provided both construction

integrity monitoring and forensic accounting services. Forensic accounting activities on this project included reviews of payment applications, change orders, certified payrolls and other fiscal processes. We performed contract, policy, and procedure reviews; identified and assessed key controls (or absence thereof); and monitored transactions for compliance to contract requirements. Our focus on key risk areas of this project included the contractor controlled insurance program, change order pricing, calculation of holds, contingencies, allowances and other costs within the Guaranteed Maximum Price (“GMP”) contract terms and conditions, and the assessment of costs related to repair of non-conforming work. Our work produced many tangible benefits such as ensuring that the integrity of this high-profile project was protected, and that the Stadium opened successfully and on time. We provided information resulting in the disqualification of irresponsible bidders, monitored the execution of a Community Benefits Agreement to ensure community participation and detected or deterred criminal behavior and other improprieties. Our efforts led to millions of dollars in real cost savings for the New York Yankees by reducing contingencies and allowances, reducing the final GMP price and identifying recoveries related to concrete remediation.

Nova Consulting Representative Projects

For Nova’s representative projects and descriptions, please see Section 6: Subcontractors.

Team Resumes & Bios

As reflected in the bios below, Yip Associates, along with its subcontractor Nova Consulting, has assembled a team that is uniquely familiar with all the types of compliance issues and potential risks that can surface on large scale capital construction projects. For full resumes, refer to Appendix A.

Maria M. Yip, CPA, CFE, CIRA, CFF is the founder and President of Yip Associates. Ms. Yip has previously worked for Price Waterhouse, Arthur Andersen, and led the forensic accounting practice for Florida as a partner at Grant Thornton. Ms. Yip has more than twenty (20) years of experience serving as a consultant and expert witness in commercial disputes, litigation, and arbitration. Clients include: attorneys, receivers, and trustees representing individuals, corporations, board of directors (audit committees) and governmental agencies in need of expertise in litigation support, financial investigations, receiverships and insolvency matters.

Ms. Yip's involvement in the City's matters will be as a Senior Advisor to Richard F. Vermeulen and his team. Ms. Yip is offering her services at no cost to the City.

Richard F. Vermeulen, CPA, CFE, CRFAC, CCA is a Partner at Yip Associates where he leads their Government Sector Services Practice. Mr. Vermeulen has over twenty-three (23) years of experience providing forensic accounting, investigative auditing, integrity and compliance monitoring, insurance and bond claims consulting, fraud risk mitigation, internal controls and regulatory compliance services to a wide range of public and private clients. For the past seven years, prior to joining Yip Associates, Mr. Vermeulen developed and led the forensic accounting practice at K2 Intelligence/Thacher Associates in New York City, where he headed all integrity monitoring and other forensic accounting activities of the firm focusing primarily in the construction industry. For more than fifteen (15) years, Mr. Vermeulen has provided integrity monitoring and construction auditing services for numerous New York and New Jersey state and city agencies and private owners on major capital construction projects such as the World Trade Center Cleanup and Recovery project, the World Trade Center Transportation Hub, the National September 11 Memorial & Museum, the Moynihan Station Redevelopment project, the Croton Water Treatment Plant, the New York City Rapid Repairs Program, the New Yankee Stadium and the State of New Jersey SuperStorm Sandy Disaster Recovery Program.

Mr. Vermeulen will be acting as the Project Executive on all the City's matters.

Angela R. Della Universita, CFE is a Director at Yip Associates and has over ten (10) years of experience providing forensic accounting, integrity and compliance monitoring, financial audit, internal controls, and investigative auditing services to various public and private clients. Prior

to joining Yip Associates, Mrs. Della Universita served as a Senior Forensic Accountant for K2 Intelligence/Thacher Associates, where she managed and provided forensic accounting and integrity monitoring services on various construction projects for the New York City Housing Authority and New Jersey Transit. She has managed and participated in projects relating to M/WBE compliance, prevailing wage reviews, payroll reviews, and financial investigations, primarily within the construction industry. She was also responsible for creating risk assessments, managing budgets and coordinating staffing.

Mrs. Della Universita will be acting as a Project Manager on all the City's matters.

Kerry-Ann M. Rin, CPA is a Director at Yip Associates and has over twelve (12) years of experience in forensic accounting and litigation support. She has worked on various internal investigations for private companies, shareholder and partnership disputes, financial investigations and tracing of funds. Mrs. Rin has also assisted government agencies, including the Office of the Federal Public Defender and the New York Office of the Attorney General, in various matters. Mrs. Rin lead the team in performing an evaluation of the Government Office of Storm Recovery's Program policies and procedures for several New York Rising Programs. Prior to joining Yip Associates, Mrs. Rin gained valuable experience working in New York, NY as a Certified Public Accountant for a firm specializing in litigation support, forensic accounting and tax matters.

Mrs. Rin will be acting as a Project Manager on all the City's matters.

Christopher M. Cropley, CPA is a Manager at Yip Associates and has over nine (9) years of professional experience in the areas of accounting and auditing. His experience includes working with public and private companies within various industries, including construction, manufacturing and distribution, technology and life science, and renewable energy. Mr. Cropley has several years of experience developing audit risk assessments and implementing work plans designed to identify, mitigate and monitor potential risks. His public and private audit experience includes evaluating internal control design and operating effectiveness in accordance with U.S. GAAP and Sarbanes-Oxley Act Section 404. Prior to joining Yip Associates, Mr. Cropley was an Audit Manager for the top-ten accounting firm, CohnReznick. Within the Construction Industry Practice, he was a member of the Firm's Fiscal and Integrity Monitoring Group, which focused on auditing and monitoring all financial activities associated with major capital construction projects and within Federal and state funded programs. He has provided these services on major capital construction projects such as the World Trade Center Cleanup and Recovery Project, the WTC Transportation Hub, the Deutsche Bank Building Demolition and various projects for the NJ State Dept. of Community Affairs/Sandy Recovery Division.

Mr. Cropley will be acting as the Accounting Manager on all the City's matters.

Gregory P. Sidoti, CPA, CFE is a Senior Associate at Yip Associates with more than six (6) years of experience in financial investigations, internal control analysis and governmental auditing. He has worked on various internal investigations for private companies and assists in the review and analysis of corporate books and records, including internal control documentation, bank account records, contracts, vendor files, investor files, financial statements and tax returns. Mr. Sidoti was the Sr. Accountant working for the Government Office of Storm Recovery in performing an evaluation of their policies for seven (7) of the New York Rising Programs. Prior to joining Yip Associates, Mr. Sidoti gained valuable experience working in New York, New York and Austin, Texas as a Certified Public Accountant for firms specializing in financial services and governmental auditing.

Mr. Sidoti will be acting as a Senior Accountant on all the City's matters.

Carlos E. Chavez, CPA, CFE is a Senior Associate at Yip Associates and has over five (5) years of experience in financial investigations, internal control auditing, external auditing and monitoring of the Foreign Corrupt Practices Act ("FCPA"). He has worked on various internal investigations within the pharmaceutical industry, fraud investigations within government agencies, reviewed corporate books and records as it relates to the FCPA, performed Vendor Masterfile Reviews, and analyses of Procurement and Finance Policy and Procedures. Prior to joining Yip Associates, Mr. Chavez gained valuable experience working at Teva Pharmaceuticals as a Certified Public Accountant where he performed internal control audits and financial fraud investigations for the Latin American region. He also gained valuable experience while at Deloitte & Touche where he performed external audits and control testing for public and private companies, and while at the Securities and Exchange Commission where he investigated Ponzi schemes and assisted in the preparation of conclusive reports used in legal testimony.

Mr. Chavez will be acting as a Staff Accountant on all the City's matters.

Nina Ficociello is an Associate at Yip Associates. She supports the Government Sector Services practice in the performance of integrity and compliance monitoring services. Ms. Ficociello has approximately two (2) years of professional experience in the areas of accounting and auditing. Her experiences include working with public and private companies within various industries including technology, retail and pharmaceutical. Her experience includes performing internal control audit procedures related to Sarbanes-Oxley Act Section 404. Prior to joining Yip Associates, Ms. Ficociello gained valuable experience while at the Big Four Accounting Firm, Ernst & Young where she performed external audits and control testing for public and private companies that reported to the Securities and Exchange Commission.

Ms. Ficociello will be acting as a Staff Accountant on all the City's matters.

Harold V. Aiken, PE (Nova Consulting) has over 40 years of experience in water, wastewater, and storm water infrastructure programs. His experience includes serving as Program Manager for the South Florida Water Management District Comprehensive Everglades Program, Project Design Manager for the Greater Houston Wastewater Program, General Manager of the West Coast Regional Water Supply (now Tampa Bay Water), and Chief of Permit Evaluation for the SWFWMD. Over his career, he has lead development of six master plans and water use permitting of the largest wellfields in the state of Florida. Mr. Aiken is a Licensed Professional Engineer in the states of Florida, Alabama, Texas and Washington DC.

Mr. Aiken will be acting as the Chief Engineer and will be overseeing all Nova engineering and site inspection services on all the City's matters.

Ricardo Maristany, PE (Nova Consulting) has over seven years of experience as a civil engineer with experience in design, construction management, cost estimating, scheduling, and claims mitigation for public works projects. These projects have included federal, state, and municipal infrastructure improvements including highways, bridges, aviation, and wastewater treatment plants. He has been responsible for payment scheduling, budgeting, cost estimating, claims analysis, subcontractor procurement, contract management, design management, and client/regulatory agency liaison. Mr. Maristany has a working knowledge of several construction design and scheduling programs including Primavera, Asta Powerproject and AutoCAD. He is a Licensed Professional Engineer in Florida and holds several advanced FDOT credentials.

Mr. Maristany will be acting as an engineering consultant on all the City's matters.

Jonathan R. Pappas, PE (Nova Consulting) has over seven years of experience in the fields of chemical, civil and environmental engineering. He has worked on various state, municipal, and industrial projects ranging from water, wastewater treatment plants, pump station rehabilitation, green infrastructure, and environmental site assessments. He has been responsible for engineering studies to detailed design, environmental and geotechnical site inspections, utility coordination, construction management and inspection, project management, QA/QC, and liaison between clients and agencies. Mr. Pappas is a Licensed Professional Engineer in the states of Florida and New York.

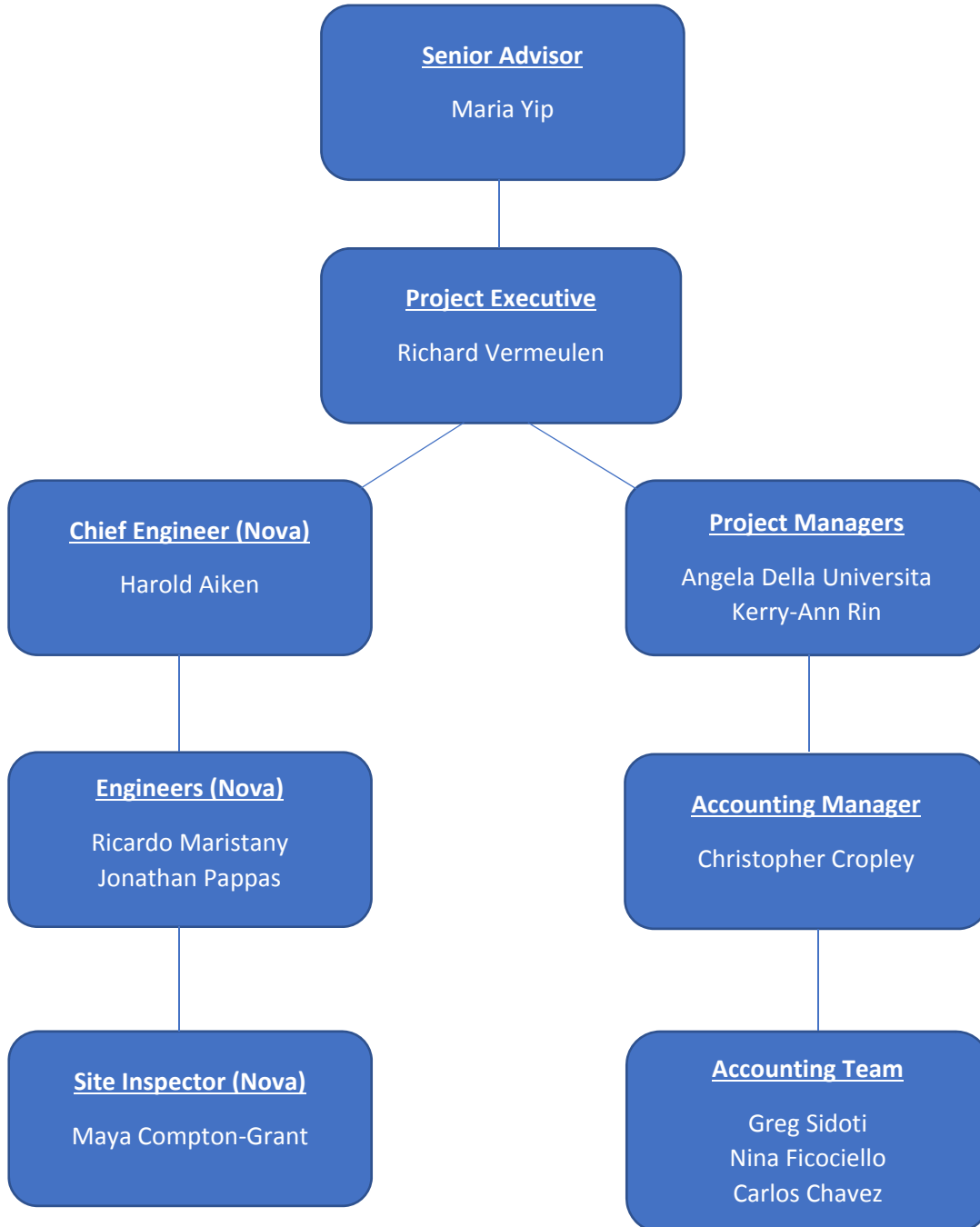
Mr. Pappas will be acting as an engineering consultant on all the City's matters.

Maya Compton-Grant (Nova Consulting) brings more than 13 years of experience in the environmental field on projects ranging from transportation and aviation, to water and waste

management. She specializes in Phase I and II site assessments, groundwater and soil sampling, preparation of contamination assessment plans and reports, remedial action work plans, wetland delineation, and permitting. Having worked on numerous infrastructure projects throughout Miami Dade County, she is familiar with the procedural and regulatory requirements required by RER. Maya's areas of expertise also include coastal biology, research of economic and ecological surveys, dredging methods/alternatives, and assessment of coastal reef population. She holds several advanced environmental and safety credentials.

Ms. Compton-Grant will be acting as a site inspector on all the City's matters.

Organizational Chart



Section 3: Approach to Scope of Work

Yip Associates' approach to conducting construction contract compliance audits is designed to be responsive to the needs of the CAO and the City in ensuring that all the goals of the project audits are met, and that public funds are properly used in accordance with all agreements and contracts.

A construction compliance audit begins with a thorough understanding of the fiscal and integrity risks inherent in the projects. Our approach to identifying and prioritizing these risks is described in detail below. Once the risks are identified, the next step is to develop a comprehensive audit work plan designed to address the identified risk areas. Our work plan focuses on the identified risks and describes how we will analyze, test and monitor the risks, as well as assess the controls designed to mitigate them. The work plan acts as a guide by defining tasks that will be performed, and establishes milestones, deliverables and deadlines.

Our work plan is not self-executing and requires effective communication to remain responsive to the CAO's changing needs in fluid circumstances. From our experience, we know there is no substitute for the hard work that is necessary to ensure client satisfaction. Therefore, at the outset of this engagement, we will meet with the CAO to discuss expectations and obtain information necessary for devising, and revising our work plan. In advance of performing the work, we will discuss and resolve any issues that may arise during this process so that we have a meeting of the minds regarding the work plan. Throughout the course of the projects, and in coordination with the CAO, we will constantly analyze project risks, and adjust our work plan accordingly. This will ensure that the areas of highest financial and integrity risk are addressed during all phases of the projects starting with the pre-construction phase, through construction, and finally during the closeout and post-construction phase. In the event that unexpected tasks and activities arise, this process creates a basis for an informed discussion with the CAO regarding prioritization or deferral of tasks. With the risks and tasks defined to the CAO's satisfaction, our team's focus will shift to making sure the work is proceeding as planned, and that our team is acting as a coordinated, integrated part of the CAO's team, rather than a collection of individuals working in isolation.

As our work progresses, regular and frequent communications will ensure that our work is responsive to the CAO's needs. We will routinely keep the CAO informed of pending work progress and proposed new initiatives. We will hold regular meetings and additionally communicate via teleconferences, email, and written work product, as requested. Together these communications will be a mechanism for knowing that we are meeting the CAO's expectations.

As previously outlined in our project experiences, our approach has already proven incredibly successful on both large and small scale projects. Our team has significant experience performing the requested tasks for numerous major public agencies in the

Northeast. Our proven methodologies have been used on major capital construction projects for these agencies, and we have enjoyed successful results for those projects. Below, we further define our approach for the performance of the tasks requested in the RFQ. Because of our team's extensive experience and familiarity with conducting construction and contract compliance audits, we are confident that we will be able to apply our proven methodologies in executing the requested work to the CAO's satisfaction.

We anticipate that in the early stages of the projects, our construction audits will focus heavily on reviewing and assessing controls and operations in areas such as procurement and bidding, the payment application and payment processes, subcontractor and vendor selection and vetting, labor rate and mark-up reviews, analysis of overhead rates, insurance and bonding verification, and other early stage activities. As the work accelerates, we will focus heavily on the projects by performing payment application reviews, attending pencil payment application walk-throughs, verifying labor, burden and benefit costs, performing focused drill-down audits of contractors and subcontractors, and conducting on-going contract compliance reviews. At this stage, we will establish an increased site presence to monitor job progress and perform real-time observations and inspections of activities. This may include taking photographs, conducting headcounts of workers and supervisory personnel, and collecting and reviewing field records of the work being performed such as daily work tickets, foreman's reports, labor, material and equipment site logs, trucking manifests and other source documents for later analysis by the auditors. In the mid-to-later stages of the projects, our work plan will focus more heavily on reviewing change orders, charge backs, cost allocations, contingencies, allowances, general conditions charges and closeout procedures. Regardless of the stage of the project, we will keep track of any actual or potential financial cost savings identified during the course of performing our work; funds that the CAO may be able to recover from the contractors before or during final closeout of their contracts.

All of the tasks we will perform; from the development of a risk assessment and work plan, to conducting on-going site monitoring and auditing procedures, from the procurement stages to the final closeout, are designed to assist the City in reducing litigation risk through better project control and information.

Timeline - The Las Olas Boulevard Corridor Improvement Project - Phase 1

CONSTRUCTION AUDIT ACTIVITIES

Planning Phase

- Risk Assessment
- Work Plan Development
- Control Testing
- Contractual Compliance
- Accounting & Cost Systems

Compliance Testing Phase

- Subcontractor Procurements
- Payment Application Setup
- Allowable & Unallowable Costs
- Labor Compliance
- Fees and Markups
- Insurance & Bonding
- Site Visits

Ongoing Monitoring Phase

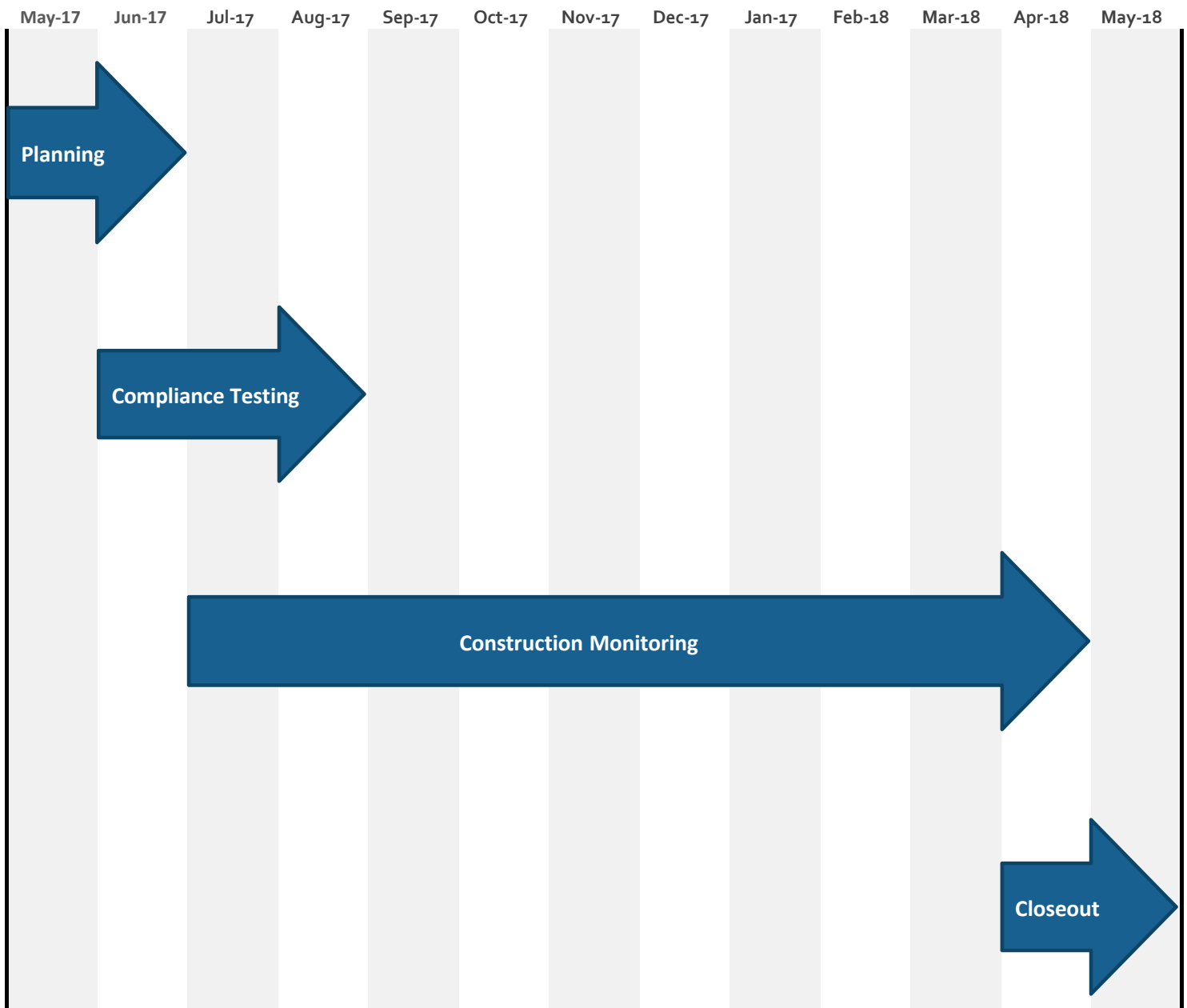
- Payment Application Reviews
- Subcontractor Field Audits
- Change Order Reviews
- Attendance at Meetings
- Ongoing Site Visits

Materials & Equipment Costs

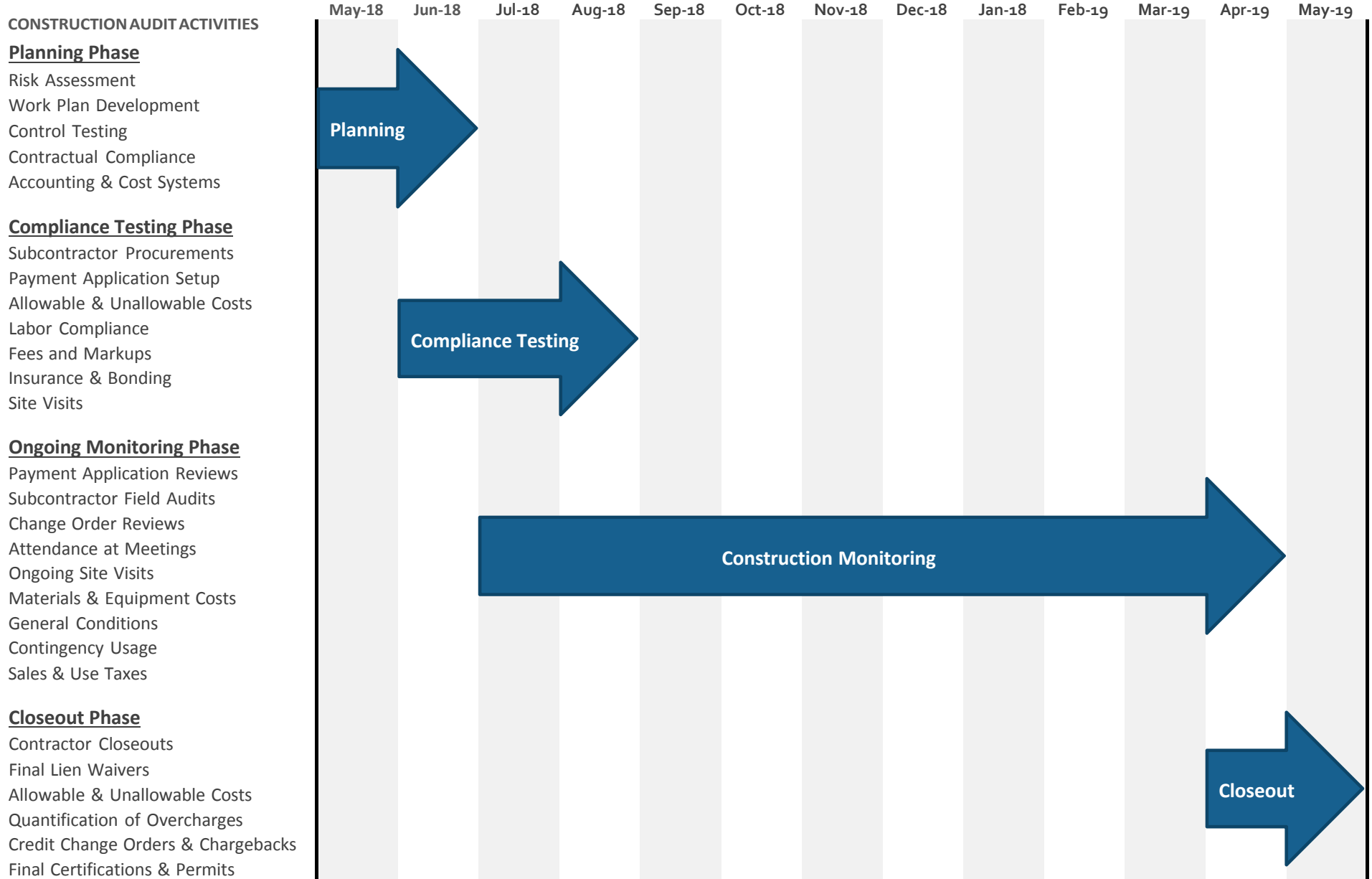
- General Conditions
- Contingency Usage
- Sales & Use Taxes

Closeout Phase

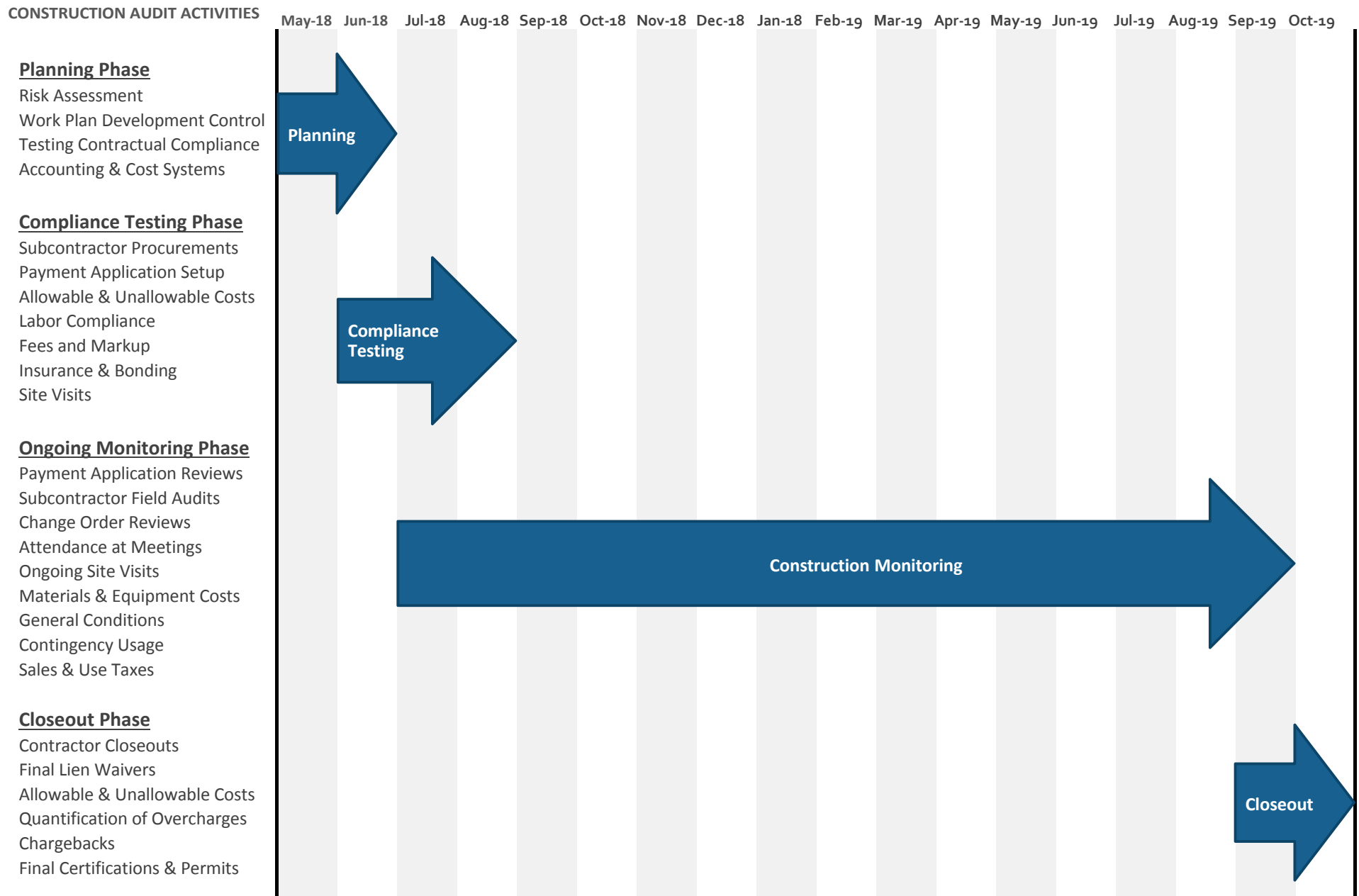
- Contractor Closeouts
- Final Lien Waivers
- Allowable & Unallowable Costs
- Quantification of Overcharges
- Credit Change Orders & Chargebacks
- Final Certifications & Permits



Timeline - The Las Olas Boulevard Corridor Improvement Project - Phase 2



Timeline - Aquatics Center Improvements



Risk Identification and Management

Preparation of a risk assessment designed to identify, test and monitor areas of greatest potential risk is the first task undertaken during the performance of a construction contract compliance audit, because it serves as the foundation for a successful construction monitoring program. As detailed in *Section 2: Qualifications & Experience*, our team has significant previous experience developing risk assessments and construction monitoring programs designed to prevent overcharges and mitigate the many financial and non-financial risks that are inherent on large capital construction projects. We will utilize and build upon this experience to minimize the time and expense required to perform them on these projects.

Once key risks have been identified, we follow a three-step methodology to managing them. First, we will gain of understanding of the “Internal Control Environment.” The Internal Control Environment is made up of policies, procedures, controls, contracts, and other compliance programs that exist among all the stakeholders and parties to the contracts. This step includes reviewing all existing controls and processes that provide risk-mitigation mechanisms. It includes a review of all contracts, project management plans, project procedures manuals, labor agreements, trade contractor agreements, and any other relevant compliance programs to ensure that entities at all levels; from the construction manager, down to the lower tier subcontractors and vendors, are complying with all applicable contractual requirements, compliance programs, laws, regulations and codes. At this time, we will also meet with the CAO to gain an understanding of the procedures the City follows, and internal audits that were performed or are planned to be performed. This will ensure that we compliment, but not duplicate, any of their efforts.

The next step in the process is to interview key members of executive management, construction management, and project and City personnel, at all levels, to obtain their understanding of how the control environment is designed and operates. We will conduct a “walk-through” of their respective roles and responsibilities to identify any disparities between their understanding of internal control procedures and the actual written procedures. This will highlight areas where the procedures are not being complied with, help us determine whether the disparity causes unmitigated risk to the City, and whether designed procedures are necessary in our work plans to help mitigate the risk on an on-going basis. During this stage, we will also gain an understanding of the technologies being employed by the various parties to capture financial or other pertinent project information, and whether these technologies are effective in supporting the various processes.

Lastly, we will monitor activities and perform audits of specific transactions to test how the system actually works. It is during this step that we determine whether additional system “disconnects” or “red flags” may exist. Our approach to reviewing procedures and processes is designed to identify and implement best practices to provide reasonable assurance that

controls placed over activities are adequate, are being complied with, and are operating effectively. Our primary focus is identifying useful control enhancements in any area with high potential risk, and then performing testing of those areas to ensure compliance with the enhanced controls.

We conduct the risk assessment and controls review process as a team-building exercise employing our experience, insights and knowledge of “best practices” to accomplish the shared goal of ensuring that contract terms are fulfilled, that the City receives exactly what it is paying for, and to mitigate against cost overruns, unidentified risks and potential fraud. We understand that this process will involve close consultation with the CAO in reviewing applicable procedures, identifying potential enhancements, and designing and implementing a work plan to block identified fiscal and integrity risks. When problems are identified, we will report them immediately to the CAO and assist them in implementing solutions that are designed to address and mitigate financial and integrity issues without burdening the progress of the project. We have successfully performed the identical set of tasks for many other major clients on their most important projects, identifying internal controls weaknesses and providing recommendations for improvement to the controls, business practices, and audit priorities where necessary. Our vast experience on other projects will reduce the time it will take to accomplish these tasks, while at the same time focusing our efforts in the areas which have historically been the highest risk based on our experiences from the other projects.

Identifying and Minimizing Overcharges

Common risks include overbillings for work performed; billings for work not performed; work billed to the wrong contract or billed to more than one contract; inflated rates, markups or fees; billings for change order work that should be included in the base contract, and inappropriate or inflated billings for contingencies or allowances.

As part of developing our risk assessment, we gain an understanding of the financial control and cost management systems in place in order to assess whether they are effective in tracking costs against budgets and identifying potential overcharges in a timely manner. We will meet with those individuals who are responsible for maintaining these systems and then develop our work plan around the systems and controls that are already in place. Although tracking costs against budgets is a simple and effective way to identify potential over-budget areas, it is not fool proof. Contractors find various ways to make it appear as if they are not going over budget, when in fact they are, by misallocating costs or cutting corners. In our experience, we have found that unscrupulous contractors often submit low bids to receive contract awards, intending to make up for “lost profits” through change orders, contingencies and allowances, or by cutting corners and not performing all the requirements of their contracts. The following are some of the areas that our team

would focus on, and procedures we would perform, to minimize the likelihood of such issues on these projects:

- Reviewing the winning contractor's bid to competitor bids for large or unusual bid spreads;
- Reviewing for possible front loading (including a comparison of billings to supporting job cost documentation and/or budgets) and real-time verification of construction progress against the schedule of values;
- Comparing base scope work to change order work, and performing site inspections of extra work to verify additional work scope;
- Reviewing billings for general conditions, allowances and contingencies to ensure they are utilized as anticipated in the contract and that amounts are properly approved and supported;
- Confirming vendor and supplier billings to ensure they are not fictitious or excessive, and ascertain whether they are being paid in full, and in a timely manner, by the contractor;
- Reviewing daily work tickets and other field-generated documents that are designed to capture work in real-time for completeness, accuracy, proper and timely approvals and compliance with procedures;
- Ensuring that all trade or administrative workers are not being paid less than what the contractor is billing for them;
- Ensuring that the labor classifications and related rates being billed consistent with the services that the CM and contractors are actually providing;
- Spot checking and cross-referencing invoices, delivery tickets, job cost records, payroll records, daily site sign-in records, daily T&M tickets and other available documents for signs of overbilling.

For any areas where deficiencies are discovered, we will quantify the necessary adjustments and submit those adjustments to the CAO, with the necessary supporting documentation, for approval. If requested to do so, we will follow up with the contractor to resolve any issues that require further investigation.

Based on our years of experience monitoring major capital construction projects, we understand that the best way to handle potential overcharges is not to hold up the current payment application process. Rather, a better solution is to track and quantify potential overcharges to be recovered in subsequent payment applications and during the closeout process. Attempting to incorporate our findings in each payment, as they occur, could hold up the payment process and potentially have a detrimental effect on the overall project schedule.

Review of Payment Applications

Potential risks include clerical errors, overbillings, front loading, missing documentation, lack of approvals, significant or unexplained budget variances, excessive or unsupported general conditions costs and excessive markups or fees. We will seek to ensure that costs are supported and that billings appear in line with job progress; that applications for payment are clerically accurate and do not include unsupported or unapproved costs or markups; and that the job is being performed in accordance with pre-established schedules and financial budgets. Areas where costs are significantly below budget could indicate that the contractor is behind schedule or cutting corners, and areas where costs significantly exceed budget could indicate the potential for change orders.

Keeping costs in line with original budgets and estimates is a significant challenge in construction projects. Excessive general conditions costs, scope changes, contingencies and allowances, change orders, and claims are over-budget contributors. Our forensic auditing approach includes analysis of payment applications and supporting documentation, including billings for self-performed work, general conditions and other direct costs, labor, material and equipment billings. This would include attendance at scheduled construction site walk-throughs and pencil-payment application review meetings.

There are specific risks involved with CM At-Risk contracts that include not-to-exceed provisions for General Conditions (“GC”) costs. They include billings for excluded items; lack of a clear definition of what is and is not inclusive; lack of supporting documentation; unapproved staffing levels or employees; misclassification of employees; excessive labor, burden or insurance rates; excessive fees or markups and lack of a GC budget or tracking mechanism. To mitigate these risks, we will review the GC provisions of the contract to ensure items are clearly defined, verify whether GC costs are properly supported and calculated, compare items billed to the contract provisions to ensure proper inclusion, perform labor rate and mark-up reviews, and perform ongoing analyses to ensure that GC costs are not being spent in such a way that it will exhaust the not-to-exceed budget too early.

On an “as-needed” basis, if requested, we could call on our team of trained and certified engineers at Nova who are knowledgeable of various construction-scheduling software, to periodically review project milestones and cost-loaded schedules for accuracy. Utilizing a multi-disciplinary approach, our field inspectors will conduct headcounts and employ other real-time fieldwork techniques to identify disconnects with documentation that would not surface in an ordinary “after-the-fact” desk audit of payment applications.

Contract Compliance Reviews

Monitoring contractor and vendor compliance with contract requirements and applicable laws and regulations begins with a thorough review of the contracts, and gaining an understanding of the weak points most susceptible to exploitation. This process includes maintaining a regular on-site field presence, combined with on-going spot reviews of project documents, including payment applications, change orders, vendor invoices and other documents at all tiers.

We understand the complex laws and regulations that govern large-scale construction projects. We have substantial experience monitoring construction projects throughout the country that have received federal, state and local funding, and will be able to discharge this function seamlessly. These engagements involved ensuring that all amounts expended were done so in compliance with all applicable funding requirements, laws and regulations.

Although outside the scope of this RFQ, if needed we can call on other technical specialists on an “as-needed” basis to identify safety or environmental compliance requirements and evaluate contractors’ compliance efforts with these requirements. Our team has successfully pursued charge-back strategies on other projects where safety or environmental requirements were not satisfied, and obtained financial recoveries for our clients. More importantly, these strategies have spurred enhanced compliance with the contract requirements going forward.

Evaluation and Testing of Change Orders

“Lump Sum” negotiated change order risks include approval of change orders that contain base scope work, overpriced contractor change order proposals that get approved without independent verification, or change orders that are paid for work that was never performed or was incomplete. To mitigate these risks, all change order documents should be reviewed for compliance with procedural requirements, at all levels of approval. The contractor’s proposed costs for the change order should be compared to an independent estimate, or otherwise independently verified for price and scope reasonableness. Also, change order payments should be tracked against budgets established for the change orders to protect against potential overbilling issues.

“Cost Plus” change order risks include inflated prices or rates, billing for work that was never performed, lack of documentation to support costs, lack of real-time field records or oversight of work, or base scope work being paid a second time through a change order. To mitigate these risks, we will ensure that daily “extra work” tickets are being filled-out in accordance with established procedures and include all the information necessary to capture the work on a daily basis. These tickets should include worker names, labor categories, descriptions of the work, equipment and materials used, and hours worked. We will also ensure that the extra work tickets are being signed-off in a timely manner by

the field supervisors or inspectors. At the time of billing, our auditors will compare the labor and equipment hours and classifications on the tickets to the hours billed. We will recalculate the equipment charges based on independent “Blue Book” rates or established contractual rates, whichever is applicable, and we will verify that the correct “daily, weekly or monthly rates” and “operating rates” are being used. If smaller pieces of equipment are charged directly to the job, we will review the supporting supplier invoices. We will ensure that all materials billed are supported with supplier invoices and delivery manifests, and that the correct job and delivery location is listed on the invoices/manifests.

As part of our work plan, and in coordination with the CAO, our team will conduct spot reviews of change orders. This may include attendance at change order negotiation meetings followed by a review and assessment of the original contract’s scope, the proposed scope change, the justification for the change, the independent estimates, the adequacy of supporting documentation, adherence to policies and procedures, cost reasonableness, and applicability of cost allocation agreements (when applicable). These reviews will aim to ensure that established change order procedures are being followed, that base scope work is not charged again in the change order, and that the costs do not include inflated pricing or markups. Site visits will be performed to verify that the actual work is in place and is representative of the change order scope. In addition, interviews of contractor staff and trade workers can be performed as needed.

Many change orders that start as Cost Plus or Time and Materials (“T&M”) work are settled as lump sums using daily work tickets as a negotiation starting point. T&M work can also be used to track allowance work, premium time, and idle time. It is nearly impossible to detect work ticket padding in an after-the-fact audit. Our field inspectors identify and observe T&M work in real-time and observe site activities to see if accurate and complete documentation of labor, materials and equipment is created in a timely manner. On a spot basis, we conduct head counts for labor, and quantify materials and equipment used to verify subsequent ticket submittals, thus identifying potential overcharges and financial recoveries. Additionally, if the work being tracked was directed to be additional work for the contractor, we confirm the T&M charges do not include base contract work.

On similar engagements, our team has been instrumental in getting contractors to track change order costs in accordance with meaningful standards. For example, reviews of daily T&M tickets on another project revealed issues such as lack of worker names and delays in approving the daily tickets by the field supervisors; both critical items, especially when the tickets are being used as the basis for a subsequent payment or change order negotiation.

Maintaining a Site Presence

Our auditors and inspectors will maintain a regular “visible” site presence in order to stay informed and connected with construction activities in real-time, as well as to detect or

deter corrupt or abusive practices. Depending on the needs of the CAO, our site visits may include conducting headcounts and collecting and inspecting various documents such as timesheets, pay stubs, daily work tickets, daily logs, taking photographs of job progress and verifying the work being performed by contractors and subcontractors at all tiers. Documents collected during these site visits are critical in assisting the auditors who will be performing subsequent audits of the payment applications and change orders at a later date, as they will highlight any discrepancies or red flags between what was observed in the field and what was actually billed.

We will work in consultation with the CAO to determine the need and frequency of on-site inspections, and what areas to focus on. Anticipated on-site activities may include, but are not limited to:

- Monitoring the progress of active construction, verifying that field operations are following the prescribed internal controls and procedures, verifying required licenses and permits of workers and subcontractors, and confirming the reported percentage of work completed;
- Attending job site walkthroughs for review of the “pencil copy” of payment applications and attending related payment application review meetings with the general contractor and subcontractors to ensure that the progress is properly reported and that proper approvals and sign-offs are being provided;
- Conducting headcounts and interviews of oversight personnel, trade contractor personnel and vendors;
- Collecting and inspecting various field documents, and detailing site activities and observations to be used as a reference during subsequent audit procedures.

Labor and Related Burden, Benefits and Insurance

Potential labor risks include misclassification of workers, excessive labor or burden rates, illegal workers, ghost workers, lack of required documentation, payment violations, and wage and benefit violations. Our auditors will seek to ensure that workers charged to the contract were physically present on-site, that subcontractors and second-tier subcontractors are providing supporting payroll reports to support labor, that all payroll and benefits billed to the contract were paid, that the rates being billed for labor reflect the actual level of labor being provided, and that wage and benefit rates are in compliance with established minimum contractual and City requirements.

For base scope work or change order work being performed on a T&M basis, we will review daily work tickets to ensure that they are filled-out in accordance with established procedures, that they have been signed-off in a timely manner by the appropriate supervisor, and we will compare the names and hours billed to the hours on the daily work tickets and supporting timesheets. We will review supporting payroll reports for the proper labor classifications and time categories (i.e. straight-time, overtime, and premium time) and ensure that the rates are

in compliance with contractual, or other established labor standards. We will review fully-loaded labor rates for the reasonableness of taxes, insurance, overhead rates, labor multipliers, and other markups.

With approval by the CAO, our on-site monitoring may include: interviews of the trade workers and project supervisors, performing headcounts of workers, identifying overtime work, obtaining supporting documentation from workers such as pay stubs, observing on-site worker activity and behaviors, observing paycheck distributions from contractors to workers, examining paychecks where appropriate, and otherwise obtaining information about site activities relevant to labor compliance monitoring. We will perform site visits during the usual working hours, second shift, evenings, and weekends, as deemed necessary.

Our procedures may include comparing records of site access and/or other sources of information (such as sign-in sheets) to payroll reports to determine the accuracy and completeness of the payrolls, and possibly to detect the existence of no-show workers and/or improper cash payments. We also may observe on-site activities of contractors in order to distinguish between workers performing change order or other “extra work” from those workers who are performing lump sum or base contract work.

Materials and Equipment Costs

The first, and most important step in performing an audit of these costs, is understanding the compensation terms of the contract for base contract and extra work. Once these terms are understood, the audit will then focus on whether the billings are complete, accurate, and supported by the contractor’s records and field records. Following is a brief description of some of the audit procedures that we will perform in the above areas:

- **Materials** – For work that is billed on a cost-plus or T&M basis, we will review daily work tickets to ensure that they are filled-out in accordance with established procedures, that they have been signed-off in a timely manner by the field supervisor or inspector, and we will compare them to the material quantities billed. We will ensure that all materials are supported with supplier invoices and delivery manifests and that the correct job and delivery location is listed on the invoices/manifests. For small tools and other reimbursable costs, we will verify that that charges are in compliance with the terms of the contract.
- **Equipment** – For work that is billed on a cost-plus or T&M basis, we will review daily work tickets to ensure that they are filled-out in accordance with established procedures, that they have been signed-off in a timely manner by the field supervisor or inspector, and we will compare the equipment descriptions and hours on the tickets to the hours billed. We will recalculate the equipment charges based on independent “Blue Book” rates or established contractual rates, whichever is applicable, and we will verify that the correct “daily, weekly or monthly rates” and “operating rates” are being used. If smaller pieces of equipment are charged directly to the job, we will review the

supporting supplier invoices. For contractor owned equipment, we will ensure that the rental rates being charged agree with the rates that were approved in the contract, or elsewhere, and that the cost of the rental never exceeds the fair market value of the equipment.

Procurement of Subcontractors

Procurement risks may include bid-rigging, conflicts of interest, related party transactions and unapproved subcontractors. Our review of the subcontractor procurement process would begin with a review of all the Construction Manager's policies, procedures and controls surrounding the procurement process, including documentation, and record-keeping requirements.

Depending on the needs of the CAO, there are many areas we could focus on and tasks we could perform to address potential risks in this area. During the solicitation phase, we could review Requests for Proposals ("RFPs") to ensure proper procedures were followed and not written to favor particular contractors; or we could review bidding pools to ensure they include only approved subcontractors, and that they are not stacked to steer work to a favored contractor. During the bid submission and contract award phase, we could attend bid openings to ensure that proper bid receipt and opening procedures are followed, attend pre-scope, scope and bid-leveling meetings to ensure that bidders are given the same information to ensure a level playing field, review bids to identify suspicious bidding patterns and other indications of collusion or other integrity breaches, and review award recommendations and decisions or other documentation of the procurement history. We will evaluate the project's documentation procedures to see if a contemporaneous record is maintained that memorializes all key activities involved in a procurement decision, and demonstrates that the procurement decisions are transparent, and follow the proper process. We emphasize throughout that "if it is not documented, it did not happen," since without vigilant documentation, there can be no transparency and auditability.

Based on our preliminary findings, if any potential red flags are noted, we may select specific subjects for a focused bid leveling review such as: contracts not going to the lowest bidder, Best and Final Offer ("BAFO") process irregularities, too few bidders, sole source contracts, supplemental agreements, and departures from procurement protocol. In these cases, we would review the bid leveling process in more detail to evaluate whether procurement policies and procedures were followed, the process was fair and open, and that contract award recommendations were based on best overall value, or other defined criteria. We would further examine the RFPs, subcontractor proposals, technical requirements, scheduling, alternates, unit pricing, labor rates, allowances, estimates, CM or General Contractor estimates, and overall implementation of the bid leveling process. If necessary, we would conduct interviews of bidders and CM or its contractors, engineers, estimators, and other staff.

Subcontractors' Costs

Our work plan will incorporate on-going auditing, inspection and monitoring of subcontractor costs, beginning with the procurement and bidding process, and all the way through to the closeout process. Subcontractor payment applications will be reviewed for completeness, accuracy, and contractual compliance. For cost-plus or T&M work, subcontractor invoices and other documentation will be reviewed to ensure that all the costs are properly supported, and that there are no potential overcharges or non-billable costs included in them. We will conduct “drill-down” audits of the subcontractors’ books and records to ensure that all transactions are transparent and auditable, and that there are no inappropriate charges being billed to the project; whether they be labor, materials, equipment, or excessive fees, or markups. We will verify that subcontractors are being paid in a timely manner. Further, we will ensure that proper partial lien waivers are being obtained during the course of the project, and that final lien waivers are received upon final payment. At closeout, we will summarize our findings by subcontractor to ensure that any financial recoveries or credits due, if not already recovered, are incorporated into the final payment.

Contingency Usage

Some of the main risks include contingency funds that are used to pay for costs that were not budgeted or costs that are unapproved or not allowed under the contract. Tasks performed to address these risks would include monitoring contingency usage on a periodic basis to ensure that all contingencies are utilized as anticipated in the contract, and that amounts are properly approved and supported. We will review the contract, outline conditions in which such funds may be spent, examine supporting documentation for associated category costs, field-verify that work was performed, and confirm that budget items are not being used as an additional funding source for work outside specified purposes.

Home Office Overhead Costs

To mitigate the risk of excessive or inflated home office overhead costs, our procedures will include assessing and testing the rates and markups utilized by the construction manager; and if applicable, other contractors to allocate company overhead charges. This may include conducting visits to the CM or contractor’s offices to collect and review the calculations and underlying financial information, as needed.

Fees and Mark-Ups

Based upon the provisions of the contract, we will verify that correct fees and mark-ups are billed at all tiers, and periodically recalculate them for accuracy.

Insurance and Bonding Costs

Potential risks include falsification of records, expiration of policies or insufficient coverages. We will seek to ensure that contractors and subcontractors at all tiers maintain proper coverages, that policies have not been falsified, and that all policies as required in the contract are in effect and have not expired. To ensure that required insurance policies and bonding are in place, we will review contracts and bonding requirements, then request and review original policies from underwriters. Insurance “ACORD certificates” will not be accepted as proof of coverage. Instead, we will spot check actual policies and riders to ensure that all appropriate legal entities (i.e., subsidiaries) and projects are covered. To ensure policies have been paid, we will review original invoices from brokers and spot-review cancelled checks or bank wire confirmations. To ensure proper coverage over the life of the project, we will monitor policy expiration dates. Additionally, we will periodically spot-check policies against adjusted contract values to ensure that additional insurance and/or bonding requirements resulting from new awards, scope changes, or change orders are sufficiently maintained.

Permit Expenses

Potential risks include companies or individuals who fail to secure required building, environmental and safety permits. In addition, permits may be falsified or obtained through corrupt methods. Failing to properly obtain permits may lead to construction activities that adversely affect the environment, such as illegally disposing of contaminated materials at non-permitted facilities. It may also lead to health concerns for the workers and the public, accidents, schedule delays, liability and fines. Our methodology includes steps to mitigate these risks, including but not limited to:

- Identifying the required permits and the renewal periods for the permits;
- Requesting, reviewing and evaluating copies of the requested permits from contractors, disposal facilities, construction managers, and issuing government agencies;
- Auditing the contractor's compliance with permitting requirements;
- Ensuring permits are legitimate by examining the documents for signs of falsification and independently authenticating the permits through verification with the issuing government agency; and
- Verifying that permits are posted where required.

Verification of Proper Sales and Use Tax Charges

To ensure that all Sales and Use Tax forms have been filed, we will periodically review the quarterly and annual filings as submitted by the contractors, where applicable. Where costs are exempt from tax, we will verify that proper tax exempt certificates have been obtained and are on-file with the City.

Allowable and Unallowable Cost Reviews

Potential risks include costs and related mark-ups being submitted for reimbursement that are not properly supported and/or are not billable under the contract at all levels, from the CM down to the subcontractors. To mitigate these risks, we will review all applicable provisions of the contract to determine what is, and what is not billable. Then, in the course of performing our on-going reviews of labor, materials, equipment, change orders, general conditions and various other costs, we will identify and quantify costs which do not fall into one of the reimbursable cost categories.

Project Closeout

Potential risks include not following established closeout procedures, missing documentation, improper approvals or inspections, change order or allowance credits that were never taken, and overbillings for work that was never identified and recovered. To mitigate these risks, our auditors will team up with our engineering partners to ensure that all required documentation is included in the closeout file including, but not limited to; bid documents, contracts and agreements, certificates of insurance, performance and payment bonds, consent of Surety, maintenance and service contracts, certificate of final completion, application for final payment, final release of lien, certificate of occupancy, warranties, as-built drawings, final inspection reports and certificates.

At this time, we will also perform a final “closeout audit” to ensure that all identified overbillings, unallowable costs and other credits not previously recovered, are incorporated into the final payment.

***See Appendix B for sample reports**

Section 4: References

The following are Yip Associate's references with contact information.

Reference #1

Ronald C. Calvosa, Assistant Director of Fraud Prevention/Asst. Inspector General
Port Authority of NY & NJ Office of Inspector General
5 Marine View Plaza- Suite 502, Hoboken, NJ 07030
Phone: (973) 565-4340
Email: rcalvosa@panynj.gov

**Worked with Yip Associates team members and their previous firm K2 Intelligence monitoring the WTC Transportation Hub, the 9/11 Memorial and the Moynihan Station Redevelopment projects. See Section 2 for descriptions of the work and relevant contract details.*

Reference #2

Dyana Lee, Senior Advisor to the Inspector General
Port Authority of NY & NJ Office of Inspector General
5 Marine View Plaza- Suite 502, Hoboken, NJ 07030
Phone: (973) 565-4340
Email: dlee@panynj.gov

** Worked with Yip Associates team members and their previous firm K2 Intelligence monitoring the 9/11 Memorial, the Moynihan Station Redevelopment and the GOSR Policy & Procedures review projects. See Section 2 for descriptions of the work and relevant contract details.*

Reference #3

Ralph Iannuzzi, Inspector General
New York City Housing Authority - Office of Inspector General
80 Maiden Lane, New York, NY 10038
Phone: (212) 306-8316
Email: ralph.iannuzzi@nycha.nyc.gov

** Worked with Yip Associates team members and their previous firm K2 Intelligence monitoring the NYCHA Bond B Program. See Section 2 for a description of the work and relevant contract details.*

Reference #4

Omar Gungor, Commercial Manager
Skanska USA Civil
2 Rector Street, 7th Floor, New York, NY 10006
Phone: (212) 298-5714
Email: Omar.Gungor@skanska.com

** Yip Associates team members, working for their previous firm K2 Intelligence, were hired by the PANYNJ as integrity monitor for the World Trade Center Transportation Hub project. Skanska was not our client; however, Mr. Gungor helped manage the project for Skanska, and we dealt with him on a regular basis. See Section 2 for a description of the work and relevant contract details.*

***For Nova's references please see Section 6: Subcontractors**

Section 5: Minority/ Women (M/WBE) Participation

THIS CERTIFIES THAT

YIPCPA, LLC

dba YIP ASSOCIATES



* Nationally certified by the: **FLORIDA STATE MINORITY SUPPLIER DEVELOPMENT COUNCIL**

*NAICS Code(s): 541211; 541219; 541611; 525110; 525920; 541612; 541613; 541614; 541618

* Description of their product/services as defined by the North American Industry Classification System (NAICS)

04/01/2017

Issued Date

FL01550

Certificate Number

Joset B. Wright-Lacy

Beatrice Louissaint, President & CEO

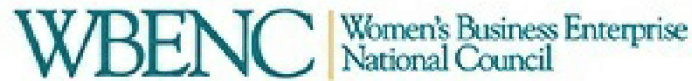
04/01/2018

Expiration Date

By using your password (NMSDC issued only), authorized users may log into NMSDC Central to view the entire profile: <http://nmsdc.org>

Certify, Develop, Connect, Advocate.

* MBEs certified by an Affiliate of the National Minority Supplier Development Council, Inc.®



hereby grants

National Women's Business Enterprise Certification

to

YIPCPA, LLC DBA Yip Associates

who has successfully met WBENC's standards as a Women's Business Enterprise (WBE).
This certification affirms the business is woman-owned, operated and controlled; and is valid through the date herein.

Certification Granted: November 20, 2013
Expiration Date: November 20, 2017
WBENC National Certification Number: 2005123571

WBENC National WBE Certification was processed and validated by
Women's Business Development Center - Council of Florida, a WBENC Regional
Partner Organization.



Authorized by Nancy Allen, President & CEO
Women's Business Development Center - Council of Florida

NAICS: 541211, 541219
UNSPSC: 84111500



State of Florida

Minority, Women & Florida Veteran Business Certification

Nova Consulting In

Is certified under the provisions of
287 and 295.187, Florida Statutes, for a period from:

04/01/2016 to 04/01/2018



A handwritten signature in black ink, appearing to read 'CP', is written over a horizontal line.

Chad Poppell, Secretary
Florida Department of Management Services



Section 6: Subcontractors

As stated previously, Yip Associates is teaming with Nova to provide certain engineering compliance and on-site inspection services. Nova's relevant background information and bios are incorporated throughout the proposal. Their relevant project descriptions and references are included in this section.

North Perry Airport, Rehabilitation of South Apron Broward County Aviation Department

Owner

Broward County Aviation
Department

Client

TYLin

Client Contact

Richard Waters, P.E.
1501 NW 49th Street
Fort Lauderdale, FL 33309
305.714.4000
Richard.waters@tylin.com

Services

Construction Management
Construction Inspection

Project Fee

\$ 31,614.24

Start Date

2015

Completion Date

2016

Key Personnel

Maria J. Molina, P.E.
Principal in Charge
Juan C. Prieto, P.E., PMP
Project Manager
Jesus Misas, EIT
Project Engineer

This project involved the rehabilitation of South Apron at the North Perry Airport. The scope of work included:

- Removal of old, non-functional aircraft tie-downs and installation of new ones
- Installation of new vehicular parking lot apron lights
- Rehabilitation of runway (slurry seam, mill and overlay)
- Related electrical work
- Sodding and pavement markings

Nova provided construction administration and inspection of contractor's activities to ensure contract compliance, quality assurance, and testing coordination.



Ft. Lauderdale-Hollywood International Airport Expansion Program Broward County Aviation Department

Owner

Broward County Aviation
Department

Client

AECOM

Client Contact

James Stacy
1170 Lee Wagner Blvd.
Suite 207
Ft. Lauderdale, FL 33315
954 359-2457
james.stacy@aecom.com

Services

Program Management
Project Management
Project Administration
Document Control

Project Fee

\$ 700,000

Start Date

January, 2009

Completion Date

Ongoing

Key Personnel

Maria J. Molina, PE
Principal in Charge
Steven S. Eagle, PE
Technical Director
Juan C. Prieto, PE, PMP
Sr. Principal Engineer
Theresa Jabloski, PE
Project Manager
Aquila Jones-Serrano
Administrative Assistant

The Broward County Aviation Department awarded AECOM a 10-year contract to manage its airport-expansion program in support of the approximately \$1 Billion capital improvement program at Fort Lauderdale-Hollywood International Airport. AECOM's program management team will manage the development program, which includes a new south runway and modifications to Terminal 4, including the addition of new gates. On-going Services for this project include program management and planning, Project Management, Construction Management, Document Control, environmental compliance, design management and oversight of the construction management consultants. This important infrastructure program will increase capacity and reduce delays at one of the nation's fastest-growing airports.

As part of the Program Management team, Nova is currently working on the Runway 10R-28L design/construction and the Terminal 4 Gate Replacement Project. Specific services include project management, construction management, program controls and reporting, and document control.

Runway 10R-28L

The Runway 10R-28L Project consists of the design and construction of an 8,000 foot long Group V runway with two (2) parallel taxiways, cross-over and high speed taxiways, and an aircraft holding pad. In addition, two (2) crossfield taxiways with an aircraft holding pad will be designed and constructed. The project will also provide for the design and construction of bridge structures spanning the FEC RR and U.S. 1 Rights-of-Way. Other work includes the demolition of existing buildings, relocation of public roads, a storm water management system, and Federal Aviation Administration (FAA) NAVAIDS.

Construction Start Date: April, 2010 | Construction Finish: Opened September, 2014
Construction Cost: \$600 Million

Terminal 4 Gate Replacement Project

The Terminal 4 Gate Replacement Project provides for the construction of a new Concourse G with 14 aircraft parking positions, improves the existing security checkpoint and the FIS within T4, and links T4 to T3 through a secure corridor. The Project also provides for the demolition of the existing Concourse H, new aircraft parking aprons, a new hydrant fueling system for T4, BCAD office space, employee parking, and new/relocated underground utilities; and will be implemented in two (2) phases – Phase 1 Western Terminal Expansion and Phase 2 Eastern Terminal Expansion.

Construction Start Date: September, 2011 | Construction Finish: In progress
Construction Cost: \$400 Million

Miami Dade College, Hialeah Garage District Board of Trustees of Miami Dade College

Owner

District Board of Trustees of
Miami Dade College

The Miami Dade College planned to improve its Hialeah campus by adding a new parking garage facility and renovating the surrounding site. The proposed parking garage is a multi-level facility with five (5) floors plus rooftop parking, providing 900 total parking spaces.

Client

Haskell

As part of the design phase, Nova was tasked with developing the site plan and civil design for the facility, including drainage/paving/grading design for the garage and associated facilities.

Client Contact

Denise M. Ramsey, P.E.
111 Riverside Avenue
Jacksonville, FL 32202
904.791.4500
denise.ramsey@haskell.com

Services

Utility Coordination
Drainage Design
Permitting

Project Fee

\$ 125,929

Start Date

May, 2011

Completion Date

May, 2012

Key Personnel

Maria J. Molina, P.E.
Principal in Charge
Steven S. Eagle, P.E.
Technical Director
Juan C. Prieto, P.E., PMP
Project Manager
Rachel Ferradaz, P.E.
Assistant Project Manager
Orlando Alfonso, P.E.
Sr. Project Engineer



Fire Protection Improvements US Army Corps of Engineers, Baltimore District (IDIQ W912DR-14-D-004)

Owner

USACE, Baltimore District –
Washington Aqueduct Division

Client

USACE, Baltimore District –
Washington Aqueduct Division

Client Contact

Nathan H. Cole, PE, PMP
City Crescent Building,
Room 7200
10 South Howard Street
Baltimore, MD 21201
202.764.2776
Nathan.h.cole@usace.army.mil

Services

Project Management
Engineering Design

Project Fee

\$ 255,545

Start Date

September, 2014

Completion Date

Ongoing

Key Personnel

Maria J. Molina, P.E.
Principal in Charge
Juan C. Prieto, P.E., PMP
Project Manager
Maya Compton-Grant
Environmental Scientist
Indira Brito
CADD Operator / Drafter

Nova was selected as a prime contractor to perform multi-discipline A/E services under an IDIQ contract for USACE, Baltimore Washington Aqueduct Division.

Nova's first task order involved A/E services in connection with Fire Protection System Improvements at Washington Aqueduct buildings and facilities. Project included a comprehensive analysis of life safety improvements and the installation of modern fire project devices to the Washington Aqueduct facilities located at Dalecarlia Water Treatment Plant and Little Falls Buildings, McMillan Water Treatment Plant, and associated facilities (74 buildings in total). These projects were performed by Nova's sub consultant team of fire protection engineers, electrical engineers, and architects; each project is managed and overseen by Nova. Specific tasks have included field investigations to assess all building and facilities; recommendations on upgrades; fire detection and alarm system design; and Construction Services.



Piscataway WWTP Raw Wastewater Pump Station Washington Suburban Sanitary Commission

Owner

Washington Suburban Sanitary Commission

Client

Hazen and Sawyer

Client Contact

Casey Berger, P.E., CCM
One South Street, Suite 1150
Baltimore, MD 21202
410.997.1849
Cberger@hazenandsawyer.com

Services

Cost Estimating
Engineering Design
Stormwater Management Plan
Permitting

Project Fee

\$ 140,000

Start Date

May, 2015

Completion Date

Ongoing

Key Personnel

Maria J. Molina, P.E.
Principal in Charge
Juan C. Prieto, P.E., PMP
Project Manager
Steven S. Eagle, PE
Harold V. Aiken, PE
Ricardo Maristany, P.E.
Cost Estimator
Jonathan Pappas, P.E.
Sr. Project Engineer
Alexander Yu, EIT
Sr. Project Engineer
Marco Finazzi, PE
Sr. Project Engineer

The Washington Suburban Sanitary Commission (WSSC) owns and operates the Piscataway Wastewater Treatment Plant in Accokeek, Maryland. The Piscataway Raw Wastewater Pump Station (RWWPS), located at the treatment plant, has a capacity of 30 MGD. The inadequate capacity leads to upstream raw sewage overflows during wet weather events.

One of the recommendations was to build a new RWWPS with a 60 MGD peak hour firm capacity to replace the current one. Nova provided cost estimating for the Preliminary Engineering Report, which included a conceptual level capital-cost estimate for the new and existing RWWPS and force mains. The cost estimate included: engineering design, planning, administrative, legal, and financing costs; construction cost; and design services during construction.

As the project moves into final design, Nova is providing engineering services for the project which involves: (1) a new pump station, (2) influent gravity sewer tie-in, (3) force main discharge and tie-in, (4) associated valve vault(s), and (5) demolition of existing pump station. Nova's current role is to cover the site/civil design aspects of the new 60 MGD RWWPS, which includes developing the Erosion and Sediment Control Plan as well as the Stormwater Management Plan to address measures to be implemented during and after the construction of the RWWPS.

In particular, Nova is applying the Environmental Site Design (ESD) principles for meeting all related state (Maryland Department of Environment, MDE) and local (Prince George's County, PGC) requirements, which aim at utilizing strategies that replicate predevelopment hydrologic characteristics and protect natural environment.



High Reservoir Maintenance and Improvements US Army Corps of Engineers, Baltimore District (IDIQ W912DR-14-D-004)

Owner

USACE, Baltimore District –
Washington Aqueduct Division

Client

USACE, Baltimore District –
Washington Aqueduct Division

Client Contact

Nathan H. Cole, PE, PMP
City Crescent Building,
Room 7200
10 South Howard Street
Baltimore, MD 21201
202.764.2776
Nathan.h.cole@usace.army.mil

Nova was selected as a prime contractor to perform multi-discipline A/E services under an IDIQ contract for USACE, Baltimore Washington Aqueduct Division. This task order project involves repairs and remediation to the Third High Reservoir, also known as Fort Reno. Constructed in 1950, the reservoir is a sub-surface concrete structure measuring 380 feet x 300 feet and 26 feet deep.

Nova is performing field investigations to verify as-built drawings and existing conditions and developing a Project Definition Report, preliminary (60%) designs, Final (100%) designs, and back check design (CADD drawings, specifications, engineering calculations, and construction cost estimates)

Services

Project Management
Engineering Design

Project Fee

\$ 255,545

Start Date

February, 2017

Completion Date

Ongoing

Key Personnel

Maria J. Molina, P.E.
Principal in Charge
Juan C. Prieto, P.E., PMP
Project Manager

McMillan North Clearwell Improvements US Army Corps of Engineers, Baltimore District (IDIQ W912DR-14-D-004)

Owner

USACE, Baltimore District –
Washington Aqueduct Division

Nova was selected as a prime contractor to perform multi-discipline A/E services under an IDIQ contract for USACE, Baltimore Washington Aqueduct Division. This task order project involves repairs and improvements to the McMillan North Clearwell.

Client

USACE, Baltimore District -
Washington Aqueduct Division

Built in 1904, the McMillan North Clearwell is an approximate 612 x 162 feet, 25-foot deep underground structure; the roof, walls, and floors were constructed using un-reinforced concrete, resulting in numerous cracks of the roof structure. Additionally, The North Clearwell is fed by a 72-inch water main and to facilitate operation of the reservoir within the distribution system, a 96 x 96 inch sluice gate was installed at the inlet, which is now leaking.

Client Contact

Nathan H. Cole, PE, PMP
City Crescent Building,
Room 7200
10 South Howard Street
Baltimore, MD 21201
202.764.2776
Nathan.h.cole@usace.army.mil

Nova was selected to provide structural, mechanical, and civil rehabilitations and improvements to this facility. The project is to deliver a structurally improved reservoir, improved water quality, and a reliable operational facility. Scope of services include field investigations, project definition report, design of repairs for deficient structural elements (i.e., roof, floor, columns); design of sluice gate repairs; water quality modeling; support during the construction phase; and the preparation of an Operation & Maintenance Manual.

Services

Project Management
Field Investigation
Project Definition
Engineering Design

Project Fee

\$ 443,000

Start Date

2016

Completion Date

October, 2017

Key Personnel

Maria J. Molina, P.E.
Principal in Charge
Juan C. Prieto, P.E., PMP
Sr. Principal Engineer
Harold V. Aiken, P.E.
Project Manager
Steven Eagle, PE
Jonathan Pappas, P.E.
Sr. Project Engineer
Ricardo A. Maristany, P.E.
Project Manager
Marco Finazzi, P.E.
Sr. Project Engineer
Indira Brito
CADD Operator / Drafter
Maya Compton-Grant
Environmental Scientist



Section 7: Required Forms

STATEMENT OF QUALIFICATION CERTIFICATION

Please Note: All fields below must be completed. If the field does not apply to you, please note N/A in that field.

If you are a foreign corporation, you may be required to obtain a certificate of authority from the department of state, in accordance with Florida Statute §607.1501 (visit http://www.dos.state.fl.us/).

Company: (Legal Registration) YIPCPA, LLC d/b/a Yip Associates

Address: 2 S. Biscayne Blvd., Suite 2090

City: Miami State: FL Zip: 33131

Telephone No. 305-509-0550 FAX No. 1-888-632-2672 Email: myip@yipcpa.com

Does your firm qualify for MBE or WBE status: MBE Yes WBE Yes

ADDENDUM ACKNOWLEDGEMENT - Proposer acknowledges that the following addenda have been received and are included in the proposal:

Table with 4 columns: Addendum No., Date Issued, Addendum No., Date Issued. Row 1: 1, 3/29/2017

VARIANCES: State any variations to specifications, terms and conditions in the space provided below or reference in the space provided below all variances contained on other pages of bid, attachments or bid pages.

The below signatory hereby agrees to furnish the following article(s) or services at the price(s) and terms stated subject to all instructions, conditions, specifications addenda, legal advertisement, and conditions contained in the bid/proposal.

Submitted by:

Name (printed) Maria M. Yip

Date: 4/4/2017

Signature [Handwritten Signature]

Title: President

Revised 4/15/15

STATEMENT OF QUALIFICATION CERTIFICATION

Please Note: All fields below must be completed. If the field does not apply to you, please note N/A in that field.

If you are a foreign corporation, you may be required to obtain a certificate of authority from the department of state, in accordance with Florida Statute §607.1501 (visit <http://www.dos.state.fl.us/>).

Company: (Legal Registration) Nova Consulting

Address: 10486 NW 31st Terrace

City: Doral State: FL Zip: 33172

Telephone No. 305.436.9200 FAX No. 305.436.9265 Email: jprieto@nova-consulting.com

Does your firm qualify for MBE or WBE status: MBE WBE

ADDENDUM ACKNOWLEDGEMENT - Proposer acknowledges that the following addenda have been received and are included in the proposal:

<u>Addendum No.</u>	<u>Date Issued</u>	<u>Addendum No.</u>	<u>Date Issued</u>
<u>Addendum #1</u>	<u>3/27/2017</u>	_____	_____
_____	_____	_____	_____

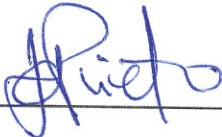
VARIANCES: State any variations to specifications, terms and conditions in the space provided below or reference in the space provided below all variances contained on other pages of bid, attachments or bid pages. No variations or exceptions by the Proposer will be deemed to be part of the bid submitted unless such variation or exception is listed and contained within the bid documents and referenced in the space provided below. If no statement is contained in the below space, it is hereby implied that your bid/proposal complies with the full scope of this solicitation. If this section does not apply to your bid, simply mark N/A. **If submitting your response electronically through BIDSYNC you must click the exception link if any variation or exception is taken to the specifications, terms and conditions.**

The below signatory hereby agrees to furnish the following article(s) or services at the price(s) and terms stated subject to all instructions, conditions, specifications addenda, legal advertisement, and conditions contained in the bid/proposal. I have read all attachments including the specifications and fully understand what is required. By submitting this signed proposal I will accept a contract if approved by the City and such acceptance covers all terms, conditions, and specifications of this bid/proposal. The below signatory also hereby agrees, by virtue of submitting or attempting to submit a response, hereby agrees that in no event shall the City's liability for respondent's indirect, incidental, consequential, special or exemplary damages, expenses, or lost profits arising out of this competitive solicitation process, including but not limited to public advertisement, bid conferences, site visits, evaluations, oral presentations, or award proceedings exceed the amount of five hundred dollars (\$500.00). This limitation shall not apply to claims arising under any provision of indemnification or the City's protest ordinance contained in this competitive solicitation.

Submitted by:

Juan C. Prieto, PE, PMP
Name (printed)

4/6/2017
Date:


Signature

Vice President / Chief of Operations
Title

Revised 4/15/15

3/7/2017 12:46 PM

CONFIDENTIAL

LOCAL BUSINESS PREFERENCE CERTIFICATION STATEMENT

The Business identified below certifies that it qualifies for the local BUSINESS preference classification as indicated herein, and further certifies and agrees that it will re-affirm it's local preference classification annually no later than thirty (30) calendar days prior to the anniversary of the date of a contract awarded pursuant to this ITB. Violation of the foregoing provision may result in contract termination.

(1) _____ is a **Class A** Business as defined in City of Fort Lauderdale Ordinance No. C-12-04, Sec.2-199.2. A copy of the City of Fort Lauderdale current year Business Tax Receipt and a complete list of full-time employees and evidence of their addresses shall be provided within 10 calendar days of a formal request by the City.

Business Name

(2) YIPCPA, LLC d/b/a Yip Associates is a **Class B** Business as defined in the City of Fort Lauderdale Ordinance No. C-12-04, Sec.2-199.2. A copy of the Business Tax Receipt or a complete list of full-time employees and evidence of their addresses shall be provided within 10 calendar days of a formal request by the City.

Business Name

(3) _____ is a **Class C** Business as defined in the City of Fort Lauderdale Ordinance No. C-12-04, Sec.2-199.2. A copy of the Broward County Business Tax Receipt shall be provided within 10 calendar days of a formal request by the City.

Business Name

(4) _____ requests a **Conditional Class A** classification as defined in the City of Fort Lauderdale Ordinance No. C-12-04, Sec.2-199.2. Written certification of intent shall be provided within 10 calendar days of a formal request by the City.

Business Name

(5) _____ requests a **Conditional Class B** classification as defined in the City of Fort Lauderdale Ordinance No. C-12-04, Sec.2-199.2. Written certification of intent shall be provided within 10 calendar days of a formal request by the City.

Business Name

(6) _____ is considered a **Class D** Business as defined in the City of Fort Lauderdale Ordinance No. C-12-04, Sec.2-199.2. and does not qualify for Local Preference consideration.

Business Name

BIDDER'S COMPANY: YIPCPA, LLC d/b/a Yip Associates

AUTHORIZED COMPANY PERSON: Mania M. Yip [Signature] 4/4/2017

NAME

SIGNATURE

DATE

LOCAL BUSINESS PREFERENCE CERTIFICATION STATEMENT

The Business identified below certifies that it qualifies for the local BUSINESS preference classification as indicated herein, and further certifies and agrees that it will re-affirm it's local preference classification annually no later than thirty (30) calendar days prior to the anniversary of the date of a contract awarded pursuant to this ITB. Violation of the foregoing provision may result in contract termination.

(1) _____ is a **Class A** Business as defined in City of Fort Lauderdale Ordinance No. C-12-04, Sec.2-199.2. A copy of the City of Fort Lauderdale current year Business Tax Receipt and a complete list of full-time employees and evidence of their addresses shall be provided within 10 calendar days of a formal request by the City.
Business Name

(2) Nova Consulting is a **Class B** Business as defined in the City of Fort Lauderdale Ordinance No. C-12-04, Sec.2-199.2. A copy of the Business Tax Receipt or a complete list of full-time employees and evidence of their addresses shall be provided within 10 calendar days of a formal request by the City.
Business Name

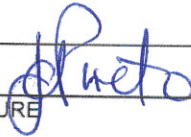
(3) _____ is a **Class C** Business as defined in the City of Fort Lauderdale Ordinance No. C-12-04, Sec.2-199.2. A copy of the Broward County Business Tax Receipt shall be provided within 10 calendar days of a formal request by the City.
Business Name

(4) _____ requests a **Conditional Class A** classification as defined in the City of Fort Lauderdale Ordinance No. C-12-04, Sec.2-199.2. Written certification of intent shall be provided within 10 calendar days of a formal request by the City.
Business Name

(5) _____ requests a **Conditional Class B** classification as defined in the City of Fort Lauderdale Ordinance No. C-12-04, Sec.2-199.2. Written certification of intent shall be provided within 10 calendar days of a formal request by the City.
Business Name

(6) _____ is considered a **Class D** Business as defined in the City of Fort Lauderdale Ordinance No. C-12-04, Sec.2-199.2. and does not qualify for Local Preference consideration.
Business Name

BIDDER'S COMPANY: _____

AUTHORIZED COMPANY PERSON: Juan C. Prieto, PE, PMP  4/6/2017
NAME SIGNATURE DATE

CONTRACT PAYMENT METHOD BY P-CARD

THIS FORM MUST BY SUBMITTED WITH YOUR RESPONSE

The City of Fort Lauderdale has implemented a Procurement Card (P-Card) program which changes how payments are remitted to its vendors. The City has transitioned from traditional paper checks to payment by credit card via MasterCard or Visa. This allows you as a vendor of the City of Fort Lauderdale to receive your payment fast and safely. No more waiting for checks to be printed and mailed.

Payments will be made utilizing the City's P-Card (MasterCard or Visa). Accordingly, firms must presently have the ability to accept credit card payment or take whatever steps necessary to implement acceptance of a credit card before the commencement of a contract.

Please indicate which credit card payment you prefer:

Master Card

Visa Card

Company Name: YIPCPA, LLC d/b/a Yip Associates

Maria M. Yip
Name (printed)


Signature

4/4/2017
Date:

President
Title

97 This Spectrum Policy consists of the Declarations, Coverage Forms, Common Policy Conditions and any
07 other Forms and Endorsements issued to be a part of the Policy. This insurance is provided by the stock
IP insurance company of The Hartford Insurance Group shown below.
SBM

INSURER: HARTFORD CASUALTY INSURANCE COMPANY
ONE HARTFORD PLAZA, HARTFORD, CT 06155
COMPANY CODE: 3

Policy Number: 39 SBM IP0797 DW



SPECTRUM POLICY DECLARATIONS

ORIGINAL

Named Insured and Mailing Address: YIP CPA LLC DBA
(No., Street, Town, State, Zip Code) YIP ASSOCIATES
2 SOUTH BISCAYNE BLVD STE 2690
MIAMI FL 33131

Policy Period: From 01/19/17 To 01/19/18 1 YEAR
12:01 a.m., Standard time at your mailing address shown above. Exception: 12 noon in New Hampshire.

Name of Agent/Broker: AFFINITY INS SRVCS INC/PHS/ACCNTN
Code: 320230

Previous Policy Number: 39 SBM IP0797

Named Insured is: LIMITED LIAB CORP

Audit Period: NON-AUDITABLE

Type of Property Coverage: NONE

Insurance Provided: In return for the payment of the premium and subject to all of the terms of this policy, we agree with you to provide insurance as stated in this policy.

TOTAL ANNUAL PREMIUM IS: \$2,027

FLORIDA FC SURCHARGE:	\$	1.77
FL EMERG MGMT SURCH:	\$	4.00
NJPLGA SURCHARGE:	\$	1.00
FL FIGA REG 2011:	\$	1.76

Countersigned by *Susan S. Castaneda*
Authorized Representative

11/21/16
Date

SPECTRUM POLICY DECLARATIONS (Continued)
POLICY NUMBER: 39 SBM IP0797

BUSINESS LIABILITY	LIMITS OF INSURANCE
LIABILITY AND MEDICAL EXPENSES	\$2,000,000
MEDICAL EXPENSES - ANY ONE PERSON	\$ 10,000
PERSONAL AND ADVERTISING INJURY	\$2,000,000
DAMAGES TO PREMISES RENTED TO YOU ANY ONE PREMISES	\$ 300,000
AGGREGATE LIMITS	
PRODUCTS-COMPLETED OPERATIONS	\$4,000,000
GENERAL AGGREGATE	\$4,000,000
EMPLOYMENT PRACTICES LIABILITY	
COVERAGE: FORM SS 09 01	
EACH CLAIM LIMIT	\$ 5,000
DEDUCTIBLE - EACH CLAIM LIMIT	
NOT APPLICABLE	
AGGREGATE LIMIT	\$ 5,000
RETROACTIVE DATE: 01192010	

This **Employment Practices Liability Coverage** contains claims made coverage. Except as may be otherwise provided herein, specified coverages of this insurance are limited generally to liability for injuries for which claims are first made against the insured while the insurance is in force. Please read and review the insurance carefully and discuss the coverage with your Hartford Agent or Broker.

The Limits of Insurance stated in this Declarations will be reduced, and may be completely exhausted, by the payment of "defense expense" and, in such event, The Company will not be obligated to pay any further "defense expense" or sums which the insured is or may become legally obligated to pay as "damages".

**BUSINESS LIABILITY OPTIONAL
COVERAGES**

HIRED/NON-OWNED AUTO LIABILITY	\$2,000,000
FORM: SS 04 38	



**CAMICO MUTUAL INSURANCE COMPANY
DECLARATIONS
ACCOUNTANTS PROFESSIONAL LIABILITY INSURANCE POLICY**

Policy Number: FLL107236-08

Effective Date: 01/13/2017 at 12:01 A.M. Standard time at the address shown below
 Expiration Date: 01/13/2018 at 12:01 A.M. Standard time at the address shown below
 Retroactive Date: 01/13/2009

Item 1 - Named Insured: Yip CPA, LLC
 Item 2 - Business Address: 2 S. Biscayne Blvd., Suite 2690
 Miami, FL 33131

Item 3 - Limits of Liability: \$500,000 Per Claim
 \$500,000 Policy Aggregate

Item 4 - Deductibles: \$5,000 Per Claim Deductible

Item 5a - Total Premium: \$20,992.00
 Item 5b - NJ Property-Liability Insurance Guaranty Assoc. Surcharge: \$1.47
 Item 5c - Total Amount: \$20,993.47

Item 6 - The policy consists of this Declarations page, and the following policy forms and endorsements:

- PL-1000-A 07/14 Accountants Professional Liability Insurance Policy
- PL-2037-A (FL) 07/14 State Endorsement - Florida
- PL-1009-A 07/14 Exclusion for Services Rendered in Another Capacity
- PL-1032-A 07/14 Additional Insured Endorsement
- PL-1034-A 07/14 Excluded Entities
- PL-1045-A 07/2014 Cyber CPA Endorsement
- PL-1049-A 07/2014 Privacy and Client Network Damage Endorsement
- PL-1056-A 06/16 Multiple Claims and Related Acts, Errors and Omissions Amendment

PLEASE READ THESE DECLARATIONS, THE POLICY AND ENDORSEMENTS CAREFULLY.

CAMICO Mutual Insurance Company

Authorized Representative



CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)
12/15/2016

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER Fenner & Esler 467 Kinderkamack Road P. O. Box 60 Oradell NJ 07649-0060		CONTACT NAME: Timothy Esler PHONE (A/C, No. Ext): (201)262-1200 FAX (A/C, No): (201)262-7810 E-MAIL ADDRESS:																						
INSURED NOVA Consulting, Inc. 10486 N.W. 31st Terrace Miami FL 33172		<table border="1"> <thead> <tr> <th colspan="2">INSURER(S) AFFORDING COVERAGE</th> <th>NAIC #</th> </tr> </thead> <tbody> <tr> <td>INSURER A</td> <td>RLI Insurance Company</td> <td>13056</td> </tr> <tr> <td>INSURER B</td> <td>Continental Casualty Company</td> <td>20443-</td> </tr> <tr> <td>INSURER C</td> <td></td> <td></td> </tr> <tr> <td>INSURER D</td> <td></td> <td></td> </tr> <tr> <td>INSURER E</td> <td></td> <td></td> </tr> <tr> <td>INSURER F</td> <td></td> <td></td> </tr> </tbody> </table>		INSURER(S) AFFORDING COVERAGE		NAIC #	INSURER A	RLI Insurance Company	13056	INSURER B	Continental Casualty Company	20443-	INSURER C			INSURER D			INSURER E			INSURER F		
INSURER(S) AFFORDING COVERAGE		NAIC #																						
INSURER A	RLI Insurance Company	13056																						
INSURER B	Continental Casualty Company	20443-																						
INSURER C																								
INSURER D																								
INSURER E																								
INSURER F																								

COVERAGES

CERTIFICATE NUMBER: Master 16-17

REVISION NUMBER:


THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR <input checked="" type="checkbox"/> Includes Contractual & XCU Coverage per GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input checked="" type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC <input type="checkbox"/> OTHER:			PSB0005892 policy terms & conditions	12/18/2016	12/18/2017	EACH OCCURRENCE \$ 2,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 1,000,000 MED EXP (Any one person) \$ 10,000 PERSONAL & ADV INJURY \$ 2,000,000 GENERAL AGGREGATE \$ 4,000,000 PRODUCTS - COMP/OP AGG \$ 4,000,000
A	AUTOMOBILE LIABILITY <input checked="" type="checkbox"/> ANY AUTO <input type="checkbox"/> ALL OWNED AUTOS <input type="checkbox"/> HIRED AUTOS <input type="checkbox"/> SCHEDULED AUTOS <input type="checkbox"/> NON-OWNED AUTOS			PSA0002132	12/18/2016	12/18/2017	COMBINED SINGLE LIMIT (Ea accident) \$ 1,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ PIP-Property damage liability - \$
A	<input type="checkbox"/> UMBRELLA LIAB <input checked="" type="checkbox"/> EXCESS LIAB <input checked="" type="checkbox"/> OCCUR <input type="checkbox"/> CLAIMS-MADE DED RETENTION \$ 0			PSE0002598	12/18/2016	12/18/2017	EACH OCCURRENCE \$ 4,000,000 AGGREGATE \$ 4,000,000
	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below						<input type="checkbox"/> Y <input checked="" type="checkbox"/> N N/A PER STATUTE OTH-ER E.L. EACH ACCIDENT \$ E.L. DISEASE - EA EMPLOYEE \$ E.L. DISEASE - POLICY LIMIT \$
B	Professional/Pollution Incident Liability			EEH591905988 FULL PRIOR ACTS	12/18/2016	12/18/2017	Per Claim Limit \$3,000,000 Aggregate Limit \$3,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)
Additional Insured - Certificate Holder as respects general liability where required by written contract.

CERTIFICATE HOLDER

CANCELLATION

	SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.
	AUTHORIZED REPRESENTATIVE Timothy Esler/JEAN 

© 1988-2014 ACORD CORPORATION. All rights reserved.

BROWARD COUNTY LOCAL BUSINESS TAX RECEIPT

115 S. Andrews Ave., Rm. A-100, Ft. Lauderdale, FL 33301-1895 – 954-831-4000

VALID OCTOBER 1, 2016 THROUGH SEPTEMBER 30, 2017

DBA:
Business Name: YIPCPA LLC

Receipt #: 327-283344
Business Type: BUSINESS/FINANCIAL/CONSULTANT
(ACCOUNTING FIRM)

Owner Name: YIPCPA LLC
Business Location: 1 E BROWARD BLVD STE 700
FT LAUDERDALE

Business Opened: 04/06/2017
State/County/Cert/Reg:
Exemption Code:

Business Phone:

Rooms Seats Employees Machines Professionals
2

For Vending Business Only						
Number of Machines:			Vending Type:			
Tax Amount	Transfer Fee	NSF Fee	Penalty	Prior Years	Collection Cost	Total Paid
16.50	0.00	0.00	0.00	0.00	0.00	16.50

THIS RECEIPT MUST BE POSTED CONSPICUOUSLY IN YOUR PLACE OF BUSINESS

THIS BECOMES A TAX RECEIPT

WHEN VALIDATED

This tax is levied for the privilege of doing business within Broward County and is non-regulatory in nature. You must meet all County and/or Municipality planning and zoning requirements. This Business Tax Receipt must be transferred when the business is sold, business name has changed or you have moved the business location. This receipt does not indicate that the business is legal or that it is in compliance with State or local laws and regulations.

Mailing Address:

YIPCPA LLC
ONE BISCAYNE TOWER
2 S BISCAYNE BLVD STE 2690
MIAMI, FL 33131

Receipt #30A-16-00003864
Paid 04/06/2017 16.50

CONFIDENTIAL

55

2016 - 2017



Florida Board of Professional Engineers
 2639 North Monroe Street, Suite B-112
 Tallahassee, FL 32303-5268

RECEIVED

MAR 24 2017

Nova Consulting, Inc.

Nova Consulting, Inc.
 10486 NW 31 TERRACE
 DORAL, FL 33172

Each licensee is solely responsible for notifying the Florida Board of Professional Engineers in writing the licensee's current address.

Name changes require legal documentation showing name change. An original, a certified copy, or a duplicate of an original or certified copy of a document which shows the legal name change will be accepted unless there is a question about the authenticity of the document raised on its face, or because the genuineness of the document is uncertain, or because of another matter related to the application.

At least 90 days prior to the expiration date shown on this license, a notice of renewal will be sent to your last known address. If you have not yet received your notice 60 days prior to the expiration date, please call (850) 521-0500, or write, Florida Board of Professional Engineers, 2639 North Monroe Street, Suite B-112, Tallahassee, FL 32303-5268 or e-mail: board@fbpe.org. Our website address is <http://www.fbpe.org>.

State of Florida

Board of Professional Engineers

Attests that
Nova Consulting, Inc.



Is authorized under the provisions of Section 471.023, Florida Statutes, to offer engineering services to the public through a Professional Engineer, duly licensed under Chapter 471, Florida Statutes.

Expiration: 2/28/2019

Audit No: 228201904795 R

CA Lic. No:

CAM 17-0854

Exhibit 7

APPENDIX A:
RESUMES

CONFIDENTIAL



MARIA M. YIP, CPA, CFE, CIRA, CFF

(305) 787-3750

myip@yipcpa.com

Ms. Yip is the founder of Yip Associates. She is a Certified public accountant, Certified Fraud Examiner, Certified Insolvency and Restructuring Advisor, and is certified in financial forensics by the American Institute of Certified Public Accountants. Ms. Yip has more than 20 years of experience serving as a consultant and expert witness in commercial disputes, litigation, and arbitration. Clients include attorneys, receivers, and trustees representing individuals, corporations, board of directors (audit committees) and governmental agencies in need of expertise in litigation support, financial investigations, receiverships and insolvency matters.

YIP ASSOCIATES, Miami, FL

9/2008 – Present

President, Founder and Managing Partner

- Founded and serves as the managing partner of a boutique firm specializing in forensic accounting, financial investigations, data analytics, tax consulting, bankruptcy, integrity monitoring, receiverships, fiduciary services, and valuation serving clients in the United States and abroad.
- Serves as a consultant and expert witness in commercial disputes, litigation, and arbitration; expert witness in Federal and State court, international litigation and arbitration matters; court-appointed receiver, examiner, custodian and assignee for the benefit of creditors.
- Sitting United States Bankruptcy Panel Trustee for the Southern District of Florida.
- Performs tracing of funds and reconstruction of financial business records in civil and criminal matters including a detailed review and analysis of business records; assistance with discovery; and preparation of analyses, written reports, demonstrative exhibits and testimony.
- Conducts internal and external financial investigations of alleged business frauds, including white-collar investigations, embezzlement and asset misappropriation, financial reporting and securities fraud.
- Conducts interviews, perform detailed analysis of financial and operational information to determine the facts, identify the scheme(s) employed and the person(s) involved, trace misappropriated funds, identify potential sources of recovery, and determine the impact on financial statements and assists with evaluating reliance by third parties.

- Marshal assets and identify potential causes of action to provide recoveries for creditors and investors.
- Performs analyses as to economic damages in breach of contract and other commercial disputes.

DAYLIGHT FORENSIC & ADVISORY, Miami, FL **10/2006 –8/2008**
Executive Director

- Led the Miami office of a forensic accounting and consulting firm headquartered in New York.
- Responsible for recruiting of professionals, business development and client service

GRANT THORNTON, Miami, FL **4/2002 – 10/2006**
Partner

- Led the forensic accounting practice for the state of Florida.
- Responsible for recruiting of professionals, business development and client service.

ARTHUR ANDERSEN, Miami, FL **1/1994–**
4/2002
Senior Associate- Director

- Provided forensic accounting and bankruptcy related services to clients.
- Responsible for recruiting of professionals, business development and client service.

PRICE WATERHOUSE COOPER, Miami, FL **1/1993–**
12/1993
Associate

- Provided forensic accounting and bankruptcy related services to clients.

EDUCATION

Florida International University, Miami, FL **B.S. Accounting**

PROFESSIONAL CERTIFICATIONS/MEMBERSHIPS: Certified Public Accountant (CPA); Certified Fraud Examiner (CFE); Certified Insolvency and Restructuring Advisor (CIRA); Certified in Financial Forensics (CFF); Sitting United States Bankruptcy Trustee for the Southern District of Florida; Member of the American Institute of Certified Public Accountants; Member of the Florida Institute of Certified Public Accountants; Member of the Association of Certified Fraud Examiners; Member of the Association of Insolvency and Restructuring Advisors.



RICHARD F. VERMEULEN, CPA, CFE, CRFAC, CCA

(732) 784-4401

rvermeulen@yipcpa.com

Certified Public Accountant, Certified Fraud Examiner, Certified Forensic Accountant and Certified Construction Auditor with over 23 years of accounting and auditing experience serving a wide range of public and private clients. Specialties include forensic accounting, investigative auditing, litigation support, integrity monitoring, construction auditing, insurance and bonding claims, fraud risk mitigation, internal controls and regulatory compliance.

YIP ASSOCIATES, New York, NY

8/2016 – Present

Partner – Head of Government Sector Services

- Oversee all Yip Associates construction monitoring and government sector services.

K2 INTELLIGENCE, New York, NY (Merged with Thacher Associates in 2012) **4/2010 – 8/2016**

Managing Director – Forensic Accounting & Advisory Services

- Responsible for the growth and management of the forensic accounting practice including: new business development, hiring and development of staff, department budgeting and forecasting, development and execution of risk assessments and audit work plans, coordination of engagements, final approval of deliverables and interfacing with clients and attorneys.
- Specialties include forensic accounting, integrity monitoring, litigation support, investigative auditing, development of risk assessments, internal controls reviews and program compliance services for a wide range of public and private clients.

J.H. COHN, LLP (NOW COHNREZNICK), Eatontown, NJ

2005 - 2010

Senior Manager

- Responsible for managing the accounting and auditing (A&A) department as well as the forensic accounting/audit department; specializing in the construction industry.
- A&A responsibilities consisted of oversight and approval of client financial statements prepared in accordance with Generally Accepted Accounting Principles.

- Forensic accounting/auditing responsibilities included corporate governance, corporate investigations, Sarbanes Oxley compliance, internal control reviews, integrity monitoring and litigation support.
- Provided audit consulting services to integrity monitoring firms on major capital construction projects including the WTC Transportation Hub and the Deutsche Bank building demolition.

CALLAHAN & COMPANY, PC (MERGED WITH J.H. COHN, 2005), Red Bank, NJ 2001 - 2005

Forensic Accounting Manager

- Manager of firm's forensic accounting and litigation support department.
- Specialized in corporate fraud investigations, litigation support, surety claims consulting and contractual dispute resolution.
- Oversaw and monitored over \$250 million of construction contracts for the New York City Department of Design and Construction as well as the NY Department of Investigation on the World Trade Center cleanup and recovery project.

GELLER & COMPANY, PC, New York, NY 2000 - 2001

Accounting Manager – Investment Partnership Practice

- Co-managed day-to-day operations related to accounting for venture capital, buy-out, and real estate investment partnerships.

MCGUIGAN & COMPANY, PC, CPA's, Wall, NJ 1996 - 2000

Accounting Supervisor

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

MERRILL LYNCH, Princeton, NJ 1993 - 1996

Senior Mutual Fund Accountant/Pricing Specialist

- Performed accounting and security pricing related to multi-million dollar mutual funds.
- Coordinated audit process with external auditors, and prepared daily management reports.

EDUCATION

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

PROFESSIONAL CERTIFICATIONS/MEMBERSHIPS:

Certified Public Accountant (CPA); Certified Fraud Examiner (CFE); Certified Forensic Accountant (CRFAC); Certified Construction Auditor (CCA); Member of the American Institute of Certified Public Accountants; Member of the New Jersey Society of Certified Public Accountants and Past President, Vice President, Secretary, Treasurer and Chairperson of the

Monmouth/Ocean Chapter; Member of the New York State Society of Certified Public Accountants; Member of the Association of Certified Fraud Examiners; Member of the American Board of Forensic Accounting; Member of the National Association of Construction Auditors; Past President of the Surety Association of New Jersey; past member of the Litigation Support Services Committee of the New Jersey Society of Certified Public Accountants.



ANGELA DELLA UNIVERSITA, CFE

(732) 784-4402

aduniversita@yipcpa.com

Certified Fraud Examiner with 10 years of accounting and auditing experience serving public and private clients. Specialties include forensic accounting, investigative auditing, integrity monitoring, construction auditing, fraud risk mitigation, internal controls and regulatory compliance.

YIP ASSOCIATES, New York, NY

10/2016 – Present

Director –Government Sector Services

- Director of Yip Associates integrity monitoring and other government sector engagements.
- Provided audit services to the MTA for their New York City Transit Sandy Grant Programs. Services included a review of the grant drawdown process and related internal controls and invoicing procedures.
- Provided audit services, specifically related to prevailing wage, to the New York City Housing Authority (NYCHA) for their Bond B Program.

K2 INTELLIGENCE, New York, NY (Merged with Thacher Associates in 2012) 6/2014 –10/2016

Senior Forensic Accountant

- Managed team performing Integrity Monitoring services on various construction projects for New York City Housing Authority (NYCHA) and New Jersey Transit.
- Provided expert witness testimony for the NYC Department of Investigation.
- Ensured compliance of contractors with DBE/WBE/MBE requirements on public projects.
- Managed and lead forensic audits and performed earnings/cost savings analyses.
- Performed reviews of contracts, payment requisitions, job cost detail reports, and change orders.
- Executed certified payroll investigations to ensure compliance with the DOL and Davis Bacon.
- Created and maintained budget(s) for various projects being worked on.
- Prepared and reviewed written reports, presentations, and other client deliverables.
- Identified customers, associated customers and counterparties involved in wire, retail, and ACH transactions for purposes of conducting anti-money laundering (AML) transaction analyses.
- Performed enhanced due diligence on parties involved in transactions utilizing open source intelligence platforms and public records related to Know Your Customer (KYC) reviews.

FINRA - FINANCIAL INDUSTRY REGULATORY AUTHORITY, New York, NY 7/2009 – 6/2014
Associate Principal Examiner (9/2011 – 6/2014)
Senior Examiner (7/2009 – 9/2011)

- Managed and coordinated job assignments for large member firms (approx. two to four a year).
- Prepared written reports and conducted exit interviews to provide member firms with information on regulatory concerns noted during examinations.
- Analyzed internal controls in key areas of risk and evaluated systems used by member firms.
- Reviewed member firms financial data including FOCUS Reports, annual audit reports, SEC net capital computations, SEC reserve computations, to ensure compliance with established procedures and regulatory requirements
- Examined and analyzed financial and operational data (balance sheet, income statement, FOCUS report, etc.) to verify compliance with applicable SRO and SEC rules and regulations.
- Interacted with senior member firm personnel in areas such as trading, compliance, risk management and regulatory reporting and review the records prepared in each area
- Reviewed small to medium size broker/dealers capital plans including stress testing performed for industry wide and firm specific scenarios. Work with senior member personnel to help identify their sources and uses of funds and the different stress test scenarios that should be considered.
- Participated in the Mentor Program for new trainees
- Provided on the job training to new employees

NEW YORK STOCK EXCHANGE, REGULATION INC., New York, NY 7/2007– 7/2009
Examiner

- Completed the Member Firm Regulation Examiner Training Program – the year long program focused on the fundamentals of financial markets, regulation, and analytical skills through a combination of classroom exercises and on the job training
- Managed and coordinated intermediary job assignments.
- Performed analysis of income statements and balance sheets of NYSE member firms. Analytical and qualitative results are summarized in a final report to senior management.
- Performed credit reviews of NYSE member firms.

EDUCATION

Baruch College, New York, NY

M.S. Accounting – 2012

Wagner College, Staten Island, NY

B.S. Accounting – 2007

PROFESSIONAL CERTIFICATIONS/MEMBERSHIPS: Certified Fraud Examiner (CFE); Member of the Association of Certified Fraud Examiners; Member of the National Association of Construction Auditors.



KERRY-ANN RIN, CPA

(305) 787-3752

krin@yipcpa.com

Certified Fraud Examiner with 10 years of accounting and auditing experience serving public and private clients. Specialties include forensic accounting, investigative auditing, integrity monitoring, construction auditing, fraud risk mitigation, internal controls and regulatory compliance.

YIP ASSOCIATES, Miami, FL

2/2013 – Present

Director

- Director of Yip Associates integrity monitoring and other government sector engagements.
- Specialties include litigation support and forensic accounting for various matters including shareholder and partnership disputes, employee fraud, tracing of funds and Ponzi schemes.
- Financial Advisor for Chapter 7 Bankruptcy Trustees in the Southern District of Florida.
- Financial Advisor for Chapter 11 Bankruptcy Trustees in the Southern District of Florida.
- Preparation of Chapter 11 Debtor Bankruptcy Schedules.
- Preparation of Chapter 11 Debtor-in-Possession and Trustee-in-Possession
- Monthly Operating Reports Required by United States Trustee.
- M/WBE Team Member of Internal Audit Staff for New York State.

LEON M. REIMER & CO., P.C., New York, NY

7/2003 – 7/2012

Manager (7/2007 – 7/2012)

Staff Accountant (7/2003 – 7/2006)

- Specialties include litigation support and forensic accounting for various white collar crimes including, foreign corrupt practices act, money laundering, shareholder and partnership disputes, employee fraud, illicit use of company credit card, tax evasion, and various internal investigations for private companies as well as matrimonial cases.
- Prepared individual, partnership, and corporate income tax returns.
- Prepared gift and trust tax returns.
- Conducted compliance testing for certified audits.
- Performed various bookkeeping services for various clients.
- Prepared bank reconciliation for various clients.

MAHONEY COHEN & COMPANY, CPA, P.C., Miami, FL

9/2006 – 6/2007

Staff Accountant

- Prepared individual, partnership, and corporate income tax returns.
- Prepared bank reconciliation for various clients.

MULLEN HOWARD HAMMATT & CO., P.A., Miami, FL

3/2001 – 8/2003

Staff Accountant

- Prepared estate, trust, individual, partnership and corporate income tax returns.
- Conducted compliance testing for certified audits.

EDUCATION

University of Miami, Coral Gables, FL

B.S. Accounting – 2002

M.S. Accounting – 2007

PROFESSIONAL CERTIFICATIONS/MEMBERSHIPS:

Certified Public Accountant (CPA) licensed in Florida, Virginia & New York State;

Member of Association of Insolvency & Restructuring Advisors; Member of American Institute of Certified Public Accountants; Member of Virginia Society of Certified Public Accountants



CHRISTOPHER M. CROPLEY, CPA

(732) 784-4403

ccropley@yipcpa.com

Certified Public Accountant, with 9 years of accounting and auditing experience serving a wide range of public and private clients. Specialties include forensic accounting, investigative auditing, integrity monitoring, construction auditing, fraud risk mitigation, internal controls and regulatory compliance.

YIP ASSOCIATES, New York, NY

11/2016 – Present

Manager – Government Sector Services

- Manager of Yip Associates integrity monitoring and other government sector engagements.

COHNREZNICK, Eatontown, NJ

11/2007 – 11/2016

Audit Manager (7/2014 – 11/2016)

Audit Senior (7/2010 – 7/2014)

Audit Staff (7/2007 – 7/2010)

- Audit experience with public and private companies in the construction, manufacturing and distribution, technology and life science and renewable energy industries.
- Audit/Review SEC filings, U.S. GAAP, and Statutory reporting, including entity-wide evaluations of internal controls under Sarbanes Oxley 404.
- Identify, research, and make recommendations on technical accounting issues.
- Develop client relationships, anticipate client needs, respond to client communications in a consistent and professional manner and seek opportunities to provide proactive advice.
- Evaluate accounting operations and coordinate all fieldwork for a top ten accounting firms.
- Formulate, budget and execute audit and staffing plans based on client / industry knowledge and execute timely deliverables to clients.
- Developed risk assessments and implemented work plans designed to mitigate and monitor risks.
- Took a lead role lending experience and insight into certified payroll reviews, review of payment applications change order monitoring, and analysis of performance to bid specifications and contractual agreements.
- Experiences with integrity monitoring and investigative work include WTC Ground Zero and Transportation Hub, Deutsche Bank building demolition and NJ State Dept. of Community Affairs/Sandy Recovery Division.

EDUCATION

Rider University, Lawrenceville, NJ

B.S., Accounting – 2007

PROFESSIONAL CERTIFICATIONS/MEMBERSHIPS:

Certified Public Accountant (CPA) licensed in New Jersey; Member of the American Institute of Certified Public Accountants; Member of the New Jersey Society of Certified Public Accountants.



GREGORY SIDOTI, CPA, CFE,

(631) 742-2883

gpsidoti@yipcpa.com

Certified Public Accountant and Certified Fraud Examiner with 7 years of accounting and auditing experience serving a wide range of public and private clients. Specialties include forensic accounting, investigative auditing, integrity monitoring, internal controls and regulatory compliance.

YIP ASSOCIATES, New York, NY

9/2016 – Present

Forensic Accounting Associate

- Associate team member in performing investigative accounting procedures, internal control analysis, and case report preparation for private and public clients.
- Performed completeness evaluations of Procedures Manuals for New York Rising Programs under the direction of the Governor’s Office of Storm Recovery (GOSR).

PADGETT STRATEMANN, Austin, TX

1/2015 – 4/2015

Supervising Senior

- Senior auditor for broker dealers, investment managers, and private companies.
- Tested client internal control procedures as prescribed by PCAOB and AICPA.
- Presented and communicated internal control findings to audit and management teams.
- Performed fraud risk assessments and conducted fraud interviews.
- Audited financial statements using analytical and substantive procedures.

WEAVER, Austin, TX

8/2014 – 11/2014

Audit Senior Associate II

- Tested compliance with federal grants received by Texas cities, counties, and school districts
- Investigated misstatements of financial information and deviations from accounting standards
- Designed and performed audit procedures during attest and audit engagements

ROTHSTEIN KASS (recently merged with KPMG), New York, NY

11/2009 - 4/2014

Supervising Senior

- Senior and Staff auditor for over +4 years with similar responsibilities as above.

EDUCATION

Leigh University, Bethlehem, PA

B.S., Accounting – 2009

PROFESSIONAL CERTIFICATIONS/MEMBERSHIPS:

Certified Public Accountant (CPA) licensed in Texas & New York State; Certified Fraud Examiner (CFE); Member of the American Institute of Certified Public Accountants; Member of the Association of Certified Fraud Examiners.



CARLOS CHAVEZ, CPA, CFE,
(631) 787-3774
cchavez@yipcpa.com

Certified Public Accountant and Certified Fraud Examiner with 5 years of accounting and auditing experience serving a wide range of public and private clients. Specialties include forensic accounting, investigative auditing, integrity monitoring, internal controls and regulatory compliance.

YIP ASSOCIATES, Miami, FL

10/2016 – Present

Forensic Accounting Senior Associate

- Investigate potential fraudulent transfers as it relates to Chapter 7 bankruptcy proceedings
- Tracing of funds between client produced bank statements and analysis on the use of funds
- Assist in investigation of potential financial accounting fraud and research of accounting standards

TEVA PHARMACEUTICALS (LATAM SHARED SERVICE CENTER), Weston, FL

5/2014 – 10/2016

- Traced payments to employee bank accounts and personal company ownership by key employees in collaboration with an internal investigation
- Identified bank account duplication in annual Vendor Masterfile Reviews for Regional LATAM countries among employees and between vendors
- Collaborated with different departments in investigations with different countries for potential fraudulent activities such as inappropriate payments to employees and vendors
- Interviewed employees regarding potential fraudulent activity and created investigation reports detailing planning, execution and summary of investigation
- Performed LATAM and Shared Service Center Finance Taxonomy and created final reports
- Interviewed Finance staff and analyzed potential operational time savings in different departments
- Reviewed and analyzed potential FCPA violations, investigated related employees related to potential violations and collaborated with Teva Compliance team for final conclusions
- Aided in preparing internal control framework and collaborated in performing control walkthroughs in LATAM region
- Assisted to take on vacant AP Manager role and responsibilities such as staff management, payment approval and different inquiries among staff within the Regional LATAM countries

DELOITTE & TOUCHE, LLP, Miami, FL

10/2012 – 5/2014

Audit Senior Assistant

- Conducted external audits and SOX control testing for Private and Public Companies
- Assisted and provided guidance to engagement team in auditing accounts, balances and transaction through audit procedures
- Performed control observations and procedures according to relevant guidance

- Performed testing procedures for Initial public offerings for healthcare industry client
- Documented testing and conclusions based on audit findings and professional judgment

SECURITIES AND EXCHANGE COMMISSION/MIAMI REGIONAL OFFICE, Miami, FL 5/2011 - 12/2011
Intern

- Assisted Enforcement staff on financial fraud and offering investigations
- Collaborated preparing reports used in testimonies and subpoenas for enforcement accountants and general council
- Researched accounting standards and codification for potential breaches on a case by case basis
- Traced and analyzed Ponzi schemes cash flows
- Created final analysis and conclusion on Ponzi scheme investigation to immediate supervisor and general council

EDUCATION

Florida International University, Miami, FL

B.S., Accounting – 2009

M.S., Accounting – 2013

PROFESSIONAL CERTIFICATIONS/MEMBERSHIPS:

Certified Public Accountant (CPA) licensed in the state of Florida; Certified Fraud Examiner (CFE); Member of the American Institute of Certified Public Accountants; Member of the Association of Certified Fraud Examiners.



NINA FICOCIELLO

732-784-6975

nficociello@yipcpa.com

Associate with 2 years of accounting and auditing experience serving a wide range of public and private clients. Specialties include internal controls and regulatory compliance.

YIP ASSOCIATES, Red Bank, NJ

1/2017 – Present

Forensic Accounting Associate

- Associate at Yip Associates focusing on integrity monitoring and other engagements within the Government Sector Service Group.

ERNST & YOUNG LLP, Iselin, NJ

9/2015 – 1/2017

Audit Staff II

- Staff auditor for public and private companies for clients in various industries such as technology, retail, and pharmaceutical.
- Tested client internal control procedures as prescribed by PCAOB and AICPA.
- Organized and communicated internal control findings to audit teams.
- Audited quarterly and annual financial statements using analytical and substantive procedures in compliance with US GAAP.
- Assisted in planning the audit to evaluate and mitigate risks for first year SOX 404 reporting clients.
- Reviewed audit procedures and compliance work performed by audit staff.

JOHNSON & JOHNSON, JANSSEN PHARMACEUTICALS, Titusville, NJ

1/2014 – 7/2014

Financial Reporting Co-Op

- Fulfilled quarter close responsibilities in compliance with SOX.
- Delivered finance support to the division budget by providing budget versus actuals analysis to management and business partners.

EDUCATION

Rider University, Lawrenceville, NJ

B.S., Accounting – 2015



Harold V. Aiken, PE

Sr. Principal Engineer

Harold has over 40 years of experience in water, wastewater, and storm water infrastructure programs. His experience includes serving as Program Manager for the South Florida Water Management District Comprehensive Everglades Program, Project Design Manager for the Greater Houston Wastewater Program, General Manager of the West Coast Regional Water Supply (now Tampa Bay Water), and Chief of Permit Evaluation for the SWFWMD. Over his career Harold has lead development of six master plans and water use permitting of the largest wellfields in the state of Florida.

Education

MS, Civil Engineering, University of Florida, 1974

BS, Civil Engineering, University of Florida, 1973

Credentials | Registrations

Licensed Professional Engineer, FL (18956), AL (35883-E), TX (81623), DC (PE908600)

Expertise

Project Management
Program Management
Water and Wastewater
Master Plan Development
Utility Finances
Utility Operations
Wastewater Treatment Plants
Reclaimed Water Development
Transmission Systems Development
Construction Management
Commissioning
Water Conservation Planning
Hydrologic Studies
Utility Assessments

Relevant Experience

Pilot Project for Advanced Water Treatment, Mobile, AL. Mr. Aiken is responsible for leading development of a new biocatalyst water treatment technology. He contracted with five municipalities and one private industry to test the application of the biocatalyst. This work is in collaboration with MWH Research who is leading the bench-scale work at Johns Hopkins University and the piloting of the biocatalyst initially at MAWSS in Mobile, AL. This work is being applied in Florida to treat reclaimed wastewater to levels suitable for environmental rehydration and aquifer recharge.

Washington Aqueduct McMillan North Clearwell Improvements, USACE, DC.

This project is part of an IDC with USACE Baltimore District: Responsible for project management, engineering design, and construction support for the rehabilitations of the underground reservoir and improvements to water treatment. Scope of services include field investigations, project definition report, design repairs for deficient structural elements (i.e., roof, floor, columns); design for the leaking sluice gate; support during the construction phase; and the preparation of an Operation & Maintenance Manual. Mr. Aiken serves as Project Manager.

* **Capital Improvement Program, City of Sunrise, FL.** Mr. Aiken served as the Program Manager for the strategic planning, engineering management, financial management, and construction oversight. The Capital Program planned for investment of approximately \$250M in new water supplies, membrane treatment, bio solids management, and distribution and collection system improvements. The program began in 2010 and completed in 2014.

***General Utility Engineering, City of Sunrise, FL.** Mr. Aiken served as the General Utility Engineer to the City of Sunrise Utilities Department. He provided technical and financial planning, logistical support, and served as an advisor. Full range of support included commissioning of the Sawgrass Membrane WTP, expansion of the membrane plant, and development of new source water, master planning, permitting, operational optimizations, financial planning, regulatory negotiations, design, process evaluations, emergency response, and resource prioritization.

***City of Sunrise Master Plan, City of Sunrise, FL.** Mr. Aiken led the team in developing the City's 2008 Master Plan. This plan, published in 2008, formed the basis for the City's Utilities Capital Program that followed.

***Acceler 8 Comprehensive Everglades Restoration Program, South Florida Water Management District, FL.** As Project Manager Mr. Aiken assembled and coordinated a team of project managers, technical experts, controls specialists, and construction managers to kick-start the next phases of CERP work. Key work performed included developing the workflow for design projects that transitioned from USACE planning to the SFWMD. Mr. Aiken was responsible for engaging and managing stakeholders involved in the execution of the program, including local, state and federal agencies. He assisted the SFWMD senior management with formulation of a plan that used both public and private expertise in a team approach to maximize the overall benefit to the Everglades and taxpayers. The bulk of the restoration work involved pump age, storage and treatment of vast amounts of storm water runoff.

***West Coast Regional Water Supply Authority, Clearwater, FL.** Mr. Aiken served as the General Manager for the authority from 1989 to 1994. During this time, he negotiated a new water rate agreement that provided for a single water rate for all users regardless of source. This modification provided for improved management of the water resources including mitigation of wetland impacts. Prior to his appointment as GM. Mr. Aiken was the Director of Engineering, Construction and Operations for the three county utility. In this capacity, he was responsible for planning, permitting, designing, constructing and operating 9 new facilities in the Tampa Bay Region.

***Bond Feasibility Report, Series 2010, City of Sunrise, FL.** Mr. Aiken assisted the City with the preparation of their Engineering and Bond Feasibility Report to support the sale of approximately \$100M in utility bonds and oversaw a team of professionals as the City's capital improvement projects were planned, designed, and implemented.

***Greater Houston Wastewater Program, City of Houston, TX.** Mr. Aiken was a member of the Program Management Team on the \$1.3B Greater Houston Wastewater Program. In that capacity, he served as the Design Manager for the Program directing the design and bidding of 117 wastewater infrastructure projects, valued at \$315M. This work included the management of 36 design consulting firms and a staff of 12 engineers. Responsibilities included negotiating design contracts with each firm for each project, providing project management oversight, planning, design and specification review, financial planning and monitoring as well as bid timing to enhance local M/WBE participation. All design was completed and bid within 36 months to comply with a USEPA Consent Order mandating wet weather improvements.

***Emergency Headworks Replacement, Greater Houston Wastewater Program, City of Houston, TX.** Mr. Aiken managed the emergency design of a new 125-mgd headworks using pumps salvaged from a different location, new piping, and new electrical. All work was completed within 90 days. Construction followed immediately.

***Wet Weather Facilities Manager, Greater Houston Wastewater Program, City of Houston, TX.** Served as liaison with TNRCC and USEPA representing operating compliance of wet weather facilities. Evaluated performance, made presentations to regulators, and met with City staff and City management on strategies for operational compliance of facilities. Wrote a performance report for each of the three major wet weather facilities. Assisted with the commissioning of the wet weather treatment facilities to develop wet weather operating strategies that complied with USEPA requirements and as well as the practical limitations of peaking with a biological treatment process.

** prior to joining Nova*



Jonathan R. Pappas, PE

Principal Engineer

Jon has over seven years' experience in the fields of chemical, civil and environmental engineering. He has worked on various states, municipal, and industrial projects ranging from water, wastewater treatment plants, pump station rehabilitation, green infrastructure, and environmental site assessments. He has been responsible for engineering studies to detailed design, environmental and geotechnical site inspections, utility coordination, construction management and inspection, project management, QA/QC, and liaison between clients and agencies.

Education

BS, Chemical Engineering,
Northeastern University, 2009

Credentials | Registrations

Licensed Professional Engineer,
NY (09529), FL (81785)

Professional Organizations

American Institute of Chemical
Engineers

Expertise

Project Management
Water and Wastewater Resources
Engineering Design
Design Management
QA/QC
Cost Estimating

Relevant Experience

Master Pump Stations 226 & 224 Rehabilitations, Broward County Water & Wastewater Services, FL. This project involves the rehabilitation of Master Pump Stations 226 & 224. Nova is taking part in all phases of the design including preliminary site/utility investigations and drawdown pilot testing; detailed design documents at the 50%, 90% and 100% milestones which includes pump selection calculations, construction cost estimates, technical specifications and drawings and bidding documents; permitting; and engineering services during construction. As Project Manager, Jon provides design management; preparation/review of design calculations, review of construction drawings, preparation/review of technical specifications, and preparation/review of permit applications.

Pump Station Rehabilitations, Broward County Water & Wastewater Services, FL. This project involves the rehabilitation of retail lift stations 24E1, 22, 30E, and 50K2. Nova is assisting in preliminary and final design services which include site investigations; detailed design documents consisting of technical specifications, construction drawings, construction cost estimates; pre-bid permitting at the 90% milestone; bidding and award services upon completion of construction contract documents; permitting; and engineering services during construction. As Project Manager, Jon provides project management, coordination between client, owner, and internal team, review of construction drawings, preparation/review of technical specifications, cost estimating, and preparation/review of permit applications.

North District Wastewater Treatment Plant Primary and Secondary Clarifiers Rehabilitation, Miami-Dade Water & Sewer Department, FL. The rehabilitation consists of replacing the existing primary and secondary clarifier's odor control system, which includes the demolition of the existing and the design of a new satellite Chemical Feed Facility. Nova is providing mechanical design services including the final design documents for permitting and contractor bidding (drawings, technical specifications, calculations, AACE Class cost estimates, and BODR Addenda). As Principal Engineer, Jon provides design management, preparation/review of design calculations, review of construction drawings, and preparation/review of technical specifications.

Central District Wastewater Treatment Plant Chlorination System Design, Miami-Dade Water & Sewer Department, FL. This project involves the replacement of the plant's existing elemental gas chlorination system with a liquid sodium hypochlorite storage and feed system. Nova was responsible for the process mechanical design including the calculations and plans for the design of truck fill stations, transfer pumps, metering pumps, injection sites, and all required piping. Currently, Nova is providing engineering services during construction. As Principal Engineer, Jon provided design management, preparation/review of design calculations, review of construction drawings, preparation/review of technical specifications, and review of construction shop drawings.

Jackson Memorial Hospital (JMH) – Phase II Expansion, Warrant Application, FL. As Project Manager, Jon provides project management; coordination between client, owner, and internal team; preparation/review of utility projection calculations; preparation/review of Technical Memorandums; review of as-builts; review of construction drawings; review of hydraulic modeling results; preparation/review of permit applications.

McMillan Water Treatment Plant North Clearwell Maintenance and Improvements, USACE Washington Aqueduct, Washington D.C. As Principal Engineer, Jon provides field management of structural and mechanical inspections; design management; preparation/review of Project Definition Report; review of as-builts; preparation/review of design calculations; review of construction drawings; and preparation/review of technical specifications.

Master Pump Station Upgrade & Force Main Replacement at the Port of Miami, Miami-Dade Seaport Department, FL. This project involves the upgrade of Master Pump Station PS9141, as well as the upgrade of the existing 8" force main with a new 10" force main. Nova is taking part in all phases of the design including preliminary site/utility investigations; detailed design documents at the 50%, 90% and 100% milestones which include hydraulic analysis of pump/force main combination, construction cost estimates, technical specifications and drawings and bidding documents, and permitting with various federal, state, and municipal agencies. As Project Manager, Jon provides project management; coordination between client, owner, and internal team, preparation/review of design calculations, review of construction drawings; preparation/review of technical specifications, cost estimating, and preparation/review of permit applications.

Southeast Queens Flooding Analysis Program, NYCDEP, NY. In response to localized street and basement flooding the NYCDEP has undergone initiatives (i.e., reverse seepage basins, green infrastructure, etc.) to help manage stormwater and alleviate local roadway flooding in neighborhoods throughout southeast Queens. As Sr. Project Engineer, Jonathan oversaw and coordinated the installation of monitoring wells which included site analysis, subsurface investigations, utility surveys, soil boring classification, and documenting/reporting field activities.

Green Infrastructure Site Selection Analysis, NYCDEP, NY. This contract involved the site analysis section at potential construction sites for right-of-way bioswales and stormwater green streets. As Sr. Project Engineer, Jonathan managed the geotechnical investigations in connection with potential bioswale construction locations. His responsibilities included utility coordination, drilling oversight, and permeability tests; developing boring logs in accordance with Unified Soils Classification System (USCS). Utility inspection responsibilities included utility mark outs using ground penetrating radar, GIS information, and utility maps with geotechnical drilling firms and utility service providers (i.e. ConEd, National Grid) for the geotechnical exploration (Standard Penetration and Permeability Tests). He prepared weekly status updates of field crews' drilling schedules, and offered on-site recommendations and solutions to maintain uninterrupted drilling activities.

Town of Medley, Pump Station No. 100 Emergency Repairs, FL. This project involves emergency improvements to the Town of Medley's Pump Station No. 100. Services provided by Nova include design, cost estimating, preparation of contract documents, and regulatory permitting assistance, and bidding and award services for the construction contract. Currently, Nova is providing Owner Representative and engineering services during construction. Jonathan serves as Project Manager, providing QA/QC on all project design deliverables, Contractor Management, coordination/conducting site visits, review of Shop Drawings, review of Schedule of Values and Pay Applications, and preparation of Work Change Directives.



Ricardo Maristany, PE

Construction / Scheduling

Ricardo has over seven years of experience as civil engineer with experience in design, construction management, cost estimating, scheduling, and claims mitigation for public works projects. These projects have included federal, state, and municipal infrastructure improvements including highways, bridges, aviation, and wastewater treatment plants. He has been responsible for payment scheduling, budgeting, cost estimating, claims analysis, subcontractor procurement, contract management, design management, and client/regulatory agency liaison.

Education

BS, Civil Engineering,
University of Miami, 2008

Credentials | Registrations

Licensed Professional Engineer,
FL (76068)
OSHA 30-Hr. Construction Safety
FDOT CTQP, Asphalt Paving
Level I & II
FDOT CTQP, Q/C Manager
FDOT, MOT Advanced
Certified Diver

Applications

Primavera P6
Asta Powerproject
AutoCAD

Professional Organizations

American Society of Civil Engineers

Expertise

Civil Engineering
Design Management
Construction Management
Construction Administration
Contract Administration
Cost Estimating
Scheduling
Project Controls
Project Management
Independent Peer Review

Relevant Experience

60-Inch Force Main Installation under Norris Cut Channel, Miami-Dade Water & Sewer Department, FL. This project involved the replacement of a 54-inch force main with a 60-inch force main, in preparation of the Federal Navigational Dredging Project. The force main replacement was successfully installed via a 72-inch diameter micro-tunnel. As Project Controls Engineer, Ricardo is responsible for baseline schedule review and monthly update review; coordinating updates to master schedule, providing cost estimating review for Design/Builder schedule of values, requests for proposals, and contract amendments.

Nebraska Avenue Complex, Shelter in Place, U.S. General Services Administration, Washington, D.C. The Nebraska Avenue Complex (NAC) is a campus of the Department of Homeland Security located in Washington, D.C. The NAC parcel includes more than 30 buildings containing approximately 650,000 square feet of interior space, along with associated utilities, parking, transportation and security infrastructure. This project involved retrofitting a shelter in place that would hold a blind estimated amount of people in the case of an emergency. Ricardo provided Class C Cost Estimate of these renovations.

Orange Line Project, Miami Dade Transit, FL. This project consisted of 2.4 miles of elevated dual track guideway, one Metrorail station at the Miami Intermodal Center (MIC), and a bus terminal plaza; the project connects the existing Earlington Heights Metrorail station to the MIC. Ricardo was responsible for the preparation of construction bid proposals, preparation and presentation of subcontractor and supplier bid packages, quantity take-offs, and schedule preparation (Primavera P6).

Coney Island WWTP, Port Richmond WWTP, & North River WWTP, Dechlorination Facilities, New York City Department of Environmental Protection, NY. This project consists of the construction and installation of dechlorination facilities and equipment at the Coney Island, Port Richmond, and North River WWTPs. As Project Controls Engineer, Ricardo provided monthly CPM scheduling during construction activities.

Ocean Outfall Legislation Project, Miami-Dade Water & Sewer Department, FL. The Ocean Outfall Legislation (OOL) Program is a \$3.3 billion Miami-Dade Water & Sewer project, as part of its Capital Improvement Plan. The 11 year-OOL Program aims to stop all wastewater discharge to the ocean by 2025. Nova is assisting in the delivery of the program, which includes procurement, design, construction, and commissioning on various projects throughout the county. Ricardo serves as Project Manager responsible for contract management, task proposals, and providing QA/QC on project deliverables.

Piscataway Raw Waste Water Treatment Plant, Washington Suburban Sanitary Commission, D.C. This project consists of building a new Raw WWTP with a 60MGD peak hour firm capacity. Nova was responsible for developing the cost estimate, including costs for engineering, design, planning, administrative, construction, and design services during construction. Ricardo served as Project Manager.

I-595 Express Corridor Improvements Project, Florida Department of Transportation, FL. This \$1.8 billion public-private-partnership (PPP) project consisted of the reconstruction of 10.5 miles of the I-595 Mainline in Broward County Florida and 2.5 miles of the Florida Turnpike. Features of this project included three ground level reversible express toll lanes controlled by an Intelligent Transportation Systems; the addition of auxiliary lanes on I-595 along with combined ramps; cross-road bypasses; and grade-separated entrance and exit ramps (braded ramps) to minimize merge, diverge and weaving traffic. Ricardo was in charge of the advanced construction activities which consisted of the coordination with utility agencies in order to relocate utilities in conflict with the roadway widening, as well as the construction of the Broward County Greenway. He was also responsible for quantity takeoffs, estimates, and bid preparations for the advanced construction activities.

SR7 Intersection Improvement Project, Florida Department of Transportation District 6, FL. This project consisted of updating four existing intersections with turn options, which included the installation of 8 loop detectors, 8 signal heads, conduit work (including micro horizontal direction drilling), demolition and reconstruction of concrete curb and sidewalk. Ricardo served as Project Manager.

9R-27L Main Runway Re-Pavement, Miami International Airport, FL. Using the Standards, geotechnical information, and drainage calculations provided by the Prime Contractor, Ricardo prepared the following construction plans: Plan View, Signing and Pavement Marking Plans, Milling and Resurfacing Plans, and Drainage Plans.

Central District Wastewater Treatment Plant Injection Well Pump Station Design, Miami-Dade Water & Sewer Department, FL. The project entails the design and permitting of a new injection well pump station. Under a previous task order Nova was responsible for the process mechanical, preliminary design drawings, and regulatory requirements included in the BODR. Currently, Nova is completing the detailed design and development of final design documents for bidding. Ricardo was responsible for...



Maya Compton-Grant

Sr. Environmental Scientist

Maya brings more than 13 years of experience in the environmental field on projects ranging from transportation and aviation, to water and waste management. She specializes in Phase I and II site assessments, groundwater and soil sampling, preparation of contamination assessment plans and reports, remedial action work plans, wetland delineation, and permitting. Having worked on numerous infrastructure projects throughout Miami Dade County, Maya is familiar with the procedural and regulatory requirements required by RER. Maya's areas of expertise also include coastal biology, research of economic and ecological surveys, dredging methods/alternatives, and assessment of coastal reef population.

Education

MA, Marine Affairs,
University of Miami, 1999

BS, Marine Biology,
University of Miami, 1997

Credentials | Registrations

NAUI Certified
OSHA 40 Hr. HAZMAT
OSHA Confined Space Training
OSHA's Supervisor / Management
The National Institute for Storage
Tank Management, No. 11429

Expertise

Environmental Assessments
Environmental Regulation
Environmental Permitting
Contamination Assessment Plans &
Reports
Field Investigation and Sampling
Wetlands Delineation and Regulation
Coastal and Marine Biology

Relevant Experience

60-Inch Force Main Installation under Norris Cut Channel, Miami-Dade Water & Sewer Department. This project involved the replacement of a 54-inch force main with a 60-inch force main, in preparation of the Federal Navigational Dredging Project; which proposes to widen and deepen the channel to increase the Port of Miami's capacity. The force main replacement was successfully installed via a 72-inch diameter micro-tunnel. As Environmental Scientist, Maya is providing environmental oversight for the permitting effort. Tasks include reviewing documentation, such as the SWPPP, Environmental Compliance Plan, permit applications and correspondence, and ensuring contractor is on schedule and in compliance with all permit conditions.

Environmental Impact Statement, Ft. Lauderdale-Hollywood International Airport Broward County Aviation Department. As Environmental Scientist, Maya was responsible for the Hazardous and Solid Waste Sections of the Environmental Impact Statement (EIS) report - this included a significant tenant audit component, and responsible for estimating the changes in the solid waste and hazardous waste production (and potential impacts) at the airport based on the proposed airport expansion alternatives.

Tri-Rail Coastal Link from Miami to Jupiter, Florida Department of Transportation District 4, FL. The Florida Department of Transportation-D4 is conducting a Project Development and Environment (PD&E) Study for a segment of the Florida East Coast (FEC) Railway corridor called the Tri-Rail Coastal Link (TRCL) PD&E Study. The project proposes to reintroduce commuter passenger service along an 85-mile stretch of the FEC Railway corridor between Downtown Miami and the town of Jupiter. As part of the study review team, Maya reviewed historical environmental data for portions of the corridor that would run through Broward County and Palm Beach County to evaluate areas of potential environmental concern that may impact the project. She also spearheaded the preparation of the summary memoranda that was prepared for each property of concern identified.

Terminal Access Roadways and Curb-front Study, Broward County Aviation Department, FL. As part of the long-term Master Plan for the Fort Lauderdale-

Hollywood International Airport, Broward County Aviation Department requested that a study of the terminal access roadways and curb front be performed. The objective of the study was to document the existing landside conditions, assessing terminal and access roadways to identify congestion points, and develop short-term (0-5 years) plans to mitigate the identified congestion points. As part of the Landside Analysis team, Maya performed onsite data collection at including traffic patterns and pedestrian activity and peak congestion periods. She also assisted in the compilation of the raw data collected and preparation of a Data Summary Memorandum.

Limited Site Assessment at Miami International Airport, Miami-Dade County Regulatory and Economic Resources Department. Nova was commissioned by the Department of Environmental Resources Management (now RER) to perform a limited site assessment at the Miami International Airport. The assessment included limited source removal; collection of soil samples, additional performance of soil borings, and the preparation of a Limited Site Assessment Report. As Environmental Scientist, Maya responsible for the review of historical site information to determine whether soil/groundwater contamination had been documented by previous Contamination Assessment Reports or Remedial Action Plans.

Contamination Assessment and Remediation (CAR) Services Contract, Florida Department of Transportation District 6. This CAR services contracts requires contamination assessment and remediation services on an as-needed basis for various FDOT projects. As Environmental Scientist, Maya has been involved in the preparation of environmental site assessment reports, soil and groundwater sampling, and environmental oversight during construction.

Environmental Sampling & Inspections Program with Miami Dade Aviation Department. This on-going contract involves inspections and sampling at various MDAD facilities for regulatory compliance requirements. Nova is providing inspection of underground and above ground storage tanks and monitoring wells, elapsed time meter readings at sewage pump stations, and orphan drum inspections. Maya has provided inspections of UST/AST at MIA facilities, including emergency generator rooms, on site tanks and monitoring wells.

Metrorail Central Control Upgrade, Miami-Dade Transit. This project involved modernizing Miami Dade Transit's existing Metrorail Control Center in order to provide improve operations and maintenance of Metrorail facilities and systems. The project included the development of office space to accommodate the modernization of the existing Central Control facility and systems including an HVAC system, power distribution units, power supplies, electrical systems, and systems hardware and software. As part of the Construction Engineering and Inspection (CEI) team, Ms. Compton Grant provided environmental services such as, environmental oversight of asbestos removal during construction. She also assisted the CEI team with the review and processing of contract changes and project correspondence.

USACE Baltimore, Washington Aqueduct Division Fire Protection System Improvements. Nova is providing fire protection and life safety improvements to the Washington Aqueduct facilities located at Dalecarlia Water Treatment Plant and Little Falls Buildings, McMillan Water Treatment Plant, and associated facilities, such as, Great Fall Intake Buildings, Georgetown, First High, and Second High Reservoir Buildings – a total of 74 buildings. The improvements involve fire protection and life safety recommendations, standardized operating procedures for all structures in the event a fire alarm signal is received, design of new fire detection and alarm systems for specific buildings, and evaluation and design modifications of the double interlock pre-action sprinkler system in one of the buildings. Specific task included field investigations, development of a Project Definition Report, preliminary and final design, cost estimating, scheduling, and construction services. Ms. Compton-Grant was involved in the overall management of the project, including coordination with sub-consultants and the Washington Aqueduct, preparation of submittal documentation, submittal review, and overall QA/QC.

American Airlines Site Specific Dewatering Plans, Miami International Airport. As Environmental Scientist, Ms. Compton-Grant was responsible for collecting and organizing information needed to complete the environmental sections of several Site Specific Dewatering Plans.

APPENDIX B:
Sample Reports

SAMPLE REPORTS / FORMATS

- Risk Assessment / Work Plan
- Labor Procedures Review Memo
- Subcontractor Payment Application Review Memo
- CM General Conditions Payment Application Review Memo
- Subcontractor Field Visit Memo

Risk Assessment / Work Plan Example



FORENSIC ACCOUNTING +
FINANCIAL INVESTIGATIONS

Integrity Risk Area	Potential Risk	Risk Description	Significance of Risk (High, Med, Low)	Describe Existing Mitigating Controls	Define Testing Objectives	Describe Testing Procedures	Testing Frequency	Reporting Format
Labor & Benefits	Overcharging for Labor	Amounts billed for labor exceed actual labor costs or the rates billed exceed the approved rates for the classification.	High	TBD	Ensure that labor costs billed were incurred, are properly supported and that the labor classifications are in line with approved rates.	Agree amounts billed for labor back to employee listings, the contract, company timesheets and payroll records.	Periodic Sampling (Sample Size TBD)	Memo/Analysis
	Lack of Required Documentation	Contractors are not providing payroll reports to support labor.	Med	TBD	Ensure that payroll reports and supporting documentation are being provided as a condition to contractor being paid.	Obtain and review contractor and lower-tier subcontractor payroll submissions and all supporting documentation (including if applicable daily field tickets and timesheets).	Periodic Sampling (Sample Size TBD)	Memo/Analysis
	Unapproved Workers	Construction Manager payroll billed to the contract includes workers who have not been approved.	Med	TBD	Ensure that workers being billed to the job were properly approved.	Review CM labor invoices and compare names and labor classifications to what was approved in the contract, or subsequent formal approvals. Compare names on daily sign-in sheets or timesheets to invoices. Perform periodic headcounts of workers.	Periodic Sampling (Sample Size TBD)	Memo/Analysis
	Payment Violations	Payroll billed to the contract has not been paid to the workers, or the workers are receiving a lesser amount.	Low	TBD	Ensure that all CM and trade workers being billed to the job are being paid the proper amount.	Compare payroll registers to paystubs and cash disbursement records. Obtain copies of cancelled checks. On-site monitoring will include: interviewing workers and project supervisors, performing headcounts of workers, identifying overtime work, observing on-site worker activity and behaviors, and observing paycheck distributions from contractors to workers.	Periodic Sampling (Sample Size TBD)	Memo/Analysis
	Rate and Markup Violations	Wage and benefit rates (including unemployment and workers comp), and related markups are not in compliance with the contract or Broward County and City of Fort Lauderdale labor laws and ordinances.	High	TBD	Ensure that subcontractor and all lower-tier subcontractors are properly reporting and paying the correct wages and benefits. Ensure that employees are receiving benefit payments.	Obtain payroll registers and agree wage and benefit rates back to applicable labor rate build-up schedules. Review payroll and disbursement records to determine whether employees are receiving payments in addition to payroll for possible wage and tax violation issues or other integrity issues.	Periodic Sampling (Sample Size TBD)	Memo/Analysis

Risk Assessment / Work Plan Example



FORENSIC ACCOUNTING +
FINANCIAL INVESTIGATIONS

Integrity Risk Area	Potential Risk	Risk Description	Significance of Risk (High, Med, Low)	Describe Existing Mitigating Controls	Define Testing Objectives	Describe Testing Procedures	Testing Frequency	Reporting Format
Change Orders	Unjustified Change Orders	Change order work is not being properly approved in advance.	Med	TBD	Ensure that the change order approval process is operating as intended.	Review change order proposals, estimates and approval forms. Ensure that all change order work was approved by the appropriate oversight personnel in the field and supervisors.	Periodic Sampling (Sample Size TBD)	Memo
	Scope Changes	Obtaining approval for change orders reflecting items or work that is already included as part of the base scope of work.	High	TBD	Ensure that the scope of change order work is not already included in base scope.	Coordinate with Engineers to compare specifications between base scope work and change order work. Inspect job cost records, invoices and other supporting documentation for change order work to ensure that charges are being categorized correctly.	Periodic Sampling (Sample Size TBD)	Memo
	Lack of Support	Extra work (daily work) tickets are not being provided, are incomplete or are not submitted timely for cost-plus change orders.	High	TBD	Ensure that all change order work is properly supported with daily work tickets, invoices and other supporting documentation.	Ensure that any cost-plus (T&M) labor, materials, or equipment billed are appropriately supported with daily work tickets and other legitimate documentation. Review daily work tickets to ensure that they are being filled out timely and in accordance applicable guidelines.	Periodic Sampling (Sample Size TBD)	Memo
	Inflated Charges	Change order work includes inflated pricing or inappropriate markups.	Med	TBD	Ensure pricing is in accordance with base scope work.	Compare unit prices for labor, materials and equipment between base scope and change order work.	Periodic Sampling (Sample Size TBD)	Memo
		Payment applications may include unallowable, duplicate, and/or unpaid invoices.	Med	TBD	Ensure there are no unallowable charges or duplication of work included in payment applications.	Review change order supporting documentation such as T&M tickets, invoices, receipts, and payroll records for possible duplication of work already performed or billed in earlier payment applications.	Periodic Sampling (Sample Size TBD)	Memo
	Credit Change Orders	Credit change orders are not being reflected in contract value.	Low	TBD	Ensure that credit change orders are being properly accounted for.	Agree credit change orders between change order logs and payment applications.	Periodic Sampling (Sample Size TBD)	Memo
	Charge Backs	Charge backs are not being accounted for properly.	Low	TBD	Ensure that charge backs are being properly accounted for.	Verify that the contract value has been reduced for any change order credits or deducts.	Test all major charge backs	Memo

LABOR PROCEDURES REVIEW

CONTROL RISK:

In I.1 of the [REDACTED] Procedures and Policy Manual, it states “Controlling costs is one of the three key elements of managing a project”.

Without proper controls, the risk exists that phantom employees could be paid, hours could be paid that were not worked, over-billing of rates and benefits could occur, undocumented premium rates can be paid and prevailing wage violations can go undetected.

[REDACTED] PROCEDURES:

In order to determine the specific procedures set for the maintenance of time and the control system used to assure all employees are accounted for, we reviewed the [REDACTED] Procedures and Policy Manual as well as the [REDACTED] Manual of Commercial Practices. The following two sections from these manuals (see attached) are applicable:

- Section O – Daily Reports:
 - 0.1.1 Daily Report – Describes daily work progress, prepared by project superintendent.
 - 0.1.2 Daily Head Count Report – Indicates total personnel employed by each (sub) contractor, prepared by individual (sub) contractor.
 - 0.1.3 Foreman’s Daily Report – Breakdown, description, and location of work, prepared by foreman.
- Section F.7.2. – Time and Material Purchase Orders:
 - (Sub) contractor time sheets will be signed by the project superintendent daily.

[REDACTED] procedures require a rate sheet (see attached) which is to be filled in for each trade employed by [REDACTED] or its subcontractors on the contract. This form provides a note at the bottom that requires differences from the standard union book rate to be explained.

NOTED EXCEPTIONS:

- Attached is a list summarizing the status of payrolls submitted or not submitted with Payment Applications 1, 2 and 3. These payrolls are required to be submitted by [REDACTED] on their forms.
- Premium rates above standard union book appear to have been paid to [REDACTED] workers in Payment Application 1 without the authorization being documented in writing.
- Payroll reports submitted show straight time paid for hours in excess of 40. This would be a violation of labor laws.
- For subcontracted labor, the support provided is inconsistent. Missing [REDACTED] personnel approval, payment reports produced show straight time hours in excess of 40 hours. Hours paid to the employees do not appear to match up with hours [REDACTED] was billed for.

POSSIBLE FURTHER PROCEDURES:

- Require payrolls on approved [REDACTED] forms for all [REDACTED] labor and subcontractors’ labor.
- When received agree payrolls to time sheets and to amount paid to employees.
- Obtain rate sheets for all trades for all subcontractors and [REDACTED] direct labor and trace back to labor rate schedule.
- Obtain proper authorization for rates paid in excess of the stated rates.

CONFIDENTIAL

CONFIDENTIAL

TO: [REDACTED]
FROM: YIP ASSOCIATES
SUBJECT: [REDACTED] **PAYMENT APPLICATION #102 REVIEW MEMO**
DATE: NOVEMBER 25, [REDACTED]

Recommended Adjustments:

Yip Associates has reviewed [REDACTED] Payment Application #102 in the amount of \$1,090,187 and recommends deductions totaling \$47,297.42. The adjustments are described below and detailed on the attached schedules.

Materials and Subcontracting:

- a. Adjustments totaling \$1,142.35 to deduct subcontractor charges which are not properly supported with invoices or delivery has not been properly signed off on.
- b. Adjustments totaling \$538.63 to deduct purchases of non-consumables in accordance with the cost reimbursement policy that has been adopted by the [REDACTED].
- c. Adjustments totaling \$7,338.31 to deduct charges submitted by subcontractors which are not adequately supported by the documentation provided and/or are not reimbursable under the terms of the contract.
- d. Adjustments totaling \$38,278.13 to deduct markups being charged by subcontractors which, pending an amendment to the Supplemental Agreement, are not currently reimbursable by the [REDACTED].

Other Comments:

- 1. This Payment Application will be subject to our continuing review and audit as necessary to assure compliance with the contract as amended. Any additional adjustments, if warranted, will be debited or credited in future Requisitions.

**Payment Application #102
Recommended Adjustment Detail**

<u>Category</u>	<u>Description</u>	<u>Amount</u>	<u>Invoice #</u>	<u>Subcontractor Name</u>	<u>Comments</u>
(a) Adjustment to deduct subcontractor charges which are not properly supported with invoices or delivery has not been properly signed off on.					
Subcontractors	Materials	\$ 844.32	SG0807-224		No approval on delivery
Subcontractors	Materials	\$ 298.03	SG0807-150B		No approval on delivery
		\$ 1,142.35			
(b) Adjustment to deduct purchases of non-consumables in accordance with the cost reimbursement policy.					
Subcontractors	Equipment purchases	\$ 538.63			See Non-Consumable Schedule
(c) Adjustment to deduct charges which are not adequately supported by the documentation provided and/or are not reimbursable under the terms of the contract.					
Subcontractors	Materials	\$ 5,739.78	4524		Invoice not included in requisition documents
Subcontractors	Materials	\$ 1,598.53	4556		Rental costs deemed to high compared to cost of equipment.
		\$ 7,338.31			
(d) Adjustment to deduct markups being charged by subcontractors, which are not reimbursable.					
Subcontractors	Labor & Materials	\$ 7,382.27	Various		15% markup has not been approved
Subcontractors	Labor & Materials	\$ 30,895.86	Various		15% markup has not been approved
		\$ 38,278.13			
Subtotal Current Requisition Deductions		\$ 47,297.42			

CONFIDENTIAL

TO: [REDACTED]
FROM: YIP ASSOCIATES
SUBJECT: CM GENERAL CONDITIONS PAYMENT APPLICATION REVIEW MEMO
DATE: DECEMBER 9, [REDACTED]

**[REDACTED] Payment Application #104
Recommended Adjustments:**

Yip Associates has reviewed [REDACTED] Payment Application #104 in the amount of \$804,007 and recommends deductions of \$535,600.75. These adjustments are described below and detailed on the attached schedules.

General Conditions:

- (a) Adjustments totaling \$816.97 to deduct charges for which no supporting documentation was provided.
- (b) Adjustments totaling \$5,996.19 to deduct [REDACTED] General Conditions staffing costs for workers who have not been approved by [REDACTED] to work on the project.
- (c) Adjustments totaling \$3,417.52 to deduct [REDACTED] direct labor costs for hours that are not supported with time sheets.
- (d) Adjustments totaling \$525,370.07 to back out insurance costs which have been disallowed by [REDACTED].

Other Comments:

- 1. This Payment Application is subject to our continuing review and audit as necessary to assure compliance with the contract. Any additional adjustments, if warranted, will be debited or credited in future Payment Applications.
- 2. Approval of [REDACTED] staff labor charges is subject to fringe/benefit burden audit to ensure that the rates are exclusive of overhead and profit. If it is determined that overhead and profit is included in the fully burdened rates, an additional adjustment will be warranted for all prior and current staff labor billings.

**Payment Application #104
Recommended Adjustment Detail**

<u>Cost Category</u>	<u>Description</u>	<u>Amount</u>	<u>Invoice #</u>	<u>Vendor</u>	<u>Comments</u>
<u>CURRENT DEDUCTIONS</u>					
(a) Adjustment to deduct charges for which no supporting documentation was provided.					
Union Direct Labor (GC)	Check Charges	443.36	275117		Period Ending 10/28/XX
Union Direct Labor (SA)	Check Charges	112.99	275117		Period Ending 10/28/XX
		<u>556.35</u>			
Staff Direct Labor (GC)	Check Charges	260.62	275115		Period Ending 10/28/XX
		<u>\$ 816.97</u>			
(b) Adjustment to deduct General Conditions staffing costs for workers who have not been approved to work on the project.					
General Conditions	Staff Direct Labor	5,996.19	275115		Period Ending 10/28/XX (see detail)
(c) Adjustment to deduct direct labor costs for hours that are not supported with time sheets.					
General Conditions	Union Labor	3,417.52	275117		See schedule attached
(d) Adjustment to back out insurance costs which have been disallowed.					
General Conditions	Insurance	525,370.07	103108		Insurance not reimbursable per client.
	TOTAL DEDUCTION	<u>\$ 535,600.75</u>			

CONFIDENTIAL

TO: [REDACTED]
FROM: YIP ASSOCIATES
SUBJECT: [REDACTED] **SUBCONTRACTOR REVIEW MEMO**
DATE: [REDACTED]

Background

At the request of [REDACTED], Yip Associates (“Yip”) performed a review of subcontractor [REDACTED]. Our review focused on the [REDACTED] Project, where [REDACTED] has a lump sum contract with [REDACTED] originally valued at \$10,365,500. To date, one change order totaling \$407,000 has been approved, resulting in an adjusted contract value of \$10,772,500. Through December 31, [REDACTED], approximately \$7,667,156, or 71% has been approved and billed to date.

Procedures

Yip conducted our review at [REDACTED] regional office in [REDACTED], which included a review of various financial and project documents and interviews of the Operations Manager, [REDACTED]; and Project Manager, [REDACTED].

Documents reviewed on a spot basis included, but were not limited to, the contract, various financial reports, selected subcontractor and vendor invoices, payroll reports, timekeeping documentation, and other project related documents.

Findings

Our subcontractor review did not identify any apparent instances of fraud, waste, or abuse by [REDACTED] on the [REDACTED] project. However, in the course of performing our review, we became aware of some issues of note in the following areas:

1. Possibly Excessive Overhead and Profit Costs for ‘Surveying’ Allowance
2. Possible Inappropriate Charges to ‘[REDACTED] Processing Fee’ Allowance
3. Using Allowance Items to Initially Pay the [REDACTED] Change Order

Possibly Excessive Overhead and Profit Costs for ‘Surveying’ Allowance

██████ has a ‘Surveying’ Allowance line item with a total budgeted amount of \$45,000. ██████ has subcontracted the surveying allowance work to ██████. In Requisition #5, ██████ submitted an invoice for \$56,250 for work performed by ██████ between April and August of ██████ that applied to the allowance. Of the total invoice amount, \$38,324 has been approved and paid. ██████ submitted a scope of work that included per day rates and per hour rates. According to the invoice submitted by ██████, ██████ charges \$2,200 per day (\$275 per hour) for a two-man crew, which includes a Local ██████ Survey Chief and a Local ██████ Instrument Person. Yip requested a breakdown of the rates from ██████ to understand how they arrived at this daily rate, but ██████ stated that ██████ did not provide a breakdown of the labor rates because they are based upon the rates provided in their contract with ██████.

Yip attempted to test the reasonableness of the daily rate. Based on the payroll reports provided by ██████, the hourly base cost of labor and benefits for a two-man crew consists of the following:

Union	Title	Survey Chief	Instrument Person	Total Wages and Benefits Per Hour
Local ██████	Wage Rate	\$ 60.57	\$ 48.13	
Local ██████	Benefits Rate	\$ <u>29.78</u>	\$ <u>29.78</u>	
	Total	\$ 90.35	\$ 77.91	\$168.26

The wages and supplemental benefits reflected on the ██████ payroll reports do not take into consideration employer taxes and insurance paid by ██████. Without a breakdown of the labor rates from ██████, Yip estimated these costs based on what would be considered more than reasonable by ██████ Cost Control Group and Internal Audit standards. We added 13% for taxes and insurance (not covered by OCIP) to the base wage rate.

Union	Title	Survey Chief	Instrument Person	Total Wages and Benefits Per Hour
Local ██████	Wages & Benefits	\$ 90.35	\$ 77.91	
	Taxes & Ins (13%)	\$ <u>7.87</u>	\$ <u>6.26</u>	
	Total	\$ 98.22	\$ 84.17	\$182.39

Yip then applied the allowable 15% Overhead and Profit to the total labor amount, resulting in the following total per hour rates for a two-man crew:

	Total Rate	\$ 98.22	\$84.17	
	15% OH&P	\$ <u>14.73</u>	\$ <u>12.63</u>	
	2 Man Crew Total	\$112.95	\$ 96.80	\$ 209.75

Based on the above, the combined labor rate being charged by ██████ of \$275 per hour, exceeds what was calculated as being a reasonable rate by more than \$65 per hour. When this difference is extrapolated over all of the ██████ invoices, it results in potential excessive billings of approximately \$8,000.

Possible Inappropriate Charges to the '██████████ Processing Fee' Allowance

██████████ has a \$75,000 ██████████ Processing Fee allowance that is available to reimburse ██████████ and its lower-tier subcontractors for the ██████████ membership fees and background checks for employees that will be accessing the ██████████ site. ██████████ has been approved and paid \$27,855 for ██████████ processing fees.

Of the \$27,855, Yip identified \$3,995 of ██████████ charges that are either not properly supported or do not appear billable to the ██████████ project, as detailed below.

- A reimbursement request for ██████████ Membership fee for ██████████ was not supported by the documentation provided, which equaled \$265.
- A ██████████ charge for ██████████ in the amount of \$265 that was incurred in August ██████████, which was well before the ██████████ contract was signed in January, ██████████.
- A number of ██████████ charges from ██████████ that were also prior to the start of the ██████████ contract. ██████████ has at least 3 other contracts that Yip is aware of including: 1) a \$687,294 contract with ██████████ on the ██████████ project, 2) a \$1,293,819 contract with ██████████ on the ██████████ project, and 3) a \$9,472,023 contract with ██████████ on the ██████████ project. Yip also noted that most of the ██████████ workers were scanning on site well before April ██████████, which was when ██████████ work first began. Therefore, it appears that ██████████ may have submitted for reimbursement of ██████████ costs through ██████████ allowances for individuals' charges that were included in their base contracts for the ██████████ Project.

Using Allowance to Initially Pay the ██████████ Concrete Change Order

██████████ has one approved change order on the contract, ██████████, with a total value of \$407,000. Although the change order is not reflected on the schedule of values until Requisition No. 4, ██████████ was billing for it in earlier requisitions under unrelated allowance line items. In total \$247,000 was billed for a change order through allowance items that had no correlation to the change order.

Yip noted that this method for temporarily funding change orders was not permitted under the contract, and sought to ensure that adequate documentation was maintained that was transparent and fully disclosed the billing procedures used. ██████████ provided the minutes of a meeting on July 11, ██████████ that included ██████████. Within the minutes, ██████████ documented discussions regarding the ██████████ change order and the plan to bill and initially pay for early submissions of the work with allowance money.

Based on the above meeting minutes, it appears that the temporary funding arrangement was discussed by ██████████ and ██████████ during the change order meetings, but this arrangement was never presented to or approved by higher level Executives. Ultimately, the change order that was approved by ██████████ on October 23, ██████████ included sufficient details of the change order scope of work, but the process of initial funding through unrelated allowance items was not disclosed anywhere in the approved change order documentation. This issue was brought to the attention of ██████████ during a recent quarterly meeting at ██████████. After the meeting, Yip provided a copy of the above meeting minutes to ██████████ to follow up with the appropriate individuals regarding their blatant disregard for established change order procedures.